EXECUTIVE SUMMARY

The Board of Regents University System of Georgia governs all Georgia institutions of higher education for the state of Georgia which includes all state universities and colleges throughout Georgia. The Board of Regents occupies three floors at 270 Washington Street located in Atlanta, Georgia. The organization has six departments which consist of the Chancellor’s office, Communications, Audit and Compliance, Academic Affairs, Fiscal Affairs and External Affairs. The University System of Georgia (USG) supports state policy for flextime and telework as an employer option, not an employee right. As of January 2008, executives and supervisors began offering flextime and telework schedules throughout departments as a reward incentive for the recent lack of annual state raises due and budget cuts. Supervisors must approve flexible work schedule options and can deny the request if employee job description does not permit.

There have a number of employees unable to participate in flex schedules the past 9 years affecting employee morale, motivation, and productivity throughout the organization. Companies that offer various work schedule options have significantly higher productivity, job satisfaction, lower turnover, and absenteeism. The global marketplace is embracing alternative work arrangements suggest Harvard economist Lawrence Katz and Princeton economist Alan Krueger (Gardner, S., 2016). The growth of the global market and advanced technology has made the job search easier and work schedule options more abundant.

In Chapter I, the research objective was to send emails internally to 187 employees of the Board of Regent University System’s central Atlanta office to answer a survey questionnaire
regarding workplace flexibility and the effects of management. Additionally, 6 face to face interviews were conducted with vested staff members. Permission was granted from the Assistant Controller of the University System’s central office in Atlanta, Georgia to solicit participation and interviews to conduct study.

In Chapter II, the literary review covers many subtopics; however, 3 of the most important subtopics were: workplace flexibility, job satisfaction, and management impact. The literature reveals job flexibility and job satisfaction are positively correlated. Employees allowed flexible options have a tendency to have a positive outlook on the relationship between supervisor and employer. Organizational commitment and job satisfaction are influenced by flex schedule choices. Previous literature found a flexible work schedule gives an employee control over one’s personal life which benefits the organization and employee. Employer and management support of flex options positively impacts the organization by decreasing absenteeism, savings in new employee training cost, increasing job satisfaction and commitment.

In Chapter III, the data is presented. Of the 187 employees, only 50 survey questionnaire responses were returned. Six one-on-one interviews were conducted to discuss job flexibility and effective management. All interviews were completed by the date it was scheduled. Most respondents surveyed and interviewed have been employed 2-5 years or currently seeking new opportunities outside of the Board of Regents.

In Chapter IV, data analysis found the most frequent answers to the 10 survey questionnaires. In question 1, found 32% of respondent’s perception of management was somewhat dissatisfied. Question 2, found that 36% of respondent’s work a regular schedule.
Question 3, found that 40% of respondents prefer working independently. Question 4 found that 80% of respondents feel management trust the level of work being completed. Question 5, found that 72% of respondents were interrupted by a supervisor once a week. Question 6, found most respondents have worked for the organization for 2-5 years. Question 7, found that 44% of respondents are not so likely to recommend a job within the department. Question 8, found 40% of respondents prefer working half the time from home and half the time from office. Question 9, found 56% of respondents viewed the workday as being productive. Finally, question 10, found 60% of respondents are diligently looking for new employment.

Finally, in Chapter V, the study provides two recommendations. The first recommendation would be that Human Resources offer programs to improve quality of life for those who may not be able to participate in flex time such as free fitness memberships for family, monetary incentives for employees who commit to working an agreed amount of years with the organization. Offer additional annual leave to an employee who works a maximum amount of hours in office per year. The organization can offer onsite childcare to ease the everyday stress of parenting.

The second recommendation is to have a consulting firm team up with the Human Resource Department and meet with individual departments throughout the system to talk about underlying work-life concerns. Next, the firm should schedule one on one meeting with employees and managers (separately) to be made aware of most important concerns. Based on the firm’s results, a pilot program can be put in place and monitored over the period of a year to examine programs success.
A Study of Job Flexibility and Effective Management within the
Board of Regents of the University System of Georgia

MSA 699 Project Report

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by
Carla N. Exum

Leadership

Project Instructor
Dr. Gordon Rich Elwell

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Chapter I

Problem Definition

Background

The Board of Regents University System of Georgia was created with the passage of the Reorganization Act by the Georgia General Assembly in 1931 (University System of Georgia, 2017). Its creation was an attempt to reorganize Georgia’s state government. The Board of Regents oversees the state colleges, state universities, and the board of trustees (University System of Georgia, 2017).

The Board of Regents consisted of 11 original members appointed by the Governor of Georgia and pending approval by the state Senate (University System of Georgia, 2017). There is currently 19 members that make up the Board of Regents. A chairperson and secretary are selected from those members. There is a regent appointed from each of Georgia’s 14 congressional districts and five regents are appointed from the state-at-large (University System of Georgia, 2017).

Steve Wrigley is the current Chancellor elected to govern the University System of Georgia. Wrigley serves as the Chief Executive Officer and Chief Administrative Officer for the system office. The Board currently oversees the University System of Georgia, which consists of 28 public institutions of higher learning, in addition to the Georgia Archives and the Georgia Public Library System (University System of Georgia, 2017). The Board of Regents University System of Georgia has six departments, which consists of the Chancellor's office, Communications, Audit and Compliance, Academic Affairs, Fiscal Affairs and External Affairs. The Board of Regents sets goals and dictate general policy to all the Georgia Colleges and
Universities. The central office dispense all state funds allocated by the legislature to all institutions.

The University System of Georgia (USG) supports state policy for flextime and telework as an employer option, not an employee right. The policy for the University System of Georgia can be found on the company website at [www.usg.edu](http://www.usg.edu) under the Human Resources Administrative Practice Manual. As of January 2008, executives and supervisors began allowing flextime and telework schedules throughout departments as a reward incentive in addition to the recent lack of annual state raises (University System of Georgia, 2017). Since the initiation of alternative work schedules, there have been numerous complaints because not all employees can participate in an alternative work schedule. Some employees have exhibited less than desirable behaviors such as consistent tardiness, absenteeism, and low productivity. According to Delgaldo, Ortega and Strauss (2015) an actively disengaged employee will have a negative effect on service and productivity, which in turn can cost the organization.

**Research Problem**

There have been a number of employees at the Board of Regents central office who have voiced major concerns that supervisor’s unwillingness to be flexible with work schedules due to overuse of control is affecting employee morale, motivation, and productivity while working. Micromanaging is a need to be in control (White, 2010). It is a fear of being accountable for other people work. Micromanaging can affect an organization overall productivity.

A new form of micromanaging involves being managed from the employee’s home workspace in addition to various work sites (Wright and Yaegar, 2016). This form of micromanaging can affect employees participating in alternate work schedules. Micromanagement can leave an employee feeling untrustworthy and discourage the ability to be expressive (Delgado,
An increase in productivity is hard to achieve if time spent is avoiding management.

**Research Objectives**

Flexible schedule options should be an option for all employees. This study revealed the importance of workplace flexibility and supervisor trust within the Board of Regent’s central office. Workplace flexible options promotes better relationships between employee and supervisor. As a result, management promotes better workplace policy internally to create a productive work environment. The alternate workplace policy is when an employee’s worksite is any site other than the primary workplace (University System of Georgia, 2017). This alternate workplace policy includes flex schedules and teleworking schedules. Alternate work-life schedules were not approved for all employees and positions. Eligibility is based upon specific criteria and procedures set by the University System of Georgia. Many employees work regular hours from central office daily.

Flex schedules are core hours established by the institution, such as 9:00 am to 4:00 pm (includes 1hr for lunch) or 7:30 am to 4:00 pm (includes 30 minutes for lunch). Additionally, four (4) ten (10) hours days is considered flex time. (University System of Georgia, 2017). Teleworking is working at a location other than employee's primary workplace. Any employee who participates in teleworking must sign a Teleworking Agreement (see Appendix F). Any employee who participates in flex time must sign a Flextime Agreement (see Appendix G).

The goal of this study was to have all 187 surveys returned for analysis. Face-to-Face interviews will be given to one employee randomly from each department. After collecting surveys and interviews from each participant, the findings provided reasons some staff members exhibited certain behaviors throughout the organization. As a result of the findings, the Human Resources
Department’s Director will better understands the impact of various management styles within the business.

**Limitations and Delimitations**

Due to the number of employees, time restraint, and numerous locations, the pool of applicants for this research is limited to the Atlanta central office location. The research will exclude the Athens, Sandersville and Morrow, Georgia locations. All employees were allowed to participate, supervisors included. Data was collected from October 2, 2017, with a deadline of October 16, 2017.

Collected data is limited to only those employees who complete a survey or face to face interview in its entirety. No Participants were compensated for participating in the study. Participants were asked to complete survey or questionnaire on personal time and return to the researcher by October 16, 2017.

**Definitions**

**Alternate Workplace** – Any work site other than the employee's primary workplace.

**Alternate Workplace Schedule** – A flexible work schedule that is approved your employer.

**Core Hours** – Hours in which all employees are expected to work.

**Flexible** – The ability to adjust to different circumstances.

**Flextime or Fletime** – A period that is different from core work hour established by the department.

**Micromanage** – To observe and control the work of subordinates.

**Primary Workplace** – Teleworker’s usual workplace.

**Teleworking** – Working at a location other than a primary workplace.
Job flexibility within the workplace is a common theme and demand. A family work-life balance is important in today’s workforce. This literature review supports the theory that job flexibility has a direct impact on job productivity, absenteeism, and attitudes. Work schedules determine how an employee is supervised. The literature is organized by sub-topics. The articles uncover existing managing styles within an organization and offer solutions to improving employee, supervisor and organizational relationships. This literature review presents articles that are current and over 10 years to-date, however, articles more than 10 years old are relevant and creditable. The research will offer managing solution that is most beneficial to an employee and supervisor with a common goal to succeed in any work environment.

Presentation of Literature

Micromanaging Impact. In the article “Micromanagement: When to avoid it and how to use it effectively”, the research defined micromanagement as a focus on tasks completion and less emphasis on the results that are achieved. Micromanaging is often necessary when an employee is failing to accomplish an assignment (Delgado, Strauss, Ortega, 2015). “An effective manager knows when to be involved and when to allow the employee to work independently” (Delgado, Strauss, Ortega, 2015, p. 774). When a supervisor micromanages an employee to remedy a mistake, it is called reactive micromanagement. When an employee is not meeting a goal or deadline, management should offer assistance. When a policy of an organization is changing or the organization is changing direction, micromanaging is essential (Delgado, Strauss, Ortega, 2015).

A good manager ensures that team members are successful (Delgado, Strauss, Ortega, 2015). Beware of over micromanaging. Over micromanaging can have a shattering impact on
employee morale (Delgado, Strauss, Ortega, 2015). An employee can become disengaged and make little effort to be creative. If a supervisor over-manages too often, it may be time to reevaluate the team member (Delgado, Strauss, Ortega, 2015).

When a manager cannot trust an employee, it becomes time to evaluate that person’s future with your organization. (Stack, 2013). The author Laura Stack (2013) offers great solutions for “Managing Effectively without Micromanaging”. A micromanaging supervisor can be the one bad apple that spoils the entire bunch” (Stack, 2013, p. 102). This type of management style can lead to a team of disconnected employees. A great leader wants to see positive productivity in team members. A good supervisor supports any necessary training that will help improve an employee’s job performance. It is important a leader makes certain the team goals are in line with the organization strategic priorities (Stack, 2013).

Appropriate training may be the answer. In some cases, relieving an employee from his or her duty may be necessary. A highly skilled team member is selected to perform a duty and should be afforded the opportunity. A good manager effectively shares authority, encourages and motivate team members to achieve the desired result (Stack, 2013). A person is less likely to invest time in something that has no direct personal benefit.

In the article “Would Your Employees Recommend You?” the author list different reasons for bad management in organizations. One common reason noted is that “the system is to blame”. (Birkinshaw, 2013, p. 96). Corporations reward management often overlooking good employees and their contributions to the organization. Another reason for bad management is that controlling managers do not want to delegate work or give credit to an employee when deserved (Birkinshaw, 2013). The role of a good manager is to empower your staff to do their best work.
A better way of accessing good management is to ask a manager, “would your employee recommend you?” This type of question and its result can be found on the Net Promoter Management Score (NMPS (Birkinshaw, 2013). The NMPS accesses how a customer promotes a product or company to friends (Birkinshaw, 2013). A company’s best customers will give a referral of great products to friends. This is a great instrument for tracking customer loyalty to an organization. A company should see how employees view workplace products, and services. The article is a great guide for management to become selfless. It teaches supervisors to reward staff for knowledge, hard work and all contributions resulting in a job well done.

Managing is about cautious preparation, goal setting, and stability. When a manager reaches outside of what can be controlled to achieve perfection, it becomes micromanaging (Hernandez, 2012). Micromanaging is categorized as the need to be in control. The article “Am I Directing or Micromanaging”, focus on helping physicians understand the differences between directing and micromanaging (Hernandez, 2012).

Giving direction provides clear instructions to staff on what to do and how to perform those actions. A great supervisor provides guidance, support and gives recognition when deserved. Allowing staff to take authority and make a decision is very important. Understanding mistakes can happen and allow employees to learn from those mistakes (Hernandez, 2012). Great direction leads to a high retention rate.

Micromanaging occurs when a supervisor instructs a team or team member to fulfill a duty allowing no choice in method to accomplish a goal. Micromanaging managers are critical when evaluating others work often expecting perfection (Hernandez, 2012). Delegating authority is not a characteristic of a micromanager. Often when objectives are not met, the supervisor will fault the
staff. Micromanaging can often be effective but in the long-term can be harmful to an organization. Micromanaging lead to a low retention rate.

**Workplace Flexibility.** Authors Wright and Yaeger (2016) writes about women “opting-out” of working for organizations due to lack of job flexibility. In the study, Wright and Yaeger suggest that job flexibility for women is based on incorporating the four life domains of work, home/family, community, and self. Transforming workplace culture has been gradual since the 1970’s when women joined the workforce receiving poor pay and recognition (Wright and Yaegar, 2016). During this time, technology advances were introduced, such as "teleworking". Telecommuting helps to reduce stress slightly and opened doors for promotions; however, it becomes more difficult to set boundaries of work and life domains since the location is one in the same (Wright and Yaegar, 2016).

During the 1980’s the number of women in management doubled. Promotion came with the cost of competing with the male counterpart (Wright and Yaegar, 2016). By the 1990’s, moving up the corporate ladder of success while balancing children, spouses and aging parents became burdensome to a working woman (Wright and Yaegar, 2016). In the end, the case study revealed that 15 participants opted-out of the corporate environment because they were unsuccessful in integrating the four life domains at satisfactory levels.

Gaining total integration of all four domains is not realistic, but attaining more flexibility offers mental satisfaction (Wright and Yaegar, 2016). A family work-life balance is important. Workplace cultural change is inevitable for women and men alike. In a 2012 Diversity Council of Australia review, Jessica Irvin, pointed out men have a desire for workplace flexibility given fathers are beginning to share more childrearing responsibility (Wright and Yaegar, 2016).
Author Jeff Stimpson (2008) conducted a study that provides a timeline of work-life scenarios employees handle daily while balancing work and personal life, beneficial to organization and employee. Today’s workplace is centered on flexibility more than hours worked (Stimpson, 2008). Organizations understand there is no longer a need for a micromanaging supervisor. An employee’s commitment and loyalty to an organization is the most important asset a company possesses.

Michael Daszkal of Daszkal Bolton located in Boca Raton, Florida notes that it is important for employees to work in an exultant atmosphere in order to reach proficiency performing work task (Stimpson, 2008). A new work-life culture became a part of the organization several years as a result of Daszkal having small children. Daszkal associates schedules consist of work from home, four days a week, come in or leave early schedules among other options (Stimpson, 2008). “As long as associates tell us in advance what schedule will work best for them, they can run their work around their life, instead of vice versa” (Stimpson, 2008, p.20).

The Daszkal firm offers the most up-to-date technology such as cell phones, Voice over IP (VoIP) and Citrix serves for internet usage to make working from home stress-free and efficient (Stimpson, 2008). Work-life flexibility and equality can be perplexing to maintain throughout a company for all personnel. “If one associate asks for a certain type of schedule, that same schedule must be awarded to another associate who requests it unless it directly impacts their ability to perform their job” (Stimpson, 2008, p.20). A company policy should be enforced providing flexibility and structure but limiting outlandish schedule request.

A successful organization supports a work-life balance initiative says, Jule Frankel, a shareholder at Wilkin and Guttenplan in East Brunswick, New Jersey. Women entering the
workforce has increased from 20 years ago. Wilkin and Guttenplan accommodate a women’s right to start a family and do not require making a choice between family and career (Stimpson, 2008).

Dick Jergenson, managing partner with Hansen, Jergensen Nergaard & Company (HJN) in Minneapolis explains why the company work schedule policy is tailored to the employee’s life outside of the firm (Stimpson, 2008). To retain valuable employees, approving an alternate schedule is necessary. The company does not investigate an employee’s reason for calling off to work. Employees are more productive when given choices and seldom abuse the benefit (Stimpson, 2008). Jergenson further states the company does not micromanage employees.

Valuable employees are like free agents seeking out a better company (Hoff, 2007). Companies compete for the best-talented employee and the employee selects the firm that is more flexible offering more benefits or perks. Age plays a major role in job expectation in today’s workforce. Today’s young skilled employee strives for more control over their lives and career (Hoff, 2007). Advances in technology have made it possible for all ages to participate in flex schedules such as work from home.

The U. S. Department of Labor reported that in May of 2004, more than twenty-seven million full-time salaried staff worked flex schedules (Hoff, 2007). This increase in flexible schedules is due to the dual career couples. Fathers have begun participating in the rearing of children more than in previous decades. Alternate work schedules offer more control over one's work-life (Hoff, 2007).

Crowe Chizek and Company LLC is a Certified Public Accounting firm that employs 2,500 people. Crowe offers its employee several options to balance work-life. Those options are as follows: flex schedules, weekend babysitting services, and a Road Warrior program (Hoff, 2007). Road Warrior is a perk for employees who travel a minimum of 72 night each year over the road.
Those perks consist of airline club memberships, workout memberships, dry cleaning services, cellular calling plan programs and weekend travel programs for domestic partners (Hoff, 2007).

There are several strategies Hoff (2007) recommends that can help balance or manage employee work-life. First, the use of technology helps to maintain communication with the employer. Secondly, build a support network such as partner, parent or friend that can help with errands. Third, do not hesitate to ask for help if needed. Fourth, plan ahead. Fifth, work with managers to design a schedule best for you. Finally, understand challenges will make you stronger.

In a 2010 HR Focus article on workplace flexibility, the Department of Labor Women’s Bureau held a conference in Dallas, Texas on work-life integration and its benefits. Dallas, Texas was selected as the conference location because of its fast-growing small businesses. Several presenters spoke about employee options for work-life and personal life balance. If a work-life balance is reached the results are less turnover, lower absenteeism, more loyalty, increased productivity and lower training cost (Anonymous, 2010). Tina Tchen, Executive Director of the White House Office of Public Engagement, made mention of workplace flexibility’s importance to first lady Michelle Obama. It is Michelle Obama’s view that workplace flexibility should be a necessity and not company incentive. According to Tina Tchen, a flexible work schedule should accommodate workers with disabilities, religious preferences, and education goals. Tchen also points out the federal government’s future plan to integrate flexible schedules within various government sectors (Anonymous, 2010).

Ellen Galinsky, President of Families and Work Institute found that 80% employees feel workplace flexibility is important based on the “When Work Works” research results previously conducted (Anonymous, 2010). According to the institute's study, employees working at the firm Albert Kahn Associates, Inc., worked nine-hour days with limited hours on Friday's or
telecommute once a week. As a result, employees had the opportunity to save up to six months of paid leave. Galinsky noted flexible employee schedule options contribute to better health and lower turnover within an organization.

In 1988, Ted Childs a former employee of IBM's Human Resource's team suggested that the organization extend its leave of absence succeeding childbirth to 3 years. The purpose of the change was to prevent quality employees from leaving the organization to care for a child (Anonymous, 2010). The cost to recruit a new employee at that time ranged from $12,000 to $14,000. Training a new employee was an estimated $100,000. In total, it would cost an estimated $1,000,000 to train a dozen employees. “Employers should focus on getting the job done and not how, where and when it’s done”, said Childs (Anonymous, 2010, p.6).

**Work-Family Balance.** During the 1980's men began to voice concerns about work-life balance issues more frequently. Work-life balance was first made known in the 1990’s when the Kellogg Company replaced the traditional three eight-hour day shifts with four six-hour day shifts (Dizaho, Salleh and Abdullah, 2017). The article "Achieving Work-Life Balance Through Flexible Work Schedules and Arrangements”, examines various approaches to work schedules that promote work-life balance. There are several flexible working schedule arrangements such as flexitime, part-time work, work from home, job sharing and teleworking.

Flexitime originated in Germany during the 1970’s (Dizaho, Salleh and Abdullah, 2017). Previous research found flexitime to be a solution to women struggling with balancing child rearing and work life. The most important element of flexitime is “time”. Flexitime is defined as a working arrangement in which an employee can select specific arrival and departure time to work. Flexitime has been proven to increase employee productivity and work satisfaction (Dizaho, Salleh and Abdullah, 2017).
Job share allows two or more individuals to share the responsibilities of a full-time job. A great benefit of sharing tasks is both individuals may share skills, experiences and possibly job ideas. Under most circumstances, the employees will split the hourly pay. Job share is ideal for women pregnant and working, nursing a child or on maternity leave (Dizaho, Salleh and Abdullah, 2017). Sick leave, absenteeism and other emergencies at work are reduced significantly as a result of job sharing.

Part-time work is the most common flexible work schedule in the world. Part-time work was introduced during World War II to cut labor cost and accommodate women entering the workforce (Dizaho, Salleh and Abdullah, 2017). A part-time job helps to balance family life and work life providing less stress. Lastly, working hours less than a forty hour week helps with childcare arrangements.

The most popular form of flexible work schedule is work from home. It can be very attractive to the working mother concerned with childcare. Watching after a child in the home can also be challenging (Dizaho, Salleh and Abdullah, 2017). A home environment allows a person to deal with personal and work-related matters collectively. Working from home reduces absenteeism, stress, and turnover. It increased production, job satisfaction, and reliability. This form of work arrangement can be financially beneficial to an employer (Dizaho, Salleh and Abdullah, 2017).

Teleworking is the use of technology to help perform workplace duties from various locations. This type of work arrangement is ideal to help achieve work-life balance because different job duties can be accomplished from anywhere (Dizaho, Salleh and Abdullah, 2017). Modern technology such as the cell phones and internet has made this work arrangement
successful. Organizations should provide the necessary technology to monitor employees from home to assure company regulations are not violated.

In 2008, the US economy took a drastic plunge as result of the collapse of the housing market (Facer and Wadsworth, 2016). Many organizations implemented furloughs, pay freezes and downsizings. Companies experienced personnel shortages and employee productivity was low. To lessen work-life pressures, companies began to offer employee alternative work arrangement options (Facer and Wadsworth, 2016). Offering work-family balance helps to stabilize the mental, emotional and behavioral demands of family and work task (Facer and Wadsworth, 2016). Alternate work schedules assure that both family and work responsibilities can be satisfied.

Facer and Wadsworth (2016) created a timeline of survey responses examining the impact of the state of Utah’s 4-day workweek employee option. This compressed schedule allows employees to work longer shifts for fewer days. Compressed schedules are 4 days a week, 10 hours each day or 9 days every two weeks, 80 hours in total. Thirty-five percent of all US organization participating in the survey has a policy offering of a compressed schedule (Facer and Wadsworth, 2016).

Facer and Wadsworth’s (2016) research found that gender had no impact on a 4-day schedule and work-family balance. Further analysis shows a greater impact proven with lower work-family balance among employees working a 4-day schedule with children at home. Attitudes of employees show no difference based on age and working a 4-day schedule (Facer and Wadsworth, 2016). There was a significant difference in an employee that can choose the desired schedule versus an employee forced to work a standard schedule (Facer and Wadsworth, 2016).

Managing from a Distance. When an employee has a choice in schedule selection, policy perception change. Participating in policy change positively impacts work-life balance. The
research found little difference between ages and attitudes of employees working a 4x10 schedule. No particular work schedule fit every employee’s family work life (Facer and Wadsworth, 2016).

Doug Burgum, President of Great Plains Software, became the driving force for telecommuting within the organization. Burgum had several senior-level employees resign from positions because of family issues leading each staff member out of state. Burgum decided that keeping talented employees is more important than allowing them to exit the organization.

Telecommuting has made it possible for companies to access the most talented individuals in any profession. "Telecommuting will open up the qualified workforce more," says Lynn Dreyer, Great Plains' human resources director (Hotch, 1993, p.25). Burgum suggests that supervisors should be more concerned with work quality rather than micromanaging staff throughout the day. Telecommuting is about trust. A supervisor must be confident an employee is self-disciplined at home. When a supervisor approves an employee to work from home, it shows a level of comfort felt by a supervisor in the employee’s absence (Hotch, 1993).

In addition to corporations benefiting from telecommuting, federal governments have programs as well. Reducing pollution by eliminating congestion on the highway is vital to the environment. Working from home allows for fewer cars on the road (Hotch, 1993). In 1988, Arthur D. Little Consultant suggests that increased telecommuting saves annually on gasoline, maintenance and reduced pollutants totaling an estimated $23 billion dollars a year (Hotch, 1993).

In the article “How to Make Flexible Working Work”, Jack Hagel explores job flexibility within an accounting firm. Over 2,100 Chief Financial Officers, representing 36%, agreed that remote working has increased gradually over the past 3 years. Out of the 1,000 or more respondents working for the organization, 68% felt remote working opportunities had recently increased (Hagel, 2015). Thirty-five percent of employers polled agreed that remote working
improves morale and retention rates. Twenty-eight percent respondents agree an increase in productivity occurs when employees spend less time driving to the home office. While 15% respondents agree on workplace space cost decline when employees work away from the office. Research suggests organization should offer remote work to both prospective and current employees.

Virtual working is most effective in trusted environments”, says Brenda Morris of Chartered Global Management Accounting (Hagel, 2015). In a trusted environment an employee understands roles and accountability. Two drawbacks of remote working are collaboration is non-existent and interoffice interaction is not attainable. Clarification of a text, instant message or email by phone is effective when virtually working. When a supervisor conducts interoffice meetings with staff and discusses objective and expectations, remote working is most successful (Hagel, 2015).

Commitment and Job Satisfaction. A struggle existing between a person’s work life and personal life affects job productivity and leads to absenteeism or turnover (Scandura and Lankau, 1997). An alternate work schedule is a great option to help cope with the stress of a busy work life schedule. Company heads are beginning to recognize the effects of social changes. As a result, family programs are becoming more common in many organizations. Research has shown that family programs such as a “flexible work” option, is correlated to positive attitudes and personal happiness in the workplace (Scandura and Lankau, 1997). Organizational commitment and job satisfaction are associated with flex schedule choices. Organizational commitment is understanding the goals of one’s employer. Job satisfaction is how gratified a person is to one’s employer. Being allowed to work flex schedules is perceived by an employee four ways. First, the organization is perceived to care about people’s family and work life. Secondly, a flexible work
schedule gives an employee control over one’s personal life. Third, an employee over commitment and satisfaction of job and company increases. Finally, employees compare flex schedules options to other agencies that may not have options (Scandura and Lankau, 1997). As a result, the employee displays more loyalty and commitment to the organization. (Scandura and Lankau, 1997). research revealed that job fulfillment and commitment is greater in women than men. Having the main responsibility for home and family obligations is the role of most full time working women (Scandura and Lankau, 1997). Women tend to support policies that are family oriented. Sacrificing your family for your job is no longer an appealing option (Scandura and Lankau, 1997). Organizations that offer family-friendly policies such as flex schedules are more attractive to an individual than those without.

Public Employee Well-Being. In 2010, Organization for Economic Cooperation and Development ranked South Korea one of the top countries to enforce long work hours (Ryu, 2015). In 2004, South Korea passed legislation to support a 40 hour a week work schedule for public employees to improve work life and effectiveness. The research found that in recent years, due to psychological depression, several government social workers committed suicide. Depression and suicide were directly correlated to the long work hours (Ryu, 2015). Extended work hours result in low quality of life and unsuccessful work-life balance. Long weekly work hours lead to family conflict followed by depression. Longer working hours are also linked to mental health. Long work days can cause fatigue and exhaustion leading to poor health (Ryu, 2015).

When a public employee works for low wages in addition to long work hours, the result is low levels of well-being (Ryu, 2105). An individual’s salary can often mean recognition, status, control and power awarded. An example of recognition, in the form of money, can mean better self-esteem or feelings of gratitude. The least amount of funds a person has to take care of
financial responsibilities, the more stressed an individual can become. Money does not necessarily equal work output. Pay grades are often associated with feelings of value or self-worth (Ryu, 2015). Higher job performance can only be attained through positive feelings of well-being. Ryu’s (2015) research suggests if an employee experience negative well-being, management should offer psychological therapy in order to increase work performance. Identifying the cause of work-life stress is important to address.

**Employee Attitude Towards Flexitime.** Flexitime was originally introduced to reduce car and motorcycle congestion around parking facilities (Hicks and Klimoski, 1981). This study examines the impact of flexitime programs regarding work satisfaction and leisure satisfaction from an employee’s view. In the article “The Impact of Flexitime on Employee Attitudes”, authors Hicks and Klimoski (1981) conducted research and collected data from two companies in Central, Ohio. The companies’ industry type was different, locations vary, and a number of employees were not the same.

Employees were placed into two groups: fixed hours and flexitime (Hicks and Klimoski, 1981). Each group was administered a questionnaire and was represented as Company A and Company B. Company A, a computer manufacturing company, started worked between 7:00 am to 9:00 am and was required to take a half-hour lunch between 11:00 am and 1:00 pm. Company A work hours ended anytime between 3:30 pm to 6:00 pm. Company A completed an eight hour work day. Company B, an insurance business, started worked between 7:00 am to 9:00 am and was required to take a one hour lunch determined by a supervisor. Company B work hours ended anytime between 3:30 pm to 5:30 pm. Company B completed a seven and a half hour work day (Hicks and Klimoski, 1981).
Only 130 employees participated by completing a questionnaire from Company A; 26 fixed-hour and 104 flexitime. Only 80 employees participated by completing a questionnaire from Company B; 26 fixed-hour and 54 flexitime. Company A flexitime was applied when technically feasible and Company B flexitime was generated randomly to determine the operational feasibility of the program (Hicks and Klimoski, 1981). The questionnaire was divided into two parts. Part one of questionnaire measured Quality of Life, Work Satisfaction 1 and 2 and Leisure Satisfaction 1 and 2. Part two of questionnaire measured Travel 1 and 2, Interrole Conflict 1 and 2, Origin, and Opportunity for Leisure. The authors realized flexitime had unexpected effects on employee attitudes.

A MANOVA was performed to test several hypotheses. Significance level criteria for the various test were based on Wilks-Lambda criteria (Hicks and Klimoski, 1981). In summary, there was no significant difference between the flexitime groups or the fixed hour groups on work satisfaction. The study showed there was a work hour schedule main effect for Travel 1 and a company main effect for Travel 2. Employees felt flexitime ease travel difficulty and interrole conflict. Flexitime groups had greater opportunity for leisure activities Company B was more favorable to travel, parking items than Company A. Lastly, the results of the study revealed there were no significant work hour schedule main effects or company work hour schedule connections between fixed-hour and flexitime for quality of life, work satisfaction 1 and 2 and leisure satisfaction 1 and 2 (Hicks and Klimoski, 1981).

**Productivity and Performance.** In Europe, an estimated 10,000 firms offer flexitime options to millions of employees. Authors Welch and Gordon (1980) conducted a study that supports the theory that flexitime increases morale and productivity in organizations. Flexitime consists of core and window operating hours an employee is required to work (Welch and Gordon,
For example, 9:00 am to 3:30 pm would be considered core hours every employee must work. The hours from 3:30 pm to 5:30 pm are consider window hours in which the staff can establish personal hours. Other schedule options consist of working 35-hours a week and 45 hours the following week or working a four-day or six-day work week.

The flexitime program began 1977 and is currently in effect (Welch and Gordon, 1980). Flexitime was established to lessen traffic congestion, improve efficiency, improve attitudes, decrease absenteeism and allow time to deal with personal home life matters (Welch and Gordon, 1980). A study was conducted using the claims processing department staff of an insurance company located in southwest Unites States. The study was performed using a qualitative methodology. First, monthly production data was collected for one year before and after the implementation of the program. Second, monthly absentee data was collected for one year before and after the implementation of the program. Finally, a questionnaire on employee attitude was given to thirty-nine employees and three supervisors within the department (Welch and Gordon, 1980).

“We get a lot more done now that we have the freedom to establish our own work schedules” expressed several employees in the program (Welch and Gordon, 1980, p.63). The research team analyzed employee normal work hours, overtime, and claims processed. The results were compared to the pre-flex time results which were 1.5 claims processed per hour. After the flexitime program began the result increased to 1.61 claims per hour. The result after the implementation shows productivity significantly increased (Welch and Gordon, 1980).

“We have more time to take care of personal business now that flexible working schedules are available” reported several employees in the program (Welch and Gordon, 1980, p.63). The research team analyzed the employee absentee rate before and after the program. The average
absentee rate was 3.05 before the program began. After the program began, the absentee rate dropped to 2.02. The result after the implementation shows the absentee rate significantly dropped (Welch and Gordon, 1980).

In regards to attitudes, the research indicates that 87% of employees feel they are more committed to the organization. Ninety-four percent of employees took ownership of the program’s success (Welch and Gordon, 1980). Mutually, the three supervisors agreed that the employees were more productive during the morning hours. Overall, flexitime is effective in increasing employee productivity, decreasing employee absenteeism and improving the attitudes of the staff. It is recommended that the organization routinely monitors the program’s effectiveness.

Flexible working hours have become popular allowing an employee to select a personal arrival and departure time. Each employee is required to work core hours. A field experiment was conducted by Christoper Orpen (1981) consisting of 64 female federal workers performing clerical duties. The average age was 36.7 years with an estimate of 4.8 years tenure (Orpen, 1981). Sixty-four employees agreed to be assigned randomly to either the control group or experimental group. The groups were divided evenly. For 6 months, the control group was the fixed work hour employees and the experimental group was the flexible work hour employees. Core working hours were 10:30 am to 3:30 pm. Flexible employees could select starting hours between 7:30 am to 10:30 am and ending hours between 3:30 pm and 6:30 pm. The fixed work hours were 9:00 am to 5:00 pm.

Clerical duties included checking, updating and filing of customer record cards. Productivity and performance were measured by the number of customer record card processed during the study. An index for job satisfaction survey was completed by each employee and assessed on a 9 point scale (very ineffective to very effective) before and after the 6-month study.
Supervisor of the staff also rated each employee’s performance before and after the 6-month study. The result indicated positive effects for satisfaction but negative effects on productivity output and performance ratings (Orpen, 1981).

**Four-Day Workweek Perception.** Reducing worker fatigue helps to decrease workplace accidents. Low energy in addition to long hours also prevents workers from having time to participate in educational, political or social events (Mahoney, Newnan, Frost, 1975). A solution to this century-old dilemma is called the "four-forty proposal". This proposal introduces a four day work week with longer working hours per day. An eight-hour workday extends to a ten-hour workday.

The four-day proposal allows for more leisure time. Allowing an employee the opportunity to schedule one’s own work schedule alleviating job dissatisfaction (Mahoney, Newnan, Frost, 1975). Leisure time allows time for medical appointments, family schedules and even transportation provisions. Improvements in employee attitudes such as lower absenteeism, less turnover and an increase of productivity are more effects of additional leisure time.

A questionnaire was given to employees in administrative units at the University of Minnesota and staff at a business firm both working four and five-day work schedules. The surveyed staff were 98 positions as follow: 54 semiskilled and unskilled, 12 clerical and sales, 14 skilled and technical and 18 supervisors (Mahoney, Newnan, Frost, 1975). Thirty-six percent of employees viewed the four-day work week as long daily hours. Sixty-four percent viewed the four-day work week as a shorter week. Seventy-one percent felt the new work schedule provides more leisure time. Twenty percent felt there was no change in leisure time. Ten percent felt leisure time had lessened (Mahoney, Newnan, Frost, 1975). Overall, most employees supported the four-day work week to gain more leisure time.
Employee Leave and Attitudes. A study conducted by Harrick, Vanek and Michlitsch (1986) investigated several reactions from employees associated with alternate work schedules in a federal government agency located in the Midwest of United States. First, how do alternate work schedules affect employee production? Secondly, does employee's leave usage decrease? Lastly, how is employee job satisfaction impacted by alternate work schedules?

The agency observed provided accounting support nationwide to 2,230 county and district offices. The study was conducted by way of a questionnaire. The two options for alternative work schedules were compressed work (CW) and modified flexitour (MFT). Around 50% of the staff elected a CW schedule and the remaining 50% selected an MFT schedule (Harrick, Vanek and Michlitsch, 1986). Employees could alternate between schedules during open season. Under the CW schedule, an employee worked 8 nine-hour days and 1 eight-hour day every two weeks. Under the MFT schedule, an employee could select a start time between 6:30 am to 9:00 am, taking a 30-minute break anytime between 11:00 am and 1:00 pm (Harrick, Vanek and Michlitsch, 1986). A work measurement system was put in place to calculate the number of units and the processing time of each employee. Leave usage was analyzed by the same work measurement system.

A pretest and posttest study strategy was utilized. Productivity, leave usage and job satisfaction was evaluated by 485 staff during the first nine months pretest. The pretest was conducted 15 months before to the alternate work schedule began. Productivity, leave usage and job satisfaction was evaluated by 515 for 15 months after work schedule began for nine more months; posttest. The time allowed for each study was to allow for maturation (Harrick, Vanek and Michlitsch, 1986).

Productivity was compared between the two evaluation periods for 6 task and the leave requested calculated. The effects on productivity were not significant. Leave usage decreased
drastically after the alternate work schedules began. Employee satisfaction improved considerably following the field study’s completion (Harrick, Vanek and Michlitsch, 1986).

**Work Time Arrangements.** The most successful businesses endorse workplace flexibility. Job flexibility should be a necessity and not a company benefit. Graham Anthony Cole (2006) reviews the most recent global management advances for job flexibility summarizing research recommendations. The article “Flexibility and the workplace: the battle to control working time”, discuss factors influencing working time, global working time arrangements, and how to manage flexible working (Cole, 2006).

Job sharing, various work schedule times, telecommuting and part-time work schedules are considered flexible work options. Flexible work options may differ from one country to another. Flexible work schedules are driven by an employee and employer mutual control over work time, when the work is done and how many hours completed (Cole, 2006). Control levels are determined by governmental influence, labor market conditions and management strategies. Government influence is laws restricting operating hours or laws regulating how many hours can be work within a certain period. Labor market conditions are affected by unemployment rates, demand for specific skills or shortage of skills. Present-day technology such as cell phones and internet make work away from office effective (Cole, 2006). Work schedules that correlate with labor demands are managerial strategies that improved efficiency and cut cost.

In the European workforce, an employee has an ultimate say concerning the hours they work. Dutch workers prefer working fewer hours in exchange for less pay. An employer can only deny a request based on critical business reasons. In Sweden, working hours are fixed by the government. Eighty percent of the Swedish government is unionized and work arrangement is decided by local government and industry (Cole, 2006). Employers control work schedule policy
in countries like Australia and the United States. Flexitime and telecommuting are limited and often at the discretion of the supervisor. Often supervisor approves flexible schedules in order to retain quality employees. In Italy, the northern part of the country worked full-time hours while southern Italy suffered from 20% unemployment (Cole, 2006). The north began promoting flexible arrangements as a result of unsuccessful recruitment.

Japan promotes flexible work schedule as a result of an aging workforce and a drop in birth rates. The government promotes flexible working in order to increase the female workforce (Cole, 2006). By the 1990's new laws approved the flexible schedule for most full-time employees. Part-time and temporary work has become widespread. Similarly to the United States and Australia, Japan’s flex schedules are at the discretion of the supervisor. Finally, as a result of collective bargaining, in Germany’s labor unions support flexible work arrangement. Flex schedules were promoted due to a reduction in work hours. In 1993, Volkswagen weekly hours were reduced to 28.8 per week for 10-weeks. As the economy improved, hours were increased to 36 hours per week.

The best way of managing flexible work schedules is to have effective IT solutions in place to govern alternative working. For example, a manager can access current and future employee’s availability to match assignments. Additionally, a manager can recognize an employee’s work arrangement, time restraints, preferences, and skills and make appropriate adjustments (Cole, 2006). Software programs can monitor an employee working time and calculate work time directives. Various IT software makes communication between home and office successful. Workplace flexibility increases production and strengthens morale (Cole, 2006).
Chapter III
Research Methodology

Research Approach

Chapter 3 closely looks at job flexibility and the relationship between employee and supervisor at the Board of Regents University System of Georgia’s central office. The Board of Regents University System of Georgia currently supports alternate work schedules to include, telecommuting and flex schedules. Not all employees are allowed to participate in telecommuting or flex schedules. Participation is at the discretion of the supervisor and based on job description. The alternate work program is only approved when it is beneficial to the institution. This program is an employer option, not an employee right (University System of Georgia, 2017).

The central office of Board of Regents has 187 employees (University System of Georgia, 2017). The research focused on the survey responses from all volunteer participants. Additionally, the study analyzed 6 face-to-face interview responses. The results revealed whether the alternate work program is effective in staff efficiency. The research methodology of choice was program evaluation. The study investigated the selection method and its effectiveness. The data collection administered was a survey questionnaire and interview questions that help to determine the effects, if any, of alternate work programs and its influence on management styles.

In addition to the research approach, the chapter consists of four areas of research. The first area provided details on the data that was collected. The second area focused on the data collection procedure. The third area centered on the proposed approach for data analysis. The final section explain in detail the methodological limitations of the research.
Data to be Collected

The staff ranged from 18 to 70 years of age. The target population is 187 staff members in the central Atlanta office. A survey questionnaire was created with 10 questions that were emailed to all 187 employees requesting voluntary participation in the study. The questionnaire was created by researching the web for frequently asked questions of employees who participate or do not participate in alternative work arrangements. The staff’s company e-mail addresses are located in the University Systems public e-mail directory. A group email was sent to 187 staff members on October 2, 2017, with a brief introduction to the study. The email included; the Survey Questionnaire and Survey Cover Letter. The email provided instructions on how to answer survey questions and return the survey forms. The surveys were completed during non-working hours and returned via email.

The survey questionnaire addressed Chapter One’s research problem referencing the need for job flexibility and supervisor trust in the workplace. The 6 face-to-face questions addressed in detail the employee’s personal experience participating or not participating in flex time or telecommuting and how effective was management.

Fifty surveys were returned by employees for a response rate of 26.73%. All 6 face to face interviews were analyzed and recorded. This research made clear connections between job flexibility and employee morale affecting productivity. The answers are provided in the research methodology collected and analyzed. See appendix D for the survey questionnaire.

The survey provided answers as to why employees seek more job flexibility and expect more confidence in supervisors. The survey discovered reasons former employees have resigned from the organization. The study focused on the employee opinion of the alternate work program.
Four sample survey questions that analyzed the Board of Regent’s staff’s perception of the alternate work program and the effects on productivity were:

1. Which of the following schedules do you participate?
2. Rate the level of trust your supervisor have for your work?
3. Do you feel like your 8hr workday is productive?
4. How often is your workday interrupted by a supervisor?

**Data Collection Procedures**

All surveys were returned by October 16, 2017. Once returned, the information was analyzed and recorded in an excel spreadsheet. Next, the data was grouped by same answers and displayed by percentage. The 6 one-on-one interview data was analyzed and summarized separately.

The target population size comes from the central office which consisted of 20 executive positions and 167 staffers; both men and women. There was no names associated with surveys. There was no participants under the age of 18 years of age. All participants were contacted via email for survey response. Participation was voluntary only. All answers were transcribed and documented in the report. All surveys were confidential.

The 6 employees selected to interview face to face was selected based on seniority. There was one employee selected from each department. Seniority was determined by the response to the survey question “How long have you been working at the Board of Regents”? The interview took place in each employee’s office during non-working hours. The staff was contacted by phone using the Board of Regent’s public directory located on the University System of Georgia website to set up appointment times for the interview. The interview took no more than 30 minutes to complete. All interviews were confidential. The interview took a close look at how the Board of
Regents is managed and determine the work contributions of each employee. The goal was to secure dedicated workers and prevent high turnover.

The face-to-face interview questions consisted of 5 open-ended questions that required written responses such as “Does your supervisor give you a task to complete but later decides to do it him or herself”? The open-ended questions guaranteed the subject’s own knowledge and feelings were documented (see Appendix E). All responses were recorded and documented by the researcher to assure accurate record.

The study began October 2, 2017, and concluded October 16, 2017. The October end date allowed time for any missed interviews to be rescheduled. Once completed, the information was analyzed and transcribes for the researcher’s graduate capstone. After the study was complete, all survey questionnaires and interview hard copy responses were destroyed.

**Proposed Approach for Data Analysis and Synthesis**

The data collected provided potential solutions to low morale and productivity within the Board of Regents central office. This data offered answers to how staff members perceive departments were being managed. The answers helped to offer solutions to correcting negative views of management. The use of Likert and Rating scales summarized the survey questionnaire responses (see Appendix C). The survey were multiple choice answers. The interviews were interpreted based on the researcher’s knowledge and experience.

The interview question responses were grouped by similar responses and documented. Each participant was treated with respect and given clear instructions on the procedures for the research study. Although the study was voluntary, none of the participant’s responses affected current roles within the organization. The research data was destroyed after its use by Staples Shredding Services.
Scope and Methodology Limitations

The first limitation of the study was the participants were provided with the survey questionnaire via email. If participants compare answers to other coworkers, the responses may cause an error in the study. Responses that are based on what a participant thinks another co-worker expects will cause an error in the study.

A second limitation of the study was the relationship between the researcher and the staffer. Given the type of positive or negative working relationship each has, the transcribed data can produce an error in its interpretation.

The final limitation of the study was the sample size. The Board of Regents has 585 employees. This study only focused on the central office in Atlanta. Responses from only one location provide a false perception of how all employees feel.
Chapter IV

Analysis of Data

Introduction

The purpose of this research was to study job flexibility and effective management. The study revealed the importance of workplace flexibility and employer trust within the Board of Regent’s central office. The central Atlanta office participants were chosen as the location for the study. Two types of data were collected that analyzed the staff’s perception of job flexibility and effective management. The data collected was taken from 50 surveys and 6 interviews. A survey was emailed to 187 Board of Regents central office staff. Of the 187 surveys, only 50 surveys were returned. A total of 137 surveys were not returned. All 50 surveys were legible and usable. The response rate was 26.73%. Out of the 10 survey questionnaires, question 1, question 4, question 7 and question 9 standard deviations were calculated to tell how measurement for the group was spread out from the average mean. Additionally, The 6 face-to-face interviews gave details of each employee’s personal experience participating or not participating in an alternate work schedule and the effects of management. In this chapter, the survey results were analyzed first and then interview questions analyzed.

Data Presentation and Analysis

Survey item 1 asked, “How satisfied are you with your supervisor”? Out of 50 respondents, 16 were somewhat dissatisfied which is 32% of the total respondents. Second, 10 out of 50 respondents surveyed were very dissatisfied which is 20% of the total respondents. Third, 10 out of 50 respondents surveyed were neither satisfied nor dissatisfied which is 20% of the total respondents. Next, 10 out of 50 respondents surveyed were somewhat satisfied which is 20% of
the total respondents. Finally, 4 out of 50 respondents surveyed were very satisfied which is 8% of the total respondents.

For question 1, the mean of 2.64 indicates on the average respondents were slightly closest to neither satisfied nor dissatisfied. The standard deviation of 1.24 indicates high variability among respondents. Overall, the majority of respondent’s perception of management was somewhat dissatisfied.

Alternative work schedules are at the discretion of an employee’s supervisor. It was important to find out how many employees participate in alternative work schedules. It is beneficial to the study to find out how those employees are managed and if it is effective. Survey item 2 asked “Overall how satisfied are you with your supervisor”? Out of 50 respondents, 18
participates in a regular work schedule which is 36% of the total respondents. Second, 5 out of 50 respondents surveyed work a flex schedule which is 10% of the total respondents. Third, 12 out of 50 respondents surveyed currently telecommute which is 24% of the total respondents. Finally, 15 out of 50 respondents surveyed cannot participate in an alternate work schedule which is 30% of the total respondents. Overall, the majority of respondent’s work a regular schedule.

An individual’s work preference may help to better understand if a person works best if a manager monitors them closely, in a group or alone. Effective management is understanding what makes each employee most effective and productive. Survey item 3 asked, “How do you describe your work preference”? Out of 50 respondents, 20 surveyed prefer to work independently which is 40% of the total respondents. Second, 15 out of 50 respondents surveyed prefer to work 50% in a
group and 50% independently which is 30% of the total respondents. Third, 10 out of 50 respondents surveyed do not have a preference where they work which is 20% of the total respondents. Finally, 2 out of 50 respondents surveyed prefer working in groups only which is 4% of the total respondents. The majority of respondent prefer working independently.

<table>
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<tr>
<th>Number</th>
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<tbody>
<tr>
<td>Independently</td>
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<tr>
<td>In a group</td>
<td>02</td>
</tr>
<tr>
<td>Both: 50% in a group and 50% independently</td>
<td>18</td>
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<tr>
<td>It doesn’t matter</td>
<td>10</td>
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The level of trust a supervisor has for an employee work is important in order to prevent micromanaging. When a supervisor is confident in an employee level of work they are more likely to allow the employee to participate in a flexible schedule because of trust. Survey item 4 asked, “Rate the level of trust your supervisor have for your work”? Of 50 respondents, 40 surveyed feel the level of trust the supervisor have is very satisfying, which is 80% of the total respondents. Second, 10 out of 50 of the respondents surveyed feel the level of trust the supervisor has is...
somewhat satisfying which 20% of the total respondents. Third, no respondents were neither satisfied nor dissatisfied. Finally, no respondents surveyed were very dissatisfied and somewhat dissatisfied

For question 4, the mean of 4.78 indicates on the average respondents were closest to very satisfied. The standard deviation of 0.42 indicates low variability among respondents. Overall, the majority of respondent’s feel management trust the level of work being completed.

![Figure 4. Survey item number 4](image)

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<td>80%</td>
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<tr>
<td>Somewhat satisfied</td>
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<td>20%</td>
</tr>
<tr>
<td>Neither satisfied nor dissatisfied</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Somewhat dissatisfied</td>
<td>0</td>
<td>0%</td>
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<tr>
<td>Very dissatisfied</td>
<td>0</td>
<td>0%</td>
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In a working environment, too many interruptions will affect productivity. An employee must be able to perform the job they are hired to work effectively. This cannot be accomplished if a supervisor interrupts too often showing little trust in an employee. Survey item 5 asked, “How often is your workday interrupted by a supervisor”? Out of 50 respondents, 5 were interrupted by a
supervisor often which is 10% of the total respondents. Second, 2 out of 50 respondents surveyed were interrupted once a day by a supervisor which is 4% of the total respondents. Third, 2 out of 50 respondents surveyed were interrupted more than once a day which is 4% of the total respondents. Next, 36 out of 50 respondents surveyed were interrupted a least once a week by a supervisor which is 72% of the total respondents. Finally, 5 out of 50 respondents surveyed are never interrupted by supervisors which are 10% of the total respondents. Overall, the majority of respondents were interrupted by a supervisor once a week.

Vested employees are more likely to know the culture of the organization and where improvements are needed. Survey item 6 asked “How long have your been working for the Board of Regents”? Out of 50 respondents surveyed, 2 worked for the Board of Regents less than six
months which is 4% of the total respondents. Second, 9 out of 50 respondents surveyed work for the Board of Regents six months to a year which is 18% of the total respondents. Third, 22 out of 50 respondents surveyed work for the Board of Regents 2-5 years which is 44% of the total respondents. Next, 10 out of 50 respondents surveyed work for the Board of Regents 5-10 years which is 20% of the total respondents. Finally, 7 out of 50 respondents surveyed work for the Board of Regents 10 or more years which is 20% of the total respondents. Surprisingly, 17 of the respondents work for the Board of Regents over 10 years. However, most employees have worked for the organization for 2-5 years.

Research has shown that flexible working option, is correlated to positive attitudes and personal happiness in the workplace (Lankau and Scandura, 1997). When an employee has a work-
life balance they become the marketing tool for an organizations recruitment. Survey item 7 asked, “How likely are you to recommend a job within your department to someone”? Out of 50 respondents surveyed, 5 are very likely to recommend a job within the department which is 10% of the total respondents. Second, 12 out of 50 respondents surveyed are likely to recommend a job within the department which is 24% of the total respondents. Third, 10 out of 50 respondents surveyed are somewhat likely to recommend a job within the department which is 20% of the total respondents. Third, 20 out of 50 respondents surveyed are not so likely to recommend a job within the department which is 40% of the total respondents. Finally, 3 out of 50 respondents surveyed are not at all likely to recommend a job within the department which is 6% of the total respondents.

For question 7, the mean of 2.92 indicates on the average respondents were slightly closest to somewhat likely. The standard deviation of 1.14 indicates high variability among respondents. Overall, most employees are not so likely to recommend a job within the department.

![Figure 7. Survey item number 7](image-url)
When a supervisor approves an employee to work from home, it shows the supervisor trust the employee to be productive and work independently (Hotch, 1993). An alternate work schedule such as telecommuting allows for more time to take care of personal issues. As a result, the employee becomes committed to an organization that commits in return. Survey item 8, ask “Where would you rather work: at home or a traditional office space”? Out of 50 respondents surveyed, 12 would rather work at home which is 24 % of the total respondents. Second, 5 out of 50 respondents surveyed rather work in a traditional office which is 10% of the total respondents. Third, 30 out of 50 respondents surveyed rather work 50% home and 50% in a traditional office which is 60% of the total respondents. Finally, 3 out of 50 respondents surveyed do not have a preferred location for working which is 6% of the total respondents. Working half the time from home and office was the mainstream view of the majority respondents.

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<tr>
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<tr>
<td>Likely</td>
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<tr>
<td>Somewhat likely</td>
<td>10</td>
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<tr>
<td>Not so likely</td>
<td>20</td>
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<tr>
<td>Not at all likely</td>
<td>03</td>
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Figure 8. Survey item number 8
Survey item 9 of the survey is important because lack of productivity can be the result of several issues such as micromanaging, working long hours or lack of time for personal matters. Allowing flex-time options such as working from home can increase productivity, lower fatigue and decrease job absenteeism. Working from home reduces absenteeism, stress, and turnover. It increased production, job satisfaction and reliability (Dizaho, Salleh and Abdullah, 2017).

Survey item 9 ask, “Do you feel like your 8hr workday is productive”? Out of 50 respondents surveyed, 28 strongly agree each 8 hour workday is productive, which is 56% of the total respondents. Second, 10 out of 50 respondents surveyed agree each 8hr workday is productive, which is 20% of the total respondents. Third, 11 out of 50 respondents surveyed neither agree nor disagree each 8hr workday is productive which is 22% of the total respondents. Next, no respondents surveys strongly disagree each 8hr work day is productive.

For question 9, the mean of 4.30 indicates on the average respondents were closest to strongly agree. The standard deviation of 0.89 indicates low variability among respondents. Overall, Most employees viewed the workday as being productive.
Survey item 10 is related to job satisfaction. We have learned throughout this study that lack of positive job satisfaction can lead to absenteeism, poor production and turnover. When an employee is unsatisfied with an organization, the search for a new job begins immediately. Survey item 10 ask, “Are you currently looking for new employment”? Out of 50 respondents surveyed, 30 are currently looking for a new job which is 60% of the total respondents. Finally, 20 out of 50 respondents surveyed are not looking for a new job which is 40% of the total respondents. Overall, most respondents are diligently looking for new employment.

Figure 10. Survey item number 10

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<tr>
<td>No</td>
<td>20</td>
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Face to Face Interviews

The 6 face-to-face questions relate to the employee’s personal experience with job flexibility at work and how each employee is managed. Each interviewee was randomly selected by seniority. Each interviewee will be documented as Interviewee A to Interviewee F. The following is a summary of the interviews.

The first question relates to job flexibility. Job flexibility is used by employers to offer an employee work schedule options that allow for personal and family time to balance work and home life. When asked, “How important is job flexibility”? Interviewee A feels flexibility is extremely important because of personal lives and families outside of the Board of Regents. In the event that life happens, an employee should be able to have the flexibility to handle emergencies without questions from supervisors. Interviewee B simply stated flexibility was extremely important with no further elaboration. Interviewee C stated that she is married with two children under the age of 16 so flexibility, regarding her work schedule, is very important. Interviewee D is the primary caretaker of an elderly parent and says job flexibility is a necessity for her given any emergency can occur dealing with an aging parent. Interviewee E says job flexibility is essential raising two teenagers, as a divorced parent, who participate in many school activities. Interviewee F says job flexibility is important to him as a first-time dad with a newborn and new marriage.

The second question relates to supervisory interaction. Workplace interaction can be successful if it is not too often. A supervisor must trust an employee to do the job required. If a supervisor interrupts an employee too many times a day, it can hinder job performance. When asked, “How much interaction do you have from your supervisor on a daily basis”? Interviewee A interacts with supervisor on a daily basis whether working from home or office. Interviewee B interacts with supervisor once a week during mandatory 10-minute one-on-one meeting.
Interviewee C stated states supervisory interaction occurs at least once a day. Interviewee D stated that constant interaction occurs with supervisor daily to assure no duplicate work is being done. Interviewee E interacts with supervisor daily because some job duties require supervisory approval often. Interviewee F interacts with multiple supervisors as a part of the daily job of supporting top-level executives.

The third question relates to job status reporting. A sign of micromanaging can be lack of trust. A supervisor may require constant job status reports who lack trust in an employee. When asked, “Does your supervisor want constant status reports on the progress of a project”? Interviewee A states that a one-on-one meeting is conducted with supervisor weekly to discuss any work that is in progress or issues that may occur. Interviewee B stated mandatory one-on-one weekly meeting occur to discuss work progress. Interviewee C stated mandatory one-on-one meeting are held with supervisor every other week to discuss additional assignments outside of my normal day-to-day duties. Interviewee D stated no project status reporting is required for the position. Interviewee E meets once a week with supervisor to discuss work in progress. Interviewee F has to report progress status report daily as a part of the position.

The fourth question relates to trust. A micromanager’s lack of trust can be expressed by completing a worker’s duty or duties assigned. When asked, “Does your supervisor give you a task to complete but later decides to do it him or herself”? Interviewee A stated this has occurred on average twice a year following critical reporting deadlines. Interviewee B stated this never occurs. Interviewee C stated several times a year the supervisor will request an assignment to be completed then personally complete it without notifying the employee. Interviewee D stated supervisor does not complete task given as an assignment. Interviewee E stated task are never completed by the
supervisor in an administrative role. *Interviewee F* stated supervisor will only complete a task assigned if it is rush status to assist.

The fifth question relates to family balance. Literature reviews for this study validate family work-life balance lead to an increase in job productivity, satisfaction and commitment. When asked, “Does your supervisor understands the importance of family”? *Interviewee A* stated the supervisor understand the importance of family. *Interviewee B* is undecided. *Interviewee C* stated supervisor is compassionate to the needs of family matters. *Interviewee D* stated supervisor is very understanding of family. *Interviewee E* stated supervisor understands the importance of family specifically with a special needs child. *Interviewee F* stated supervisor is rarely compassionate about family matters as a single person in a management position.

**Analysis of Summary**

In relations to satisfaction with the department supervisor, 32% of the respondents feel somewhat dissatisfied. Surprisingly, 36% of the employees surveyed work a regular schedule. It was interesting to see that 36% did not care if they worked in a group or independently. The level of trust the supervisor has for the employee’s work ranked highest of all at 80%. It was fascinating to find out 72% of the respondents workday was interrupted by management at least once a week. An estimated 44% of employees have been working at the Board of Regents on average 2 to 5 years. An estimated 40% is not so likely to recommend a job within the department in which they work. A projected 60% of respondents would like to participate in a flex-schedule working 50% of the time from home and work. Over 50% of respondents viewed an 8hr work day as most productive. Finally, it was not surprising that over 60% of employees are currently looking for better job opportunities.
Chapter V

Summary, Conclusion and Recommendations

Overview

This chapter includes a summary of the research as well as the data analysis used to draw a conclusion. The recommendation section is based on the research results learned from the study. The Board of Regents may find some of the conclusion and recommendation useful when implementing new policies for employees. The Human Resource Department will benefit greatly from literary finding that can help introducing new work schedule options. The goal of the study is to increase job commitment, job satisfaction, and job productivity throughout the organization.

Summary

In chapter one, the goal of this research was to investigate how many employees within the Board Regents central office participate in flexible work schedule options and examine management’s effectiveness. A number of employees have voiced concerns that supervisor’s are often unwilling to be flexible with work schedules due to control affecting employee morale, motivation, and productivity while working. The study takes a closer look at the benefits of flexible work schedules with the organization. Surveys and questionnaires provided several answers regarding the employee expectation of workplace flexibility and commitment to the organization.

Chapter two examines the relations between an employee and supervisor based on various work schedules. Several management solutions are provided throughout the chapter’s literature reviews to bring awareness to the consequences of not providing a family work-life balance. Several solutions were suggested throughout the literature review to help strengthen employer and
employee relationship. The most significant finding is that job flexibility increases job productivity, lower employee turnover, decrease absenteeism and lower training cost.

Chapter three describes the research being conducted, the population being investigated and how the data is collected. The study was completed after obtaining permission from Executive Management within the Board of Regents to survey and interview employees within the organization. All surveys and interviews were conducted on the employee’s personal time. The Institutional Review Board (IRB) granted permission for the research to be conducted.

Chapter four, 50 employees completed a Job Flexibility and Effective Management survey consisting of 10 questions. Six vested Board of Regents employees completed one-on-one interviews. The data was collected and analyzed using a quantitative method of circular statistic graphics of percentages as reflected in Figure 4.0 to Figure 4.9.

**Conclusion**

It is clear that job flexibility and job satisfaction is positively correlated. Employees allowed flexible schedules options have a tendency to have a positive outlook on the relationship between supervisor and employer. It is surprising to see most employees were only employed for 2 to 5 years. There is apparently no job loyalty or commitment. The study shows that 60% of the Board of Regents employees are looking for new opportunities. One would assume money is not the only motivator. The literature support having a family work-life balance prove to be important.

One important finding revealed that more than half of the employees surveyed were either somewhat dissatisfied or very dissatisfied with the department’s supervisor. It is surprising to see 20% didn’t have any particular feeling about the supervisor at all. As a result, it is expected that an employee would be job hunting or look for more job satisfaction than provided.
At least 66% of employee work a regular work schedule or cannot participate in a flex schedule. This finding was unanticipated given advanced technology in 2017 allows most duties to be done from home or any other location. The most significant finding was that 60% of employees would like to telecommute more than other alternate work options. If 80% of the employees feel the supervisor trust the quality of work they perform, why not vest with the organization. The average working years were 2-5 years. If trust is not an issue, it is startling to see supervisor’s not allowing more teleworking or alternate work schedules options.

Recommendations

This study was conducted to provide senior level executives and the Human Resources Department Director of the Board of Regents awareness to create new policies supporting job flexibility options for all employees within the organization. For this purpose, the researcher offers the following two recommendations in anticipation of the Board of Regents allowing flexible work options to strengthen the employee and supervisors relationship.

The first recommendation would be that Human Resources further investigates the benefits of flexible work options for all employees. Offer programs to improve quality of life for those who may not be able to participate in flex time. For example, mental health option such as free fitness memberships for family, monetary incentives for employees who commit to working an agreed amount of years with the organization. Offer additional annual leave to an employee who works a maximum amount of hours in office per year. The organization can offer onsite childcare to ease the everyday stress of parenting. The options mentioned all positive impact an employee work-life.

The second recommendation is to have a consulting firm team up with the Human Resource Department and meet with individual departments throughout the system to talk about underlying work-life concerns. Next, the firm should schedule one on one meeting with employees
and managers (separately) to be made aware of most important concerns. Based on the firm’s result, if the organization allows all employees to participate in alternate work schedules, a pilot program can be put in place and monitored over the period of a year to examine programs success. If the programs are deemed successful, company policy can be changed offering flexible work options to all members employed by the Board of Regents University System of Georgia.
References


Date: September 1, 2017
Carla N. Exum
112 Jefferson Parkway, Unit 701
Newnan, GA 30263

Dear Ms. Exum:

I have reviewed your request to conduct a leadership study involving the Board of Regents of the University System of Georgia employees. I understand the prearranged times needed for interviews and surveys will be completed during personal time not company time. This evaluation will be very informative in understanding how important job flexibility is in today’s workplace and the impact it has on management styles within the Board of Regents University System of Georgia. You have my permission to use the Board of Regents employees as the subject pool for this study.

If you have any questions regarding this letter of approval, please give me a call at (404) 962-3208.

Sincerely,

Janice Brown
Assistant Controller, University System Office

"Creating A More Educated Georgia"

www.usg.edu
September 7, 2017

Dear Participant:

My name is Carla N. Exum and I am a graduate student at Central Michigan University. For my final project, I am conducting a study on job flexibility and effective management within the Board of Regents of the University System of Georgia’s Central Office. Because you are an employee of Board of Regents University System of Georgia, I am inviting you to participate in this study by completing the attached survey.

The survey will be emailed to 187 Board of Regents central office employees. Twenty of the employees are supervisors. The survey will consist of 10 questions and require approximately 15 minutes to complete. The survey is to be completed on personal time. There is no compensation for responding nor is there any known risk. If you choose to participate in this project, please answer all questions as honestly as possible and return the completed questionnaire via email by October 16, 2017.

Because email responses are not anonymous, I will maintain the confidentiality of your responses by printing off your survey and then deleting your email. This will prevent matching names to surveys. Copies of the final project will be provided to Board of Regents and Central Michigan University. Participation is strictly voluntary and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information regarding job flexibility and management styles within the central office. Completion and return of the survey will indicate your willingness to participate in this study. Participants can email researcher to request a summary of the project. If you require additional information or have questions, please contact me at the number listed below.

Please note that if you are not satisfied with the manner in which this study is being conducted, you may report (anonymously if you so choose) any complaints to the MSA Program by calling 989-774-6525 or addressing a letter to the MSA Program, Rowe 222, Central Michigan University, Mt. Pleasant, MI 48859.

Sincerely,

Carla N. Exum, (770) 855-6669 or cnexum@yahoo.com
Faculty Monitor: Dr. Gordon Rich Elwell, richelwell.1864@gmail.com
Appendix C

Adult Consent Form

Study Title: A Demand for More Job Flexibility and Effective Management with the Workplace.

Student’s Name and Department: Carla N. Exum, MSA Leadership Program, exum1cn@cmich.edu

Instructor’s Name and Department: Dr. Gordon Rich Elwell, MSA Program, richelwell.1864@gmail.com

Introductory Statement

My name is Carla Exum and I am a graduate student at Central Michigan University. As a part of my research, I am conducting a study on job flexibility and effective management within the Board of Regents of the University System of Georgia’s Central Office. Six employees will be selected to participate in an interview based on position seniority within the organization. In this project, each subject will be referred to as Interview Subject A, B, C, D, E and F. Because you are an employee at the central office location of the Board of Regents University System of Georgia, I am inviting you to participate in the research study. Completion of the interview indicates your willingness to participate in this study.

What is the purpose of this study? A number of employees in the Board of Regents central office have voiced concerns that supervisor’s unwillingness to be flexible in job schedules often is perceived as controlling. The results of over managing staff is low morale, motivation and productivity.

What will I do in this study? If you consent to this study, you are 1 out of 6 participants contacted to participate in a face to face interview. For the interview, you will be contacted by public phone directory located on the USG website, to set up appointment times for an in office interview. Invitation is based on seniority. The interview will take no more than 30 minutes to complete. The interview will take place in each employee’s office during non-working hours. All interviews time is selected at the participant’s discretion.

How long will it take me to do this? The interview questions will take about 30 minutes to complete. The interview is to be complete by October 16, 2017 by 5pm. There is no advance preparation needed.

Are there any risks of participating in the study? Although the researcher works with most of the participants, the interview will in no way impact your position with the company because all interviews are confidential.

What are the benefits of participating in the study? The benefits to participating in the study are that the participants will be assisting the researcher in learning about benefits of flexible work environments and how

Please initial that you have read and understood this page ______
employees are managed. Also, the study will help to determine if the organization should consider making changes throughout the central office.

**Will anyone know what I do or say in this study (Confidentiality)?** The research will be shared with my faculty monitor. Data will be compiled documenting no names and results documented in a final study. A copy of the study will be provided to the Board of Regents to help improve employee and manager relationships.

**Will I receive any compensation for participation?** There is no compensation and fee to be paid to any participants in this study. Participation is voluntary.

**Is there a different way for me to receive this compensation or the benefits of this study?** There is no compensation for participating.

**Who can I contact for information about this study?** For more information about this study, you can contact the researcher, Carla Exum with the following contact information:

Carla Exum, (770) 855-6669 or by e-mail at cnexum@yahoo.com
or, you may e-mail by project advisor at elwell1gr@cmich.edu

You are free to refuse to participate in this research project or to withdraw your consent and discontinue participation in the project at any time without penalty or loss of benefits to which you are otherwise entitled. Your participation will not affect your relationship with the institution(s) involved in this research project.

Please note that if you are not satisfied with the manner in which this study is being conducted, you may report (anonymously if you so choose) any complaints to the MSA Program by calling 989-774-6525 or addressing a letter to the MSA Program, Rowe 222, Central Michigan University, Mt. Pleasant, MI 48859.

*My signature below indicates that all my questions have been answered. I agree to participate in the project as described above.*

_________________________________________  __________________________
Signature of Subject                      Date Signed

**A copy of this form has been given to me.**

Carla N. Exum_________  9/07/2017
Signature of Responsible Investigator  Date Signed
Appendix D

Instructions: Do not include your name on this survey. Participation is voluntary. Please answer the questions below by clicking on the best answer. Thanks for your participation!

Job Flexibility and Effective Management

1. Overall, how satisfied are you with your direct supervisor.
   - Very satisfied: 5
   - Somewhat satisfied: 4
   - Neither satisfied nor dissatisfied: 3
   - Somewhat dissatisfied: 2
   - Very dissatisfied: 1

2. Which of the following schedules do you participate?
   - Regular Schedule
   - Flex Schedule
   - Telecommuting
   - I cannot participate in any Alternate Work Schedule

3. How do you describe your work preference?
   - Independently
   - In a group
   - Both: 50% in a group and 50% independently
   - It doesn’t matter

4. Rate the level of trust your supervisor have for your work?
   - Very satisfied: 5
   - Somewhat satisfied: 4
   - Neither satisfied nor dissatisfied: 3
   - Somewhat dissatisfied: 2
   - Very dissatisfied: 1

5. How often is your workday interrupted by a supervisor?
   - Often
   - Once a day
   - More than once a day
   - Once a week
   - Not at all
6. How long have you been working for the The Board of Regents?
   - Less than six months
   - Six months to a year
   - 2-5 years
   - 5-10 years
   - 10 years or more

7. How likely are you to recommend a job within your department to someone?
   - Very likely 5
   - Likely 4
   - Somewhat likely 3
   - Not so likely 2
   - Not at all likely 1

8. Where would you rather work: at home or a traditional office space?
   - I rather work at home
   - I rather work in a traditional office
   - I rather work 50% home and 50% traditional office
   - I do not care where I work

9. Do you feel like your 8hr work day is productive?
   - Strongly Agree 5
   - Agree 4
   - Neither agree or disagree 3
   - Disagree 2
   - Strongly Disagree 1

10. Are you currently looking for new employment?
    - Yes
    - No
Appendix E

Job Flexibility and Effective Management: Interview

Company: Board of Regents - USG

1) How important is job flexibility?

2) How much interaction do you have from your supervisor on a daily basis (home or office)?

3) Does your supervisor want constant status reports on the progress of a project?

4) Does your supervisor give you a task to complete but later decides to do it him or herself?

5) Does your supervisor understand the importance of family?
ATTACHMENT A

Memorandum

To:

From:

Date:

RE : Telecommuting Agreement

This memorandum shall serve as an agreement between the employee named above and the Department of _ _ _ _ _ through which the employee will be allowed to utilize telecommuting to perform the duties and responsibilities of his / her position from a location other than the primary departmental office located at _ _ _ _ _ . This agreement shall be referred to as the " telecommuting agreement" and is authorized by the department on a ) a trial basis, orb) for the period designated below.

As the employee approved for telecommuting, it is important for you to understand that we, as the employer, may change any of the conditions or requirements of the telecommuting agreement at any time during the period of the agreement. A ls o , [insert institution name here] management reserves the right to cease this arrangement altogether at anytime.

1. DURATION:
This agreement will be valid beginning on _ _ _ _ _ _ _ and ending on _ _ _ _ _ _ _ _ _ _ (Not to exceed one year, but renewable in one year increments) . Thirty (30) days prior to the end of the of the period, or at any time during the telecommuting period, both parties will participate in a review, which can result in the reactivation or termination of the agreement.

2. WORKING LOCATION:
As an employee approved for telecommuting, you agree to maintain an office or adequate work space at your residence located at _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ . This office location will be considered your telecommuting work location. Unless your work location is specified in your official campus job description as being regularly assigned to a remote location/site, you will not be reimbursed for mileage associated with traveling to the main campus.

3. WORKING HOURS:
Under the terms of this agreement, you are approved to telecommute _ day(s) per _ _ (generally week or month) , which shall generally (option a) be on _ (day) of each week or (option b) vary week to week . On the days you are approved to telecommute, you are expected to be productive and actively engaged in work at least 8 hours a day during the department ’ s normal business hours of 8:00 a.m. to 5:00 p.m., with a one hour break for lunch, while working from your home office during this telecommuting period . If you are an exempt employee (paid monthly), your monthly leave report showing any leave taken will be turned in as normal on the last working day of the month . If you are a non-exempt employee (hourly paid), your weekly work log showing all hours worked must be turned in on Monday mornings, by 9 a.m. for the preceding week. You must obtain supervisory approval within a timely manner before taking leave in accordance with established office procedures and institutional policy. Please continue to
submit your leave requests to _ _ _ _ _

When necessary, we may inform you in person, via email or telephone of an office meeting that will require your presence on campus. We will do our best to give you at least 24 hours notice but shorter notice is possible and acknowledged.

As an employee approved for telecommuting, you agree and understand that telecommuting requires that you be able to devote 100% commitment to working during the regular work hours specified above and that you will make arrangements to ensure that household duties, including child care, do not interfere with work time or are not conducted or performed during the normal work time.

4. TELEPHONE/COMPUTER/NETWORK & EQUIPMENT ACCESS & USE

As an employee approved for telecommuting, you agree and understand that you will be expected to be accessible by telephone and thus will maintain a telephone line that can be used for phone calls at your own expense. To the extent possible, personnel at an institution’s primary location will all you to minimize long distance expenses for you, but you agree and understand that there may be times when you will incur telephone charges in the performance of your duties and will do so at your own expense, without expectation of reimbursement. You further agree to have the phone line available to send and receive faxes as necessary. If your phone line cannot accept faxes, arrangements will be made to make any printer issued to you facsimile-compatible. In addition to a landline that can be used as outlined above, we will provide you with a personal digital assistant (PDA) that may also be used as a cellular phone and the cost for this device and the associated service will be covered by the departmental budget.

Access to the information technology network and other applicable technology will be set up in accordance with [insert institution name here] policy.

Option I: During the period of this telecommuting agreement, the Department of _ _ _ _ _ _ _ will provide you with an institutional computer and printer for your use in carrying out the duties and responsibilities of your position. You are authorized to use this computer and the network access referenced above in accordance with all applicable institutional computer use and information technology policies. Failure to adhere to institutional computing and IT use policies may result in revocation of use privileges, revocation of this telecommuting agreement, and possibly termination of employment. You will be required as a condition of employment to maintain internet access from your home office.

The specific list of equipment provided to you for use under this agreement includes:

List of equipment An equipment loan agreement form must be completed and approved for any equipment provided under this agreement prior to removal of state property from the regular work site.

It will be your responsibility to ensure the appropriateness and safety of the equipment at all times. The equipment must be protected against damage and unauthorized use. [insert institution name here] owned equipment will be serviced and maintained by the [insert institution name here]. Equipment provided by the employee will be at no cost to the [insert institution name here], and will be maintained by the employer.
You agree not to use [insert institution name here] owned equipment for personal purposes.

Option 2: During the period of this telecommuting agreement, you will be expected to provide your own internet accessible computer and printer to support your work activities. You will be required as a condition of employment to maintain internet access at your own expense.

5. WORK ASSIGNMENTS
You will receive your work assignments by corresponding with your immediate supervisor on a daily basis at the beginning of the work day or as necessary during the day, and/or by picking up assignments at the location. Work assignments may also be communicated by phone or sent by mail. If there are any questions or concerns about your assignments, you are expected to inform your immediate supervisor of them at the time of receipt.

Once assignments have been completed, you may either send them via email or return them to the same location used for pick up unless otherwise specified by your immediate supervisor.

6. PHYSICAL HOME OFFICE SPACE, LIABILITY
You agree to have a designated work area in your home. If there are any injuries while you are working, the workers’ compensation coverage will be limited to occurrences in the designated work space (or during work-related travel). Also if such an injury were to occur, it will be investigated in accordance with the standard workers’ compensation procedures promulgated by the Georgia Department of Administrative Services (DOAS).

If there is an illness or injury, which is a result from the condition of this home office arrangement, the [insert institution name here] is released from any possible liability.

The [insert institution name here] will not be liable for damages to the employee's property that results from participation in the telecommuting program.

The [insert institution name here] will not be responsible for visitors or family injured at the work site.

Under the terms of this agreement, you are responsible for setting up an appropriate work environment within your home. The [insert institution name here] will not be responsible for any cost associated with the setup of a home office. Upon your request, [insert institution name here] will consult with you on any modifications or requirements to operate [insert institution name here]-owned equipment at the home office.

You will be required to provide us with a statement, by date, to confirm that you have met the reasonable standards to include health and safety requirements (including an ergonomically sound workstation) and promise to maintain it in the condition for the duration of the telecommuting period.

7. CURTAILMENT OF THE AGREEMENT:
The employee's supervisor or unit head may terminate participation in this agreement at any time. Management also reserves the right to remove the employee from the program at any time. Upon reasonable notice of not less than seven (7) working days, the employee will be expected to report for work at the primary departmental office location or other location as assigned by the supervisor.
Appendix F

The employee agrees to limit performance of officially assigned duties to the work location specified in paragraph 2. Failure to comply with this provision may result in termination of the Telecommuting Agreement, and other appropriate disciplinary action.

We look forward to working with you on this telecommuting assignment and will appreciate any input from you during this process on how we may assist you and our office with ensuring that you are productive and able to meet job expectations under this agreement.

I accept the terms and conditions of this agreement, as provided to me by the employer. I understand what is expected of me during the period of this telecommuting agreement. If there are any concerns regarding this arrangement, I will immediately alert [insert name], for clarification and resolution.

Employee (printed name) Date

Employee (signature) Date

Supervisor (signature) Date

[insert institution name here] Policies

During the period of this agreement, the employee agrees that he/she shall be covered by all [insert institution name here] policies and procedures surrounding employment. The dates shown in the duration section are not to be construed as a contract and do not guarantee continuation of employment during the period.
ATTACHMENT B

[INSERT INSTITUTION NAME HERE]

FLEXTIME AGREEMENT

This flextime agreement (hereafter "agreement"), effective (date) ___________ is between (employee name) ____________________________ (hereinafter referred to as "Employee"), an employee of the [insert institution name here]. The parties agree as follows:

Scope of Work

Employee agrees that unless a condition of employment, that flextime is voluntary and may be terminated, by either the Employee or [insert institution name here] with or without cause.

Other than those duties and obligations expressly imposed on Employee under this agreement, the duties, obligations, responsibilities, and conditions of Employee's employment with [insert institution name here] remain unchanged. Employee's salary and participation in the retirement benefit and [insert institution name here]-sponsored insurance plans shall remain unchanged.

This agreement shall be construed, interpreted, and enforced according to the laws of the State of Georgia.

Work Hours and Leave

Employee agrees that work hours will conform to the terms agreed upon by Employee and [insert institution name here].

Employees subject to mandatory overtime agree to obtain advance supervisory approval before performing overtime. Working overtime without such approval may result termination of the flextime option and/or appropriate action.

Employee agrees to obtain advance supervisory approval before taking leave.

Work Schedule and Work Status

Employee agrees to develop a work schedule with Employee's supervisor and Employee's supervisor must agree, in advance, to any changes to Employee's Work Schedule. Employee agrees to provide department timekeeper with a copy of Employee's Work Schedule.

Employee agrees to perform only official duties and not to conduct personal business while on work status during the flextime hours, regardless of direct supervision.
The Employee’s flexible work schedule shall be as follows:

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<th>Day</th>
<th>Start Time</th>
<th>End Time</th>
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Work Performance
Employee agrees to provide regular reports, as required by the supervisor to help evaluate work performance. Employee understands that a decline in work performance may result in termination of this agreement by [insert institution name here].

Other Action
Nothing in this agreement precludes [insert institution name here] from taking any appropriate disciplinary or adverse action against Employee if Employee fails to comply with the provisions of this agreement or terms and conditions of employment.

Participation in Studies and Reports
Employee agrees to participate in studies, inquiries, reports, or analyses relating to flextime at [insert institution name here] direction.

Term of Agreement
This Agreement shall be for the period of (start date) __________ through __________ (not to exceed end of current fiscal year) and may be renewed in one year periods or shorter at the discretion of the supervisor if requested by the Employee.

Provisions for Cancellation of Agreement
Employee’s participation in the flextime program is voluntary and is available only as long as Employee is deemed eligible at [insert institution name here]’s sole discretion. Flextime is not an entitlement or benefit of employment. Either party may cancel Employee’s voluntary participation in flextime, with or without cause, upon reasonable notice thereof, in writing, to the other. This agreement is not a contract of employment and may not be construed as one.
[INSERT INSTITUTION NAME HERE]

FLEXTIME AGREEMENT

I have read and understand this Agreement and the Flextime Guidelines and agree to abide by and operate in accordance with the terms and conditions described in both documents. I agree that the sole purpose of this agreement is to regulate flextime and that it does not constitute an employment contract nor an amendment to any existing contract and may be cancelled at anytime.

Flextime Participant Date

Supervisor Date
### APPENDIX H: Recapitulation Table - Questionnaire Results

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**STDEV**

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**Mean**

|    | 2.64 | 4.78 | 2.92 | 4.30 |
Dear Carla,

Your Research Review Application has been reviewed and approved. You may start your data collection. This approval will not expire as long as your topic and methodology remain unchanged. If your topic or methodology changes, please submit a new Research Review Application and supporting documents to your instructor by e-mail.

Please contact your instructor if you have any questions. Also, be sure to check with your instructor concerning the due dates for your project.

Good luck with your project. This is the only notification you will receive. Please keep a copy for your records.

Kim Gribben
Assistant Director, MSA Program

Christina Prout
Administrative Secretary, Master of Science in Administration Program
Rowe 222 I Central Michigan University I Mount Pleasant, MI 48859
☎ 989-774-6525 ☎: fax 989-774-2575
1-800-950-1144, ext. 6525
tSl: proutlc@cmich.edu
'li: Visit us online!

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