Federal state higher education institution Saint Petersburg State University The Institute «Graduate School of Management»

Master Thesis

«FLEXIBLE WORKING PRACTICES IN PREDICTING WORK BEHAVIOR OF EMPLOYEES" (CASE OF RUSSIAN LOGISTIC COMPANY)

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ЗАЯВЛЕНИЕ О САМОСТОЯТЕЛЬНОМ ХАРАКТЕРЕ ВЫПОЛНЕНИЯ ВЫПУСКНОЙ КВАЛИФИКАЦИОННОЙ РАБОТЫ

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ABSTRACT

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Educational Program	Master in Management	
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Description of the goal, tasks and main results the research	This study is concerned with examining the relationship between work behavior and flexible working practices, as well as the implications of why employers and managers use the various types of flexible employment for employees. In recent years a growing number of employers in Russia has introduced flexible working options for employees in response to increasing concerns over work. It might be expected that since flexible working affords a degree of choice and autonomy to employees, it would impact positively on their work behavior. However, to date few studies have explicitly examined how flexible working practices can contribute to work behavior and the resulting job quality. The main goal can be formed: to investigate how flexible working practices predict work behavior of different employees in the Russian logistic company and develop recommendation on improving the use of these practices. The research reported in this study was designed to explore how experiences of flexible working have	
	influenced employees' behavior of a range of job dimensions. The findings show a generally strong relationship between flexible working and work	
	behavior, but also that there are perceived costs to job quality, particularly in relation to longer term opportunities for development and progression, suggesting that the relationship is more complex.	
Keywords	Work behavior, flexible working practices, job quality, job satisfaction, autonomy	

АННОТАЦИЯ

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Образовательная программа	Master in Management		
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основных результатов исследования	Данное исследование посвящено изучению взаимосвязи между трудовым поведением и формами гибкой занятости, а также последствиям того, почему работодатели и менеджеры компаний используют различные виды гибкой занятости для работников. В последние годы все большее число работодателей в России вводит гибкие формы занятости для сотрудников в ответ на растущую озабоченность по поводу работы. Можно было ожидать, что поскольку гибкий график работы предоставляет сотрудникам определенную степень выбора и самостоятельности, это положительно скажется на их трудовом поведении. Однако на сегодняшний день лишь немногие исследования четко изучили, как гибкие методы работы могут повлиять на трудовое поведение и качество работы. Основную цель можно сформулировать следующим образом: исследовать, как гибкие формы занятости прогнозируют трудовое поведение различных сотрудников в российской логистической компании, и разработать рекомендации по улучшению использования практик. Исследование, представленное в данной работе, было направлено на изучение того, как опыт применения гибкой занятости повлиял на поведение сотрудников по ряду параметров. Результаты показывают в целом сильную взаимосвязь между гибким формами занятости и трудовым поведением, но также отмечается наличие воспринимаемых издержек для качества		
	работы, особенно в отношении долгосрочных возможностей для развития и продвижения, что говорит о более сложной взаимосвязи. Трудовое поведение, гибкие формы занятости, качество работы, уровень удовлетворения, самостоятельность		

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Introduction

The globalization of economic processes, digitalization and technological advances, climate change, environmental changes, and socio-demographic transformations are actively changing the external environment, and as a result have a direct impact on the structure of the economy and labor market, how business is conducted, and how industrial relations and social dialogue are conducted. The growth of the logistics sector, the observed fragmentation of production processes, digital technologies, changes in supply chains, the creation of digital platforms to bring together shippers and carriers, new forms of employment and business models, and changing expectations of employers and employees are prominent examples in this regard. These macroeconomic and social trends have a huge impact on employment and working conditions. An example is the emergence of new or increased use of certain types of existing labor relations-employment status and types of contracts-that affect, for example, workers' rights, employment, or access to social protection. Similarly, work organization and management methods are changing, and these changes affect working hours, work intensity and employment rates, skills requirements, and thus the corresponding wage arrangements or aspects of interaction in the context of social dialogue. The noted changes in economic relations objectively determine the search for new, mobile labor market tools. During the economic downturn associated with the COVID-19 pandemic, employment management issues become particularly acute and relevant, both from the position of maintaining employment in the economic system as a whole, and from the position of developing practical recommendations for business entities, which face the very real challenges of maintaining the business, personnel, organization of work in the new realities. In this context, the use of flexible forms of employment makes it possible to optimize employment processes in difficult economic and geopolitical conditions.

Flexible employment policies initially emerged in response to competitive pressures that necessitated strict management of workforce costs and new approaches to the deployment of workers (Fleetwood, 2007; Pinfield & Atkinson, 1988). To improve cost effectiveness, jobs expanded, and work hours were adjusted, creating flexibility that was employer-driven (Pinfield & Atkinson, 1988). Polices typically specify the types of FWP (flexible working practices) available to employees and the process for accessing them (Cooper & Baird, 2015; Kelly & Kalev, 2006). Although the existence of such a policy is considered a sign that FWP is available to workers (Cook, 2009), and has been shown to attract prospective employees (Thompson et al., 2015), policy does not guarantee access to FWPs. (McDonald et al., 2007; Ryan & Kossek, 2008).

In recent years many employers in Russia have introduced a range of flexible working practices for employees. The Workplace Employment Relations Surveys 2018 (WERS) found a

significant proportion of employers (more than 70%) offered some form of flexible working arrangements to employees and that this had increased markedly since the WERS 2014 survey (Kersley et al. 2019). This trend has been fuelled by growing concern over work–life balance (Bailyn, Rayman, Bengtsen, Carre and Tierney 2001) and the desire to be seen as an "employer of choice" (Rau and Hyland 2002).

The use of flexible working practices is studied by scientists and researchers, both at the level of the country (Hyman, 2009) and at the level of the employer and employee. Groups of researchers study FWP from the employer's point of view. They identify the relationship between turnover, staff attendance (Dalton & Mesch, 2013), plant productivity (Konrad & Mangel, 2009), profits and increased sales (Perry-Simith & Blum, 2015) and the use of flexible employment. Thus, it has been found that the use of flexible forms of employment has an impact both on firm performance and on work discipline of staff, sick leave and staff turnover (Rosch, 2001; Mankelou, 2001; Ricci et al., 2007). There has also been research on the use of flexible forms of employment from an employee perspective (Reilly, 2001). The results of these studies show that the use of FWPs has an impact on staff loyalty and motivation. For example, in Russia, both employer and employee are interested in the use of flexible employment (Romaine, 2010). But this problem is much less studied by specialists in management and human resource management in particular (Kelliher and Anderson, 2008).

A research gap of the situation: the degree of study of the flexible working practices in the countries, the advantages and disadvantages of FWP by the employer and the employee is at a high level, while the degree of research on the flexible working practices in predicting work behavior is at an average level.

Thus, **the research questions** that are going to be addressed in this work are:

- Q1. What flexible working practices do company use to manage employees?
- Q2. How do employees respond to flexible working practices?
- Q3. Why do flexible working practices lead employees to act in a certain way?

From the information above **the main goal** can be formed: to investigate how flexible working practices predict work behavior of different employees in the Russian logistic company and develop recommendation on improving the use of these practices.

Research objectives:

- 1. To analyze theoretical approaches to the work behavior of the employee with flexible working practices as a tool of impact.
- 2. On the basis of theoretical approaches to determine the conditions under which the selected organization uses different types of flexible working practices, and formulate a theoretical research model.

- 3. Develop a research toolkit for semi-structured interviews with different segments within the organization.
- 4. Identify the common features of the use of flexible working practices in the organization and their impact on work behavior.
- 5. To propose solutions to optimize flexible working practices within the selected company, as well as to develop recommendations on the effective use for managers of Russian companies operating in culturally and economically similar industries.

Research methodology is described in Table 1. Table provides a brief description of the methods of research, data collection and analysis.

Table 1. Overview of the current empirical research

Research	Aim	Research	Method of	Data analysis
methodology	Ailli	strategy	data collection	method
Qualitative research	Confirmation of the factors that influence work behavior identified in the literature analysis, as well as identification of existing flexible working practices in the company with the further purpose of structuring and highlighting insights for managerial implications	Case study	Semi-structured interviews	Descriptive analysis

In this study, a qualitative research method was used. To collect high-quality data, the method of semi-structured interviews was chosen, because it allows you to understand in more detail the true reasons that lead employees to act in a certain way.

The structure of the work:

Chapter 1 provides a definition of key concepts and theoretical statements of work behavior and flexible working practices, a description of factors influencing labor market flexibility and types of flexible working practices.

Chapter 2 describes the methodological aspects of flexible working practices, including the description and justification of research strategy, method of data collection and data analysis.

Chapter 3 presents the results of qualitative research, final conclusions and recommendations for the optimal use of flexible working practices in the company, as well as for managers of Russian companies.

CHAPTER 1. MANAGEMENT OF EMPLOYEE WORK BEHAVIOR IN THE ORGANIZATION THROUGH FLEXIBLE WORKING PRACTICES

1.1 Theoretical approaches to employee work behavior

In the modern world, the role of the human factor in social production is undeniable. It is one of the key competitive advantages of business entities in almost any sphere of activity. Moreover, special attention is paid to the qualitative characteristics of employees (Johnston, 2019), because it directly affects the performance of the production process. At the same time, the success of organization or industry development depends not only on the availability of staff with certain qualifications, but also on the efficiency of their use.

One of the most important indicators of the use of labor resources is labor productivity, the level of which in modern Russia around 23,5\$ per hour worked is two to three times lower than in the most developed countries of the world around 6-80\$ (OECD, 2020). This situation is largely due to the depreciation of capital assets, the technical and technological backwardness of the economy, the low level of professional development of employees, etc. At the same time, a significant gap in the values of the labor productivity indicator is observed not only in relation to developed countries (Norway, USA, Germany), but also in relation to developing (Poland, Estonia, Hungary). This allows to estimate the influence of both economic and social factors, which restrain the growth of labor productivity. In this case it concerns the attitude of the population to labor, which is expressed in specific labor behavior. The current practice indicates a significant underutilization of the potential of Russian workers in the labor process (Sierra-Martinez, 2019). The cases of violation of executive discipline, non-compliance with the requirements of labor regulations, poor performance of job duties (Brinklow, 2017), etc. are not rare. It follows from this that it is possible to use the available reserves of labor productivity growth by means of labor behavior regulation. In this connection it is important to study the phenomenon of work behavior.

The analysis of various aspects of labor activity, as well as the factors determining it, is in the focus of attention of many specialists. The retrospective of theoretical aspects of social production development shows that for a long historical period of time (up to the end of the 1920s) the rational and pragmatic approach to human labor was prevailing, based on A. Smith's concept of "Economic Man" and M. Weber's rationalism (Combs and Wayne, 2004). In essence, the labor force was a type of resources, the use of which was limited to the performance of labor duties. The founder of classical political economy A. Smith believed that man is the basis of all society, and studied human behavior with its motives and the desire for personal gain. In this case, one of the features of human nature, he called the desire to "improve his situation", in particular, at the expense of transferring his labor duties to other people, i.e., saving his own labor efforts. Later on, the "economic man" concept was developed in the works of both foreign (F. Bastiat, A. Marshall,

J.-S. Sismondi, J.-B. Say, F. Taylor, etc.) and domestic (V.S. Avtonomov, P.A. Kropotkin, Y.A. Levada, etc.) scientists. In particular, the latter created a model of the "Soviet economic man", characterized by the dual principles of behavior in working for the state and working for oneself.

M. Weber, the founder of the social action concept, described a functional algorithm of labor behavior within the framework of labor costs and compensations. Social and psychological aspects of labor activity were also considered in the works of M. Bolton, A. Saint-Simon, R. Owen, J. Watt, Ch. Fourier and others. K. Marx defined labor activity as an external act of production that was isolated from the employee, a tool for satisfying any needs, but not the need for labor. T. Veblen emphasized the leading role of instincts in the economic and social behavior of man, among which he distinguished the instincts of labor.

At the turn of the XIX-XX centuries, the problems of increasing the efficiency of production, the overcoming of which became possible due to the appeal of academic science and the business community to the social reserves of labor. American researcher and practical manager F. Taylor, who studied the possibilities of using the human factor in labor activity, created the basis for the scientific organization of labor. According to his views, the increase of labor productivity is based on the rationalization of the workplace by reducing the freedom of action of employees. In addition, it is necessary to take into account their motivational component: the prospects of career growth, social control, comfortable rhythm of work, etc. F. Taylor formulated the main principle of scientific organization of labor, which consists in the fact that the human desire for material gain should provide the maximum profit for organizations. At the same time employees should be encouraged not only financially, but also by receiving additional social benefits (creation of work canteens, kindergartens, organization of evening courses, etc.). In domestic science the principles of scientific labor organization with an emphasis on the psychophysiological aspects of labor were developed in the works of N.A. Vitke, A.K. Gastev, P.M. Kerzhentsev, etc.

The study of external factors influencing the work behavior of employees was a logical continuation of the finding of social reserves of labor and was reflected in the works of "behaviorists" (B.F. Skinner, A. Fayol, etc.). In the 1920-30s the concept of "behaviorists" was formed, which paid special attention to the behavior of people depending on the changing conditions of the production environment (E. Mayo, W. Moore, F. Roethlisberger, etc.). The main provisions of this theory were developed in the studies of the school of behavioral sciences, considering the issues of interpersonal relations, motivation and incentives, quality of work life, etc. (F. Herzberg, R. Likert, D. McGregor, A. Maslow, etc.).

Starting from the second half of XX century various aspects of labor consciousness and behavior were studied within economic psychology (S. Lea, R. Tarpy, P. Webley, E. Furnham,

etc.) and behavioral economic theory (N. Berg, B. Gillad, L. Donaldson, S. Kaisch, J. Katona, etc.). Nowadays, work behavior is a subject of research of many disciplines, such as economics and sociology of labor, organizational behavior, economic sociology, psychology, game theory, personnel management, etc., and its study is of interdisciplinary nature. At the same time work behavior is considered as a part of economic, social, organizational behavior. In general, it is possible to agree with the opinion that the interpretation of the term "work behavior" may differ depending on the object of study and its scope.

Due to the multidimensional nature of the category "work behavior", it is possible to refer to the combined interpretations of its essence. In particular, combination of different approaches allows to receive the most complex vision of the considered phenomenon. In its framework, work behavior can be considered as a set of actions and deeds, reflecting the attitude to labor and the level of realization of the individual's potential in labor activity (McManus, 2007). Understanding why individuals act the way they do is one of the major goals of the study of work behavior. Job efficiency, corporate citizenship habits, absenteeism, and attrition are all concerned with work behavior. Work behavior can also be defined as a person's intent or way of communication with other people at the workplace. For example, confidence is a nonverbal behavior that is often mirrored in workplace verbal contact. It reflects your mentality toward your coworkers and teammates. An individual's constructive and productive work behavior contributes to a higher team or individual success, morale, and great outputs.

In modern foreign practice in contrast to Russian practice, where work behavior is studied both in the workplace and in the labor market (Kooij & Katz, 2019), work behavior is most often considered as behavior within the organization. According to I. Kovacevich, S. Sizmic and D. Mihajlovic, within the current paradigm of labor productivity conceptualization work behavior can be interpreted quite broadly, including all types of behavior occurring during the work process, leading to the achievement of specific goals and describing how the work was performed by an employee. At the same time in the process of analyzing work behavior it is necessary to consider not only results, but also ways of participation in activities related to the work process, as well as various behavioral demonstrations, depending on the level of relevance to the organizational goals. The most general interpretations of the concept of "work behavior" allow us to cover all types of behavior that are not directly related to specific work tasks. Such types of behavior that contribute to, or threaten the achievement of organizational goals. A number of authors (J. Paauve, D. Bowen and K. Ostroff, P.T. Bolvin and T. Kampe) mention, that employee's work-related behavior significantly affects the efficiency of the organization and must be regarded as a norm (criterion) of this efficiency. Behavior is considered effective if employees act in accordance with what is regulated by the organization.

Often researched is such type of behavior as innovative work behavior (Yuan & Woodman, 2018), the essence of which is "conscious creation, implementation and application of new ideas in the work of the group or organization in order to use the group or organization performance objectives. Another type is customer orientation - the behavior of employees in the process of selling goods, in which they help customers and clients to meet their long-term needs and desires. The third type of behavior, belonging to the field of affective commitment, is defined as an employee's emotional attachment to the organization and the level of his participation in its activities.

There are a number of foreign studies, mostly empirical, examining the work behavior of different social groups (Barrick, 2017) in the labor market (married women; women with children; people with disabilities and diseases; pensioners, etc.). In this case labor behavior is most often understood as the probability of people entering the labor market under certain conditions, participation in the labor force, job search strategies. Therefore, the analysis of essence bases of work behavior showed that there is no consolidated position on its definition in the scientific community. In modern science this category is a subject of interdisciplinary research and is located at the interface of economics and sociology of labor, psychology, economic sociology, game theory, etc. In the process of studying work behavior a variety of theoretical and methodological approaches can be used, which can prevail, be effective at a certain time and lose their positive qualities in other conditions.

Work behavior is a very complex category that combines a unity of opposites. On the one hand there is the employee himself, who wants to satisfy his needs to the fullest extent, on the other hand - the employer, pursuing the goal of minimizing costs and maximizing profits. Therefore, the definition of "optimal" work behavior in different conditions has a high importance, and in this regard, the issues of its regulation are among the most important for the purposes of socio-economic policy at both macro- and microlevel. Work behaviors in organizations can be explained by a number of different contextual and environmental variables; however, type of employment plays an important role in predicting work behavior as well. In fact, great attention has been given to personality characteristics to describe, explain, and predict the behaviors of individuals at work (Barrick & Ryan, 2003). In this entry we will review how certain personality features can be directly and differently associated to specific work behaviors, both productive as well as counterproductive ones.

1.2 The labor market and its development trends in the modern economy

Market relationships assume the existence and functioning of many markets, covering a variety of areas of human activity: trade, investment, labor, scientific research, etc. One of the most complicated elements of market economy is labor market. Its complexity and special position

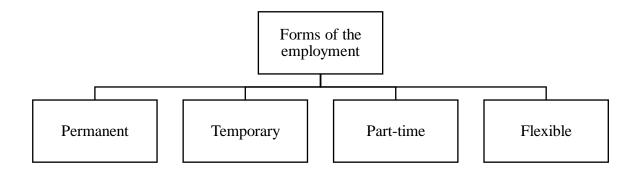
are connected with the fact that in determining the price of labor on it the interests of employer and employee are intertwined: the desire to maximize profit at minimum cost, on the one hand, and respect for material interests, on the other hand, respectively. Moreover, the labor market is influenced by almost all social and economic changes in the society. The definition of the concept of "labor market", the selection of its main characteristics are the subject of polemics of scientists of many academic directions. It can be argued that theoretical views on the labor market problems, characterized by the diversity and flexibility of methodological approaches and tools of empirical generalization, have passed a long way of evolutionary development. The most common is the understanding of the labor market as a system of social relations connected with the recruitment and supply of labor force or its purchase and sale (Reich, Gordon & Edwards, 2005).

The basis for theoretical study of employment and labor market problems was laid by representatives of classical employment theory: A. Smith, D. Ricardo, J.B. Sey. The economic theory of mercantilism saw the main source of a country's wealth in "favorable trade balance", i.e., in the situation when exports exceed imports. The physiocrats believed that land and other natural resources were the true source of wealth. A. Smith departed from the views of his time, believing that the wealth of a nation is created in the process of production, and its main source is human labor. It was labor, therefore, that was seen as an instrument for the well-being of individuals and society as a whole. Smith argued that full employment was the norm of the market economy, achieved through the "invisible hand" of the market, that is, supply and demand. Classical political economy served as a basis for K. Marx's research in his work "Capital. Critique of Political Economy", where the notions of "labor" and "labor force" are differentiated. Labor is interpreted as "... a process taking place between man and nature, a process in which man by his own activity mediates, regulates and controls the exchange of substances between himself and nature. In the process of labor, the work force or the ability to work is consumed as "... The totality of the physical and spiritual faculties possessed by the organism, the living personality of man, which are put to use whenever he produces any use-value. The distinction between "labor" and "labor power" was one of the basic propositions of Marx's theory of surplus value. In the conditions of innovationoriented economy the leading problem is the formation of effective employment of population (Daverth & Cassell, 2005), namely effective use of qualitative labor potential, formation of labor mobility of branch and professional structures, rational distribution of labor force between branches. The problem of employment occupied the minds of the most important representatives of various economic schools and still remains relevant.

There are many forms of employment depending on qualitative and quantitative characteristics. Employment is distinguished between: productive or efficient, full-time, freely

chosen, part-time, hidden, seasonal, pendulum, periodic, and others. Within these types of employment there are such forms as permanent, temporary, part-time and flexible employment.

Figure 1. Forms of employment



- 1. Permanent employment. Characteristics of this form of employment: full-time, employment contract, registration under the Labor Code of the Russian Federation, official salary, position according to the staff schedule of the organization. Permanent employment is one of the most preferable employment options, since the interests of both the employee and the employer remain protected. The advantages of a permanent job include: career growth, financial stability, teamwork, official employment, and social protection. The disadvantages are: difficulty in temporary absence from the workplace on personal matters; routine, performance of the same tasks, communication with the same people; the need to notify superiors of dismissal in advance.
- 2. Temporary employment. This is a form of employment in which people are employed in production or services for a strictly limited period of time, which can range from one day to several years. Temporary workers are used to replace permanent workers for a certain period of time (for sickness, maternity leave, vocational training, etc.), to perform one-time, casual and non-prestigious work, work to eliminate failures in production, to eliminate accidents, seasonal work, etc. Temporary employment may also be used for jobs requiring highly skilled personnel. The widespread use of temporary employment mitigates the situation with unemployment. Temporary employment differs from part-time employment by the fact that in the latter case a worker knows the exact term of termination of employment. The advantages of temporary work are as follows: protection from office politics and conflicts in the collective; additional earnings; opportunity to earn more than in a permanent job. There are also disadvantages: temporary work is a non-permanent job; temporary workers are limited in their rights; there is no social package.

- 3. *Part-time employment*. This is a form of employment characterized by a reduced volume of weekly workload. The normal length of the working week established by the Labor Code of the Russian Federation is not more than 40 hours. Smaller weekly working hours are established for employees under the age of 18, disabled people of groups I and II, as well as employees working in harmful and (or) hazardous working conditions. Let us describe the advantages of such work: more free time; an opportunity for an employee to try his or her hand at a new industry without quitting his or her previous job; an opportunity to combine several activities (combining jobs); an opportunity to receive education and work simultaneously (this activity format is more suitable for students and those wishing to improve their skills on relevant courses). Part-time employment also has a number of disadvantages, such as low wages and a narrow range of responsibilities.
- 4. *Flexible employment*. This is a form of employment with non-standard conditions of employment and labor. Such conditions include: non-standard modes of working hours, in which the duration of working time is less than that established by state regulations (part-time work, shortened work week, seasonal work); non-standard organizational forms of hiring workers in the form of short-term employment contracts for work of casual nature, tripartite agreements between the employment service, entrepreneur and temporary worker; non-standard ways of working and work places, such as home-based work, work from home or with the help of their family members to perform work, sale of products, etc.

Therefore, employment is a socially useful activity of citizens related to the satisfaction of personal and social needs and generating, as a rule, earnings or labor income.

On this basis, the essence of effective employment is manifested through its subjects, principles and factors of its formation with maximum rational use of labor resources. It is characterized by growth of labor productivity, socially useful labor of workers, their high material and moral-psychological motivation to productive labor; development of human capital; institutionalization of labor relations; reduction of sectoral and regional differentiation of living standards of population in conditions of revival and development of industrial-innovative sector of economy for providing at employee level (Eaton, 2013) decent living standards, reproduction and creative self-realization, at the level of the employer (Stinglhamber & Vandenberghe, 2014) - profitability and quality of products, at the level of the country - growth of national income and economic security.

1.3 Analysis of flexible working practices

Compared to the traditional nine-to-five job held in a standard workplace, flexible work arrangements are defined as 'any policies and practices, formal or informal, which permit people to vary when and where work is carried out' (Maxwell, Rankine, Bell, and MacVicar 2007, p. 138).

In general, the development of flexible forms of employment has a single fundamental theoretical explanation - the flexibility of work modes, forms of involvement in labor relations, non-standard jobs initially act as economically beneficial for both the employee and the employer (Haslinda, 2015). The employee is given the opportunity to combine work for hire with other activities - study, household work, leisure activities - in a more rational way. The employer in the new environment can flexibly regulate the number of employees, the intensity of workload, labor costs. In this sense, we can assume that the opportunities for human development with the application of new forms of employment get a new impetus for their implementation. At the same time, practice shows that flexible forms of employment and labor relations objectively create prerequisites for the reduction of social protection of workers and the failure of social efficiency (Conway & Lance, 2009). This problem is particularly acute when the institutional infrastructure of the labor market (laws and regulations) lags behind the real state and movement of social and labor relations, as well as the underdevelopment of social responsibility of business as a characteristic feature of a mature social market economy. Thus, there may be obstacles to the prospects of human development.

Flexible working has tended to be used as an umbrella-term to encompass a wide variety of activities, including, for example, practices such as remote working (from home, other company premises, etc.), reduced hours, different hours (either agreed, non-standard hours, or discretion over working hours on a day-by-day basis) and compressed working time where employees work their contractual hours over a fewer number of days than is normal (e.g., a 9-day fortnight). While these practices represent different ways of working, the essential common theme here is the choice offered to employees regarding the way in which they work. A number of other terms has also been used to describe these different working patterns. Frank and Lowe (2003), for example, use the term 'alternative work arrangements' to describe working patterns which offer temporal or spatial flexibility, including full-time hours worked at times to suit the individual, compressed work weeks, and part-time and seasonal work. Fallon (1997) describes similar work patterns as 'alternative work schedules and the phrase 'distributed work arrangements' has been used to describe working in alternative locations (Belanger and Collins 1998). Notwithstanding these issues of terminology, a number of researchers has attempted to examine the outcomes of various flexible working practices on employees. Although little explicit attention has been given to the relationship with job quality per se, studies have examined outcomes relevant to some aspects of

job quality, namely job satisfaction, stress and opportunities for learning and progression (De Stefano, 2015). These will be examined in turn.

At a general level it might be anticipated that access to flexible working arrangements will have a positive impact on job satisfaction. Greater autonomy and control over the completion of work have been found to have a positive effect on job satisfaction (Igbaria and Guimaraes 1999; Hyman and Summers 2004). In a meta-analysis carried out by Baltes, Briggs, Huff, Wright and Neuman (1999), flexi-time and compressed working were found overall to have a positive effect on job satisfaction. However, findings on the impact of remote working on job satisfaction have been more varied. The lack of social interaction has been found in some studies to lead to feelings of isolation and to impact negatively on job satisfaction (Igbaria and Guimaraes 1999), whereas, in others, job satisfaction has been found to be higher for remote workers (Baruch 2000). If flexible working offers choices to employees which help them achieve a more satisfactory work-life balance, one might expect it to have the effect of reducing stress levels. However, it may also be the case that flexible working creates feelings of stress and anxiety itself. For example, if an individual nominally works reduced hours, but ends up with the same workload as a full-timer, coping with this may be a cause of stress. While stress in the workplace has been extensively studied, there is relatively little empirical research which specifically links stress and flexible working. Some work suggests that job stress is lower among those who spend more time working remotely (Raghuram and Wiesenfeld 2004), but others report that remote workers show more signs of mental ill health than office-based workers (Mann and Holdsworth 2003). Tietze and Musson (2005) found evidence of some remote workers experiencing stress associated with the selforganization required of such work, especially where being at home created new demands on them. Linked in part to stress, Baltes et al.'s (1999) meta-analysis showed that flexi-time had a positive effect on absenteeism, whereas compressed working time had no effect.

In relation to opportunities for learning and progression, the evidence is less positive for flexible workers. Cooper and Kurland (2002) found that remote workers had concerns over the lack of development opportunities offered to them, including informal learning and mentoring from colleagues. In terms of progression, Frank and Lowe (2003) found that flexible workers were perceived to have lower long-term career potential, although in contrast, McCloskey and Igbaria (2003) found no direct or indirect effect on career prospects. A number of studies has identified the costs to career progression specifically for part-time workers (Need, Steijn and Guisthuizen 2005; Sigala 2005). Cohen and Single (2001) found that working reduced hours for professional staff meant that they were less able to spend time on skill development and bringing in new business – factors deemed important for career success.

Institutional pressures may also impact on the use of flexible working practices. Five employee characteristics are here examined: gender, number of children, being a student or manager. Previous studies have described 'dual-earnership' families, employees with children and therefore childcare needs (e.g., Kossek et al., 1994), working mothers, employees who are students, seasonality in the industry (such as tourism and agricultural work), and long hours of work as potential determinants of FWPs in the HRM literature (e.g., Boxall, 2006). Consistent with the dual labor market theory, the Russian labor market is divided into two labor markets: a) a primary labor market, which includes the majority of the high quality full-time employment jobs, protected by the social agencies, such as the unions, and legislation throughout the past decades, as well as a limited number of jobs under high quality FWPs (e.g. telework, work from home) on one hand and b) a secondary labor market, which includes low job quality positions and to a large extent the majority of the forms of FWPs, such as part-time, temporary employment, illegal flexibility, etc.

Studies of new, non-standard types of employment are complicated by the absence or incompleteness of official statistical data on the non-permanently employed, part-time workers, remote workers, underemployed by time, secondary workers, unpaid workers of family businesses, those employed in personal subsidiary farms, as well as temporarily laid off workers, workers on forced leaves at the initiative of employers, discouraged workers, and so-called other groups weakly connected with the labor market (Donovan, 2019). Problems associated with the classification of all the diverse forms and manifestations of employment, as well as difficulties with the statistical accounting of non-standard types of employment have given rise to many alternative estimates of employment, expanding and enriching the current understanding of the state of the Russian labor market.

Flexible work options are numerous and can be categorized into four groups (Glynn, Steinberg, and McCartney 2002; The Government of Western Australia 2002; Georgetown University Law Center 2008):

- flexibility in the scheduling of hours (such as flex-time, compressed workweek, shift
 arrangements) a flexible work schedule that allows the employee to control his or her
 own workload and employment allows for increased productivity and reduces the
 employer's hourly wage costs;
- flexibility in the number of hours worked (such as part-time work and job sharing);
- flexibility in the place of work (such as working at home and at a satellite location);
- flexibility in leave arrangements (such as parental leave, special leave, unpaid leave).

In the Russian market, the vast majority of remote workers (figure 2) are professionals for whom self-discipline is not a problem. In the first place, these are programmers - 51%, customer support staff - 38%, designers - 27%, analysts - 15% and employees of the Finance Department -

15%. 59% of companies monitor the working day of remote employees, but more than half of surveyed managers admitted that it is only a formality.

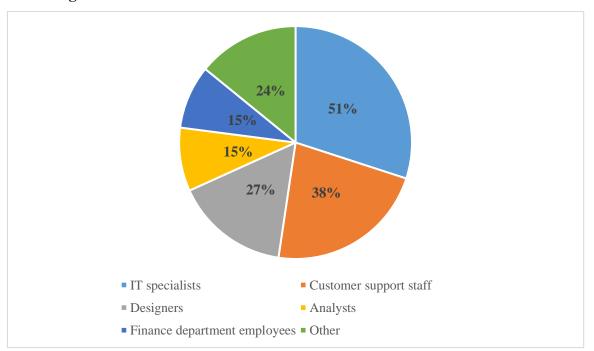


Figure 2. Distribution of remote workers

The number of remote workers around the world is growing in parallel with the demand for services from employers. Global freelance exchanges and social networks have erased the boundaries between customers and performers. Hiring a specialist from anywhere in the world is now easy. Remote workers choose customers, hours and schedules based on their needs, not on a staffing schedule. Most global HR experts note that remote employment is a global trend on the labor market. Those companies which will implement flexible work schedule in their management system (with an opportunity to work from home or any other convenient place at least from time to time) will greatly benefit in attracting and retaining high quality specialists, who will appreciate the opportunity provided and will be more loyal to the company. Business benefits from the organization of distant workplaces include an increase in operational efficiency, and employees at the expense of improved quality of life and job satisfaction. Thus, it is possible to draw the following conclusions: the development of remote working in the world is proceeding at a tremendous pace, and it is not necessary to speak about a small degree of its influence on the economies of states; the interaction between remote forms of employment and business is productive in all countries, especially if the enterprise is at the stage of entering the market; it is necessary to form an effective institutional environment for remote workers, which will make it possible to establish the necessary dialogue with the government.

Thus, in spite of an accumulating body of research, the evidence on employees' experiences of flexible working and how it impacts on various aspects of their conception of their

jobs is inconclusive and somewhat ambiguous (Igbaria and Guimaraes 1999). This may, at least in part, be due to the problems of definition in this field referred to earlier (Baruch 2001). While flexible working practices all involve some degree of choice, it seems likely that the way in which they might impact on the subjective aspects of job quality would differ. Furthermore, McCloskey and Igbaria (1998) note the rather mixed samples which have been used in some studies (some have included part- and full-time employees, clerical and professional workers together and sometimes self-employed workers have been included) and suggest that this places limitations on any conclusions which can be drawn and the extent to which the findings can be generalized.

Faced with this lack of clarity from existing evidence and few attempts to draw together the findings relating to different aspects of job quality, this study attempts to shed some further light on the relationship between flexible working practices and employee perceptions of job quality. Our concern here is to focus on a range of outcomes of flexible working closely related to dimensions of job quality. First, and most obviously, autonomy is central to the notion of flexibility and has been identified by several authors as an aspect of job quality (Rubery and Grimshaw 2001; Clark 2005). Autonomy includes the ability to control one's own time and location in a way that meets individual needs and is closely aligned to the ability to achieve a satisfactory work-balance. Second, flexible working practices have been shown, albeit with mixed results, to have an impact on other dimensions of job quality such as job satisfaction, levels of stress and opportunities for learning and advancement.

CHAPTER 2. METHODOLOGICAL ASPECTS OF FLEXIBLE WORKING PRACTICES RESEARCH IN THE RUSSIAN LOGISTIC COMPANY

2.1 Research methodology

The aim of all research is to gain knowledge for a better understanding of the subject or phenomenon of interest. "Qualitative" is a collective concept that groups together approaches to scientific inquiry that share similar characteristics (Arnold & Shannon, 1998). Qualitative research has an interpretivist rather than positivist character, which allows explanatory concepts and theories to emerge from the available data by inductive method rather than deductive in hypothesis testing. Inductive method suits this paper because from observations we will identify the patterns and key insights that will give rise to recommendations and general formulations. The primary objective underlying any qualitative research is to explore and understand the meaning that participants put into creating their own world and experiences, and to be able to understand and explain why participants behave in certain ways in particular situations (e.g., why they use flexible working practices in their and their work, how this affects their current work behavior, and what might change in the future). In the "objectivizing attitude" of the researcher in the classical methodology called "how things are," unlike his performative attitude in qualitative research, there is no communication with the interviewees in principle: interviewees' subjective vision of a particular phenomenon is absolutely unnecessary for the production of objective knowledge (Habermas, 2000). Of course, a researcher often resorts to this way of studying cause-and-effect relationships for a reason: a number of social phenomena-causes are difficult to interpret reliably empirically. The distinction between the concepts of methodology and methods has been highlighted in the field of qualitative research (Creswell, 2002), where methodology refers to the theory that underlies research, and methods refers to the technical means that are used to conduct research and collect data.

A qualitative design allowed participants in the study "Signals of support: flexible work for mutual gain" (Williams, Cathcart & McDonald, 2018) to explain their own experiences of FWA (flexible working arrangements) support; permitted a rich exploration of those multiple perspectives; and uncovered how study participants interpreted and assigned meaning to signals that raised the distinctiveness, consistency and consensus of FWAs. In a qualitative study carried out in Turkey during the COVID-19 pandemic (Akyildiz & Durna, 2020), it was determined that FWA negatively affects work efficiency due to reasons such as change in the work environment, the need for information technology infrastructure, stretching and elongation of working time, the difficulty of holding meetings in homes with children, and increased workload.

A variety of methods can be used to collect data in qualitative research. The most popular are the interview method, the focus group method, the document review method, and the

participant observation method. Interviews are usually conducted on an individual basis between a skilled interviewer and the interviewee, either in person or over the phone if possible. Interviews can be structured, i.e., the interviewer moves through a list of planned questions, or semi-structured, i.e., there is an interview plan - a list of questions with answer options or topics that the interviewer wants to raise and that allows the conversation to move into unforeseen but similar areas. In my case, semi-structured interviews are decided to be the best fit for achieving the research goal because it respects the flexibility and takes into account specifics of the interview process, which will be discussed in more detail in the next section.

2.2 Research strategy

The research reported here designed to examine the implementation and execution of flexible working practices in the organization. A case study approach was chosen in order to allow observations to be evaluated in context (Robson 1995). Case-study basically focuses on an exhaustive examination of all the relationships and interdependencies that characterize a particular situation. This is achieved through the methodology of complete, comprehensive description. Such a description includes an in-depth study of the object of study, the conditions under which the object functions and the characteristics of the actors involved in the object. A case-study technique can be defined as a methodology in terms of the conduct of research, categories of analysis, or the final product of research. Robert Yin defines case-study in terms of the research process as "empirical research that examines a contemporary phenomenon in its natural setting, especially when the boundaries between the phenomenon and the environment are not obvious (Yin, 1994). Other researchers focus on the definition of the units of inquiry, on the surrounding entities and the boundaries that separate the cases under study. Stake calls the object of case-study, the socalled "case," a "unified (integral) study" (Stake, 1995), Smith uses the term "bounded system" (Smith, 1978), Miles and Huberman by "case" they mean "certain kinds of phenomena bounded by the situation (Miles & Huberman, 1994). Walcott suggests that the design and planning of a study should be viewed in terms of the end product that the study aims to produce. The most important characteristic of a "case," according to Merriam, is its internal boundedness. This implies that a case or phenomenon has definite, though perhaps not always obvious, limitations. The presence of some substantive identity, the commonality of circumstances, objects, and people form this particular case. This fact is one of the most important starting points for case-study research. W. Tellis calls this method of qualitative analysis ideal for comprehensive, in-depth research (Tellis, 1997).

A choice depends in large part on research questions, because the questions seek to explain some present circumstance (e.g., "how" or "why" some social phenomenon works). The research is based on an in-depth case study of one organization, which had offered a range of flexible

working practices to employees for several years. This meant that employees' perceptions, based on their practical experiences of flexible working overtime, could be examined.

Using case studies for research purposes remains one of the most challenging of all social science endeavors. Case study is the qualitative research strategy in which the researcher explores in depth a program, event, activity, process, or one more individuals. Cases are bounded by time and activity, and researches collect detailed information using a variety of data collection procedures over a sustained period of time. The case study research in flexible working practices uses empirical evidence from one organization where an attempt is made to study the subject matter in context. Most of evidence comes from semi-structured interviews. An empirical inquiry that investigates a contemporary phenomenon, which are flexible working practices, within its real-life content especially when the boundaries between phenomenon and context are not clearly evident (Yin, 2003). The case study inquiry:

- Copes with the technically distinctive situation in which there will be many more variables of interest that data points, and as one result
- Relies on multiple sources of evidence, with data needing to converge in a triangulation fashion, and as another result

Benefits from the prior development of theoretical propositions to guide data collection and analysis.

Unit of analysis

All research is driven by theoretical or practical needs. Thus, the researcher is often confronted with a problem that has already been posed and needs to be solved. The first step is to determine the characteristics of the situation under study. The unit of analysis is the basis for the case study. The unit of analysis is the entity that frames what is being looked at in a study, or is the entity being studied as a whole and means using the rules of multiplying and reducing fractions to solve problems involving different units (Trochim, 2006).

Table 2. Unit of analysis

Unit of analysis	Name	Reason
		The study focuses on flexible employment
		and work behavior in the Russian labor
		market, as it is more effective to study and
Country	Russia	analyze the native country and apply
		managerial recommendations for local
		companies, as the recommendations will be
		different for each country.

		Logistics is a rapidly evolving sector. With
		increasing omni-channel consumer demand,
		fast-improving technology and a growing
Industry	Logistics	workforce, it is the time to embrace change
		in logistics industry. Flexible working
		practices are becoming more desirable with
		higher adoption rates.
		In recent years, the company is transforming
		its business and changing its perception
		from a transport and logistics company to a
Organization	Monopoly JSC	digital freight forwarder with an IT core, so
		flexible working practices and their
		improvement are quite relevant in the
		company
		The company's employees have extensive
		experience in flexible work practices.
Individuals Employees of the company		Within the company certain groups of
		employees were selected, which will be
		written about in the next part.

Looking more closely at the logistics industry, a recent article by the CILT (2018) revealed the impact flexible working could have on businesses. It stated that by 2023, the Russian logistics sector could risk 730 million dollars a year in economic output, if employers do not fully embrace flexibility. In light of this, Russian companies could generate an output of 22,947 billion dollars per year through flexible working. The lack of flexible working opportunities is often referred to as one reason behind women's diminishing presence in senior jobs, let alone in logistics. The closer the corporate ladder gets to senior management roles, the more women fall off it. The lack of flexible working options, along with childcare costs, frequently prevent mothers from returning to work. Moreover, this industry is known for its long hours, especially for drivers. Enabling working parents and anyone else who has dependents to work flexibly is crucial to greater workplace equality and diversity. Essentially, a business wants to employ the best people, so working around their needs will likely offer more benefits. Companies need to get ahead of traditional barriers, for example, the driver role is usually seen as one of the most inflexible roles due to the long hours attached. With driver turnover being particularly high, offering shorter and more regular shifts could have a real impact on how the role is viewed. A culture change is highly

needed, and logistics managers will reap rewards by being innovative and working on practical solutions, sooner rather than later. Based on the economic output estimated to be lost due to lack of flexible working, the logistics industry should use research, insights and other sectors' success stories to transform itself. This involves answering a number of questions: does the company require office space, every day, for every employee? Could workers job share and be given more options to work shorter shifts when possible? Does the company have a technology to enable employees to work flexibly? Once answered these questions, it is possible to create a plan to outline changes within the industry which accommodate flexible working practices and implement it.

Looking more closely at the Monopoly company, it is a transport and logistics group of companies and business solutions in digital logistics. The company's mission is to support everyone's freedom by giving different players great vision, great perspective and technological backbone. The company currently has over 2,700 employees and 45 offices throughout Russia. The group of companies includes: Monopoly. Online as a digital platform that integrates all the services necessary to organize freight transportation, from cargo and carrier search to cardless fuel processing and the services of a network of proven road complexes throughout Russia. Monopoly as a trucking company that owns and operates its own fleet of trucks and drivers. The company is in the top 5 largest trucking companies in Russia in terms of fleet size (specializes in FTL and temperature transportation). Monopoly. Business project, giving truckers the opportunity to become entrepreneurs without initial investment. Every day the company changes a huge and complex industry, helping hundreds of people work conveniently and efficiently. Monopoly creates technological solutions for carriers and shippers, for drivers and transport companies. The company has also been successfully automating real business for years (IT system helps transport company turnover add at least 200% a year). And now the company has combined its IT competence with the one accumulated in the transport business and has launched a full-fledged cargo and petrol stations aggregator, the number of resources in which already exceeds several dozens of thousands and is constantly growing.

2.3 Method of data collection

In order to collect empirical data for the study a semi-structured interview method was used. The first step is data collection that was started with designing of guides with interview questions. An interview guide is a list of topics or questions that the interviewer hopes to cover during the course of an interview. Interview guides should outline issues that a researcher feels are likely to be important. Participants are asked to provide answers in their own words and to raise points they believe are important, so each interview is likely to flow a little differently. While the opening question in an in-depth interview may be the same across all interviews, the information that each

participant shared will shape how the interview proceeds. The literature review and the existing frameworks became the basis for these questions. The specter of work include semi-structured interviews with three different target audience in the organization. To collect data from all the relevant actors involved, and for purposes of triangulation, the interviews were conducted with the HR-specialist, supervisors and employees in the teams. Hence, there were three sets of questions for each party (see Table below for an overview of the data collection techniques).

- HR specialists: in the interview with this segment, it was important to learn about the
 regulation and documentation regarding flexible working practices in the company, as well
 as the HR department's activity in implementing and improving flexible employment for
 employees. The specialists shared their opinions on this topic, as well as some internal
 research.
- 2. Supervisors: in interviews with supervisors, it was necessary to emphasize their interaction with employees in flexible employment, namely, task supervision, performance evaluation, the difference between working in traditional and flexible employment, and predicting the work behavior of employees in different conditions.
- 3. Employees: for employees within teams, the guides included questions on their daily activities in a flexible work environment, influencing their work behavior (productivity, motivation and job satisfaction, stress levels, communication).

Figure 3. Conducted semi-structural interviews

Conducted semi-structural interviews

Nº	Full name	Work period	Position	Department	Duration
Interviews with HR-specialists				2h 15 min	
1	Alyona Molotkova	2,5 years	Human Resources manager	Human Resources Management Department	45 min
2	Natali Polenova	1,3 years	Human Resources specialist	Human Resources Management Department	40 min
3	Anna Klimenko	1 year	Human Resources specialist	Human Resources Management Department	50 min
Interviews with Supervisors				3h 35 min	
4	Anton Kucher	3 years	Head of mainline logistics	Mainline logistics Department	35 min
5	Egor Balagurov	0,5 years	Scrum master	Agile methodologies Department	30 min
6	Kirill Afonin	2 years	Product development manager	Product development Department	40 min
7	Evgeniya Kretova	1,5 years	Ecosystem products manager	Ecosystem products Department	25 min
8	Alexey Lazarev	4 years	Lead product maneger	Cargo product group Department	45 min
9	Dmitriy Guzeev	2 years	Lead product maneger	Fuel product group Department	40 min
Interviews with Employees				4h 5 min	
10	Olga Ananova	7 years	Tester	Testing Department	40 min
11	Andrey Sviridov	3 years	Backend developer	Backend development Department	35 min
12	Andrey Khmelnitsky	0,5 years	Chief frontend developer	Frontend development Department	45min
13	Tatyana Kulgeiko	1 year	Interface development specialst	Interface development Department	50 min
14	Anastasia Baldina	1 year	Sales specialist	Sales Depertment	40 min
15	Alexandra Melnichenko	2,5 years	Product marketing specislist	Product marketing Department	35 min

9h 55 min

The empirical study relied on 15 semi-structured interviews with various stakeholders and approximately 10h of interviews: three interviews with HR-specialists, six interviews with

supervisors and six interviews with employees working in a team. The main platform for conducting interviews was online videoconference tools (Microsoft Teams). In some cases, there were audio calls as it was the request coming from an interviewee (WhatsApp or Telegram). The average length of a talk was normally from 30 minutes up to 50 minutes. The interview analysis is based on the sessions' recordings that were taken with the permission of interviewees.

2.4 Data analysis

Having talked with particular employees, it was able to get perspective from all sides and learn some valuable insights that were comprised in this part of the thesis in a list of different findings. In order to extract relevant information from audio and video interviews I used a narrative analysis of the transcribed interviews.

Some of the interviews were fully transcribed whereas in some only the relevant sections were transcribed, as a result, it has become the data sampling. The process of extracting pertinent pieces of information from the recording required multiple attempts of careful listening. In addition, during real-time interviews self-memos were taken as well as during the process of categorizing data. However, due to the fact the interview results analysis were processed manually, all the self-memos were not automatic neither they were in the digital format. Later, reflections and ideas from self-memos were transmitted into a research notebook that alleviated navigation and systematization. Most of the reflection afterwards was done in a digital document.

The chosen type of analysis is a narrative analysis combined with the elements of ground theory analysis. The choice of this technique was motivated by the specifics of this method that implies preservation of narrative data, while enabling the author to assess particular parts and extracts. At the same time, I was still able to identify themes and categories relevant to the research through color-coding.

First, this method s flexible and emphasizes the importance of keeping the context. Moreover, some of the interviewees do not have any academic business background nor they use terminology during interviews that still relate to the description of owned or desired resources and capabilities. Some interviewees were making a point through an example and the context is extremely important on order to draw a conclusion. However, the coded word was not used in the example, still, analytical we were able to make a conclusion thanks to the flexibility of the chosen approach and method of analysis.

Second, this method is flexible and suits the specifics of the data gathered through semistructured interviews. All 15 interviews were conducted in Russian, hence, transcribing all the interviews first in Russian then into English would have delayed the results of the research. For this matter, narrative analysis allows to evaluate the content of the interview as a whole as well as focus on pertinent extracts that were figured manually. The extracts were not necessarily representing an exclusive part of a narrative structure, for instance, only examples, abstracts or situations.

Finally, narrative analyses may use inductive research approach that we exercise in this master thesis. From the observations derived out of the interviews, I will formulate universal recommendations for social entrepreneurs that strive for growth and improvement via partnerships.

After getting familiar with the content of the multiple interviews, I identified key themes and transcribed relevant parts of the narrative data in a table in the original language of the interviews. Afterwards I extracted analytical themes of every quote in a concise way in the language of the research (English). Later, the underlined analytical themes relevant to the topic were put in the excel table for all the interviewees.

CHAPTER 3. RESULTS OF THE ANALYSIS AND DISCUSSION

3.1 Results of semi-structured interviews

Managers set a goal for their teams to complete all tasks with maximum performance. To achieve greater employee efficiency the company offers different forms of work. While one employee works at home, another attends the office every day. The analysis of forms of work in Monopoly reflects market tendences in development flexibility in the work process.

3.1.1 Current working practices in the company

The employment contract in the company regulates the beginning of the working day at either 9 or 10 a.m., other deviations are not covered. But team leaders determine the working hours of their command themselves. "We are ready to offer employees the terms of the work process that suit them firstly." – claim the Head of HR management. She connects this circumstance with the specific IT-sphere where companies participate in brain hunt to become successful and profitable.

Flexible forms of work are available for every department in Monopoly but the final and reglamentation is under team leader consideration. A form of work depends on the several factors:

- A degree of responsibility. Supervisors usually attend the office every day. "I didn't miss a single day at the office even when covid started". said the Head of Mainline Logistics Department. He considers a supervisor should be at the office to contact quickly with colleagues and to better control the work of his team.
- A specific of job. Supervisors determine a form of work for every employee according to the specific nature of his job. Backend developers work mostly at home because their work requires deep attention to the computer, not to people while PR-managers everyday communicates with stakeholders who used to attend the office every day and to communicate offline, but they also have a one day a week when they work remotely. Also, the technical support specialists and the system administrators should work at the office as they deal with personal data and with employee's hardware so they should be at the office in working hours of other teams. But their work format is flexible too but in another way: the system administrators have flexible days off while the technical support specialists have a shift work and operate even at night that they can choose their workdays and work hours. The accountants attend the office daily too because they get a lot of documentation and organizing the delivery to home will be expensive for the company.
- A place of living. If an employee lives in another city or country, he works remotely and can start his workday earlier than another because of the difference in time.
- Personal desire of employees. "Part of my team has expressed a desire to work at the office because this format is most comfortable for them." said the Head of Mainline Logistics

Department. Relation to remote job is different for everyone, some people don't have satisfying conditions at home to complete their work tasks.

Regarding flexible work hours every command in Monopoly has their own and unique work process. Team leaders consider and analyze a biological specificity of an overwhelming number of members. There is a tendency that IT-workers are so-called night owls, and they are more productive at night. Thus, their daily team standup starts at 11:30 am to give workers a time to sleep after midnight work. While the Finance department starts at 9 am and continues its work at 6 pm. "I even have an employee in my department who doesn't have a negotiated time frame of work: I give a task and she determines the deadline for it to be accomplished. It doesn't matter to me if she starts at 9 am or 9 pm, I focus on the result." – says the Head of HR management. Also, flexible hours of work should be under consideration. In the company employees have "obligatory attendance hours" from 11 a.m. to 17 p.m., when they should perform their tasks and keep in touch with colleagues. "The remaining 2 hours the employee decides himself when he works". – said the Tester from the Testing department.

3.1.2 The impact of flexible working practices on the work behavior

Based on interviews with company employees, it is possible to identify the positive and negative impact of the flexible working practices on work behavior of employees in the company.

Job performance refers to the performance level on factors included in the job description. Measures of job performance include the quality and quantity of work performed by the employee, the accuracy and speed with which the job is performed, and the overall effectiveness of the person performing the job. Job performance determines whether a person is promoted, rewarded with pay raises, given additional responsibilities, or fired from the job. Therefore, job performance is tracked and observed in many organizations and is one of the main outcomes studied in the field of work behavior (Parks & Steelman, 2008).

Positive impact:

- Focus only on work. "The remote work format has a positive effect on productivity." thinks the Main backend developer. In his opinion, the reason is the lack of distractive factors like chatting with colleagues on non-work topics. Employees have personal relations when they spend a lot of time together at the office that shift focus away from work. The HR specialist agrees with this argument: "It is easier to end your work hours in time as you have not spent it on non-work-related issues and have do you best." Also, when the employee works from home, his energy and time aren't spent on the road from home to office and conversely, but are accumulated for the work process.
- More responsibility more efficiency. According to the Head of the department of flexible methodologies, flexible work formats increase the responsibility of each employee, as he

has the right to independently distribute his working time. And an increase in responsibility entails an increase in the involvement of employees in tasks and an understanding of why they perform them. "The more freedom and less control, the more desire the employee has to work productively." – he said.

- Opportunity for an employee to choose hours of work when he is more productive. The
 Main backend developer notes that his productivity peaks in the evening, so he tries to start
 the working day later in order to work mainly in the evening to reach better results.
 Additionally, remote job affords employees work from anywhere in the world. It is
 especially important in the Russian winter to travel to a warm climate and to improve health.
 Negative impact:
- In the Head of HR management words, part-time work is the only unofficially prohibited form of work in the company because team leaders track a number of accomplished tasks not a time for performing. Such cases violate the terms of the contract with an employee. Also, usually part-time employees have poorer results due to less involvement and understanding of the work. And the staff turnover rate is higher for part-time workers. The Head of HR management states that full-time workers are more loyal to the company as a result of the amount of time that they spend working and their personal and professional connections with their colleagues. They associate themselves with the company unlike part-time workers, who consider a job as a source of earning money.
- The HR specialist claims that there is a common tendency in IT-sphere that managers were great performers with good hard-skills in the past but know they have a lack of soft skills in team management. Thus, it is more difficult for them to control their team in flexible work format and to check productivity of their employees.

Motivation and job satisfaction manifest through employee morale, output, absenteeism, effort, labor turnover, loyalty and achievement (Cushway, 1994). The flexible working arrangement practices leads to balance the job responsibility and children's safety at home especially for working mother (Michael, 2004). Furthermore, previous research proved that the flexible working hours contributed to higher job satisfaction, motivation and employee engagement (Mc Nall et al., 2010). Therefore, to increase the employee motivation towards the vision and mission, each organization needs to emphasize on their staff welfare.

Positive impact:

- Reducing road time frees up 2-3 hours a day for personal life, hobbies and family. It makes employees happier like people and like professionals, consequently.
- As remote job affords employees work from anywhere, creative employees can catch inspiration by changing location. "If I need to invent new ideas, I'm free to go to the nearest

park and to walk some time. When I shift my eyes from monitor to the nature, I become more creative." – says the Chief backend developer.

• For them who consider salary factor firstly, there is no difference between office workers and remote workers salary.

Negative impact:

- Job satisfaction is lower when an employee appreciates a lot of personal communication and has a lack of it.
- Sometimes office work maintains a motivation of an employee if he gets more inspired watching other people near him working too.

Workplace stress level and job burnout has adverse effects on workers' mental health, with an increased risk of anxiety, depression, and substance use disorders. Cognitive Resource theory suggests that under high levels of stress, employees are more prone to committing indiscipline (Bliese & Ployhart, 2002).

Positive impact:

- There is less stress level among employees who work part-time job because of the modest number of tasks, less responsibility and less involvement in the company life. But even full-time workers feel the positive influence of flexible work format. The HR specialist has shared the opinion of employees in Monopoly who previously worked at the office from 9 a.m. to 18 a.m.: "They were always in a harry to not to be late for work and not to be punished. Now they have become calm and have reduced anxiety because there is nothing to scare about." Also, the low stress level contributes to faster new employee adaptation to work process as he doesn't have a "big brother" who always watching them.
 - Negative impact:
- Working from home, employees feel that their day is stretched because there are no distractions like colleagues or events, which take place in the office. It makes them stressed and lonely. "They can connect to work online at any time and that is why the limits of their working hours are erased, they barely divide work and personal hours."

Communication makes possible the interaction between members of the working team. Researches show that many business owners and employers are still have reservations about flexible working through a fear that it will hinder productivity and breakdown communication (Rubery, 2015). Visual, verbal, and written communication is part of daily working life but the move to more remote needs intentional choices to be made about how best to communicate.

Positive impact:

- Introverts have a positive attitude toward online communication. "Some people don't even turn on the cameras on online calls." says the Tester from the Testing Department.
- "Online you can ignore people if you are busy, online it is impossible." says the Head of Interface Development. Remote work allows employees to control the communication and to not neglect the working task due to questions from colleagues who seat near and wait for the answer.

Negative impact:

- Lack of communication. 60% interviewees note a lack of communication with colleagues. "There is a feeling of "disunity" in the team." said the Main backend developer. Also, the Head of HR management is sure that personal communication helps team leaders to manage more efficiently and predict employee behavior: "When we work at the office, I learn more about employees. For example, Kate's child is 8 years old, and I think that she will ask for the vacation in June and will be more nervous at the end of August when she will prepare her child for the start of the next year at school. Another example is Nataly who is upset about her dog's illness, so I will be more indulgent with her today." In a remote job you don't know a lot about your team and don't consider some personal factors which can influence the work process. It can lead to the accumulation of grievances between colleagues and to job dissatisfaction.
- "It can be difficult to organize a call with my colleagues due to flexible work hours. For example, I have a lunch at 2 p.m. while another employee does it at 3 p.m. so we need tailor to each other. It is easier when we all have a fix time for eating and relax." says the Head of Interface Development. She means that the organization of work meetings are simple when colleagues work by common rules.
- Personal communication even in the office kitchen is useful for junior specialists who learn
 a lot from more skilled colleagues who share their experience with first one and give the
 professional advises over a cup of tea in a spare time. "Junior specialists rarely apply to
 another employees for recommendations online." think the Head of Interface
 Development.

Work-life balance entails employees' behaviors, attitudes, well-being, and organizational effectiveness (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). Employees who perceive a balance between their work and private lives are likely to experience positive emotions and attitudes such as engagement (Beauregard & Henry, 2009; Reindl et al., 2011; Shankar & Bhatnagar, 2010). In turn, these positive emotions can broaden employees' minds and build their enduring personal and social resources (Fredrickson, 2003).

Positive impact:

- Opportunity to recruit employees who are not able to work at the office. Professionals don't live in big cities only. Often, they don't have an opportunity to leave from hometown for personal reasons. For example, if they cannot leave their elderly parents. Remote work is a good option: the employer receives a highly qualified employee, and the specialist receives a decent salary. Flexible work process allows them to work in the frame of their time zone. It makes them more loyal for the company. Also, many women on maternity leave have a good professional experience and will benefit the company. Flexible work format allows them to stay with children and earn money.
- Work-life balance. Part of the employees have little children and want to see how they grow. Office work from 9 am to 18 pm deprives them of the opportunity to spend enough time with their children. "There was an interesting case in my practice. The employee worried about his responsibilities as a father and the lack of attention to his son. He made an agreement with the team leader about his personal work hours. He went to the office after taking his child to daycare. His lunch hour was extended by two hours so he could pick up his child and take him home. Then he came back to the office and finished work later than the others." tells the Head of HR management. There is important for the company to considers its employees not only as a team workers but as persons too and to five them the opportunity to work and live.

Negative impact:

• Remote work is uncomfortable for employees with little children at home without babysitters.

3.1.3 The control and appraisal of work performance in a flexible workplace

The company has set the common working hours for all employees to support the stable communication between colleagues and teams. From 12 p.m. to 17 a.m. everyone should stay in touch. Every team should tailor its work process to this regulation.

The appraisal of work performance is common for every employee regardless of their form of work. Every department has goals and KPI, team leaders control their colleagues using task manager "Jira". Daily short online meetings help to review a work process.

Every day employees write in their team chat that they start to work, signalizing that they are ready to communicate and address work issues with their colleagues.

"I gain more feedback from teams that communicate with my remote worker to analyze his job and results better." – says the Head of Product Development. Also, team leaders often refuse from remote employees who need to be controlled above the normal checking or implement the

system of punishment. "If an employee works remotely but is not doing a good job, I move him to the office to increase control over his activities." – claims the Head of the main logistics department.

3.1.4 Predicting work behavior

Future behavior in the case of total elimination of flexible working practices in the company. "Covid has changed everything." – said the Head of HR management. She means that this period of fully remote job shows to employees that they can work at home or from anywhere in the world. Now they can choose. The employees were asked: How would you behave if management transferred you to an office job? "I see two options: discussing a hybrid job format with management or searching for a new job." – said the Chief backend developer. "I will look for a new remote job. There are many options for remote work, not just in Russian companies." – answered the Tester from the Testing department. "It's hard to say because many factors will influence it: when it will happen and what the market situation will be. If there's a good alternative, I'll choose what will suit me. If there are a lot of offers around and the company starts turning the screws on me, I'm not going to engage in masochism." – says the Backend Developer from the Backend development department.

"I will consider which office I will be offered. If it is comfortable and new, I will think about it. But also, I will be searching for a hybrid work." – think the Head of Interface Development

"Now overwhelming number of employees requires fully remote work, and we need to suit them." – claim the HR specialist.

"Some employees will definitely leave for other companies. I think that my team's attrition will rate 50%." – says the Head of Product Development.

Table 3. Positive and negative effect of flexible working practices

	Positive	Negative
	Focus only on work without	Part-time work is the
	distractive factors like chatting with	only unofficially
	colleagues on non-work topics. "It	prohibited form of
Performance	is easier to end your work hours in	work in the company
	time as you have not spent it on	because team leaders
	non-work-related issues and have	track a number of
	do you best."	accomplished tasks
	More responsibility – more	not a time for
	efficiency. According to the Head of	performing. Such
	the department of flexible	cases violate the terms

	methodologies, flexible work formats increase the responsibility of each employee, as he has the right to independently distribute his working time. Opportunity for an employee to choose hours of work when he is more productive. Working from anywhere in the world and choose a climate which is	of the contract with an employee. • More difficult a check of work process.
Motivation and job satisfaction	 Reducing road time frees up 2-3 hours a day for personal life, hobbies and family. It makes employees happier like people and like professionals, consequently. Creative employees can catch inspiration by changing location. There is no difference between office workers and remote workers salary. 	 Job satisfaction is lower when an employee appreciates a lot of personal communication and has a lack of it. Sometimes office work maintains a motivation of an employee if he gets more inspired watching other people near him working too.
Stress level	 There is less stress level among employees who work part-time job because of the modest number of tasks, less responsibility and less involvement in the company life. Less time control from the leader leads to reducing stress. 	Working from home, employees feel that their day is stretched because there are no distractions like colleagues or events, which take place in the office.

Communication	 Introverts have a positive attitude toward online communication. Remote work allows employees to control the communication and to not neglect the working task due to questions from colleagues who seat near and wait for the answer. 	 Lack of communication. "There is a feeling of "disunity" in the team." – said the Main backend developer. "It can be difficult to organize a call with my colleagues due to flexible work hours. Personal communication even in the office kitchen is useful for junior specialists who learn a lot from more skilled colleagues who share their experience with first one and give the
		professional advises over a cup of tea in a spare time.
Other	 Opportunity to recruit employees who are not able to work at the office. Also, many women on maternity leave have a good professional experience and will benefit the company. Flexible work format allows them to stay with children and earn money. Work-life balance. 	Remote work is uncomfortable for employees with little children at home without babysitters

3.2 Theoretical and managerial implications

Theoretical implications of the study consists in the fact that the theoretical statements formulated in it can be used for the purpose of future research and solution of urgent problems of distance workers.

Managerial implications of the research is that the statements and practical recommendations contained in it can be further used in the development of targeted and specific measures aimed at improving the labor efficiency of distant workers. How managers of other companies can effectively use flexible working practices based on Monopoly's results.

The results of the study show that not everyone feels comfortable working fully remotely, but office work leads to burnout at the same time. In this case a company should offer a hybrid work format, when employees work on certain days at home and certain days at the office. Companies spend money on maintaining the work of the office. If there are fewer people in the office than are planning to be, it makes sense to rent a smaller office and reserve workplaces when an employee is going to work at the office. "The HR department has two offices, they are rarely full." – said the Head of HR management.

Recommendations for HR:

- To provide remote employees with work equipment. The employer should contribute to making an appropriate workplace for the employee, even at home: a fast computer, a desk, a comfortable chair. Often a remote employee works "at the kitchen table" that influences health and productivity badly. Also, if an employee works on his own computer, an employer should amortize it and compensate spendings on the internet.
- A company should ensure workplaces at the office even for remote workers. Sometimes they need to attend job and they want to have their own place. But it is expensive to keep workplaces for all flexible and remote workers. There is a good alternative an advance workplace booking for them who want or need to attend an office next week.
- Before creating a team with flexible work format team leader should take management courses. Flexible work formats require a high professionalism from manager to control and to make adjustments to task progress. The responsibility of the company is to provide their managers with necessary quality knowledge how to organize remote work process of the team.
- Online and offline team buildings and corporate events should be held to promote personal communication among employees, strengthen team spirit and immerse them in the life of the company.

- The company should prepare common materials and a video introduction about brand and products to give new employees who work flexible or fully remote enough information and involve them in company life.
- Make available for remote employees the perks that office employees have. For example, the office has free cookies, candy, tea, and coffee. Sometimes a company can order home delivery of meals to remote employees.
- To hire a corporate psychologist to take care of the psychological state of employees, help
 them solve their work problems and give an emotional connection to those who work
 remotely and who experience a lack of communication. Also, a corporate psychologist
 helps a company to track emotional health, attitude to work and productivity of workers,
 who work flexible.
- It is important for company to getting feedback from supervisors and their team about flexible work process and check the results of the work, comparing them with the previous data when employees worked only at the office.

Recommendations for supervisors:

- All arrangements about flexible work process should to be negotiated at the start. Team leader must fix work schedule of his every employee and match individual timelines with one another, mark a common "time of presence" and a meeting time too.
- Team leader should set clear goals to his command and describe tasks as closely as possible
 to recompense minuses of remote communication. Also, there should be command task
 desks for team projects to make everyone aware of responsibilities of others and of the task
 accomplishment process.
- Organizing daily online meetings to control a process of tasks' accomplishment is a factor that influences success of online work and fosters team's productivity.
- It is important for a supervisor to monitor the amount of time an employee spends on tasks through task-trackers and evaluate his efficiency, as well as to know whether an employee is more productive at the office or remotely.
- Team leader should teach its members time management who have problems with time allocation. "If you enter the Teams after 6 p.m., almost everyone will be offline. Employees in Monopoly have learned to distribute their workload intelligently." say the HR specialist.
- Supervisors should check emotional conditions of team members and predicting their working burnout, make weekly review on online or offline meeting and correct work process based on the checking.

Recommendations for employees:

- Everyone should respect personal schedule of flexible work. "While one employee works up to 6 p.m. another works up to 10 p.m. If the first one gets work message late at night, he will not be comfortable with such situation, it can violate his personal boundaries. So, it is important to ask your colleagues when you can write or call them." advice the Head of Interface Development.
- Employees should track their worktime by their own too. Psychological easier to separate work and personal time when an employee works at the office. As soon as he leaves an office it is an indicator of the end of the working day. When an employee works remotely, he needs to come up with his own signal of the end of the workday: close a laptop, go for a walk, have a dinner or engage in hobbies.
- Personal online communication is obvious for overwhelming employees. There should be a space like chat in Telegram, where workers can share with each other lifestyle information, sent a joke or some cure photos of their dogs. "Employees want to feel they are important for their team not only as workers but also as individuals. Otherwise, their interest to work will decrease." says the HR specialist.
- "Documentation is the king." claim the HR specialist and advice to fix all arrangements, presentations, tasks, ideas and all issues of the work process in an open virtual space like disks and email. It helps to maintain awareness of the colleagues and provide easy access to the information that can be necessary or useful for them.

Table 4. Timeline for the implementation of flexible form of work in a company.

HR	Providing remote employees with work equipment.	Ensuring workplaces at the office for flexible/remote workers.	Making available for remote employees the perks that office employees have.
	Providing managers with necessary quality knowledge how to organize remote work process of a team.	Organization of online and offline team buildings and corporate events for all employees.	Hiring a corporate psychologist to take care of the psychological state of employees.
	Creating common materials and video introduction about brand and products to give new employees who work flexible or fully remote enough information and involve them in a company life.		Getting feedback from supervisors and their team about flexible work process and checking the results of the work.

Supervisors	Negotiating arrangements about flexible work process with teams at the start.	Setting clear goals to a command and describing tasks as closely as possible to recompense minuses of remote communication.	Checking the amount of time an employee spends on tasks through task-trackers and evaluating his efficiency, as well as to know whether an employee is more productive at the office or remotely.
	Teaching members of a team time management in flexible work.	Organizing daily online meetings to control a process of tasks' accomplishment.	Checking emotional conditions of team members and predicting their working burnout.
	Creating an online space like chat in Telegram, where workers can share with each other non-work information.	Respect personal schedule of flexible work.	Tracking worktime by their own too.
Employees		Fix all arrangements, presentations, tasks, ideas and all issues of the work process in an open virtual space like disks and email.	
	Preparing stage of implementation of flexible forms of work	Stage of implementation of flexible forms of work	Stage of optimization flexible forms of work

Steps of flexible forms of work implementation:

- 1. Defining measurable goals and a test time of flexible forms of work implementation. Forming a proposal for team heads and employees with describing reasons of changing work formats.
- 2. Designing a scheme of every department's structure and its responsibilities. Defining possible flexible forms for them, negotiating a plan with teams' heads.
- 3. Connecting departments' work schedules with one another to ensure that their communication will be possible and easy in flexible work practices.
- 4. Preparing online work platforms for flexible work process.
- 5. Preparing company's online materials with main information about company's mission, products, plans and structure on an open online platform with free access.
- 6. Providing remote workers with necessary equipment.
- 7. Finding an educational courses for heads to teach them how to manage a team in a flexible work.

- 8. Making leaders to draft a guide for their teams how their command plans to work flexible: time and forms of meetings, work of presence, office attendance, KPI and etc.
- 9. Starting a test period.
- 10. Checking results by reviewing goals, getting feedback from team heads and their employees, and also from a company's psychologist.
- 11. Optimization of flexible work practices.

3.3 Conclusion

The study revealed what types of flexible working practices are used in the company working in the logistics sector in the Russian market, under what conditions they are used and how they affect the work behavior of employees. Based on this, recommendations for optimizing flexible practices and effective use for managers of other companies in Russia were proposed.

In this study I attempted to examine the outcomes of flexible working on a number of dimensions of work behavior and as a result present a more holistic perspective on the relationship than those studies which have taken a narrower approach (Cohen and Single, 2017; Cooper and Kurland, 2018; Mann and Holdsworth, 2018). The approach adopted was designed to gain an insight into the actual experiences of flexible workers, in order to understand how flexible working impacts on different aspects of work behavior. Furthermore, given the prevalence of informal flexible working (Healy 2016), the study did not confine itself to flexible workers who had a formalized arrangement. The intention was to allow a more conclusive picture to emerge, than the sometimes conflicting results of previous studies (Igaria and Guimares 1999; Baruch 2000; Mann and Holdsworth 2003; Raghuram and Wiesenfeld 2004).

In summary, the results show that flexible working practices had a strong, positive impact on employees' work behavior. However, there were some variations according to different dimensions of job quality. There was strong evidence that control and autonomy were enhanced by the opportunity to work flexibly. For remote workers, in particular, autonomy was very real in this case. Along similar lines, flexible working was reported to have a positive effect on work—life balance. Although the interview data demonstrates that flexible working was seen to impact positively on job satisfaction. The results for stress and opportunities for learning and advancement were, however, rather more mixed. While the majority reported that flexible working reduced stress. The interview data shows that the positive effects brought about by flexible working can be ameliorated by the pressures generated by certain types of flexible working, in particular reduced hours. The one dimension of job quality where flexible working was largely seen to have had a detrimental effect was opportunities for learning and advancement. Flexible workers, almost by definition, tend to have lower visibility in an organization and this, together with their perceived disadvantage in their performance review and development process, were seen as impediments.

In comparison to previous work, the results show a generally stronger, more positive relationship between flexible working and job quality. However, these results need to be seen in context and may raise some of the issues discussed earlier in relation to the problems of definition. In this case study flexibly working was characterized by a high degree of informality. Our respondents reported exercising considerable personal discretion over their working patterns on an on-going basis. This ability to exercise choice may help explain the more positive picture presented here than shown in other studies. For example, being able to choose when and how frequently to work remotely represents a rather different set of circumstances from working remotely on a permanent basis, or according to a set arrangement. It is noteworthy that in our study the less positive associations tended to stem from those who worked reduced hours and who consequently had changed contractual arrangements, which limited the degree of discretion they could exercise, at least in relation to the number of hours worked. In this organization, employees who worked remotely were also well-supported in terms of the technology that they were provided with (laptop computers, internet access, mobile phones), which meant that the experience was in many ways not too dissimilar to being at the workplace. Furthermore, it may be the case that employees who work in an information technology environment may be more disposed towards technology-enabled working.

Limitations of the study consist in the fact that this study is conducted exclusively within the territory of the Russian Federation. Moreover, undertaking this research in a large organization where employees have access to flexible working practices provided a unique opportunity to analyze employees work behavior in depth, however it is acknowledged that some of the findings are context-specific and therefore may not be uniformly extrapolated to different organizational settings. Accordingly, additional research in organizations, industries or countries which operate under different organizational norms or regulatory regimes, or in organizations with more directive FWP policies, may discern another patterns of work behavior under this employment. The results presented here are based on one particular study, so the ability to generalize may be limited. This study represents a situation in which the most common form of flexible work schedule was remote work, and where employees had considerable choice. Perhaps studies of organizations where different forms of flexible working are more common or where employees have less freedom of choice will produce different results.

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Appendices

Appendix 1. Framework and recommendations

- 1. Current flexible working practices in the company
 - a. How they are documented in HR policy
 - b. Accessibility of flexible practices for all
 - c. Differences in salary for employees in flexible and traditional employment
- 2. The impact of flexible working practices on the work behavior (positive and negative effect with particular examples)
 - a. Performance
 - b. Motivation and job satisfaction
 - c. Communication between employees
 - d. Stress level
 - e. Other
- 3. The control and appraisal of work performance in a flexible workplace, differences from traditional employment
- 4. Predicting work behavior
 - a. Future behavior in the case of total elimination of flexible working practices in the company
 - b. What can be improved in a flexible work environment to increase employee loyalty and productivity in the company?

Appendix 2. Questions for the HR-specialist

- 1. What forms of flexible employment exist and are practiced in the company?
- 2. How is flexible employment regulated in the company? How is it documented?
- 3. How do you think each type of flexible employment affects the employees' work at the company (motivation, job satisfaction, stress level, productivity)? Has there been any research on this topic?
 - a. Positive effects (benefits, core motivations)
 - b. Negative effects (disadvantages, difficulties)
- 4. Tell us about the effect of the introduction of flexible employment in the company, if there is one (example, how productivity has increased)?
- 5. Is flexible employment available to all employees in the same form or not (some are not allowed)?
- 6. How is an employee's performance evaluated if he or she is in flexible employment? Is there any difference from traditional employment?
- 7. Is flexible employment important to the employee when hiring?
- 8. Does the company encourage flexible employment?
- 9. What could be improved with flexible employment to make employees work even better or to retain (in the current situation)?
- 10. How does flexible employment act to attract and retain employees?
- 11. Is there a difference in salary between those in flexible and traditional employment?

Appendix 3. Questions for Supervisors

- 1. What forms of flexible employment are practiced in the team?
- 2. How each type of flexible employment affects your work (motivation, job satisfaction, stress level, productivity)
 - a. Positive effects (benefits, key motivations)
 - b. Negative effects (disadvantages, difficulties)
- 3. As a manager, what difficulties do you have with employees who work on flexible work arrangements?
- 4. Tell us how you rate an employee's performance in flexible employment versus traditional employment?
- 5. Why are some employees free to use flexible practices while others are required to go to the office?
- 6. How do you think your employees would behave in the future if the company eliminated flexible work?
- 7. Is there a wage difference between those in flexible and traditional employment?

Appendix 4. Questions for employees in the teams

- 1. What types of flexible forms of employment do you practice in your job?
- 2. Describe your work in flexible employment: forecasting, goal setting, how you accomplish tasks, how you distribute them
- 3. How each type of flexible employment affects your work (motivation, job satisfaction, stress level, productivity)
 - a. Positive effects (benefits, core motivations)
 - b. Negative effects (disadvantages, difficulties)
- 4. Do you have difficulties in communicating with employees on flexible work arrangements?
- 5. How does the supervisor monitor effectiveness?
- 6. Give an example of how your productivity has increased or become better with flexible work arrangements?
- 7. Was the possibility of flexible employment among the factors in choosing a job?
- 8. Does flexible employment affect wages?
- 9. How would you behave in the future if the company eliminated flexible employment?
- 10. What could be improved with flexible employment to make you work even better or to keep you (current situation)?
- 11. Did your work behavior change when you switched to flexible employment practices?