



The impact of Sunday's work in France at a managerial level

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ABSTRACT

Objective, purpose, and beneficiaries

The objective of this thesis is to understand the impact of the work on Sundays in a country that is not used to work the Sunday. This problematic was studied thanks to the French company LeRoy Merlin, located at Brest-Guipavas in France.

Theoretical framework (base knowledge)

Since 2020, the epidemy has changed how companies works. First the lockdowns, then the curfew and the rise of the teleworking... Every business has been impacted, positively or negatively, but solutions to new problems have been deployed as well. One of them is the work the Sunday. This is the topic of this thesis.

Methods used.

The thesis is based on primary data, collected thanks to a questionnaire given to the employees working on Sundays in the company. An interview of the person in charge of the work on Sundays and its management was also conducted.

Key results, finding or outcomes.

Employees have all their own vision and situation that change either or not they want to work on Sundays, but not the pros and cons that comes with it.

Analysis of the results, finding or outcome, conclusion, and recommendations.

The results come from employees under one type of derogation (conventional volunteer) which does not englobe the impact for others kind of derogation.

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1 INTRODUCTION

We are two students, Amandine KERLEGUER and Morgane GONELLA, currently in Bachelor Business in Management at a French school, Brest Business school.

As part of our school curriculum, we decided to do a year of university exchange with Laurea University of Applied Sciences in the program in Business Management.

When the question of the thesis arose, it was only natural that we decided to turn to management to explain the latter's challenges within a company.

We had the immense pleasure of being able to follow and interview a large French DIY (do it yourself) company, Leroy Merlin, in order to study this subject, to observe the methods put in place, to be able to analyze in the field and to have the possibility to put theory into practice.

We will try to transcribe in this thesis **what are the impacts of working on Sundays in a company in France at the managerial level?**

This thesis is based on the example of work on Sundays.

It is a brand-new practice that was put in place last October within the brand.

Nonetheless, it is not common for a store to work on Sundays in France, so our aim here will be to analyze the operation and implementation of Sunday work, as well as to see the results both positive and negative, if there are some, and give areas for improvement or recommendations if necessary.

For this we will first define what management is, then we will present Leroy Merlin as well as its activity and finally, we will rely on questionnaires and interviews drawn up by us and completed by Leroy Merlin employees to conclude on the subject.

2 THE MANAGEMENT AND ITS IMPORTANCE

Before getting to the heart of the matter, it seems important to us to define the main term of this issue, namely: management.

Management and human resources in general are key departments within a company.

This is a practice present in all companies, it can also be described as a method.

There is not just one type of management, each company adapts itself according to several factors such as the number of employees who make it up, the field in which it is present, the goals set, ...

Management applies to all organizations, whether lucrative or not.

In other words, it is a concept that applies in a company, whatever its size, its area of expertise, its sector, or even its status.

It is what moves the company forward in the desired direction, being the backbone of a competitive, efficient, and effective company. (What is management, December 13, 2021)

The notion of management is therefore an essential notion. It is one of the central pillars for the proper functioning of an organization.

Indeed, it allows good understanding within the company and the different teams that make it up, good organization and optimization of the activity.

According to the French Larousse dictionary (no date), management is defined as: "all the techniques of direction, organization and management of a company."

This process therefore aims to plan, organize, and structure the daily life of employees and those who participate in the active life of the company directly or indirectly in order to achieve a given goal.

It is about sequencing and completing tasks that will lead to a specific and defined goal.

For this, strategies are put in place. The goal is to build an effective management to develop the results of the company and thus increase it in terms of productivity, gain and profit both internally of the company and on the final production of the product or service offers.

Each business parameter must be optimized as much as possible in order to get the most out of it.

Tangible or intangible resources such as financial, human, physical, or IT resources are best exploited to achieve business objectives. (What is management, December 13, 2021)

In short, these methods make it possible to lay down a framework, to have a common thread or a direction to follow. It is a matter of management but also of structure within the company.

To have a good managerial policy, it is also necessary to be able to surround oneself with people who will have the capacities and skills necessary to apply these directives on a daily basis, namely: good managers.

They are the main players in this matter because they are the ones who will be "in the driver's seat" when a decision needs to be taken immediately.

When we speak of a manager, the amalgam is often made with leaders.

However, these are two very distinct concepts.

The manager is the one who sets up an action plan to achieve the goal set by the company. He has a short-term vision and a specific goal to achieve.

He manages teams and must lead them as best he can to reconcile efficiency, optimization, results with the time allotted to him.

According to Warren Bennis, the questions the manager asks are "how?" and "when? ". (What's the difference between leadership and management? September 20, 2018)

He executes, organizes, and is task-focused to arrive at a clear goal in order to create growth, whatever it may be. This can be within his team by developing the skills of his collaborators or within the company by improving the figures.

It also helps to make things easier. The manager is attentive to what is going on and to the members of his team, he is available and knows how to explain things. He also gives feedback to his teams to keep communication active as much as possible. (What is management? Definitions and functions, June 4, 2021, Indeed editorial team)

Finally, the manager has this status through his hierarchy, it is a title given to him to perform certain functions. The nuance with leaders is that they, more or less, take this place naturally. (What's the difference between leadership and management? September 20, 2018)

These two titles are indispensable and equally useful within a company, their roles are simply not the same. (What's the difference between leadership and management? September 20, 2018)

3 SUNDAY'S WORK

3.1 The Law

By the law, any worker in France has the right of a fixed 24h rest in his week. Since 1906, those 24 hours are put the Sunday. Since that year, numbers of derogations have been made for companies and workers to be allowed to work the Sunday. There exist contraventions made between syndicate and companies, to allow employees to work on Sundays, as well as derogations.

There are 4 different derogations:

- Permanent
- Conventional
- Administrative
- Geographical

Permanent derogation, as is name indicate, means that all year long, employees have in their contract Sunday as a working day. Their rest day is shifted to another day and depending of the syndicate, the pay is increased. When signing the contract, the employee must know the days of work and the conditions of work. If everything is in order and the contract is signed, then it is mandatory to work on Sundays.

If an industrial company has teams that need to work in continue or teams ready to help on weekends, a conventional derogation is needed, if there is no accords made with the syndicates. As the first one, it is included in the work contract thus making it mandatory to work on Sundays.

The mayor or the prefect have the right to give a derogation. It is then called the administrative derogation. In general, those derogations are fairly short in time and are asked and used for specific reasons and time of the year. The maximum time of appliance in 3 years. On the contrary to the other two derogations, the work on Sunday isn't part of the contract and employees have the right to choose if they accept or not to work on Sundays.

The geographical derogation joins the administrative one in terms of volunteering on Sunday work. There are 4 territories where this derogation can be applied: the international touristic zones; the commercials zones; the touristic zones and some of the train stations (Paris, Bordeaux, Marseille, Nice, Avignon, Lyon and Montpellier).

Depending on which derogation you work with, you can or not, decline the work on Sunday as an employee, and your pay is majored or not.

In any case, the company, or store, that wants to be open on Sundays, must get a derogation. Without it, the employer can be sued.

It must be known, that if an actual or future employee does not want to work on Sundays, it does not justify firing them or not employing them.

3.2 People's view

In France, working on Sundays is not a common thing. All shops and administrative centers are closed.

That being said, certain sectors of activity such as hospitals, restaurants, and transport, for example, continue to operate and remains open. (Since when do we not work on Sundays?, November 3, 2019, a journalist of "Ça m'intéresse")

In France, Sunday is synonymous with "rest". It is often the day we get together with family. In general, Sunday takes place a little "in slow motion".

People sleep more in the morning, they eat later, they have a good time outside if the weather is nice, for example, or they do activities that they do not have time to do during the week, such as going for a walk, watch television, gardening, tinker, read, go to the cinema, play sports, ... (Why don't we work on Sundays?, October 10, 2018, Évelyne Montigny and What do the French do on Sunday?, March 19, 2017)

Sunday also has a religious connotation. Indeed, France being a Catholic country, Sunday is considered the day of the Lord.

According to history, it was the Emperor Constantine who ordered in 321 to suspend the last day of the week, so that all the faithful can commemorate the resurrection of Christ. (Since when do we not work on Sundays?, November 3, 2019, a journalist of “Ça m’intéresse”)

In short, working on Sundays is not natural for the French. Nevertheless, it is becoming more and more prevalent.

For several years, some food stores have opened on Sunday mornings, some gardening centers as well.

In Brest, and since October 2020, LeRoy Merlin also decided to open his doors to the public on Sundays. A brand-new strategy for the store, but the primary goal of which is to compete as much as possible with e-commerce by making itself available 7 days a week.

3.3 Other countries

3.3.1 UK

In the United Kingdom, there are some restrictions as well in terms of work on Sundays.

The Sunday Trading Act 1994 (the STA 1994) regulates Sunday shop opening hours in England and Wales, but not in Scotland. There are, however, similar restrictions in Northern Ireland.

There is a distinction between large and small shops. A shop is classified as being large over 280 square meters or 3,000 square feet in size.

On Sundays, large shops may open for no more than 6 continual hours between the period 10am and 6pm. They must close on Easter Sunday and Christmas Day.

Being a small shop means no restriction, weekdays, weekend, hours, and national days/holidays.

In 2020, Alok Sharma, Business Secretary told the Commons Business Select Committee that he was considering allowing longer shop opening hours on Sundays to assist constituents amidst the Coronavirus pandemic, but there was opposition to this idea. The main reason being the employee rights and the relaxation of the law, without forgetting the discomfort coming from religious reasons. (parliament.uk 2020)

3.3.2 Finland

As of December 2009, opening hours, including Sunday shopping, for small stores (less than 400m²) are unregulated. The current law (Laki vähittäiskaupan sekä parturi- ja kampaamoliikkeen aukioloajoista) permits even the largest retailing venues to stay open on Sundays from 12pm to 6pm. As in England, Sunday shopping was introduced in 1994. In December 2015, the Finish parliament voted for removing all opening hour restrictions for grocery retailers. The new law came into force on 1 January 2016.

4 COMPANY PRESENTATION

4.1 LeRoy Merlin nationwide

Leroy Merlin is a French DIY, gardening, and decoration company. It was created in 1923 by Adolphe and Rose Merlin.

Leroy Merlin is part of the ADEO group. (A story of almost a century... already, March 16, 2020)
It is a group that brings together several DIY brands such as Bricoman, Lightonline, Probox or Weldom. Nevertheless, Leroy Merlin remains to this day the most important brand of this group. (Adeo website, section "our brands", no date)

In France, Adeo is the leader in the DIY and gardening sector.

Leroy Merlin is a renowned brand. This is a real benchmark that the majority of French people turn to (see 2020 turnover).

They offer a wide variety of products with the sole aim of supporting customers throughout their construction and / or renovation journeys. Clearly, it is support both in terms of equipment and advice in improving the customer's home.

Indeed, a multitude of references are available at Leroy Merlin which allows customers to find in one place all the resources necessary to build but also to fit out their interior and decorate it.

They provide layout ideas for all the rooms in the house (bedroom, living room, kitchen, bathroom, etc.) as well as the exterior (garden, terrace, etc.) so that the customer can best imagine himself. (The bible of brands, Leroy Merlin, November 27, 2020)

Everything has been designed to make things easier for the customer, many advisers are present in stores, their website is easy to use, and tutorials are available.

Leroy Merlin has also set up DIY workshops to teach customers how to use the tools and to be more comfortable in this area.

In addition, the FMB (Federation of DIY stores and home improvement) and Inoha (professional organization of manufacturers of new housing) released on April 13, 2021, the annual report

listing DIY companies on the French market in 2020. (DIY: the ranking of brands in 2020, April 14, 2021)

Following this assessment, a classification was made according to the turnover of the brands (excluding internet).

Note that 2020 was an exceptional year for the DIY industry in France.

This sector saw its sales increase dramatically with nearly 31 billion euros, which represents an increase of 13%, a first on this market in France. (A historic year 2020 for DIY in France, April 13, 2021)

The Leroy Merlin brand is at the top of this ranking with nearly 7,721 million euros in turnover. The Adeo group is the leader in the DIY and gardening sector. In 2020, it held nearly 42.4% of the market share, ahead of groups such as Kingfisher (Castorama and Brico Dépôt with 26.4%), or even Bricomarché and Bricorama (14.6%) and Mr Bricolage (8.7%). These four brands being the main ones on the French market, they alone represent more than 92% of the overall turnover of this sector. (DIY: the ranking of brands in 2020, April 14, 2021)

To sum up, Leroy Merlin is the pioneer company of the ADEO group, number one in the European market and the third largest player in the home improvement market. (Leroy Merlin, a company of the ADEO group, March 13, 2020)

Although Leroy Merlin is mainly located in France, they nevertheless have stores available in other countries such as Spain, Italy, Romania, Poland, and Russia.

Below is a graph dating from August 31, 2016, highlighting the number of stores depending on the country. This represents a total of nearly 280 stores worldwide, apart from those located in France. ("How Leroy Merlin is building its future", September 22, 2016, Benoît Georges)

Le nombre de magasins Leroy Merlin dans le monde

Au 31/08/2016

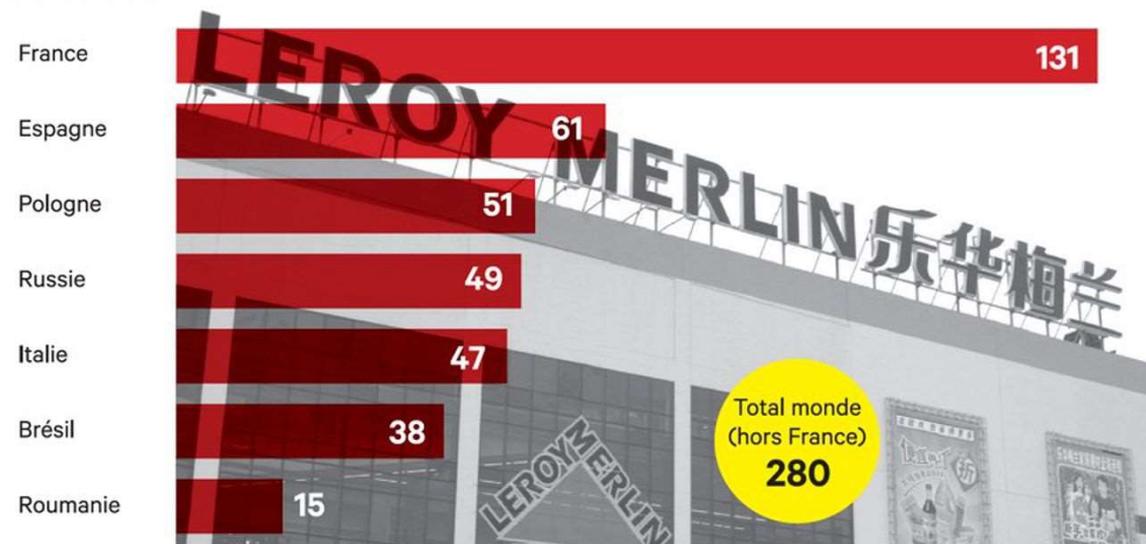


Figure 1: Number of LeRoy Merlin's stores in the world ("How Leroy Merlin is building its future", September 22, 2016, Benoît Georges)

Then comes a few stores in Asia (China and Kazakhstan in particular), Africa (South Africa) and South America (mainly Brazil).



Figure 2: LeRoy Merlin & Countries (Leroy Merlin website)

Over the years, Leroy Merlin has evolved both in terms of services and products, but also in terms of their image. This can be seen in particular thanks to their logo, which has been modified many times.

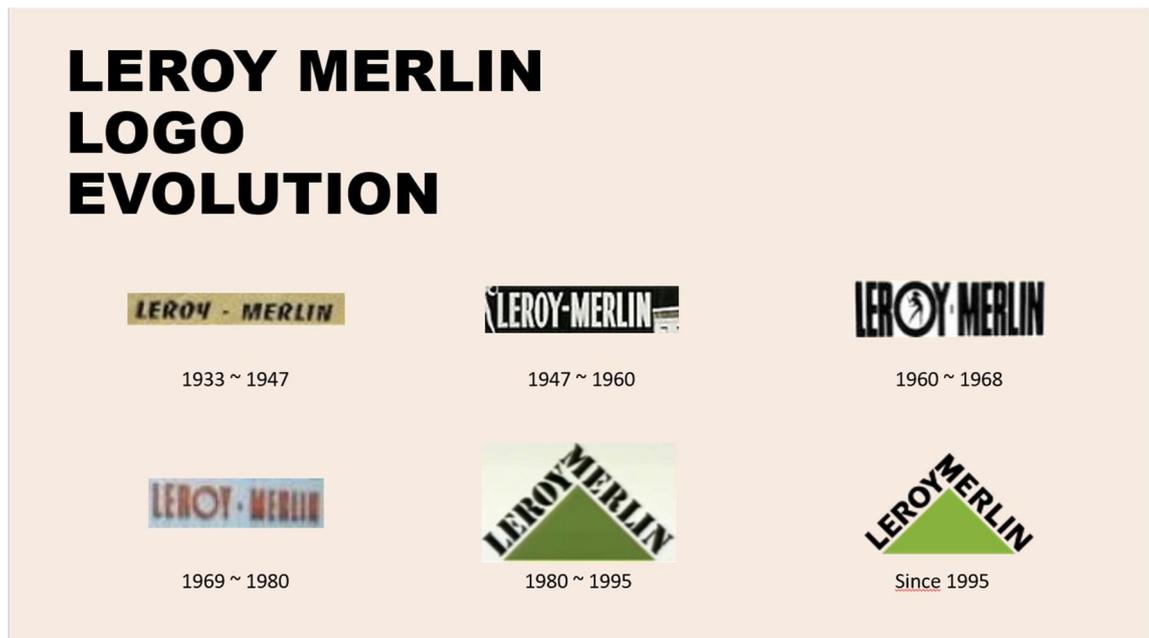


Figure 3: Evolution of LeRoy Merlin’s logo (Wikipedia Website, section ”evolution of the logo”, no date, illustrated this notion which is reproduced in the figure 3 above)

In terms of communication, Leroy Merlin wants to be very active in France. It uses several channels such as radio, advertising newspapers, billboards or even television for the more traditional, but they are also very present in the media and in particular on social networks. They have been able to use the expansion, impact and influence of the latter wisely and are

now present on most networks available to be closer to consumers, discuss with them and promote their products and their services like on Instagram for example.

Moreover, as I mentioned a few moments ago, the so-called more “traditional” channels are also very popular.

In particular, in 1997, they joined a short television program broadcast on TF1 (the number one channel in France and Europe in terms of audience). This program is called “Du côté de chez vous” which can be translated by “Your Home”. (Wikipedia website, section “The takeover of the Mulliez family in 1981, no date)

It is a program dedicated to the world of the home in order to highlight trends, advice, or even certain products. The show's logo is inspired by that of Leroy Merlin.

4.2 Sunday work mission

Even if the coronavirus and the general pandemic caused the loss of many companies, some brands have nevertheless managed to pull out of the game. This is particularly the case of Leroy Merlin who was able to apprehend this period and who also withdraws from it, a very positive result. Leroy Merlin continued to grow despite the pandemic.

“In 2020, we had 2,500 jobs created on permanent contracts, including 400 newly created positions. We had a relatively low turnover compared to the average for our sector, so it's real growth», according to Thomas Bouret, the managing director of Leroy Merlin specializing in habitat, in an interview addressed to a French radio station, Europe 1, in the program “La France bouge”.

He added that he wanted to recruit 2,000 jobs for students, including 200 on work-study contracts. (Leroy Merlin offers 2,000 jobs for students, including 200 work-study, March 15, 2021, Julien Ricotta)

The health pandemic as well as the lockdowns and the curfew by extension, have aroused among the French a craze for DIY.

The desire to sit down and review their interior to feel better and more comfortable at home. There was a need for some changes, for others it was an opportunity to dwell on subjects on which, in normal times, they do not attach so much importance due to lack of time or lack of time or desire.

The lockdown allowed the French to take the time to think about this type of project, but above all to accelerate desires and requests.

Indeed, the lockdown and / or teleworking automatically means that the French have spent or will spend most of their time at home. A place where they feel good with a limited workspace, which has potentially led to possible renovations to adapt to this situation. (Covid-19: the rush of the French on the Net upsets the tricolor trade, September 15, 2020, Juliette Garnier)

According to Les Echos, a French magazine, the brand builds:

“A real ecosystem around its stores, its Internet platform and a network of partners to expand its offer and its services”. (“How the king of DIY Leroy Merlin reconstructs his model”, on Les Echos, February 11, 2021, Nicole Buyse)

During the first lockdown, the Leroy Merlin website experienced record attendance: It ranked fourth among the most visited sites in France, in the second quarter, behind Amazon, Cdiscount and Fnac, with 14.4 million visitors unique. (Wikipedia website, section “after 2020, the consequences of the Covid-19 pandemic, no date)

In addition, setting up work on Sundays was essential for stores in towns such as Brest. It was above all to compensate for this expansion of e-commerce that this was decided.

This allows them to make themselves available at all times and it also allows customers to have immediate access to the products.

Beyond the instantaneous dimension, the real added value is being able to have access to advisers 7 days a week and direct contact with the brand.

This Sunday work implementation took place in October 2020.

This not only allows them to expand their sales schedule but also creates employment as seen below especially with students.

The view of work on Sundays is more and more democratized, it suits the French that brands like Leroy Merlin are open on Sundays since they are not forced to daily limits.

The influence on Sunday is quite substantial, which confirms this strategy for Leroy Merlin.

4.3 LeRoy Merlin locally

Leroy Merlin was established in Brest, in the north-west of France on April 5, 2017.

As such, it is the 135th store to open in France.

It has a surface area of 17,000 m² with more than 170 employees and a parking space with more than 713 spaces. (According to a private PPT provided by the store Leroy Merlin based in Brest)

Within the store, several missions are divided into four main areas, there are:

- The trade sector.
- The logistics sector.
- The customer service sector.
- The administrative and management sector.

Over the past three years, there have been nearly 255 work-study students spread across the West to work in logistics or commerce as well as the establishment of partnerships with companies to promote the reception of young people in training. (According to a private PPT provided by the store Leroy Merlin based in Brest)

The Brest store aims to be as functional and welcoming as possible.

They have, among other things, free wi-fi in all stores, charging stations for electric vehicles, coaching areas for future clients' projects, storage lockers, DIY courses, charging stations for phones, an in-store collection system, etc.

The services are also very numerous.

There is the rental of utility and equipment, the tailor-made service, which includes services such as cutting, declaration of work, delivery, tailor-made workshops, interior decoration services, ...

You can also find customer service there for all concerns related to after-sales service, order tracking and payments, financing, returns and refunds, troubleshooting, etc.

In addition, one of Leroy Merlin's other major assets are its DIY courses. Whether online or in-store, they are taught by a professional, with the option of subscribing to personalized one-on-one coaching and attending workshops.

However, Leroy Merlin also offers home set-up and installations, renovation, cleaning and embellishment work, etc. For those who wish to have their work and other renovations carried out by professionals in the field.

It is a store that aims to be accessible to all, a place where customers will enjoy going and will feel at ease both on a human level (with the advisers, for example) and in the structure of the store itself.

It is a pleasant and airy space, it promotes the visit to the site and allows customers to find answers to their questions and solutions to make or start a future project.

They are open every day from 9 a.m. to 8 p.m. Monday to Saturday and from 9 a.m. to 6 p.m. on Sunday.

Moreover, this is also a strong argument, knowing that in Brest, most of the stores do not open every day and do not have such extended hours as these.

They are present on social networks, which facilitates communication with customers, in addition to more traditional channels such as email or telephone.

5 QUESTIONNAIRES & INTERVIEWS

As told before, this research is designed to figure out the view of dominical work in a situation special such as the epidemy COVID-19. In the last two years, the way of work as been changed and shifted in new ways like teleworking or dominical work. Now that the population is gradually getting vaccinated and work is slowly returning to what it was before, questions rise, especially about how we will work in the future.

Through this research, the focus will be on the feeling of the employees about working the weekend, especially Sundays.

5.1 Research Method

There are two basic research methods in business research. One is the quantitative method and the other, the qualitative method. Those two are fundamentally different as the quantitative method uses numerical statistics to find out a result, while the qualitative method is based on personal interpretation.

The main method used in this research will be the quantitative method, with one interview concluded on the side.

5.1.1 Quantitative Method

As said above, the quantitative method is the main method used, under the form of a questionnaire. The questions were designed so that feelings about working on weekend, as well as the motivation could be point out.

The questionnaire can be found in the Appendix 1.

5.1.2 Qualitative Method

To be able to get more data and understand better the thought of this new way of working in the company, an interview was conducted.

The Interview questions can be found in the Appendix 2.

5.2 Research Sample

This research was conducted in France, with answers from Leroy Merlin's employees as well as other people with working experience outside of the company. The questionnaire can be said to be general and random while the interviewee comes from the company we are working with.

5.3 Data Collection and Analysis

The data collection generally come from two sources of data, primary and secondary data. Primary data is collected directly and is new, whereas secondary comes from previous research and studies.

Here, all data from the questionnaire and interview are primary data. Questionnaires are done, sent and received online. The interview was planned in advance with an employee from the company *Leroy Merlin* in their firm.

5.4 Analysis of the Survey Respondents

5.4.1 Results of the Respondents

Unfortunately, we were not able to have as many respondents as we hoped to, meaning that if the same research is done with a wider range of respondents, results might be subject to changes.

64.3 % of respondents are women while 35.7 % are men. More than half of our respondent are under 25 years old (57.1%), then come the group between 25 and 50 years old with 28.6% and finally 14.3% are above 50 years old.

While 69.2% work in the company LeRoy Merlin, half of the rest work in restauration, another job where you can be subject to work on Sundays, and the other half in different companies.

Regardless of their situation now, 71.4 % of respondents already have experience in working on Sundays. Out of this sample, 90 % knows about Sunday's work's law.

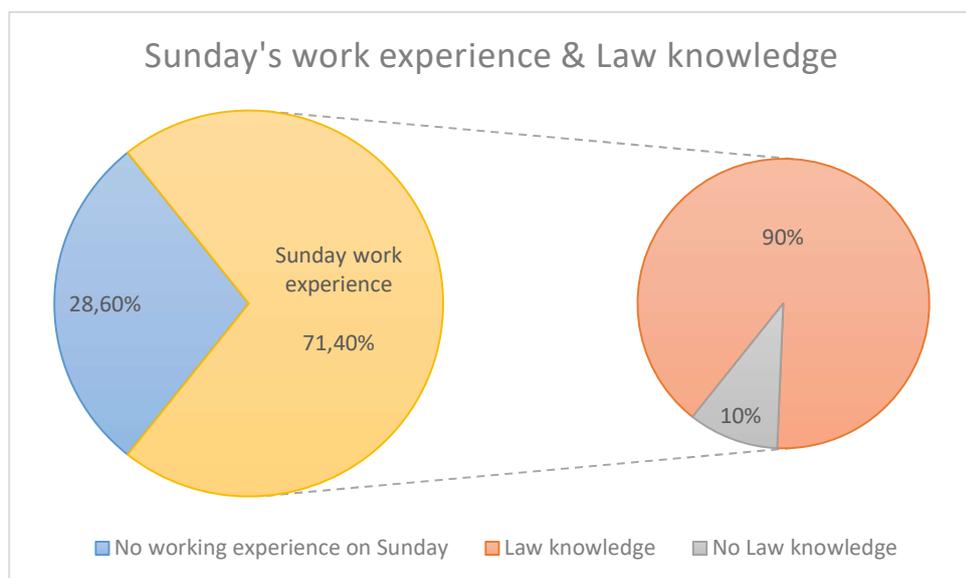


Figure 4: Sunday's work experience & Law knowledge.

5.4.2 View of dominical work

Without surprises, the main reason for people to go out of their way and work on Sundays, is because of money, as 57.2% of respondents say.

| Reasons that would make someone work on Sunday | | | Reasons why they are working on Sunday | | |
|--|-------------|-------|--|-------------|-------|
| In need of money | 57.2% | 57.2% | Earning more | 63.6% | 63.6% |
| If nothing to do the weekend | 21.4% | 78.6% | Included in contract | 18.2% | 81.8% |
| Nothing | 14.3% | 92.9% | No other availability | 9.1% | 90.9% |
| Depends on the job | 7.1% | 100% | Couldn't say no | 9.1% | 100% |
| Total | 100% | | Total | 100% | |

Table 1: Options for working on Sundays.

For the downsides of this Sunday work, 71.4% of the respondents agrees on the fact that one cannot spend time with their family or friends as the majority of workers do not go in their company on weekends. A few respondents have also expressed their fears that if the work on the weekend and Sunday keep developing, France could go back to before the time syndicate won a day for all workers to rest at a time where they would work 24/7.

Despite of this, 57.1% thinks that Sunday work provide great opportunities for students to earn money to help them in their studies and daily life, as well as on their curriculum vitae.

5.4.3 Motivation for Employees

| Working life & management | | | |
|-------------------------------|------------------|------|------|
| How often? | 2-3 time a month | 60% | 100% |
| | Every week | 40% | |
| Is the schedule well planned? | Yes | 100% | 100% |
| | No | 0% | |
| Is the management different? | Yes | 60% | 100% |
| | No | 40% | |

Table 2: Work life & Management

As the Sunday work is based on volunteers' employees, it is no wonder that 100 % of respondents are content with how their company planned the Sunday schedule.

The overall feeling is that because there are less customers coming in on Sundays, the management is more relax, with more time to spend on a personal project or tasks that were not finished yet.

For students, it is also a time to spend helping each other if needed and learning with others.

5.5 Analysis of the Interview

The interviewee is an assistance in RH department in the company LeRoy Merlin, as part of her cooperative training course for her master in a business school. Her work consists of being in charge of recruitment and formation, the administration of employees and interims.

She has been part of the project of installing the work on Sunday.

The reason to go on with this project was to face the pure player that have developed a lot thanks to the corona virus situation, and at the demand of the clients as well.

When asked about how the project was put into motion, she answered that,

"Firstly, we told our employees about the project to let them know and have time to think about it, then we calculated the number of employees needed in the store on a Sunday. After, we asked our employees who wanted to work the Sundays. It is based on volunteers, we did not wish to force them to work, so we explained to them the pros and cons and let them decide. Finally, once we knew how many and how often employees wanted to work on Sundays, we hired students to fill the numbers."

She put a lot of emphasis on the fact that this project and the work on Sunday is in no way something mandatory for employees. That it is more of an opportunity for those who wanted it. It was well received as a good number of employees asked to be part of the weekend schedule.

From her perspective, the best management method *"stays the participative management. The customers are different, there is a wider range of ages and experience in the employees, and students that are working especially on those days needs more help in the beginning, so it needs to be considered."*

Sunday work has been possible since October 2020 and both the objectives achievement and feedback from employees are positives. The company has also created job opportunity for students. *"Even if it hasn't been long, all the results are great."*

5.6 Summary

Altogether, in a company that is based on volunteers, as employees are not feeling pressured to work, or not, on Sundays, there is a positive impact on work, atmosphere, and output.

For employees, having this possibility of supplementary work can be a good opportunity to work when they want, while making more money. Even if some fear to go back to a time where workers health is not considered as much as now, most of employees are okay with it as long as they have the freedom to choose if yes or not, they want to work on Sundays.

6 CONCLUSION

6.1 Summarizing the Main Results

As mentioned at the beginning, the aim of this thesis is trying to find out the impact of working on Sundays in France. Overall, regardless of age and type of contract, everyone can be interested in working depending on their personal situation. Indeed, the main downside is the loss of time you could spend with your family, friends or on yourself. People who are living with their companion or having a family own, tends to not want to work on Sundays. However, those who are volunteering are mostly those that wants to earn more money, thanks to the increase in the pay, such as students, people in need and people that have free time on their hands the weekend.

From the results of the survey and interview, putting emphasis on the fact that work on Sundays is based on volunteers helps employees having a positive view of it. Indeed, not having to say, nor being forced to continue after you say yes (if they choose to stop working on Sundays, another needs to be fund or arrangement needs to be done but it is fairly quick), helps employees being more relax and thinking that perhaps they could volunteer themselves if needed.

As between 40% and 50% of the employees that work on Sundays are student on a specific weekend CDI, the management tends to be more of participative on the weekend. As a matter of fact, every student that answered our survey agrees that they like how good the atmosphere is. They can learn and ask questions to each other if needed, without being stressed out by a astonishing number of customers. Saturday is the day where the flow is the most intense, but there are more employees as well. Nevertheless, Sunday is preferred as they can focus more and learn more calmy.

6.2 Recommendations for Further Studies

This research has been carried out in a single company at a very general level on the impact of work on Sundays for the employees and management.

While doing this research, point of view regarding the work on a rest day can vary depending on the age and people's experience. Moreover, those results are for people that are working in France and can have a different work history than other country. This can be a limitation for the results.

For further studies, focusing on the different types of working contract (conventions) and their impact while increasing the sample of respondents could be a good idea. The same research could have different outcomes as culture will be different.

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8 APPENDICES

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Appendix 1: THE QUESTIONNAIRE

1. Your gender

- a) Female
- b) Male

2. Your age

- a) Less than 18
- b) 19 - 25
- c) 26 - 35
- d) 36 - 50
- e) More than 50

3. You are

- a) Single
- b) In couple
- c) With children

4. You are living

- a) Alone
- b) With your companion
- c) With you family/relatives
- d) In colocation

5. You are working

- a) ...
- b) Administration
- c) Techniques
- d) Marketing
- e) Management
- e) Other

6. Do you know about Sundays work law

- a) Yes
- b) No
- c) A bit

7. If yes, tell us a bit more

8. Have you already worked on Sundays?

- a) Yes
- b) No

9. For what reasons?

- a) Included in work contract
- b) Earning more
- c) No other availability
- d) Others...

10. Give us your feeling about the work on Sundays

11. What would be its downside?

12. Have you begun to work on Sundays since the beginning of the epidemy?

- a) Yes
- b) No
- c) No be I am thinking of asking
- d) My workplace does not allow Sunday work.

13. If yes why?

- a) Included in work contract
- b) Earning more
- c) No other availability
- d) Others...

14. If no, why?

- a) No time (activities, family, etc...)
- b) The Sunday is sacred
- c) My actual contract is enough right now

15. In which situation would you be more inclined to work on the weekend/Sundays

- a) If I don't have anything the weekend
- b) If I am in need of money
- c) Nothing
- d) Other...

16. Are you actually working on Sundays?

- a) Yes
- b) No -> End of questionnaire

17. What contract do you have?

- a) CDI¹ student
- b) CDD²
- c) CDI
- d) Other...

18. How often do you work on Sundays?

- a) Every weekend
- b) 2 to 3 times a month
- c) Once a month

19. Are you satisfied with this number?

- a) Yes
- b) No
- c) Other...

20. Why?

21. If you also work on weekdays, do you find the management different between week and weekend?

- a) Yes
- b) No
- c) Other...

22. If yes, what are they?

23. Is there positive impacts on your work thanks to Sunday work? What are they?

24. Does the possibility of working on Sundays changes your motivation in your company?

- a) Yes
- b) No
- c) Other...

¹ CDI (contrat à durée indéterminée) or permanent contract

² CDD (contrat à durée déterminée) or limited-term contract

Appendix 2: THE INTERVIEW QUESTIONS

1. What is your position and how long have you been in this position?
2. How was put together the work on Sundays in the company?
3. Was there a lot of employees who volunteered themselves?
4. How was put in place the schedule?
5. What is for you the best management for work on Sundays?
6. As there been an increase in demands for work on Sunday?
7. Have you reach your objectives?
8. As an employee, would you volunteer to work on Sunday?