

Flexible work schedules

The future of work arrangements in Finland and Germany

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Abstract

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Title of Publication Flexible work schedules The future of work arrangements in Finland and Germany		
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Abstract <p>Even though there is a great diversity of available work time arrangements, the majority of work contracts still include standardized eight hour a day work time arrangements. However, flexible and self-defined work arrangements can be beneficial for employers and employees. The thesis aimed to research the importance of flexible and self-determined work time arrangements for the next employee generation in Finland and Germany. Additionally, it researched the possibilities of performance-based salary systems.</p> <p>The trust-based work, the compressed workweek and remote work are possibilities for flexible and self-determined work arrangements, which all obtain different benefits for organizations. The performance-based salary systems are based on already existing models of the public sector.</p> <p>The key findings of this research include that flexible and self-determined work arrangements would be an opportunity for organizations to meet the expectations and utilize the skills of the next employee generation. Moreover, a majority of the study participants perceived performance-based salary warily.</p>		
Keywords Work arrangements, trust-based work, compressed workweek, remote work, performance-based salary		

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1 Introduction

1.1 Background

There is a great diversity of work time models available, which differ from the standardized 8-hour day. They all include different amount of flexibility. Also, the worktime is the main indicator for the payment and reward system. (Berg et al., 2014, 805) In Finland, most full-time work contracts contain standardized five days a week and 8 hours per day work schedule including a fixed working time frame from 6am to 6pm (Sutela, 2009). In Germany, the minority has the possibility to influence the daily work schedule and break times. Furthermore, the employer instead of the employee often controls the organisation of the flexible work time. (Piele & Piele, 2017a, 10; BAuA, 2016, 10.)

However, workers benefit from flexible working arrangements for example the trust based work. Research suggested that the majority of employees would prefer non-standardized and individualized work time arrangements. It also reveals that preferred working times are depending on gender, personal sleep schedule, general health, educational level and genetic reasons, for example if the work of the employee is more productive in the mornings or evenings. Standardized time schedules do not cover those differences in people. (Ruubel & Hazak, 2017.) In addition, flexible working hours create new opportunities for families where both partners are occupied in a fulltime job. They also meet the needs of the changed preferences of work – life balance where the need for leisure has increased. (Berg, et al., 2014, 809.)

Not only the employees but also the employer benefits from flexible and employee-determined working schedules. This is due to the reason that, employee self-management increases the intrinsic motivation of the worker. This is important because extrinsic rewards only are not suitable for motivating employees (Thomas, 2000, 6,26,27). Additional, self-management increases the productivity more, in terms of quality and quantity, than other possibilities, like improving the workspace towards communication (Palvalin et al., 2017, 433). Other research reveals that self-determined working hours and work-life balance can accelerate the innovation and product improvement processes in the company (Godart et al., 2017). Furthermore, flexible work-time enables the company to improve the reaction towards market fluctuations. Additional, costs reductions are possible because overtime premiums and utilization below capacity are decreasing. (Klein-Schneider, 2007, 11.)

Summarized work time arrangements with high amount of flexibility can be beneficial for companies and for workers. Therefore, the hypothesis is that flexible and self-defined work-time arrangements are important for future office job employees in Finland and Germany.

1.2 Objective and delimitations

This thesis aims to research the future of work time arrangements and the importance of flexible work time in them, in addition with a change from time based to performance based payment methods. It intends to provide insights towards the expectation of the next employee generation and their need of flexible time management. The primary focus is on defining the importance of trust based work time, the four days week and performance based payment, for the future working generations in Finland and Germany.

Firstly, the limitations of this research are defined by the target countries: Finland and Germany, and the possible difference between them in the results of the empirical study. This means the results will most like not be adaptable to other countries. Secondly, the focus is on the future of the work-time arrangements and the next employee generation, therefore the centre of the research are participants, which are still in education/training and have not yet entered the labour market fully. The next limitation is the type of work-time schedule, this research focuses on flexible and self-determined full-time arrangements and will not provide insights on standardized, flexitime account or part-time schedules. Another limitation will be the sole focus on future office job employees. Lastly, the research of the payment method will be limited to performance-based salary and the possible need for it within a flexible and self-determined work time schedule.

The thesis aims to reveal the importance of flexible and self-determined work arrangements for the next employee generations and therefore can be utilized by employers to gain benefits, like increased productivity and motivation of the employees.

1.3 Research questions

The thesis aspires to answer the following main research question: Will there be a change in work-time arrangements, towards more flexibility and self-determination, necessary for the next employee generations in Finland and Germany?

In addition, there are three sub-research questions, which are used to help answer the main question:

What are the possibilities for work arrangements, which fulfil the needs of flexibility and self-determination?

Since salary is directly connected to the work time, is there a need for a change and what are the possibilities?

How is the perception and requirements towards work time schedule for the next employee generation?

1.4 Theoretical framework

In terms of work–time arrangements, my research is based on two models. First, the trust based working hours. Within this model the employer does not control the work time of the employees instead he trusts that the employee will fulfil their work (Piele & Piele, 2017a, 21). The second model is the compressed workweek, where a shortened workweek with longer days allows more flexibility in the work-life balance (West et al., 2010, 69). Those theories are building the basis for my empirical research; therefore, the theoretical part explains them and delivers insights about benefits and drawbacks.

The next part concentrates on salary systems. Here the focus is on the performance-based salary. There is a variety of types of performance-based salary. They all include a base payment and operate with different tools, which are directly connected to the performance of the employee or the team in order to increase the payment. (Montanya & Graham, 2007, 7.) Furthermore, it will be evaluated to what extent it is necessary to implement performance based salary or rewards, if the work time will not be controlled.

1.5 Research Method

The first decision on methodology is, whether the reasoning in the research will be inductive or deductive. Inductive means reasoning from a specific observation to a general conclusion and theory. Deductive is the opposite, it starts at a general level, an existing theory on which a hypothesis can be established. Then data will be collected and analysed, on a specific level, to prove or reject the hypothesis. (Streefkerk, 2019 a.) For this thesis, the author choose a deductive approach. The research is starting with theories of flexible and self-determined work time schedules. The hypothesis is that the theories will be important for work arrangements of the next employee generation in Germany and Finland. The specific data was collected from students in Finish and German universities in order to support or disprove the hypothesis.

Collecting data can be done in a quantitative or qualitative way. Quantitative work focuses on statistics including experiments, surveys and observations documented in numbers. It aims to test theories and hypothesis. While qualitative work focuses on words and meanings, including literature reviews, interviews and observations documented as text. It targets gathering in-depth knowledge on the topic. (Streefkerk, 2021.) The empirical part was done in a quantitative way; an online survey for students was conducted for in order to gain

knowledge about their expectations of their future work time arrangements. The survey for the empirical part is the primary source for the thesis.

First, the empirical data was analysed through descriptive statistics in order to organize and summarize the gathered data by their characteristics (Bhandari, 2021 a). Secondly, the analysis through inferential statistics was used to draw conclusions and test the hypothesis (Bhandari, 2021 b).

Summarized, the research will be deductive and use qualitative and quantitative approaches for data gathering. The Data will be analysed through descriptive and inferential statistics.

2 Flexible and self-determined work time arrangements

2.1 Trust-based working hours

In general, flexible work can be defined by four different dimensions, time, place, continuity and workload. These four dimensions can be implemented in the work schedule. The different weighting of the areas lead to a variety of flexible work arrangements. (Kossek & Michel, 2010, 538.) The arrangement with the highest amount of flexibility currently available, are the trust based working hours, which cover all the dimensions of work flexibility (Viete & Erdsiek, 2018, 6). This means the employer waives the work time control and trust that the employee will fulfil their obligations (Piele & Piele, 2017a, 21).

Former research of the employees of the metal industry trade union (IG Metall) has revealed that trust-based work arrangements are coupled with increasing management responsibility. However, even in the top tier management trust based working models are only utilized for 23.6% to 26.8% of the employees, depending on the company's size. For employees without any management responsibility trust-based work is only applied for 2.7% to 3.7% of them. Furthermore, the research points out that trust-based work is commonly combined with the access to remote work. (Piele & Piele, 2017a, 28-29.)

Different companies aim for variety of objectives when implementing trust based working hours. Often the main goal is the customer- and market-oriented application of work time. This means that the worktime is dependent on the workload or order situation. This will allow the company to react fast to market fluctuations and work customer oriented, in order to stay competitive and operate profitably. Furthermore, employers aim to increase the independence and personal responsibility of the employees as well as to create and benefit a trusting and cooperative interaction between employees and managers. (Klein-Schneider, 2007, 15-17)

Additionally, Godart et al. (2017, 897,913), stated that former research within psychology and management science shows that trust based work time minimizes external barriers like extensive time pressure are and hence benefit creative works. Furthermore, their research reveals that product improvement is 12% to 15% more likely after implementing a trust based working model. Also, at a micro econometric level there is evidence that trust based working time benefits a company's productivity due to increased employee motivation and effort as well as a higher level of work time efficiency. This is accelerated by decentralization, which increases the workers' motivation. Additionally, trust-based work time increases the attractiveness for highly skilled workers and reduces the employee fluctuation. One reason for that is the family friendly environment trust based working hours create. Moreover,

trust based work time allows the employer to reduce monitoring costs for example due to the lack of work time records. (Beckmann, 2016, 23,26-27)

Besides the advantages, there are also risks that need to be considered. First, there might develop a conflict of interests between the company's concerns and the personal time interests of the worker. Therefore, measures for balancing of interest need to be implemented. For example, personal requests are accepted as long as they do not interfere with the corporations' direct interests. (Klein-Schneider, 2007, 17-18.) Next, trust-based work concepts are likely to increase the wage costs. Even though overtime payment might cease, the higher worker productivity causes higher wages. Therefore, the positive profitability effect is insignificant. Furthermore, the positive effects might decrease over time. Therefore, the employer is required to adapt the agreement. For example adding the possibility to work remotely. (Beckmann, 2016, 26-27.)

Since there is no working time control, the employer applies instructions, work orders or target agreements as performance requirements. This might lead to an exaggerated performance pressure. In order to avoid that measures for performance regulation can be implemented. One possibility is compensated leisure time, which can be taken by the employee based on trust or self-recorded work time. Other options are overload regulations. There it is specified, what is an overload situation, who can ascertain the overload and what the measures against that situation are. For example, the employees can determine the overloaded situations themselves and notify their supervisors. Then, in cooperation of the worker and the manager, the situation is analysed and the manger implements measures against it. Possible solutions could be reduction of workload, reallocation of the work or application for additional workers. (Klein-Schneider, 2007, 52-57.)

If trust-based work models are implemented in the company, the following should be considered. The effectiveness of trust based working time and to what extent the company can utilize the benefits is dependent on the organization itself. In particular, formal regulations represent the firm's time culture and influence the organization's development. Therefore, it is important to implement rules that support and benefit trust based working arrangements. Furthermore, they determine if the trust based working concept benefits all parties concerned or solely aiming to benefit the company, in which case it will not be sustainable. Moreover, in the probationary period, trust based working arrangement should be optional for the employee. They also should have the possibility to track and document their work time in the beginning if they are not used to the concept. (Klein-Schneider, 2007, 112-114.)

2.2 Compressed work week

When it comes to the flexibility in timing of work, the compressed workweek is a possibility. This means that a fulltime 40-hour schedule is compromised within less than five days per week. This includes different types, which allows companies to choose, according to their own expectations and the needs from employees.

Common variants are the 4/10 or the 9/80 schedule. Within the first one, the employee works for four days, ten hours each day and therefore has one additional day of work, commonly that day is Monday or Friday. The company has now two options. Either the company close for one additional weekday completely, for example, they only operate from Monday to Thursday. This includes also the benefit of reduced overhead cost. The other option is they implement a rotation system, where the day of weekly changes or one part of the employees are off on Mondays and the other part is off from work on Fridays. The 9/80 schedule refers to a compressed workweek of a two week period. Here the employee works nine hours a day, except eight hours on Fridays, and has every second week one additional day of. There are less common forms, which are suitable for specific organizations. For example the 3/36 schedule, where three days with twelve hour shifts alternate with four free days. This is for example an effective compromised workweek for hospitals. There are also the option to reduce the work days but keep the classical eight hour shift for example a 4/32 schedule. This type might be applied if cost reduction is necessary. (Wadsworth et al., 2010, 327-328.)

Research revealed that from the employee perspective, the compressed workweek offers multiple benefits. Most commonly, the improved work life balance and decreased stress level (Wadsworth et al., 2010, p. 333). However, research indicates that the increased work-life balance only applies if the compressed workweek was chosen voluntarily and not implemented mandatory. It also shows that the impact on the work life balance for both female and male employees is perceived the same. (Wadsworth & Facer, 2016, 395.) Additionally, employees experienced a higher level of job autonomy and a decrease of costs, for example for work commuting or decreased day care costs. Some employees also achieved higher job satisfaction, more educational opportunities or they could enjoy their free time more.

Nevertheless, there are drawbacks for the workers as well. Most important, the long work days. Furthermore, the compressed workweek might cause employee isolation, due to lower level direct communication with supervisors or colleagues. It might cause problems with day care as well, due to non-standardized working hours. (Wadsworth et al., 2010, 333-334)

The compressed workweek obtains benefits for the employer as well. Research shows that it leads to a highly increased employee morale because of the improved work life balance. Additionally, the customer service and the productivity of the company is positively influenced by the compressed workweek. For some companies it also results in energy and utility cost savings. (Wadsworth et al., 2010, 331-332.) There is also evidence, that the compressed workweek increases the attractiveness for future employees (West et al., 2010, 73). Furthermore, there is the possibility to decrease absenteeism with this time arrangement. Which can accelerate the productivity of the company and therefore outweigh the costs that might occur from unused vacation or sick leaves. (Arbon et al., 2012, 398) There are disadvantages on the organizational site as well. Firstly, the increased effort necessary in the scheduling process. Moreover, the reduced direct communication with the employees is perceived as drawback. (Wadsworth et al., 2010, 331-332.)

Before implementing the compressed workweek the position of the company, the value of the change for it as well as possible obstacles should be considered. In order to utilize the benefits of the compressed workweek, all parties, which will be affected by the implementation of the change, need consideration. Therefore, the stakeholders need to be identified and their perception towards the time arrangement need to be evaluated. Furthermore, the implementation requires a valid and clear defined purpose in order to be successful. Additionally, the processes strategies and policies require participation, flexibility and fairness in order to be accepted by the employee and the employer. Mandatory changes can fulfil these characteristics as well, for example, flexibility is possible in terms of timing and work location. Lastly, concerning the verification of the success or failure of the implementation of the compressed workweek, performance measures need to be established. This will also revise whether the purpose of the implementation was accomplished. (Arbon et al., 2012, 400-401)

To avoid problems for the company the topics of overtime, leave and cross training need to be considered within a compressed workweek arrangement. In terms of over time it might occur, depending on the law of the country, that overtime needs to be payed, if the work time exceeds 40 hours a week or if the daily worktime exceeds eight hours. For averting unplanned overtime payments, methods must be implemented. For example, ensuring the work time is not higher than 40 hours or changing the start and endpoint of the workweek. For companies leave policies, if the paid leave is calculated on a daily basis instead of hourly basis, it is an unequal treatment for employees on a compressed workweek arrangement. This is due to the unequal length of the working days of the employees. Additionally, a compensation for public holidays, which take place on the employee's day off, should be considered to avoid further unfair treatment. (Arbon et al., 2012, 393-394) Cross training is

important to avoid the absence of necessary skills and knowledge on the workers day off. Therefore, training on the jobs of co-workers is important, even if it might be difficult in terms of coordination and resources. There is evidence that cross training has positive impacts for the company. (Hammer & Barbera 1997, according to Arbon et al., 2012, 394)

2.3 Remote work

Remote work describes the possibility of the employee to work at a self-determined place. This can be for example at home or other chosen places away from the company. Remote work can be done offline as well as online. (Piele & Piele, 2017b, 9.) Remote Work already appeared and was researched in the 80's; however, with improving smartphones and internet access remote work replaces traditional offices (Kłopotek, 2017, 39).

Research reveals that remote work is not possible for all companies and that there are barriers (Figure 1), which need to be overcome first. First, the operational framework must be fitting for remote work. Former analysis discloses, that the organization size is an important factor for remote work. In detail this means that companies with a higher number of employees obtain more possibilities for remote work. Furthermore, the sector influences the possibility of remote work. For example within the it-service sector up to 72.2% of the employees remote work is offer, but in the automotive engineering sector just 34.5% have that possibility. Secondly, the occupation of the employee dictates, whether remote working is possible or not. This is influenced by factors like shift work and indirect or direct tasks. Work in the direct sector, which means work in production related area, and shift work limiting the possibility for remote work. The group specific category refers to groups of employees that fulfil certain characteristics. For example if the employee has children or relatives in the need of care or if the worker has leadership responsibility or not. It is depending on the company's policy if those factors simplify the access to remote work. Next, the work environment includes the availability of all technical devices and circumstances necessary for remote work. For example criteria concerning data security. (Piele & Piele, 2017b, 14-23.) The company should ensure the employees are provided with the right equipment. If necessary, the company should provide it. (Ferreira et al., 2021, 19.) Lastly, the personal qualifications of the employee need to be considered. Usually the direct supervisor makes the decision whether the employee obtains the necessary skills for working remotely, for example the level of self-management. If all steps are fulfilled the firm is able to offer remote work to the employee. (Piele & Piele, 2017b, 23-24.)



Figure 1: Adapted from Piele & Piele, 2017b, 14-15

For companies remote work offers a variety of advantages. First, remote work can improve the organizations internal flexibility. Moreover, it decreases the costs due to cheaper location possibilities. Additionally, it allows more efficient workday organization, which leads to an increased productivity. (Ferreira et al., 2021, 19.) Furthermore, remote work increases the employee motivation and therefore accelerates the productivity. Additionally, it provides competitive advantage for the organization (Bockova & Lajcin, 2021, 105-106). Nevertheless, remote work has risk for the company as well. Firstly, due to a lack in control over the remote working space, data security cannot be ensured. Secondly, communication issues are a possibility, for example because of missing body language while communicating. In addition, the direct control over the employees ceases. (Ferreira et al., 2021, 19) Furthermore, the relationship between employees and the teamwork might be affected negatively (Angelov & Angelova, 2021, 25).

From the employee perspective, the most important benefits are the flexible working hours of remote work as well as timesaving, because of the omitted work routes. Additionally, the employee has the option to influence the workplace in terms of music, temperature and furnishing. Another important advantage is the high level of independence due to the absence of managers. Also, the possibility to take care of children or relatives with disabilities is perceived as advantage. (Kłopotek, 2017, 46) Furthermore benefiting the employee is for example the trust of the employer. The financial value remote work generates for the employee, because of ceasing payment for commuting. Moreover, remote work leads to a lower stress level. (Bockova & Lajcin, 2021, 106) In terms of drawbacks for the employee, the problem of separating work related and private matters as well as the possibility of social isolation are most important. Furthermore, remote work requires a higher level of organization capabilities and there is a risk of forfeiting professional contacts. The lacking participation in the corporate culture is seen as a disadvantage as well (Kłopotek, 2017, 46). Additionally there might be a lack of information because of missing communication as well as a

lack of feedback from supervisors. In order to minimize the drawback and maximize, a mix between, remote and office working days should be offered. The recommendation is one or two remote days per week. (Bockova & Lajcin, 2021, 106)

Remote work and covid 19

The covid-19 pandemic had a high impact on remote work. Through the pandemic companies were required to test the possibilities of remote work. Because some companies could experience positive effects out of it, they plan to increase flexible workspaces. Additionally, research revealed, that about 25% of the employees of advanced economies would be able to work remotely. This would increase the remote work up to five times compared to the situation before the pandemic. However, there are still tasks and jobs, which are better on site, for example negotiations and feedback sessions. This shift of remote work also influences business travels and the geography of work in general. (Lund et al., 2021)

3 Performance based salary

3.1 Possibilities for performance based salary

Since the trust-based work and remote work, to a certain point, detaches the control of the employee through work time and indicates a performance based control, there are possibilities to link the salary to the performance of the employee as well.

In general, there are two different groups of performance-based salary; it is either an individual plan or a collective system like profit sharing (Gielen et al., 2010, 293). The possibilities for performance-based salary models are usually a mix of basis payments and performance related additional payments. First option are bonus payments, which describe a additional onetime payment which need to be re-earned each time. The maximum height of bonuses is commonly 40-50% of the base salary. Since this is a short-term incentive, it might be less motivation in a long-term basis. However it is flexible, clear related to the performance and often less costly than other options. The next option are merit increments, which in contrast to the bonus, becomes a permanent part of the basis salary. The payments are lower than onetime bonus payments and are often below 5%. They are a long-term incentive and often more costly than bonuses. They are also less clearly connected to the performance and there is a risk of them becoming automatic payments. Besides the frequency of the additional payments, performance based salary can also be characterized by size and distribution. There is the possibility to grand large size performance payments, which can result in positive and direct positive impacts towards the motivation, but it limits the number of employees receiving additional payment and risk unequal treatment. With smaller sized performance payments more can be distributed, however the impact on the motivation might be smaller. There is also the option to distribute it through quotas that means only a certain percentage of the employees will receive bonus payments, for example the top 15%. (OECD, 2005, 17,19,21,56-57.)

Performance based salary obtains different advantages as well as risks for the company and the employee. Research revealed that performance related pay could increase the productivity of the organization up to 9%. This is mainly caused by the enticement and partly by worker sorting. Furthermore, the influx of workers might be increased as well. (Gielen et al., 2010, 300.) There can also be seen a decrease of absenteeism with increased bonus payments (Pfeifer, 2012, 16). Furthermore, it can provide beside the monetary extrinsic motivation, intrinsic motivation trough acknowledgment of effort and achievements (OECD, 2005, 12). The major drawback of performance-based salary is the difficulty to measure individual merit within team projects. There is a risk of unequal distribution of work in the

team. Additional, there is a chance that the focus of the employee might change, and that task with higher rewards become the centre while others are neglected. (Gielen et al., 2010, 293.)

For a success of performance-based salary, there are some recommendation which have been established by the OECD (2005, 15-16) through case study of different countries: Since there is a variety of options in Performance, there cannot be determined the perfect solution, it is always a trade-off between their benefits and drawbacks. Additional, without a fitting performance evaluation process, the salary system cannot be successful. Transparency and a focus on the goals are the key factors. Moreover, it should be anticipated that obstacles occur during the implementation. Furthermore, the cooperation of human resource management is important, since goal setting and performance based salary is closely related. The best environment to implement this system is within trust based work arrangement. Lastly, it achieves the best result when it is combined with other management tools.

3.2 Performance measurement

As mentioned in the previous chapter performance evaluation is an important part for success of performance based salary. This is also supported by former research (Milkovich & Wigdor, 1991, 151). Research also revealed, that fairness and acceptance by the employees are the key factors for successful performance appraisal (Swiercz et al., 2012, 36-37; Kim & Rubianty, 2011, 341-342).

Besides the important role for the performance-based payment, performance evaluation obtains additional advantages and drawbacks. It provides transparency for the company. This is because, the evaluation provides information about the contributions of processes and single tasks towards the company. It might lead as well to discussions about those activities. Furthermore, performance appraisal can be an incentive for output as well. This is due to the fact that output instead of input and throughput is rewarded. Additional, performance measurement can be used as a way of improving answerability in complex operations, which require autonomy. Nevertheless, performance measurements have disadvantages as well. It is complex and might increase the bureaucracy of the organization. Additionally, it can hinder innovation, because it rather focuses on optimizing already established products and processes. Moreover, there is a risk of choosing the wrong indicator for performance, especially if a quantitative indicator will be applied. For example, the number of customers. However, within complex tasks, other aspects, like quality matter as well. (de Bruijn, 2002, 580-582.)

In order to maximise the benefits and avoid the drawbacks should fulfil the following criteria. Firstly, full engagement of the leadership as well as involvement of the employees are the basis for the performance measurement. Secondly, performance measurement systems require extensive planning and a reliable strategy for implementation. Furthermore, the purpose for the performance measurement should be clearly identified and the individual measures and the group measures require the right balance. Additionally, for selecting the criteria of measurement, it is important that they portray the internal and external stakeholders and that all the key indicators, which are appropriate for performance standard, are measured. Moreover, the measures should be analysed according to their costs and their outcome so the most effective ones can be chosen. Lastly, the more flexible the chosen measurement system is, the better it can be adapted to strategic changes within the organization. (Oakland, 2014, 120, 147-148.)

4 Empirical research and data analysis

4.1 Data collection and research design

The data was collected through a student survey. The survey was conducted at LAB University in Finland and Anhalt University of applied science in Germany. The survey was created in google forms and therefore was an online survey. In each University, the survey was provided to the students through the main communication channel. For the German University it was distributed via email, for the Finnish university the survey was provided on Yammer. The participants were informed that the survey is anonymous and an identification of individual persons is not possible. The required research permit for LAB University was granted. In total 24 Finnish students and 313 German students participated. Possible reasons for the low participation rate of the Finnish students will be provided in the conclusion.

The questionnaire (Appendix 1) consist of 33 questions divided into 5 categories. Before the questions, the research topic and the aim of the research is explained. The first section gathered the background information of the participant including the nationality, the age, the gender, the field of study and whether they expect to work in an office or not. The second section is about the prior working experience of the participants. The third section is about the expectations of the students towards their future working time arrangements. The fourth part researches the attitudes towards performance based salary. The final part provides a self-evaluation of the participants towards the skill set and needs necessary for self-determined and flexible work time arrangements.

Within the questionnaire there are different types of questions. Mostly, the question have Likert scale or multiple choice answer possibilities. Furthermore, there are Yes or No questions. Additionally, there are four open answer questions.

Originally, a period of two weeks was planned for participation in the survey. Due to the low response rate in Finland, it was expanded to one month.

After the data collection the, data was extracted and visualized. The tools used, were mainly excel for the extraction and sorting of the data and Power BI for evaluation and visualisation of the data (Dashboard Appendix 2).

4.2 Data analysis

In the beginning of the survey the background of the participants was evaluated. After the nationality, the next question dealt with the age of the participants (Figure 2). The main age group of the participants is from 22 to 25 years old with 133 participants. Followed by the age group from 18 to 21 with 87 participant. Then, the participants over 30 with 70 persons and the age group from 26 to 30 with 44 persons. Lastly, the age group under 18 with three participants.

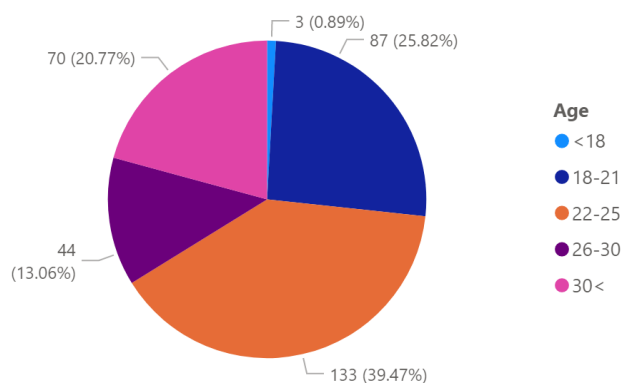


Figure 2: Age

Figure 3 shows that the majority of the participants is female, 230 in total. 102 of the participants are male and three participants prefer not to disclose their gender and two participants chose the option “other”.

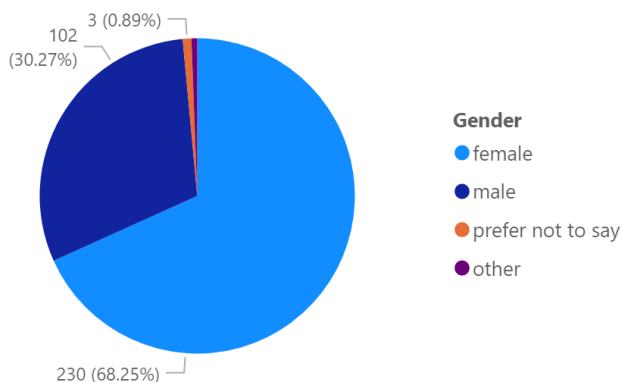


Figure 3: Gender

The next question of the background part is about the field of study of the participants. The majority is within the field of business, economics and law, with 30.86% of the participants (Figure 4). Followed by ecotrophology with 18.4 % and agriculture with 16.62%. 12.46% of the participants are studying in the field of landscape development. Within the field of architecture and facility management are 9.79% of the participants and 5.34% are within computer science and geoinformatics. The fields of engeneering/science, health science and design, each obtain under 3% of the participants.

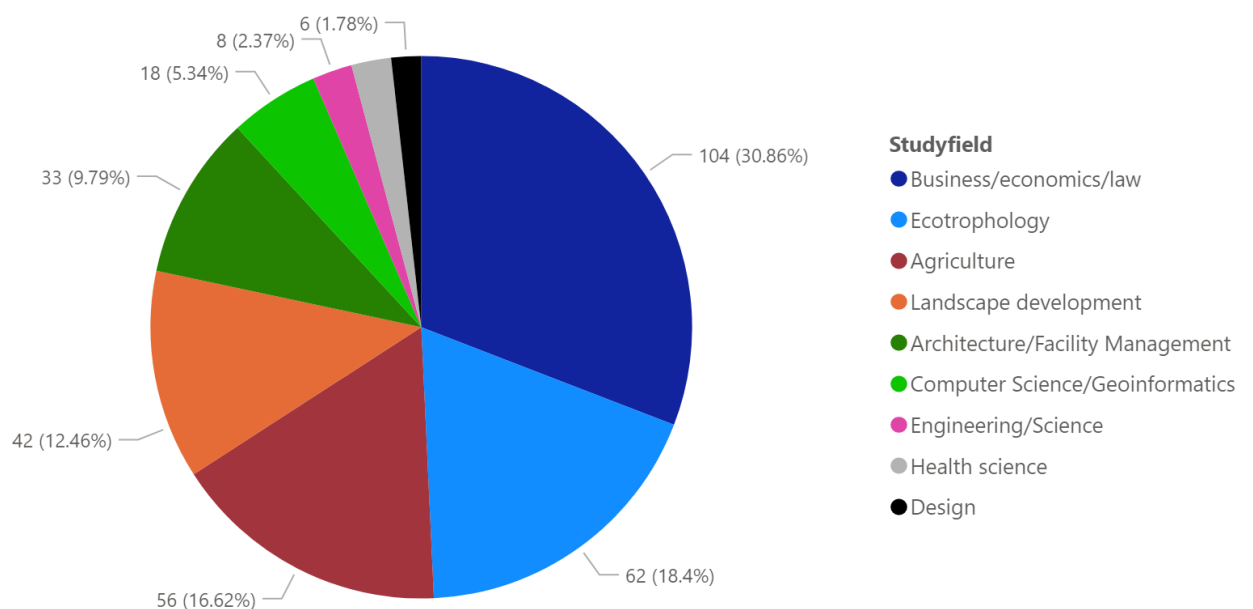


Figure 4: Study field

The last question of the background is whether the participants expect to work in an office or not. In total 76.6% of the participants (258) expect to work in an office and 23.4% (79) do not expect to work in an office. When considering the answers in dependence to the individual study fields (Figure 5), it appears that in almost every field the majority expects to work in an office. One expectation is the field of health science. Here more people do not expect to work in an office. In addition, in the fields of agriculture and ecotrophology a high number of participants (ca. 40%) do not expect to work in an office either. In general, this reveals, that office work will be a majority of the work, for the future generation.

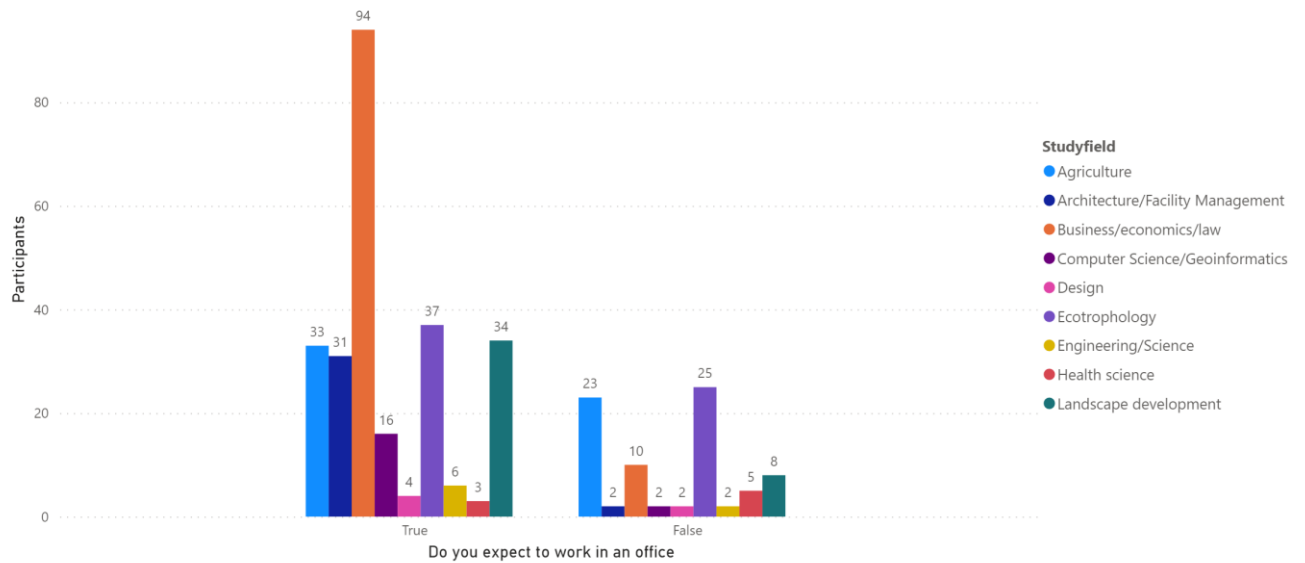


Figure 5: Expectation to work in an office according to study field

The first section of the main part of the survey addressed the previous experience of working in an office. This section aims to provide an insight into the current working situation of the participants. Furthermore, it should determine whether their answers depend on previous working experience or not.

First the participants were asked if they have worked in an office before. 245 participants (72.7%) answered with yes and 92 (27.2%) participants answered with no. The participants who answered with yes, were questioned further about their experience (Figure 6).

The first follow up question was if they had flexible work time arrangements. 155 (63.3%) participants had flexible work time arrangements and 90 (36.7%) did not have the possibility of flexible work time arrangements. If yes, they could specify which in an open answer question, which kind of work time arrangement they had. 139 participants answered that question. The majority answered that they have work-time accounts, home-office or part-time work or a mix out of these. A minority had the possibility of trust based working or self-determined work schedule.

The second follow up question was, whether the employer controls the work time or not. Here for the majority of the participants, 160 (65.3%), the employer controlled the work time. The work time of 85 of the participants (34.7%) is not controlled by the employer.

The last follow up question was concerned whether the participants felt that their work time is used efficient or not. Here, 215 participants (87.8%) felt like their work time is used effi-

cient. Only 30 participants (12.2%) felt like the worktime is not used efficient. If they answered no, the participants had the possibility to answer why they felt like the work time is not used efficient in an open answer question. Nine participants answered that question. The mentioned reasons for the inefficacy are the following: The distribution of tasks is unequal, no output oriented work time, minimum weekly working hours but not enough tasks, working days too long or the beginning is too early and the workload is too high within internships.

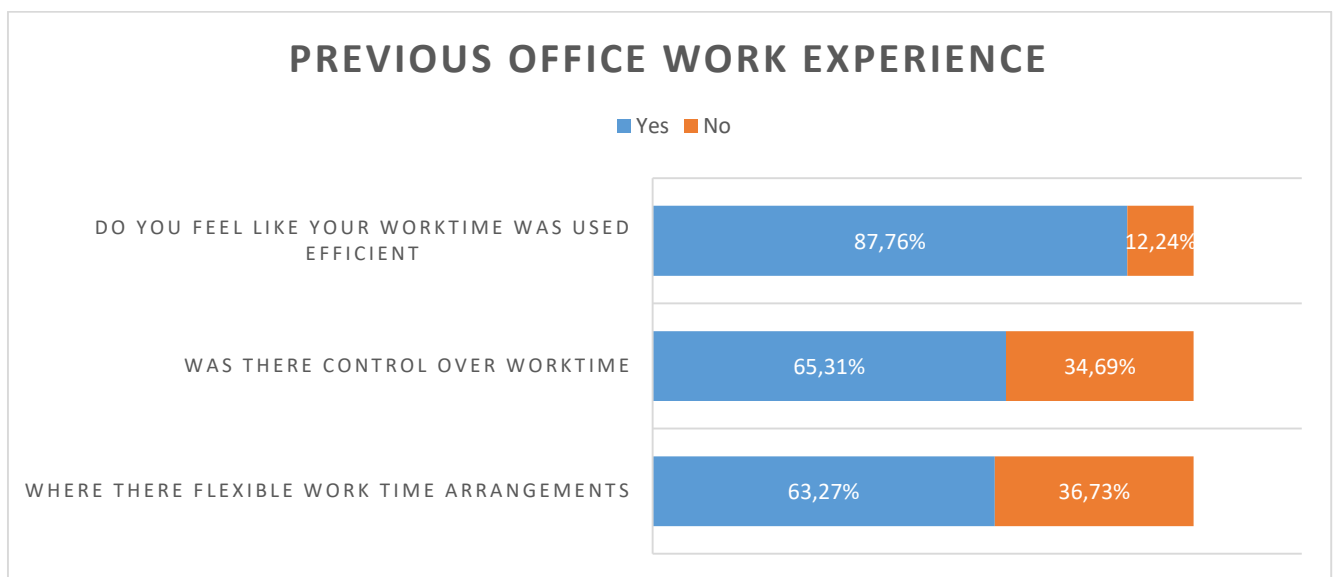


Figure 6: Follow up questions previous office work experience

This shows that flexible work time arrangements are already wide spread, however, the main model is working time accounts and for the majority the employer controls the work time. Trust based working hours are rarely and the compressed workweek was not mentioned at all by the participants.

The second section of the main part is concerned with the expectation of the participants towards their work arrangements. This section aims to provide insights on which work time arrangements would be fitting for a majority. All questions, besides one open answer question, were in form of statements to which the participants could answer on a Likert scale with the option strongly agree, agree, neither agree nor disagree, disagree and strongly disagree. The first six questions are about the influence the participant want to have over their work time arrangement.

The first statement considered the start and the ending time of the work. The majority of the participants agreed or strongly agreed that they want to be able to decide the start and the end time of the work (Figure 7). Only 4.74% disagreed or strongly disagreed and 11.28% neither agreed nor disagreed. For the second statement, 62.61% of the participants are agreed or strongly agreed that they want to be able to decide the amount of days they work. 12.46% of the participants disagreed or strongly disagreed and 24.93% neither agreed nor disagreed. In terms of which days of the week the participant needs to work, 70.32% agreed or strongly agreed that they want to be able to decide it. 10.69% disagreed or strongly disagreed to it and 18.99% neither agreed nor disagreed. The majority of the participants strongly agreed with the statement, that they want to be able to decide the time for the breaks. Additionally, 25.82% agreed to the statement. Only 3.85% disagreed or strongly disagreed and 11.57% neither agreed nor disagreed. The last question was if the participants want to be able to decide the length of the break. 64.10% of the participants agreed or strongly agreed to it. 13.65% disagreed or strongly disagreed with it. 22.26% of the participants neither agreed nor disagreed. In general, this reveals, that the influence on the work schedule and a high amount of flexibility is important for the participants. Most important are the determination of the break time and the start and ending time of the work.

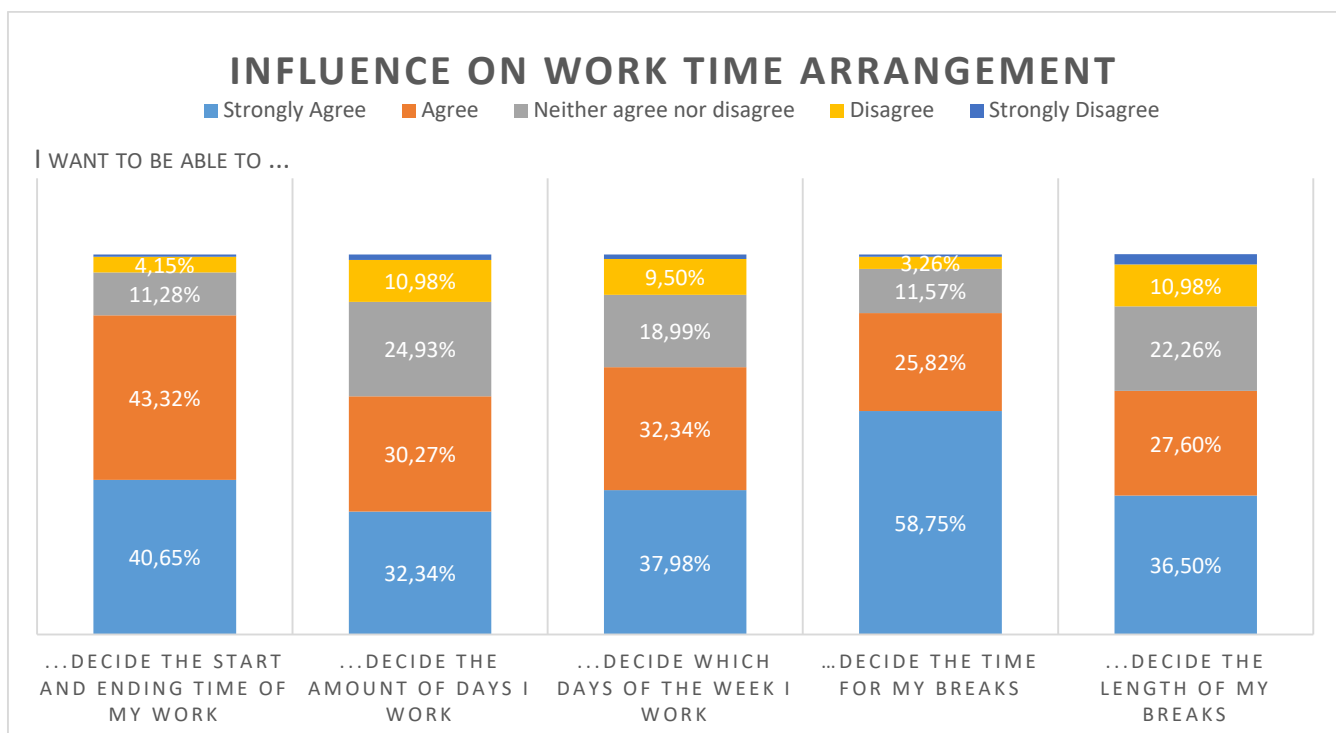


Figure 7: Influence on work time arrangements

The sixth question was an open question on what else the participants want to be influenced. Out of the participants 48 answered that question. They would like to influence the weekly/monthly worktime. They would like to have worktime based on trust and the possibility of remote work. Furthermore, they would like to influence the co-workers they are directly working with. Additionally, it is stated that in the health sector the influence might be difficult since it is strongly depending on the patients. Also, discriminating behaviour is addressed by the participants and that they would like to have possibilities to reduce it. In addition, they want to influence the office environment, the overtime, vacation timing and length and they would like to have more transparency within the salary distribution. Additionally, they want to influence the consistency of the work and the order of the tasks.

The next question of the section addressed the compressed workweek by asking if the participant would work longer than the average eight hours a day, if in exchange other days are free or shorter. More than half of the participants, 61.72% (208) strongly agreed to it (Figure 8). 21.36% (72) of the participants agreed to it. Disagreeing or strongly disagreeing are 9.2% (31) of the participants. Neither agreeing nor disagreeing are 7.72% (26) of the participants.

This shows that among the participants there is a higher rate of acceptance towards longer workdays in exchange for days off, which would be required for the implementation of the compressed workweek.

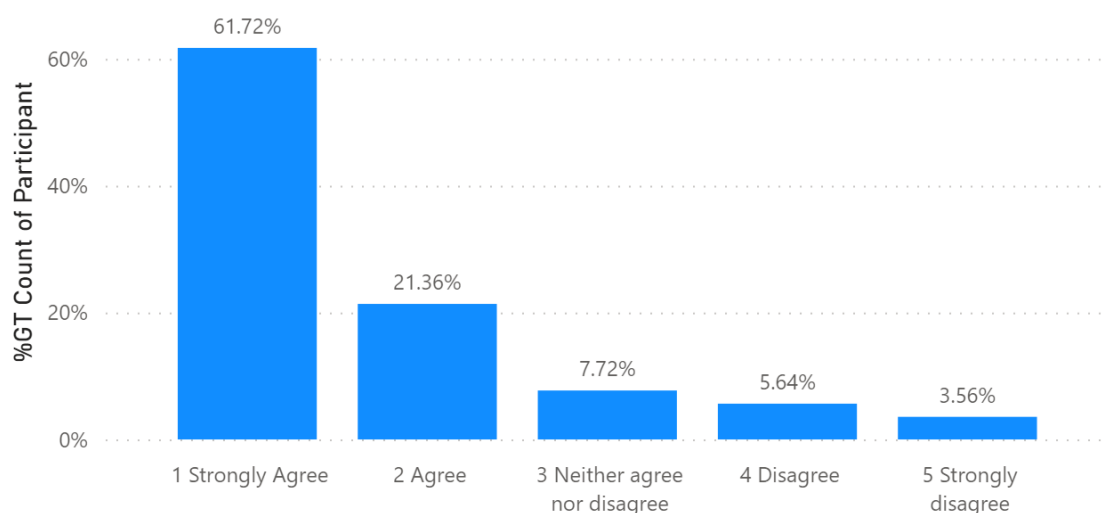


Figure 8: If necessary, I would work longer than the average 8 hours on one day, if in exchange other days were free

The last two questions addressed the expectations of the participant towards their employer. The first statement considered the trust, which is expected from the employer. 89.31% (301) of the participants agree or strongly agree that they expect from the employer to trust them to set an appropriate time frame for a task (Figure 9). Only 1.49% (5) of the participants disagree or strongly disagree with it and 9.20% (31) of the participants neither agree nor disagree. This shows that a certain level of trust is important for the employees.

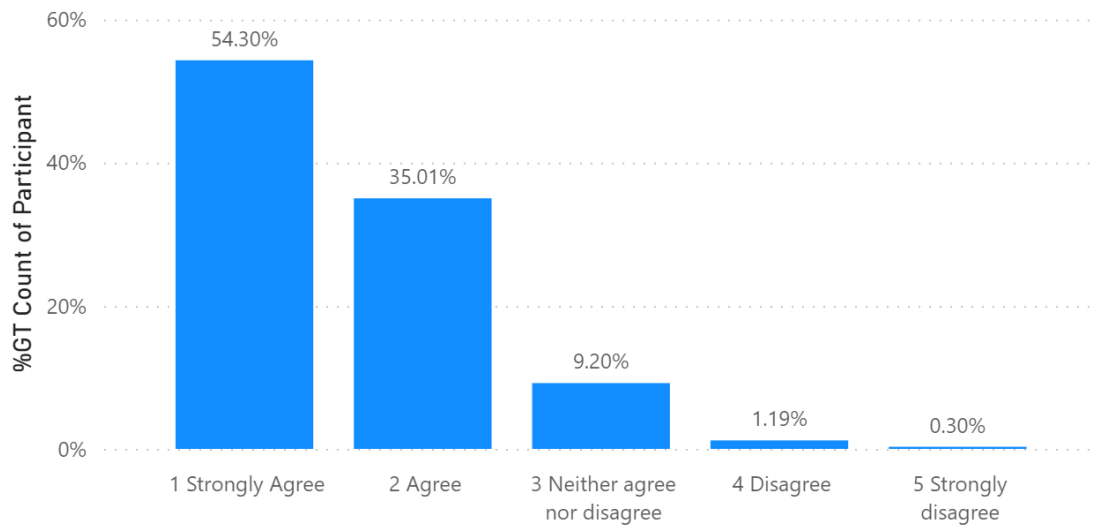


Figure 9: I expect my employer to trust me, to set an appropriate timeframe for a task

The last question of this section is concerned with the provision of remote work. Figure 10 shows that 78.93% (266) of the participant agreed or strongly agreed with the statement that the employer need to provide the possibility of remote work. In contrast, only 5.04% (17) disagreed or strongly disagreed and 16.02% (54) neither agreed nor disagreed. This reveals that there are a high interest in remote work among the participants.

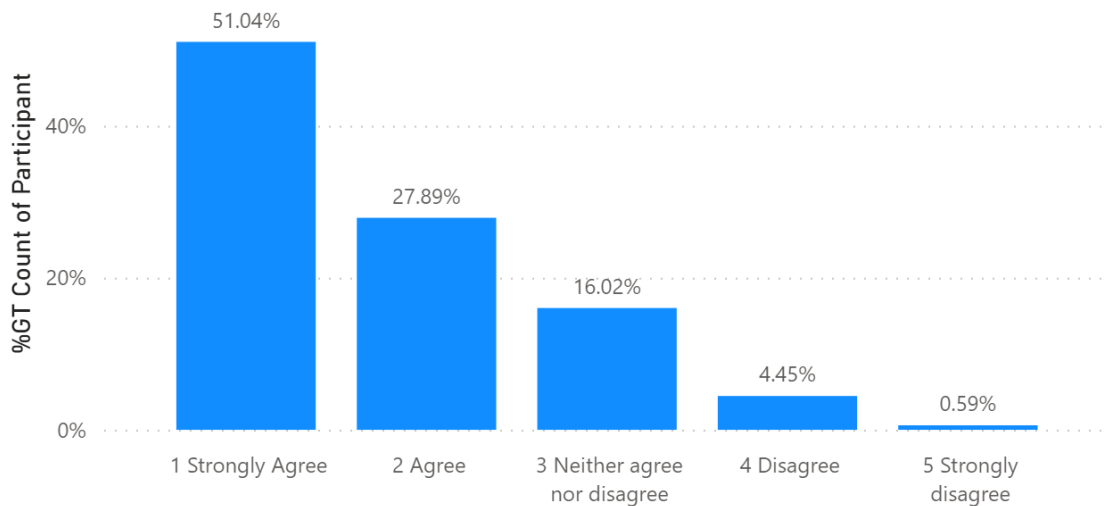


Figure 10: I expect, that my employer provides the possibility for remote work

The next section of the main part addressed the change in salary system and the acceptance of performance based salary of the participants. This aims to research which performance based salary is a possible alternative to a time based salary and what might be required for an acceptance of the employees. This section includes four questions in form of statements, which could be answered on a Likert scale and one multiple-choice question.

The first statement considered if the participant would consider being paid based on performance instead of time (Figure 11). Here 27.89% (94) of the participants agreed or strongly agreed to the statement. However, more of the participants, 38.87% (131), disagreed or strongly disagreed with the statement. Additionally, 33.23% (112) of the participants neither agreed nor disagreed. If the evaluation of the answers of participants with and without experience in an office job is separated for this question, it is noticeable that the rejection of performance-related pay is slightly lower in the group with experience.

The second question addresses the possibility of a basis salary combined with performance based bonuses. Here the evaluation shows a higher acceptance than solely performance based salary (Figure 11). 64.98% (219) of the participants agreed or strongly agreed to the statement that they would consider a basis salary with performance-based bonuses. Here only 12.16% (41) disagreed or strongly disagreed with the statement. The number of participants who chose neither agree nor disagree decreased by more than ten percent.

For the next question, the participants were asked if they would accept monthly changes in their salary. The majority of the participants agreed or strongly agreed to that. However, 25.82% (87) still disagreed or strongly disagreed and 20.18% neither agreed nor disagreed.

This shows, that a salary with monthly fluctuations might not be applicable to all employees and might require individual agreements.

The fourth question asked the participants if they would fear an unequal treatment if the salary is based on their performance review. The majority with 62.02% (209) agreed or strongly agreed to the fear of an unequal treatment. Just 18,99% (64) of the participant would not be afraid of an unequal treatment and another 18.99% (64) neither agreed nor disagreed to the statement.

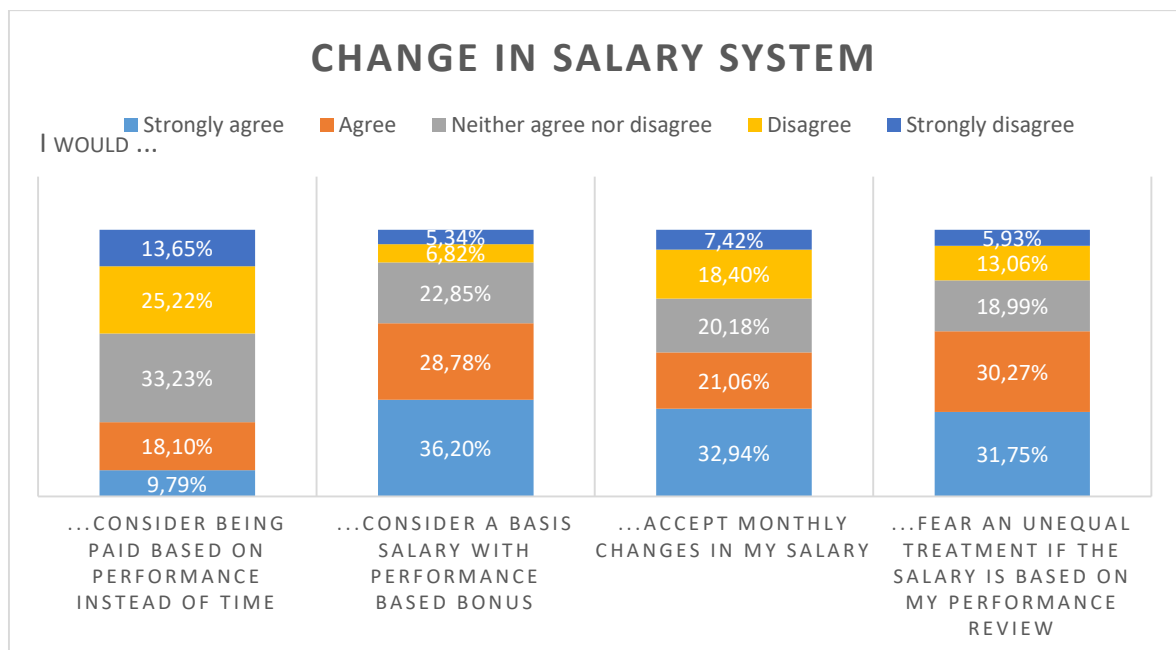


Figure 11: Perception of change in salary system

In general the performance-based salary is perceived rather badly by the participants. Only the performance based bonuses are accepted by the majority.

Since the performance-based salary requires regular performance reviews, the last question of this section asked the participants in which intervals the performance evaluation should take place. This was a multiple choice question with the options monthly, quarterly, annually or none at all. Furthermore, they had the possibility to add their own option. Monthly and Quarterly were the most accepted intervals for a performance review (Figure 12). 45 participants stated that an annually review is sufficient enough and 21 participants chose the option none at all. When the previous working experience is included in this evaluation, it is visible that shorter intervals more popular with no previous working condition. For example, the most chosen option of the group with no working experience is monthly with

43.48% of this participant group. In contrast, the most chosen option in the group with previous working experience is quarterly with 36.73% of this group.

Other options which were added by the participants (figure 12): At the end of projects or depending on the work and semi-annual. Each was chosen by eight participants. Furthermore added was weekly, random inspections, constantly through agile work and when the performance of the worker ceases. Additionally, three participants disagreed with performance-based salary completely and one participant was not sure which intervals are sufficient.

In general, it shows that there is a tendency that the participants prefer shorter intervals. There is the possibility that this might be connected to the fear of an unequal treatment.

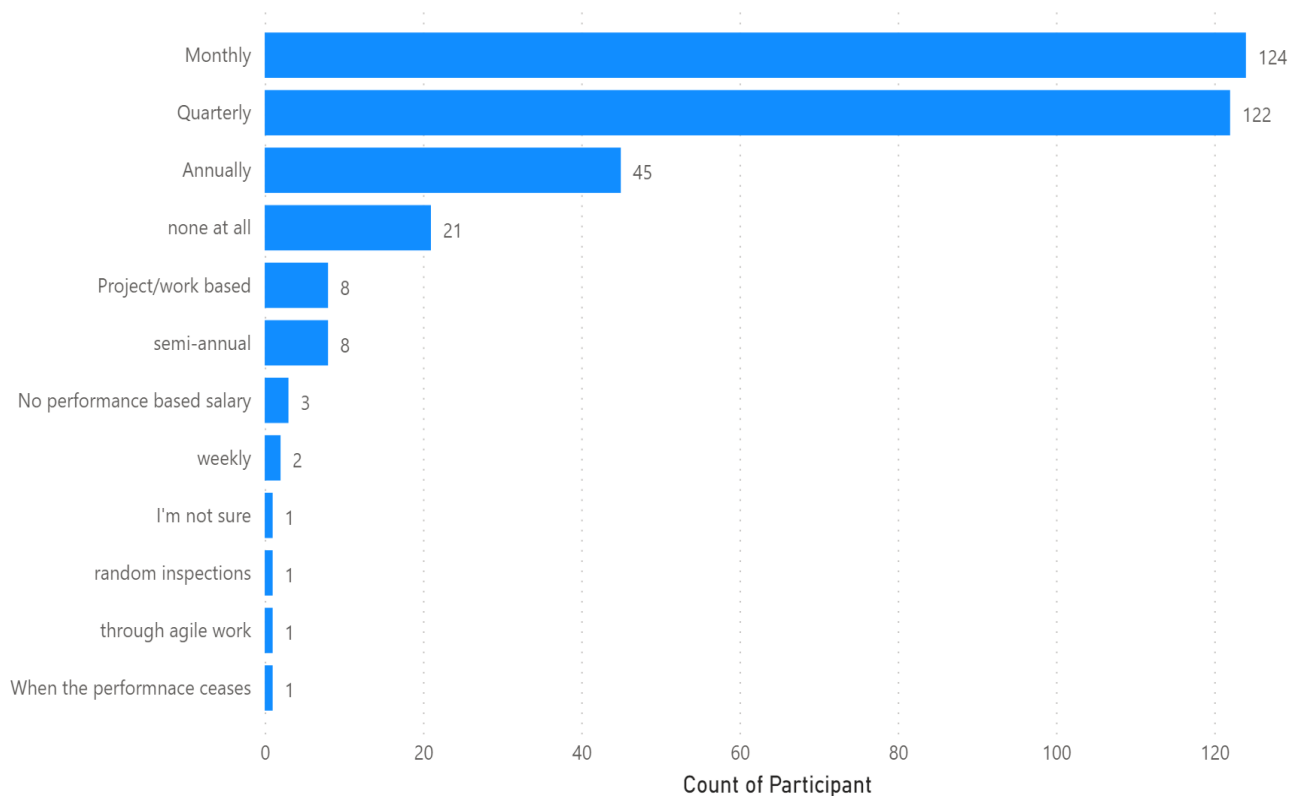


Figure 12: In which intervals would you require regularly performance reviews?

The last section of the survey was a self-evaluation of the participants. This aims to deliver insight on the skills and needs of the participants regarding a flexible and self-determined work schedule. This section contained two multiple-choice questions and six questions in form of statements, which were answered on a Likert scale.

The first question asked what time of the day the participants work most efficient. Figure 13 shows that a larger number of the participants work most efficient in the late mornings, which was defined in the survey from 09:00 o'clock to 12:00 o'clock in the morning. Another 16.02% (54) participants answered the most efficient work time differs every day. 13.65% (46) of the participants answered with mornings, which was defined from 06:00 till 09:00. This is followed with some distance by the answer in the evenings between 18:00 and 21:00. 7.42% stated that they work most effectively within that timeframe. Middays, from 12:00 to 15:00 is the most efficient time for 6.23% (21). Only 2.97% (10) answered that it does not matter when they work. Nights, 21:00 or later, is an efficient time for only 3.56% (12) and afternoons, from 15:00 to 18:00, for only 4.15% (14) as well.

This reveals that even though around 46% of the participants work most efficiently in the late mornings, for more than half of the participants are still different times efficient. This indicates that different possibility within the work time is more efficient than fixed timeframes.

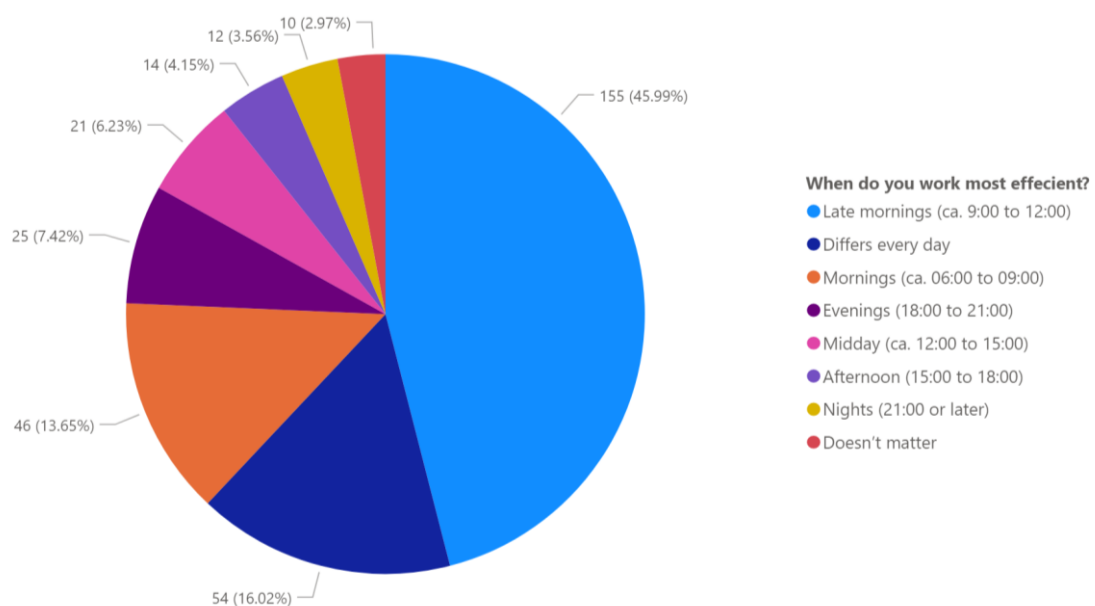


Figure 13: When do you work most efficient?

The next six questions of the self-evaluation targeted the skill of the participants. For the first statement, 72.11% (243) agreed or strongly agreed that they can motivate themselves to work independently (figure 13). 9.2% (31) of the participants disagreed or strongly disagreed with it and 18.69% (63) stated that they neither agree nor disagree. In terms of break

times, the majority agreed or strongly agreed that they sometimes need longer breaks, over 1h, to be able to concentrate or work efficient. In contrast, 28.18% (95) stated that they do not require that and 18.10% (61) neither agreed nor disagreed.

The next statement addresses the ability to switch off from work for the day even if there are unfinished projects. Less than a third of the participants agreed or strongly agreed that they are able to switch off even with unfinished projects. In contrast, 40.95% (138) of the participants disagree or strongly disagreed that they can switch off from work. 29.67% (100) answered that they neither agree nor disagree.

The next question asked the participants if they are able to organize their tasks into a fitting timeframe for their supervisor and themselves. The larger part of the participants agreed or strongly agreed that they are able to it. Only 4.45% (15) stated that they are not able to do that and 17.21% neither agreed nor disagreed.

For the next question, 73.59% (248) of the participants agreed or strongly agreed that they are able to stick to their self-determined work schedule. Only 5.34% (18) disagreed or strongly disagreed to this statement as well. Additionally, 21.07% (71) neither agreed nor disagreed.

As an addition to the previous question about the fear of unequal treatment with performance based salary, the last statement asked the participants whether they would fear disadvantages, if they would work less hours because they are finished faster with their projects. Here, 32.94% (110) agreed or strongly agreed to the statement. However, slightly more participants, 36.50% (123) disagreed or strongly disagreed to it. Another 30.56% (103) neither agreed nor disagreed to it

In general, this highlights that a majority of the participants according to their self-evaluation obtain the required skills and needs for self-determined and flexible working schedules. Solely the inability to switch off from work while projects are unfinished could lead to problems in a long-term perspective.

Percentage (Number of participants)	Strongly Agree		Neither agree nor disagree		Strongly Disagree
	Agree	Disagree	Agree	Disagree	Disagree
I can motivate myself to work independently even when there is no control of work time	38.28% (129)	33.83% (114)	18.69% (63)	7.42% (25)	1.78% (6)
Sometimes, I need longer breaks (over 1h) to be able to concentrate/work efficient	25.82% (87)	27.89% (94)	18.10% (61)	19.28% (65)	8.90% (30)
I am able to switch off from work for the day even if there are unfinished projects	10.98% (37)	18.40% (62)	29.67% (100)	32.34% (109)	8.61% (29)
I am able to organize my task into a fitting timeframe (for my supervisor and me)	32.94% (111)	45.40% (153)	17.21% (58)	3.56% (12)	0.89% (3)
I am able to stick to my self-determined work schedule	28.49% (96)	45.10% (152)	21.07% (71)	4.45% (15)	0.89% (3)
I would fear disadvantages, if I were finished faster with my projects and therefore work less hours	10.09% (34)	22.85% (77)	30.56% (103)	24.04% (81)	12.46% (42)

Figure 14: self-evaluation of the participants

The last question of the section and the survey addresses where the participants work most efficient. This was a multiple choice question and the participants had the possibility to choose between the options at home, at work/university, does not matter, differs every time and the possibility to add their own option. Figure 15 shows that the most chosen options by the participants were: Differs every time, which 37.69% (127) of the participants chose, and at work/university, which is most efficient for 35.31% (119). Furthermore, 21.36% (72) of the participants work most efficient at home. For 5.04% (17) it does not matter where they work. The only option that was added by the participants was the most efficient place of work is depending on the task. This was stated by two participants.

This indicates that flexibility for the place of work might be more efficient than one fixed place of work.

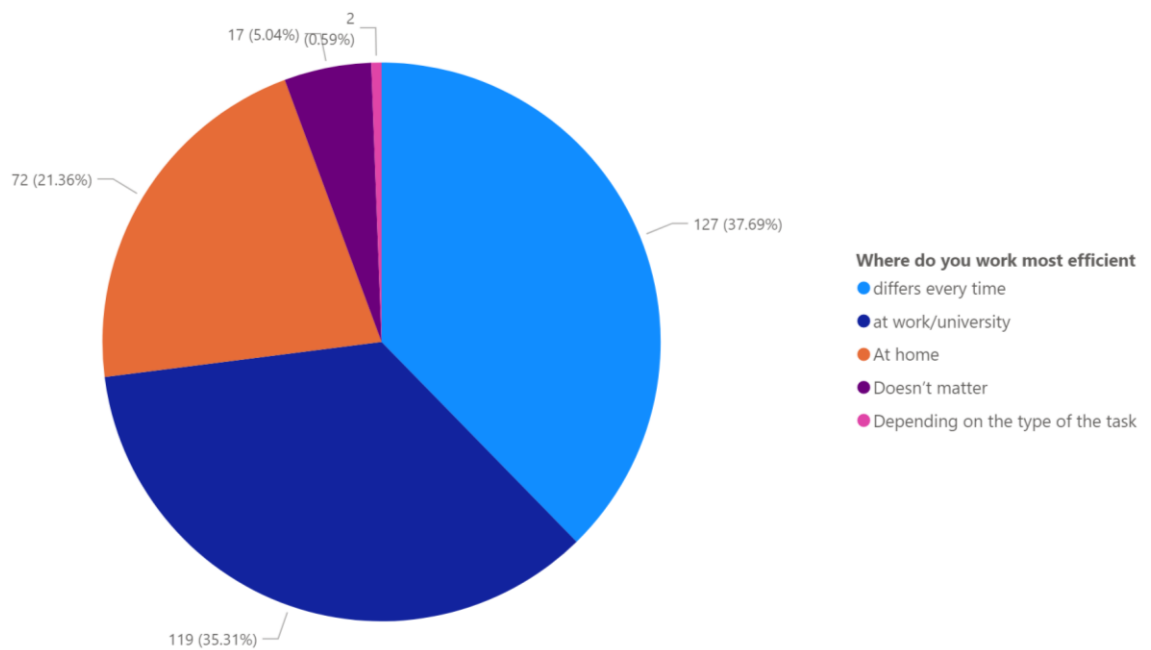


Figure 15: Place of work

Summarized, the data analysis indicates that in general flexibility and self-determination within work-time arrangements is perceived positive by the participants and can fulfil the needs of them. The majority obtains the necessary skills for it as well. In terms of performance based salary, the participants where rather uncertain or cautious.

5 Conclusion

5.1 Answer to research questions

This chapter aims to answer the research questions about the future of flexible and self-determined work time arrangements. In order to answer the main question three sub-questions have been defined. The basis of this chapter are the conclusions of the theoretical framework as well as the data analysis.

The first sub-question asks what types of work arrangement will fulfil the needs of a flexible and self-determined work schedule. In the theoretical framework chapter, three different work arrangements are introduced which all cover different dimensions of flexibility. First, the trust-based working hours. This covers all four dimensions of time, place, continuity and workload. Secondly, the compressed work week, which mainly covers the dimension of the timing of the work. Lastly, the remote work, which covers mainly the dimension place of work, but partly the dimensions of continuity and time. The data-analysis reveals that the majority of the future employee generation obtains the necessary skills for those work arrangements. They are able to motivate themselves for independent work; they can organize their tasks and follow through with their self-determined work schedule. Important for the trust-based working hours is that only a smaller part of the participants would fear disadvantages if they were faster than their co-workers were. In favour for the flexible schedules, which cover the dimension of continuity, is that a majority of the participants require longer breaks sometimes. Furthermore, the survey revealed that for efficiency individual work timeframes for the employees are required. Moreover, in terms of the compressed work week. The majority of the participants of the survey would work longer than the average eight hours, if in exchange other days were shorter or free. Additionally, for the dimension of place, the data analysis showed that a majority requires different places of work for efficiency. Nevertheless more than a third stated that they work most efficient at work/university. Therefore, office work places should still be provided. This is in compliance with the findings of the theoretical framework, where it is stated that a mix of remote and office working days should be possible. In addition, the inability of the majority of the participants, to switch off from work while projects are still unfinished might require measures within the trust-based working hours and the remote work. This is in order to avoid negative effects on the employees.

Since salary is directly connected to the work time, the second sub-question asks if there is a need for a change and what are the possibilities. In the theoretical framework, different performance-based salary systems are introduced, which origin in the public sector. They

are all a mix between basis payments and bonus payments. This is in compliance with the findings of the empirical part, where a majority of the participants reject solely performance based salary. In contrast, more than half of the participants would accept a basis salary with bonuses. The introduced options were, bonuses, merit increments and quotas. The research shows, that there is not one perfect solution, since it is always a trade off between the advantages and the disadvantages. Furthermore, though the survey it became visible, that not every employee might accept monthly changes in salary. For example for them, merit increments would be better than bonuses. Additionally, the majority of the participants would fear an unequal treatment. That might cause problems in special when quotas are applied, since only a certain percentage will receive bonuses. Moreover, if performance based salary is applied, the performance measurements is the key factor. This will lead to a higher level of fairness and acceptance by the employees. In addition, the empirical research shows that the participants prefer shorter intervals of performance reviews. Summarized, the change to a performance-based salary might be possible if it is a mix between basis salary and bonuses. However, in general the participants are wary and measures to improve the trust should be applied, for example regular, high quality performance evaluations.

The third sub-questions asks, how the perception and requirements towards work time schedule for the next employee generation is. The participants of the study have a rather positive perception of their previous work time arrangements; 87.76% of the participants agreed that their worktime was used efficient and the majority had the opportunity of flexible work time arrangements, mostly work time accounts. However, there are still employees who experienced for example unequal work distribution and discrepancy between working hours and workload. Furthermore, more than 60% of the participants still have employer-controlled worktime.

In general, the participants expect a high level of influence on their work schedule. Most important for the participants is the influence on the break times. Nevertheless, the majority wants to be able to influence the start and ending time of the work, the amount of days, the length of the breaks and which days they work as well. Furthermore, the majority of the participants expect that the employer provide the possibility of remote work. Additionally, they expect that their employer trust them to set an appropriate timeframe for a task. Those expectations can be met within a self-determined and flexible work arrangement. Summarized, a lot of work time arrangements already provide flexibility and efficiency for the employees. However, the participants expect to have a high level of influence on their work schedule.

Before answering the main question, it needs to be highlighted that due to the low number of Finnish participants the findings are mainly applicable to Germany. Possible reasons for the low participation rate might be that the Finnish students would prefer other ways of communication, that they are in general less people want to participate in survey or that they are already content with their working arrangements and therefore do not feel the need to participate in a survey which addresses possible problems or changes.

The main research question asks if there will be a change in work-time arrangements, towards more flexibility and self-determination, necessary for the next employee generations in Finland and Germany.

The evaluation of the sub questions reveals that on the one hand, the employees expect a high level of flexibility and self-determination in their work schedule and at the same time obtain the skills necessary for it. Trust based working hours are the option, which includes the most freedom for the future employees and allows individuality in the arrangements. Furthermore, the possibility of remote work is expected from the next employee generation. So the combination of trust based and remote work would meet the most expectation of the employees. However, for both models measurements against overworking of the employees need to be established in order to avoid negative side effects. In terms of the compressed workweek, the future employee generation would do work longer hours in exchange for free time, nevertheless, covers this arrangement mainly the dimension of working time and does not have positive effects on the other expectations of the future employee generation. On the other hand, a majority of the participants already sees their working arrangement as flexible even though there is control over the work time.

Summarized, even though already established models like work time accounts are seen as flexible, trust-based working hours and remote work would be an opportunity for organizations to meet the expectations of flexibility and self-determination and utilize the skills of the next employee generation.

5.2 Further research suggestion

Since performance-based salary is perceived, warily the question arises if there are alternatives if no worktime control or no performance-based salary is established or if the perception of the performance based salary can be improved.

Furthermore, for the future of flexible and self-defined work arrangements field studies would be beneficial. This might lead further results of the positive and negative effects of

those models. Additionally, this could deliver insights on the direct comparison of work time accounts, which is currently the majority of flexible arrangements, and for example, trust based working hours.

6 Summary

Since a majority of the companies still offers standardized working contracts, this thesis aimed to research the future of work time arrangements and the impact of flexible work time in them. In addition, it researched a change of salary systems, from time based to performance based. The main target was to provide insights towards the expectation of the next employee generation and their need of flexible time management.

The focus of the research was on the countries Finland and Germany as well as solely on office job and the next employee generation.

The theoretical chapters of this thesis delivered background information about the flexible work time arrangements, which were researched in the empirical part. This includes the trust-based working hours, the compressed workweek and remote work. Each model was defined, the positive and negative effects were highlighted and the implementation was discussed. For the remote work, also the impact of the covid-19 pandemic was included.

Furthermore, this chapter includes background information of the performance-based salary systems, which was based on existing models of public sector organizations. The main possibilities are bonus payments, merit increments and quotas. The key factor for performance-based salary is the performance measurement. The fairness and acceptance of the employees is depending on it. In general, performance-based salary and performance measurement obtain a number of opportunities as well as risks for the organization.

For the empirical part, the data was collected through a student survey at Anhalt University of applied science in Germany and LAB University in Finland. In total 337 students participated. The questionnaire consisted of 33 questions divided into 5 categories. The key findings of the data analysis were that the participants expect a high amount of flexibility in their work time arrangements as well as the possibility of remote work. Furthermore, the majority of the participants reject solely performance-based salary and would fear an unequal treatment, however a basic payment with bonuses would be accepted. Additionally, the data analysis revealed that the participants obtain the necessary skills for flexible and trust-based work arrangements.

In conclusion, the answer to the main research question said that even though already established models like work time accounts are seen as flexible, trust-based working hours and remote work would be an opportunity for organizations to meet the expectations of flexibility and self-determination and utilize the skills of the next employee generation.

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Appendix 1: Questionnaire

Basics:

Country

Age

Gender

Do you expect to work in an office

Field of study

Work Experience

Have you experience working an office job?

Yes or No

If yes, were there flexible work time arrangements?

Yes or No

If Yes, was there control over work time?

No or which one?

If yes, do you felt like your worktime was used efficient?

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

If disagree/ strongly disagree reasons: (open question)

Expectations towards time arrangements

1.) Influence on work schedule

For the next 5 questions: Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

2.1) I want to be able to decide the start and ending time of my work

2.2) I want to be able to decide the amount of days I work

2.3) I want to be able to decide which days of the week I work

2.4) I want to be able to decide the time for my breaks

2.5) I want to be able to decide the length of my breaks

2.6) Something else you want to be able to influence (open question)

2.) I expect my employer to trust me, to set an appropriate timeframe for a task

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

3.) If necessary I would work longer than the average 8 hours on one day, if in exchange other days are shorter or free

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

4.) I expect, that my employer provides the possibility for remote work

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

Change in salary system

1.) I would consider being paid based on performance instead of time

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

2.) For a performance based salary in which intervals would you require regularly performance reviews

Monthly/ Quarterly/ Annually/ other Interval (specification)/ none at all

3.) I would consider a basis salary with performance based bonus

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

4.) I would accept monthly changes in my salary

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

5.) I would fear an unequal treatment if the salary is based on my performance review

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

Self-evaluation:

1.) When do you work most efficient?

Mornings (ca. 06:00 to 9:00)

Late mornings (ca. 9:00 to 12:00)

Midday (ca. 12:00 to 15:00)

Afternoon (15:00 to 18:00)

Evenings (18:00 to 21:00)

Nights (21:00 or later)

Doesn't matter

Differs every day

2.) I can motivate myself to work independently, even when there is no control of work time

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

3.) Sometimes, I need longer breaks (over 1h) to be able to concentrate/work efficient

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

4.) I am able to switch off from work for the day, even if there are unfinished projects

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

6.) I am able to organize my task into a fitting timeframe (for my supervisor and me)

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

5.) I am able to stick to my self-determined work schedule

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

7.) I would fear disadvantages, if I were finished faster with my projects than expected and therefore work less hours

Strongly Agree/ Agree/ Neither agree nor disagree/ Disagree/ Strongly disagree

8.) Where do you work most efficient

At home/at work(university)/doesn't matter/differs every time/other

Appendix 2. Dashboard empirical data evaluation

