

INDIVIDUAL AND ORGANIZATIONAL CONSEQUENCES OF EMPLOYEE-DETERMINED FLEXIBILITY

Problem

Different effects of flexibility of shift schedules on individual work-life balance and organizational structures and processes?

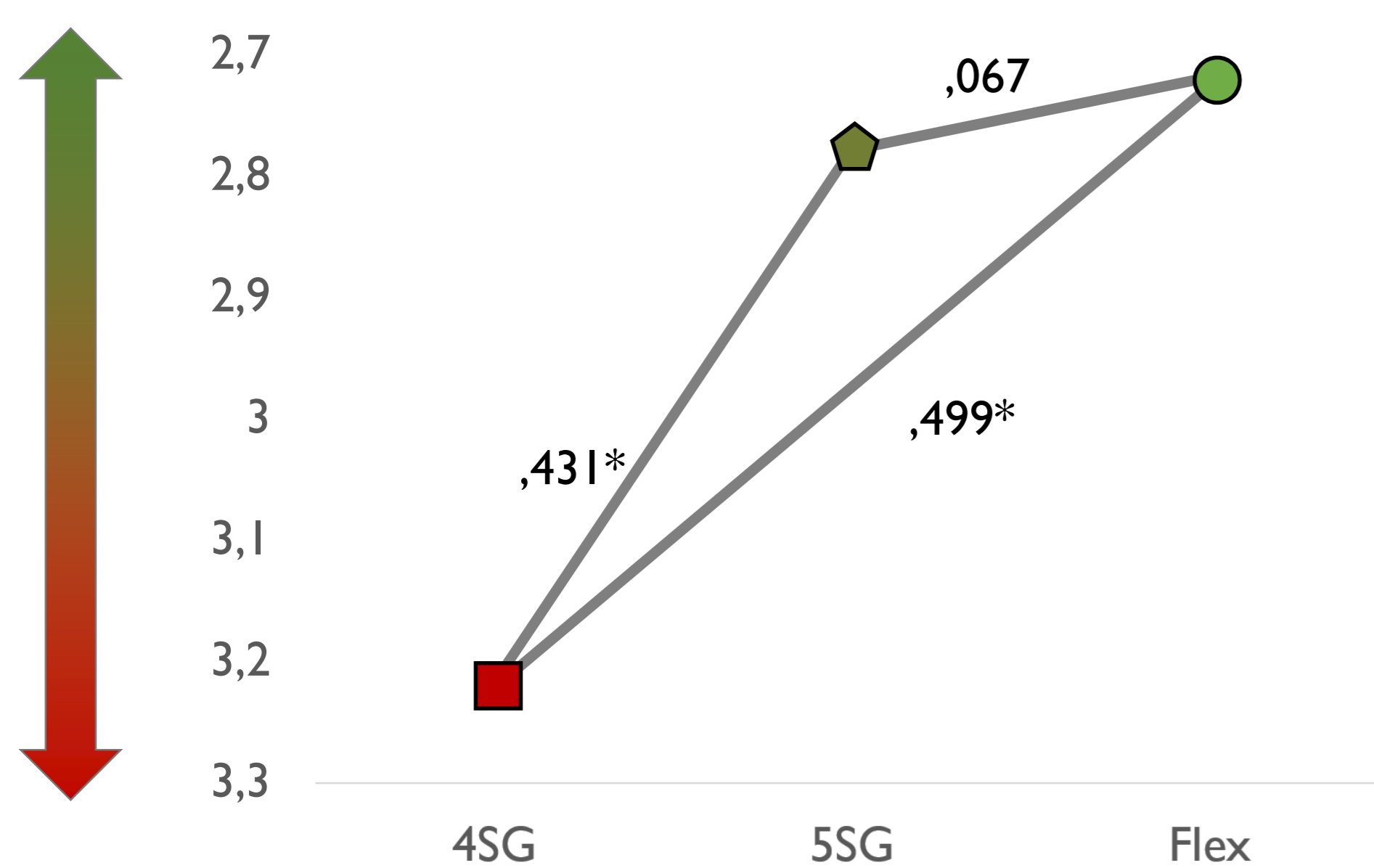
Methods

Online questionnaire answered by n=927 **police patrol officers** working three different kinds of shift schedules (enacted stand. working hrs. 40 h/w):

- Four shift-groups (**4SG**) with a specified shift roster with three shifts (A, M+N, 2 days off), **no flexible elements** (n=650)
- Five shift-groups (**5SG**) with a specified shift roster with three shifts (A, M+N, 3 days off), **some self-determined flexible elements** (n=51)
- Flexible model (**Flex**) with no specified shift roster; officers **create their individual schedule** observing some administrative constraints (n=226)

Results

Trend 1: Social Life / work balance



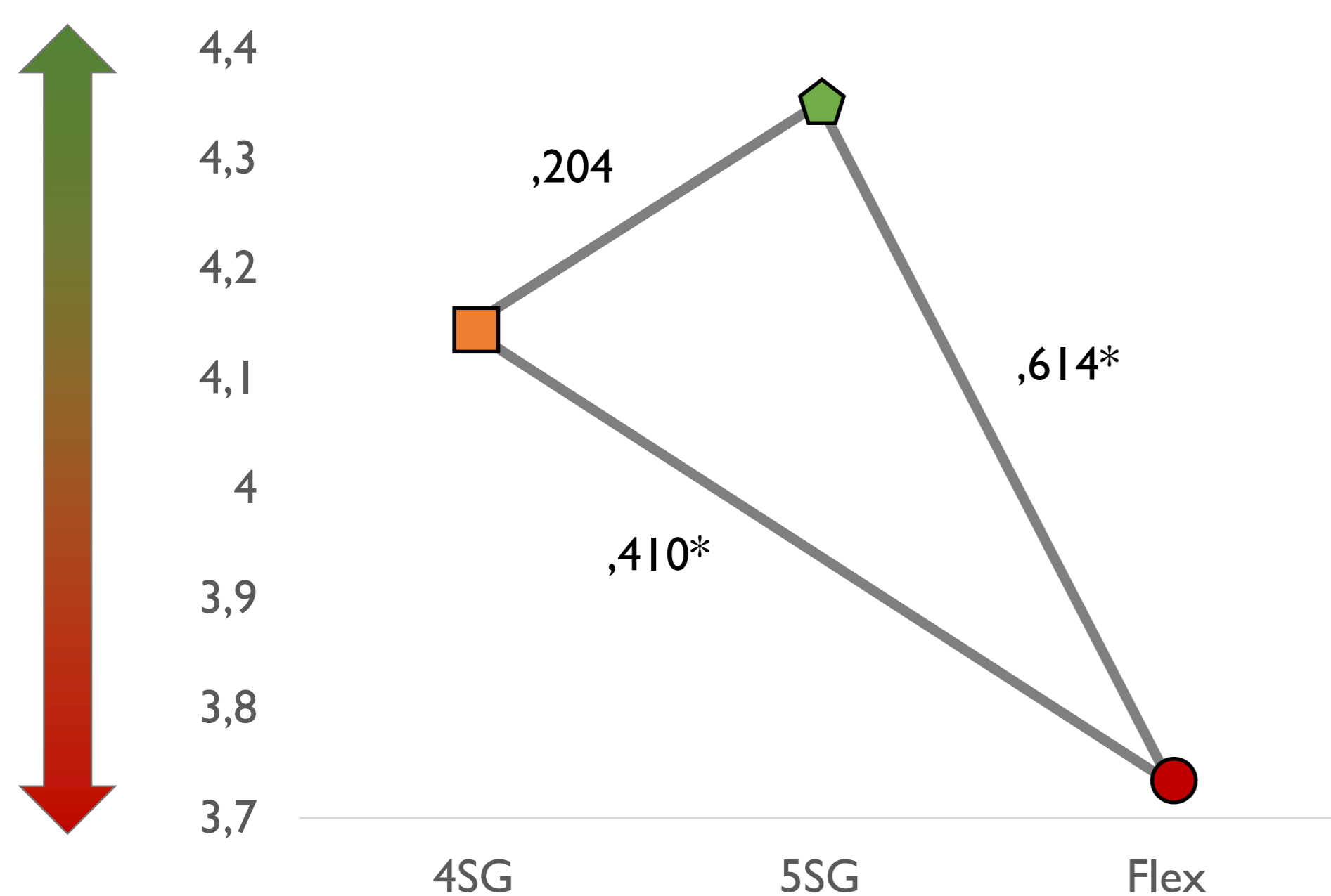
Example-item:

- Shift schedule interferes with leisure activities

Similar trends for:

- Other items measuring social life / work balance

Trend 2: Work related social structures in focus



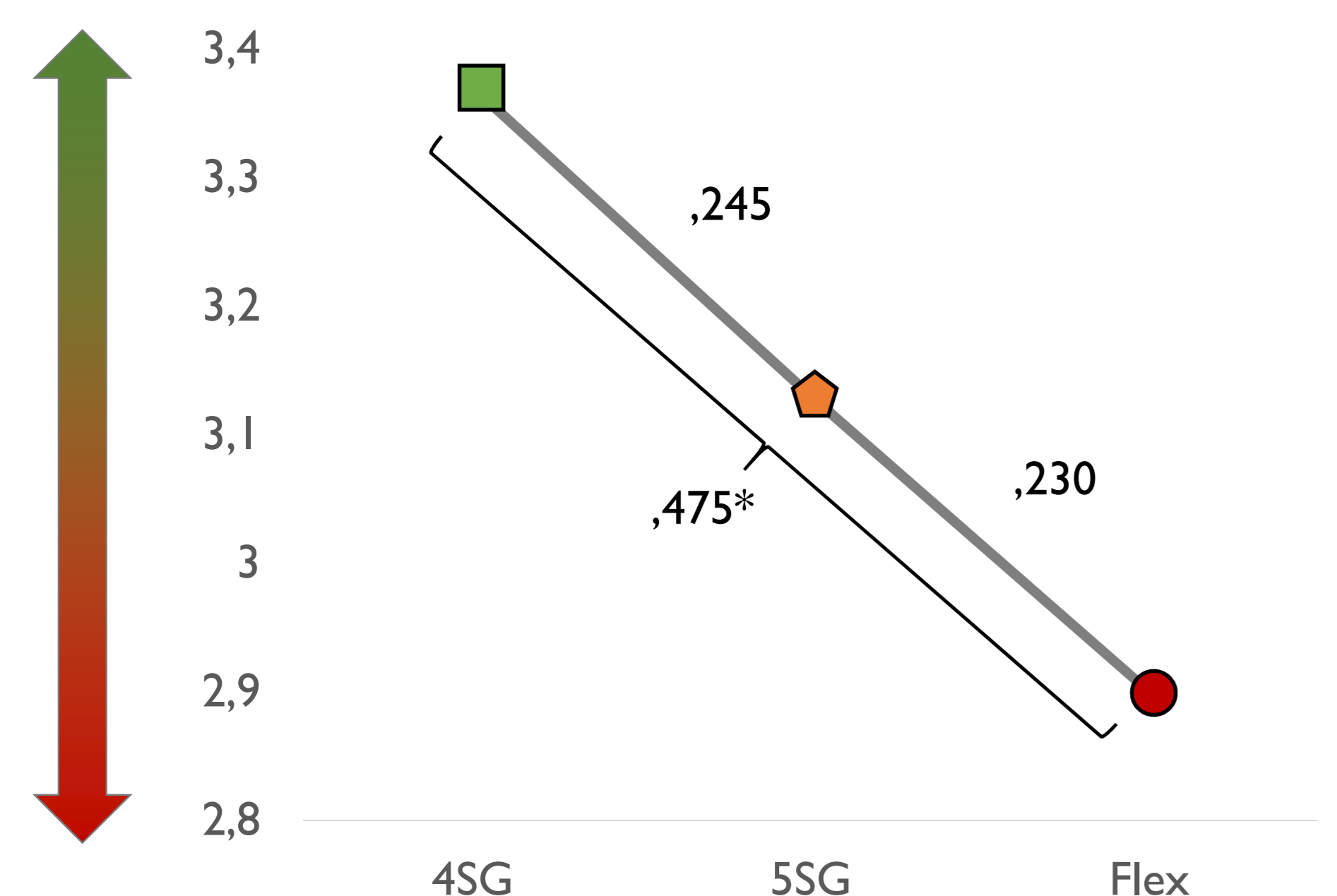
Example-item:

- Reciprocal support if work gets burdening (socio-emotional support)

Similar trends for items measuring:

- Other items measuring socio-emotional support
- Participation of officers (e.g. supervisors consult officers before decisions are made)
- Flow of information (e.g. officers are informed of important things and proceedings of their department)
- Reciprocal trust (e.g. trust in fellow officers regarding officers safety; being able to talk about personal matters)
- Assessment of interpersonal relationships
- Satisfaction with disposition of working time

Trend 3: Effective Leadership in focus



Example-item:

- Supervisors become aware if an officers does not feel well (socio-emotional supervision)

Similar trends for items measuring:

- Supervision (e.g. supervisors become aware if an officer does something that should be criticized)
- Work-coordination by supervisors
- Supervisors representing the needs of their officers
- Feedback given by supervisors
- Overall satisfaction with supervisors
- Satisfaction with supervisors and fellow officers

Conclusions

- Employee-determined flexibility provides some clear advantages for the individual
- Pure Employee-determined flexibility is also accompanied by a broad variety of dysfunctional, especially organizational effects.



- **Support flexible systems with some synchronizing elements which allow to develop some minimal organizational / social structures and effective leadership.**
- **Fixed shift systems should allow for at least some flexibility on the side of the employee in order to alleviate possible (shift) work-life conflicts (e.g. 5SG model).**

Contact

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