



Master Thesis Human Resources Studies

**The effect of flexible working arrangements on
employee well-being, moderated by social
support**

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Employee well-being

Abstract

The well-being of employees is valuable to the organization, since a multitude studies have indicated that happy and healthy employees will increase their effort and contributions within the organization which has a positive outcome on the performance of employees and the organization. In previous studies, employee well-being is often viewed as one single variable. This study aims to view employee well-being taking into account three different dimensions (i.e. psychological well-being, social well-being and physical well-being). The purpose of this study is to investigate whether flexible working arrangements have a relationship with psychological, social and physical well-being. Furthermore, the moderating effect of social support is investigated.

Data was collected using questionnaires, distributed among 197 employees from different organizations and different countries. The results showed that there is a positive significant relationship between flexible working arrangements and psychological well-being. Furthermore, the results showed that there is a negative significant relationship between flexible working arrangements and social well-being, as well as the stress level of physical well-being. The moderating effect of social support is not significant. However, due to the relatively little studies examining the moderating effect of social support, future studies should examine its impact on a larger sample size and within other contexts. By doing so, future studies can examine to what extent the context of this study influenced current results.

Keywords: employee well-being, psychological well-being, social well-being, physical well-being, flexible working arrangements, social support

Introduction

According to Grant, Christianson and Price (2007), well-being is a hot topic in organizations because of the increasing interest in the positive outcomes of happy and healthy employees. In research of Fisher (2003), they found that managers and employees believe that making employees happy and healthy will increase their effort, contributions and productivity. In most organizations, the level of well-being is being monitored by surveys in order to see whether there are points of improvement with regard to the well-being of the employees (Rynes, Colbert & Brown, 2002). Because of this annual recurring event, it forces the organization to look at employee well-being, because the level of well-being has a significant effect on the performance and survival of organizations (Rynes, Colbert & Brown, 2002).

Well-being is more than the overall quality of the experience of an employee at work (Warr, 1987), it consist of three elements: psychological, physical and social well-being (Grant, Christianson & Price, 2007; Nussbaum, 2001; Nussbaum & Sen, 1993). Psychological well-being include agency, satisfaction, self-respect and capabilities and defines well-being as a subjective experience and functioning (Grant, Christianson & Price, 2007). Physical well-being consist of

nourishment, shelter, health care and mobility and defines well-being in terms of health and functioning (Grant, Christianson & Price, 2007). The last dimension, social well-being, include participating in the community, being accepted in public and helping other people and defines well-being in terms of relational experience and functioning (Grant, Christianson & Price, 2007). Together, these three dimensions will determine the level of well-being.

The working environment of employees plays an important role in employee well-being, because work and the workplace are important determinants of well-being (Acheson, Stein & Swartzwelder, 1998). Within today's turbulent work environment, flexible working arrangements (FWC) are a way in which organizations can create competitive advantage for example by recruiting and retaining employees (Allen, 2001). These arrangements are frequently referred to as family-friendly benefits and include interventions such as part-time work, teleworking, childcare, flexible working schedules, compact working week and special leaves (Allen, 2001).

The borders between the working life and personal life are no longer determined by the normal nine-to-five working day (Costa et. al., 2004). Because of the shift to a 24/7 culture, which implies that society never stops, organizations are required to make continuous adjustments in order to keep up with the continuous changes in the market and society (Costa et. al., 2004). The increasing importance of flexible working arrangements is due to broader societal reasons, for example the new technologies, market globalization, increased competitiveness and rapid fluctuations on the labour market (Boekraad, Buitelaar and Vreeman, 1988). Also societal changes play a role with regard to the increasing demands in the field of flexibility, in which society is becoming more individual. Therefore, every employee has different needs, which requires different arrangements in order to maintain or increase their level of well-being (Costa et. al., 2004).

Studies of flexible working arrangements have demonstrated that non-traditional work patterns could lead to health complaints as well as social issues (Martens, Nijhuis, Boxtel & Knottnerus, 1999). One of the main issues regarding the health of employees is the lack of time available to rest and recover because of today's turbulent working environment. Also the social well-being of employees could suffer because of flexible working arrangements, because employees are no longer required to be on the workshop floor, in which they are no longer part of the social environment on the job (Martens, Nijhuis, Boxtel & Knottnerus, 1999). Regarding to psychological well-being, Baltes (1999) found that giving employees more autonomy regarding their work or giving employees more leeway in decision making will lead to a better alignment between the needs of the employee en the needs of the employer and this will lead to a higher level of psychological well-being.

Within this research, it also will be examined if social support –support by different parties in the environment – serves as a moderator in the relationship between flexible working arrangements and the well-being of an employee. As seen in previous research, social support has proven to have a moderating role between stress and the well-being of an employee

(Ganster & Fusilier, 1986). It can be argued that the amount of social support the employees perceive from their supervisor, coworkers, friends and family will influence the relationship between flexible working arrangements and the well-being of the employee, for example, they could influence in which way employees use the flexible working arrangements provided by the organization. Therefore, the following research question is formulated:

To what extent is the relationship between flexible working arrangements and the different forms of well-being moderated by social support?

Theoretical framework

Flexible working arrangements

Flexible working arrangements are characterized by three working principles: 1) contractual flexibility: regarding employment contracts, 2) spatial flexibility - employer or worker control and choice regarding the location of their work - and 3) temporal flexibility - employer and worker choice regarding the working hours - (Hill, 2008). There are different point of views between employers and employees regarding flexible working arrangements. Employers want employees to easily adapt themselves to changes in production and service systems due to market demands and technological and organizational changes - *company-oriented flexibility* (Costa et. al., 2004). Employees see flexible working arrangements as a tool for them to improve the balance between their working and social life, to decrease working constraints and gaining autonomy in their work - *individual-oriented flexibility* (Costa et. al., 2004). In this research, the focus is on the individual-oriented flexible working arrangements, focusing on the employees.

Being in charge of balancing their work-home life is one of many advantages of flexible working arrangements . Employees can make their own decisions in which they can achieve the best fit between their working and non-working lives (Hall and Parker, 1993). Another positive effect of flexible working arrangements is that it can also respond to decreasing capability and strength in specific categories of workers, for example the older employees, because usually older employees are not as vital as younger employees are (Schreter, 1984).

However, there are also negative effects found with regard to flexible working arrangements, such as increased uncertainties (Schreter, 1984). Costa et. al., (2004) also states that flexible working arrangements have negative effects on stress, sleep and mental health. This study will add to this body of research by investigating flexible working arrangements and their effect on the three elements of employee well-being; psychological, physical and social well-being.

Employee well-being

Often, research only focuses on one dimension of well-being, namely job satisfaction (Grant, Christianson & Price, 2007). Recent research shows that it is important to look at the broader

view of well-being, because there are different elements within well-being (Warr, 1987). A study of Diener and Seligman (2004) found that employee well-being includes psychological, social and physical parameters to capture's a person's well-being, which suggests that a person's well-being can be viewed as three dimensions. This study will build on recent work and study well-being in these three forms.

Psychological well-being (happiness)

Increased interest in psychological well-being follows from the recognition that there is much more attention to unhappiness and suffering than to the causes and consequences of positive functioning (Diener, 1984; Jahoda, 1958). Psychological well-being focuses on the subjective experiences of individuals (Grant, Christianson & Price, 2007). According to Ryan and Deci (2001), psychological well-being contains two elements: hedonic and eudaimonic. The first one is concerned with "subjective experiences of pleasure or the balance of positive and negative thoughts and feelings in individual's judgement" (Grant, Christianson & Price, 2007 p. 53). Well-being is defined in terms of employees' subjective feelings regarding the work situations (Locke, 1976; Weiss, 2002). The latter, eudaimonic approach, is concerned with "fulfillment and the realization of human potential" (Grant, Christianson & Price, 2007, p. 53). The happiness of employees is important in organizations and therefore an important aspect of the overall well-being. In this research, the focus will be on the hedonic approach of psychological well-being, because it focuses on happiness of employees. The eudaimonic approach goes beyond happiness, for example self-realization, which is too extensive for this research.

Social well-being (relationships)

The second component, social well-being, refers to the quality of the relationships with others and is the appraisal of one's circumstance and functioning in society (Keyes, 1998). In contrary to psychological and psychical well-being, social well-being focuses on the interaction between individuals, instead of focusing on the individual (Bradbury & Lichtenstein, 2000). Important topics within social well-being are participating in the community, being accepted in public and helping others (Adler & Kwon, 2002; Grant, Christianson & Price, 2007). Within organizations, the interaction between employees is an important aspect, because it enhances the performance of employees (Hall & Friedman, 1999).

Physical well-being (health)

Health is an important aspect of well-being, because work can be a potential source of injury and health issues (Grant, Christianson & Price, 2007). For example when employees are required to be in good physical condition, health plays an important part within the well-being of the employee. Work can also be a source of stress (Karasek & Theorell, 1990), which has a negative effect on the health of the employee. The psychical conditions of employees are of great

importance, because in general, healthy employees outperform the other employees (Sparks, Faragher & Cooper, 2001). In the literature, there is a distinction made within physical well-being. Karasek and Theorell (1990) stated that work can be a potential source of stress and injury, in which it has influence on the stress-level of an employee. On the other hand, Adler, Boyce, Chesney, Folkman and Syme (1993) stated that work can also be seen as a source of energy and benefits that allow employees to feel more energized.

Flexible working arrangements and employee well-being

Although there is plenty of research on the link between flexible working arrangements and well-being, research mostly focuses on one part of well-being: psychological well-being, physical well-being or social well-being (Martens, Nijhuis, Boxtel and Knottnerus, 1999; Joyce, Pabayo, Critchley & Bambra, 2010; Costa et. al., 2004; Janssen & Nachreiner, 2004; Spurgeon, Harrington & Cooper, 1997). In this research, all three elements of well-being will be part of the study.

Flexible working arrangements and employee psychological well-being

Psychological well-being is related to the happiness of employees. Giving employees an opportunity to balance their working- and social life will have a positive effect on the psychological well-being of employees (Martens, Nijhuis, Boxtel and Knottnerus, 1999). A study conducted by Baltes (1999) found that interventions that increase the autonomy of an employee or giving the opportunity to participate in the decision making processes will lead to a greater alignment between employee needs and the working environment and will increase well-being. A study conducted by Costa, Sartori and Akerstedt (2006) suggested that flexibility has a positive relationship regarding psychological well-being. Having flexible working arrangements, means employees can plan their everyday life in terms of social integration with family members and leisure activities because they can match working time with personal needs and/or preferences (Costa, Sartori & Akerstedt, 2006). This phenomenon can be explained by the social exchange theory, which posits that human relationships are formed by using a subjective cost-benefit analysis and the comparison of alternatives. The purpose is to maximize the benefits and minimize the costs (Homans, 1958). According to the article of Kelliher and Anderson (2009), an individual who receives some form of benefit is under obligation to the supplier of that benefit. To discharge this obligation they in turn must furnish some form of benefit to the supplier of the original benefit. It could be argued that for an employee, taking advantage of a flexible work option, a feeling of obligation towards the employer is generated, in which the employee can customize his job in exchange for dedication and commitment to the organization.

Another theory linked to this phenomenon is the job demands-resource (JD-R) model (Schaufli & Bakker, 2004). A basic assumption of the JD-R model is that the relationship between job demands and resources is important, such that certain resources, for example the opportunity to

part-time work, can mitigate the negative effects of unhappy feelings in the organization. When employees have the power to customize their jobs (resources), they can cope with the high demands of the work environment (demands) and that results in a higher level of psychological well-being (Schaufli & Bakker, 2004). Considering the information mentioned above, the following hypothesis is formulated:

Hypothesis 1a: Flexible working arrangements have a positive relationship with psychological well-being.

Flexible working arrangements and employee social well-being

Social scientists suggest the importance of relationships between organizations and its members, because it is the foundation of a good functioning organization (Frost, 1996). According to Kramer and Tyler (1996), social well-being is being influenced by the organization by providing opportunities for interpersonal relationships and by treating employees with fairness. The study of Olsen (1987) suggests that, having too much flexibility has a negative effect on the relationships employees have with co-workers and their managers. A study of Olszewski and Mokhtarian (1994) confirms the fact that employees who use flexible working arrangements intensively, for example telework, interact less with their colleagues. Within the organization, new issues take place, for example, frustration among employees who have to remain in the office because they cannot work at home, employees for whom part-time work is not an option or missing colleagues on the work floor when employees need them (Bailey & Kurland, 2002). A survey conducted by Di Martino and Wirth (1990), reported that 60 per cent of employees consider isolation as the greatest disadvantage of flexible working arrangements. According to the theory of evolution, people have a certain need to belong to a certain group. In the past, belonging to a group was essential in order to survive. Human beings are social creatures and this explains why a large body of evidence suggests that people are happier and healthier when they experience social belonging (Newman, Loman & Newman, 2007). In the current environment, belonging to a group allows employees to share the workload and interact with each other. By offering flexible working arrangements, the process of interaction will be inhibited. Considering the information mentioned above, the following hypothesis is formulated:

Hypothesis 1b: Flexible working arrangement have a negative relationship with social well-being.

Flexible working arrangements and employee physical well-being

The research of Martens, Nijhuis, Boxtel and Knottnerus (1999) found that the more flexible working arrangements were implemented, the more health complaints employees had, which indicates a decrease in physical well-being. These results were in line with findings of an earlier study, in which flexible working arrangements were found to have a negative effect on the health

of employees (Lendfers & Nijhuis, 1989). A study conducted by Janssen and Nachreiner (2004) found that high variability of flexible working hours is clearly associated with increased impairments in health and well-being. Thus, several studies show that flexible work arrangements and the health elements of well-being are negatively related.

Contrary to the negative effects, studies also show positive relationships between flexible working arrangements and physical well-being. For instance, research of Stansfeld (2002) found positive health effects of high levels of flexible working arrangements and control in the workplace. In a review study conducted by Joyce, Pabayo, Critchley and Bambra (2010) they suggest that flexible working arrangements that increase control and choice have beneficial effects on at least some health and well-being outcomes. In this research, flexible working arrangements contains part-time working, teleworking, day-care possibilities and other arrangements in which the employees get the opportunity to balance their work- and private life.

According to Grand (2007), Karasek and Theorell (1990) and Adler et al. (1993), physical well-being can be divided in two domains. First, the energy level of an employee is part of the physical well-being of an employee, but also the amount of stress employees perceive has an effect on the health of employees. This could explain the division in the literature regarding the relationship between flexible working arrangements and the level of physical well-being of employees.

This relationship can be explained using the job demand-control (JD-C) model (Karasek, 1979), one of the most influential models in research on the relationship between work arrangements and health. Job demands refer to the work load, for example time pressure. Job control refers to the ability of the employee to control their work activities. According to the JD-C model, having the power and opportunity to make decisions regarding their work process, will reduce a worker's stress and increase learning and the energy level of employees (van der Boef, Maes, 1999). It can be argued that, when an organization provides flexible working arrangements, it will have a positive effect on physical well-being. Considering the information mentioned above, the following hypotheses are formulated:

Hypothesis 1c: Flexible working arrangements have a positive relationship with the energy level of physical well-being.

Hypothesis 1d: Flexible working arrangements have a negative relationship with the stress level of physical well-being.

The moderating role of social support

As showed above, the strength and direction of the relationship between flexible work arrangements and the forms of well-being vary, which could mean that moderators play a role here. Importantly, several studies have shown that job resources may buffer the impact of job

demands on stress-reactions (Schaufli & Bakker, 2004; Kossek et al, 2001). Moreover, previous research suggest that social support received in one domain (e.g. family) may enhance the well-being of employees within the other domain (e.g. work) (Billings & Moos, 1982; Sekaran, 1985, Rudd & McKenry, 1986). A study of Hughes and Parkes (2007) reported that because of the weak relationship between flexible working arrangements and well-being, social support could influence this relationship, but this has not been studied yet. In his study, Thoits (1995) proposes that it seems feasible to attempt to improve and strengthen the research regarding social support as a moderator. Therefore, within this research, social support is being investigated to see whether it has a moderating effect on the relationship between flexible working arrangements and the three elements of employees' well-being.

In this research, social support is defined as the perceived support employees feel from their family, friends, coworkers and managers, because people in the direct environment of employees influence the choices and behavior of an individual and play an important role regarding their way of thinking (Ganster, Fusilier & Mayes, 1986). Therefore, it could be argued that social support will enhance or decrease the hypothesized relationships in which way employees perceive the flexible arrangements the organizations offers and what effect it has on well-being.

Social support as moderator between flexible working arrangements and psychological well-being

As formulated in hypothesis 1a, flexible working arrangements are positively related to psychological well-being because of, for example, the autonomy and participation in decision making employees get. Researchers report findings consistent with the view that social support may matter for psychological well-being independent of level of adversity or stress (Henderson, 1980; Turner, 1981). Mueller (1980) has recently reviewed the preliminary but growing evidence for the role of social support in the occurrence and course of psychiatric disorder, which has an influence on psychological well-being of an employee. Also research of Cobb (1976) and Dean and Lin (1977) have reviewed studies suggesting that social support may enhance the relationship between flexible working arrangements and the happiness of employees. Considering the information mentioned above, the following hypothesis is formulated:

Hypothesis 2a: Social support moderates the positive relationship between flexible working arrangements and psychological well-being in a way that the relationship is stronger when social support is high than when social support is low.

Social support as moderator between flexible working arrangements and social well-being

The relationship between flexible working arrangements and social well-being is rarely studied which means that there is not much evidence for this relationship. As formulated in hypothesis 1b, it is expected that flexible working arrangements are negatively related to social well-being.

Because of the implementation of flexible working arrangements, employees do no longer see each other every day on the work floor (Adler & Kwon, 2002) and that could have a negative effect on the relationships employees have with co-workers and their managers. Therefore, in order to mitigate the negative relationship between flexible working arrangements and social well-being, social support could moderate this relationship. When social support is high, the negative relationship between flexible working arrangements and social well-being will be weaker than if there is little social support. Considering the information mentioned above, the following hypothesis is formulated:

Hypothesis 2b: Social support moderates the negative relationship between flexible working arrangements and social well-being in a way that the relationship is weaker when social support is high than when social support is low.

Social support as moderator between flexible working arrangements and physical well-being

As mentioned above, the relationship between flexible working arrangements and physical well-being is not consistent, which can indicate that there is a moderator involved. Research has emphasized the importance of social support as a coping resource in dealing with stress and health complaints (Beehr, 1985, House, 1981). Several studies have shown that social support facilitates coping with stress which has an effect on the physical well-being (health) of employees (Cobb, 1971; Wiley, 1992). Social support has a moderating role in relation to changes and the well-being of employees, in which flexible working arrangements can be seen as changes for the employees (Wiley, 1992). In his research, Wiley (1992) found that high social support diminished the health complaints employees had. Research of Cohen and Syme (1985) found evidence that social support has a moderating role regarding changes in the working hours and the energy employees had. Considering the information mentioned above, the following hypotheses are formulated:

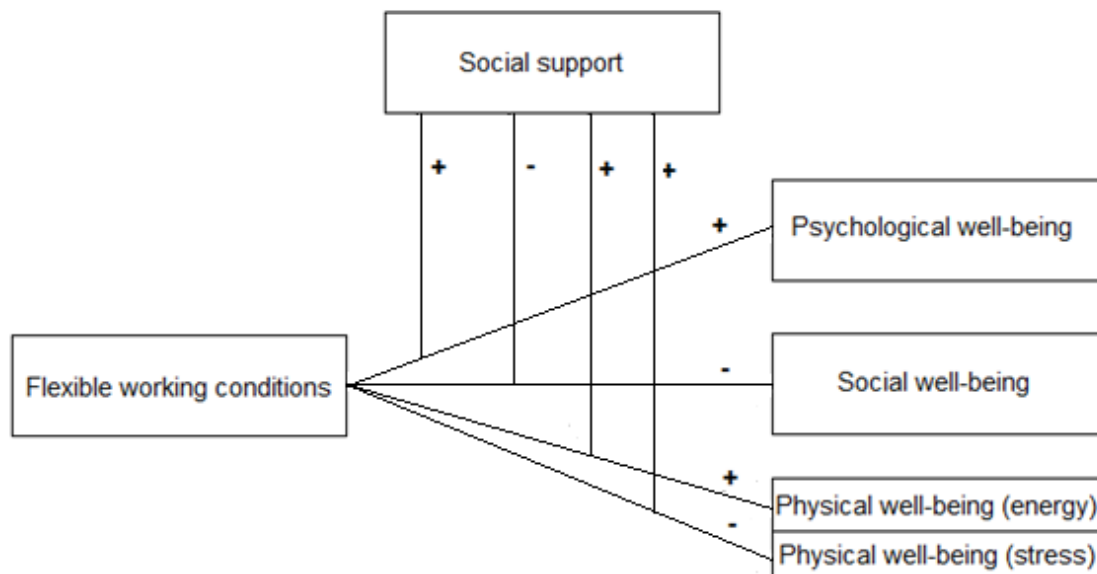
Hypothesis 2c: Social support moderates the positive relationship between flexible working arrangements and the energy level of physical well-being in a way that the relationship is stronger when social support is high than when social support is low.

Hypothesis 2d: Social support moderates the negative relationship between flexible working arrangements and the stress level of physical well-being in a way that the relationship is stronger when social support is high than when social support is low.

Based on the above described hypotheses the following conceptual model was composed:

Figure 1

Conceptual model



Method

Research set-up and procedures

This research examines the relationship between flexible working arrangements and the three elements of employee well-being; psychological-, physical- and social well-being. This research uses the individual employees as the level of analysis. The data used in this study was part of a larger investigation on the three different forms of employee well-being and well-being trade-offs. Data was collected by seven master Human Resource Studies students at Tilburg University.

The students approached respondents based on convenience sampling. This is a method in which there is no clear sampling strategy: the sample is selected based on the ease of access (Ritchie & Lewis, 2003). Each student was responsible for approaching twenty employees to collaborate in this study. The questionnaire contains questions regarding flexible working arrangements, social support and the three elements of well-being, in addition to a few other subjects researched by other students. The questionnaire was distributed digitally, using the program Qualtrics. The anonymity of results was addressed in the cover letter and the respondents were assured that the results of the questionnaires were only used for the purpose of the study.

Sample description

More than 300 questionnaires were initially sent out to employees and 205 employees actually completed the questionnaire. It is not clear how many questionnaires actually were sent out in

total because of the unknown number of people who forwarded the questionnaire to other people. Therefore, is it not possible to calculate the exact response rate.

After removing the participants who did not fill out the necessary information for this research, the sample contains 197 respondents. The sample consist of mainly Dutch (75.1%) and Chinese (13.7%) employees. However, some respondents from other countries, such as Belgium, Germany, England and Canada also filled out the questionnaire. In Table 1, the demographic characteristics of the current sample are presented. The population had an average age of 32.4 ($SD = 12.06$) and an average job tenure of 8.07 years at their current employer. Slightly more men took part in the questionnaire than woman (51.8% male, 48,2% female). Most respondents had a bachelor's or master's degree (67.3%).

Table 1
Demographic characteristics

	Frequency	Percentage
<i>Gender</i>		
Male	102	51.8%
Female	92	48.2%
<i>Age</i>		
16-19	6	3.1%
20-29	120	60.9%
30-39	19	9.6%
40-49	20	10.2%
50-59	29	14.7%
60-65	3	1.5%
<i>Nationality</i>		
Dutch	148	75.1%
Chinese	27	13.7%
Other	22	11.2%
<i>Education</i>		
High School	8	4.1%
MBO	39	19.8%
HBO/WO	150	76.1%
<i>Tenure at organization</i>		
< 3 years	97	49.2%
3-10 years	63	32.0%
11-20 years	16	8.1%
> 20 years	21	10.7%

Instruments

The items used in the questionnaire for this research were all existing scales. However, the necessary factor analysis and reliability analysis were conducted. The questionnaires were distributed in English and Dutch.

Well-being – The dependent variable well-being was measured by using existing scales from the VBBA (Dutch) questionnaire by van Veldhoven, Meijman, Broersen and Fortuin (2002). *Psychological well-being* was measured by using the scale ‘pleasure in work’. This section contained six items and each item was rated on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5). An example of a question is: “I still find my work stimulating, each and every day”. *Physical well-being* was measured by using a combined scale, which entails ‘recovery after work’ and ‘energy after work’. These sections combined contained eleven items and each item was rated on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5). An example question is: ‘I feel fit during work’. *Social well-being* was measured by using the scale ‘relationships with colleagues’. This section contained six items and each item was rated on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5). An example question is: ‘Do you have conflicts with your colleagues’.

Next, the KMO value and the Barlett’s Test of Sphericity was calculated. These two tests indicate the suitability of the data for structure detection. For *psychological well-being*, the analysis showed a KMO value of .846 and the Barlett’s Test of Sphericity showed that it was significant ($p = .000$). All items loaded on one factor. Also Cronbach’s Alpha was calculated to measure the internal consistency in which the items can be seen as a group and needs to be higher than .7. The Cronbach’s Alpha for this scale was .873 and did not increase when an item was deleted. Factor analysis on the variable ‘*psychological well-being*’, was done on the scale ‘pleasure in your work’. The KMO value was .729 and the Barlett’s Test of Sphericity was significant ($p = .000$). The Cronbach’s Alpha was .845 and did not increase when an item was deleted. Another dimension of employee well-being, *social well-being*, had a KMO value of .695 and the Barlett’s Test of Sphericity showed that it was significant ($p = .000$). According to the eigenvalue, the scale consist out of two factors. According to the screeplot, the scale consists out of one factor, in which the latter one was chosen. Calculating Cronbach’s Alpha, it showed a value of .761 and did not increase when items would be deleted. The last dimension of employee well-being, physical well-being, consists out of items regarding ‘energy during work’. The KMO value was .701 and also Barlett’s Test of Sphericity was calculated and significant ($p = .000$). Cronbach’s Alpha was .710, which is sufficient. Also for the items regarding ‘recovering after work’, The KMO was sufficient (KMO = .710) and Barlett’s Test was significant ($p = .000$). Cronbach’s Alpha was .822, showing no increase hen an item was deleted.

Flexible working arrangements - The independent variable flexible working arrangements was measured by a list of WHAs offered by Dutch employers as legal rights, as part of collective labor

agreements, or as an extra service to employees (Dijkers et al., 2004). This section contained nine items and the answering scale included three options: yes, no and I don't know. An example of a statement is: "Does your organization provide flexible work hours." In order to interpret the results, dummy variables were created by making an index. Respondents who answered 'no/ I don't know' were coded '0', and respondents who answered 'yes' were coded 1.

The KMO value of this scale was .670 and the Barlett's test of Sphericity showed that it was significant ($p = .000$). In order to interpret the results, dummy variables were created by making an index. Respondents who answered 'no/ I don't know' were coded '0', and respondents who answered 'yes' were coded 1. An index was made, which divided the results into the presence and the absence of the flexible working arrangements. After calculating the sumscores, Cronbach's Alpha could be computed. Calculating Cronbach's Alpha, it showed a value of .600 which is just about acceptable.

Social support - The moderator social support was measured by the Multidimensional Scale of Perceived Social Support (MSPSS) by Zimet, Dahlem, Zimet and Farley (1988). This section contained nine items and each item was rated on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5). An example of a question is: "I get the emotional help and support I need from my family". The scale of social support (Multidimensional Scale of Perceived Social Support) is translated from English to Dutch, because no other study has used this scale in Dutch. Back-translation is used in order to maintain the content of the questions.

The KMO value of this scale was .747 and the Barlett's Test of Sphericity showed that it was significant ($p = .000$). Factor analysis was executed to determine the underlying concepts. Based on Kaiser's criterium (Eigenvalue >1) the scale contained three components. Based on the screeplot, one component was chosen. Calculating Cronbach's Alpha showed a value of .853 and did not increase when items would be deleted.

Control variables – In order to control for spuriousness and to ensure the validity of the research, the following control variables were included in the analyses: age, gender, nationality and educational level.

Statistical analysis

The data has been analyzed by using the IBM SPSS Statistics software. After collecting the data, the data was put in an SPSS file. Next, missing values and errors were checked and also outliers were identified and removed if necessary. Next, descriptive statistics were performed to give insight into the sample population and their characteristics. Also a Pearson correlation matrix was conducted to see the correlations between flexible working arrangements, the three elements of employee well-being and social support to calculate a correlation matrix in order to evaluate the direction of the relationship between the different variables. A critical alpha level of .05 has been

used for all the statistical tests. Furthermore, a factor analysis is performed to check the different scales; in which the Bartlett's Test of Sphericity needs to be < 0.5 and the Kaiser-Meyer-Olkin (KMO) measure ($\geq .6$) will be checked for respectively significance and adequacy of sampling. Factors have been chosen with the criteria of eigenvalue > 1 .

To test hypothesis 1a, 1b, 1c and 1d, regarding the direct relationship between flexible working arrangements and the three elements of well-being, hierarchical multiple regression analysis is used. To confirm the hypothesis, the relationship needs to be significant ($p < .05$).

To test hypothesis 2a, 2b, 2c and 2d, regarding the moderating effect of social support, a moderated multiple regression analysis is performed. The independent variable – flexible working arrangements – and the moderator – social support – will be mean centered for improving the interpretation of results (Kromrey & Foster-Johnson, 1998). Differences in R^2 values between the model with moderator and the model without the moderator variable will be tested. If these differences are significant ($p < 0.5$), the moderating effect of social support can be confirmed (Hair, Black, Babin & Anderson, 2010).

Results

In this section, the main results of the data analysis are presented. Table 2 presents the different flexible working arrangements used within this research. It provides information about the availability of flexible working arrangements in the organizations of the participants and the use of the flexible working arrangements by the participants. The availability of flexible working arrangements are the focus of this research.

Table 2

Availability and use of flexible working arrangements

Flexible working arrangements	Availability flexible working arrangements	Use flexible working arrangements
<i>Part time work (N)</i>	80.8% (156)	47.2% (85)
<i>Flexible working schedules (N)</i>	71.9% (138)	53% (96)
<i>Working from home (N)</i>	47.7% (92)	30.6% (55)
<i>Compact working week (N)</i>	48.4% (93)	18.3% (33)
<i>Paid maternity leave (N)</i>	56.5% (109)	8.4% (15)

<i>Special leave (N)</i>	53.4% (103)	10.8% (19)
<i>Daycare (N)</i>	13.5% (26)	4.5% (8)

Note. N= number of respondents

Correlations

A Pearson correlation matrix was performed in order to check the correlations between flexible working arrangements, the three dimensions of employee well-being and social support. Table 3 presents the means, standard deviations and the correlations between the variables.

There are significant correlations ($p < .01$) between the different dimensions of well-being. This was expected, because the three dimensions of well-being determine the overall employee well-being employees perceive. Psychological well-being correlated positively with social well-being ($r = .31, p < .01$) and the energy dimension of physical well-being ($r = .50, p < .01$) which means that employees who perceive high levels of psychological well-being, also perceived high levels of social well-being and had more energy. Psychological well-being correlated negatively with the stress dimension of physical well-being ($r = -.27, p < .01$), which means that employees who perceived a high psychological well-being, perceived lower levels of stress.

Employees who had a higher number of flexible working arrangements, reported a higher score on psychological well-being ($r = .26, p < .01$), a higher score on social well-being ($r = .18, p < .05$), a higher score on the energy level within physical well-being ($r = .19, p < .05$) and a lower level of stress within physical well-being ($r = -.19, p < .05$). This means that the more flexible working arrangements an organization offers, the higher the level of well-being of employees is perceived, the more energy the employees have and the less stress they experience. There were no significant correlations found between the use of flexible working arrangements and the different dimensions of employee well-being.

The correlation matrix shows that there is no significant correlation between gender and the variables used within this research. In addition, there is a positive correlation between age and psychological well-being ($r = .39, p < .01$), between age and the energy perspective of physical well-being ($r = .31, p < .01$) and between age and flexible working arrangements ($r = .32, p < .01$).

Table 3

Means, standard deviations and correlations.

	M	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.	10
1. Psychological well-being	3.60	0.83										
2. Social well-being	3.30	0.44	.31**									
3. Physical well-being (energy)	2.76	0.49	.50**	.34**								
4. Physical well-being (stress)	1.98	0.60	-.27**	-.32**	-.27**							
5. Flexible working conditions ¹	3.71	1.74	.26**	.18*	.19**	-.19**						
6. Social support	4.10	0.55	.11	.24**	.06	-.13	.07					
7. Gender ²	-	-	.05	-.05	-.13	.00	.05	.03				
8. Age (yr.)	32.38		.39**	-.07	.31**	-.22	.32**	-.14	.11			
9. Job tenure (yr.)	8.07	9.00	.23**	-.11	.19**	-.18	.27**	-.07	.09	.72**		
10. Use Work-Home Arrangements ³	1.72	1.36	.09	.02	-.02	-.05	.34**	.05	.05	.01	.04	

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

¹ Flexible working conditions was coded 0 (no available work-home arrangements/I don't know) and 1 (available work home arrangements)² Gender was coded 0 (male) and 1 (female)³ Use Work Home-arrangements was coded 0 (no use of work-home arrangements/ no but I would like to) and 1 (available work home arrangements)

Regression

The hypotheses in this research are being tested using multiple regression analyses. The relationship between the independent and the dependent variables is assessed, as well as the interactive effect of the moderator.

The control variables correlated only with a few of the independent and the dependent variables. Age only correlated with psychological well-being, physical well-being (energy) and flexible working arrangements. Therefore, age will be used as a control variable in the regression analyses with psychological well-being and psychical well-being. Age also correlated highly with job tenure, therefore job tenure will not be used in the regression analyses because of the chance of multicollinearity.

The interaction variables have been computed by multiplying flexible working arrangements with social support after the variables were mean centered, which improves the interpretation of the results (Kromrey & Foster-Johnson, 1998).

Hypothesis 1a stated that flexible working arrangements have a positive relationship with psychological well-being. Therefore, flexible working arrangements were added in the second model. The effect of flexible working arrangements on psychological well-being is significant and in the expected direction, namely positive ($\beta = .158$, $p < .05$). Therefore, hypothesis 1a is confirmed.

Hypothesis 1b stated that flexible working arrangements have a negative relationship with social well-being. According to the regression analysis, flexible working arrangements are positively related to social well-being ($\beta = .169$, $p < .05$), which means that the effect is positive, instead of the expected negative relationship. Therefore, hypothesis 1b is rejected.

Hypotheses 1c and 1d are formulated regarding the effect of flexible working arrangements on the physical part of employee well-being. Because of the two domains of physical well-being, energy and stress, regression is being performed separately on both aspects of physical well-being. Hypothesis 1c stated that flexible working arrangements have a positive relationship with the energy level of physical well-being. According to the regression analysis, there is a positive relationship between flexible working arrangements and the energy domain of physical well-being but is not significant ($\beta = .098$, $p > .05$), which means that, therefore, hypothesis 1c is rejected. Hypothesis 1d stated that flexible working arrangements have a negative relationship with the stress level of physical well-being. According to the regression analysis, there is indeed a significant negative relationship between the variables ($\beta = -.194$, $p < .01$). Therefore, hypothesis 1d is confirmed.

Hypotheses 2a, 2b, 2c and 2d have predicted an interaction effect of social support on the relationship between flexible working arrangements and the different dimensions of employee well-being. This has been done in the third (or fourth) model in Table 4. Hypothesis 2a stated that social support moderates the positive relationship between flexible working arrangements and psychological well-being in a way that the relationship is stronger when social support is high than when social support is low. The results can be found in Table 4. The interaction effect is very small, and not significant, which therefore rejects hypothesis 2a. Hypothesis 2b stated that social support moderates the negative relationship between flexible working arrangements and social well-being in a way that the relationship is weaker when social support is high than when social support is low. The results presented in Table 4 show that the interaction effect is also not significant and therefore, hypothesis 2b is also rejected. Hypotheses 2c and 2d are regarding the energy and stress level of physical well-being, in which was predicted that social support moderates both relationships between flexible working arrangements and the energy level and the stress level of physical well-being in a way that the relationship is stronger when social support is high than when social support is low. Both interaction effects were small, but not significant. Thereby, the change in the degree of fit of the models is not significant as well. Therefore, hypotheses 2c and 2d are also rejected.

Table 4
Regressions

Flexible working arrangements with psychological, physical and social well-being, including the interactive effect of social support

Psychological well-being	Model 1	Model 2	Model 3	Model 4
	<i>Beta</i>	<i>Beta</i>	<i>Beta</i>	<i>Beta</i>
Age	.401**	.349**	.379**	.387**
Flexible working arrangements		.158*	.137	.142*
Social support			.153*	.158*
<i>Interaction: Flexible working arrangements*Social support</i> ¹				.064
	F	34.069**	19.806**	15.155**
	R ²	.161	.183	.205
Social well-being ²	Model 1	Model 2	Model 3	
	<i>Beta</i>	<i>Beta</i>	<i>Beta</i>	
Flexible working arrangements	.169*	.154*	.145*	
Social support		.233**	.228**	
<i>Interaction: Flexible working arrangements*Social support</i> ¹			-.072	
	F	5.286*	8.040**	5.688*
	R ²	.029	.083	.088
Physical well-being (energy)	Model 1	Model 2	Model 3	Model 4
	<i>Beta</i>	<i>Beta</i>	<i>Beta</i>	<i>Beta</i>
Age	.321**	.288**	.309**	.310**
Flexible working arrangements		.098	.084	.084
Social support			.096	.097
<i>Interaction: Flexible working arrangements*Social support</i> ¹				.004
	F	35.779**	21.710**	22.071**
	R ²	.166	.195	.271
Physical well-being (stress) ²	Model 1	Model 2	Model 3	
	<i>Beta</i>	<i>Beta</i>	<i>Beta</i>	
Flexible working arrangements	-.194**	-.186*	-.170*	
Social support		-.112	-.103	

Interaction: Flexible working arrangements*Social support¹

.137

F	7.100**	4.752*	4.385**
R ²	.038	.050	.068

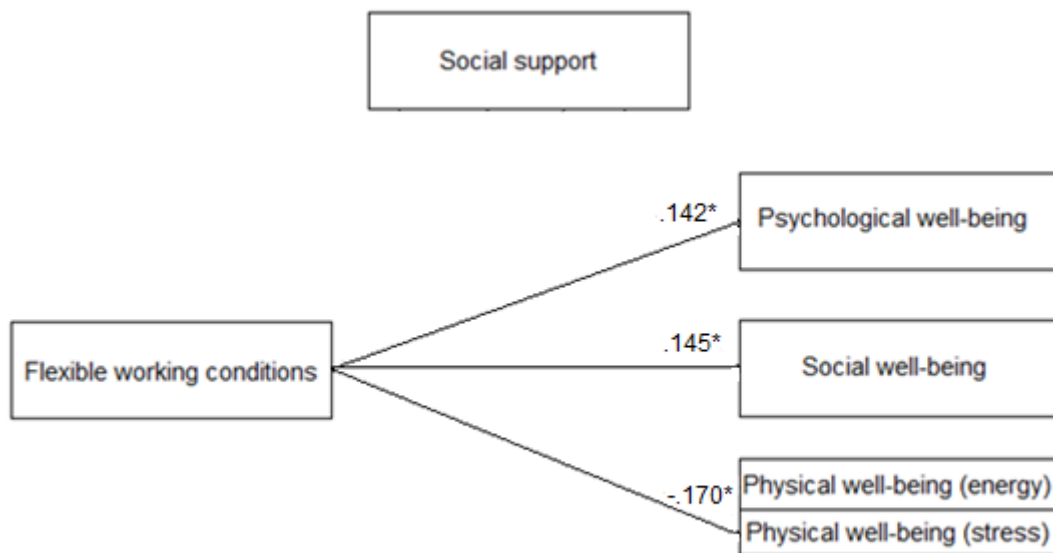
Significance level of .05* and .01**, N=197; Beta values are standardized coefficients

¹ Flexible working arrangements and Social Support have first been mean centered before computing the new interaction variable.

² The control variable 'age' is not used within this regression because it does not correlate with social well-being and the stress level of physical well-being

Figure 2

Conceptual model with significant results



Discussion

The goal of this research was to investigate the effect of flexible working arrangements on psychological, physical and social well-being, moderated by social support. To answer this question, different hypotheses were proposed. The results show that there is a significant positive relationship between flexible working arrangements and psychological well-being, which means that the more flexible working arrangements employees have, the higher their psychological well-being level is, therefore, hypothesis 1a is confirmed. The results also showed a significant negative relationship between flexible working arrangements and the stress level of physical well-being, which means that the more flexible working arrangements employees have, the less stress they experience, which confirms hypothesis 1d. There was a positive significant relationship found between flexible working arrangements and social well-being, which means that the more

flexible working arrangements the organization offers, the higher their social well-being level is. However, this was not in line with hypothesis 1b, which stated that there would be a negative relationship between flexible working arrangements and social well-being, therefore, hypothesis 1b is rejected. There is no significant relationship found between flexible working arrangements and the energy level of physical well-being, therefore hypothesis 1c is rejected. In addition, no significant moderating effects were found of social support on the relationship between flexible working arrangements and psychological, physical and social well-being, which means that the moderating hypotheses are rejected.

Theoretical implications

Flexible working arrangements and employee well-being

In this research, one of the relationships that was examined was the relationship between flexible working arrangements and psychological well-being, which is related to the happiness of employees. In this research, it was predicted that flexible working arrangements have a positive effect on psychological well-being. This was indeed confirmed, which means that the predictions derived from previous studies were correct. In the study of Martens, Nijhuis, Boxtel and Knottnerus (1999), they stated that giving employees an opportunity to balance their working- and social life will have a positive effect on the happiness of employees. Having flexible working arrangements available, signals that the organizations cares about their employees in which they can choose to plan their everyday life better because they can match working time with their personal needs. Therefore, the findings that flexible working arrangements lead to more psychological well-being is in line with previous literature and research.

In this research, it was stated that there would be a negative relationship between flexible working arrangements and social well-being. A study of Olszewski and Mokhtarian (1994) had confirmed the fact that employees who use flexible working arrangements intensively (e.g. telework) interact less with their colleagues. However, within this research, a positive significant relationship was found between flexible working arrangements and social well-being, which means that hypothesis 1b is rejected. The positive relationship may be due to the fact that, in the literature, results differ regarding the relationship between flexible working arrangements and social well-being. According to Olsen (1987), employees who have much flexibility in their work, negatively relates to the relationships employees have with co-workers and their managers. Also research of Bailey and Kurland (2002) stated that frustration rises between colleagues and managers because employees do not have to come to the organization to work, which could lead to missing colleagues on the work floor when they are needed. However, within our current society, individualism has become more important. Looking at the five dimensions of Hofstede (1988), the employees within the Netherlands score high on individualism, which is the degree of interdependence a society maintains among its members. Employees within the Netherlands see themselves more as an 'I' than as a 'we'. Therefore, an explanation for the rejection of this

hypothesis could be that employees in the Netherlands do not especially care if they do not see their colleagues every day. Employees in the Netherlands prefer a loosely coupled social framework in which employees take care of themselves. Another explanation could be is that, according to Grant (2007), the social dimension of organizational contexts is changing. Perhaps working with the same people in the same office every day belongs to a different era.

The third part of the employee well-being is physical well-being, which relates to the health level of employees. Within this research, results show that flexible working arrangements decrease the level of stress employees experience, but there is no evidence that the level of energy is higher due to the available flexible working conditions. The non-confirming results regarding the energy level derived from this research may be due to the fact that there needs to be more than just giving employees autonomy in their work to mobilize their personal energy (Harrison, 1987). In his article, Harrison (1987) mentions other aspects to increase the energy level of employees, for example there needs to be a supporting culture, resources need to be provided, participation needs to be encouraged and also structure is an important aspect. Another explanation for the non-confirming results regarding the energy level of employees could be that employees usually work more hours when they use flexible working arrangements. In a survey conducted by Di Martino and Wirth (1990), they reported that employees often work more hours when flexible working arrangements are implemented. Employees can work wherever and whenever they want, which could lead to more working hours than before. This could even result in a lower level of the energy of employees.

Moderating effect of social support

Social support had a moderating role within this research. Previous research has shown that social support could serve as a moderator between flexible working arrangements and employee well-being. Flexible working arrangements are meant to have a positive effect on balancing their working- and personal life, which could lead to higher employee well-being. The social environment of employees have an effect on the well-being they perceive.

However, the interacting effect of social support on all three dimensions of employee well-being could not be confirmed. An explanation could be that, as mentioned before, the individualistic character of employees within today's society plays an important role. Employees do not need the increased social support to perceive a higher well-being. Another explanation could be that, according to Cobb (1976), social support mainly facilitates coping with crises and adaption to change. Therefore, it could be argued that social support has an interacting effect regarding implementation of flexible working arrangements. Besides that, due to the relatively little studies examining the moderating effect of social support, future studies should examine its impact on a larger sample size and within other context. By doing so, future studies can examine to what extent the context of this study influenced current results.

Strengths and limitations

This study contains both strengths and limitations, which need to be acknowledged. First, the limitations are being discussed, followed by the strengths of this research.

One limitation of this research is the use of a cross-sectional design. A limitation of cross-sectional design is that causalities between the variables cannot be proved (Bowen & Wiersema, 1999). Only relationships between the dependent and the independent variable can be interpreted. De Hoogh and Den Hartog (2007) stated that the cross-sectional design leads to smaller effects on the relationships on which the moderator is tested to have an interactive effect. Therefore, researchers need to use longitudinal designs to see if that shows different outcomes.

Second, the sample of this research is a limitation. Finding respondents was done by using the networks of the researchers. The respondents also forwarded the questionnaire to an unknown number of people, which means that the response rate could not be calculated. Another common consequence of using convenience sampling, is the fact that the sample is not representative of the population because there is an enhanced possibility that the sample deviates from the general population (Richie & Lewis, 2003). The population within this sample belongs to the younger population of the society because 61% of the sample is between 20 and 29 years old, which is not a representative sample of the population.

Third, a limitation could be that employees gave socially desirable answers. Because it is a questionnaire from researchers outside the organization, employees could give answers based on what they think others want them to fill in (King & Bruner, 2000). Most of the respondents filled in the questionnaire at work, which means colleagues and managers were close by, which could bias the answers the employees gave, mainly the questions regarding their colleagues and direct supervisor.

A fourth limitation is the demographic differences between the respondents within the sample. Most of them were Dutch (72.2%), but, for example, 17.8% consists out of Chinese employees. The Chinese culture differs from the culture within the Netherlands. The five dimensions of Hofstede explain the differences between different cultures. For example, Chinese employees score high on collectivism and power distance, which is in contrast with the employees in the Netherlands. Dutch employees score high on individualism and score low on power distance. Because of the high scores on collectivism, Chinese employees are not likely to criticize their colleagues or supervisors, which could lead to untruthful answers.

A fifth limitation could be the use of online questionnaires. The system that was used had some flaws. First of all, technical difficulties could have played a part in the results, because the questionnaire did not work on all devices (e.g. I-pads and I-phones). Therefore, some respondents could not fill in the questionnaire.

Another limitation could be related to the content of the questionnaire. Because of the length of the questionnaire, all the researchers had to eliminate a few items of their questions.

Therefore, previous factor analysis was used to see which items could be deleted in order to get a shorter questionnaire in general. Because the researchers all used consisting scales, there were articles available where those scales already had been used and we could see which items could be deleted. Also the translation of the items of the questionnaires could have biased the answers. Because of the language barrier, a Dutch version and an English version had to be formulated, which means that all the questions had to be translated from English into Dutch and the other way around. The Chinese employees received the English version of the questionnaire, which could also be a reason for caused interpretation bias (Richie & Lewis, 2003).

Next to the limitations mentioned above, there are also some strengths to this research. One major strength of this research is that employee well-being is divided in three dimensions; psychological, physical and social well-being. In previous studies, employee well-being is seen as one variable, but according to the Grant (2007) employee well-being consists out of the three dimensions mentioned above. Because of the different elements, this study becomes more specific and detailed regarding employee well-being and what kind of effect flexible working arrangements have on those different elements of employee well-being. Within this research, flexible working arrangements do not have a significant relationship with all three elements within this research. Therefore, for future research, I recommend that researchers always use the different forms of employee well-being instead of using employee well-being as one variable.

Practical implications

This study has different practical implications for organization worth noticing. First of all, as mentioned before, according to Grant (2007), organizations think of employee well-being as one dimension, namely job satisfaction. However, this study indicated that employee well-being is more than job satisfaction. It contains different elements that need to be taken into account. Therefore, organizations and managers need to see the added value of looking at employee well-being, taking the different elements into account; the psychological, physical and the social perspective.

Secondly, although not all the hypotheses are confirmed, flexible working condition could have a significant effect on the psychological well-being of employees, according to this research. It means that the happiness of employees can be influenced by the amount of flexible working arrangements the organizations offers. According to the signaling theory, observable actions by an organization are interpreted as signals of less observable characteristics (Spence, 2002). When the organizations provide flexible working arrangements to their employees, it signals that the organization is a caring entity and that this perception facilitates the organizational attachment indirectly for those at varying levels of use (Casper & Harris, 2008). Therefore, it could be argued that the availability of flexible working arrangements can help to enhance employee well-being. Thereby, it also has a significant effect on the stress level of employees, in which the amount of

flexible working arrangements can reduce the amount of stress employees perceive. Organizations and managers need to take this into account when decisions need to be made in terms of flexible working arrangements or improvement of employee well-being.

Future research

In order to draw causal conclusions from the data it is recommended for future research to apply a longitudinal design. Furthermore, it is recommended to use random sampling instead of convenience sampling in order to obtain a representative sample of the population. This will expand the extent to which results can be generalized. Thereby, a future sample should contain a proportional distribution of represented companies, functions and countries involved.

Since there is an absence in strong evidence for the role of social support with regard to flexible working arrangements and employee well-being, future research should make an attempt to explore in which way social support is linked to those variables. Moreover, another suggestion for future researchers is to take the organizational culture into account. According to Allen (2001) and Harrison (1987), a supportive culture of the organization is an important aspect for a successful organization. Research conducted by Cook (2009) indicates that the organizational culture has positive effects on job satisfaction and health outcomes, because only offering flexible working arrangements will not be enough to enhance the overall employee well-being.

Perhaps one of the most important recommendations for future research is in the field of employee well-being. In the future, research should always take into account the different forms of employee well-being instead of measuring employee well-being as one variable. In addition to that, there is the possibility of trade-offs that employees make between the different dimensions of well-being. However, there is not much known about these trade-offs and in which way they affect each other. Future research should build upon existing literature with regard to the different dimensions of employee well-being and should examine in which way employees make trade-offs between those dimensions.

Conclusion

Even though this research has his limitations, this study contributes to the literature regarding flexible working arrangements and employee well-being, specifically to the little research conducted in the Netherlands. The primary goal of this research was to investigate whether flexible working arrangements would have an effect on psychological, physical and social well-being, moderated by the social support. Flexible working arrangements do have an effect on psychological well-being and on the stress level of physical well-being, in which it is useful for organizations to take that into account when they want to increase the well-being of employees. However, it needs to be mentioned that, because of the cross sectional design, it is impossible to infer causality and it will only identify potential risk factors.

According to the results, offering flexible working arrangements has a significant effect on different parts of employee well-being. Furthermore, only offering these flexible working arrangements will not be enough to make employees happy. It is important that managers and colleagues share the same beliefs, norms and values regarding the flexible working arrangements implemented within the organization. Cook (2009) states that support from the organization has positive effects on job satisfaction and health outcomes. This indicates that it is important for organizations to recognize the effect of organization culture on employees.

To conclude, this research contributes towards a better understanding of the effect of flexible working arrangements on psychological, physical and social well-being, moderated by social support. Although social support did not moderate the relationship between flexible working arrangements and the different forms of employee well-being, it is still important to investigate which factors influence the well-being of employees because most of the times, a happy employee is a productive employee.

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Appendix A – Introduction questionnaire (English version)

Dear participant,

For research purposes, you are asked to complete the questionnaire below. We kindly ask you to carefully read the instruction with each set of questions and answer all questions to the best of your ability. In total in order to complete the questionnaire, 10-15 minutes of your time is requested.

Nobody else than the research team will have access to your answers. The data will be used for research purposes only and therefore your answers will be kept as anonymous and confidential as possible.

For further questions or assistance, please contact the research team at:

a.hellemons@tilburguniversity.edu, a.m.a.vanbijsterveldt@tilburguniversity.edu,
d.seyben@tilburguniversity.edu, d.werners@tilburguniversity.edu,
k.k.j.verbraak@tilburguniversity.edu, n.odink@tilburguniversity.edu or
r x.wang_9@tilburguniversity.edu

If you agree to participate with this research you can press the continue button on the right.

Appendix B – Questionnaire (English version)

Q1 What is your gender?

- Male
- Female

Q2 What is your age?

Q3 Please state your highest level of education

- Elementary School
- High School
- Vocational School (College)
- University
- Other: please specify _____

Q4 What is your nationality?

Q5 How long have you been working for your current employer?

Q6 Answer the following statements regarding the flexible working conditions in your organization:

	Does your organization offer the flexible arrangements mentioned below			Do you use the flexible arrangements mentioned below		
	Yes	No	I dont know	Yes	No	No, but I would like to
Part-time work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible working schedules	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working from home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compact working week (for example 4 days with 9 hours a day)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paid maternity leave	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special leave	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Day care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7 Answer the following statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My leader allows employees to influence important decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader is able to make others enthusiastic about his/her plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader gives employees the feeling that they are working on an important mission/assignment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader shows that he/she is convinced about his/her ideals, visions and values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My leader is willing to invest in the well-being of fellow human beings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8 Answer the following questions based on how you feel in general:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I still find my work stimulating, each and every day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do my work because I have to, and that says it all.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
After five years, I've seen it all as far as this job is concerned.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The thought that I will have to do this job until I retire is very oppressive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy my	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

work.					
I have to continually overcome my resistance in order to do my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9 Answer the following questions based on how you feel in general:

	Never	Sometimes	Often	Always
I have ample energy at the beginning of my workday.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel fit during work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am very energetic at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can still concentrate well during the last part of the workday.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The last part of the workday flies by.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10 Answer the following questions based on how you feel in general:

	Never	Sometimes	Often	Always
I find it difficult to relax at the end of a working day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
By the end of the working day, I feel really worn out.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of my job, at the end of the working day I feel rather exhausted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find it difficult to concentrate in my free time after work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I cannot really show much interest in other people when I have just come home myself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When I get home from work, I need to be left in peace for a while.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Q11 Answer the following questions based on how you feel in general:

	Never	Sometimes	Often	Always
Can you count on your colleagues when you encounter difficulties in your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If necessary, can you ask your colleagues for help?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you get on well with your colleagues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have conflicts with your colleagues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is there a good atmosphere between you and your colleagues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have there been any unpleasant occurrences between you and your colleagues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12 Answer the following questions based on how you feel in general:

	Never	Sometimes	Often	Always
Can you count on your supervisor when you encounter difficulties in your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If necessary, can you ask your supervisor for help?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you get along well with your supervisor?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you have conflicts with your supervisor?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is there a good atmosphere between you and your supervisor?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have there been any unpleasant occurrences between you and your supervisors?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13 Answer the following questions based on how you feel in general:

	Never	Sometimes	Often	Always
In general, the amount of effort I put into my work is achieved at the expense of my health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, the amount of effort I invest in helping others at work, causes me to exceed my boundaries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I put more effort in at work in order to be satisfied with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I make sure I perform well at work, even if this at the expense of my health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, the effort I put into maintaining a positive atmosphere at work is achieved at the expense my health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, In order to enjoy my work I put in a little extra effort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q14 Answer the following statements:

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Work should only be a small part of one's life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my view, an individual's personal life goals should be work oriented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The major satisfaction in my life comes from my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The most important things that happen to me involve my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have other activities more important than my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work should be considered central to life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To me, my work is only a small part of who I am.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q15 Answer the following statements:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Almost all the promises made by my employer during recruitment have been kept so far	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that my employer has come through in fulfilling the promises made to me when I was hired	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
So far my employer has done an excellent job of fulfilling promises to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have not received everything promised to me in exchange for my contributions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer has broken many of its promises to me even though I've upheld my side of the deal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a great deal of anger toward my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel betrayed by my organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16 Answer the following statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
There is a special person with whom I can share my joys and sorrows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My family really tries to help me when things go wrong at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get the emotional help and support I need from my family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a special person who is a real source of comfort to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can talk about my problem with my family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have friends with whom I can share my joys and sorrows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a special person in my life who cares about my feelings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can talk about my problems with my friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My friends really try to help me when things go wrong at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17 Answer the following statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Is talkative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is depressed, blue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is reserved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is relaxed, handles stress well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is full of energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Can be tense	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Generates a lot of enthusiasm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Worries a lot	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tends to be quiet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is emotionally stable, not easily upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has an assertive personality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Can be moody	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is sometimes shy, inhibited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remains calm in tense situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is outgoing, sociable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gets nervous easily	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 Answer the following statements:

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
I believe that God/a Higher Power loves me and cares about me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a personally meaningful relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

with God/a Higher Power.						
I don't get much personal strength and support from God/a Higher Power.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that God/a Higher Power is concerned about my problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My relationship with God/a Higher Power contributes to my sense of well being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't know who I am, where I came from, or where I'm going.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel very fulfilled and satisfied with my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel good about my future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My life doesn't have much meaning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe there is some real purpose in my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19 Answer the following statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I feel quite confident that my leader will always try to treat me fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My manager would never try to gain an advantage by deceiving workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have complete faith in the integrity of my manager/supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a strong loyalty to my leader.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would support my leader in almost any emergence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a divided sense of loyalty toward my leader.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q20 Answer the following questions:

	Never	Sometimes	Often	Always
At work I resist expressing my true feelings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At Work I pretend to have emotions that I do not really have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At work I hide my true feelings about a situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At work I make an effort to actually feel the emotions that I need to display to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At work I try to actually experience the emotions that I must show	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At work I really try to feel the emotions I have to show as part of my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q21 Which person contacted you to participate in this survey?

- Anne van Bijsterveldt
- Alex Hellemons
- Nick Odink
- Dieuwertje Seyben
- Donna Werners
- Kimberly Verbraak
- Xiaochun Wang