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*Flexible working in charitable organisations: An exploration of barriers and opportunities.*

EAST, Sally A.

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**Flexible-Working in Charitable Organizations: An Exploration of Barriers and Opportunities**

Sally A East

A thesis submitted in partial fulfilment of the requirements of Sheffield Hallam University for the degree of Doctor of Philosophy

**Sheffield Hallam University**

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## ABSTRACT

This thesis explores, records, and furthers the embryonic understanding of flexible-working arrangements, formal and/or informal, within the charity sector with focus placed upon medium-sized charitable organizations (income threshold between £500k and £5 million) registered in England and Wales. A multi-method research programme (Phase I: postal-questionnaire and Phase II: semi-structured interviews in four service-providing charities) was undertaken across a sample population of charitable organizations with varying core charity activities. The study considers the influencing factors, impacting upon both employees and employers. Fundamentally, the research outlines the inter-play between perceived and real barriers and enablers impacting upon the successful/unsuccessful implementation and/or operation of flexible-working arrangements within medium-sized charitable organizations.

At the time of writing, minimal work had been published regarding flexible-working practices within the charity sector. The present research adopts an interpretive approach where knowledge is gained or at least filtered through social constructions such as language, consciousness and shared meanings by both junior and senior employees. This interpretive approach, supported by the Glaserian branch of Grounded Theory, does not pre-define dependent and independent variables, but focuses on the complexity of human sense-making surrounding the emerging flexible-working situation.

Throughout this research, there were a number of recurring themes supporting established HRM theory; but the pivotal finding focused upon the rewarding in-house “*family*” relationships, and intimate “*team*” bonds enjoyed by the female junior staff members, surpasses the immediate concerns of reduced funding. Their philanthropic beliefs, charitable ethos, commitment to each other and the charitable organization, gives them a strength and stability to accept change and enables them to adapt and modify to survive against external influencing factors. Through this ubiquitous “*family*” team characteristic, reinforced by volunteer support, and familial biased language; these distinguishing traits were found to be at the heart of the emergent Female Junior Informal Flexible-Working Model.

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Finally, but by no means least, this journey of discovery could not have been achieved it was not for the support of my loved ones who have travelled this road with me: my Mummy, Wendy East, my husband, Mark Pinnuck and my best friend, Kevin Randall – thank you all for your unwavering love, words of support and belief in me, not to mention regular cups of coffee and slices of cake – great motivator. I cannot find the words to describe my love and gratitude I have for you all. Thank you.

## DEDICATION

This thesis is dedicated to my Mummy:

Love is always kind;  
Love is never envious  
or arrogant with pride.

Nor is she conceited,  
and she is never rude;  
She never thinks just of herself  
or ever get annoyed.

She never is resentful;  
Is never glad with sin,  
but always glad to side with truth,  
whenever the truth should win.

She bears up under everything,  
believes the best in all,  
there is no limit to her hope,  
and she will never fall.

Source: New American Standard Bible (1995, 1 Corinthians, 13, 4).

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## LIST OF ACRONYMS

A	Anonymous
ACAS	Advisory, Conciliation and Arbitration Service
ACCA	Association of Chartered Certified Accountants
AR	Annual Return
BBC	British Broadcasting Corporation
BCC	British Chambers of Commerce
BEM	Black-Ethnic-Minority
BIS	Department for Business Innovation and Skills
CAQDAS	Computer Aided Qualitative Data Analysis Software
CBI	Confederation of British Industry
CD	Computer Disc
CEO	Chief Executive Officer
CFG	Charity Finance Group
CI	Confidence Interval
CIN	Charity Identification Number
CIPD	Chartered Institute of Professional Development
COPFS	Crown Office and Procurator Fiscal Service
DfEE	Department for Education and Employment
DSS	Department of Social Security
EOC	Equal Opportunities Commission
ERA	Employment Rights Act
FJSM	Female Junior Staff Member
FJIFWM	Female Junior Informal Flexible-Working Model
FLS	Front Line Staff Member
FLS_AO	Front Line Staff _ Accommodation Officer
FLS_BM	Front Line Staff _ Business Manager
FLS_CA	Front Line Staff _ Clerical Assistant
FLS_CM	Front Line Staff _ Charity Manager
FLS_EA	Front Line Staff _ Executive Assistant
FLS_ELA	Front Line Staff _ Employment Law Advisor
FLS_FMW	Front Line Staff _ Family Mediation Worker

## LIST OF ACRONYMS (CONTINUED)

FLS_ITFO	Front Line Staff _ IT Finance Officer
FLS_RSW	Front Line Staff _ Resident Support Worker
FLS_SW	Front Line Staff _ Support Worker
FLS_SWHO	Front Line Staff _ Support Worker Housing Officer
FLS_TL	Front Line Staff _ Team Leader
FW	Flexible-Working
HR	Human Resource
HRM	Human Resource Management
JM	Junior Manager
JM_ADM	Junior Manager _ Administrator
JM_CCPM	Junior Manager _ Children Centre Programme Manager
JM_CM	Junior Manager _ Cluster Manager
JM_FA	Junior Manager _ Financial Accountant
JM_FMWW	Junior Manager _ Family Mediation Worker
JM_TM	Junior Manager _ Team Manager
NA	Not Applicable
NCVO	National Council for Voluntary Organisations
NHS	National Health Service
NPM	New Public Management
OPSI	Office of Public Sector Information
P	Pilot
PCC	Person Centred Care
PQ	Postal-Questionnaire
RQ	Research Question
SDA	Sexual Discrimination Act
SIQ	Semi-Structured Interview Question
SM	Senior Manager
SM_DBD	Senior Manager _ Director Business Development
SM_DM	Senior Manager Deputy Manager
SM_DSM	Senior Manager _ Day Services Manager
SPSS	Statistical Package for the Social Scientists

## LIST OF ACRONYMS (CONTINUED)

SQL	Structured Query Language
TOIL	Time Off In Lieu
TUC	Trade Union Congress
UK	United Kingdom
VOL	Volunteer
WLB	Work-Life-Balance

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## CHAPTER 1: INTRODUCTORY CHAPTER

### 1.1 INTRODUCTION

We may not think it does, but flexible-working affects most of us during our working life time. Most people believe that they understand what flexible-working entails, but on reflection the term is still subject to much confusion by both employees and employers.

Cameron (2008) states that:

*“Balancing work and family is never easy. Some parents prefer to work from home so they can integrate the two more closely; others try to keep a clearer boundary. Most of us who work in offices will usually prefer to take at least some work home rather than working too late in the office. Again, I think the key to all this is flexible working. That allows people to adopt the lifestyle which suits them and their families’ best”.*

Flexible-working simply refers to any working schedule that is outside of a normal accepted working pattern. There is a gap between knowing, understanding and applying flexible-working practices organizationally and sector-wide (East, 2008).

This study was undertaken in the context of the challenges faced by both the employees and employers, and how flexible-working arrangements are shaped by the line-mangers, service-users and legislation, and whether or not HR (Human Resource) functions are under-developed and/or under-resourced to accommodate workers’ exercising their right and/or wish to uptake flexible-working. The crux for the rationale of this research focuses upon how the charity sector workforce is responding to reduced resources, becoming more ‘lean’, and enduring potential job insecurity through funding cutbacks.

Flexible-working within the charity sector, like many sectors, has not been under the spot light; but what makes the charity sector particularly interesting to undertake research concentrating on the flexible-working concept, is the focus placed upon the workforce:

*“Charities exist first and foremost because people have come together with some sense of common cause and are willing to accept some common rules in order to advance that cause” (Morgan, 2008a, p. 1).*

The rationale for workforce engagement into the charity sector is complex, intricate and often multifaceted. The workforce enter the charity sector for a number of reasons, both altruistic and non-altruistic (Paton and Cornforth, 1992; Lloyd, 1993; Baines, 2004a, p. 285; 2004c, p. 22; Brock and Banting, 2001; Parry et al., 2005; Gray, 2008; Nickson et al., 2008; Baines et al., 2011, p. 332) and in addition, these motivational reasons could also be shaped by the broad range of organizations operating within the charity sector each with their own culture and ethos.

The charitable organizations have a *“shared legal basis via the Charities Act 2011 and shared regulation in accordance with a statutory body, the Charity Commission”* (BIS, 2013a, pp. 9-10), whereas each charitable organization has a unique board of trustees, charitable objectives, funding streams (designated, restricted, unrestricted) (Morgan, 2008b; 2010), possible HRM (Human Resource Management) policies including flexible-working arrangements, organizational structure, pool of paid and unpaid staff members and service-users. Thus, the charity sector is a complex arena within which to operate, where charities respond to the changing social-economic environment in numerous ways which further adds to the rich complexity and diversity of the research field.

Therefore, the flexible-working concept plays a more pertinent role when striving to maintain a low-paid high-skilled workforce through job-share and/or part-time work patterns. Moreover the extent that the relationships between employee-employee, employee-employer and employer-funder intensify and become more sophisticated in order to accommodate and survive changes in the current economic climate (Murphy, 2006; EOC, 2007; Hayward et al., 2007; Working Families Briefing, 2008).

This introductory chapter is divided into six sections. Section 1.2 positions the thesis and provides an initial appreciation and understanding as to why this research was undertaken and specifically focusing upon medium-sized charitable organizations registered in England and Wales.

Section 1.3 presents the research aims and the research questions. The key areas of interest were how the charity sector workforce responded to reducing resources, and becoming more 'lean' against a back-drop of funding cutbacks.

Section 1.4 provides a methodological overview focused on Phase I (postal-questionnaire) and Phase II (semi-structured interviews) data collection and analysis leading to the development of theory.

Section 1.5 discusses the contribution of knowledge that arises from this research and the potential impact on the charity sector, and finally, Section 1.6 presents an overview of the structure of the thesis, by means of a chapter by chapter summary.

## **1.2 CONTEXT OF STUDY**

In 2007/8, the researcher undertook a Masters in Management and through her management studies had become interested in work-life-balance, and subsequently flexible-working (East, 2008). At the time of studying for her Masters, she worked in the Finance Department of a large advice-giving charity based in central London with satellite offices in most major cities and towns located in England and Wales. The issues surrounding work-life-balance and flexible-working within this large charity could be supported with money and therefore, where necessary buy in the appropriate resources as and when required.

At the other end of the income stream spectrum, small charities (less than £500k) would not have the facility to utilize monies so freely to explore and support work-life-balance and flexible-working incentives. These organizations need to be cost-effective and make every penny counts towards the charitable objectives (NCVO, 2013).

Thus, between these extremes, medium-sized charities offer a fruitful field of investigation, and thus, medium-sized charities potentially face a greater push-pull relationship between the staff needs and those of the charity.

With the changing socio-economic and political landscape, funding streams are becoming more restrained (NCVO, 2005). A climate of funding insecurity influences decision-making determining which projects to undertake or postpone, focusing on securing efficiencies and value for money, which in turn leads to securing cost-savings through reviewing the largest cross-organization expenditure, such as salaries and wages.

At the time of writing both the Masters in Management (East, 2008) and this thesis, the UK was in recession (NCVO, 2013). And so, with recession continuing to affect different charities in different ways, there is a concern about the possibility of medium-sized charities demise. Ainsworth (cited in Third Sector Online, 2013) offered the following explanation:

*“The big charities have the resources to survive difficult times. The smaller organisations have a niche and can cope. But middle organisations that are neither one thing nor the other – are they in trouble?”*

*We need to work out whether the sector will come out of the recession leaner and meaner, or just more chaotic and smaller”.*

Therefore, using summarized data from Table 3.1 (see Section 3.2.2, Chapter 3), medium-sized charities (annual income threshold falling between £500,000 and £5 million: 8,128, 5.0%) are sandwiched between a large number of small-sized charities (143,254, 87.8%) and a smaller number of large charities (1,880, 1.2%). And so, the medium-sized charities become an interesting area of research because to varying degrees they are caught between a ‘rock and a hard place’. At the income threshold extremes they could be impacted upon by similar influencing factors as those experienced by small and large charities respectively, and thus, may respond in a similar *modus operandi*. Whereas, those medium-sized charities not located at the income threshold extremes although they play an essential role in our society, providing social care and education as well as helping some of the most vulnerable people in our communities, they do not have a “*niche*”; and so there are a larger number of similar objective focused organizations competing to attract funding from a limited pool of funding streams; for example Local Authorities.

Within the wider third sector (see Section 3.2, Chapter 3) charities have a diverse range and type of organizations with varying legal forms, and charitable activities which are not only influenced by changes occurring in the wider cultural and political environment in which they operate, but also intrinsic changes. As highlighted in Section 1.1, with a broad spectrum of charitable causes, together with the external pressures highlighted above, makes medium-sized charities attractive to explore academically because of the challenging background within which medium-sized charities operate. Therefore, the obstacle faced by medium-sized charitable organizations points to retaining knowledgeable and skilled staff against a back-drop of “*government spending cuts and falling donations*” whilst allowing medium-sized charities registered in England and Wales the opportunity to implement cost-effective and creative measures in order to survive the current austere financial environment set to “*last until as long as 2018*” (NCVO, 2013).

The latter point is not only pivotal to the going concern of medium-sized charities, but to the wider charity sector. If charities can work more flexibly and maintain delivery of their organizational goals, then there are potential new modes of working to be explored by both the private and public sectors.

Line-managers are often the budgetary gate-keepers and therefore, will have the final say as to whether or not a project will be taken forward. And so, the correct usage of funds advancing and delivering the charitable needs is fundamental, supported in tandem by sufficient staff resources striving to deliver the key charitable objectives. Therefore, the role of line-management becomes increasingly pivotal and their operational and strategic decisions will impact upon their staff, departmental team and subsequently, the organization. Therefore, the understanding and consistent application of flexible-working across the workforce has a far reaching and pervasive effect upon staff attitudes, staff commitment, staff motivation, the working relationships between staff and line-management, and between staff and the organization if medium-sized charities are to survive “*stricter funding conditions caused by the recession mean[s] charities ha[ve] to pay more attention to their impact*” (Corry Third Sector Online, 2013).

### 1.3 RESEARCH AIMS

Often flexible-working is discussed in association with working mothers managing “*their lives around their work and their work around their lives*” (People Management, 2013) whereas the aim of this study is to gain a preliminary understanding of the broader concept of flexible-working across the whole workforce within medium-sized charities registered in England and Wales.

This study attempts to explore how the charity sector workforce responded to reducing resources, and becoming more ‘lean’ against a back-drop of funding cutbacks (see Section 1.1). It is through utilization of the Glaserian Grounded Theory method (Glaser and Strauss, 1967) (see Sections 1.4 and 4.2.3, Chapter 4), a systematic methodology involving the discovery of theory through the analysis of data. This approach operates almost in a reverse fashion from traditional social science research where the unforced data is collected and the key points are marked with a series of codes, which are extracted from the text. The codes are grouped into similar concepts in order to make them more workable. From these concepts, categories are formed, which are the basis for the creation of a theory. A theory discovered with the Glaserian Grounded Theory method will be accessible to use outside of the substantive area where it was generated (see Sections 4.3.2.6, Chapter 4 and 7.4, Chapter 7).

The following four research questions attempt to answer the research aims through themes pertinent to the charity sector as established in Chapter 3:

- i) What is understood by the term flexible-working within medium-sized charities?
- ii) What flexible-working practices are currently operational within medium-sized charities?
- iii) What barriers and enablers impact upon the uptake of flexible-working practices (including funding and line-management)?
- iv) How might flexible-working enable individual and organizational values to be engaged with?

## 1.4 METHODOLOGICAL OVERVIEW

In order to investigate the research aims (see Section 1.3), the methodology and methods need to be consistent with the philosophical position. Myers (2008) stated that should methods utilized be substantially different, then the underlying philosophies of these methods are different.

The research using Glaserian Grounded Theory was positioned in the interpretivist paradigm, where the researcher constructed “*interpretations of social practices*” (Urquhart, 2013, p. 61) which was easier because there was more commensurability between the notion of coding (generally subjective) and the idea of constructing interpretations.

One of the major strengths of grounded theory is that it results in a chain of evidence and for “*every concept that comes from the data, there are dozens of instances, thanks to the practices of constant comparison and theoretical saturation*” (Urquhart, 2013, p. 159). Therefore, the researcher having rigorously followed the Glaserian branch of Grounded Theory avoided being selective about data she has used in order to back up her findings. Moreover, having reached theoretical saturation, the researcher can be confident that her findings were representative and not just detected once or twice in the Phase II database. Having utilized “*weak constructivism*” (Orlikowski and Baroudi, 1991) (see Section 4.2.2, Chapter 4), it would suffice to “*merely want to show that the codes occurred sufficiently in the data analyzed*” (Urquhart, 2013, p. 159). However, the researcher has taken the opportunity to visually link her model (see Figure 7.1) to Figure 4.2, the diagrammatic view of NVivo (see Chapter 4) in order to support the qualitative theory-building process, but also to clearly demonstrate the chain of evidence that is trustworthy.

A multi-method approach has been utilized (see Sections 4.3.1 and 4.3.2, Chapter 4), a postal-questionnaire followed by semi-structured interviews. At first glance, it would appear that the researcher has not heeded Myers (2008) warning concerned with the combination of quantitative and qualitative methods. However, as discussed later in detail (see Chapters 4, 5 and 6), the postal-questionnaire was primarily to ‘get a feel’ of what was known about flexible-working milieu within the sample

population of medium-sized charities, thereby guiding the researcher to explore particular subject matter further or expand to incorporate other emerging issues/themes. In addition, as highlighted by Urquhart (2013, p. 62):

*“Most of the time, if more data, using different methods, is collected about the phenomenon; this will contribute to the credibility of the research”.*

The following provides a brief overview of methods utilized during this research:

- Phase I – Postal-Questionnaire:
  - i) **Pilot Questionnaire** – Twenty randomly selected medium-sized charities were drawn from a filtered population of medium-sized charities which had submitted an Annual Return from 2007 to 2010 to the Charity Commission (see Section 4.3.1, Chapter 4). This pilot population were asked to complete the postal-questionnaires and provide feedback concerning areas of improvement. Feedback received was surrounding format as compared to question content and thus, responses received were incorporated into the overall response rates.
  - ii) **Final Questionnaire** – five hundred randomly selected medium-sized charities, in addition to the pilot organizations, were drawn from the same filtered Charity Commission data as highlighted above.
  - iii) **Phase I Data Analysis** – all returned postal-questionnaire data (complete and incomplete) was entered into the SPSS software programme (Statistical Package for the Social Scientists) which was used to collate descriptive statistics in order to provide a knowledge gap analysis and support a matrix of further questions to be explored in Phase II; but moreover, the opportunity to ascertain whether there are relationships between the data and the types of organizations according to variables such as subsector and size (see Chapter 5 for full details).
  
- Phase II - Semi-Structured Interviews
  - iv) **Pilot** – over a two month period-ended January 2011, the researcher undertook a pilot interviewing four colleagues from the charity subsidiary

at her workplace. The aim was four-fold: i) to allow the researcher the ‘opportunity to practice in a ‘live; environment utilizing a digital recorder; ii) an opportunity to learn how to use her equipment to achieve best recording results; iii) gain experience at transcribing raw data and iv) gain experience with NVivo. NVivo is a software package that supports qualitative and mixed methods research allowing the data to be collected, organized and analyzed whilst exploring content from interviews and highlighting subtle connections effortlessly.

- v) **Semi-Structured Interviews** – those responding charities from Phase I who indicated that they would be willing to partake in Phase II were approached and interview dates were arranged through one contact.
- vi) **Phase II Data Analysis** – this study adopted a grounded theory methodology, following the Glaserian branch Grounded Theory as compared to the more structured and codified version of Strauss and Corbin (Strauss and Corbin, 1990). Therefore, by adopting Glaserian Grounded Theory, the interviewing process had to continue until “*theoretical saturation*” was achieved (Glaser and Strauss, 1967, p. 61). In this study, “*theoretical saturation*” was “*the point in coding when [one] [found] no new codes occur in the data. There are mounting instances of the same codes, but not new ones*” (Urquhart, 2013, p. 194) (see Chapter 6 for full details).

## 1.5 CONTRIBUTION TO KNOWLEDGE

Although there is less onus upon the researcher to explain their selection “*of particular case or cases within the interpretive paradigm, it’s still important, to explain [one’s] rationale for selecting a particular case*” (Urquhart, 2013, p. 61). Within this interpretive research, the four interviewed charities are revelatory and will be “*interesting and tell us a lot about the phenomenon*” (Ibid, 2013, p. 61).

The principal theoretical insight which emerged from this study was the Female Junior Informal Flexible-Working Model where the heart of this model focuses upon the close-knit, cohesive, familial and intimate working relationships between the female only junior staff members. The nurturing characteristic of this culture group

are further bound by the reiterative familial language utilized amongst staff members (see Section 6.6, Chapter 6). This model operates in tandem to established in-house formal HR policies. The binding strength of the united Female Junior Informal Flexible-Working Model allows cover for work when female staff are absent whilst ensuring the continued delivery of services (see Table 7.1, Section 7.4, Chapter 7). Table 7.1 illustrates the linkages between the thematic findings and existing literature within the voluntary sector. The new emerging findings broaden the generic HR understanding of female working relationships within the charity sector, but moreover, demonstrate that informal flexible-working patterns embrace change and allow workforces to adapt to accommodate the changing needs of both employees and employers whilst meeting the needs of the organization. Therefore, harnessing the creativity of staff, and including them in decision-making could lead to “*a person-centred organisation [...] using person-centred practices to deliver its vision and values*” (Sanderson and Lepkowsky, 2012).

Moreover, although the primary funding streams for the four charities interviewed arose from public sector grants (see Table 6.1, Section 6.2.2, Chapter 6), there was insufficient evidence to draw firm conclusions with respect to the impact of funding upon flexible-working; however this research demonstrated that through “*harnessing care*” for colleagues, strong “*familial*” working relationships were built which allowed targets to be met outside a “*quantified process*” and embraced informal “*value-saturated*” processes (Baines, 2010, p. 929) (see Chapter 3).

Although “*lean*” work structures were observed, a number of New Public Management characteristics were not seen such as client care and access decreased, lone working increased together with increased deskilling and standardization (Baines, 2004a; 2004b; 2004c; Baines, 2006, p. 201; Cunningham, 2008; Baines and Cunningham, 2011; Baines et al., 2011, p. 761). There were similarities commonly cited for the charity sector, heavy workloads, and poor pay; the findings from this research promoted a culture group solely made up of junior female staff members (see above) where they adapted to meet the needs of the organization, but supported each other enhancing their own flexible-working needs and achieving a degree of work-life-balance against a background of funding cuts set to last into the immediate future.

## 1.6 STRUCTURE OF THE THESIS

The thesis has eight chapters and has been broadly written to encapsulate the chronological order of events, although, some activities were undertaken in parallel.

Chapter 2 provides an overview of the three main theoretical flexible-working models: i) The Flexible Firm Model (Atkinson, 1984); ii) The Family-Friendly Model (Doherty, 2004, p. 433; Doherty and Manfredi, 2006, p. 242); and iii) The Diversity Model (Kandola and Fullerton, 1998, p. 8). This chapter discusses the relevance of these models in the context of this thesis but also outlines the discussions surrounding barriers and enablers of flexible-working practices operational across all sectors.

Chapter 3 contextualizes why flexible-working is important to the charity sector and discusses a number of broad themes including: i) the nature of the workforce; ii) income of charitable organizations and their link to insecurity and “*leanness*” (Baines, 2004b, p. 7); iii) the service-user need and how their demands are shaping working hours; iv) legislation as a driver for flexible-working; v) line-management as a barrier or enabler of flexible-working; and vi) the issue of staff motivation.

The chapter is dedicated to addressing the initial research objectives and shaping them into the four research questions.

Chapter 4 presents the rationale for the epistemology and methodology utilized by the researcher throughout this study: Glaserian Grounded Theory in an interpretivist paradigm.

Chapter 5 presents the findings from Phase I (postal-questionnaire) by themes that are directly related and in an attempt to answer the research questions established in Chapter 3.

Chapter 6 presents an introductory summary of each charity involved in Phase II, (semi-structured interviews). Again the data is presented by themes that are directly related and in an attempt to answer the research questions established in Chapter 3.

Chapter 7 explores the findings from both Phase I and Phase II and provides an analytical review and discussion of the culmination of findings. The key findings are discussed extensively and thus, present an emerging theory based on the findings discussed within this study supported where possible by current literature.

Chapter 8 draws the thesis to a close. It considers the contribution to knowledge, the limitations of studies, and makes recommendations to governmental bodies and voluntary organization proposing the necessity for the furtherance of flexible-working practices within the charity sector.

This chapter also makes recommendations for further areas of research, and concludes with the researcher's reflection upon her personal academic journey.

## CHAPTER 2: FLEXIBLE-WORKING CONCEPTS AND MODELS

### 2.1 INTRODUCTION

As highlighted in Chapter 1 (see Section 1.3), the aim of this study is to gain a preliminary understanding of the broader concept surrounding flexible-working practices operative across the workforce within medium-sized charities registered in England and Wales.

The boundaries between flexible-working and leisure time are no longer fixed by the normal diurnal working day. Working hours can now be extended into the evening, as well as weekend working. The hours of duty have become more variable in the workplace in order to accommodate the “24-hour society”. Therefore, as society changes, there is an expectation that organizations and their workforce will adapt to meet the societal demands.

Although, new HRM (Human Resource Management) models are emerging, such as the Person Centred Care model (Sanderson and Lepkowsky, 2012), Section 2.2 focuses upon three established HRM theoretical flexible-working models: i) The Flexible Firm Model; ii) The Family-Friendly Model; and iii) The Diversity Model in an attempt to discern whether or not they can be translated to the charity sector. With the social and economic changes over the past quarter century (Kalleberg, 2003, p. 154), the Flexible Firm Model concepts (varying flexibility: financial, functional and numerical) (see Section 2.2.1) could in the context of this thesis allow charitable organizations the opportunity of utilizing team work, whilst granting the employer the ability to adjust size of its workforce by employing non-standard workforce (peripheral group, see Figure 2.1). Whereas the key Family-Friendly Model concept strives to improve women’s position within the workplace reconciling their dual role as primary carer and employee (Doherty and Manfredi, 2006, p. 242). This framework could provide significant support to the predominately female workforce in the charity and voluntary sectors (Wainwright et al., 2006; Baines and Cunningham, 2011, p. 761; Baines et al., 2011) (see Section 2.2.2). Finally, the key Diversity Model concept is equality where “*harnessing differences will create a productive environment*” (Kandola and Fullerton, 1998, p. 8). This model could potentially

bridge cultural and societal beliefs concerning primary gendered carer roles and utilize diversity to promote “*efficiently and effectively*” allowing a greater breadth of staff to work over longer periods accommodating and extending organizational needs internally and public-facing services (Kandola and Fullerton, 1994, p. 7) (see Section 2.2.3).

Section 2.3 strives to provide an understanding of the recognized barriers and enablers of flexible-working practices operational across all sectors, which could also impact upon the charity sector. These factors are explored further within Chapter 3 when developing the research questions (see Section 3.3).

Finally, Section 2.4 concludes with a summary of the key points emerging from the discussion presented in Sections 2.2 and 2.3.

## **2.2 THREE THEORETICAL HRM FLEXIBLE-WORKING MODELS**

### **2.2.1 The Flexible Firm Model**

Atkinson’s (1984) developed the concept of the “*flexible firm*” in recognition of the changes within the workplace both in nature and composition. The model developed during the 1980s and early 1990s during a period of market stagnation, job losses, financial uncertainty, technological change and reduction of working time. Thirty years on, 2010s, the United Kingdom finds itself in a similar economic position.

The Flexible Firm Model (see Figure 2.1) was probably the first relevant contribution to the conceptualization of flexibility and promulgated the concept of “*core*” (full-time, permanent staff members) versus “*peripheral*” (job-sharing; part-time; short-term contract) workers, because it seeks different types of flexibility from each component. There are three types of flexibility: financial, functional, and numerical flexibility.

Where **financial flexibility** (or wage flexibility) is defined as “*the ability to vary total amount of working hours in an organization in line with the changing demand for labour*” (Delarue et al., 2006, p. 2; see also Reilly, 2001); **functional flexibility** (or

internal flexibility) is defined as *“the ability of employers to redeploy workers from one task to another”* (Kalleberg, 2003, p. 154); and **numerical flexibility** (or external flexibility) is defined as *“the organization’s ability to adjust the size of its workforce to fluctuations in demand by using workers who are not their regular, full-time employees”* (Kalleberg, 2003, p. 155).

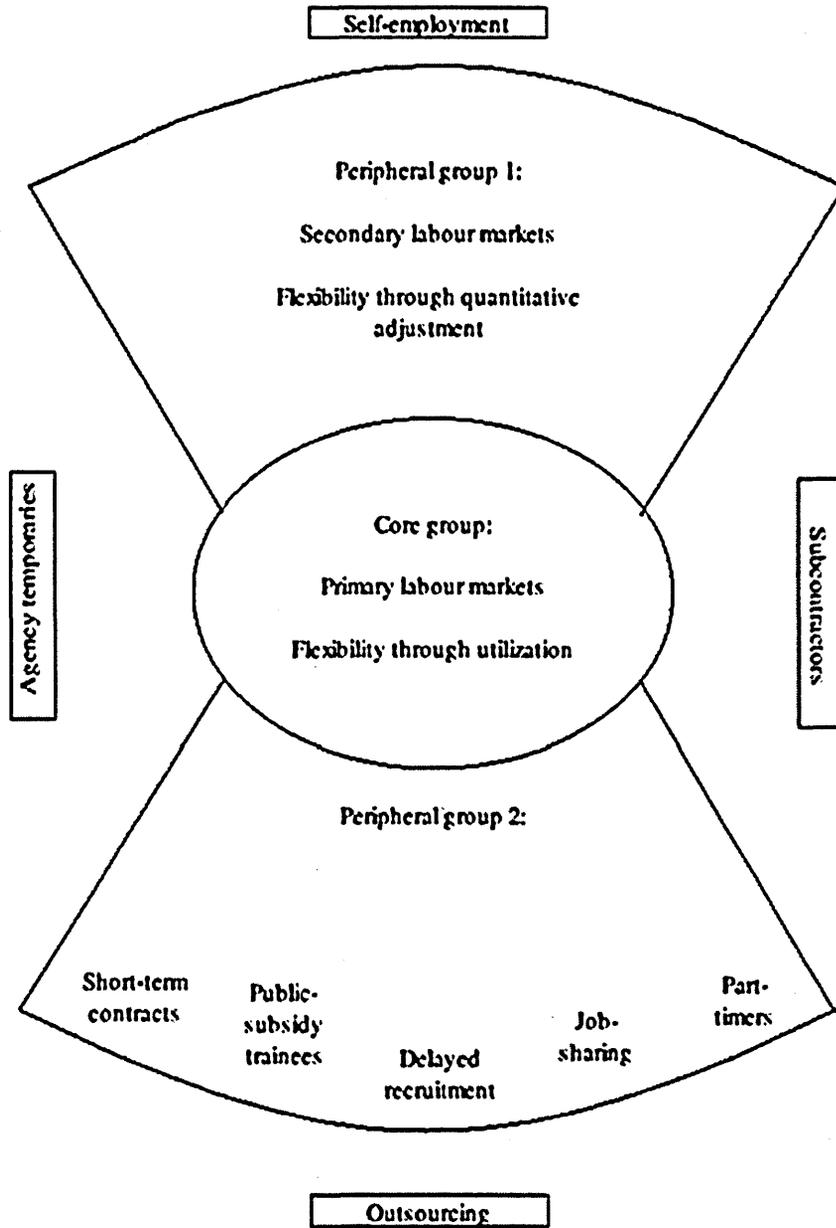
At the centre is the core group, these staff members employment security is won at the cost of accepting functional flexibility both in the short-term (involving reduced demarcation and multi-discipline project teams) as well as in the long-term (changing career and retraining). The employment terms and conditions are designed to promote functional flexibility. Central characteristic of this core group is that their skills cannot be readily bought-in.

The first peripheral group are also full-time employees, but this group of staff are offered a job and not a career. This group of staff are not organizational specific and their jobs are ‘plug-ins’, for example administrative, clerical.

As a result, the organization looks to the external market to fill job vacancies and strives to achieve numerical and financial flexibility through a more direct and immediate link to the external labour market that utilized for the core group. Functional flexibility is concerned with jobs that tend to be less skilled, little training or retraining needed and the recruitment strategy is directed particularly at women, and possibly volunteers within the context of the charity sector.

If the organization needs to supplement the numerical flexibility of the first peripheral group with an element of functional flexibility, then the second peripheral group can be distinguished. This group are on contracts of employment designed to combine the two, for example part-time staff. The second peripheral group have all the characteristics of those in the first peripheral group but with their deployment often structured to match the changing business needs. This maximizes flexibility whilst minimizing the organization’s commitment to staff’s job security and career development.

Figure 2.1: The Flexible Firm Model



Adapted Source: Atkinson (1984).

The Flexible Firm Model envisages flexibility enabling an organization to react expediently and cost effectively to environmental changes. In an open external market, there is a trend towards replacing full-time staff carrying out “non-core” functions by other employment relationships such as outsourcing (Beardwell et al., 2004, p. 144). The key feature of this model is that peripheral workers act as a “buffer” that protects the core workers from external market pressures.

Atkinson's (1984) Flexible Firm Model became extremely influential in HRM thinking in the 1980s. However, there appears to be resurgence within some heavy industries where aspects of this model are being adopted; utilizing a mix of financial (wage) and numerical (external) flexibility promoting improved performance in the market place as illustrated below:

*"Due to intense market competition, firms are increasingly adopting lean manufacturing practices in order to improve their competitiveness through increased flexibility" (Tan et al., 2012).*

Evidence from the USA indicates that employers tend to divide their workforce into two groups, primary and secondary. Primary workers are "*internalized*" and employed on long-term commitments, whereas secondary workers are "*externalized*" and employed on a short-term "*hire and fire*" basis (Beardwell et al., 2004, p. 145).

The Flexible Firm Model provides one school of thought, which is heavily biased to the employer perspective and does not discuss the flexible-working requirements of workers, and the model could be criticized for blurring description, prediction and prescription in an ambiguous futurology which slips between research reportage and best practice policy. In addition there are contradictions between authors regarding the uptake of the Flexible Firm Model, a number of critics state that there is minimal evidence supporting the argument that employers have reorganized their employment systems to combine both functional and numerical flexibility (Kalleberg, 2001, p. 496; 2003, p. 171; Beardwell et al., 2004, p. 145). In addition, Cully et al. (1999) concluded that functional flexibility is not developed to a high degree in Britain and consists more in the multi-tasking of semi-skilled labour than the multi-skilling of highly trained workers.

In summary, the Flexible Firm Model was a prominent HRM model thirty years ago and appears to be making a come-back within heavy industries during a period of austere economic climate, similar to the period when the Flexible Firm Model first appeared. However the model does have some mileage today despite the known deficiencies and the misperception between core and periphery being confusing, circular and value-laden (Pollert, 1988, p. 288; 1991; Kalleberg, 2001). The permanent employees are the core group with the skill-sets not readily bought in, say

full-time staff. Within the context of this research, the core group, both men and women, are protected by the predominate part-time female staff who act as a “buffer” and moreover, “avoiding the morale problems engendered by laying off regular employees” (Kalleberg, 2001, p. 484), the part-timers can be flexed (numerical flexibility) and thereby, controlling the financial flexibility. With the large number of volunteers working within the charity and voluntary sectors, these too could act as “buffers” and be considered part of the peripheral group to be utilized and flexed to accommodate the changing socio-economic climate.

### 2.2.2 The Family-Friendly Model

According to Doherty and Manfredi (2006, p. 242) the stance of the Equal Opportunity approach:

*“Begins from an analysis of the disadvantage experienced by particular social groups because of their difference to the dominant group and then puts in place targeted provisions to overcome this disadvantage. The underlying rationale is the desire to create ‘equity’ in the allocation of organisational benefits”.*

The family-friendly approach commences with the problems encountered by women’s dual role (reconciling their care-responsibilities with the demands and expectations of full-time employment) and developing policies supported by legislation to address the work-life issues (Martinuzzi et al., 2011; Grosen et al., 2012). Fundamentally, the family-friendly approach is to improve the women’s position in the workplace. It is justice driven (Doherty and Manfredi, 2006) and may prove attractive to the values of the organizations operative within the charity sector.

The common pattern of the United Kingdom family employment was predominately one of men (fathers) working long hours and women (mothers) working in low-paid part-time roles (Dex and Scheibl, 2002). Naturally, to respond to the labour division, family-friendly policies have focused on the needs of women with young children and later, have expanded to incorporate adult-care responsibilities. Only a few prescient-minded employers have considered the broader questions of flexible-working (Coussey, 2000, p. 31; Yeandle et al., 2003). Yeandle et al. (2003, p. 45) noted that

family-friendly policies were often promoted as a means to enabling women to gain a more equal place in the labour market. But the same authors recorded that although some managers agreed with the aforementioned view, others were conscious of the risk that these policies could reinforce the stereotypical thinking about gender roles, both at home and at work, and therefore become a trap rather than support for women:

*“Balancing responsibilities of work and home life is recognised as affecting both men and women; however, maintaining this balance is more problematic for women as women still have the primary child rearing and domestic responsibilities”* (Cullen and Christopher, 2012, p. 70).

Drawing on field research in Houston and Waumsley (2003, p. 4), they concluded:

*“More should be done to establish that flexible-working does not necessarily mean poor career prospects. This means making flexible-working available at all levels of occupations and challenging the notion that working longer hours means advancement. If this does not happen there is a risk that flexible-working will further segregate men and women in the workforce”.*

Frank and Lowe (2003) found that flexible-working arrangements could be detrimental to long-term career goals and, as a result of this gender specific prioritising, may affect more women than men, especially as the voluntary sector workforce is predominantly female (Wainwright et al., 2006; Baines and Cunningham, 2011, p. 761; Baines et al., 2011).

The further division between the sexes had been highlighted by Dex and Scheibl (2002) where the authors believed that unless men overcame their fear of loss of opportunities and promotion, and began to accept, and utilize the family-friendly policies, the gender division would continue to diverge; with women taking the majority of part-time and flexible work, much of which is disadvantaged. When flexible-working was initially presented there was a genuine risk to unions as employers moved increasingly towards individualized contracts and a greater deployment of casuals and temporary staff. Unions saw flexibility as a major threat to their constituencies and to collectivism. They had in the past sought to defend these long-established policies, trying to block the introduction of part-time, temporary and other non-standard employment contracts. In doing so, they could be seen to be acting conservatively, taking the position of skilled male workers as the employment norm

and therefore, perpetuating the cultural perception and acceptance of the role of women (Bradley, 2009, p. 93).

However, the TUC (2010; 2013) has since embraced flexible-working and welcomed the Government's proposal for increasing flexible-working opportunities for both men and women:

*“Working parents who are trying to combine a job or career with raising a young family will be relieved that ministers are considering allowing those with children over five the chance to take parental leave.*

*Similarly men who are planning to become fathers in the not too distant future will be pleased that they may have to give their employers less notice to take paternity leave and so spend valuable time with their new families” (TUC, 2010).*

Flexible-working is an issue for both men and women, but the up-take and expansion of organizational policies has been slow; with policies being offered to women or only taken up by women (Houston and Waumsley, 2003, p. 1; Grosen et al., 2012, p. 73). There are a number of reasons why the up-take of flexible-working policies may not be successful: i) cultural and behavioural attitudes of both the employees and employers; ii) flexible-working policies could be viewed as amplifying the gender divisions if implemented; iii) aimed solely at women and/or carers with child- and/or adult-responsibilities; iv) cost (Dex, 1999; Houston and Waumsley, 2003, p. 45). Millar (2009, p. 18; 2010) and Walter (2010) believe that the problem goes deeper, with roots in generations of conditioning about women's roles.

More and more women are entering the labour market and undertaking paid employment, but complementary male propensity towards undertaking unpaid domestic labour has generally not increased whether these men work full-time or part-time. As Pocock (2003) argues, with the current patterns of work and labour market participation and stasis in the domestic relations and roles between men and women, work and care collides. Having to undertake a “*second shift*” in the home therefore might account for why Australian women at least are happier with shorter working hours (Booth and van Ours, 2005). Better work-life-balance might be attained not

with flexible-working for women but persuading men to finally shoulder equitable domestic responsibility.

The signs for women's equality are not looking good, research also revealed that 40% of young Australian males to be "*open minimisers*", who plan for their future wives to do all the housework and less than two-thirds of young females expect to share this housework equitably (Pocock, 2003, p. 143).

The European Community has promoted the equal treatment of women in the workplace. Early "Action Programs" adopted by the European Community Council of Ministers focused on equal pay and improvement in legal provisions, while more recent initiatives had strong work and familial themes. The European Community's "Fifth Community Action Programme on Equal Opportunities (2001-2006)" continues to promote equality for men and women, particularly assisting and supporting the Community framework strategy. It follows the third and fourth Equal Opportunities programmes, covering periods 1991-1995 and 1996-2000, respectively. This programme promotes and disseminates the values and policies underlying gender equality and strives to improve the understanding of issues related to gender equality, including direct and indirect gender discrimination and multiple discriminations against women. The objective of increasing equality in employment cannot be achieved unless accompanied by action to increase equality in other areas, such as family responsibilities (Papalexandris and Kramar, 1997).

Family-friendly working arrangements were originally devised in order to assist women workers. It is still the case that women, even when in full-time employment, are more likely than men to take responsibility for children and therefore, seek for certain types of flexibility (Dex, 1999). Survey data collected on women's and men's demand for flexibility illustrated that women were most likely to prefer options that reduce their hours of work (Hogarth et al., 2000). Although, some employers attempt to keep policies on a gender neutral basis, McDonald et al. (2005, p. 481) noted that "*although ostensibly gender neutral, these policies in practice revolve around facilitating the working conditions of women*". Moreover, both men and women may experience work as debilitating factor in their lives, flexible-working policies and policies are targeting that group of the workforce who still carry most of the

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responsibility for care responsibilities – women (McDonald et al., 2005; Eikhof et al., 2007).

Much of the discourse has been centred upon career-involved men who devote minimal time to their familial responsibilities and consequently, heavy time demands are placed upon their spouse or partner. Keith and Schafer (1980) have reported that a woman's level of work-family conflict is directly related to the number of hours their husband/partner works on a weekly basis. Interestingly, the effect of women's work pattern on their spouse/partner is less clear cut. However, Greenhaus and Kopelman (1981) reported that husbands of women in managerial or professional positions working sufficiently longer hours placed intense pressure on their husbands to participate more within family activities, but this in turn conflicted with his work responsibilities.

Throughout the equal opportunity discourse, the research to date reiterates a common theme regarding the perception of women. Women are viewed in the workplace and society as a whole, to be the major care providers. Women enter into social contracts with their partners and/or children, whose terms and conditions are determined neither individually, nor formally (that is laid down by legal or secular laws), but collectively, within the context of culture (Maushart, 2001, p. 58). Although the researcher does not wish to trespass into feminist philosophy and theory, it should be acknowledged that culturally women are potentially still trapped by the overhang of men's beliefs of their role, and women's biological and nurturing emotional ties to children and familial responsibilities:

*“The issue is the perception that after a woman has a child she is automatically perceived to be less committed to her career and therefore may be subject to discrimination in the workplace” (Swiss, 1993 cited in Lyness et al., 1999).*

Perhaps if the co-operative approach was considered as a way forward in the future, a move to 'true' equality, where men and women are paid the same, bonuses are equally distributed, information shared, and familial responsibilities are gender neutral (Kasim, 1996); then both men and women would have a greater sense of value in the workplace and at home.

The crux of the Family Friendly Model is “*to create equity*” in the workplace that “... *puts in place targeted provisions*” to overcome disadvantages faced by women as the primary adult-/child-care as compared to men when advancing their careers (Frank and Lowe, 2003; Doherty and Manfredi, 2006, p. 242). However, the HRM policies negate the needs of male employees wishing to uptake flexible-working in order to provide primary care (Houston and Waumsley, 2003; McDonald et al., 2005; Eikhof et al., 2007). It appears that current flexible-working policies continue to act as a possible trap for women, because of the stereotypical gender role bias established and re-established in the flexible-working policies (Cullen and Christopher, 2012, p. 70).

### **2.2.3 The Diversity Model**

The Diversity Model approach, unlike the Equal Opportunities approach, is not driven by social justice or equality; it emphasizes the advantages of a diverse workforce i.e. the “*business case*”.

Kandola and Fullerton (1994, p. 7) suggests various definitions of diversity

*“[U]nderstanding there are differences between employees and that these differences, if properly managed, are an asset to work being done more efficiently and effectively”.*

The Diversity Management approach aims to move on from the obstacles perceived with Equal Opportunity approaches specifically related to women, to being those concerned with all employees and an issue for all managers (Kandola and Fullerton, 1994; Liff, 1996; Liff and Cameron, 1997; Sinclair, 2000). The link into flexible-working arises from the latter point being viewed as a means to achieve diversity and thus, overcome gender blindness within the workplace.

Kandola and Fullerton (1998, p. 8) defined Diversity Management as:

*“The basic concept of managing diversity accepts that the workforce consists of a diverse population of people. The diversity consists of visible and non-visible differences which will include factors such as age, sex, background, race, disability, personality and work style. It is founded on the premise that harnessing these differences will create a productive environment in which*

*everyone feels valued, where their talents are being fully utilised and in which organisational (company) goals are met.”*

This approach allows all workers to have a voice and therefore, share a broad array of points of view. This promotes the motivational and performance benefits gained through a workforce feeling valued by their organizations. Unlike the Equal Opportunity approach, where the worker is empowered by bringing their non-working role as a carer into the organization, which is prepared to accommodate their working policies to suit their personal needs (Doherty and Manfredi, 2006, p. 243); the Diversity Management approach broadens the flexibility concept *“beyond the typical dimensions of time, space or style”* (Lewis and Lewis, 1996, p. 73).

Hall and Parker (cited in Lewis and Lewis, 1996, p. 73) suggested that:

*“Flexibility can also be a means of promoting ‘psychological availability’: a flexible workplace enables employees to bring their ‘full’ selves to work and be psychologically engaged in the tasks, activities, and relationships that make up their jobs”.*

Hall and Parker concluded that all workers have personal identities (ethnicity, gender, race, sexuality) and non-work roles (adult-/child-carer, partner, volunteer) in addition to their work roles; bring their *“full”* selves into the workplace and therefore, express as compared to suppress themselves within the working environment.

Based on this philosophy, flexibility develops into an approach that values differences and therefore, is directly linked into the organizational culture, and the core business outcomes. An organization that values diversity as its cultural ethos offers *“a single coherent framework for a number of [HRM] programs that are generally perceived as isolated efforts”* (Lewis and Lewis, 1996, p. 73).

The Diversity Management approach is a relatively new concept and presents some potential advantages as compared the traditional Equal Opportunity approach (Kirton and Greene, 2010). This approach offers benefits to the whole workforce as opposed to a disadvantaged group, for example women, and disabled workers, and moreover, the Diversity Management approach is based on business case arguments as opposed

to compliance and subsequently, is more attractive to employers. It also offers the opportunity of:

*“Challenging the best ways of organising work and domestic life so long as women and men can be drawn into the debate”* (Doherty, 2004, p. 438).

Conversely, placing a skewed emphasis on *“dissolving difference”* (Liff, 1999, p. 71) may lead to gender inequality being no longer an issue and thus, lead to the dilution of Equal Opportunity policies and procedures which may have an adverse impact upon more vulnerable workers. Nevertheless, it is important to note that the adoption of the Diversity Management approach is dependent upon there being a business case being made, and that it is an entirely voluntary process, which the employer may not wish to adopt (BIS, 2013b).

Neither the Equal Opportunity (‘push’) nor the Diversity Management (‘pull’) approach can satisfactorily reconcile personal and work-life reconciliation (Doherty, 2004, p. 448-449). Rapoport et al. (2002, p. 18-19) proposed *“the dual agenda”* concept, which stresses the importance of working on *“gender equity or work-personal life integration”* and re-examining *“obstacles to effectiveness that usually remain hidden because they are unquestioned – they are simply the way it is”*. During challenging economic times, this approach increases the workforce performance and organizational effectiveness; and begins to understand the tensions between an individual’s equity and work-personal life issues (Gambles et al., 2006).

The Diversity Management is the last of the three theoretical flexible-working models explored in this section. Unlike the Family-Friendly Model, the Diversity Model goes beyond equality through striving to overcome gender blindness and engage with a *“diverse population of people”* (Kandola and Fullerton, 1998, p. 8) and so, utilize a broad spectrum of knowledge and skills from a multi-faceted workforce of varying age, cultures, ethnicity, personal values, role responsibilities and seniority (full-time, part-time, volunteer), social background and work-styles (Kandola and Fullerton, 1998, p. 8) which could broaden the workforce in charitable organizations striving to deliver services against a back-drop of cost-cuts.

## 2.3 BARRIERS AND ENABLERS TO FLEXIBLE-WORKING

In order to discuss the perceived barriers and enablers as opposed to drawbacks and benefits, respectively, these concepts need to be clearly defined. Within the context of this thesis, the terminology is defined as follows:

- **Barrier** – can be considered as an obstacle preventing the introduction and operation of flexible-working into the workplace;
- **Enabler** – can be considered as a driver, a reason for the introduction and operation of flexible-working into the workplace;
- **Drawback** – can be considered as the negative outcomes that arise from the introduction and operation of flexible-working in the workplace; and
- **Benefits** – can be considered as the positive outcomes that arise from the introduction and operation of flexible-working in the workplace.

The following section, Section 2.3.1 provides an overview of what the term flexible-working implies and the intended outcomes of flexible-working policies within the workplace. Thereafter, the subsequent sections consider both from the employee and employer perspective the barriers and enablers impacting upon the successful delivery of flexible-working.

### 2.3.1 What Are Flexible-Working Policies?

Over the last thirty years, both employment patterns and working hour trends in the UK have significantly changed. The UK economy has experienced a structural shift from heavy male-dominated manufacturing industries to service industries such as banking, finance, and insurance. In tandem, the number of women returning to the workplace in full-time and/or part-time capacity has increased.

In March 2000, Tony Blair launched the government's campaign to promote a better work-life-balance, encouraging employers to introduce flexible-working policies (DfEE, 2000). With increasing numbers of women in the workforce wishing to combine family and work responsibilities, it is an obvious driver for what were

initially called “*family-friendly*” policies (Forth, et al., 1996; Harker, 1996; Kodz et al., 2002).

The term family-friendly is itself problematic, as the nature and complexity of family is not always acknowledged (for example, many families are run by lone parents), and the word friendly could be taken to imply favours rather than entitlements (Lewis, 1997), and thus, the term “*work-life-balance*” was increasingly substituted. Over the past decade, the all-encompassing term flexible-working policies have been embraced (The Family Friendly Working Hours Taskforce, 2010, p. 15). The researcher compiled a list of the most commonly cited flexible-working initiatives in use today (see Appendix 1).

The Family Friendly Working Hours Taskforce (2010, p. 11) defined:

*“Flexibility in the workplace is about developing modern working practices to fit the needs of the 21<sup>st</sup> century. Flexible working opportunities can be good for everyone – both employers and employees have the flexibility to organise their changing arrangements in a way that suits them. This [may] enable an organisation to adapt to changing business conditions and individual employees to better balance their work and family life”.*

Although, flexible-working policies have been examined in other sectors: for example, financial services (Fiorini, 2008), higher education institutes, NHS Primary Care Trusts, to date there has not been an in-depth exploration of the flexible-working issues within the charity sector (see Section 3.3, Chapter 3).

The relationship between flexible-working needs of employees and employers have been examined in detail (Fredriksen-Goldsen and Scharlach, 2001; Bond et al., 2002; Dex and Scheibl, 2002; Crompton and Lyonette, 2005; Doherty and Manfredi, 2006; Waters and Bardoel, 2006; Hill et al., 2008a; 2008b), but the situation is further complicated as Beauregard and Henry (2009, p. 9) believe that there is no one accepted definition of what constitutes flexible-working policy; the term usually refers to one of the following:

- organizational support for dependent care;

- flexible-work options (see Appendix 1); and
- family or personal leave (Estes and Michael, 2005).

Beauregard and Henry (2009, p. 10) argued that the mechanisms by which the provisions of flexible-working policies affect workers' behaviour and organizational performance remain unclear and under-researched (Allen, 2001; Schutte and Eaton, 2004). In addition, Liff and Cameron (1997) and Roper et al. (2003, p. 227) argued that many organizations neglect to conduct formal monitoring and evaluation of their flexible-working policies, assuming that once in place they are being utilized to good effect. Again, Beauregard and Henry (2009, p. 18) highlight the scarcity of research based on systematic policy evaluation data to address the question of whether or not flexible-working policies are achieving the intended aims (McDonald et al., 2005).

### **2.3.2 Barriers and Enablers to Flexible-Working**

The following subsections discuss the barriers and enablers to flexible-working mirroring where they may share the same factors, but have different objectives impacting either the employee and/or employer.

#### **2.3.2.1 Equal Opportunities**

As considered in Section 2.2.2, the Family-Friendly Model - the Equal Opportunity approach (Doherty and Manfredi, 2006, p. 242) could act as a barrier to women entering and remaining within the workplace by the very nature of the reinforcement of gender specific policies (Frank and Lowe, 2003; Millar, 2009). This stereotypical thinking possibly acts as a barrier from an employee perspective because the Equal Opportunity approach is seen to be exclusive. For example, flexible-working arrangements are available for women with adult-/child-care responsibilities and thus, both men and women without care responsibilities perceive that they have restricted access to the available flexible-working arrangements and so, become demotivated and resentful. From a non-flexible-working employee, potentially there could be the perception that those who utilized flexible hours were "*not working*". British Telecom distinguished between life-style friendly policies as compared to flexible-working policies arguing that flexibility is for all and not for those with care

responsibilities in an attempt to temper potential resentment (Johnson, 2004). These emotional hurdles are themselves a barrier impacting upon productivity and delivery of services and would reduce the likelihood of introduction by the employer.

Although HRM change would primarily be driven by the employer as compared to the employee, should sufficient demand for flexible-working arrangements be made by male staff, then employers may implement these policies. However, through their own cultural stigma, male staff are their own self-created barrier and thus, the employer may not have a strong enough driver to promote flexible-working to accommodate a non-spoken requirement.

Whereas when the Labour Government was in power, the key theme had been establishing policies in relation to parental employment. In the early 1990s, the party's overarching policy frame was shifting from the 1983 objective of creating "*a fairer Britain*" to what became "*building a strong economy*" in 1992 (Labour Party, 1992, pp. 11-14). During this period, some of the party's gendered policies became a much clearer "*welfare-to-work*" framework in the 1997 manifesto (Labour Party, 1997). Commencing in 1992, there was a greater focus on the "*family*" as compared to focusing on women. The new framework looked to generate more prosperous and successful families and for achieving work-life-balance for both men and women (Labour Party, 1992, pp. 13-15) (see Section 2.2.2). This was encapsulated in the 1998 welfare reform Green Paper which had the slogan "*work for those who can; security for those who cannot*" (DSS, 1998 cited in Annesley et al., 2007). Following the Work and Families Act 2006, fathers can now take paternity leave interchangeably with their partners. In some cases, the change in legislation has acted as a stimulus for many organizations to review their flexible-working policies (some more extensively than others): i) in order to meet the minimal statutory requirements; ii) avoid bad publicity through an industrial tribunal; iii) motivated by competitive concerns (BBC, 2011; Jaguar Landrover, 2012; Radio 4, 2012); iv) assist their staff to achieve a "*balance between their working and domestic lives*" (Bond et al., 2002, p. 77).

In short, the 2006 legislation enabled parents, particularly mothers, to combine working with their familial responsibilities within specific job context (Bowan and

Pittman, 1995; Haas, 1995; Voydanoff, 1995; Higgins et al., 2000) and hence, put much needed skills and experience at the disposal of the organization and thus, economy (Holmes et al., 2007; The Family Friendly Working Hours Taskforce, 2010, p. 11). The Equal Opportunity legislation enables the employer and but benefits the employee.

### **2.3.2.2 Flexible-Working Arrangements**

As discussed in Section 2.3.2.1, flexible-working arrangements potentially generate tensions (drawback) as not all employees have access to flexible-working arrangements (Dex and Scheibl, 2002). It is the non-access to the flexible-working arrangements which becomes the barrier as perceived by the employee.

On researching flexible-working arrangements in UK-based small and medium-sized organizations, Dex and Scheibl (2001) highlighted the dangers associated with “*loose arrangements*” where workers may not be treated consistently. This study emphasized the fact that the take-up or non-take-up of flexible-working arrangements were at the discretion of the manager. And so, the flexible-working arrangements were inconsistently promoted and consequently, not uniformly applied organizational-wide. This may be due to inexperience, lack of training or bias, however Dex and Scheibl (2001) did not explore these issues further, however Hogarth et al. (2000) had noted the lack of management knowledge earlier (see Section 2.3.2.3).

Johnson (2004, p. 730-734) discussed a number of issues surrounding the “*new flexible manager*” based within large organizations, with emphasis upon the barriers to flexible-working arrangements. Johnson found that flexible-working was acceptable as long as it met the organizational business needs. This point was reiterated by CIPD (2012, p. 27-28):

*“[The] main barrier to improving flexible-working appears to be operational pressures ... maintaining customer service requirements ... and line-managers’ ability to effectively manage flexible workers”.*

Johnson (2004) found that flexible-working arrangements were not seen as a priority issue and from a managerial point of view those workers with flexible needs required

more time and effort. The latter points made by the employer certainly act as barriers as compared to drawbacks and ultimately act as a barrier towards employees where the possibility of flexible-working does not carry significant weight.

Closely interwoven with Equal Opportunities are the supporting flexible-working arrangements which result in a number of benefits enjoyed by all employees if implemented and operated in a fair and orderly fashion.

Through operating flexible-working arrangements, staff performance was observed to improve, together with the quality of work (Kodz et al., 2002); and utilizing the working-from-home option, allowed middle and senior managers the space to be more productive and innovative (Hayward et al., 2007). Flexible-working increases the workers' engagement and this translates into greater commitment and loyalty to the employer. Truss et al. (2006) and a BCC survey (British Chambers of Commerce) (2007) found respectively, that workers with flexible-working contracts as compared to those with none, were satisfied with their working arrangements, more emotionally engaged, and therefore, there was a greater probability that the workers would speak positively about the employer and hence, less likely to leave the organization. Houston and Waumsley (2003, p. 44) and Dex and Scheibl (2002) observed that with flexible-working policies operational, stress-related behaviour had reduced and staff retention had increased. They argued that:

*“A non-supportive workplace culture was associated with higher levels of work-family conflict, poor psychological health and stronger intentions to leave the organisation”.*

Through flexible-working arrangements being implemented and/or maintained, the arrangements themselves have become the organizational enablers through employee benefits; for example, raised morale and increased levels of job satisfaction are benefits for employees (CIPD, 2005; 2007; Smith, 2010, p. 395) and in turn, cost-savings are achievable through employee retention including skills and experience, decreased recruitment costs and motivated staff often work longer hours unpaid – an outcome appreciated during these austere financial times (Murphy, 2006; Hayward et al., 2007).

### 2.3.2.3 Managers

There are a number of discussion points which dove-tail and flexible-working arrangements and managers are one such touch-point. As discussed in Section 2.3.2.2, flexible-working arrangements were inconsistently promoted and consequently, not uniformly applied organizational-wide. Therefore, as noted by Lewis and Lewis (1996) and Yeandle et al. (2003, p. 41), line-managers' attitude and behaviour exacerbates the barriers against consistent treatment for all staff across an organization.

Yeandle et al. (2003, p. 41) explored line-managers' knowledge and awareness of "family-friendly" employment within the banking sector, financial services, local government and supermarkets. They identified four broad categories of managers: i) ignorant; ii) progressive; iii) resistant; and iv) vague. Irrespective of their care responsibilities, both male and female managers fell into the four identified categories. The majority of the managers interviewed had only a vague understanding of the "policy framework" they were expected to be operating, or were ignorant about it.

A recent survey carried out by CIPD (2012, p. 28) concluded that there were barriers toward flexible-working associated with:

*"Existing organisational culture and attitudes of senior managers".*

The CIPD survey found that within large organizations, the prominent barrier to flexible-working was "line-managers' attitude" and within medium-sized organizations (50-249 employees), the "line-manager's ability to manage as a barrier to flexible-working".

In addition, research has found that in general, managers had limited knowledge of flexible-working policies within their own organizations (Yeandle et al., 2003, p. 43; Karatepe and Tekinkus, 2006, p. 189). In practice, managers addressing worker needs appear to be working blind. These authors found that managers who had participated in flexible-working policy implementation training were a "rare breed". Most

commonly, managers were vaguely aware of general organizational flexible-working policies, and although limited, a minority of managers had a general understanding of their statutory responsibilities.

Netemeyer et al. (2005) argued that properly trained managers could create a culture that helps front-line workers balance work requirements with non-work responsibilities and make work less stressful. Within smaller organizations which do not have the necessary monetary resources; managers, who exercise their managerial discretion, run the risk, over a period of time, of acting in a manner which could have been perceived as inequitable and open to legal challenge, because inadequate procedures had not been followed (Cunningham, 2001, p. 234). Friedman and Greenhaus (2000) supported the concept that adherence to legislative requirements furthered the prevention of discrimination. A move towards organizational diversity could also lead to positive returns in today's business environment (see Section 2.2.3).

As discussed above, CIPD (2012, p. 28) stated that the "*line-manager's ability to manage as a barrier to flexible-working*". However, as commented upon earlier by Yeandle et al. (2003, p. 41) managers sympathetic towards those employees with work-life stresses, considered themselves as flexible agents striving to respond to the needs of both their employees and employers and thus, believed that a more flexible *modus operandi* reduced costs, and allowed effective management of employee recruitment, retention, and reduced absenteeism (see Section 2.3.3.2).

In order for managers to become enablers of flexible-working, they need to be trained and have a better overall understanding of what flexible-working arrangements are; what they entail; and how they impact upon the employees and employers both operationally and strategically. Carmeli (2003, p. 789) argued that the influential work of Goleman (1995; 1998) regarding managers with high emotional intelligence competencies, had received little attention and support. Goleman (1995; 1998) was particularly interested in the unique organizational contribution made by these managers, especially with regard to various work related attitudes, behaviours and outcomes that may serve as indices for such an investigation. The study indicated that managers with a high emotional intelligence were more likely to control work-family conflict effectively. Therefore, the managers (the enablers of flexible-working) have a

better appreciation of how and when to utilize specific employees with their known skills and experience in a more productive manner, and thus, improved utilization of resource potentially allows improved bottom-line through efficiencies.

#### ***2.3.2.4 Funding and Business Case***

When charities spend the funds raised for charitable activities, then the preferred messaging is one of how many pennies in the pound are in fact directly attributable to the benefit of the charity as compared to the administration of running the charitable organization. If flexible-working is known or perceived to increase administration costs, then trustees may become a barrier to the promotion of flexible-working in the workplace, because they want the message of increasing costs being directly related to the charity's 'charitable aims' and hence the driver for more fundraising as compared to the perceived or real costs associated with flexible-working for staff.

With the current economic climate and all sectors feeling the 'pinch', funders want to establish recipient organizations that are "*making a difference*" in the wider community and operating "*good*" flexible-working arrangements (CIPD, 2003). Thus, funding as a flexible-working enabler allows the organization to be seen to 'do the right thing' and therefore, retain experienced and skilled employees through flexible-working arrangements which in turn maintains quality and contains costs (EOC, 2007; Working Families Briefing, 2008).

Moreover, flexible-working broadens the talent pool, so employers have a wider selection of personnel to choose from with the required skills; this in turn can lead to increased commitment and staff loyalty, which can be translated into improved productivity and profitability (see Sections 2.3.2.1 to 2.3.2.3). However, to retain talent and incentivise staff to work flexibly, statutory requirements need to be addressed:

*"The benefits system is too inflexible and does not support people who wish to work part-time. The situation, where couples are often forced to take one full-time job instead of two part-time ones, because of the way the benefit system works must change. Incentives should be provided, either through lower taxation or National Insurance contribution, to incentivise people to work*

*part-time, getting them off benefits and providing [charities] with talented, skilled staff as needed” (ACCA, 2009).*

In some sectors, the global recession has provided more opportunities for flexible-working and therefore, an observed trend to emerge has been a shift toward flexible-working in order to minimize redundancies (CBI, 2009; Kings College London, cited in The Family Friendly Working Hours Taskforce, 2010, p. 11). A flexible workforce is an adaptable workforce to changing business conditions. For workers, flexible-working benefits allow them to:

*“Better balance their home life with their responsibilities at work. In today’s society, both men and women want to find a balance between work, family and caring responsibilities which are shared more equally than ever before” (The Family Friendly Working Hours Taskforce, 2010, p. 13).*

#### **2.3.2.5 Unions**

Over the past thirty years, the grip the trade unions once had has lessened and as a consequence, Casey et al. (1997) argued that the decline of the trade unions had allowed employers to introduce certain types of flexible-working that previously would not have been possible.

When flexible-working was initially presented there was a genuine risk to unions as employers moved increasingly towards individualized contracts and a greater deployment of casuals and temporary staff. The original stereotypical gender role positioning was a barrier to women in the workplace and opposed the philosophy of Equal Opportunities (see Sections 2.2.2 and 2.3.2.1). However, as discussed in Section 2.3.2.4, there has been a shift towards accepting flexible-working in the workplace.

More recently, the TUC (2010; 2013) welcomed the plans for increased flexible-working arrangements for both men and women thereby supporting the Equal Opportunities approach (see Section 2.2.2). This could be seen both as a benefit and an enabler, benefit for all employees but an enabler whereby good relationships are developed between both the employee and employer and therefore, build upon those working relationships to retain those experienced and skilled staff in the long-term

which in turn keeps recruitment costs to the minimum (EOC, 2007; Working Families Briefing, 2008).

## 2.4 CHAPTER SUMMARY

This chapter acts as a scoping exercise allowing the researcher to initially explore the proposed area of research in a “*non-committal*” fashion and gain a broad appreciation of the research aims to be undertaken utilizing Glaserian Grounded Theory (see Section 2.1).

Thus, this chapter commences by presenting a preliminary literature review of what is understood by the flexible-working concept in today’s society and whether or not the three established HRM theoretical flexible-working models (The Flexible Firm Model; The Family-Friendly Model; The Diversity Model) play an active role within the workplace today, and in particular, to what extent these models translate into the charity sector (see Section 2.2). Table 2.1 at the end of this chapter presents a tabulated overview of the key concepts, the relevant literature, research environment and contributing elements cross-referenced to the emerging theory discussed in Chapter 7.

In addition, the recognized barriers and enablers to flexible-working as compared to drawbacks and benefits were clearly defined, discussed and explored under the respective sub-headings of Equal Opportunities, Flexible-Working Arrangements, Managers, Funding and Business Case and Unions (see Section 2.3).

This chapter provides an initial ‘sense-check’ of what is currently understood by the flexible-working concept and to what extent it has been explored empirically. In addition, this chapter offers a stepping stone to start exploring the flexible-working concept within the charity sector (see Sections 3.2 and 3.3, Chapter 3) within which this research has been positioned and examine the current literature available surrounding the barriers and enablers but in more granular detail in order to define the research questions.

**Table 2.1: Key Concepts and Authors by Theoretical Flexible-Working Model**

<b>Model</b>	<b>Flexible Firm</b>	<b>Family-Friendly</b>	<b>Diversity Management</b>
<b>Concepts</b>	Three types of flexibility:  Financial; Functional; and Numerical.	Equal Opportunities:  Equality; and Justice Driven.	Diverse workforce;  Overcome Gender Blindness; and Adopting Diversity.
<b>Authors</b>	Atkinson (1984);	Doherty (2004); Doherty and Manfredi (2006)	Kandola and Fullerton (1994; 1998); Liff (1996); Liff and Cameron (1997); Sinclair (2000)
<b>Research Environment</b>	Private Sector	Higher Education Sector	57% Private 41% Public 2% Other
<b>Contribution to Emerging Model (Chapter 7)</b>	Peripheral Group: Volunteers utilized as banked staff; act as a “buffer”	An attempt through Equal Opportunities approach “ <i>to create equity in the allocation of organisational benefits</i> ”	Overcome gender blindness; diversity promotes flexibility

## CHAPTER 3: FLEXIBLE-WORKING IN THE CHARITY SECTOR

### 3.1 INTRODUCTION

This chapter now turns its attention to what is known, and understood by the flexible-working concept within the charity sector. To-date minimal has been written about flexible-working arrangements within charitable organizations registered in England and Wales (see Sections 1.1 and 1.2, Chapter 1), and so, because of this scarcity of charity specific literature, the researcher has drawn upon literature from the voluntary sector. Building upon the barriers and enablers highlighted in Section 2.3 (see Chapter 2), this chapter aims to develop and present the research questions to be explored in this study (see Chapters 5, 6, and 7).

As literature pertaining to the voluntary sector has been drawn upon, Section 3.2 commences by broadly defining the voluntary sector. In addition, this section will present an overview of the charity sector providing the reader with a broad understanding of the income streams, workforce by gender and employment status division collating data from two established sources (Charity Commission, 2013a; NCVO, 2013). This background sector information allows a discussion of the nature of the voluntary sector workforce with the purpose of positioning why flexible-working is important within the context of medium-sized charities.

Section 3.3 strives to justify why the flexible-working concept is important within the voluntary sector with linkages back to the relevant theoretical flexible-working models and barrier-enabler arguments discussed in Chapter 2 (see Sections 2.2 and 2.3, respectively). Particular emphasis will be placed upon: i) income of charitable organizations and their link to job insecurity and ‘leanness’; ii) the service-user need and how their demands are shaping working hours; iii) legislation as a driver for flexible-working in the context of under-developed and under-resourced HR functions; iv) line-management as a barrier and/or enabler of flexible-working; and v) the issue of staff motivation. The arguments and discussion points established here will lead to the research questions.

Section 3.4 draws this chapter to a close with a summary of key points and a list of the research questions which justify and support the *raison d'être* at the heart of this thesis.

## **3.2 THE VOLUNTARY SECTOR**

### **3.2.1 The Voluntary Sector**

Sometimes terms such as not-for-profit, voluntary and community sector, third sector, NGOs (non-governmental organizations) and charities refer to the same group of organizations and initiatives and at other times they do not. There are an increasing number of organizations defining themselves as social enterprises and in the wider context of civil society organizations broadens the definition further (Hudson, 2009).

NCVO (2009) broadly defined the voluntary sector as:

*“This sector includes not only charities registered with the Charity Commission but also small voluntary groups, housing associations, universities and colleges, schools and places of worship, trade unions and trade associations, sport and recreation clubs and NHS Trusts”.*

### **3.2.2 Flexible-Working and the Nature of the Voluntary Sector**

At the time of writing, the UK was in a recession (NCVO, 2013). The impact of long-term recessions affect charitable organizations in different ways; however, as discussed in Section 1.2 (see Chapter 1) there is a concern about the survival of medium-sized charities. Ainsworth (cited in Third Sector Online, 2013) explained that *“the big charities have the resources to survive difficult times. The smaller organisations have a niche and can cope. But middle organisations that are neither one thing nor the other – are they in trouble?”*

The following table, Table 3.1 details the number of registered charities in England and Wales and their consolidated respective annual income tabulated by the annual income threshold banding as at March 31<sup>st</sup> 2013 (Charity Commission, 2013a).

The figures presented in Table 3.1 were the most up-to-date information available at the time of writing; however the sample population utilized for the Phase I, postal-questionnaire was based upon the 2008 Annual Returns (see Section 4.3.1.3, Chapter 4 and Appendix 4).

**Table 3.1: Number of Charities by Income Threshold Bandings**

<b>Annual Income Bracket</b>	<b>Number of Charities</b>	<b>% of Charities</b>	<b>Annual Income /£billion</b>	<b>% of Total Charity Income</b>
<b>£0 to £10,000</b>	69,467	42.6	0.230	0.4
<b>£10,001 to £100,000</b>	53,656	32.9	1.898	3.2
<b>£100,001 to £500,00</b>	20,131	12.3	4.469	7.5
<b>£500,001 to £5,000,000</b>	8,128	5.0	12.192	20.4
<b>£5,000,000 plus</b>	1,880	1.2	40.935	68.5
<b>Sub-Total</b>	<b>153,262</b>	<b>94.0</b>	<b>59.724</b>	<b>100.0</b>
<b>Income not yet known</b>	9,821	6.0	0.000	0.0
<b>Total</b>	<b>163,083</b>	<b>100.0</b>	<b>59.724</b>	<b>100.0</b>

**Medium-sized charities** (annual income threshold falling between £500,000 and £5 million: 8,128, 5.0%) are sandwiched between a large number of small-sized charities (143,254, 87.8%) and a smaller number of large charities (1,880, 1.2%). Caught between a ‘rock and a hard place’, medium-sized charities are nestled in between the threshold extremes and are possibly subjected to similar influencing factors as those experienced by small and large charities respectively. Without a “*niche*” and competing against “*government spending cuts and falling donations*” (NCVO, 2013) they need “*to work out whether the sector will come out of the recession leaner and meaner, or just more chaotic and smaller*” (Ainsworth cited in Third Sector Online, 2013).

Therefore, against the background of falling donations, governmental spending cuts, and recession, the medium-sized charitable organizations are faced by the increasing

pressure of retaining knowledgeable and skilled staff whilst seeking cost-effective and creative measures in order to survive the current austere financial environment set to “last until as long as 2018” (NCVO, 2013); moreover maintain an uninterrupted delivery of services. Flexible-working could be one option in attempting to balance skilled staff and deliver cost-effective services; and so, this makes the medium-sized charities academically interesting to explore further.

The following table, Table 3.2 presents the cross-section of the voluntary sector workforce by both gender and status (NCVO, 2013). Although the data relates to 2011, the figures do provide more granular detail as compared to that available on the Charity Commission website, which merely splits the workforce by employees, trustees and volunteers (Charity Commission, 2013b).

**Table 3.2: Voluntary Sector Workforce Profile for 2011**

Workforce		Numbers
<b>UK voluntary sector paid workforce (headcount)</b>		732,000
<b>Gender</b>	Female	501,000 (68%)
	Male	231,000 (32%)
<b>Employment Status</b>	Full-Time	440,000 (60%)
	Part-Time	292,000 (40%)

Neither the Charity Commission nor the NCVO provide a further breakdown relating to the split of full-time and part-time employees by gender.

Table 3.2 demonstrates that females (68%) dominate the voluntary sector workforce (Wainwright et al., 2006; Baines and Cunningham, 2011, p. 761; Baines et al., 2011) and as the recognized societal primary carers (Baines, 2006, p. 198) flexible-working becomes increasingly relevant to the voluntary sector workforce and therefore, relevant to females, who as the presiding carers would heavily utilize flexible-working arrangements.

Therefore, these alternative work patterns (see Appendix 1) provide women a possible solution to balance their dual responsibilities as primary carer and employee; offers medium-sized charitable organizations an opportunity to survive the austere economic climate perhaps “*leaner*” (Mukherjee, 2000; Gendron et al., 2001; Ainsworth cited in Third Sector Online, 2013). Therefore, flexible-working is important because of the nature of the workforce within the voluntary sector, often predominantly female, and the financial back-drop against which medium-sized charities, in particular, are operating.

### **3.3 DEVELOPMENT OF THE RESEARCH QUESTIONS**

Having established in Chapters 1 and 2 that there is a lack of understanding surrounding the flexible-working concept, the following subsections now explore why flexible-working is important within the voluntary sector with respect to: i) income of charitable organizations and their link to job insecurity and ‘leanness’ (see Section 3.3.1); ii) the service-user need and how their demands are shaping working hours (see Section 3.3.2); iii) legislation as a driver for flexible-working against under-developed and under-resourced HR functions (see Section 3.3.3); iv) line-management as a barrier and/or enabler of flexible-working (see Section 3.3.4); and v) the issue of staff motivation (see Section 3.3.5).

#### **3.3.1 Income: Link to Job Insecurity and Leanness**

As established in Section 3.2.2, medium-sized charities (annual income threshold falling between £500,000 and £5 million: 8,128, 5.0%) (see Table 3.1, Section 3.2.2) are “*facing a bleak future*” (Civil Society, 2006) as the recession hits “*medium-sized charities hardest*” (Donovan cited in Third Sector Online, 2009). Furthermore, Ibid. concluded that:

*“Medium-sized organisations don’t have the capacity of the larger organizations to cope, or the agility of smaller organisations to compensate, so they will get the worst of both worlds”.*

And so, as a result of the period of continued recession, Marsh (cited in Third Sector Online, 2009) that “*more mergers of medium-sized charities*” would arise, thus

creating larger charities capable of making bids for “*serious contracts to deliver public services*” (Morgan cited in Charity Times, 2007b).

As reiterated by Ainsworth (cited in Third Sector Online, 2013) (see Section 3.2.2) medium-sized charities need to “*to work out whether the sector will come out of the recession leaner and meaner, or just more chaotic and smaller*”.

As defined by Baines (2004a, p. 275) “*lean*” is used to “*highlight the general lack of funding in the [voluntary sector] coupled with depleted staff complements and flexible staffing patterns, which severely reduces the capacity of [organizations] to provide quality services. This overall lack of resources effectively removes the possibility for workers to provide [complete service delivery] to [service-users]*”.

Leanness had been discussed in the context of the New Public Management model (hereon NPM) (see Section 3.3.4) where line-managers had knowing ‘turned a blind eye’ and allowed staff members to undertake unrecorded overtime to ensure delivery of services due to lack of resources (Baines, 2004c, p. 22) and moreover, volunteers were utilized where “*standardization are pivotal to the rapid, successful integration of unwaged labour in the social services workforce*” (Baines, 2004a, p. 279). These approaches supported the three Flexible Firm flexibilities (financial, functional and numerical) to varying degrees (see Section 2.2.1, Chapter 2).

However, with recession coupled with the inevitable “*government spending cuts and falling donations*” (NCVO, 2013), job-security becomes a heightened question for employees. In order to avoid ‘standing out’, Baines (2004, p. 282) (see Section 3.3.4) found that employees were subtly coerced to undertake unpaid overtime and “*concerned that they will lose their paying jobs if they do not provide unwaged work*” (Baines, 2004a, p. 286). Furthermore, it could be argued that due to the recession, employment opportunities have been limited and so, not wishing to ‘rock the boat’ and endanger their own position, employees suppress personal needs and desires to ensure job-security (Baines, 2004a, p. 283; 2004c, p. 21-22; Wainwright et al., 2006; Baines and Cunningham, 2010, p. 763) (see Sections 3.3.2, 3.3.4 and 3.3.5).

Although, the aforementioned arguments present a picture where staff members are taken for granted and have limited opportunities to undertake flexible-working; Cancer Research UK was described as a “nimble” charity, because it took the innovative step to respond creatively to the increased demands being placed upon it in a climate of reduced funding streams and re-assess what it was undertaking, how to generate new funding streams and accommodate change (NCVO, 2009). Cancer Research UK has furthered flexible-working opportunities to all staff members and in doing so it has made significant cost-savings which can be used for the charitable cause (Guardian, 2012).

The discussions presented here illustrate that income can have an impact upon the uptake of flexible-working by staff members, but appears to be dependent on the working model within which the organization is framed.

### **3.3.2 Service-User Demands Shaping Staff Working Hours**

Following on from Section 3.3.1, this section explores whether or not service-users have a hand in shaping the organizational flexible-working policies (Community Living, 2009; Baines and Cunningham, 2011; Sanderson and Lepkowsky, 2012; Skirk and Sanderson, 2012) thereby modelling the employee-employer relationship when the needs of one is in conflict with the other (Cunningham, 2010).

Recently, literature surrounding the Person Centred Care (hereon PCC) has emerged, where Sanderson and Lepkowsky (2012) defined:

*“A person-centred organisation has people at its heart – both people it serves and people it employs. This has an impact the organisation’s processes and structures, and transforms the traditional organisation hierarchy putting decision-making as close to the people supported as possible. The DNA of a person-centred organisation is using person-centred practices to deliver its vision and values”.*

However, the PCC emerged in the early 2000s often mentioned with respect to literature dealing with dementia care (Innes et al., 2006, p. 5). Although, the term PCC is not used consistently across the literature, there are common themes. McCormack (cited in Innes et al., 2006, p. 23) understood PCC to be more inclusive

*“of the service user; taking into account users’ need/views; and the provision of flexible and responsive services”*. McCormack (cited in Innes et al., 2006, p. 23) also emphasized the need for *“front line staff members”* to undertake their duties and responsibilities of high quality or ‘person centred’.

To ensure uninterrupted service delivery to the vulnerable service-users, staff members were found to sacrifice their own flexible-working needs (Baines, 2004a, p. 283; 2004c, p. 21-22; Baines and Cunningham, 2010, p. 763). This purposeful rejection of flexible-working uptake could arise due to lack of opportunities in current economic climate, and thus, furthering their own job satisfaction by supporting vulnerable service-users in stark contrast to their own employment pressures and stresses (Wainwright et al., 2006). Perhaps staff members give unconditionally because the intrinsic awards received are deeply entrenched in ideological, value-based social and emotional bonds framed by care function drivers (Alatrasta and Arrowsmith, 2004; Cunningham, 2008) (see also Section 3.3.5).

In addition, Gray (2008, p. 1003) (see Section 3.3.5) had confirmed that emotional labour together with *“befriending”* gave service-users a sense of trust and ultimately better relationships developed through the breakdown of formality. The role of befriending allowed employees to pursue work strategies whilst assisting often vulnerable service-users and communities to attain. Thus, on supporting these service-users in attaining their goal, the employee was rewarded with a sense of achievement, empowerment and satisfaction (Chu, 2002).

It would appear that placing service-users at the *“heart”* of the organization, then their *“need/views”* take precedence to the detriment of the flexible-working of staff members (Baines, 2004a, p. 283; 2004c, p. 21-22; Baines and Cunningham, 2010, p. 763). Moreover, those employees culturally and professionally striving for ‘person-centred’ excellence are *“willingness to self-exploit for the benefit of others”* (Baines, 2004a, p. 286). With women being dominant in the voluntary sector workforce including the social-care workforce (86% female) (Harlow, 2004; Mansell and Beadle-Brown, 2004; Innes et al., 2006, p.25) and the recognized primary carers (Baines, 2006, p. 198) flexible-working concept remains an important discussion point for the voluntary sector workforce (see Section 3.2.2) and therefore, significant

to females, who as the primary carers would heavily utilize flexible-working arrangements to balance work-life-balance.

### **3.3.3 Legislation: A Driver for Flexible-Working against Under-Developed and Under-Resourced HR Functions**

This section builds upon the arguments and discussions points established in Sections 2.3.2.1 and 2.3.2.2 (see Chapter 2) drawing upon literature from both the charity and voluntary sectors.

Changing demographics has meant that there are more women in the workforce (see Table 3.2, Section 3.2.2 and Section 2.3.1, Chapter 2) (CIPD, 2012) and thus, bringing with them “*the reality of needing flexibility for childcare or to care for elderly relatives, and people are also working to an older age*” (Charity Times, 2007a). However, as referred to in Appendix 2, legislation has started to address this issue. The Employment Act 2002 came into force in April 2003, which gave working parents with children under the age of six and disabled children under the age of eighteen, the right to apply to work flexibly. Moreover, in 2006, the Employment Act 2006 extended the right to employees with elder-care responsibilities, and in addition, the Work and Families Act 2006 (OPSI, 2006) allowed fathers to take paternity leave interchangeably with their partners.

In some cases, the change in legislation has acted as a stimulus for many organizations to review their flexible-working policies (some more extensively than others):

- i) in order to meet the minimal statutory requirements;
- ii) avoid bad publicity through an industrial tribunal;
- iii) believe there is a “*modern feeling*” that achieves a balance between home and work-life (Hemmings cited in Charity Times, 2007a, p. 1-2);
- iv) improve employee relations, recruitment and retention (TPP, 2012, p.1);
- v) “*motivation is key and can lead to good attendance*” (Employee Benefits, 2005); and

- vi) *“have written equal opportunities or diversity policy”* (Cheung cited in Employee Benefits, 2005) (see Sections 2.2.2 and 2.2.3, Chapter 2: The Family-Friendly Model and The Diversity Model, respectively).

However, with legislation acting as a driver of change within the flexible-working organizational frameworks, there is a possibility that the HR (Human Resource) functionality cannot cope with these changes: i) functionality under-developed or under-resourced; or ii) there is no HR function at all and HR approaches are informal (Cunningham, 2010).

Cunningham (2010, p. 203) highlighted that:

*“By observing that factors such as power relations and resource dependency between purchasers and providers, the activities of boundary spanners, institutional forces, the management of risk and exercise of strategic choice contribute to shaping the HR function in purchaser-provider relations. [...] despite the voluntary sector relying on its workforce to deliver public services, pressure from these inter-organisational factors led to the HR function being as constrained, under-resourced and compromised as in parts of the private and public sectors”*

Increasingly, it has been recognized that HRM (Human Resource Management) outcomes are shaped by inter-organizational associations through complex and fluxing push-pull relationships between organizations, and institutional standards, which has led to complex and changing incentives that shape the working lives of employees (Swart and Kinnie, 2003; Truss, 2004; Marchington et al., 2005; Ridder and McCandless, 2008).

The charity sector is a diverse sector, encapsulating a number of organizations each with their own method of addressing the HR needs organizational-wide. Theories of HRM suggest that approaches to the management of HR will be influenced by *“the context in which an organisation operates and the strategy which it is pursuing”* (Parry et al., 2005, p. 590). Moreover, Parry et al. (2005) argued that HRM within the voluntary sector was similar to the public sector as compared to the private sector primarily due to the *“absence of the profit motive”* and the employee commitment attached to the organization *“which exists for the public good (producing a utilitarian*

*or a moral response*)". However, HRM within the charity sector is impacted upon by direct or indirectly by funding (Palmer, 2003; NCVO, 2004; 2009) (see also Section 3.3.1); relationship between employee and employer (Corby and White, 1999; Cunningham, 2001) and line-management (Yeandle et al., 2003, p. 41) (see also Section 3.3.4).

From Third Sector (2008) survey, the results highlighted that:

*"[Medium-sized charities] came out best. They don't have the pressure of hand-to-mouth funding that small charities face and they aren't bogged down by structures and policies ... they have some good people at the top and value what individuals bring".*

However, there is a possibility that where there are no *"written policies and procedures [...] inconsistent practice[s] [arise]"* and then, HRM policies including flexible-working arrangements are inconsistently promoted by line-managers and consequently, not uniformly applied organizational-wide (Cunningham, 2010) (see also Section 2.3.2.3, Chapter 2). In addition, working within a climate of funding insecurity (see Section 3.3.1), then the role of HR will remain under-resourced and there appears *"little chance of HR progressing beyond this basic administrative function"* (Ibid., 2010). Moreover, Cunningham (2010) concluded that the HR function was under-resourced, under-developed, and was not given the necessary strategic gravitas in order to be the *"the strategic player [...] [implementing] employment law, [...] [promoting] HR requirements of purchasers and recruiting for values positively combined to raising demands for the expertise of the HR function in formulating, developing and upgrading employment relations policies, practices and procedures"*.

Irrespective of gender, HRM policies including flexible-working need to be kept up-to-date with changing legislation and communicated to all staff on a regular basis so all staff know what is available to them as their life-cycle needs change. Writing the policies in a non-gender specific manner strives to accommodate both equality and diversity (see Sections 2.2.2 and 2.2.3, Chapter 2) allowing men to partake in familial responsibilities without the cultural stigma (see Section 2.3.2.1, Chapter 2). Moreover, should the HR functionality not be fully developed and resourced, then line-managers

and their staff will not be kept-up-to-date regarding their statutory rights; line-managers will not be trained and so, inconsistencies will creep into practice and potentially, a funding stream could be lost through the lack of formally established HRM policies and procedures being presented. Legislation touches upon a number of themes, and it is important to ensure the consistent role equality and diversity management surrounding flexible-working across the voluntary sector (see also Sections 2.2.2 and 2.2.3, Chapter 2).

### **3.3.4 Line-Management: Barrier and/or Enabler**

The theme of line-management threads through all the subsections presented here, either directly and/or indirectly impacting flexible-working practices (see also Section 2.3.2.3, Chapter 2). Moreover, line-management sits closely with funding which in turn links to job insecurity and ‘leanness’ (see Sections 3.3.1 and 3.3.3).

Having recognized that line-management behavioural attitudes were pivotal to the success of HRM policies including flexible-working and staff-wellbeing (Carmeli, 2003, p. 789; Yeandle et al., 2003, p. 41; CIPD, 2012, p. 28) (see Section 2.3.2.3, Chapter 2) the discourse now specifically turns towards the voluntary sector for supporting evidence. A multi-year study examining the restructured social services across three Canadian provinces (Baines, 2004a, p. 281; 2004c, p. 22) found that line-managers accepted that employees performing a large volume of unpaid overtime in order to cover heavy case-loads, knowing that without this additional resource the agency would be in serious difficulties. Despite this awareness line-management neither formally acknowledged this work nor looked to find solutions for workload reduction or pay recompense for this necessary work. Therefore:

*“The undocumented nature of this work meant that while this unpaid work was critical to the on-going operation of “leaned” out social services system, it was structured by management to remain unpaid as well as “officially” invisible” (Baines, 2004c, p. 22).*

Although the *“motivation to perform unpaid overtime did not come exclusively from workers’ desires to extend an uncaring social system”* (Baines, 2004c, p. 22), unspoken reliance by line-management accepted employees’ intrinsic motivation to

deliver “*some decency*” to an inflexible social service system. It would appear that whilst the employees undertook unpaid overtime filling a much needed gap in the social services system, it meant that the employees were furthering their own exploitation within the workplace and thus, leading to significant difficulties in balancing their own work-life needs.

Another theme arising from the studies undertaken by Baines (2004a; 2004b; and 2004c; Baines, 2006, p. 201; Baines and Cunningham, 2011; Baines et al., 2011, p. 761) explored the NPM model which is a model of public sector management characterized by performance results, “*contracting out, and the attainment of accountability and efficiency through individual achievement of set targets*” (Baines, 2004a, p. 274) (see also Mukherjee, 2000; Gendron et al., 2001; Baines, 2004b, p. 7). Therefore, under NPM, “*managers are given discretionary power to meet or exceed programme and individual goals*” and in order to meet the assigned targets, line-management have control over workforce workflows (Baines, 2004b, p. 7).

Where there are goals to achieve “*individual achievement of set targets*” (Baines, 2004a, p. 274) then, flexible-working practices may not be observed by line-managers in an attempt to meet their own performance goals. Moreover, as the workflows are “*structured by management to remain unpaid as well as “officially” invisible*” (Baines, 2004c, p. 22) then, there is an increasing probability that more junior staff’s life-work balance will suffer. In addition, there is a sense that unpaid overtime is extracted from staff members “*through subtle and explicit expectation*”. Employees complied otherwise “*stand out if you don’t*” (Baines, 2004a, p.282) and were “*concerned that they will lose their paying jobs if they do not provide unwaged work*” (Baines, 2004a, p. 286). Here, line-managers’ attitudinal behaviour acts as a barrier against flexible-working practices being consistency applied across an organization.

Whereas, line-managers who are trained, Netemeyer et al. (2005) argued that line-managers could create a culture that helps employees balance work requirements with non-work responsibilities and make work less stressful. Cancer Research UK (Guardian, 2012) embedded the flexible-working organization-wide to initially accommodate changes in funding streams; but rolled out to all operational and strategic areas and so line-managers are champions of flexible-working; thus,

furthering flexible-working opportunities for their employees (NCVO, 2009) (see also Section 2.2.3, Chapter 2). Much of Cancer Research UK's success relies upon openness to change and culture. As concluded by NCVO (2009) it "*will be the ones that are still around in five years time*" (see also Section 3.3.1).

The arguments surrounding line-management within the voluntary sector are complex and at present are under-theorized with respect to the flexible-working practices operational within the voluntary sector.

### **3.3.5 Staff Motivation**

Cook and Braithwaite (2000, p. 45) believed that the individuals were inspired to work for charities, because the impetus, the driving force is purely emotive. This would be appropriate for those employees working within a 'caring' role, for example adult-care, child-care, mental health and social services, because "*caring for and about people is generally inseparable within the tasks and goals of this type of work, and is a major source of meaning and job satisfaction*" (Baines et al., 1998; Baines, 2006, p. 198) (see Section 3.3.2).

As presented in Table 3.1 (see Section 3.2.2) females are the dominant gender (68%) working in the voluntary sector (Wainwright et al., 2006; Baines and Cunningham, 2011, p. 761; Baines et al., 2011) and are also recognized as the societal primary carers (Baines, 2006, p. 198). Ibid. had described "*care work [as] a central concern of most women's professions*". Women's natural propensity to care flows from the home into the workplace and therefore, their career development falters as their "*participation in the voluntary sector [is] shaped by particular stages in their life-cycle as carers*" (Cunningham, 2008, p. 211). And so, it is as a result of this dual responsibility of carer and employee that Giles (cited in Employee Benefits, 2005) described the charity sector's strongest selling point "*flexible hours*" and "*we welcome people from a variety of backgrounds*". These arguments support the key concepts from both The Family-Friendly Model and The Diversity Model (see Sections 2.2.2 and 2.2.3, respectively).

Baines (2010, p. 934) explored the responses from four overlapping questions regarding what drew employees to the voluntary social services sector. The table presented in her paper provides further examples of altruistic and non-altruistic reasons: i) equity, participation, social inclusion and justice (Brock and Banting, 2001; Nickson et al., 2008); ii) values; iii) value-based relationships and work – “befriending” (Gray, 2008); iv) empowering people – making a difference; v) “give something back” (Hay Group cited in Employee Benefits, 2005); vi) “desire to care”; (Paton and Cornforth, 1992; Baines, 2004c, p. 22); and vii) “ethos discount” (Lloyd, 1993; Baines, 2004a, p. 285; 2004c, p. 22; Parry et al., 2005; Baines et al., 2011, p. 332).

Certain organizations institutionalize a moral culture, often expressed in ceremonies; for example, in certain faith orientated organizations, a meeting would start with a pray, thus providing a sense of shared practices and values (Hasenfeld, 2000; Hasenfeld and Powell, 2004, p. 108). Hasenfeld and Powell (2004, p. 106) found that within a number of non-profit agencies although they had a “dominant service ideology” often operate in conflict with their ideals, but “the non-profit social service sector prides itself on being a sector that operates on the basis of ethics and mission, including social inclusion, participation, equity and social justice” (Baines, 2010, p. 933; see also Brock and Banting, 2001; Nickson et al., 2008). Baines (2010, p. 940) concluded that:

*“The notion of ‘values’ plays an ideological role, drawing workers to the sector and keeping them there. The lure of value-based work provides a way to keep the sector afloat and provide meaning to a workforce that otherwise seems to have a few rewards and many reasons to feel ill-used”.*

Vigoda and Cohen (2003) together with Nickson et al. (2008) suggested that employees were attracted to the voluntary sector when the organizational aims were aligned with their own values. These values may have originated from family or personal experience of disadvantage, and/or philosophical beliefs. Therefore, the psychological contract with the charitable organization by individuals is complex and diverse. Schimel (2004, p. 436-437) like Zappala (2000) highlighted the fact that working for a charity was associated with self-esteem and a sense of personal value was obtained through believing in the validity of one’s cultural world-view and living

up to the standards that are part of that world-view. The overall feeling is that an employee feels that they are a valuable contributor – a sense that one’s life has both meaning and value.

A number of publications confirmed that motivation for working within the voluntary sector is reliant upon employees willing to accepting lower pay, less personal advancement and job security (Paton and Cornforth, 1992, p. 40-42; Baines, 2004c, p. 22). Paton and Cornforth (1992, p. 40-42) described this behaviour as the “*desire to care*”. The decision to undertake additional unpaid work is not a light one: i) employees want to avoid “*disciplinary measures*” should they not complete their work (Baines, 2004a, p. 283); ii) employees are prepared to make sacrifices to work for an organization with a charitable ethos arising through moral attachment, “*ethos discount*” (Lloyd, 1993); iii) to ensure service delivery to the vulnerable and thereby sacrifice their own domestic familial time (Baines, 2004a, p. 283; 2004c, p. 21-22; Baines and Cunningham, 2010, p. 763) (see Section 3.3.2); iv) lack of opportunities in current economic climate and so, balance job satisfaction helping those in need against the job pressures and stresses (Wainwright et al., 2006); and/or v) give unconditionally because the intrinsic awards received are deeply entrenched in ideological, value-based social and emotional bonds framed by care function drivers.

As discussed above, the reasons for staff being motivated to enter and remain within the voluntary sector are broad and complex and may change over a period of time dependent on their life experiences. With flexible-working being the charity sector’s strongest selling point for the predominately female workforce (Giles cited in Employee Benefits, 2005; Wainwright et al., 2006; Baines and Cunningham, 2011, p. 761; Baines et al., 2011); flexible-working practices could capitalize upon the female ‘caring’ role, further blurring home-work-home boundaries to promote individual and organizational values binding the individual to role and organization more tightly through “*job satisfaction*” (Baines et al., 1998; Baines, 2006, p. 198) (see Section 3.3.2).

### 3.4 CHAPTER SUMMARY

With the scarcity of literature pertaining to flexible-working in the charity sector; in order to build a solid case for exploring the importance of flexible-working within medium-sized charities, voluntary sector literature and data have been drawn upon to establish this argument (Charity Commission, 2013a; NCVO, 2013) (see Section 3.2).

The primary purpose of Section 3.3 was to develop the research questions and where relevant linking arguments and discussion points back to the theoretical flexible-working models and barrier-enabler arguments discussed in Chapter 2 (see Sections 2.2 and 2.3, respectively). Section 3.3 examined the influence of income, service-users, legislation, line-management and staff motivation upon the flexible-working practices within the voluntary sector. The aforementioned themes directly and/or indirectly impacted each other to varying degrees dependent on the organizational operational and strategic motives. Arising from these discussion points, the following research questions have been distilled:

- i) What is understood by the term flexible-working within medium-sized charities?
- ii) What flexible-working practices are currently operational within medium-sized charities?
- iii) What barriers and enablers impact upon the uptake of flexible-working practices (including funding and line-management)?
- iv) How might flexible-working enable individual and organizational values to be engaged with?

Having established the research questions, the following chapter, Chapter 4 discusses both the methodology (Glaserian Grounded Theory framed by the interpretivist paradigm) and methods (postal-questionnaire and semi-structured interviews) to be utilized in this research.

## **CHAPTER 4: EPISTEMOLOGY AND METHODOLOGY**

### **4.1 INTRODUCTION**

This chapter articulates the case for the use of Glaserian Grounded Theory within an interpretive philosophical framework. The chapter commences with an overview of the terms epistemology and ontology; depending on one's academic discipline, the terms epistemology and ontology will have different meanings, therefore, Section 4.2 establishes what is understood by these terms within this interpretive research.

Section 4.3 attempts to answer the remaining two questions as posed by Crotty (1998, p. 4):

- i) What epistemological viewpoint informs the theoretical perspective? (see Section 4.2)
- ii) What theoretical perspective lies behind the methodology in question? (see Section 4.2)
- iii) What methodology governs the researcher's preference and use of methods? (see Section 4.3)
- iv) What methods does the researcher propose to utilize? (see Section 4.3)

Also, within this section the research design, methods, data collection and analysis will be discussed.

Section 4.4 provides the chapter summary of the pertinent points arising from utilizing Glaserian Grounded Theory within an interpretive framework.

### **4.2 EPISTEMOLOGY, ONTOLOGY AND PHILOSOPHICAL POSITION**

#### **4.2.1 Epistemology and Ontology**

The word epistemology is derived from two Greek words 'episteme', which means knowledge or science and 'logos', which means account, information, knowledge or theory (Johnson and Duberley, 2000, p. 2). Epistemology is the examination of

criteria by which one can know what does or does not constitute defensible knowledge. As commented by Johnson and Duberley (2000, p. 3):

*“It would seem that epistemology assumes some vantage point, one step removed from the actual practice of science itself. At first sight this promises to provide some foundation for scientific knowledge: a methodological and theoretical beginning located in normative standards that enable the evaluation of knowledge by specifying what is permissible and hence the discrimination of warranted belief from the unwarranted, the rational from the irrational, [and] the scientific from pseudo-science”.*

Ontology is the study of being. It is concerned with ‘what is’, with the nature of existence, with the structure of reality as such. Ontology, like epistemology informs the theoretical perspective, for each theoretical perspective embodies a certain way of understanding ‘what is’ (ontology) as well as a certain way of understanding ‘what it means to know’ (epistemology).

Guba and Lincoln (1994, p. 108) proposed that there is a necessary link between epistemology and ontology, for example, when they claim that a “*real*” world is assumed. Then, what can be known about it is “*how things really are*”, and “*how things really work*”. Thus, only those questions that relate matters of “*real*” existence and “*real*” action are admissible, other questions, such as those concerning matters of aesthetic or moral significance, fall outside the scope of scientific inquiry realm.

The fundamental basis for this research is the “*perception of reality*” (Urquhart, 2013, p. 57) in layman terms, how the world is constructed and how “*knowledge is constructed*” which will impact upon the research design (see Section 4.3). The crux for the interpretive paradigm is how reality itself is perceived.

Within this research, the researcher has chosen Glaserian Grounded Theory framed by the interpretivist paradigm. Glaserian Grounded Theory does not have an identifiable inherent philosophy (Madill et al., 2000; Bryant, 2002; Douglas, 2010, p. 99), but as Urquhart (2013, p. 59) concludes “*because it is a method, it does not carry much philosophical baggage*”, and thus, grounded theory can be visualized as an empty vessel into which any content can be poured (Charmaz, 2006). However, the researcher’s **ontological view** is one where she and reality are inseparable (life-world)

and her **epistemological view** is one where knowledge of the world is intentionally constituted through a person's lived experience (Orlikowski and Baroudi, 1991; Weber, 2004, p. iv).

Gephart (1999, p. 5) stated that research in the interpretative paradigm is assessed in terms "*trustworthiness criteria*" including credibility, dependability, transferability, and "*authenticity criteria*" including fairness and ontological catalytic and authenticity (Guba and Lincoln, 1994, p. 105). Ultimately, the methodological approach (Glaserian Grounded Theory) undertaken grounded both the authenticity and trustworthiness criteria.

Therefore, the emerging "*theory of truth*" (Weber, 2004, p. iv cited in Douglas, 2010, p. 99) is where the "*truth*" is an intentional fulfilment, interpretations of the four research questions match lived flexible-working experiences of the interviewees in medium-sized charitable organizations. The "*trustworthiness*" is supported through defensible grounded knowledge claims and "*authenticity*" is achieved through the interpretive awareness – the researcher recognizes and addresses implications of their subjectivity.

The following sections provide some background understanding to Glaserian Grounded Theory (see Section 4.2.2) and with reference to the interpretivist paradigm (see Section 4.2.3).

#### **4.2.2 Glaserian Grounded Theory**

Grounded Theory was first presented by Glaser and Strauss in their 1967 seminal book "*The Discovery of Grounded Theory*". The founding authors provided a strong intellectual rationale for using qualitative research to develop theoretical analysis. The key points are that: i) the need to generate new theories rather than force data into existing theories i.e. "*grounded*" in the data, and ii) the idea that both qualitative and quantitative data are both useful.

Glaser and Strauss (1967) wanted the data to speak to the researcher as compared to the researcher forcing theories onto the data, and thus, there is a greater probability of

discovering something new as compared to imposing preconceived ideas on the world (Glaser, 1995; 1998). For completeness, a diagram illustrating the step by step processes and outcomes from Glaserian Grounded Theory can be found in Appendix 3.

However, in 1990 "*Basics of Qualitative Research*" by Anselm Strauss and Juliet Corbin was published. The coding paradigm and the book itself was the cause of a split between Glaser and Strauss in 1990. The coding paradigm consists of "*causal conditions, context, intervening conditions, action/interaction strategies and consequences*" (Strauss and Corbin, 1990). Glaser (1992, p. 124) argued that the Straussian branch of grounded theory:

*"Is another method [...] it is not grounded theory and should not be used and called as such. It is not distorted or wrong, it is just not discovery of grounded theory [...] it is just another forcing method which massifies the use of rules and models from a preconceived point of view".*

Glaser (1992) felt that "*forcing*" encapsulated one of the key debates around grounded theory and thus, the coding paradigm utilized by Strauss and Corbin (1990) forced the data and derailed it from relevance. From the Glaserian Grounded Theory perspective, it is paramount that the data is not "*forced*" but allowed to tell its own story as opposed to having established theoretical views overlaid on it.

Urquhart et al. (2010) identified four main characteristics of Glaserian Grounded Theory:

- i) *"The main purpose of [Glaserian Grounded Theory] is theory building;*
- ii) *As a general rule, [the] researcher should make sure that [she has]no preconceived theoretical ideas before starting [her]research;*
- iii) *Analysis and conceptualisation are engendered through the core process of constant comparison, where every slice of data is compared with all existing concepts and constructs, to see if it enriches an existing category (by adding to/enhancing its properties), forms a new one or points to a new relations; [and]*

- iv) *'Slices of data' of all kinds are selected by a process of theoretical sampling, where [the researcher] decides, on analytical grounds, where to sample from next''.*

As discussed earlier, the researcher plans to utilize the Glaserian Grounded Theory framed by the interpretivist paradigm as compared to the positivistic and post-positivistic approach undertaken by the Straussian Grounded Theory (Babchuk, 1996; 1997; 2008; Glaser, 1992; Charmaz, 2006; Kelle, 2007) (see Section 4.2.1). By utilizing the Glaserian Grounded Theory approach, the data is coded in more than one way allowing for the rich tapestry of emerging concepts to be recognized, categorized and analyzed.

### **4.2.3 Glaserian Grounded Theory Framed by the Interpretivist Paradigm**

Utilizing Glaserian Grounded Theory within the interpretivist paradigm allows the researcher to construct interpretations of social practices (see Section 4.2.1) and is easier as a result of the commensurability between the notion of coding, which is generally subjective in nature, and the idea of constructing interpretations. Thus, being subjective, the nature of the theory (see Section 4.3.1) will reflect the lived experiences of the interviewees in medium-sized charitable organizations and *"produce detailed examination of causal mechanisms in the specific case, explaining how particular variables interact"* (Lin, 1998, p. 163).

Generally, verification of the coding is not a necessity, but it is useful to indicate how the coding proceeded together with the steps taken. As referred to in Section 1.4 (see Chapter 1), 'an audit trail'; a chain of evidence supports the trustworthiness of the research findings and the path upon which the researcher travelled (see Figure 4.2) and thus, supports the study when there is something *"interesting and tell us a lot about the phenomenon"* (Urquhart, 2013, p. 61).

Within this research, the researcher tried through various data collection techniques, to understand existing meaning systems shared by the actors. She utilized the postal-questionnaire (Phase I) and semi-structured interviews (Phase II) – this various data collection approach is known as *"weak constructivism"* (Orlikowski and Baroudi,

1991). As highlighted in Section 1.4 (see Chapter 1) Myers (2008) had warned that if methods are substantially different, a combination of qualitative and quantitative, then difficulties may arise due to the underlying philosophies of these methods being different. At first glance, it would appear that the researcher has not heeded Myers (2008) warning concerned with the combination of qualitative and quantitative methods; however the postal-questionnaire was to gain an initial appreciation of what was known with respect to the flexible-working milieu within the sample population of medium-sized charities (quantitative bias) (see Section 4.3). Thus, the semi-structured interview questions (qualitative bias) were created as a result of the discussions presented in Section 3.3 (see Chapter 3) together with the emerging issues and themes highlighted from the postal-questionnaire outcomes (see Chapter 5).

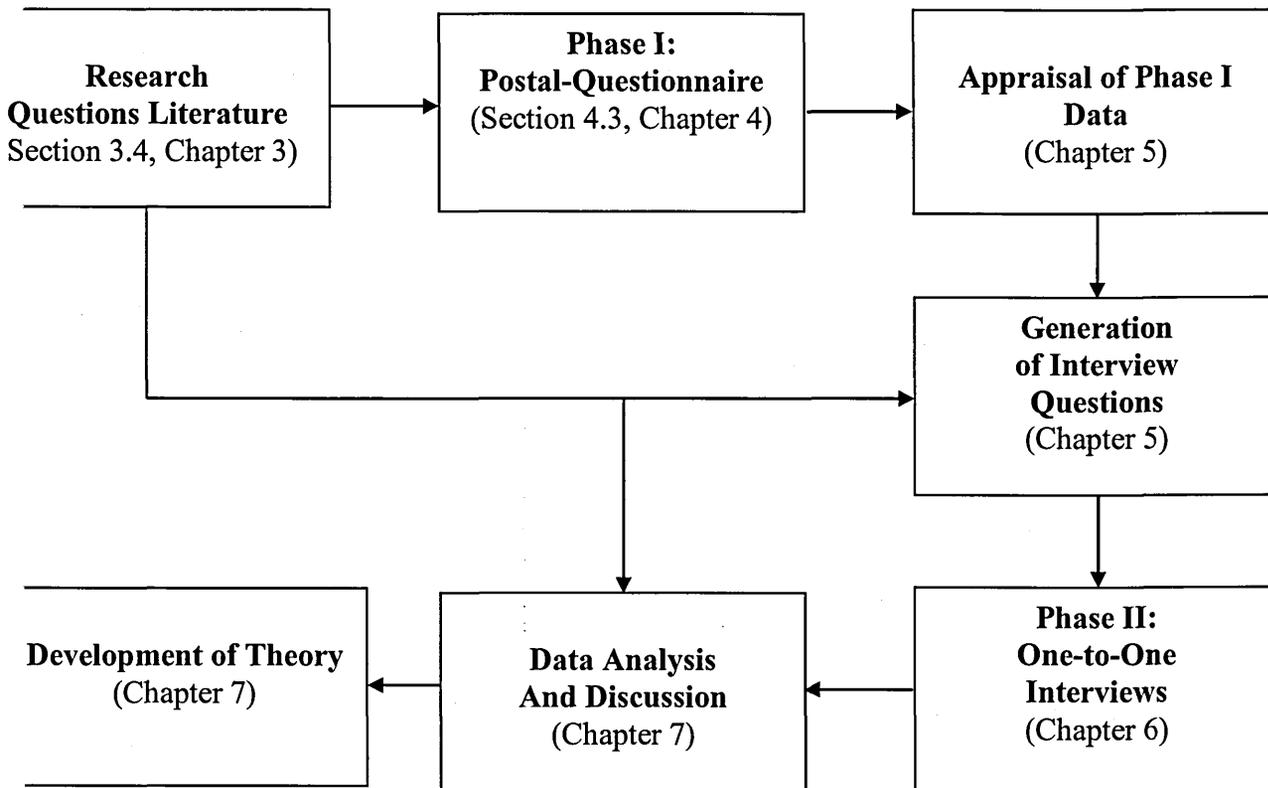
However, the researcher looks to the multi-methods as complementary and therefore, in the spirit of both Glaserian Grounded Theory and Interpretivism, where “*all is data*” Glaser (2002) and “*most of the time, if more data, using different methods, is collected about the phenomenon; this will contribute to the credibility of the research*” Urquhart (2013, p. 62).

### 4.3 METHODS OVERVIEW

Crotty (1998, p. 3) emphasized that methods are “*the techniques or processes used to gather and analyse data related to some research question or hypothesis*”, whilst the concept of methodology constitutes the link between the paradigm-related research questions and the methods. The methodology is “*the strategy, plan of action, process or design lying behind the choice and use of particular methods and linking the choice and use of methods to the desired outcomes*”.

As referred to earlier, this research utilized a multi-method approach: i) Phase I: postal-questionnaire followed by ii) Phase II: one-to-one semi-structured interviews with staff from across the organizational hierarchy. Figure 4.1 illustrates how each of chapters contribute to the next, and how the two methods dove-tail and lead onto the subsequent data analysis and generation of theory.

**Figure 4.1: Two Phases of Study**



### **4.3.1 Two Method Approach: Postal-Questionnaire**

#### **4.3.1.1 Postal-Questionnaire**

The aim of the postal-questionnaire was to broadly explore the themes – barriers and/or enablers emerging from the arguments and discussions presented in Section 3.3 (see Chapter 3), and in addition, gain a sense of what proportion of flexible-working arrangements were operational, and available to whom, and whether or not the term flexible-working was understood. Therefore, one of the first questions asked was: What do you understand by the term “flexible-working”? (Question 2), and then followed by: Does your charity offer any of the following flexible-working practices? (Question 3) (see Appendix 6). The rationale behind utilizing this dual approach arose because it has been demonstrated in previous studies that it is difficult to gain a full picture of what policies were in place, primarily arising through the general lack of understanding surrounding the flexible-working concept. This was seen in the 2011 Workplace Employment Relations Study (van Wanrooy et al., 2013) where an increasing number of line-managers believed that work-life-balance (hereon WLB)

was the responsibility of employees. This would suggest that there is a lack of communication and promotion of flexible-working opportunities made available to employees; thereby furthering the gap between take-up and understanding of what flexible-working arrangements can be offered to an individual. This finding supports those surrounding line-management engagement highlighted by Yeandle et al. (2003, p. 41).

Primarily, the postal-questionnaire is concerned with addressing the particular characteristics of a specific population of subjects, either at a fixed point in time or at varying times for comparative purposes. Although postal-questionnaires do not share the emphasis in controlled analytic designs; they do share a concern to secure representative sample of the relevant population (Gill and Johnson, 2006, p. 100). This ensured that any subsequent assessments of the attributes of that population were accurate and the findings were generalizable i.e. they have population credibility. Gill and Johnson (2006, p. 100) emphasized that postal-questionnaires are atheoretical and that prior reviews of the literature are not as important as in the case of an analytical survey.

#### ***4.3.1.2 Postal-Questionnaire – Prior Studies and Pilot Process***

##### **Prior Studies**

The researcher had conducted both paper-based and web-based WLB questionnaires in previous studies (East, 2008; 2009a; 2009b). Originally it was a paper-based exercise conducted in one medium-sized London-based charity as part of her MSc thesis (East, 2008); later, she utilized a web-based facility, Survey Monkey, and emailed all large charities registered in England and Wales (income threshold greater than £5 million) inviting these charitable organizations to partake in the exercise (East, 2009a; 2009b).

In both cases, whether a paper-based and web-based questionnaire, all respondents received an invitation to provide feedback on any aspects of improving the content and format of the questionnaire. For example, feedback received with respect to the

postal-questionnaires, where necessary further clarification was sought, included: i) which questions, if any, were difficult to understand and why; ii) the clarity of instructions for completing the postal-questionnaire; iii) the appropriateness of the layout and length of the postal-questionnaire; iv) the relevance of the themes within the postal-questionnaire; and v) the content of the covering letter.

The feedback gained from the WLB postal-questionnaire allowed the researcher to gain an insight into question format, length, and style (Dillman, 1983), and moreover, having run both a paper-based and web-based questionnaire, the researcher noted that the paper-based received the greater response. There could be number of reasons for this including: presentation, respondents prefer to read a sheet of paper as compared to a computer screen, and thus, had an opportunity to vent their feelings on paper without the worry of computer audits, and/or accessed by anyone else other than the researcher.

### **Pilot Process**

The researcher was aware of a number of practical disadvantages utilizing postal-questionnaires, such as: i) she was unavailable to answer respondent queries expediently; ii) respondents may tire of questions which were not salient to them; and iii) following on from ii) there was a greater risk of incomplete data (Bryman, 2004, p. 220).

However, a pilot study was undertaken during December 2010 where the researcher sent out the proposed postal-questionnaire together with a covering letter and an enclosed stamped addressed envelope to twenty randomly selected medium-sized charities. The twenty randomly selected charities were not duplicated within the subsequent sample size of 500 (see Section 4.3.1.3). The covering letter was similar to that illustrated in Appendix 6, but requested feedback with respect to similar questions posed in “Prior Studies” section. The pilot postal-questionnaire was printed on light green paper in order to clearly stand out from the general post and moreover, allow the researcher to differentiate clearly from the returned pilot and the non-pilot postal-questionnaires. Where responses were received, the postal-questionnaire was

refined as a result of feedback received. In addition, following on from the pilot, the researcher numbered the back page of the final postal-questionnaire prior mailing in order to maintain her own audit trail of those charities responding anonymously. Although the researcher has respected the anonymity of respondents, she needed to know who had responded in order to determine which type of charity had responded in Phase I (see Table 4.1, Section 4.3.1.5) and moreover, avoid alienating anonymously responding charities with ‘chaser’ letters.

#### **4.3.1.3 Postal-Questionnaire - Sampling**

*“All surveys are concerned with identifying the ‘research population’ which will provide all the information necessary for answering the original research question” (Gill and Johnson, 2006, p. 101).*

The population for Phase I was medium-sized service providing charities registered in England and Wales. However, it was impractical to include all members of the population, primarily because of cost-benefit arguments and thus, selecting those charitable organizations who would participate in the postal-questionnaire became a critical exercise in order to avoid bias. Random sampling, also known as probability sampling, was utilized and this approach aimed to ensure that those who participated were a representative sub-set of the research population; and moreover, avoiding the prohibitive costs of questioning everyone.

On request to the Charity Commission, the researcher purchased a CD copy of all registered charities registered in England and Wales, and whose records, at the time of writing, were recorded by them as at quarter-ended June 30<sup>th</sup> 2010, based on registered charities that had completed their Annual Return from 2007 to 2010. However, the Charity Commission stipulated that they would only provide the researcher with the data copy once and would not provide further copies at regular periodic intervals. In addition, she had undertaken a telephone interview with a clerk from the Charity Commission detailing the purpose of her request prior to purchase and receipt of the CD.

The researcher utilized a simple Structured Query Language (hereon SQL) programme, and extracted data for those charities meeting the research criteria: i)

organizations falling within the income bracket of £500k and £5 million (medium-sized charities); ii) with ten or more staff; and iii) volunteers (see Appendix 4). The extracted database for this research was only for those charities that had completed their 2008 Annual Return, as this was the most up-to-date information at the time of writing. 8,141 charities fell within this income bracket representing 4.9% of all registered charities in England and Wales (Charity Commission, 2013a). The number of charities meeting all three criteria, once filtered dropped from 8,141 to 3,864.

Utilizing random sampling ensured that each organization had an equal opportunity of inclusion in the sample. Normally, sample size is compromised by constraints such as time and cost, the need for precision and a variety of further considerations such as non-response and heterogeneity of population.

Bearing these constraints in mind, the researcher considered initially that the postal-questionnaire would be sent out to 250 charities across England and Wales. However, the sample size was increased to 500 charities randomly selected within the 3,864 sample population to increase the response rate 37.1% (see Section 5.1, Chapter 5 and Appendix 9).

The postal-questionnaire (see Appendix 6) was mailed out to 500 charities during January 2011 with the response deadline of February 28<sup>th</sup>, and a chaser letter was sent out early-February offering the option of an electronic version of the postal-questionnaire for non-respondents. The covering letter was naturally courteous, detailing the aim of the postal-questionnaire with careful instructions regarding the completion of the postal-questionnaire; and what certain formatted questions required, for example, an open answer box allowed the respondent to provide a more detailed answer should they wish to; contact details should they have any questions; a reminder that the reply-paid envelop was there for their benefit; and moreover, stated that the respondents' anonymity would be respected. The letter was addressed to the name provided as the charity contact as recorded by the Charity Commission (see Appendix 6). Again, such details had been extracted from the CD copy of the registered charities' records provided by the Charity Commission as at June 30<sup>th</sup> 2010.

#### 4.3.1.4 Postal-Questionnaire - Data Analysis

As discussed earlier, the postal-questionnaire questions (see Appendix 6) had been established to attempt to answer the research questions (see Section 3.4, Chapter 3) through examining a wide and varied heterogeneous population. As the postal-questionnaires were received, the researcher entered the responses into SPSS (Statistical Package for the Social Scientists) and utilized the analytical functionality primarily to define data variables, labels and codes which would tag responses and allow sub-categorizing, delivering frequency tables and the opportunity of delivering a consolidated summary of prescribed coded data once the response window had closed. It was anticipated that through the SPSS process potential gaps regarding flexible-working arrangements together with directly and/or indirectly attributable issues would be highlighted; therefore, providing the researcher with a direction in which to develop the interview questions in Phase II of the research approach (see Figure 4.2). The postal-questionnaire provided a vehicle for 'kick-starting' the semi-structured interview questions generation process in tandem with emerging themes from Section 3.3 (see Chapter 3); thereby providing the first embryonic look at flexible-working arrangements operational within the charity sector together with new and/or known themes resonating with those discussed earlier. However, it should be noted here that the contact to whom the postal-questionnaire was sent was taken from the contact data on the CD supplied by the Charity Commission. There is a possible drawback here, the named contact may not be the best person to discuss the flexible-working concept in their organization, for a number of reasons including i) lack of understanding; ii) not close enough to the day-to-day HRM policies operational within the organization; and iii) they may have filled in the postal-questionnaire with their personal understanding as compared to that of the organization.

As part of the covering letter, the researcher requested copies of organizational flexible-working policies and procedures where applicable and an organogram. Where received, this allowed the researcher to ascertain, to a limited degree, the attitudes, opinions and views of the responding organizations towards flexible-working arrangements within the charity sector and potentially *"provide [...] a list of key points it contains, also describes the purpose of the document, how it relates to [the researcher's] work and why it is significant"* (Saunders et al., 2009, p. 492).

#### 4.3.1.5 Postal-Questionnaire – Profile of Responding Charities

This section provides a profile of the responding medium-sized service-providing charitable organizations by size (income thresholds) and type of charity aims: care-providing; research advancement; supporting community services; and supporting delivery of education. The type of charity aims were determined by referring to the Charity Commission website and looking up the activities for each responding charity. In addition, the profile of responding charities has been presented by employment status, gender, diversity and age (Questions 21, 22, and 23, see Appendices 6 and 9).

- **Core Activity and Size**

The following table, Table 4.1, summarizes the profile of responding charitable organizations in Phase I by size (income thresholds) and core charity activity.

**Table 4.1: Profile of Responding Charities by Core Activity and Size**

Core Charity Activity	Group 1	Group 2	Group 3	Total
Care Provision <sup>a</sup>	26	26	20	72 (37.3%)
Conservation	3	3	6	12 (6.2%)
Research Advancement	3	3	0	6 (3.1%)
Supporting Community Services <sup>b</sup>	21	20	10	51 (26.4%)
Supporting Delivery of Education <sup>c</sup>	20	20	12	52 (27.0%)
<b>Total</b>	<b>73</b>	<b>72</b>	<b>48</b>	<b>193 (100.0%)</b>

<sup>a</sup> care provision includes elderly support, hospices, providing food and shelter, residential and supporting the terminally ill;

<sup>b</sup> supporting community services includes working in partnerships with voluntary organizations and public sector bodies; and

<sup>c</sup> supporting delivery of education includes developing and teaching skill-sets such as growing sustainable food stuffs, dancing, theatrical skills and other knowledge and skill-sets led by faith bodies.

Where: Groups 1 to 3 represent size defined by income thresholds:

Group 1 = £500,000 - £1,000,000

Group 2 = £1,000,001 - £2,000,000

Group 3 = £2,000,001 - £5,000,000

- **Gender and Employment Status**

The following table, Table 4.2, presents the results from **Question 21**: the workforce profile of the respondent charities (see Appendix 6).

**Table 4.2: Respondents' Workforce Profile by Gender and Employment Status**

Workforce		Numbers
<b>Gender</b>	Female	4,467 (71.6%)
	Male	1,772 (28.4%)
<b>Employment Status</b>	Full-Time	3,151 (50.5%)
	Part-Time	3,088 (49.5%)

On comparison to the 2011 data presented in Table 3.2 (see Section 3.2.4, Chapter 3) for the voluntary sector (NCVO, 2013); the female charity workforce profile appears a little higher in this study. However, the overall workforce profile is consistent with that seen within the voluntary sector which is predominantly characterized by a female workforce (Wainwright et al., 2006; Baines and Cunningham, 2011, p. 761; Baines et al., 2011).

However, unlike the data presented in Table 3.2, the split between full-time and part-time status is much closer. This may be a reflection of the social economic times when the data was collected. Unlike other published sources, the researcher can split the full-time and part-time figures further to indicate the split between employment status categories by gender (see Table 4.3).

**Table 4.3: Respondents’ Workforce Profile – Employment Status by Gender**

Workforce		Numbers
Employment Status	<b>Full-Time:</b>	<b>3,151 (50.5%)</b>
	- Female	2,007 (63.7%)
	- Male	1,144 (36.3%)
	<b>Part-Time:</b>	<b>3,088 (49.5%)</b>
	- Female	2,460 (79.7%)
	- Male	628 (20.3%)

Female employees dominate the workforce both in full-time and part-time roles, but it is interesting to note that men too work part-time. Broadly, from this dataset, it would appear one male to every four female employees work part-time.

The number of volunteers was noted: female volunteers (73.1%) were reported to have worked in the responding charitable organizations as compared to males (26.9%) (see Section 5.6).

- **Ethnicity and Diversity**

**Questions 22 and 23** looked at ethnicity and disability, and age in order to provide an overview of diversity within the charity sector. The findings found that the main workforce within the responding charitable organizations were predominately white able-bodied employees (83.7%).

The data surrounding Black Ethnic Minorities-able-bodied (hereon BEM) employees were least represented, 7.9%, and with respect to disabled employees: white, 8.0% whereas less than 1% were BEM.

- **Aged Profile of Workforce**

**Question 23** explored the spectrum of employee ages working within the responding charitable organizations. The following table, Table 4.4 presents the profile of the responding charitable organizations by age.

**Table 4.4: Respondents' Workforce Profile by Age**

<b>Age Bandings /years</b>	<b>Numbers</b>
<b>Less than and equal to 20</b>	290 (4.9%)
<b>21-40</b>	2,443 (41.2%)
<b>41 - 60</b>	2,721 (45.9%)
<b>Greater than or equal to 61</b>	474 (8.0%)
<b>Total</b>	<b>5,928 (100.0%)</b>

Clark et al. (2011, p. 8) had presented the age bandings by decades, however, on consolidating their bandings to achieve comparatives for the latter three age bandings presented above; the following was observed: between 21-40 years (38%); 41-60 years (52%) and greater than 61 years (11%). These comparatives can only be used as a guidance and not absolute as the datasets are at different periods, different sample populations (voluntary as compared to charity) and other factors such as approach to data collection, period over which data was collected, who responded and of course, external factors such as socio-economic and political drivers which then impact upon decision-making, funding and workforce profile.

### **4.3.2 Two Method Approach: Semi-Structured Interviews**

#### **4.3.2.1 Semi-Structured Interviews**

Without doubt, the most widely used qualitative method in organizational research is the interview:

*“An interview, whose purpose is to gather descriptions of the life-world of the interviewee with respect to the interpretation of the meaning of the described phenomena” (Kvale, 1983, p. 174).*

Kvale (1983, p. 175) also adds that:

*“Neither in the interview phase nor in the later analysis is the purpose primarily to obtain quantifiable responses”.*

However, qualitative interviewing varies a great deal in its approach; the three significant types recognized are: i) the unstructured interview; ii) the semi-structured interview; and iii) the structured interview. The researcher utilized the semi-structured interview where she had a series of questions that were in a general form of an interview guide, allowing her the flexibility to vary the sequence of questions and thus, allow the interviewees the opportunity to comment/reflect. Over the interview period, this allowed free-flow, similar in character to a conversation (Burgess, 1984) where the researcher had the opportunity of responding to points considered pertinent to follow up in greater depth.

The goal of any qualitative research interview is therefore to see the research topic from the perspective of the interviewee and to understand how and why they came to have their particular perspective. To achieve this goal, qualitative research interviews will generally have the following characteristics: i) a low degree of structure imposed by the interviewer; ii) a preponderance of open questions; iii) a focus on *“specific situations and action sequences in the world of the interviewee”* (Kvale, 1983, p. 176) rather than abstractions and general opinions. In order to achieve the best possible interview outcomes, Kvale (1996) provided a ten point guide of qualification criteria that an interviewer should follow and a further two points were subsequently added by Bryman (2004, p. 325) (see Appendix 7).

A key feature of the interview method is the nature of the relationship between interviewer (in this case, the researcher) and interviewee (King, 1994, p. 14). Unlike quantitative research interview methods, the researcher observed that there was no such thing as *“relationship-free”* interview. Indeed, the relationship was part of the research process, not a distraction from it. The interviewee was the ‘participant’ in the

research, actively shaping “*the course of the interview rather than passively responding*” to the researcher’s pre-set questions (Ibid., 1994, p. 15).

The researcher proposed to digitally record the interviews and therefore, requested that each interviewee sign a consent form before commencing the interview. A full transcription process was undertaken with the assistance of “Dragon Naturally Speaking” (hereon Dragon) speech recognition software (see Section 4.3.2.6).

#### **4.3.2.2 *Semi-Structured Interviews – Prior Studies and Pilot Process***

##### **Prior Studies**

Both speech and body language were considered important when analyzing data from semi-structured interviews.

Pease (1997) and Pease and Pease (2004) described body language as a science and body language as a ‘language’ where gestures cannot be considered in isolation. Understanding other people’s body language changes one’s own perception about the interviewees and oneself. Much communication arises through this form of communication, although reliability remains a concern (Glass, 2002). However, body language is a language unconsciously spoken and thus, provides further breadth of data to the participating interviewee responses – providing subtle yet pertinent unspoken responses to specific questions.

##### **Pilot Process**

During December 2010 and January 2011 the researcher undertook an exercise of interviewing four colleagues employed by the charity arm of her employer. She utilized a digital recorder and a draft set of semi-structured interview questions prior to Phase I being concluded, and Phase II commencing. The aim was: i) to learn how to utilize the digital recorder ‘live’ prior to interviewing members of the public from the Phase II sample; ii) to allow the researcher time to gain confidence and thus, know her tools to be able to operate professionally with members of the public and maintain their confidence that the researcher knew what she is doing; iii) to gain an opportunity

of transcribing ‘raw’ interviews and gauge how long each transcription took; and finally, iv) to have a sample of transcribed interviews to utilize for coding practice whilst gaining hands-on experience with NVivo (see Section 4.3.2.6).

On average, each transcription took between four and five hours dependent on individuals’ responses and whether or not further questions were asked in light of the initial responses. As stated earlier, the researcher used a tape recorder, but the quality of the recording varied depending on the clarity, quality and strength of the interviewee’s voice. During the final interviews with interviewees, the researcher utilized both a digital recorder and a tape recorder; whereas the former provided superior recording quality as compared to a tape recorder, the latter acted as a back-up should the digital recorder have failed (see Section 4.3.2.6).

The pilot allowed the researcher to immerse herself in the recordings and gain confidence through practice. Moreover, it gave her an opportunity to utilize NVivo and thus, have the possibility to learn the coding mechanisms of concepts and categories within NVivo. A key result from this pilot study was the re-naming of the uploaded transcription files. By saving the files in a certain format, for example, organization’s initials, interviewees’ initials and role, plus date, allowed the researcher greater accessibility and ease of summarizing data during coding and subsequent categorization.

#### ***4.3.2.3 Semi-Structured Interviews – Sampling***

Question 25 in the postal-questionnaire conducted in Phase I gave the respondents an opportunity to indicate whether or not they wished to contribute further (see Appendix 6). Of those who completed Question 25, the majority of the responses indicated that they would be willing to assist further: 20 respondents indicated such willingness.

Over a four month period (June to September 2011), the researcher responded to the 20 identified willing respondents in order to arrange interview dates and arrange schedules with personnel willing to be interviewed. A further email was sent out to those charitable organizations that had not respond to the initial request. Despite the initial agreement to partake in Phase II, the final number of charities that agreed to be

involved was four. Should more interviewee categories have been required in order to satisfy “*theoretical saturation*” (Glaser and Strauss, 1967, p. 61), then the researcher would have approached the initial sample of postal-questionnaire respondents excluding the initial 20 that had originally responded to take part in Phase II.

For each charity partaking in this Phase II, the researcher interviewed the chief executive officers, senior management, junior management, front line staff, and volunteers (see Table 4.5, below). Trustees were invited to partake, but none came forward to be interviewed. It should be noted that these are generic hierarchal groups identified for the interview process whereas in reality, the role titles within these hierarchal groups were substantially different organizationally. For example, “Director” and/or “Senior Manager” in different charities had different job titles and yet had similar authorities and responsibilities. By taking a diagonal cross-section through each charity, the researcher strived to interview individuals that were not line-managed by other interviewees and thus, ensured that the socially constructed knowledge was: i) credible; ii) dependable; and iii) trustworthy.

**Table 4.5: Guide of Interviewee Codes per Interviewed Charity**

<b>CIN</b>	<b>Interviewee Code</b>	<b>Interviewee Role</b>
<b>33</b>	CEO-33	Chief Executive
	SM_DBD-33	Senior Manager – Director of Business Development
	FLS_TL-33	Front Line Staff – Team Leader
	FLS_EA-33	Front Line Staff – Executive Assistant
	FLS_ELA-33	Front Line Staff – Employment Law Advisor
	VOL-33	Volunteer (MPT)
<b>301</b>	CEO-301	Chief Executive
	SM_DM-301	Senior Manager – Deputy Manager
	JM_TM-301	Junior Manager – Team Manager
	JM_FA-301	Junior Manager – Financial Accountant
	JM_CM-301	Junior Manager – Cluster Manager (FPT)
	JM_CCPM-301	Junior Manager – Children Centre Programme Manager
	FLS_SWHO-301	Front Line Staff – Support Worker Housing Officer
	FLS_SW-301	Front Line Staff – Support Worker (FPT)
	FLS_SO-301	Front Line Staff – Support Officer
	FLS_ITFO-301	Front Line Staff – Information Technology Finance Officer (MPT)
	VOL1-301	Volunteer
	VOL2-301	Volunteer (FPT)
<b>368</b>	CEO-368	Chief Executive
	JM_FMW-368	Junior Manager – Family Mediation Worker
	JM_ADM-368	Junior Manager – Administrator
	FLS_SW-368	Front Line Staff – Support Worker (MPT)
	FLS_RSW-368	Front Line Staff – Residential Support Worker
	FLS_CA-368	Front Line Staff – Clerical Assistant (FPT)
	FLS_BM-368	Front Line Staff – Business Manager
	FLS_AO-368	Front Line Staff – Accommodation Officer
VOL-368	Volunteer (FPT)	
<b>481</b>	CEO-481	Chief Executive
	SM_DSM-481	Senior Manager – Day Services Manager
	FLS_CM-481	Front Line Staff – Cluster Manager

Where:

FPT = Female Part-Time

MPT = Male Part-Time

#### ***4.3.2.4 Generation of Questions for Semi-Structured Interviews***

As a result of the postal-questionnaire outcomes – known and new (see Chapter 5) supported by the emerging themes from Section 3.3 (see Chapter 3) a list of semi-structured interview questions were established (see Appendix 8), which attempted to reflect these pivotal areas of interest whilst being flexible enough to allow unhindered flow of speech between the researcher and interviewee. Thus, this approach allowed sufficient scope for both parties to explore and elaborate points of interest further where necessary.

The researcher primarily utilized the semi-structured interview questions as an aide-memoire thereby ensuring that she was consistent in her pursuit of the Glaserian Grounded Theory approach. Appendix 10 summarizes the final semi-structured interview questions posed in Phase II whilst cross-referencing to both the research questions presented in Section 3.4 (see Chapter 3) and specific outcomes from Phase I data (see Chapter 5), thereby ensuring that there is a constant chain of evidence supporting the findings presented within this thesis.

The one-to-one semi-structured interviews included both open and closed questions in order to match the particular question styles, and therefore, to allow the researcher the freedom to ask questions not necessary in a specific order; thereby, providing the interviewee with the opportunity and virtual vocal space.

#### ***4.3.2.5 Semi-Structured Interviews - Research Settings***

Saunders et al. (2009, p. 329-330) stated that:

*“It is possible that the place you conduct your interviews may influence the data collected ... it is also important that you think about the impact that*

*location will have upon your participants and the responses they are likely to give”.*

The interview location should be easily accessible and familiar to interviewees where they feel comfortable, confident and ‘safe’. For convenience and familiarity of surroundings; the workplace may be appropriate. However, the question of confidentiality and neutrality arises. It could be argued that a neutral location does not exist and therefore, instead of striving for neutrality, the researcher may inadvertently give an implicit message to the interviewees regarding the proposed choice of interview location. The choice of location was left to the charities. Should the interviews have been conducted in unfamiliar surroundings to the interviewee, it was the responsibility of the researcher to shape the start of the interview demonstrating confidence and making the interviewee feel at ease. However, during Phase II, all participating charities opted for the workplace for interviews to be conducted.

In addition, as part of the interview schedule process, the researcher requested that the interview location was quiet and thus, minimized background noise, thereby avoiding the reduction in the quality of digital recording fracturing the continuous flow of conversation between the researcher and interviewee. Moreover, it provided a ‘safe environment’ for interviewees to speak more freely.

In majority of the cases, the interviewees and the researcher had not met prior the interview and therefore, the first few minutes of the interview were critical to establish a good rapport. This initial introduction was important otherwise it could potentially have had a significant impact upon the direction and successful outcome of the interview. Again, the issues such as researcher credibility and interviewees’ confidence in the researcher were pivotal.

*“The start of the intended discussion ... is your opportunity to allay, wherever possible, the interviewee’s uncertainties about providing information, establish the participant’s rights, and based upon this, obtain informed consent” (Saunders et al., 2009, p. 331).*

Healey and Rawlinson (1994) and Patton (2002, p. 407) asserted that an assurance from the researcher regarding the anonymity makes interviewees more relaxed and willing to discuss in an ‘open’ manner. These assurances also increase the level of

trustworthiness towards the researcher and thereby, reduce the possibility of interviewee or response bias. Explanations were also given regarding the purpose of collecting the data, use of data collected and the benefits from being involved in the research.

The researcher considered the appropriateness of her appearance during one-to-one interviews, which could have affected the perception of the interviewee. A poor dress code may have an adverse effect upon the researcher's credibility and thus, result in failure to gain the confidence of the interviewees. The resulting bias may affect the reliability of information collected. Robson (2002) advised that researchers should adopt a similar style of dress to those being interviewed. The researcher agreed in principle, but favoured semi-formal or formal dress code which would be generally acceptable for the interview environment.

As well as dress code, the researcher needed to monitor her manner in which she phrased questions (see Section 4.3.2.2). The language used was concise, neutral, non-jargon and one question was asked at a time (Robson, 2002; Ghauri and Grønhaug, 2005; Easterby-Smith et al., 2008). Therefore, this approach increased the credibility and reliability of the information gathered. Moreover, Easterby-Smith et al. (2008) highlighted that open-ended questions also avoids bias. Healey and Rawlinson (1994, p. 138) had suggested that:

*“It is usually best to leave sensitive questions until near the end of an interview because this allows a greater time for the participant to build up trust and confidence in the researchers”.*

Once in a position of trust, the researcher sought responses to more potentially sensitive questions; but as Ghauri and Grønhaug (2005) point out, the wording of these questions deserves particular attention in order to avoid any negative inferences.

The researcher was aware of her own behaviour and the potential impact during the course of the one-to-one interviews. By maintaining a neutral, but not an uninterested behavioural pattern, the scope of bias was minimized. Key to the researcher was the avoidance of any indication of personal bias. For example, the spoken word, the tone of voice, facial expressions, and body language. Robson (2002) encourages the

researcher to enjoy the one-to-one interviews or appear to do so, thereby encouraging the interviewees to respond with ease.

Body language visually has a great impact upon the interviewee (see Section 4.3.2.2). Torrington (1991) believed that by sitting inclined towards the interviewee, and adopting an open posture encourages the flow of discussion. Moreover, the tone of voice acts as a signal to the interviewee and must avoid any negative inferences which could be perceived as a negative impression. Torrington (1991, p. 43) stated that listening involves people being:

*“On the look-out for signals willing to spend the time needed to listen and build understanding, deliberately holding back our own thoughts, which may divert or compete with the others”.*

Authors such as Robson (2002), Ghauri and Grønhaug (2005), and Easterby-Smith et al. (2008) reiterated the need for the researcher to explore and probe explanations and meanings, allowing the interviewee a reasonable time to develop their responses and avoiding projecting the views of the researcher. Neutrality was paramount through the whole interview process, thereby allowing the interviewees’ voices to be heard.

Finally, the manner in which the interviews were conducted followed the same format, but with the ability to flex and strive for a free-flowing conversation as compared to a prescribed format:

- i) **Introduction:** before the interview commenced, the interviewee was thanked for their time and it was carefully explained how the interview would be conducted stating that: two recording devices would be utilized (see Section 4.3.2.2), notes might be taken during the interview and should the interviewee be unsure or does not understand the question, ask for further explanation. Moreover, the researcher ensured that the interviewee appreciated that their contribution would add value to the research being undertaken.
- ii) **Language:** jargon and ambiguous terms were avoided in the questions such as ‘often’, ‘regularly’ and ‘family’, for example. The first two examples are ambiguous, because interviewees may operate with different frames of

reference when employing them as compared to the researcher's perceived frame. With respect to 'family', again the interviewee may have a different notion of what makes up a family as compared to the researcher.

- iii) **Question format:** long questions and double-barrelled questions were avoided. If correctly structured, the interviewee would not lose the thread of the question and moreover, it gave the question sufficient attention and thought. Bryman (2004, p. 153) asserts that:

*“When the focus is on behaviour, longer questions have certain positive features in interviews – for example: they are more likely to provide memory cues and they facilitate recall because of the time taken to complete the question”.*

However, from the pilot, the researcher had found that short succinct questions were more successful. Double-barrelled questions left the interviewee unsure as to how to answer the questions fully.

- iv) **Pauses and Time:** interviewees were allowed time to respond and during the pauses their body language was noted as it too would be treated as an element of data collection. Naturally, where the pauses were too long, the interviewee was provided with a cue, but a cough, 'erm', 'um' were considered all part of the fabric of language and not to be discarded.
- v) **Quality Recording:** a tape recorder was not a satisfactory instrument to employ when conducting one-to-one interviews. The clarity on play back was of poor quality and difficulties arose when transcribing – words were missed, the crackling sound was intrusive and on rewinding the cassette a number of times during the transcription process; progressively reduced the quality of the recording. To address these issues (see Section 4.3.2.2), the researcher utilized both a digital recorder and a tape recorder in tandem; and
- vi) **Closure:** the interviewee was thanked again for their time and should they want feedback of the overall results from the research, the researcher would provide on request.

#### 4.3.2.6 *Semi-Structured Interview Transcriptions to NVivo Uploaded*

The interviews were undertaken in tranches. For example, all interviews were undertaken within a specific time-frame per charity (1-2 consecutive days), thereby allowing the researcher the opportunity to commence transcribing into note books immediately post each interview. The transcribing was initially hand-written for a number of reasons: i) where words or phrases were not heard, either the digital or cassette recorder could be repeatedly played until the missing transcription was gleaned and captured, if necessary, on a word by word frame basis; ii) specific nuances, body language, pauses and other characteristics personal to the interviewee could be drawn together and included; iii) this hand-written transcription allowed the researcher to embed herself into the data and start looking for concepts, and common themes; and moreover, iv) this mode of pre-prepared manual transcription drafts allowed the researcher to dictate into Microsoft Word utilizing the Dragon software more expedient.

Moreover, by including the interviewees' observed body language and non-spoken cues further enhanced the rich tapestry of the interviews undertaken and as reiterated by Glaser (2002) "*all is data*" and "*much Grounded Theory is passive listening*".

At the top of each transcription the name of the charity; interviewee code (only known to the researcher); interviewee's role status and interview date were included for completeness, although only the interviewee code would be utilized when cited within Chapters 6 and 7.

An interviewee code is split between 2 and 3 components depending on the number of similar interviewees interviewed with the same role status. Table 6.1 (see Section 6.2.2, Chapter 6) provides the complete list of interviewee codes cited throughout Chapters 6 and 7 (see also Acronyms). For example:

- i) **CEO-33** – Chief Executive Officer plus unique charity identification number (hereon CIN) 33;
- ii) **FLS\_BM-368** – Front Line Staff-Business Manager plus unique CIN 368;  
and
- iii) **VOL2-301** – Volunteer Number 2 plus unique CIN 301.

Having edited the Microsoft Word version of the Dragon output, the final versions of the transcriptions were uploaded into the NVivo program. NVivo is a qualitative data analysis computer software package which is designed to allow qualitative researchers to work with rich text-based data where granular levels of analysis are required.

Finally, having been checked for typos and ensuring that names of staff and the charity had been removed and substituted with an interviewee code and organization code; the final drafts of the transcriptions were uploaded into the NVivo program. Because of the number of transcriptions being uploaded, and allowing for a number of interviewees with the same role status, FLS, JM and SM (Senior Manager), the uploaded transcriptions within NVivo were saved with a longer title capturing: role status, followed by summarized job title and then the unique CIN. For example, JUNIOR\_MANAGER\_TEAM\_MANAGER\_301, this allowed the researcher ease of recall of the interviewee themselves, and their surroundings, but it provided a buffer zone and clear record to avoid duplications of words, and/or phrases when reviewing summary output reports within NVivo (see Appendix 12).

#### **Analytical Methods Utilized: Glaserian Grounded Theory through NVivo**

Glaserian Grounded Theory was utilized to collect and analyze the semi-structured interview data. It does not offer a panacea, a solution to all research problems, but it is:

*“Particularly well-suited to dealing with ‘qualitative data’ of the kind gathered from participant observation, from the observation of face-to-face interaction, from semi-structured or unstructured interviews, from case-study material or from certain kinds of documentary sources” (Turner, 1981, p. 227).*

Therefore, the Glaserian Grounded Theory approach offered a strategy for *“sifting and analyzing material”* from the semi-structured interview data collection (Martin and Turner, 1986, p. 144), but the utilization of NVivo, allowed data to be coded by word, by phrase in order to generate concepts, core categories, subcategories, concepts/themes, and ultimately theory generation. Figure 4.2 provides a diagrammatic overview of NVivo populated by summary data arising from the semi-structured interviews.

It should be noted that despite NVivo being promoted as a powerful tool to utilize for data analysis (Bazeley and Richards, 2000; Bazeley, 2007), publications until recently failed to discuss the multiple types of available data analysis techniques in conjunction with a Computer-Assisted Qualitative Data Analysis software (hereon CAQDAS) programs. However, Leech and Onwuegbuzie (2011) outlined seven types of qualitative data analysis techniques with a step-by-step guidance on how to conduct the analysis via a CAQDAS program, such as NVivo.

Using NVivo has allowed the qualitative data analysis to be taken much further than conducting the data analysis manually (Tesch, 1990; Weitzman and Miles, 1995; Kelle, 1996; Fielding and Lee, 1998; Bazeley, 2006; 2007). The researcher is the main tool for analysis (Denzin and Lincoln, 2005), and thus utilizes NVivo to assist in the analysis in an efficient manner: comparison of codes and categories in a relatively short time (Bazeley, 2006), and thus, in the spirit of Glaserian Grounded Theory (Glaser and Strauss, 1967) collect and analyze data in parallel until such point *“theoretical saturation”* has been achieved.

The following description will lead the reader through the data analysis utilizing NVivo (see Figure 4.2) from left to right providing clear definitions of terminology used, together with the data analysis process undertaken and the rationale for the illustrated outcomes.

## **Code**

Saldaña (2009, p. 3) defined:

*“A code in qualitative inquiry is most often a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and/or evocative attribute for a portion of language-based or visual data”.*

Within NVivo, nodes are similar to codes in the constant comparison analysis (see Leech and Onwuegbuzie, 2011, Table 2, p. 72) these *“nodes”* act as anchors that allow the key points of the data to be collated for all interviewee responses. Coding is not merely labelling, but linking data:

*“It leads you from the data to the idea and from the idea to all the data pertaining to that idea”* (Richards and Morse, 2007, p. 137).

The researcher would describe her process of coding as a mode of cyclical refining and defining the codes and subcodes that permits the data to be *“segregated, grouped, re-grouped and re-linked in order to consolidate meaning and explanation”* (Grbich, 2007, p. 21).

The emerging codes represented either the interviewees’ own words or the common beliefs cited during the semi-structured interviews (see Figure 4.2).

## **Categories**

Coding has allowed the data to be grouped in categories or *“families”* (Saldaña, 2009, p. 8) because they share some characteristics. As illustrated in Figure 4.2, the core categories emerged which accounted for the majority of the variation in the *“pattern of behaviour and is related to most, if not all, of the other categories”* (Van Niekerk and Roode, 2009, p. 100).

In addition, the emergent core categories (ethos, charity workforce, charity values) containing clusters of coded data pertaining to hierarchal roles across the charitable organizations, require further refinement into subcategories. The subcategories provide a level of data granularity, and act as the core category descriptors: the properties, processes, dimensions, contexts and modes for understanding the consequences.

The following examples demonstrate the audit trail from codifying units of data to subcategories.

### **Category: Charity Values**

**Subcategory:** *“desire to care”*\*

**Code:** Team Care

**Subcode:** Support

**Subcode:** Understanding

**Subcode:** Working Together

\*For ease, the subcategories reflect a phrase or term from academic literature that encapsulates a particular core category feature. In the above example “*desire to care*” (Paton and Cornforth, 1992) refers to employees’ motivations and thus, resulting in an acceptance of lower pay and less personal advancement and job security. This subcategory is also linked to the charity workforce category but reached through a different line of coding, as shown below (see Figure 4.2).

**Category:** Charity Workforce

**Subcategory:** “*desire to care*”

**Code:** Working Relationships

**Subcode:** Family

**Subcode:** Service-Users

**Subcode:** Team

**Category:** Ethos

**Subcategory:** *Charitable Culture*

**Code:** Cultures

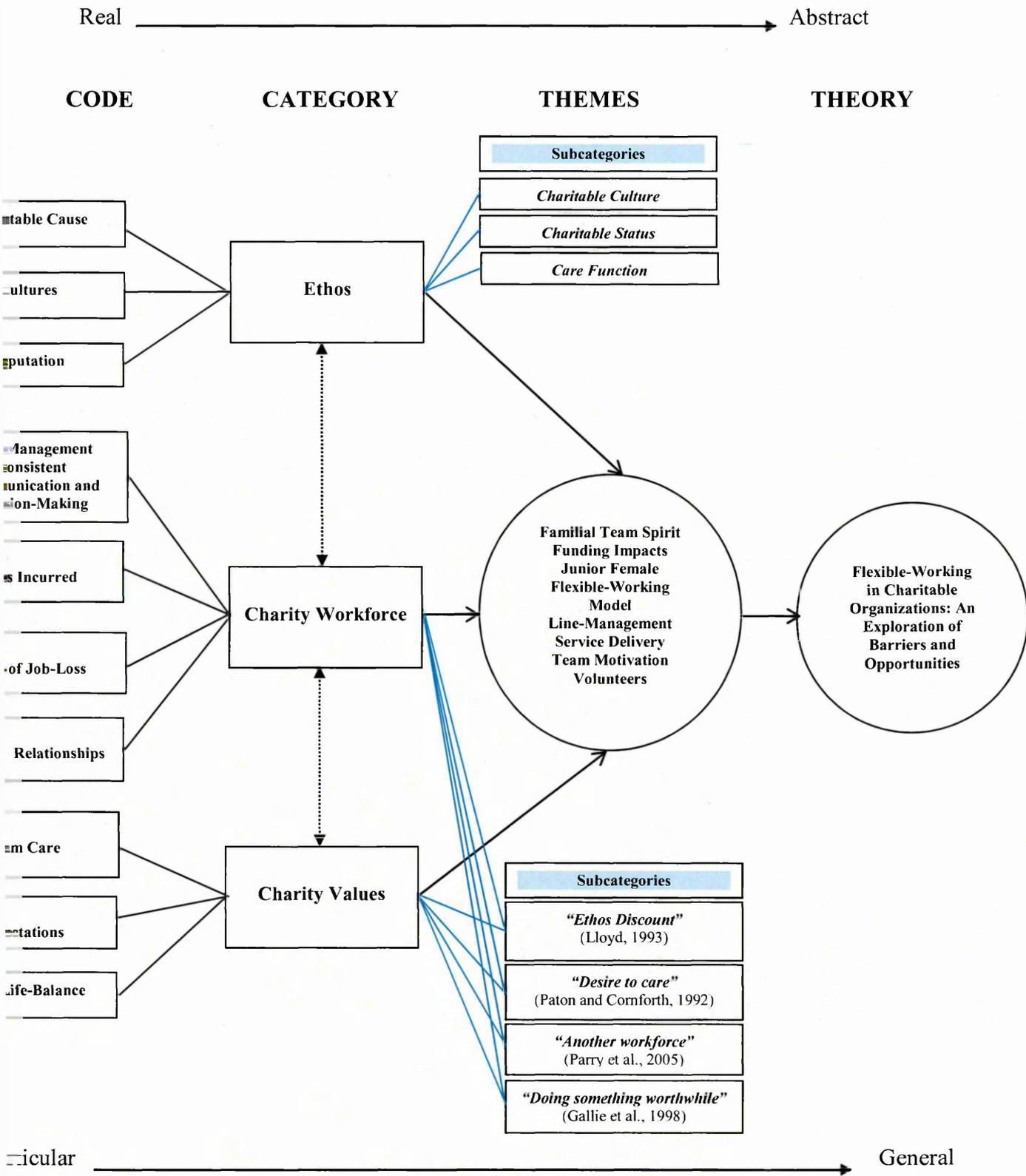
**Subcode:** Customs

**Subcode:** Intrinsic

**Subcode:** Traditions

**Figure 4.2: Diagrammatic View of NVivo**

Adapted from: Saldaña (2009, p. 12).



Coding is not an exact art, Lincoln and Guba (1985, p. 347) stated that the researcher uses classification reasoning together with tacit and intuitive senses in order to determine what data “*look alike*” and “*feel alike*” when grouping them together.

## Themes

Themes are the outcomes of coding, categorization and analytic reflection, and not something that is, in itself, coded. Themes can be described as more “*tacit and subtle processes*” (Rossman and Rallis, 2003, p. 282). For example, working relationships is a code, but familial team spirit is a theme.

However, themes can be captured throughout the Glaserian Grounded Theory process as memos. Memos are ideas and thoughts captured throughout data analysis; a mosaic of thoughts to visualize the dominant theoretical codes driving and steering the ‘story-line’. The memo attempts to capture conceptualization and ultimately, lead to theory generation.

## 4.4 CHAPTER SUMMARY

This chapter establishes the philosophical framework within which the research has been carried out and within which the researcher has positioned herself. And so, within the interpretivist paradigm the researcher’s use of terms such as epistemology and ontology have been defined (see Section 4.2.1) and thus, prescribe the manner in which the research was undertaken – meeting the four questions set out by Crotty (1998, p. 4).

In addition, the usage of Glaserian Grounded Theory as compared to Straussian was discussed again reiterating the commitment to the interpretivist philosophy whilst demonstrating that the multi-method approach was appropriate for this research (see Section 4.2.3). As stated by Urquhart (2013, p. 57) the fundamental basis for this research is the “*perception of reality*”: how the world is constructed and how “*knowledge is constructed*” and subsequently impacts upon the research design.

Following on, the subsections of Section 4.3 explained the research decision in both Phase I (postal-questionnaire) and Phase II (semi-structured interviews): prior studies, pilot undertaken, sampling and data analysis. The breadth and depth of detail in a number of subsections has been granular; the rationale behind the researcher's approach was to provide the reader with a clear and transparent account of the research approach and demonstrate the chain of evidence running through the complete process. Therefore, one can see the continuous linkages back to Chapter 2 (establishing the flexible-working concept) and Chapter 3 (development and establishing the research questions, Section 3.3), framing the research from beginning to end. Moreover, Figure 4.2 has been populated with data from this research and provides a 'live' example illustrating the codes, categories, themes and subsequently leading to the development of theory (see Section 7.3, Chapter 7) as described by Glaser and Strauss (1967) through the utilization of software tools such as NVivo.

Bazeley (2007, p. 2) had noted that:

*“The use of a computer is not intended to supplant time-honored ways of learning from data, but to increase the effectiveness and efficiency of such learning. The computer's capacity for recording, sorting matching, and linking can be harnessed by the researcher to assist in answering their research questions from the data, without losing access to the source data or contexts from which the data have come”.*

During this research, the researcher has made use of computer-assisted qualitative data analysis software (CAQDAS): SPSS, NVivo and Dragon (see Section 4.3.2.6), but not at the expense of creativity, flexibility, insight, interviewing techniques and intuition. The main tool for analysis remains the researcher as the CAQDAS cannot analyze the data for the researcher. Thus, armed with CAQDAS the researcher has been able to conduct an accessible, auditable, clear step-by-step and rigorous data analysis from both Phases I and II (see Chapters 5 and 6, respectively).

## CHAPTER 5: PHASE I – POSTAL-QUESTIONNAIRE FINDINGS

### 5.1 INTRODUCTION

Chapter 5 strives to present the first tranche of data collected from Phase I, the postal-questionnaire, and facilitates the first insight capturing the broad understanding of the flexible-working concept within medium-sized charities registered in England and Wales. The subsequent sections highlight known and new barriers and enablers emerging from the responses collated from the 193 (37.1%) responding charitable organizations. This overarching aim of this chapter is to establish the Phase II semi-structured interview questions supported by a clear audit path supported by the prior chapter arguments and discussions wherever possible (see Appendix 10).

Sections 5.2 examines and explores what is understood by flexible-working utilizing the dual approach (see Section 4.3.1.1, Chapter 4) and the extent to which flexible-working arrangements are taken up (Questions 2, 3, 9, 13 and 14, see Appendix 6).

Section 5.3 returns to HRM policies including flexible-working arrangements. The section examines returned copies of HRM policies specifically looking at the flexible-working content and the extent to which they incorporated those arguments discussed in Section 2.2 (see Chapter 2): The Flexible Firm, The Family-Friendly Model and The Diversity Model. Moreover, this section explores the extent flexible-working is utilized and by whom, and perceived problems and/or successes with the introduction by the respondents (Questions 4, 9 and 25, see Appendix 6).

Section 5.4 examines the barriers and enablers as highlighted by the postal-questionnaire and highlights known and/or new emerging areas that were acknowledged in Section 3.3 ( see Chapter 3) requiring further investigation in Phase II (Questions 5, 6, 7, 8, 10, 11, 12 and 15, see Appendix 6).

Section 5.5 concentrates on the extent that employees' are valued and their charity values nurtured through the commitment towards flexible-working being supported in organizational communication, strategic planning, the Board of Trustees' involvement

and the degree to which employees have decision-making powers (Questions 12, 17, 18, 19, and 20, see Appendix 6).

Section 5.6 looks at volunteers and whether or not they are pivotal to the work of the responding charity, but moreover, to what extent their work supports flexible-working of the paid staff (see Question 16, Appendix 6).

Section 5.7 draws the chapter to a close, highlighting pertinent key points emerging from the Phase I.

## 5.2 THE FLEXIBLE-WORKING CONCEPT

As highlighted in Section 4.3.1.1 (see Chapter 4), a dual approach was undertaken where the respondents were initially asked to explain what they understood by the term “flexible-working” (Question 2) and then, in Question 3 to select from a list providing possible flexible-working arrangements they believed and understood to be operational within their organization. This approach attempted to ‘paint’ a full picture of what arrangements were in place at the time of the postal-questionnaire was completed thereby attempting to overcome the general lack of understanding surrounding the flexible-working concept.

A significant number responding gave general responses focused upon work-life-balance:

*“The ability to complete your paid work in time that enables you to enjoy a good work-life-balance” (Respondent Charity 235).*

However, the majority of responses recognized the need of the employees, but also acknowledged those of the organization. The following Question 2 answers provide a sample of responses considering the employee and organizational needs:

*“Allowing staff to meet their work obligations in times that suit themselves, as long as not detrimental to organisation” (Respondent Charity 8).*

*“Offering staff the opportunity to enjoy a good work/life balance – developing a schedule of hours to suit them whilst still delivering the organisation’s work against its Strategic Plan”* (Respondent Charity 14).

*“Working time and practices which offer employees the opportunity to achieve optimum work-life balance whilst ensuring that the outputs and needs of the organisation are met”* (Respondent Charity 457).

This theme of ensuring the needs of the organization are met, primarily the service-users will be discussed further in Chapter 6 when the findings from the Phase II: semi-structured interviews are discussed.

The answers to Question 2 primarily cited benefits to employees through flexible-working (work-life-balance, child-care achievable), however, only a handful mentioned forms of flexible-working arrangements: TOIL (Respondent Charity 76); part-time (Respondent Charity 365); and job-share (Respondent Charities 215 and 365). There were only three charities out of 181 responding to Question 2 that gave an example of flexible-working arrangements (1.7%). This result further supports the rationale of utilizing the dual approach in Questions 2 and 3.

However, where respondents were asked to select which flexible-working arrangements they understood to be operational within their organization, their responses gave further granularity to what they recognized by the flexible-working concept. The four highest scoring options selected were: i) part-time working (161 responses); ii) home-working (109 responses); iii) flexi-time (97 responses); and iv) job-share (70 responses). Van Wanrooy et al. (2013, p. 33) presented a table listing a number of options where: i) flexi-time; ii) home-working; iii) paid time off – emergencies; and iv) reduced-hours (where part-time is listed as reduced hours). Within the van Wanrooy et al. list job-share was the last option selected. Interestingly, two male respondents stated that maternity leave was a form of flexible-working. It was not clear whether these respondents were genuinely answering the question or trying to be humorous. However, if the answers were genuine, then this further supports the general lack of understanding surrounding flexible-working.

With respect to the uptake of flexible-working opportunities (Question 14), the results suggest that for every male, three females undertook flexible-working.

124 (64.4%) respondents answered stating that flexible-working was viewed by the workforce favourably (see Question 13, Appendix 9) and yet, in Question 9, although 126 (65.3%) respondents answered that all staff utilized flexible-working, there were 18 (9.3%) respondents who stated that junior employees utilized flexible-working to a greater extent than senior employees (12, 6.2%) (see Question 13, Appendix 9). CEO (33.7%) (see Question 1, Appendix 9) were the primary respondent category completing the postal-questionnaire and therefore, the responses may reflect their personal beliefs as compared to fact. However, as illustrated below, the key utilizer may be more dependent on role remit and responsibilities. In addition, those who ventured to provide more than a one-word answers gave an initial glimpse of other factors (perceived or real) at play impacting upon who could uptake flexible-working: informal rules, role responsibility, salary level, and work commitments. The key themes were:

**i) Role Responsibility;**

There was a sense that employees in more senior positions utilized flexible-working more than junior employees because of the hours worked and responsibilities held:

*“Depends on their role (e.g. hard to be flexible around some areas of project cover) and also the reason for the request, but utilised by all staff – possibly used more by senior staff as they work the longest hours and have to respond to out of office crisis more which disrupts/limits their home life more”* (Respondent Charity 213).

**ii) Work Commitments and Salary;**

Again, senior employees were perceived to utilize flexible-working as compared to junior employees to accommodate work commitments, more responsibilities and positioned held:

*“Utilized more by senior staff (to accommodate meetings outside of normal hours)”* (Respondent Charity 284).

*“More with junior staff (by far) than with senior – however this is to be expected as senior staff earn a lot more!”* (Respondent Charity 283)

Furthermore, those respondents that answered this question stated that although senior managers utilized the flexible-working (primarily working-from-home) to accommodate the work conducted outside the core hours, the flexible-working arrangements were in fact primarily utilized by junior employees to offset their lower salaries. This issue is more concerned with the rationale and justifications for utilizing flexible-working arrangements according to the hierarchal positioning.

### **iii) Informal Rules**

Emerging from the minimal written responses was that the discretion to allow an employee the opportunity of utilizing flexible-working arrangements was dependent upon on the organizational mode of decision-making, and their perception of whom had the greater need. Again, informal rules may lead to inconsistent communication and thus, flexible-working uptake across the organization, and thus creating bias through a biased decision-making process. As exemplified by the following quote concerned with communication:

*“We are not actively encouraging it because of the nature of work”*  
(Respondent Charity 361).

However, this quote is contrary to the theme coming through where flexible-working was available for all, given fundamentally to junior employees to off-set lower salaries within the charity. However, one questions to what extent is flexible-working considered and offered or becomes merely “lip-service” in order to attract and/or retain staff members or a mode in which to secure specific funding?

There appears to be an inkling of understanding surrounding the term flexible-working and idea of flexible-working arrangements, but there does not appear to be the breadth and depth of understanding where a policy is used on a day-to-day basis and in part, this may be due to the numbers of senior level respondents answering and therefore, perhaps not as close to the whole flexible-working arena within the organization. This issue will be further explored in Chapter 6 (see Appendix 10).

Although, some direction was given surrounding flexible-working arrangements offered by the responding charities, it does rely upon the understanding of that respondent (see Question 1, Appendix 9); and so, in order to appreciate and understand better the flexible-working arrangements available to all employees, this issue will be further explored in Chapter 6 (see Appendix 10).

### 5.3 HRM POLICIES INCLUDING FLEXIBLE-WORKING

Question 4 looked at how successfully flexible-working practices had been implemented across the charity, and an interesting ‘story’ started to emerge and begins to fill in some gaps where the complex tapestry of answers criss-cross to develop a better appreciation of what is happening surrounding operational flexible-working arrangements within medium-sized charitable organizations.

Question 13 (see Section 5.2) had stated that all staff viewed flexible-working favourably, and in fact from the limited comments made in response to Question 9, it transpired that not everyone had the opportunity of utilizing flexible-working. The dual approach discussed in Section 5.2 has been further supported by the answers provided to Question 4 (see below) in painting a fuller picture of flexible-working in operation today.

Many of the responses indicated that although introduction of flexible-working arrangements had been successful to varying degrees, much relied on the decisions made by an individual’s line-manager:

*“What managers arrange with their staff regarding flexible working hours is their prerogative”* (Respondent Charity 329).

*“The success of the formal arrangements has been really dependent on the employee and their line manager rather than company policy as a whole”* (Respondent Charity 47).

Moreover, there appears to be a number of informal practices operating in tandem to the formal established arrangements:

*“I wouldn’t say flexible working practices have been implemented; they are a part of the charity’s culture and management practices designed to recruit and retain the best people we can afford whilst meeting the needs of the organization. We have always adopted flexible working on the principle that so long as a specific working practice meets the needs of the organization, and is reasonably fair and equitable across the whole organization, we will allow managers to use it”* (Respondent Charity 117).

*“Currently there is no formal flexible working policy. The only mention of ‘flexible working’ within any employee documentation is with regards to the employees ability to work flexibly – i.e. additional hours, change in working patterns etc as required”* (Respondent Charity 47).

Those organizations that had formal established flexible-working arrangements in place were specifically biased towards female employees:

*“Especially suits women with child dependents and students”* (Respondent Charity 495).

*“Very successfully, we are predominantly a female organization, a lot of who have primary care for their children”* (Respondent Charity 319).

*“We find it helpful in facilitating different client groups. It also keeps women staff with families”* (Respondent Charity 317).

*“Most of our service requires face to face contact with service users so we do not have extensive FW arrangements. We most commonly allow for women returners from maternity leave to reduce their hours”* (Respondent Charity 389).

*“We recognise that flexible working can bring benefits to both the employee and employer, especially when the organisation such as ours which has a high proportion of female employees. Being able to offer flexibility ensures that we are able to attract high quality applicants, even though we are not able to offer salaries which compete with comparable roles in the public and private sectors.*

*Offering part-time working has allowed us to maintain the same number of employees when facing a reduction in funding, without making redundancies”* (Respondent Charity 361).

Those respondents (17, 8.8%) that sent in their HRM policies which incorporated flexible-working arrangements were written in such a manner as to predominantly support female adult-/child-carers and those, returning from maternity leave:

*“[The charity] is a very small charity and the flexible approach has been adapted by 2 colleagues returning from maternity leave” (Respondent Charity 151).*

*“We most commonly allow for women returners from maternity leave to reduce their hours” (Respondent Charity 389).*

This evidence in part supports the idea that because of the dual role played by women (primary carer and employee), the flexible-working policies are biased towards women and furthermore, support the idea of a family-friendly approach to supporting women in the workplace (see Section 2.2.2, Chapter 2).

In addition, the point surrounding *“not able to offer salaries which compete with comparable roles in the public and private sectors”* (Respondent Charity 361); however, as one respondent stated that:

*“[The charity] has got Flexible Working Policy and Procedure in place. The policy recognises that flexible working is important for good health and well-being, and can be crucial in reducing levels of work-related stress. It also discourages the practice of staff working over their contracted hours. In so doing, it recognises the necessity of maintaining the highest quality of services” (Respondent Charity 101).*

Ideologically, the above quote is commendable however the same respondent had stated that:

*“The maximum amount of hours allowed to carry forward from one flexi-period to another is 15. Hours greater than 15 are automatically lost”.*

Moreover, there is an increasing likelihood that a number of hours worked by employees remain unpaid, expected and yet, ignored by management (see Section 3.3.3, Chapter 3).

Of course, there needs to be control over hours worked and subsequently flexed, otherwise there is a potential for employees to abuse the system:

*“We put a ‘cap’ on TOIL (Time Off In Lieu). We require staff to take their TOIL a.s.a.p. after working additional hours and some were taking ‘berties’*

*by amassing TOIL and using this for additional annual leave” (Respondent Charity 283).*

However, there is a fine line between what the employer expects officially and unofficially from the employee. These expectations therefore make the psychological contract between the employee and employer evermore complex.

Responses often focused directly or indirectly upon service-users and in addition, striking a balance between the needs of the employees and the employer:

*“OK. Clients have to be seen when required. If we don’t meet these demands we have no charity” (Respondent Charity 362).*

*“As a charity providing educational services for young people with learning difficulties, any flexible working practices must fit in and around college curriculum time-tabling. Flexible working is not always possible but we try to be reasonable in considering any requests” (Respondent Charity 69).*

*“Flexi-time works very well. The organisation and staff are flexible in their approach to work. We deal with people who have mental health problems and staff will, whenever possible, put the needs of our members/clients first” (Respondent Charity 481).*

It is interesting to note that only one respondent referred to funding and its impact upon the success of flexible-working within their organization:

*“It is dependent on funding and funding criteria, and whether this allows for flexible working. However, our organisation has been able to implement the flexible nature of the work across the charity” (Respondent Charity 416).*

The theme of funding, as with line-management, will be discussed in further detail in Section 5.4.

With each question, an additional layer or jigsaw piece is found allowing a more detailed picture to be built-up regarding the utilization of flexible-working arrangements within medium-sized charities. However, it remains unclear to the extent that flexible-working arrangements are assisting and supporting all employees in the workplace. From Phase I, the findings suggest that formal and informal practices are predominantly biased towards female employees accommodating for

their dual roles in society – carer and employee. Although this would appear to support the Family-Friendly Model to varying degrees (see Section 2.2.2, Chapter 2) it does not support the Diversity Model (see Section 2.2.3, Chapter 2). By promoting flexible-working to all staff allows a charity a greater pool of employees striving to achieve equality and diversity within the workplace. Diversity incorporates gender as well as age, ethnicity, sexual orientation etcetera. In addition, the fact that not all unpaid work is acknowledged, because it is capped and therefore, anything above the capped limit is lost and cannot be taken in TOIL (Time-Off-In-Lieu) then to what extent are flexible-working arrangements contributing to an employees work-life-balance? This issue will be further explored in Chapter 6 (see Appendix 10).

In addition, from the data collected and findings presented here, it remains unclear whom enjoys flexible-working whether it is junior or senior employees or both. It has been established that by the very nature of the sector that the workforce is predominantly female and thus, the policies are directed to accommodate their needs primarily. But does salary and seniority impact upon uptake of flexible-working arrangements (see Section 5.2): the more senior the employee is, the greater the responsibilities attached to the role and often, activities take place outside core hours and so, flexible-working such as working-from-home provides the much needed ‘head-space’ to prepare; whereas junior staff are on lower salaries and thus, flexible-working becomes a ‘sweetener’ and ensures experienced and skilled workers are retained but also act as a motivational tool. This issue will be further explored in Chapter 6 (see Appendix 10).

As discussed in Section 3.3.4 (see Chapter 3), values play an important role in why employees are originally attracted to the voluntary sector: organizational aims align with their personal values (Nickson et al., 2008) or perhaps a personal experience. Possibly it is the values that keep employees working for their charity and accept the fact that they lose their TOIL over and above a limit or perhaps, they do not leave for pastures new because the economic climate is poor and this is reflected in the job market. Although none of the respondents mentioned values when responding to Question 4, what did come to light were the number of informal practices operational within the responding charities with no direction as to the extent of engagement by in-house HR Departments. Staff members whether paid or unpaid are at the heart of the

organization and have an affinity for working for that specific charitable cause. As highlighted earlier there are a number of intrinsic and extrinsic factors influencing the employees' working life, for example funding, line-management decisions, and the availability of flexible-working across the charitable organization. Therefore, the influencing factors could have an impact upon the employees' awareness of the organizational status and approach towards specific HRM approaches and so, this area requires further exploration in order to gain a broader understanding of tangible and/or intangible factors affecting attitudes towards flexible-working arrangements in a charitable organization (see Chapter 6 and Appendix 10).

#### **5.4 BARRIERS AND ENABLERS**

This section is split into two subsections where Section 5.4.1 specifically looks at Questions 5, 6, 7, 8, 10, 11, 12 and 15 (see Appendix 6), which focuses upon the issues surrounding line-management seen through a HRM (Human Resource Management) lens; and Section 5.4.2 examines Questions 10 and 11 specifically looking at the economic climate and the impacts of reduced funding upon flexible-working. The responses to both Questions 10 and 11 have been presented in a cross-tabulation format in an attempt to ascertain whether or not there are relationships between the respondent data and the types of organization according to activity and size of responding organization (by income threshold). Within Appendix 9, there are additional data tables providing more detailed analysis of a number of postal-questionnaire questions. Moreover, with respect to Question 10 there are additional data tables looking at the responses by core activity per £500,000 bandings.

The researcher will commence by first looking at the latter theme surrounding line-management, and a number of real or perceived issues concerned with HRM. It has already been noted that flexible-working decisions can be made by line-managers (Respondent Charity 329, Section 5.3) and it is "*their prerogative*" as to whether or not to grant a request.

#### 5.4.1 Line-Management through a HRM Lens

From the charitable organizations responding to the postal-questionnaire the primary decision-maker was the line-manager (86 respondents, 44.6%), the next highest decision-makers were senior management (36 respondents, 18.7%), various staff members (22 respondents, 11.4%) and CEOs (15 respondents, 7.8%). The category of various staff member involvement was primarily the line-manager plus HR. What came to light here was further evidence of guidance surrounding organizational flexible-working in the form of a staff handbook:

*“From our staff handbook: “Staff are allowed to accrue up to 3 days (22 ½ hours) Time Off In Lieu at their own discretion. No further time can be accrued over and above this without the written consent of their manager, who may allow an additional 3 days (22 ½ hours) to be accrued. TOIL over 6 days (45 hours) in total cannot be accrued without the written consent of the Chief Executive.*

*TOIL may be carried over from year to year, subject to agreement from Section Managers.*

*TOIL accrued over the threshold without the appropriate consent is not permissible although it is understood that urgent and unforeseen circumstances may arise. Such cases would be treated sympathetically” (Respondent Charity 14).*

Admittedly, this was the only instance of a respondent mentioning a staff handbook, but it adds to flexible-working tapestry of understanding. HR’s attendance and support was mentioned several times.

However, the decision-making process surrounding a flexible-working request was predominantly made by the line-manager. In addition, the decision hinges on whether or not the service deliverables would be met as exemplified below:

*“Agreed by line managers, decisions made [are based] on [the] effect [on] customer service, lack of resources and deliverables” (Respondent Charity 36).*

Obviously the line-manager plays a pivotal role, as they should appreciate and understand the needs of the department, staff members, and team work loads best. However, the drawback of having only one decision-maker could lead to:

*“Discrimination in its application and that managers apply the options [in]consistently” (Respondent Charity 59).*

*“There is no set procedure on this. Senior Managers would make one-off decisions depending on the circumstances and suitability e.g. exhibition installations, it is often necessary for a group of staff to work long hours over a period of 4-6 weeks to enable the project to happen. They will then take time off in lieu. A decision on this would be made by our sculpture estates manager in advance of the project” (Respondent Charity 346).*

This is a point that was picked up earlier in Section 5.3, where informal rules were being applied and thus, creates a bias by the nature of decision-making, and implementing flexible-working arrangements consistently across the whole organization. This inconsistent approach may be due to the fact that line-managers have not been trained because of an under-developed/resourced HR Department (Cunningham, 2010) or perhaps it is the line-managers’ own personal bias seeping into the workplace.

To potentially counteract the bias of one person making the decision, the researcher returns to the category of various staff member involvement which could be purely the line-manager and an HR colleague or a more hierarchal process:

*“The employee will have an informal discussion with their line manager and then a written request is submitted as per legislation. This request is discussed by the line manager, HR and with the Executive before a decision is made and a meeting with the employee is held. The recommendations of the line manager must get prior approval from the Executive before it is implemented” (Respondent Charity 47).*

Respondents also made reference to panels making flexible-working decisions:

*“If we made this decision, it would be a result of a need [raised] by staff but Executive Management Team ultimately decide if it went ahead” (Respondent Charity 470).*

The hierarchal or panel approach to decision-making may be a more appropriate and fairer approach to flexible-working approval, because there is a clear process, it is recorded and moreover, attempts to be consistent. Of course, no one process is not without its disadvantages (as shown below) where the process could be considered too bureaucratic when a decision for an emergency request or immediate request is needed when dealing with a sick child or an unexpected domestic problem has arisen:

*“If anyone would like to be considered for flexible working, they need to request in writing through their line manager, who will then take it up with the Chief Executive”* (Respondent Charity 319).

However, as demonstrated by Respondent Charity 14, where *“TOIL accrued over the threshold without the appropriate consent is not permissible although it is understood that urgent and unforeseen circumstances may arise. Such cases would be treated sympathetically”*.

A final note surrounding how decisions with respect to flexible-working were made, only one respondent noted *“funder contract/budget”* (Respondent Charity 187) whose primary activity is care for the elderly. Funding impacts will be discussed later within the section, however it is interesting to observe that greater exposure was not given to it by the responding charities especially as funding is often won for specific projects and/or pieces of work. In part, this could be the fault of the question format or those responding did not view funding as a key driver on the success of flexible-working.

For line-managers to make a sound decision regarding a flexible-working request, they should have a good grasp of HRM policies and procedures including flexible-working in order to lead a team. However, as established earlier, line-managers may not be armed with the necessary skill-sets due to issues surrounding HR departments: under-developed, under-resourced, or perhaps, there is nor HR department. Of those respondents answering Question 7, 91 (47.2%) respondents stated that line-managers were not trained whereas 77 (39.2%) respondents stated that line-managers were trained. A handful of respondents ventured to say that the training was either formal or informal but with no further substance it is difficult to appreciate the extent to which the formal and/or formal training educates line-managers regarding flexible-working with respect to the in-house policies. The second half of Question 7

regarding the promotion of “*organizational flexible-working practices*” was left unanswered (see Question 7, Appendix 6). This in part is the fault of the researcher having a double-barrelled question. It would have been more sensible to separate the latter part of the question, as it would have been interesting to explore the extent of communication further and to a certain extent the emotional intelligence of the management and their attitudinal behavioural in play (see Section 2.2.2, Chapter 2).

With respect to communication (see Question 12, Appendix 6) the pivotal mode of communication was in the order of:

- i) one-to-one communication (49 responses);
- ii) handbook and policy (44 responses);
- iii) group/staff meetings (29 responses);
- iv) interview (27 responses);
- v) induction (20 responses);
- vi) no direction (16 responses);
- vii) intrinsic (15 responses);
- viii) bulletins (10 responses);
- ix) contract (9 responses); and
- x) job advertisement 6 responses).

Again, the key finding from Question 12 highlighted the broad spectrum of modes of communication believed to be utilized by the responding charitable organizations. Admittedly the matrix of communication permutations selected by the respondent may be still in use or used in prior periods, but these findings together with those of Question 3 (see Section 5.3) suggest that the responding charities have a Janus approach towards flexible-working. The researcher establishes the phrase, by looking to ancient Roman religion and myth where Janus was the god of beginnings and transitions, and some charities appear to have two faces: one for the public promoting flexible-working in job advertisements, job interviews and written into contracts; and the second inward looking, which appears to be in conflict with the public face where there are examples of flexible-working policies actively not being communicated:

“*It hasn't*” (Respondent Charity 91).

*“It hasn’t. We await requests from individual members of staff”* (Respondent Charity 69).

*“It hasn’t – until we are sure it could work”* (Respondent Charity 274).

*“Verbally. We do not have a written policy”* (Respondent Charity 104).

*“Generally it is not communicated to staff. There is no policy for flexible working. When a member of staff goes on maternity or paternity leave the ACAS booklet regarding parental rights is given to them”* (Respondent Charity 47).

Moreover there were instances where flexible-working arrangements had not been communicated to the organization, but the employer was open to the idea:

*“We are not actively encouraging it because of the nature of our work. But we are happy to discuss with staff”* (Respondent Charity 361).

Another noteworthy point is the fact that 15 responses relied upon intrinsic knowledge concerning flexible-working arrangements being shared:

*“They have always been aware of it”* (Respondent Charity 26).

*“Custom and practice – it is not explicit in the staff handbook”* (Respondent Charity 59).

*“We’ve always had this so communication is not necessary”* (Respondent Charity 97).

*“Staff are aware we take a positive attitude to flexible working”* (Respondent Charity 105).

Such statements are oversimplifications of a situation as it is unlikely that all employees are as up-to-date with policies and procedures as the respondents believe and it cannot be assumed that staff will actively look up and/or ask for information.

Intrinsic behaviour could be a more accurate reflection of a small team in a single location, where knowledge is shared as a matter of course and day-to-day practice. However, the larger the organization with potentially a number of field offices, there is a greater need for frequent and consistent communications to be conducted in order to avoid field offices becoming splintered in culture, ethos and utilization of policies.

A mixed picture of how and why communication to the employees has been undertaken, but again a number of problematic areas are highlighted which further support earlier arguments and discussions surrounding consistency of decision-making, line-management intervention, together with communication, and training (see Section 5.3).

It is only when exploring Questions 8 and 15 (see Appendix 6) which is where finances are commented upon, in regard to flexible-working. With respect to utilization of agency staff to supplement flexible-working 133 (69.9%) respondents stated 'no' as compared to 18 (9.3%) respondents said 'yes' (see Question 8, Appendix 9). The driver behind the negative response was cost:

*"As a medium-sized charity with tightening budgets, we cannot afford agency staff"* (Respondent Charity 249).

Another charity specifically referring to flexible-working stated that:

*"Agency staff are only employed to cover unavoidable staff absences ... use of agency to offset flexible-working [is] not permitted"* (Respondent Charity 349).

The findings from Question 15 (see Appendix 6) when discussing whether or not employee workloads had increased confirmed that 118 (61.1%) respondents stated that there was not an increase in workloads for other team members as a result of colleagues taking flexible-working. 44 (22.8%) respondents stated there had been an increase in workloads. The respondents did not give a full answer only one or two word answers: *"perception"* (Respondent Charity 115); *"economic"* and *"cannot quantify"* (Respondent Charity 346). However, Question 4 (see Section 5.3) stated that TOIL was being built up and yet could not be utilized i.e. extra hours being worked over and above core hours to be used at a later date. It is difficult to gauge to what extent flexible-working and/or other factors may be impacting on employees' workloads directly and/or indirectly.

Much has come to light already through reviewing the answers to Questions 6, 7, 8, and 15, and in some respects has made Question 5 redundant. Question 5 does provide

a slightly different point of view on some subject matters already discussed within this section. However, a significant number of the responses were biased more to the perceived or real administrative burden as compared to the core issues surrounding consistent communication, decision-making and other HRM issues surrounding delivery of training to managers.

The noteworthy answers cited by Question 5 respondents as being problematic when introducing flexible-working were:

- i) **costs:** *“The additional costs to the service”* (Respondent Charity 101);
- ii) **reduced efficiency:** *“Flexible hours reduced efficiency in a small organisation such as ours when part time people may only see each other for one or two days a week”* (Respondent Charity 415);
- iii) **role and responsibility:** *“lack of ability for most jobs to be offered flexibly”* (Respondent Charity 27);
- iv) **service-users:** *“Issues arise when we cannot maintain our core hours, extend our hours or offer services to meet client needs because individual needs have been met over and above the business hours”* (Respondent Charity 188);
- v) **supervision and trust:**
  - a. *“Working at home means ‘play-time’ by others not offered the opportunity”*(Respondent Charity 223);
  - b. *“Lack of communications, some staff [are] not recording hours nor informing management”* (Respondent Charity 189); and
  - c. *“I was not in post when current arrangement made – monitoring individual hours of work to ensure they comply with agreement; lack of written agreement”* (Respondent Charity 221);
  - d. *“Skiving”* (Respondent Charity 26).

This subsection has certainly provided more building blocks upon which to gain a better degree of understanding surrounding the flexible-working concept operational within medium-sized charities registered in England and Wales. However, a very mixed picture is emerging and remains unclear from the answers given by the respondents as to whether they are fact and acknowledged through personal

experience or the perceptions of the respondent. However, as discussed in Section 4.2.1 (see Chapter 4), the fundamental basis for this research is the “*perception of reality*” (Urquhart, 2013, p. 57) and therefore, the focus of this research is how the world is constructed and how “*knowledge is constructed*”.

As line-managers are pivotal in a number of ways both directly and indirectly to the successful outcome of granting a flexible-working request, this issue will be further explored in Chapter 6 (see Appendix 10).

Furthermore, it remains unclear the extent to which formal HRM policies including flexible-working or flexible-working policies alone are established and operational. A number of conflicts arose surrounding the communication, described by the researcher as the “*Janus approach towards flexible-working*”. There appears to be one communication surrounding the external world which is in conflict with the internal communication. Although, it was not a significant number that mentioned the double communication threads, it does however, require further exploration when one considers the attitudinal behaviour of managers and whether or not they freely communicate flexible-working arrangements or just expect staff to know intrinsically. This issue will be further explored in Chapter 6 (see Appendix 10) thereby allowing the researcher the opportunity to attempting to determine whether or not communication is consistent in approach or varies according to role and salary (see also Section 5.2):

#### **5.4.2 Economic Climate and Decreasing Funding Focus**

This subsection examines Questions 10 and 11 (see Appendix 6) which looked to explore the respondents’ understanding of the economic climate at the time of completing the postal-questionnaire and moreover, as discussed in Section 3.3.2 (see Chapter 3), HRM within the charity sector is impacted upon by direct or indirectly by funding. The responses to both Questions 10 and 11 have been presented in a cross-tabulation format in an attempt to ascertain whether or not there are relationships between the respondent data and the types of organization according to core charity activity and size of responding organization (by income threshold). See Appendix 9 for further detailed tabulated data analysis of Questions 10 and 11.

The following table, Tables 5.1 cross-tabulates the respondent data by type of core charity activity and size of responding organization (by income threshold) for **Question 10: During the current economic climate, do you expect that the overall funding to your charity will reduce?**

**Table 5.1: Question 10 Responses by Group 1, 2 and 3 Income Threshold by Core Activity**

Core Charity Activity	Group 1			Group 2			Group 3			Total
	Yes	No	NR	Yes	No	NR	Yes	No	NR	
Care Provision	20	3	3	20	1	5	15	2	3	72
Conservation	3	0	0	2	0	1	5	0	1	12
Research Advancement	2	1	0	3	0	0	0	0	0	6
Supporting Community Services	18	1	2	17	1	2	7	2	1	51
Supporting Delivery of Education	16	2	2	14	2	4	10	1	1	52
<b>Total</b>	<b>59</b>	<b>7</b>	<b>7</b>	<b>56</b>	<b>4</b>	<b>12</b>	<b>37</b>	<b>5</b>	<b>6</b>	<b>193</b>

Where:

Grouped by income thresholds:

Group 1 = £500,000 - £1,000,000

Group 2 = £1,000,001 - £2,000,000

Group 3 = £2,000,001 - £5,000,000

NR = Non-Response

152 (78.8%) respondents answered Question 10 stated that they expected the overall funding to reduce during the current economic climate as compared to 16 (8.3%) respondents did not believe that the funding would reduce. The remaining 25 (12.9%) respondents were recorded as non-responses.

Looking in greater detail, it was found that across all core charity activities for each income threshold category (Groups 1, 2 and 3), the predominant response was affirmative.

It is difficult to extract further insight from those charitable organizations giving an affirmative response, because financial data in particular the income streams, was not requested and therefore, the rationale behind these responses remains unknown. Moreover, where certain charities responded 'no' or merely made no attempt to answer Question 10; the researcher can only surmise that 'non-response' answers were an oversight on behalf of the respondent or perhaps the respondent was not sure of the answer to this particular question. In addition, the 'no' responses may be due to the fact that these charities do not perceive a decrease in their funding, because they have secured specific grants or sufficient funding streams at the time of completing the postal-questionnaire and therefore, this snap-shot in time is a true reflection of financial understanding.

The aforementioned responses to Question 10 provide an insight as to the general understanding that during the current economic climate the funding streams will decrease. These findings together with those emerging from Question 11 will be discussed further at the end of this section in support of the eighth semi-structured interview question.

The data supporting Question 11 has been cross-tabulated by core charity activities split by the three income thresholds per Likert response: Strongly Agree; Agree; Neither Agree or Disagree; Disagree; Strongly Disagree; and Not Applicable. The following tables 5.2a to 5.2g reflect the postal-questionnaire Questions 11a to 11g (see Appendix 6).

Throughout all tables presented here, a number of short-hand and acronyms have been utilized. These include:

SA = Strongly Agree

A = Agree

NAD = Neither Agree or Disagree

D = Disagree

SD = Strongly Disagree

NA = Not Applicable

As before, Groups 1 to 3 represent size defined by income thresholds.

The following table, Table 5.2a illustrates the responses collated from **Question 11a**:  
*With reducing funds to what extent do you agree with the following ... The relationships between managers and staff have become more strained.*

**Table 5.2a: Cross-Tabulated Responses to Question 11a**

Core Charity Activity	SA	A	NAD	D	SD	NA	Total Count
<b>Care Provision</b>							
Group 1:	0	7	1	10	4	4	26
Group 2:	0	5	5	6	3	7	26
Group 3:	0	2	3	8	4	3	20
<b>Conservation</b>							
Group 1:	0	0	1	2	0	0	3
Group 2:	0	0	0	1	1	1	3
Group 3:	0	0	3	1	0	2	6
<b>Research Advancement</b>							
Group 1:	0	1	1	0	1	0	3
Group 2:	0	2	0	0	0	1	3
Group 3:	0	0	0	0	0	0	0
<b>Supporting Community Services</b>							
Group 1:	2	2	8	3	3	3	21
Group 2:	1	5	6	3	2	3	20
Group 3:	0	3	2	1	2	2	10
<b>Supporting Delivery of Education</b>							
Group 1:	2	3	6	5	3	1	20
Group 2:	2	0	6	6	0	6	20
Group 3:	0	2	6	1	2	1	12
<b>Grand Total</b>	7	32	48	47	25	34	193

Although Table 5.2a (above) for completeness, presents the full data, the following table, Summary Table 5.2a presents consolidated agreed (SA + A) responses and consolidated disagreed (SD + D) responses by Group 1, 2 and 3, per core charity activity. The following summary cross-tabulation table will be referred to during the supporting discussions.

**Summary Table 5.2a**

Core Charity Activity	Group 1		Group 2		Group 3		Total
	A	D	A	D	A	D	
Care Provision	7	14	5	9	2	12	49
Conservation	0	2	0	2	0	1	5
Research Advancement	1	1	2	0	0	0	4
Supporting Community Services	4	6	6	5	3	3	27
Supporting Delivery of Education	5	8	2	6	2	3	26
<b>Total</b>	<b>17</b>	<b>31</b>	<b>15</b>	<b>22</b>	<b>7</b>	<b>19</b>	<b>111</b>
<b>NAD</b>	<b>17</b>		<b>17</b>		<b>14</b>		<b>48</b>

Where: A = Agree D = Disagree NAD = Neither Agree or Disagree

Groups 1, 2 and 3 all tend to disagree with the statement posed. The strongest disagreement is within the following Group 1 core charity activities Care Provision, Conservation and Supporting Delivery of Education. Within Care Provision, Group 1 disagrees with the statement on a 2:1 basis whereas Group 3 disagrees with the statement on a 6:1 basis. Interestingly, within Supporting Community Services, Group 2 marginally agreed with the statement as compared to Group 1 and Group 3 was neutral both the number of responses to agreed and disagreed balanced.

On reviewing the overall picture of Likert responses with respect to those respondents disagreeing with the statement: Group 1 (47.7%); Group 2 (40.7%) and Group 3 (47.5%) and in comparison, those respondents agreeing with the statement: Group 1 (26.1%); Group 2 (27.8%) and Group 3 (17.5%) – it demonstrated that Group 2, although disagreed with the statement but to a lesser degree than Groups 1 and 3. Whereas Groups 1 and 2 agreed with the statement with similar strength but Group 3 agreed with the statement to a lesser degree. The percentages presented here and thereafter when discussing Tables 5.2b to 5.2g have been calculated where the denominators include A+NAD+D. The calculations do not include NA because the

respondents were not making a statement whereas A, NAD and D were a view cast by the respondent.

In light of the data presented here there was not a significantly clear distinction between agreement and disagreement with the statement. Moreover, in light of prior arguments and discussions surrounding a number of reservations surrounding managers with respect to attitudinal behaviour, communication and decision-making say (see Sections 5.3 and 5.4.1) it is difficult to determine whether or not there were other factors impacting upon the respondents answers.

The following table, Table 5.2b illustrates the responses collated from **Question 11b**: *With reducing funds to what extent do you agree with the following ... The charity has encouraged the uptake of part-time work practices.*

**Table 5.2b: Cross-Tabulated Responses to Question 11b**

Core Charity Activity		SA	A	NAD	D	SD	NA	Total Count
<b>Care Provision</b>	<b>Group 1:</b>	3	6	7	3	2	5	26
	<b>Group 2:</b>	2	5	4	6	1	8	26
	<b>Group 3:</b>	0	5	5	7	0	3	20
<b>Conservation</b>	<b>Group 1:</b>	0	0	1	2	0	0	3
	<b>Group 2:</b>	0	1	1	0	0	1	3
	<b>Group 3:</b>	0	1	2	1	0	2	6
<b>Research Advancement</b>	<b>Group 1:</b>	1	0	0	2	0	0	3
	<b>Group 2:</b>	0	0	1	1	0	1	3
	<b>Group 3:</b>	0	0	0	0	0	0	0
<b>Supporting Community Services</b>	<b>Group 1:</b>	2	5	9	1	0	4	21
	<b>Group 2:</b>	2	3	8	3	2	2	20
	<b>Group 3:</b>	0	1	2	2	2	3	10
<b>Supporting Delivery of Education</b>	<b>Group 1:</b>	2	2	8	5	2	1	20
	<b>Group 2:</b>	0	5	0	6	1	8	20
	<b>Group 3:</b>	1	0	4	2	4	1	12
<b>Grand Total</b>		13	34	52	41	14	39	193

The following table, Summary Table 5.2b and thereafter, presents consolidated agreed (SA + A) responses and consolidated disagreed (SD + D) responses by Group 1, 2 and 3, per core charity activity.

**Summary Table 5.2b**

Core Charity Activity	Group 1		Group 2		Group 3		Total
	A	D	A	D	A	D	
Care Provision	9	5	7	7	5	7	40
Conservation	0	2	1	0	1	1	5
Research Advancement	1	2	0	1	0	0	4
Supporting Community Services	7	1	5	5	1	4	23
Supporting Delivery of Education	4	7	5	7	1	6	30
<b>Total</b>	<b>21</b>	<b>17</b>	<b>18</b>	<b>20</b>	<b>8</b>	<b>18</b>	<b>102</b>
<b>NAD</b>	<b>25</b>		<b>14</b>		<b>13</b>		<b>52</b>

The snapshot presented here is mixed response to the statement posed: Group 1 tends to agree with the statement whereas Groups 2 and 3 tend to disagree with the statement, Group 3 disagrees more strongly as compared to Group 2. The strongest agreement is within the following Group 1 core charity activities Care Provision, and Supporting Community Services and the strongest disagreement is within the following Group 3 core charity activities Care Provision and Supporting Community Services. Groups 1, 2 and 3 Supporting Delivery of Education most strongly disagrees with the statement.

On reviewing the overall picture of Likert responses with respect to those respondents disagreeing with the statement: Group 1 (26.9%); Group 2 (38.5%) and Group 3 (46.2%) and in comparison, those respondents agreeing with the statement: Group 1 (33.3%); Group 2 (34.6%) and Group 3 (20.5%) – it demonstrated that Group 2, is evenly balanced in most cases.

It would appear from the data presented here that Group 3 tend to disagree with the statement that with reducing funds the charitable organization encourages the uptake of part-time working practices. One could argue that part-time working is not offered within the core charity activity because of the perceptions surrounding costs and increased administration of facilitating a form of flexible-working within an already stressed environment in every sense – financial and human resource. However, there may be an argument that employers have no desire or need to encourage part-time working especially when employees are already willing to work beyond their core hours and thereby sacrifice their TOIL entitlement should they go beyond the agreed capped levels. As discussed earlier, because employees are working for a ‘good cause’, there is an expectation that they will continue in an unpaid capacity. Moreover, not acknowledging this current practice potentially allows the employer to turn a ‘blind eye’ and as the work is being undertaken, why rock the *status quo* (see Section 3.3.3, Chapter 3). However, Group 1 charitable organizations are inclined to agree with the statement and in particular those falling within the core charity activity of Care Provision and Supporting Community Services. This may arise because through the specific funding streams and working in partnerships with voluntary sector organizations, there may be a different driver to achieving work deadlines and therefore, there is a margin to uptake the services of part-time employees to deliver the workloads on specific projects.

The following table, Table 5.2c illustrates the responses collated from **Question11c**: *With reducing funds to what extent do you agree with the following ... The charity has increased its usage of volunteers.*

**Table 5.2c: Cross-Tabulated Responses to Question 11c**

Core Charity Activity	SA	A	NAD	D	SD	NA	Total Count
<b>Care Provision</b>							
Group 1:	6	5	6	3	2	4	26
Group 2:	3	6	2	5	3	7	26
Group 3:	2	5	5	4	1	3	20
<b>Conservation</b>							
Group 1:	0	0	2	1	0	0	3
Group 2:	0	2	0	0	0	1	3
Group 3:	0	2	2	0	0	2	6
<b>Research Advancement</b>							
Group 1:	1	0	1	1	0	0	3
Group 2:	1	0	0	2	0	0	3
Group 3:	0	0	0	0	0	0	0
<b>Supporting Community Services</b>							
Group 1:	3	7	3	3	1	4	21
Group 2:	1	7	3	4	2	3	20
Group 3:	0	2	4	0	2	2	10
<b>Supporting Delivery of Education</b>							
Group 1:	0	9	8	2	0	1	20
Group 2:	1	4	3	3	1	8	20
Group 3:	2	1	2	2	2	3	12
<b>Grand Total</b>	<b>20</b>	<b>50</b>	<b>41</b>	<b>30</b>	<b>14</b>	<b>38</b>	<b>193</b>

**Summary Table 5.2c**

Core Charity Activity	Group 1		Group 2		Group 3		Total
	A	D	A	D	A	D	
Care Provision	11	5	9	8	7	5	45
Conservation	0	1	2	0	2	0	5
Research Advancement	1	1	1	2	0	0	5
Supporting Community Services	10	4	8	6	2	2	32
Supporting Delivery of Education	9	2	5	4	3	4	27
<b>Total</b>	<b>31</b>	<b>13</b>	<b>25</b>	<b>20</b>	<b>14</b>	<b>11</b>	<b>114</b>
<b>NAD</b>	<b>20</b>		<b>8</b>		<b>13</b>		<b>41</b>

Groups 1, 2 and 3 all tend to agree with the statement posed. The strongest agreement is within the following Group 1 core charity activities Care Provision, Supporting Community Services and Supporting Delivery of Education. On moving across Group 1 to Group 3, the strength of agreement versus disagreement minimizes.

On reviewing the overall picture of Likert responses with respect to those respondents disagreeing with the statement: Group 1 (20.3%); Group 2 (37.7%) and Group 3 (28.9%) and in comparison, those respondents agreeing with the statement: Group 1 (48.4%); Group 2 (47.2%) and Group 3 (36.8%) – it demonstrated that Group 1 had the greater spectrum of strength of responses.

The data for Conservation supports the statement and with reducing income streams, these charities have increased the usage of volunteers. The responses came from those charitable organizations falling within Groups 2 and 3 income thresholds. Often conservation work is physically labour intensive and therefore unpaid and often skilled volunteers would be welcome.

With Care, Supporting Community Services and Supporting Delivery of Education, there was a stronger bias towards agreement with the statement with respondents from Groups 1 and 2 income thresholds. A number of responding charities were involved in outdoor activities and programmes, for example events for disabled children and young adults, regeneration and restoration works, say, where additional physical resource would be welcomed. In addition, there could be an argument that volunteers are an unpaid resource and are often skilled could be utilized in tandem with paid staff. This would further support the argument of not needing to promote flexible-working and potentially incur additional administrative costs and increased time to manage employees (see Section 5.4.1). Volunteers will be discussed further in Section 5.6 with respect to their role within the charitable organization.

The following table, Table 5.2d illustrates the responses collated from **Question11d**: *With reducing funds to what extent do you agree with the following ... Flexible-working has becomes a means of retaining staff.*

**Table 5.2d: Cross-Tabulated Responses to Question 11d**

Core Charity Activity		SA	A	NAD	D	SD	NA	Total Count
Care Provision	Group 1:	0	4	6	7	2	7	26
	Group 2:	3	8	5	3	1	6	26
	Group 3:	3	4	5	4	1	3	20
Conservation	Group 1:	0	0	2	1	0	0	3
	Group 2:	0	1	0	0	1	1	3
	Group 3:	0	3	1	0	0	2	6
Research Advancement	Group 1:	1	1	0	1	0	0	3
	Group 2:	1	0	1	0	0	1	3
	Group 3:	0	0	0	0	0	0	0
Supporting Community Services	Group 1:	3	5	4	4	0	5	21
	Group 2:	0	6	7	4	0	3	20
	Group 3:	0	4	2	0	1	3	10
Supporting Delivery of Education	Group 1:	2	5	8	1	2	2	20
	Group 2:	0	4	3	6	0	7	20
	Group 3:	0	2	5	3	1	1	12
<b>Grand Total</b>		<b>13</b>	<b>47</b>	<b>49</b>	<b>34</b>	<b>9</b>	<b>41</b>	<b>193</b>

**Summary Table 5.2d**

Core Charity Activity	Group 1		Group 2		Group 3		Total
	A	D	A	D	A	D	
Care Provision	4	9	11	4	7	5	40
Conservation	0	1	1	1	3	0	6
Research Advancement	2	1	1	0	0	0	4
Supporting Community Services	8	4	6	4	4	1	27
Supporting Delivery of Education	7	3	4	6	2	4	26
<b>Total</b>	<b>21</b>	<b>18</b>	<b>23</b>	<b>15</b>	<b>16</b>	<b>10</b>	<b>103</b>
<b>NAD</b>	<b>20</b>		<b>16</b>		<b>13</b>		<b>49</b>

Groups 1, 2 and 3 all tend to agree with the statement posed. The strongest agreement is within the following Group 2 core charity activity Care Provision. However, Group 1 Care Provision strongly disagrees with the statement whilst Groups 2 and 3 tends to agree. Group 1 Supporting Delivery of Education agrees with the statement whereas Groups 2 and 3 tends to disagree. Groups 1, 2 and 3 Supporting Community Services agreed.

On reviewing the overall picture of Likert responses with respect to those respondents disagreeing with the statement: Group 1 (30.5%); Group 2 (27.8%) and Group 3 (25.6%) and in comparison, those respondents agreeing with the statement: Group 1 (35.6%); Group 2 (42.6%) and Group 3 (41.0%) – it demonstrated that there Group 2 had the overall strongest agreement but dependent on core charity activity and income threshold, the picture was mixed.

Those charitable organizations in agreement with the statement support prior discussions surrounding staff being offered flexible-working arrangements (see Sections 5.2 and 5.3) in order to retain the same number of staff; thereby avoiding redundancies and acting as a benefit to compete against higher salaries offered in other sectors (see Respondent Charity 361, Section 5.3). However, the same Respondent Charity stated that they did not actively encourage the uptake of flexible-working arrangements (see Section 5.2). There appears to be mixed messages being highlighted as respondents answer different questions from a slightly different perspective regarding flexible-working.

The following table, Table 5.2e illustrates the responses collated from **Question11e**: *With reducing funds to what extent do you agree with the following ... Flexible-working has becomes a means of retaining staff.*

**Table 5.2e: Cross-Tabulated Responses to Question 11e**

Core Charity Activity		SA	A	NAD	D	SD	NA	Total Count
Care Provision	Group 1:	1	4	3	8	2	8	26
	Group 2:	3	5	7	3	2	6	26
	Group 3:	2	5	4	5	0	4	20
Conservation	Group 1:	0	1	1	0	1	0	3
	Group 2:	0	0	0	1	1	1	3
	Group 3:	0	1	3	0	0	2	6
Research Advancement	Group 1:	1	1	0	1	0	0	3
	Group 2:	0	1	1	0	0	1	3
	Group 3:	0	0	0	0	0	0	0
Supporting Community Services	Group 1:	1	4	9	3	0	4	21
	Group 2:	2	10	3	2	1	2	20
	Group 3:	0	3	2	1	0	4	10
Supporting Delivery of Education	Group 1:	0	7	9	2	0	2	20
	Group 2:	0	3	5	5	0	7	20
	Group 3:	0	4	3	1	2	2	12
<b>Grand Total</b>		<b>10</b>	<b>49</b>	<b>50</b>	<b>32</b>	<b>9</b>	<b>43</b>	<b>193</b>

**Summary Table 5.2e**

Core Charity Activity	Group 1		Group 2		Group 3		Total
	A	D	A	D	A	D	
Care Provision	5	10	8	5	7	5	40
Conservation	1	1	0	2	1	0	5
Research Advancement	2	1	1	0	0	0	4
Supporting Community Services	5	3	12	3	3	1	27
Supporting Delivery of Education	7	2	3	5	4	3	24
<b>Total</b>	<b>20</b>	<b>17</b>	<b>24</b>	<b>15</b>	<b>15</b>	<b>9</b>	<b>100</b>
<b>NAD</b>	<b>22</b>		<b>16</b>		<b>12</b>		<b>50</b>

Groups 1, 2 and 3 all tend to agree with the statement posed. The strongest agreement is within the following Group 2 core charity activities Care Provision and Supporting Community Services. However, Group 1 Care Provision strongly disagrees with the statement whilst Groups 2 and 3 tends to agree. Group 1 Supporting Delivery of Education agrees with the statement whereas Groups 2 tends to disagree whilst Group 3 marginally agrees. Groups 1, 2 and 3 Supporting Community Services agreed with Group 2 demonstrating the strongest agreement.

On reviewing the overall picture of Likert responses with respect to those respondents disagreeing with the statement: Group 1 (28.8%); Group 2 (27.3%) and Group 3 (25.0%) and in comparison, those respondents agreeing with the statement: Group 1 (33.9%); Group 2 (43.6%) and Group 3 (41.7%) – it demonstrated that Groups 1 and 2 agree overall, but there are mixed perceptions dependent on the core charity activity.

The drive for agreement with the statement came from those charitable organizations falling within the Group 2 income threshold. Supporting Delivery of Education was in overall agreement with the statement but had a minimal lead as compared to those respondents in disagreement. Here, the drive for agreement came from those charitable organizations falling in the Group 1 income threshold. Although, broadly these findings are supported by the arguments and discussions presented in Sections 5.2 and 5.3, it still remains unclear just how committed medium-sized charitable organizations are to flexible-working and whether or not it is used as a mere recruitment tool as compared to striving to ensure implementation organization wide.

The following table, Table 5.2f illustrates the responses collated from **Question11f**: *With reducing funds to what extent do you agree with the following ... Flexible-working is a cost-saving exercise.*

**Table 5.2f: Cross-Tabulated Responses to Question 11f**

Core Charity Activity		SA	A	NAD	D	SD	NA	Total Count
Care Provision	Group 1:	1	3	5	9	2	6	26
	Group 2:	0	3	5	8	3	7	26
	Group 3:	1	3	6	5	1	4	20
Conservation	Group 1:	0	0	0	0	3	0	3
	Group 2:	0	1	0	0	1	1	3
	Group 3:	0	2	1	1	0	2	6
Research Advancement	Group 1:	0	0	0	2	1	0	3
	Group 2:	0	1	0	1	0	1	3
	Group 3:	0	0	0	0	0	0	0
Supporting Community Services	Group 1:	0	3	4	5	4	5	21
	Group 2:	1	2	3	9	3	2	20
	Group 3:	0	0	3	1	3	3	10
Supporting Delivery of Education	Group 1:	1	3	8	2	3	3	20
	Group 2:	0	0	5	7	1	7	20
	Group 3:	0	3	3	2	3	1	12
<b>Grand Total</b>		<b>4</b>	<b>24</b>	<b>43</b>	<b>52</b>	<b>28</b>	<b>42</b>	<b>193</b>

**Summary Table 5.2f**

Core Charity Activity	Group 1		Group 2		Group 3		Total
	A	D	A	D	A	D	
Care Provision	4	11	3	11	4	6	39
Conservation	0	3	1	1	2	1	8
Research Advancement	0	3	1	1	0	0	5
Supporting Community Services	3	9	3	12	0	4	31
Supporting Delivery of Education	4	5	0	8	3	5	25
<b>Total</b>	<b>11</b>	<b>31</b>	<b>8</b>	<b>33</b>	<b>9</b>	<b>16</b>	<b>108</b>
<b>NAD</b>	<b>17</b>		<b>13</b>		<b>13</b>		<b>43</b>

Groups 1, 2 and 3 all tend to disagree with the statement posed. The strongest disagreement is within Group 2. However, Groups 1, 2 and 3 noticeably within the core charity activities of Care Provision (Groups 1 and 2), Supporting Community Services (Groups 1, 2, and 3), and Supporting Delivery of Education (Group 2) strongly disagreed with the statement. Interestingly, the responses for Conservation and Research Advancement were mixed: Group 1 – disagreed; Group 2 – neutral; and Group 3 (Conservation) – marginally agreed and there were no Research Advancement charitable organizations falling into this income threshold.

On reviewing the overall picture of Likert responses with respect to those respondents disagreeing with the statement: Group 1 (52.5%); Group 2 (61.1%) and Group 3 (42.1%) and in comparison, those respondents agreeing with the statement: Group 1 (18.6%); Group 2 (14.8%) and Group 3 (23.7%) – it demonstrated that Groups 1, 2 and 3 disagree overall, but there are mixed perceptions dependent on the core charity activity.

There are a handful of respondents across all income thresholds that are in agreement with the statement. The driver for a strong weighting towards disagreement could be with respect to the real and/or perceived beliefs surrounding the increased administrative costs incurred through increased management time involved to ensure employees are working and not “skiving” (see Respondent Charity 26, Section 5.4.1) and increased time spent undertaking appraisals and supervision:

*“Home working requires risk assessments to be carried out. A high number of part-time employees can mean that higher management time is required to carry out supervisions/appraisals” (Respondent Charity 361).*

Without any benchmarking exercises in place, respondents can only state what they perceive as an impact upon their time or that of others involved during the flexible-working implementation programme (see Section 5.5). It could be argued that initial implementations may take longer if not staged or perhaps the buy-in from management and staff, and that depends on the culture and ethos of the organization. To measure the cost and/or savings confidently, there needs to be a standard benchmarking exercise that is respected and adhered to, whether it is the time taken to deliver a service pre and post the flexible-working implementation or the number of

complaints by service-users pre and post the flexible-working implementation. Until, flexible-working practices are a ‘measurable’ unit then the prevailing lack of operational and strategic understanding will hinder future successful implementations.

The following table, Table 5.2g illustrates the responses collated from **Question 11g**: *With reducing funds to what extent do you agree with the following ... The number of employee tribunal cases has increased.*

**Table 5.2g: Cross-Tabulated Responses to Question 11g**

Core Charity Activity		SA	A	NAD	D	SD	NA	Total Count
<b>Care Provision</b>	<b>Group 1:</b>	1	1	2	3	7	12	<b>26</b>
	<b>Group 2:</b>	0	1	3	3	6	13	<b>26</b>
	<b>Group 3:</b>	0	2	2	2	5	9	<b>20</b>
<b>Conservation</b>	<b>Group 1:</b>	0	0	0	0	1	2	<b>3</b>
	<b>Group 2:</b>	0	0	0	0	2	1	<b>3</b>
	<b>Group 3:</b>	0	0	0	2	0	4	<b>6</b>
<b>Research Advancement</b>	<b>Group 1:</b>	0	0	1	1	1	0	<b>3</b>
	<b>Group 2:</b>	0	0	0	0	1	2	<b>3</b>
	<b>Group 3:</b>	0	0	0	0	0	0	<b>0</b>
<b>Supporting Community Services</b>	<b>Group 1:</b>	0	0	2	4	4	11	<b>21</b>
	<b>Group 2:</b>	1	1	3	3	6	6	<b>20</b>
	<b>Group 3:</b>	0	0	2	2	3	3	<b>10</b>
<b>Supporting Delivery of Education</b>	<b>Group 1:</b>	0	0	1	1	5	13	<b>20</b>
	<b>Group 2:</b>	0	0	0	7	0	13	<b>20</b>
	<b>Group 3:</b>	0	0	1	1	5	5	<b>12</b>
<b>Grand Total</b>		<b>2</b>	<b>5</b>	<b>17</b>	<b>29</b>	<b>46</b>	<b>94</b>	<b>193</b>

**Summary Table 5.2g**

Core Charity Activity	Group 1		Group 2		Group 3		Total
	A	D	A	D	A	D	
Care Provision	2	10	1	9	2	7	31
Conservation	0	1	0	2	0	2	5
Research Advancement	0	2	0	1	0	0	3
Supporting Community Services	0	8	2	9	0	5	24
Supporting Delivery of Education	0	6	0	7	0	6	19
<b>Total</b>	<b>2</b>	<b>27</b>	<b>3</b>	<b>28</b>	<b>2</b>	<b>20</b>	<b>82</b>
<b>NAD</b>	<b>6</b>		<b>6</b>		<b>5</b>		<b>17</b>

Groups 1, 2 and 3 almost all in total disagreement with the statement posed. The only mixed responses presented here were Care Provision (Groups 1, 2 and 3) and Supporting Community Services (Group 2).

On reviewing the overall picture of Likert responses with respect to those respondents disagreeing with the statement: Group 1 (77.1%); Group 2 (75.7%) and Group 3 (74.1%) and in comparison, those respondents agreeing with the statement: Group 1 (5.7%); Group 2 (8.1%) and Group 3 (7.4%) – it demonstrated that Groups 1, 2 and 3 disagree overall, but there are mixed perceptions dependent on the core charity activity and funding streams.

Sections 5.4.1 and 5.4.2 provides some more detail with respect to how funding potentially impacts upon flexible-working operational within medium-sized charities. However, having attempted to explore whether or not the responses to Questions 10 and 11 were related to core charity activities and charity size (income threshold) there still remains a gap between establishing a dependency between funding, charitable deliverables (including service-users) and the degree to which they influence and shape the flexible-working policies (see Section 3.3.2, Chapter 3).

Funding is pivotal to the survival of all organizations, however the role within which funding plays within medium-sized charities with respect to flexible-working remains unclear and so, this issue will be further explored in Chapter 6 (see Appendix 10).

## 5.5 COMMITMENT TO STAFF AND THEIR CHARITY VALUES

This section examines primarily the extent to which the Board of Trustees are involved in the day-to-day control and administration of a charity; but also, how involved are they in supporting the employees' flexible-working arrangements and thus, nurturing employees' commitment and support for the charitable values through reciprocal assistance and support.

Of those respondents answering Question 18 (see Appendix 6), 95 (49.2%) stated that 'yes' the Board of Trustees were actively involved as compared to 72 (37.3%) respondents answered 'no'.

Those respondents that answered 'yes' described the trustees' involvement as:

*"They meet as regularly as possible and have been meeting twice as much than is constituted to ensure all aspects of the organization are running smoothly and supported by updating policies and procedures and responding to the needs of the organization"* (Respondent Charity 416).

However, majority of responses viewed the day-to-day running of the organization sat firmly with the CEO and their senior management team:

*"Trustees keep a good overview of the work of the Trust but delegate day to day running to the Chief Executive and his Management Team"* (Respondent Charity 14).

Furthermore, it could be argued that because the running of the organization is seen to rest with the CEO, that the Board of Trustees are perceived as not actively involved on a day-to-day basis:

*"Not very active – seen as responsibility of CEO. Board focuses on governance not day-to-day issues, unless needed"* (Respondent Charity12).

In addition, responses reiterated that the Board of Trustees were more likely to speak with the CEO and senior management team than speak with the employees at the 'coal-face'. In part, this appears to be done deliberately:

*"Trustee should be "nose in fingers out" is our philosophy" (Respondent Charity 223).*

*"Very active, but at arms-length" (Respondent Charity 277).*

The lack of Board of Trustees involvement was further supported by responses to Question 19 (see Appendices 6 and 9) where the strongest response 'minimal' involvement between the Board of Trustees and employees (76 responses, 39.8%).

However, the extent of Board of Trustee involvement is subjective dependent on respondents' role and thus, understanding of their level of involvement. But as mentioned earlier, perhaps the Boards of Trustees are kept at 'arms-length' from the employees purposely and only called upon for more specific work such as "disciplinary hearings":

*"This is not to say that Trustees never speak directly to staff but they understand the lines of communication" (Respondent Charity 69).*

*"There is a very clear distinction between 'operational' and 'strategic' activity. The Trustees are very much at arms' length from the day to day running, which is operational" (Respondent Charity 365).*

It is difficult to clearly draw a definitive line between how active the Boards of Trustees are from the respondent answers. In part, this is due to the culture and ethos of the organization where both the Board of Trustees and the charity have very clear ideas of what is expected:

*"We have a clear hierarchy and we respect our line managers' ability to manage. We share an away day each year and meet and mix at various [charity] social events. Some of us know staff members very well, but we don't try to do their work, though we try to support them when they need it" (Respondent Charity 317).*

But also, where are the lines drawn and who is influencing who; whether or not the charity specifically attempts to establish hierarchal rules or whether the trustees set their own ground rules. It remains unclear the push-pull relationship between trustees and their chosen charity.

The aforementioned paints a picture that the Board of Trustees are primarily involved with the CEO and senior management team and on occasions will be “*consulted on specific issues or projects depending on their expertise*”(Respondent Charity 47). Thus, as exemplified by the results from Question 20 (see Appendix 6), 117 (60.6%) respondents stated that there were no employee committee upon which both trustees and senior management are involved. Those that answered ‘yes’ (45, 23.3%) where all three parties are involved:

*“The organisation recognizes an Employee Representative Group that consists of staff members only. This group helps to ensure that the cascade of information and opinions goes up as well as down the organisational structure, organises the staff conference [...] the group is also consulted on changes to terms and conditions of employment and on all policies pertaining to HR [and] meet[s] once a month”* (Respondent Charity 101).

The returned answers merely mentioned “*HR policies*” and no one respondent specifically stated flexible-working. It is unlikely that flexible-working policies have been discussed in such a forum as there does not appear from the findings discussed within this chapter that there are many established formalized processes (see Sections 5.2 and 5.3) and in addition, the communication is inconsistent potentially as a result of the inconsistent decision-making and deployment of flexible-working arrangements by line-managers (see Section 5.3). Therefore, the fact that 125 (64.8%) respondents confirmed on answering Question 17 (see Appendix 6) that their organizations did not have a strategic plan incorporating flexible-working was not unexpected with all other evidence present. In part, it would appear from the answers received that respondents did not understand the term “*strategic plan*” which is surprising when those answering the postal-questionnaire were senior (65 CEO; 63 senior managers) (see Question 1, Appendices 6 and 9). However, role titles may encompass different responsibilities and thus, will vary substantially across responding organizations. As a result of this confusion, the main thrust of the question was not answered and where asked to explain how the strategic plan was measured only two respondents gave an

indicator of what their methodology was “cuts” (Respondent Charity 76) and “policy” (Respondent Charity 368).

It is interesting to note that although employees work for an organization because of their personal values align with those of the organization or driven through personal experience, and sacrifice their flexible-working requirements to support the charity (see Section 5.3) and yet, it was not clearly demonstrated by the first tranche of data that employers look to genuinely secure staff, retaining their experience and skill-sets and nurturing their values to support those of the charity. Employers may value the benefits i.e. work undertaken outside core hours to meet deliverables, but are extremely slow in ensuring that policies and procedures are in place to be more accommodating to the needs of employees. That is not to say that this goal is not achievable, but at present it would appear that progress is slow and reliance remains placed upon employees continuing to work additional unpaid hours and ensure the delivery of charitable aims meeting the needs of vulnerable in the community through their strong value-based work ethics. Thus, the extent to which this level of work can be sustained before employee ‘burn-out’ remains to be observed and reported upon.

## 5.6 VOLUNTEERS

106 (54.9%) respondents answered that volunteers were pivotal to the work of the responding charities as compared to 51 (26.4%) respondents answered ‘no’ (see Question 16, Appendix ).

The majority of respondents indicated that volunteers were viewed as “pivotal”, but not fundamental to the operational success of the organization or of value directly or indirectly supporting the utilization of flexible-working practices by paid staff:

*“They are vital, but [t]here is little or no impact on flexible working for staff. Volunteers are generally very flexible in their working arrangements – especially where they are task based rather than required for specific times”* (Respondent Charity 117).

The volunteers’ own flexibility was exploited to meet the unforeseen or emergency needs of the organization when:

*“Volunteers work flexibly to the extent that gaps appear when no one can work and [...] fill in”* (Respondent Charity 188).

*“Volunteers are never used to replace a member of staff, but [they] will cover in [an] emergency or to ‘bridge a gap’”* (Respondent Charity 235).

There appears to be two schools of thought regarding the engagement of volunteers and their recognized impact upon the organization. The first school of thought views volunteers as *“a major part of the business”* (Respondent Charity 153) and *“incorporate[d] them into staff work-patterns”* (Respondent Charity 14) and thus:

*“Working with volunteers is a matter of good planning and well trained volunteer[s] who are given valuable roles so that they are enthusiastic about attending when needed. This aids flexibility for all”* (Respondent Charity 329).

Ultimately:

*“We have over 600 volunteers helping us each year. We could not do our work without our volunteers”* (Respondent Charity 395).

One forward thinking respondent stated that:

*“Yes. Volunteers, by their nature, work flexibly. The need for our staff to be available during evenings and weekends when many of our volunteers are available demonstrates the need for flexible working practices”* (Respondent Charity 200).

The second school of thought responded with an inferred negative undertone, often citing that volunteers were *“flexible in their working arrangements”* and *“recruited to enhance the service not to undertake roles of paid staff”* (Respondent Charity 8).

One or both schools of thought may be correct, after all, the respondents are from unique organizations, each with their own culture, ethos and values. However, the extent to which volunteers assist and support the flexible-working of paid staff remains unclear. There appears to conflict as to whether or not volunteers are utilized in place of paid staff as demonstrated below:

*“Yes. Most of our team are volunteers, and occasionally a volunteer has substituted for a paid worker when necessary”* (Respondent Charity 66).

As compared to the following response:

*“Yes. Volunteers help the organisation enormously, but we are not allowed to use them in the place of paid staff”* (Respondent Charity 98).

There appears to be a conflict as to the degree that volunteers are utilized within the charitable organization and therefore, the extent they influence the flexible-working arrangements within the charitable organization. This issue will be further explored in Chapter 6 (see Appendix 10) from both the paid and unpaid staff members.

## **5.7 CHAPTER SUMMARY**

This chapter strived to present the first tranche of data collected from Phase I, 193 postal-questionnaires, and present the first glimpse at what responding charitable organizations believed their understanding of flexible-working to be. Moreover, the initial data give a broad overview of the flexible-working operational within medium-sized charities registered in England and Wales and sign-posted areas/issues for further exploration to be conducted through the semi-structured interviews (see Chapter 6 and Appendix 10).

The crux of Section 5.2 highlighted that a number of the respondents had a basic idea of what flexible-working was, but were unable to demonstrate an in-depth understanding that flexible-working was for all and not just for women either returning from maternity leave or to accommodate solely women as the societally viewed primary carers. This in turn dove-tailed with Section 5.3, where arguments presented supported the theoretical arguments presented by The Family-Friendly Model to varying degrees (see Section 2.2.2, Chapter 2) but not the Diversity Model (see Section 2.2.3, Chapter 2), where males were excluded.

Furthermore, it emerged that both formal and/or informal flexible-working practices were operational. The line-manager was recognized as the pivotal decision-maker

regarding granting flexible-working requests, but a number of issues were cited where: i) decision-making was inconsistent; ii) communication was inconsistent; iii) dependencies included the state of employee-management relationships; iv) workloads; and v) attitudinal behaviour of line-managers. Another interesting theme emerged surrounding employees sacrificing their TOIL entitlements. Although, these findings here provides an inkling of what personnel understand and a degree to which some form of flexible-working operates - the picture of flexible-working within medium-sized charities remains inconsistent.

Section 5.4 looked at barriers and enablers where much of the data discussed was primarily focused upon barriers. Again, the key barrier emerging were managers and the inconsistent approach taken. The researcher described the responding charities outlook on flexible-working as Janus. With outward looking face they presented themselves as embracing flexible-working in order to attract staff and yet inward facing, flexible-working appeared not to be so readily available as it first appeared. The second key area explored focused upon funding and to what extent respondents felt that with reducing funds it impacted upon areas such as employee-line-manager relationship; increase part-time working; increase volunteer usage; retain staff; aid to recruitment; cost-saving; and increased number of tribunals (see Section 5.4.2). The cross-tabulations presented by core charity activity/aim and size (income threshold) did not reveal a significant difference between the charitable organizations; however, it did provide a high-level between differing income thresholds (Group 1, 2 and 3) were considered; for example, where flexible-working was used as a benefit for recruitment purposes (see Table 5.2e). In addition, flexible-working was seen as a mode of retaining staff and yet, those charities within the Supplying Delivery of Education did not. This may have been driven by funding streams, but was not conclusive.

Section 5.5 and their charity values nurtured through the commitment towards flexible-working being supported in organizational communication, strategic planning, the Board of Trustees' involvement and the degree to which employees have decision-making powers. It was not clear the extent to which employees' attitudes towards flexible-working impacted charity values within this arena; but as

discussed in Section 5.3 employees will sacrifice their flexible-working arrangements - it remains unclear to what extent this sacrifice is altruistic and philanthropic in support of their values and/or those of the charity. The trustee theme was not taken any further as the data suggested minimal impact upon the subject being explored.

Finally, Section 5.6 found that volunteers were acknowledged as pivotal to the running of many charitable organizations, and although called upon to “*bridge a gap*” (Respondent Charity 235) and provide much needed cover for paid employees to meet their domestic needs; volunteers were not seen as a positive influence upon paid employees’ flexible-working opportunities.

This chapter provides an initial snap-shot of flexible-working practices within the responding medium-sized charities and offers guidance surrounding specific areas to explore utilizing semi-structured interviews (see Chapter 6).

## CHAPTER 6: PHASE II - SEMI-STRUCTURED INTERVIEW FINDINGS

### 6.1 INTRODUCTION

Chapter 6 strives to present the second tranche of data collected from Phase II, the semi-structured interviews with four service-providing charities (1 care-providing, 1 supporting delivery of education and 2 supporting community services). These four charities had been involved in the postal-questionnaire and had indicated their willingness to be involved in this phase of the research. This overarching aim of this chapter is to build upon the findings discussed in Chapter 5 and to answer the research questions posed in Section 3.4 (see Chapter 3) whilst preparing the building blocks for theory generation (see Figure 4.2, Section 4.3.2.6, Chapter 4). Therefore, with these aims in mind, the format of this chapter will be similar to that presented in the prior chapter where questions will be grouped by themes: the flexible-working concept (Section 6.3); HRM policies including flexible-working (Section 6.4); barriers and enablers (Section 6.5); and employees' attitudes towards flexible-working and impact upon charity values (Section 6.6). Certain subject matter criss-crosses other areas, and will be linked accordingly.

Section 6.2 provides a profile of the four charitable organizations interviewed providing an introductory overview of the charities involved in Phase II, highlighting key facts such as annual turnover, key funding streams, profile of workforce (data taken from Phase I postal-questionnaires), a vignette of core activities undertaken by each of the charities interviewed and their approach to flexible-working.

The qualitative data presented and discussed within Sections 6.3 through to 6.6 are the results achieved through theoretical saturation for each interviewee role category having utilized NVivo (see Section 4.3.2.6, Chapter 4) (Glaser and Strauss, 1967, p. 61).

Section 6.3 examines further what is understood by the flexible-working concept (see Questions 1, 2, 3 and 4, Appendix 10) and gain an appreciation of the breadth of understanding across the organizational hierarchy as to whether or not there is a dependency on role and seniority as perceived and experienced by the interviewee.

The discussion builds upon the findings in Section 5.2 (see Chapter 5) together with prior studies and supporting literature (see Section 3.3.1, Chapter 3).

Sections 6.4 and 6.5 explore HRM policies including flexible-working arrangements and barriers and enablers, respectively. There are a number of common themes weaving through these sections and are touched upon by Questions 2, 3, 4, 6, 7, and 10 (see Appendix 10). In addition, Questions 8 and 9 are pertinent to Section 6.5. The areas of interest discussed in Chapter 5 and focused upon here include: the impact of line-management upon employee flexible-working requests; the extent that policies are communicated; the degree to which unpaid work is undertaken by employees and what is the root cause of them sacrificing their flexible-working opportunities for the organization; and how far does funding impact these and other areas within the HRM arena. These discussions builds upon the findings in Sections 5.4 and 5.5 (see Chapter 5) together with prior studies and supporting literature (see Sections 3.3.2 and 3.3.3, Chapter 3), but also explore whether or not the theoretical models, The Flexible Firm, The Family-Friendly Model and The Diversity Model have a role today within the HRM policies of organizations interviewed (see Section 2.2, Chapter 2).

Section 6.6 examines how employee attitudes towards flexible-working impacts upon the charity values (Questions 5, 9 and 10). This builds upon the discussions in Section 5.5 (see Chapter 5) together with prior studies and supporting literature (see Section 3.3.4, Chapter 3).

Section 6.7 draws the chapter to a close, highlighting pertinent key points emerging from the Phase II and positions the researcher to commence Chapter 7 and develop her theory concerned with flexible-working within medium-sized charities registered in England and Wales.

## **6.2 PROFILE OF FOUR INTERVIEWED CHARITIES**

### **6.2.1 Background Overview of Each Interviewed Charity**

The following subsections provide a background overview of the core charity activities undertaken and delivered by each of the charities involved in Phase II.

#### ***6.2.1.1 Background Overview of Charity – CIN 33***

In the late 1800s, this charity began life as a philanthropic settlement established by a major university located in a disadvantaged area of London. It has remained in the same part of London and continues to work with the local community providing a range of services and resources to the surrounding local community.

The charitable aims are to address the local effects of poverty, disadvantage and discrimination by enabling and supporting able and disabled individuals and communities to take control of decisions that impact their lives and in addition, to promote social change and inclusion. In addition, the charity works in partnership with neighbouring boroughs supporting people with learning disabilities and their families, extending the advocacy services to support people with disabilities further across all areas of life.

The annual turnover (between £2,000,001 and £5million) of the charity falls in the upper range of the four medium-sized charities interviewed. The main income streams are grants, rental income, voluntary, and investment income (see Table 6.1). This charity has on average 85 members of staff (43 full-time and 42 part-time) (see Table 6.2).

#### ***6.2.1.2 Background Overview of Charity – CIN 301***

This charity was incorporated and became a registered charity in mid-1990s and is located in East London. The charity is a service-providing organization with Christian social justice roots, which provides both emotional and practical community based

support services for disadvantaged, isolated and vulnerable people within East London and the Greater London area.

The charity was established to serve the local community providing three key strands of services to the local community, providing accommodation and ‘floating’ support services for mothers and babies or vulnerable families who are homeless or at risk of becoming homeless. The two Drop-In Centres provide hot meals and practical assistance and support for a range of issues including benefit entitlements for those who are aged 50 plus, retired and/or unemployed. The third and final key area relates to Drop-In Centres providing support to families and children who need access to educational, social and health services.

The charity falls within the income range of £1,000,001 to £2million. The key income strands come from supported housing, Local Authority grants and voluntary income (see Table 6.1). This charity has on average 32 members of staff (17 full-time and 15 part-time) (see Table 6.2).

### ***6.2.1.3 Background Overview of Charity – CIN 368***

The charity began in the mid-1800s as a spiritual and support group for young men working in London. This charity is the largest Christian charity and largest youth welfare organization with numerous offices nationwide and provides support to both men and women. This particular office is based in a picturesque rural area of England. Because of the strong link to Christianity in its formation, this remains pivotal to the delivery of services and remains core to the charitable objectives. Together with following the Christian faith, the charity assists in the provision of social welfare facilities for recreation and other leisure occupation for both men and women with the goal of improving their conditions of life. The services provided include the provision of education developing mental, physical and spiritual capacities; the provision of relief for those suffering hardship or who are distressed through their economic, physical or social circumstances; and finally, residential accommodation for those who are distressed through their economic, physical or social circumstances. These services are delivered to both men and women of all ages.

The charity falls within the income range of £500k to £1million. The key income strands come from grants and voluntary income (see Table 6.1). This charity has on average 28 members of staff (16 full-time and 12 part-time) (see Table 6.2).

#### ***6.2.1.4 Background Overview of Charity – CIN 481***

The charity was incorporated and registered in late 2004 and is located in a southern county of England with major conurbations. The charity provides residential and day care, and community support services to the local community with mental distress.

The mental health support services are delivered in centrally and in southern council areas and often in partnership with neighbouring boroughs to assist service-users who are detained under the Mental Health Act. Moreover, the charity provides a counselling programme and a stepped care model for service-users with mild to moderate mental health difficulties.

The charity falls within the income range of £500k to £1million. The key income strands come from Local Authority grants, Primary Care Trust funding and voluntary income (see Table 6.1). This charity has on average 28 members of staff (13 full-time and 15 part-time) (see Table 6.2).

### **6.2.2 The Four Interviewed Charities Profiled by Key Facts**

The following table, Tables 6.1 illustrates by each of the four interviewed charities the key funding streams, and then, Tables 6.2 and 6.3 illustrate the workforce by employment status and gender and flexible-working arrangements utilized, respectively. Within Table 6.1, percentages have been used as compared to financial figures to ensure anonymity of those charities interviewed. The financial data was based on statutory accounts for year-ended 31<sup>st</sup> March 2010. Year-ended 31<sup>st</sup> March 2010 was the financial year within which the postal-questionnaire was undertaken and thus, during which the profile data was collected.

**Table 6.1: Profile of Interviewed Charities by Funding Streams**

<b>Core Charity Activity</b>	<b>Group</b>	<b>Vol</b>	<b>FR</b>	<b>Dons</b>	<b>Grants</b>	<b>Total</b>
Supporting Community Services	3	1.9%	5.6%	0.0%	92.5%	100.0%
Supporting Delivery of Education	2	19.2%	-	9.6%	71.2%	100.0%
Supporting Community Services	1	1.3%	3.8%	2.4%	92.5%	100.0%
Care Provision	1	5.5%	0.0%	0.3%	94.2%	100.0%

Where:

CIN = Charity Identification Number

Groups 1 to 3 represent size defined by income thresholds:

Group 1 = £500,000 - £1,000,000

Group 2 = £1,000,001 - £2,000,000

Group 3 = £2,000,001 - £5,000,000

Vol = Voluntary Income

FR = Fundraising

Dons = Donations

Immediately from Table 6.1, it is clear that the main funding stream arises from Grants primarily from the Local Authority to support the core charity activities within the community. This may be a factor driving the degree of acceptance within the charitable organization (see Section 6.5).

The following table, Table 6.2 presents the workforce of the interviewed charities by employment status and gender.

**Table 6.2: Profile of Interviewed Charities by Workforce**

	<b>CIN33</b>	<b>CIN301</b>	<b>CIN368</b>	<b>CIN481</b>
<b>Full-Time</b>				
- Female	28 (65%)	12 (71%)	12 (75%)	10 (77%)
- Male	15 (35%)	5 (29%)	4 (25%)	3 (23%)
<b>Full-Time Total</b>	<b>43 (100%)</b>	<b>17 (100%)</b>	<b>16 (100%)</b>	<b>13 (100%)</b>
<b>Part-Time</b>				
- Female	28 (67%)	14 (93%)	8 (67%)	12 (80%)
- Male	14 (33%)	1 (7%)	4 (33%)	3 (20%)
<b>Part-Time Total</b>	<b>42 (100%)</b>	<b>15 (100%)</b>	<b>12 (100%)</b>	<b>15 (100%)</b>
<b>Grand Total</b>	<b>85 (100%)</b>	<b>32 (100%)</b>	<b>28 (100%)</b>	<b>28 (100%)</b>

The findings here are broadly in line with those presented in Tables 3.2 (see Section 3.2.4, Chapter 3) and Table 4.3 (see Section 4.3.1, Chapter 4); however, the part-time female employees working within CIN 301 is a little higher than expected. CIN 301 is primarily involved with vulnerable families and often children are involved and thus, a higher number of female staff may be a desirable in order to accommodate the needs of the service-users.

The following table, Table 6.3 illustrates the spectrum of flexible-working arrangements to employees per interviewed charity.

**Table 6.3: Profile of Interviewed Charities by Flexible-Working Practices Utilized**

CIN	Flexi-Time	Comp	Stag	Home	PT	TOIL
33	X	X	X	✓	✓	✓
301	✓	✓	✓	✓	✓	X
368	X	X	X	X	✓	X
481	✓	X	X	✓	✓	X

Where:

Comp = Compressed Hours

Stag = Staggered Hours

Home = Home-Working

PT = Part-Time

TOIL = Time Off In Lieu

CIN 368 had said no to TOIL and yet answered 'other' but gave no further indication to what 'other' related to and when asked, the respondent of the postal-questionnaire could not remember.

It is interesting to note the job-sharing was the fourth highest selected option in Question 3 (see Section 5.2, Chapter 5) however none of the interviewed charities selected job-sharing when responding to the postal-questionnaire. Also, all four charities did not select annualized hours as an option. Finally, only CIN 301 and 368 returned a copy of their HRM policy which incorporated flexible-working arrangements. As discussed in Section 5.2 (see Chapter 5) the flexible-working arrangements were biased towards facilitating women as the primary carer as compared to men leading to gender specific prioritising (see Section 2.2.2, Chapter 2).

The following table, Table 6.4 illustrates the profile of interviewees by age and gender. A more detailed table can be found in Appendix 11 which details age by role and gender. Although age was not asked for directly during the semi-structured interviews, interviewee ages were garnered post recording when interviewees were speaking freely with the researcher about her researcher and other subjects such as childhood. The researcher made a note of individual ages, and notified individuals that their age had been noted and thus, maintaining an open and transparent relationship.

**Table 6.4: Profile of Interviewees by Age**

Age /years	Clark et al. (2011, p. 8)	Total	Male	Female
21 – 30	18.0%	3 (10.0%)	1	2
31 – 40	19.0%	7 (23.3%)	-	7
41 – 50	28.0%	12 (40.0%)	4	8
51 – 60	24.0%	5 (16.7%)	1	4
61 – 70	10.0%	3 (10.0%)	-	3
<b>Total by Gender</b>	<b>100.0%</b>	<b>30 (100.0%)</b>	<b>6 (20.0%)</b>	<b>24 (80.0%)</b>

The researcher attempted to see if there were similarities between age profiles reported (Clark et al., 2011, p. 8). Yet again, as found with those displayed in Table 6.4 (see Chapter 6) there are a number of unknown factors influencing the data but one of the key factors here is the sample population size. However, it would appear that majority of employees fall within the age range of 41 to 50 years old, and the ratio of male to female interviewed during Phase II was 1:4, which was not wholly unexpected as the voluntary workforce is predominantly female (Wainwright et al., 2006; Baines and Cunningham, 2011, p. 761; Baines et al., 2011) (see also Section 3.3.3, Chapter 3 and Section 4.3.2, Chapter 4). However, this appears a little higher than expected, which may be accounted for by the core charity activities being more attractive to female employees as compared to male employees; for example, adult-care, child-care, mental health and social services (see Section 3.3.4, Chapter 3).

### 6.3 THE FLEXIBLE-WORKING CONCEPT

Where interviewee quotations have been cited, the researcher has not corrected grammatical errors for fear of losing the rich diversity of language and moreover, as language is a social construct and cannot be understood independent of the social actors who make that reality, for example, senior managers, junior managers, front line staff, and volunteers (see Section 4.2.1, Chapter 4). Thus, language is fundamental to the *“perception of reality”* (Urquhart, 2013, p. 57) and subsequently, how the world is constructed and how *“knowledge is constructed”* within the context of understanding the flexible-working concept.

As illustrated in Table 6.4, the respondent role title together with the unique identification charity number will be utilized, thereby maintaining anonymity and clearly differentiating between the same role titles.

As compared to the postal-questionnaire responses (see Section 5.2, Chapter 5), all interviewees from across the hierarchy (from junior to senior employees) had a good understanding of what flexible-working meant not only to themselves personally but to the organization. It is not clear nor pursued at the time of interviewing whether their understanding went as far as the legislation, but all interviewees gave varying examples of flexible-working arrangements depending on role responsibilities, seniority and whether or not they personally used flexible-working or as a line-manager granting requests. This finding is in keeping with the examples of flexible-working arrangements tabulated in Table 6.3.

The CEO answers made reference to work-patterns within the business framework of the organization:

*“Open to, for people to work at different times, different lengths of times, different days, different hours”* (CEO-301).

But this point of reference is not unexpected because by the very nature of the work undertaken by the CEOs, they inhabit a different frame of work reference as compared to other members of staff primarily driven by: i) seniority; ii) role

responsibilities; iii) freedom to manage their own time; and iv) are supported by technology functionality not available to other employees and thus, they are in a position to work-from-home or a mobile office:

*“My working is very flexible, there’s an expectation that I work to get the job done” (CEO-33).*

*“I can work, um [...] different times of the day, the evening, the weekend [...]. But I am in a different position to everybody else, because I’ve got access, remote access to my files and computer and that sort of thing so there’s lots of different options to me if I want to avail of them and I do” (CEO-301).*

*“I have to manage my hours, er, to fit the needs of the, the organization really. It’s not a nine-to-five job and you know, that’s, that’s the way it is” (CEO-368).*

Because of the CEOs are able to work flexibly, it has a positive impact upon their own work-life-balance as exemplified below (Question 3):

*“I think it, it, it's important from the point of view of, um, I'm able to work flex, in a flexible way when I need to and I think that's very important for me. Otherwise I think I would be stressed out thinking about if I didn't have that option. I would be, work would have to wait until Monday morning to come into the office to do this, do that; but with the set-up I have a flexibility I have, it makes a huge impact on my role” (CEO-301).*

*“But I suppose it does give me the flexibility that if I need to drop my son at school” (CEO-33).*

On answering Question 4, although all CEOs responded stating that all employees should have access to flexible-working arrangements wherever possible:

*“Both. I totally agree, because anyone of us can have a change in circumstance in our home lives whether it be a child or an elderly relative, so I think it can apply to anyone; and it’s really important [...] for everyone not just junior or seniors” (CEO-481).*

They placed caveats upon ‘all’ being:

*“[...] if there is a requirement to be a certain place, at a certain time then unfortunately that will override flexibility aspect” (CEO-301).*

As the organizational lead, the CEOs immediate focus is delivery of services and then consideration of familial needs of employees. Although the ‘saturated’ response to what they understood by the phrase flexible-working was work focus, one CEO did comment on the need to change:

*“Can assist employees, um, in terms of helping them achieve a kind of good work-life-balance or they've got a good reason for needing to work a bit differently, a bit flexibly then as an employer - we need to be looking at that, rather than sticking to the same old, um, we're not a nine to five organization anyway” (CEO-368).*

Although, the noises being made are positive, CEOs did not demonstrate a solution to satisfy both needs – balancing the needs of home and work for all employees.

Senior managers being closer to junior staff day-to-day needs had a stronger appreciation of what flexible-working arrangements were available and listed a number of those included in Table 6.3. Moreover, they gave examples where it demonstrated their appreciation that flexible-working was for more than female employees juggling their dual role. For example condensed hours to accommodate study needs (Question 1):

*“My specific needs were different from what the policy allowed [...] the arrangement which we came to, was I can do some condensed working” (SM\_DBD-33).*

On occasions interviewees have initially answered negatively and then answered the question later in response to part of another question. By the reiterative nature of Glaserian Grounded Theory and the process of coding, theoretical saturation was achieved (Glaser and Strauss, 1967, p. 61).

The senior managers concluded that work-life-balance was for all, but SM\_DBD-33 succinctly stated that:

*“One should also rely on that, we're all grown-ups, you know, you need to, you need to manage that [...] but if you can manage your time well, then you can keep your [...] life-work-balance sorted”.*

As with the responses made by the CEOs, all staff should have access to flexible-working arrangements, but not at the cost of the organizational deliverables.

On interviewing junior managers, their responses focused upon an equal partnership between the employees and employers where the needs of both parties are met:

*“When an organization tries to accommodate the needs of an employee [...] they work those flexible arrangements [...] it’s a mutual arrangement, flexible-working really [door creaks]. It has to suit both parties” (JM\_CM-301).*

*“Employer and employee having a sort of, the ability to make, make changes within working patterns and things to fit in with organizational needs of the employees’ needs. So, a bit of a combination of both those things!” (JM\_FMW-368).*

Again this further supports the focus placed upon organizational needs, the service-users (see Sections 5.3 and 5.4, Chapter 5). On posing Question 2 to junior managers with respect to arrangements available to them personally, there appeared challenged or reticent to answer, which initially seemed at odds when they had clearly answered and given examples that married up with Table 6.3. However, what did come to light were the informal flexible-working practices were in operation:

*“I can save that time up and take a day off. Um, that’s not official; it’s something that we’ve sort of organized with our line-manager” (JM\_FMW-368).*

*“I get the Monday off, and it’s that, sort of, informal arran\_, informal arrangements” (JM\_CM-301).*

These answers support those Phase I responses discussed in Sections 5.3 and 5.4 (see Chapter 5) and suggest that depending on the relationship between individuals and their line-managers an alternative informal flexible-working arrangement can be agreed upon. Again, this inconsistency could be argued to arise because of the lack of an organization-wide HR communication regarding flexible-working policies and the correct channels to pursue should an alternative arrangement be required. Naturally, this depends on the HR having the necessary expertise in-house and resources to undertake such a project on regular basis.

It was therefore not unexpected that with junior managers having a greater degree of flexibility that they viewed their work-life-balance to be in a positive light when dealing with familial issues:

*“I think it improves it to, um, to a great degree, because, er, obviously having a family, um, I’m able to, um, have time, when I can, um, see my daughter [...] I find that’s good, because I get more time in the evening to have a family meal, sit with my family [...] times it would be useful as well, with obviously if your, your child is sort of at school, and, or you need to go and see the, um, teachers” (JM\_TM-301).*

*“It enables me to spend more quality time with my son [...] it means I can do breakfast, lunch and dinner [...] there’s a lot of qualities; it improves my work-life-balance” (JM\_CCPM-301).*

*“I know if I’ve got a genuine family emergency or something along those lines that I know I’ve got a sympathetic line-manager and team, and generally organization that would support me” (JM\_FMW-368).*

Interestingly, junior managers stated that they believed flexible-working arrangements should be available to all staff members:

*“I think it’s something that policies are meant to be consistent across all tiers of the organization. [...] it’s a two-way process that everyone should benefit [...]. No one should, no one person should benefit more than another” (JM\_CM-301)*

But the researcher found the choice of words interesting “*consistent across all tiers*” which is not the case as already acknowledged that ‘informal’ practices were made available for those interviewed female junior managers. And yet, when questioned further about which ‘tier’ was benefitting from flexible-working arrangements, they still believed that senior staff benefitted most primarily because of their work-loads and seniority:

*“It’s easier for senior staff, because they can, if you like, they, they, they float between organizations. Sorry, um, different locations and, and, have a wider brief whereas some other staff might have to be in a particular location, at a certain time” (JM\_TM-301).*

*“Senior staff do, but equally senior staff tend to work for more hours at, you know, so it evens out, to be honest at the end of the day. I don’t think it’s [...] entirely balanced, but nor is anything else. Than that’s the way it is. They get paid more, they work harder” (JM\_FMW-368).*

Front line staff demonstrated the broadest operational sense of understanding what the phrase “flexible-working” entailed, whilst recognizing the necessity of service delivery:

*“Maybe being able to work-from-home, hot-desking in other places, um, fitting in with the company first, but also sometimes, that can help with your own needs” (FLS\_AO-368).*

*“The employer in terms of flexible-working will allow you to do your hours within a period of time that is manageable, manageable to you, but does not affect the organization” (FLS\_TL-33).*

*“Working that’s not nine-to-five, it’s um, hours that can be worked around your clients or worked around your family” (FLS\_SW-301).*

This category of staff placed emphasis upon the fact that they were trusted about their usage of flexible-working arrangements such as TOIL and flexi-time:

*“If we’ve done additional hours to take TOIL, but that’s in, in negotiation with the employer. But particularly for me, it’s, it’s been able to start later and finish later” (FLS\_BM-368).*

*“We have something called TOIL, where for instance, I worked Sunday. I will take those hours back, um, but it has to obviously fit in with when I’m not covering the office or when I’m not got appointments (FLS\_AO-368).*

*“Um, officially none. Um, unofficially, um, you know, I’m trusted, so I start later then, you know, I’m trusted I will work my hours” (FLS\_EA-33).*

Again, the ‘unofficially’ was used when answering Question 2 (see above). This point concerned with informal rules (see Sections 5.3 and 5.4, Chapter 5) supports those findings presented by junior managers and the unofficial agreement being dependent on the working relationship between the employee and the line-manager or employer. It is not clear the extent to which HR Departments were involved in leading or supporting flexible-working arrangements and communications.

As with junior managers, front line staff believed that flexible-working had improved their work-life-balance primarily from a familial perspective:

*“Take my daughter to school [...] it’s really important to that I get to spend that extra bit of time with my daughter in the morning; walk her to school, get*

*her settled in, and then I can come away quite happy knowing that she's where she should be. She's happy and she's safe" (FLS\_BM-368).*

Although, within Glaserian Grounded Theory, the 'theoretical saturation' answer was concentrated upon a familial perspective (Glaser and Strauss, 1967, p. 61), it should be acknowledged for completeness that those who lived alone (family of one) that work-life-balance was enhanced where:

*"It gives me a little more freedom [...] if I think I need to sleep in a little bit more, because I'm tired and I think I would be more productive if I had more sleep [...] it allows me to be more effective" (FLS\_BM-301).*

*"It improves it, so that I can do things that I would normally have to take maybe annual leave for" (FLS\_SW-368).*

Consistent with all other hierarchal categories, flexible-working was seen to be for that *"all staff can benefit from flexible-working"* (FLS\_BM-368).

Volunteers on answering Questions 1, 2, 3, and 4 (see Appendix 10) gave shorter and more succinct responses which supported those collated for interviewed paid staff. On discussing who would benefit most from flexible-working arrangements, volunteers stated senior staff, again primarily because of their work-loads and seniority:

*"I think senior staff, usually people with a lot more responsibility" (VOL-33).*

Finally, it is interesting to note that one CEO's reflection upon flexible-working being made available to her junior staff when compared to herself (Question 2):

*"I think it then becomes part of what they do and people forget that we've been flexible as an organization. Um, we could, it just becomes I, I work, I start at 10 or I start work, um, it's just what they do. Um, so, I'm not sure that they, if they were pressed and reminded they would probably say 'Oh yeah, that's good!' But actually I don't know if, if they see that as the organization being flexible which is interesting" (CEO-368).*

The comment is thought-provoking because it does appear to be in conflict with those responses made by junior staff, including those from the same charity (CIN 368). Employees appreciated, certainly the informal arrangements in place allowing them to meet their domestic needs whilst enjoying a degree of work-life-balance, but the

position could be that the CEO was not wholly aware of these informal arrangements being practised and merely felt that junior staff members were not appreciative of the fact that an organization does not have to provide flexible-working for all employees. The exception here is that employees with specific child-/adult-care have a legal right to request flexible-working i.e. an employee must qualify but the employer does not have to agree to the request. Legislation surrounding flexible-working is expected to be extended to all employees by 2014 (ACAS, 2013; Field Fisher Waterhouse, 2013). Moreover, it potentially indicates a lack of legislative understanding surrounding flexible-working not communicated organization-wide by HR.

In summary, the qualitative data discussed within Section 6.3 supports the findings in Section 5.2 (see Chapter 5) and suggests that a solid understanding of the flexible-working concept is held by all employees including volunteers at every hierarchal level (role categories). Although, forms of flexible-working arrangements are understood and utilized, the breadth and depth of legislation remains unknown including the extent to which the HR Departments are involved (see Section 6.4). One striking emergent theme is the fact that informal practices are undertaken and predominantly utilized by female junior staff – junior managers and front line staff against a back-drop of formal and known flexible-working arrangements (see Table 6.3). Both female front line staff and junior managers operate within a framework of established informal arrangements sanctioned by their line-managers. It would appear authorization is verbal as compared to written agreements and where the focus is upon front line staff their continued practices are secured through the attainment and maintenance of trust between themselves and their line-manager.

#### **6.4 HRM POLICIES INCLUDING FLEXIBLE-WORKING**

This section builds upon the findings from Phase I, postal-questionnaire (see Section 5.3, Chapter 5), the discussions presented in Section 6.3 (Questions 2, 3, and 4, see also Appendix 10) and thus, combining with the responses to Question 7 exploring specific policies including communication supported by themes of line-management (Question 6), and other perceived and real influences (Question 10), that a better understanding would be gained as to what flexible-working practices and policies are operational within medium-sized charitable organizations.

All interviewees on answering Question 7 either made reference to prior answers or merely repeated what they had answered in Question 2 concerned with flexible-working arrangements available to them personally. The responses here focused upon both the consistency of communication and decision-making across the organization. In addition, whether or not all managers were formally or informally trained was explored as part of communication and decision-making mechanisms (Question 6). The outcomes closely reflected the findings of the informal arrangements acknowledged in Section 6.3. CEOs believed and understood that a discussion surrounding the flexible-working policy would be undertaken at induction or incorporated within contracts:

*“It would be talked through as part of the induction [...] communicated really through contracts and then it’s between staff and their line-managers” (CEO-33).*

CEO-368 believed a flexible-working policy would be formally communicated:

*“[...] more formally communicated (pause), but I think although it will be gone through at staff induction (pause) I’m not sure we keep it, um (pause), live enough”.*

It is interesting to note the latter comment made by the CEO-368 where they felt that perhaps the policy was not kept “live enough”. This suggests that the communication surrounding the policy itself is not regular enough to keep it in the forefront of all employees’ minds. This does not suggest inconsistency but merely infrequency. So, with reliance being placed upon either induction and/or discussion with the employees’ line-managers (see Section 5.4.1, Chapter 5); yet again there is dependency that the line-managers’ distribution of information will be consistent and unbiased. It is not unexpected that CEOs would delegate to their senior managers and expect consistent distribution of information to more junior staff believing that they too have gone through the induction process, and have read all policies:

*“They are trained in the sense that they’ve discussed and, and all policies are discussed and reviewed by the staff and all the managers” (CEO-301).*

Therefore, CEOs being line-managers too should be in a good position to appreciate and understand what policies are operational within their organization being members on a number of boards including the Board of Trustees, HR Committees and other decision-making committees and groups discussing policies. Moreover, being line-managers themselves, then they too would distribute the information to their senior-managers:

*“They are formally communicated and people do have the opportunities to discuss them at meetings [...] we have to be very careful with that of course, because of consistency” (CEO-301).*

Moreover:

*“In terms of compliance would make it, would mean that whoever it was from and whoever, whether they are line-managed, would be looked at, as part of the process and that followed, so that personalities and all the rest of it are actually irrelevant [...] that absolutely should be” (CEO-368).*

However, the CEOs responses were more intrinsically broad and answered not as line-managers themselves having been trained and read the policies, but as one who had expectations that certain practices were operational within their organization:

*“Managing those expectations and [...] would come back to the whole issue of consistency in implementation of the policy, because [...] if it’s not consistently implemented, then that can cause tensions between members [...] being awarded flexible-working time” (CEO-301).*

And so, CEOs have an appreciation of the various communications available, it remains unclear to the extent that they genuinely know what practices are formally and/or informally operational within their own charity. As discussed earlier within CIN 301 and 368, female junior staff both junior managers and front line staff have established informal arrangements with their immediate line-managers and these were operated on a basis of trust and an established working relationship (see Section 6.3). Although the resounding response from CEOs was one of consistent communication and decision-making, and all managers were trained or rather made aware of policies. The depth of appreciation and understanding of the working relationships between employees with and without flexible-working access was vague. When asked about

the working relationships between line-managers and their employees utilizing flexible-working arrangements (Question 6), CEOs gave tentative responses such as:

*“I suppose we try [...] rather than put obstacles in, in people’s way to do, to do their work; it’s support them” (CEO-301)*

*“Generally I think OK. So, I think yeah generally, because we’re putting the expectation on people” (CEO-33).*

It could be argued that CEOs are too far removed from the ‘coal face’ of the charity day-to-day work and team HRM issues and by the very nature of their role their understanding and utilization of flexible-working is different to that of more junior staff.

Senior managers, similar to CEOs, reiterated that communication was consistent being:

*“Accessible at all stages to everyone [...] it’s communicated via meetings, so is, so you’ve got a combination of formal and informal” (SM\_DBD-33).*

Although, as noted earlier, on moving downwards through the organizational hierarchy towards more junior staff, the granularity of responses increased and thus, senior managers felt that there was not consistency in decision-making because:

*“It will not work that way, you know [...] within a diverse organization as ours” (SM\_DBD-33).*

*“Another member of staff I know was awarded, um ... it did take a bit of a bigger process. Um, if you look at the policy, it says it goes to your [moves papers on des]) ... for my staff it’d come to me for me to make a decision, and then put it to the Director [child squeals in background]. And this person had to go to the Director, the Director and where in the policy it says it sits with the Director, this went further; this went to the Trustees. So, that is a bit questionable” (SM\_DM-301)*

There appears to be a common theme emerging, decision-making was not consistent and appears to be dependent on line-management and potentially the employee-employer relationship and/or the employee-line-manager relationship and the role and

responsibilities attached to that role. Irrespectively, working relationships were described by senior managers as:

*“Is so dependent on what happens as a line-manager and what those type of relationships is about and in er, in the, the individual themselves as well I think there are cultures” (SM\_DBD-33).*

*“[...] very good established working relationship within the setting [...] we appreciate that from each other” (SM\_DM-301).*

Moreover, the theme of trust was reiterated when:

*“It’s treating people like, like grown-up adults [...] it requires high levels of trust” (SM\_DBD-33).*

Interestingly, junior managers stated that communication was consistent however, their responses demonstrated some reticence:

*“It, it’ll, it appears that, that would be the case. Yes. Hmm (pause) I wouldn’t imagine why it wouldn’t be the same for a practitioner to be able to use it as myself” (JM\_CCPM-301).*

And in addition:

*“I think the information is there, if you need it. I think that’s probably the reality. Um, and I think if you, if you don’t have a particular need for it at a particular time, um, then it’s probably not going to be communicated, because there’s so much else going on” (JM\_FMW-368).*

This reticence was further supported when answering Question 6 regarding training and decision-making. With respect to training, junior managers confirmed that they had received training but could not confirm they received training with respect to in-house flexible-working arrangements:

*“I’m a line-manager myself, and I’ve been on training, but I can’t remember that we ever did flexible-working” (JM\_ADM\_368).*

On interviewing junior managers, they felt that reference was only made to policies on an ‘as and when’ needed basis generally in response to the question by a team

member. Another junior manager within the same charity stated that they believed there to be policies in place, but were open to interpretation:

*“We do have quite clear policies but we’re within that, there’s a lot of room for discretion”* (JM\_FMWW-368).

In addition, depending on the team profile, some junior managers had a greater awareness and understanding of the flexible-working policy as compared to other more senior managers with respect to team members’ needs. One junior manager had an all-female team and none of his team members had applied for formal flexible-working arrangement and therefore, his depth of understanding was limited because of his limited experience and usage:

*“I think there needs to be training. I think my, my, all my staff are females [...] although it is a policy and it is, you know, guidance is there, I think, I probably haven’t had it to the degree that other managers had, where they’ve had people put in a request to work and maybe working full-time or working part-time”* (JM\_TM-301).

And yet all junior managers within CIN 301 appeared to support each other through knowledge share and communication between themselves:

*“[...] communication and where we see each other, um, regularly, there’s been time to fill each other in”* (JM\_CCPM-301).

*“[...] mix staff, which some have got young children, some have got older children, so it’s, we, we normally able to sort it out [...] cover the service”* (JM\_TM-301).

The latter junior manager had noted that his team were all female and although he had expressed his limited understanding of organizational flexible-working arrangements; he did utilize the organizational skills of his team where they, through their own domestic and life experiences as mothers, understood colleagues who had children at varying stages of childhood and would therefore accommodate and support work needs when domestic requirements took precedence; for example unwell child. It was felt that this approach was satisfactory *“as long as the standard of work is still similar”* (JM\_CCPM-301).

However, beneath the surface there were a number of underlying issues which cause tensions between staff members utilizing flexible-working and those that did not including:

*“People who haven’t got children are seen as, as sort of working harder or having to cover for people who have got children [...] it’s quite a complex issue in terms of feelings between people” (JM\_TM-301).*

In addition, JM\_TM-301 (line-manager to an all-female team) believed that due to culture *“in terms of men’s culture and gender thing”* that he was unable to take the lead on child-care as compared to his wife, the accepted primary child-carer:

*“[...] how a, a slight awkwardness in terms having to phone in and say you need to take time off, because your, your child is sick or you need to change your work because of this situation has happened or your child is going to school ... or you need to get in late or need to work, finish work earlier.... so I guess is that, that sort of difficulty to broach that with male managers. I suppose, maybe with a female manager it wouldn't be such a, such an issue. And I think it is, it is a sort of, like say a gender thing. I think it's also knowing [about] entitlements and I think it's something that, you know [...] and I think, I think there is a ... a general need with small organizations to realize that you know, when you have a young family, it does have an impact on you and you haven't got if you like, the flexibility [...] um, and I think there is an expectation that because these are important news in your child's life ... you want to be part of that. You don't want to miss out on it”.*

This further suggests that the Family-Friendly Model and the Diversity Model (see Sections 2.2.2 and 2.2.3, Chapter 2, respectively) were not taken up and utilized to create and deliver equity and diversity. Again, as reflected upon within Chapter 5, this gender specificity appears to be driving an intangible wedge between males and females and making it culturally increasingly difficult for males to cross-over and be accepted as primary carers whilst preventing females from no longer being labelled as the primary carers.

JM\_FMW-368 stated that when asking for flexible-working, it was dependent on their line-manager and *“it does sometimes depend on (smirks) catching them in the right mood”*.

Moreover, the same junior manager confirmed that *“so if I want to take a day off [...] I need to find someone to cover me”*.

With respect to front line staff, they believed with respect to communication surrounding flexible-working policies that:

*“It’s not, not necessarily communicated, um, I see it over all, all teams. Yes, it is happening” (FLS\_EA-33).*

On being questioned further with respect to specific policies surrounding flexible-working being operational, the interviewee responded that:

*“You see other people, I guess do it, so I think it’s just [...] over time the more comfortable you get, the more, you know, the more flexible everyone becomes” (FLS\_EA-33).*

Interestingly, from the postal-questionnaire for CIN 33 (see Table 6.3) there appeared to be three different flexible-working arrangements available to employees. However, the responses given here implied that the flexible-working arrangements were not actively communicated and that the arrangements have become more accepted and established over time with use. However, it should be noted that this interviewee operated under an informal flexible-working arrangements, which had been agreed by her line-manager outside the formal flexible-working arrangements on offer.

With respect to whether or not line-managers are trained (see Question 6, Appendix 10) all front line staff stated that *“I’m not sure”, “I don’t know”, or “I don’t think so”* and these answers were further substantiated when it came to discussing decision-making that they believed all employees were expected to *“follow the same guidance”* (FLS\_FM-368) and yet, there was the caveat that *“not necessarily [...] a fact”*. This was further supported by a different front line staff member from the same CIN, where the charitable organization *“tr[ies] and provides the provision, um equitably across the whole organization”* (FLS\_BM-368); however, the same front line staff member noted that consistency may not be applied across all field sites and:

*“We’re not discriminating against anybody, that we are treating everybody fairly and that if there is a reason why we can’t do it, it is for a genuine realistic business need that can’t be overcome”.*

In addition, FLS\_TL-33 stated that *“there’s a bit of a silo between different departments”* which therefore impacts upon communication and decision-making across all hierarchal categories.

Finally, on examining the relationship between front line staff and their line-managers and between themselves with and without flexible-working options, the overall response was positive with respect to granting flexible-working. On responding with respect to line-managers’ relationship:

*“Excellent! In that sense, he’s, he’s the best. [...] he is very, very flexible like that and very agreeable, which has made this job a lot easier for me really, because he’s, um, he, he rather see, he understands, he understands that we’ve got a life as well”* (FLS\_SW-301)

*“Um, there’s not really a problem or anything. It’s just, like I said before, it’s just informing when I’m going to or it’s not so much asking, it’s just like, ‘cos I’m used to that kind of culture where I don’t go and say “Can I have tomorrow afternoon off?” I would just go (tapping the edge of the table) and say “I’m having tomorrow afternoon off, because of this” (still tapping the table emphasizing her point). So. It’s flexible, um, nice kind of relationship where, and, and there’s kind of like, a level of, there has to be a level of trust there”* (FLS\_TL-33).

Much of the relationships between line-managers and fellow team members were based on trust:

*“We can see each other working, it doesn’t really matter if, er, someone comes in later or leaves earlier, because we see them working and as long as the minutes and time is done, that is all that really matters”* (FLS\_ELA-33).

*“It’s just like I said before, it’s just informing when I’m going to [...] um, nice kind of relationship where, and, and there’s a kind of like, a level of, there has to be a level of trust there”* (FLS\_TL-33).

But body language was still significant as to whether or not line-managers were approached when requesting flexible-working:

*“Just a day swap, for me, the impression, the body gesture, the way they answer was too difficult and I, I would not like to ask and continue and stress all by myself”* (FLS\_SWHO-301).

Finally, the volunteers did not have a sound grasp on whether or not flexible-working policies were communicated to all employees nor how. On answering the semi-structured interview questions examined within this section, the same answers for all questions were: “*I don’t know*”, “*I am not sure*” and/or “*I haven’t read anything*”. This may be due to volunteers not being close enough to the in-house flexible-working policies or arrangements or privy to such discussions being there to assist and support staff on various work streams.

In summary, a number of interesting themes emerged from this section and substantiated those findings initially observed in Sections 5.3, 5.4 (see Chapter 5) and 6.3. The qualitative data suggests that although formal flexible-working policies may be in place (see Table 6.3), it would appear that a number of informal flexible-working arrangements were operational and the primary users of these informal arrangements were female junior managers and front line staff. And so, irrespective of the good intentions that “*all*” employees have the opportunity to uptake flexible-working options, it was not the case either because of the inconsistent decision-making and/or communication by line-managers. In addition, team work was pivotal for female junior managers and they appear to operate an informal flexible-working practice within the formal framework where they keep each other updated and ensure that when necessary, they cover each other’s area of work. Female front line staff operated informally but their established flexible-working practices was based on trust. From this question grouping, and utilizing Glaserian Grounded Theory, the theme of service-users impacting directly or indirectly upon the shaping of organizational flexible-working policies did not come to light (see Section 7.2.2, Chapter 7). However, this theme was picked up in association with funding in the following section.

## **6.5 BARRIERS AND ENABLERS**

Section 6.5 builds upon the findings from Phase I, postal-questionnaire (see Section 5.4, Chapter 5), the discussions presented in Sections 6.3 and 6.4 (Questions 2, 3, 4, 6, 7, and 10, see Appendix 10) and together with the responses to Questions 8 and 9, specifically exploring impacts of funding upon implementation of flexible-working practices (Question 8) and the utilization of volunteers (Question 9) respectively;

allows another stratum of information to a developing picture of operational flexible-working within medium-sized charitable organizations.

As discussed in Section 6.4, as a result of informal flexible-working practices in operation resulting from the inconsistent decision-making and communication by management; management became a barrier because they prevented formal, clearly defined and organized in-house flexible-working arrangements being offered to all employees (see Section 2.3, Chapter 2). Within this section, there is a partial explanation, supporting Section 3.3.3 (see Chapter 3) discussions surrounding unpaid overtime. Minimal number of interviewees mentioned funding *per se* as a barrier or enabler influencing the flexible-working arrangements in medium-sized charities; however, this section strives to examine further whether or not HRM within the charity sector was impacted upon directly or indirectly by funding and in particular whether or not the size of charity (income threshold) together with utilization of volunteers impacted the funding arena and thus, flexible-working for paid employees.

The key funding streams for all interviewed charitable organizations were grants and in particular those received from the Local Authority (see Table 6.1). The Question 8 responses from CEOs fell into two schools of thought, which were reflective of the core charity activities being supported. The first school of thought supported by CINs 33 and 368 (Supporting Community Services) and 481 (Care Provision) (see Table 6.1) understood that:

*“It’s very hard to maybe provide the flexibility we’d like to” (CEO-368).*

*“The lack of funding impacts is that, um, sooner or later the service might have to close, if we don’t get something sorted and also, you haven’t got the ability then to employ anyone, because you haven’t got the funding. So therefore, flexible-working is out the window” (CEO-481).*

The second school of thought established that with:

*“The funding actually encourages flexible-working, because the work we are doing managers and staff to respond to the individual needs of service users. [...] actually the funding and funders actually encourage the whole flexible-working hours. [...] the funders are still looking for us to respond to service-users in a flexible manner and that can be assisted by flexible-working hours” (CEO-301).*

It is interesting to note that the second school of thought was provided by the charity which was involved in Supporting Delivery of Education. Moreover, the funding streams for CIN 301, although the majority of the funding came from the Local Authority, the other funding streams arose through Voluntary Income (19.2%) and Donations (9.6%) (see Table 6.1). These consolidated funding streams nearly accounted for a third of the funding as compared to the other three charitable organizations interviewed where the predominant funding stream was Grants.

The next hierarchal tier down, senior managers believed that *“funding impacts the whole of our job at the moment”* (SM\_DM-301), but because the organization was surviving on only three funding streams and had been for a period of time, where rolling grants were made for four to five years, there was not the immediate concern about funding detrimentally impacting the organization in the short-term and therefore, not detrimentally impacting the flexible-working arrangements already in place. However, the remaining charities CIN 33 and 481 (excluding 368, no senior manager interviewed) cited varying degrees of impact upon the service deliverables and in tandem the uptake of flexible-working:

*“Yes most definitely. Most definitely”* (SM\_DSM-481).

SM\_DBD-33 appreciated that in the short-term as long as there was funding *“under a contract”* then:

*“I would hate to think that you're half-way through solving or helping with an issue and it becomes five o'clock and then off you go. Um, but I don't think the contract environment is, is friendly to that, so in that sense funding, no, I don't think it takes into account”* (SM\_DBD-33).

So as demonstrated above, dependent on funding, then the perception and understanding surrounding the uptake of flexible-working would vary. CIN 481 is a Care Provision charity at the lower end of the income spectrum for medium-sized charities (Group 1: £500,000 - £1,000,000) (see Table 6.1) and relies heavily on Grants in order to survive and therefore ensuring the delivery to the vulnerable takes precedence and thus, *“flexible-working goes out the window”* (CEO-481).

CIN 33 is a Supporting Community Service charitable organization and as illustrated by SM\_DBD-33, in the short-term within a contractual framework, there is no impact on flexible-working. The contract was the benchmark and all associated work within that contractual framework was delivered upon and had no impact to flexible-working uptake. CIN 33 confirmed that flexible-working arrangements were accommodated for within the contractual work, because it was habitual and had been on-going for a number of years. Moreover, CIN 33 lies at the upper end of the income spectrum of medium-sized charities.

When interviewing junior managers, they recognized that:

*“Funding impact because of staffing levels, so much as you like to be flexible, I suppose you could exercise more flexibility if you had more workers” (JM\_CM-301).*

*“[...] not greatly, um, (pause) I don't, I don't see that would have a major impact really, if any! [...] conscious that we might have the capacity to do a little bit more by working in slightly different ways; minimalizing travel; doing blah! Blah! Blah! [...] I don't see that, um, that would have a big impact on flexible-working. But I don't know!” (JM\_FMW-368)*

Junior managers are closer to the day-to-day running of the charity operations and thus, can see the potential of “*working in slightly different ways*” or flexible-working. This supports the findings in the prior section (see Section 6.4) where junior managers sought to share knowledge, work together as a team to cover for each other and accommodate different work patterns as and when required.

The responses from front line staff based within CIN 301 did not perceive flexible-working being impacted by funding; but these employees were already working in a flexible manner to accommodate the funding streams received. Whereas responses from both CIN 33 and 368 believed that funding would impact flexible-working and as succinctly illustrated by the following quote:

*“So we had less money therefore we've got to be a bit smarter at it and use resources, like, um, employee resources, that we have and because more flexible, so are so all of us have to become basically more flexible” (FLS\_RSW-368).*

Not only would charitable organizations have to be “*a bit smarter*” they would need to ensure that utilization flexible-working to accommodate changes in funding would have “*viability for the business, er, for, for the employers to give it*” (FLS\_ELA-33).

Another area highlighted by front line staff was the fact that formal flexible-working was sacrificed in order to keep a job and avoid redundancy (see below). However, as discussed earlier and in Section 6.6, there are a number of informal arrangements operational:

*“Always worry about rocking the boat, don't you? (Shakes head). You don't want to, sort of, um, you know with redundancies looming all the time, and funding cuts, you're actually a little bit afraid to, sort of try and rock the boat in anyway, because that might not be a good time to do it (laughs)”* (FLS\_AO-368).

Interestingly, CIN 368 promoted part-time in order to retain staff and avoid significant number of redundancies. This approach again supports the initial findings from Phase I (see Section 5.3, Chapter 5). Moreover, this supported the findings of Baines (2004c, p. 22) where unpaid work outside core hours and sacrificing personal flexible-working arrangements ensured that on-going operation of services were met and delivered by an already “*leaned*” workforce (see Section 3.3.3, Chapter 3):

*“Um, well, the workload in itself, um, you know as much as I like to start at ten, things need to be done before. And as much as I like to leave early (laughs) ... it never happens, because things are not done”* (FLS\_EA-33).

*“It's not recognized that they're putting in the hours ... um, just because you're single and you can work all the hours under the sun, ... it becomes expected”* (FLS\_EA-33).

*“Um, sometimes there's clients that need seeing, um, like this evening, I'm going to have to work late because somebody needs something doing. I can't, I can't actually fit it into my working day, um, and that's a real pain in the arse, because I want to go home and cook tea, but at the same time, I've got to do it [...] we have organizational needs, our clients need to see us ... really within office hours, but ...”* (JM\_FMW-368).

On interviewing volunteers, they concluded that less funding would have a widespread impact upon charities and more volunteers would be called upon:

*“People know there’s less funding that they’re working to tighter budgets [...] they might feel, kind of, yeah, they not feel able to ask for more flexible-working hours” (VOL-33).*

*“I suppose less funds the charity had the more they want volunteer workers! [...] just basic economics surely” (VOL\_1-301).*

It would appear on answering Question 9 that all hierarchal roles (junior to senior employees) strongly believed that volunteers were immensely useful and moreover, accredited them for ensuring the survival of charities during these austere economic times (see Section 5.6, Chapter 5):

*“They are absolutely wonderful, um, without their commitment, um, life would be extremely difficult, and I think, when [SM’s] had for example, um, times where she’s had to leave, because of the childcare issue, um, it’s been volunteers, often, that have stepped in to help [SM], and cover, so that it could happen. So, as I say, volunteers are really essential to us and probably, yes, the answer to that is yes, they do help” (CEO-481).*

*“This place wouldn’t run without volunteers. Wouldn’t be here without the volunteers” (FLS\_CM-481).*

*“Chance to do it better and more efficiently [...] that’s going to give me flexibility to do other things in my role” (FLS\_AO-368).*

*“They bring additional skills into the organization and let us taps into things” (CEO-33).*

*“Predominantly use them for, um, staff that we don’t, we can’t claim time for” (FLS\_ELA-33).*

The qualitative data presented here supports the findings discussed in Section 5.4.2 (see Chapter 5) where volunteers are often utilized because of their skill-sets and potential for cost-savings whilst meeting targets. Thus, by utilizing volunteers they do provide that additional flexibility and functionality in order to “*bridge a gap*” (Respondent Charity 235, Section 5.6, see Chapter 5) and provide much needed cover for paid employees to meet their flexible-working needs:

*“If you have a volunteer and they can come in for early like from eight or nine then I would say OK if someone is in at nine . . . I don’t need to rush in and I can come in at ten, eleven and leave later. So it probably assists flexible-working” (FLS\_SW-301).*

*“For me to do my flexible hours, I would first rely on my volunteers”*  
(FLS\_CM-481).

*“I would say they’ve got the potential to impact flexible-working. At [charity] where I work, um, we don’t have like er, er, a bank of volunteers so to speak. Er, I know that, like three or four, for example ... um, so I would say they definitely have the potential to impact on that. Yeah!”* (FLS\_RSW-368).

*“If someone wanted to cut their hours or anything, you could have the volunteers there ... so come in and help us out if we needed them too”*  
(FLS\_CA-368).

It would appear that volunteers predominantly support the front line staff by being called upon to allow the paid front line staff to enjoy flexible-working arrangements and step in and cover their paid work responsibilities as and when required. The point concerning volunteers covering and undertaking paid staff roles was firmly rebuffed by both junior and senior managers and yet, the findings here suggest otherwise and support those in Section 5.6 (see Chapter 5).

In summary, the arguments surrounding funding and volunteers’ impact upon flexible-working was dependent on seniority of interviewee, core charity activity and size of the interviewed charity. From a senior management perspective (CEOs), there were two schools of thought surrounding reducing funding streams: i) charity closure or ii) become more flexible, *“nimble”* as exemplified by Cancer Research UK (NCVO, 2009). Senior managers, dependent on size (income threshold) and core charity activity then, as recorded by CIN 481 (Group 1, Care Provision) there would be no flexible-working because there was no leverage with reduced funding as compared to CIN 33 (Group 3, Supporting Community Services) and CIN 301 (Group 2, Supporting Delivery of Education) (see Table 6.1) where flexible-working was achievable and accommodated for within the established working practices and framework of contracts and other funding streams. CIN 301 saw funding as an enabler (see Section 2.3, Chapter 2) because it was seen as a driver, a reason for the introduction and operation of flexible-working into the workplace. Junior employees (junior managers and front line staff) appreciated that the pressures of funding enabled staff to work in *“slightly different ways”* (JM\_FMW-368) and thus, cover for each other to accommodate the team needs when flexible-working was required. This was on an informal basis. Volunteers acted as enablers from both a funding and HRM

perspective, being a resource to “*bridge a gap*” (Respondent Charity 235, Section 5.6, Chapter 5) and allowed charities to claim against grants for work conducted by non-paid employees i.e. volunteers (cost-saving). In particular for front line staff, this additional resource allowed this hierarchal level to enjoy flexible-working because their work was covered thereby allowing them to come in late or leave earlier to deal with familial and personal matters such as dental appointments and so, a volunteer would undertake a “*bit of reception work, do a bit of typing*” (VOL-368) to provide the necessary cover, say. This utilization of volunteers was unofficial and not recognized by junior managers and above. Again, there appears to be a practice of ‘turning a blind eye’ in order to achieve workloads but non-disclosure of resources utilized (see Section 3.3.3, Chapter 3; Section 5.4.2, Chapter 5).

## 6.6 COMMITMENT TO STAFF AND THEIR CHARITY VALUES

This section builds upon the findings from Phase I, postal-questionnaire (see Section 5.5, Chapter 5) together with responses given to Questions 5, 9 and 10 supported by prior studies and supporting literature (see Sections 3.3.3 and 3.3.4, Chapter 3).

The CEOs felt that because the organization was a charity, it therefore was “*open to flexible-working*” (CEO-301) and moreover, because of the “*breadth of services that we offer [...] you need to have that element of flexible-working*” (CEO-33). In summary, the CEO-481 encapsulated the answer:

*“[...] because we have to be so flexible within our work anyway. Um, we’re also very caring organization, so I think the two go hand-in-hand, be[ing] a charity and a caring organization [...] our culture. But at the same time, because you give, you get an awful lot back [...] we’re a family”.*

Senior managers placed emphasis upon the close working relationships and team values:

*“[...] relationships and it’s all about the people you work with [...] with hand on heart that, not one of my staff wouldn’t come in and work two hours for somebody that had to, whose child was ill or had to take the child to hospital, carer for somebody that had fallen [...] you see, we sound like one big family” (SM\_DSM-481).*

*“I think for me, because obviously, we’re in the carer profession, our profession’s care [...] we care about our staff in supporting our, erm, values” (SM\_DM-301).*

*“I think we’re a bit more prepared to be flexible” (SM\_DBD-33).*

In addition, junior managers mentioned the size of the charitable organization, culture and ethos as compared to charity status as being the key influences upon flexible-working arrangements:

*“[...] for an organization this size, this small [...] and it’s more hands-on, it’s more of a [background traffic noise heard], it’s more nurturing as an environment [...] being so small everyone is aware of everyone’s arrangements to, to, to a degree [...] it should benefit them, but I think it also benefits the employer in long-term, because you get a good reputation of being family-friendly;” (JM\_CM-301).*

*“I think the ethos of the organization, um, can help in that I know if I’ve got a genuine family emergency [...] I’ve got a sympathetic line-manager, and team, and generally organization that would support me [...] I think, people behave very family like and I think that, the, the fact that it’s a charity means that, you know, we’re charitable people so we tend to behave pretty fairly towards our employees I think!” (JM\_FMW-368).*

*“Not, not because it’s a charity. But then, it’s yeah, it’s the culture!” (JM\_FA-301).*

Although front line staff members were less confident about endorsing the charitable status of their organization having an impact upon the approach to flexible-working arrangements; their supporting comments argued for two fundamental characteristics of charitable organizations: culture and ethos. Within this research, the researcher understands the term ‘culture’ to represent the intangible umbrella encapsulating behaviour, customs, language and morals within a charitable organization whereas ‘ethos’ is the character that guides the ideals characterizing the community, where community is a team, department, and/or organization. The following quotes exemplify the responses made by the front line staff interviewees:

*“[...] particularly a mental health organization, we have to look at mental health of our staff, so I think that comes into it. Yeah. [...] I think it’s part of our culture (coughs) as a charity” (FLS\_CM-481)*

*"[...] because everyone is so, um (pause), approachable and quite understanding and maybe it's because it's a charity [...] it works, it works better, like it's almost a give and take" (FLS\_ELA-33).*

*"I guess there's the whole work for the [charity] that makes the whole moral thing of like you know, being helpful towards staff and vice versa" (FLS\_RSW-368).*

Again, the responses garnered from the front line staff support those made by both the junior and senior employees within a framework of caring for staff resonating throughout organizational culture and ethos.

Volunteers gave merely one word or short phrased answers in response, but centred upon *"social goals"* (VOL-33), *"it's just a cultural, cultural thing"* (VOL\_1-301), and *"it's a positive"* (VOL-368). On being quizzed further, all volunteers cited culture and ethos.

In summary, the section can be summarized by the following quote which encapsulates the key theme of being a team:

*"If you're not working as a team, you're not working together, if you're not working together, if you're not one of them" (SM\_DSM-481).*

However, this quote is high level, it does not quite provide the breadth and depth of the emotional bonds associated with working as a team. The crux of this section focuses upon the word *"family"* which was utilized throughout all organizational hierarchies when describing the working relationships of the team. The word *"family"* projects a sense of genus, intimacy and kinship where the organizational culture stimulates a specific behaviour amongst its staff. The word *"family"* is closely linked with *"culture"* and *"ethos"* including *"values"*. Senior management referred to *"family"* incorporating the whole organization which was further supported by senior management describing the organization as a *"big family"*. The fact that junior managers mentioned size of their organization again emphasized that perception of close-knit, familial and a nurturing environment within which employees worked. In addition, other words further reiterating the robust intrinsic relationships were *"team"* and *"together"*. This in-house familial perception also provided a platform upon which female junior staff (junior managers and front line staff) assisted,

communicated and covered each other in order to meet the requirements of the employer and their flexible-working requirements in an informal framework.

The qualitative data suggests that one of the key motivational drivers keeping female employees working for a charitable organization was the intrinsic familial team relationships which enhanced their work-life-balance through informal flexible-working arrangements. In addition, through the nurturing aspect of these working relationships the care function is promoted from both the perspective of the employee and employer thereby further supporting the organizational and personal perspectives of the employee and employer.

## **6.7 CHAPTER SUMMARY**

This chapter set out to present the second tranche of data collected from Phase II, 30 interviews across four charitable organizations, striving to provide further insight and understanding surrounding operational flexible-working arrangements from the point of view of differing hierarchal roles (CEOs, senior managers, junior managers, front line staff and volunteers).

Section 6.2 commenced by providing a profile of the interviewed charitable organizations by funding streams (see Table 6.1), the workforce profile status and gender and age (see Tables 6.2 and 6.4, respectively), and the flexible-working arrangements offered by each charitable organization (see Table 6.3).

The concept of flexible-working and what was understood by the term was explored in Section 6.3. As compared to Section 5.2 (see Chapter 5), the findings presented here suggested that across all hierarchal levels the employees had a better overall understanding of in-house operational flexible-working arrangements; and were in a position to demonstrate what flexible-working meant to them and how it would improve their personal work-life-balance personally.

The four interviewed charities confirmed that there were formal flexible-working policies in place (see Table 6.3); however, interviewees gave examples where informal practices were undertaken, primarily amongst the female junior staff

members (see Section 6.4). These informal practices were driven in part through inconsistent communication and decision-making by line-management. It remains unclear the extent to which the HR Departments were involved on a day-to-day basis and communicating to staff members regarding changes to legislation.

A number of common themes were discussed in Section 6.5 (barriers and enablers), which threaded through prior sections such as line-management. In addition, responses to funding depended on seniority of interviewee and familiarity of subject matter. CEOs fell into two schools of thought: i) charity closure or ii) become more flexible, “*nimble*” as exemplified by Cancer Research UK (NCVO, 2009). Whereas senior managers, “*flexible-working would go out the window*” (CIN 481: Group 1, Care Provision) as compared to both CIN 33 (Group 3, Supporting Community Services) and CIN 301 (Group 2, Supporting Delivery of Education) (see Table 6.1) where flexible-working was achievable and accommodated for within the established working practices and framework of contracts and other funding streams. Female junior staff members (junior managers and front line staff) understood the pressures of funding and therefore, recognized the need to work in “*slightly different ways*” (JM\_FMW-368) and thus, cover for each other to accommodate the team needs when flexible-working was required. This was on an informal basis. Volunteers were found to provide an additional layer of support to staff to achieve their flexible-working needs, in particular, front line staff.

The key emerging theme from Section 6.6 was the idea that the organization was a “*family*”. This idea of “*family*” was vocalized organization-wide, but ‘lived’ by female junior staff members and maintained through in-house close-knit, familial and nurturing relationships. Staff sacrificed their own familial needs in order to ensure service delivery. There appears to be a degree of support for the idea that service-users shape flexible-working practices. It could be argued that this was merely an act of professionalism; whereas the researcher believes from the emerging themes the practices are based on the genuine caring nature of the female staff supported by the cyclical flexing in-house “*family*” support which allows the employees that necessary framework to give, to deliver and succeed, whilst maintaining the values of the organization without compromising their own values.

The findings from this chapter, together with those from Phase I (see Chapter 5) will be analyzed and discussed further in Chapter 7.

## CHAPTER 7: DATA ANALYSIS AND DISCUSSION

### 7.1 INTRODUCTION

This chapter presents the culmination of findings from both Phase I: postal-questionnaire (see Chapter 5) and Phase II: semi-structured interviews (see Chapter 6) in order to answer the proposed research questions (see Section 7.2). Section 7.2 has four subsections, accommodating each of the research questions presented in Section 3.4 (see Chapter 3). The aim of this chapter is to present the final step of the Glaserian Grounded Theory process (see Figure 4.2, Section 4.3.2.6, Chapter 4), the development of theory, supporting the findings of flexible-working in charitable organizations: an exploration of barriers and opportunities.

The researcher will draw upon the findings established from both Phases I and II and discuss the emerging theory (see Section 7.3) and her conceptual model (see Section 7.4). The conceptual model presented will be based on the “*perception of reality*” (Urquhart, 2013, p. 57) built upon the “*constructed knowledge*” of the social actors within the four interviewed charities. This model will draw upon the dual nature of how flexible-working is being achieved: i) constructed based on the familial relationships amongst the predominantly female junior workforce together with ii) the informality of operation and understanding of the flexible-working concept.

The model presented by the researcher will provide clear linkages back to Figure 4.2, the diagrammatic overview of the analysis from coding developed using NVivo (see Section 4.3.2.6, Chapter 4) and supported by HRM literature highlighting in particular, the role of line-management indulging this informal flexible-working regime.

Section 7.5 draws this chapter to a close highlighting pertinent key points arising from this chapter.

## 7.2 THE FOUR RESEARCH QUESTIONS

For ease of reference, the researcher has listed the four research questions to be answered below (see Section 3.4, Chapter 3):

- i) What is understood by the term flexible-working within medium-sized charities? (see Section 7.2.1)
- ii) What flexible-working practices are currently operational within medium-sized charities? (see Section 7.2.2)
- iii) What barriers and enablers impact upon the uptake of flexible-working practices (including funding and line-management)? (see Section 7.2.3)
- iv) How might flexible-working enable individual and organizational values to be engaged with? (see Section 7.2.4)

### 7.2.1 What is understood by the term flexible-working within medium-sized charities?

As discussed in Chapters 1, 2 and 3, there had been minimal empirical data focusing upon flexible-working both in the private and public sector (Costa et al., 2004). Moreover, TPP (2012, p. 1) had stated that “*charities [were] not actively promoting flexible-working*” and thus, there had been an expectation that employees within the charity sector were not fully aware of what flexible-working arrangements existed in the workplace and in addition, with limited exposure, had a narrow understanding of the term flexible-working. Phase I responses gave an impression of what flexible-working meant to the respondents which was incomplete, fragmented and provided a rudimentary overview. Whereas from the Phase II interviewee responses, the term flexible-working was understood at a basic level and examples of flexible-working practices known of or personally utilized increased towards the junior end of the hierarchal spectrum. Thus, dependent on role seniority, then term flexible-working had different nuances.

It was found that CEOs worked at a different pace compared to the rest of the organization and together with the freedom to manage their own time supported by technological functionality, not readily available to all staff, they were in a position to

work-from-home and/or a mobile office. Because CEOs operated within a flexible work framework, they responded positively when discussing their own work-life-balance and the benefits harvested surrounding their personal family life.

As compared to the CEOs, senior managers were closer to the operational in-house flexible-working arrangements and had a good understanding of what options were available (see Table 6.3, Section 6.2.2, Chapter 6) and in addition, saw that flexible-working practices were for all employees and not just female staff juggling their dual role as employee and primary carer (Giles cited in Employee Benefits, 2005). They also had a strong perception that employees should be treated as “grown-ups” (see SM\_DBD-33, Section 6.3, Chapter 6) and that “*balancing work and family responsibilities as the responsibility of the individual employees*” (van Wanrooy et al., 2013, p. 33) and therefore purported that work-life-balance was achievable if an individual managed their own time.

Junior managers saw flexible-working as an equal partnership between employee and employer and thus, the needs of both should be met. Both junior staff and front line staff gave the broadest examples of known flexible-working arrangements, but moreover, highlighted the first qualitative evidence that there were informal flexible-working practices operational within the interviewed medium-sized charitable organizations. Although informal rules had been recorded in Phase I (see Section 5.2, Chapter 5), the evidence emerging from Phase II provided a robust grounding that junior managers were party to unofficial agreements being dependent on the working relationship between the employee and the line-manager or employer as cited here (Corby and White, 1999; Cunningham, 2001; Yeandle et al., 2003, p. 41).

In addition, the fact that the workforce was predominantly female and operated as a “family” provided an extension to the already agreed informal work-patterns by line-managers but gave a further tier of flexible-working by their in-house “family” to meet their personal domestic needs and the needs of the organization. This theme is core to all research questions and at the heart of the model presented by the researcher in Section 7.3. Furthermore, the work-life-balance for junior staff members was reported in a positive manner, fundamentally supported through informal channels of

flexible-working operation and therefore, allowed females the opportunity to have ‘quality time’ with their own families and deal with domestic issues as they arose.

Finally, although the term flexible-working was understood in the sense of what was experienced and utilized, formally and/or informally, the extent to which HR Departments were involved in communicating policies, educating, incorporating legislation, leading and training all hierarchal staff remains unclear (see Section 6.3, Chapter 6); and moreover, the rationale behind this perceived lack of involvement was not gleaned from either Phase I nor II of data collection. From the policies sent in and given by the interviewed charities (CIN 301 and 368) (see Section 6.2, Chapter 6), the scope and understanding of flexible-working arrangements and the benefits to be enjoyed by both the employee and employer remain simplistic and under-developed. And although working presently, as the economic climate waxes and wanes, flexible-working may need refining within the workplace to accommodate and adapt to respond to possible socio-economic changes.

### **7.2.2 What flexible-working practices are currently operational within medium-sized charities?**

The starting point for this research question (see Section 3.3.2, Chapter 3) focused upon the increased female based workforce arising through changing demographics and thus, bringing with them “*the reality of needing flexibility for childcare or to care for elderly relatives, and people are also working to an older age*” (Charity Times, 2007a). To accommodate these changes, legislation including Employment Act 2006 and Work and Families Act 2006 (OPSI, 2006) looked to address the right for employees with elder-care responsibilities and for fathers to take paternity leave interchangeably with their partners, respectively. Legislation surrounding flexible-working is expected to be extended to all employees by 2014 (ACAS, 2013; Field Fisher Waterhouse, 2013). The change to legislation has acted as a stimulus for many organizations to review flexible-working policies (see Section 3.3.2, Chapter 3). However, this finding was not observed from Phase I and II databases, because of the likelihood that the HR (Human Resource) functionality cannot cope with these changes: i) functionality under-developed or under-resourced; or ii) there is no HR function at all and HR approaches are informal (Cunningham, 2010).

It has already been established from the HRM policies received from both Phase I and Phase II that these policies were rudimentary and biased towards female staff (see Section 7.2.1). Therefore, the theoretical models: Family-Friendly Model (see Section 2.2.2, Chapter 2) and the Diversity Model (see Section 2.2.3, Chapter 2) were not wholly supported. Firstly, biasing the policy towards females as compared to embracing all employees, then the idea proffered by Doherty and Manfredi (2006, p. 242) that *“the underlying rationale is the desire to create ‘equity’ in the allocation of organisational benefits”* remains to be seen. Secondly, by promoting flexible-working to all staff allows a charity a greater pool of employees to utilize and thereby, *“understanding there are differences between employees and that these differences, if properly managed, are an asset to work being done more efficiently and effectively”* (Kandola and Fullerton, 1994, p. 7). Diversity incorporates gender as well and as discussed in Section 6.4 (see JM\_TM-301, Chapter 6) an intangible wedge continues to divide both males and females making it increasingly difficult both culturally and socially for male employees to cross-over and be accepted as primary carers; whilst preventing females from no longer being labelled as the primary carers and preventing career development (Frank and Lowe, 2003). As one senior manager summarized with regard to equity (SM\_DM-301):

*“Unless we stop it, and go more like Sweden, we’re never going to get to that equal, um, balance”.*

Dependent on role seniority, then different perspectives were recorded with respect to line-management attitudes, communication, decision-making and training surrounding the successful uptake by employees of flexible-working arrangements. CEOs were of the opinion that flexible-working policies were consistently communicated and decision-making was consistent avoiding unfairness. However, it was perhaps *“not kept live enough”* (see CEO-368, Section 6.4, Chapter 6) implying infrequency as compared to inconsistency of communication. However, through infrequency informal practices can fill gaps where employees share inaccurate knowledge and subsequently, what has been communicated becomes fact. The approach suggested by CEOs that line-managers were made aware as compared to given specific in-house training with respect to flexible-working and regular legislation updates/bulletins by the HR Department was insufficient and thus, resulted in the encouragement of

informal flexible-working practices (see Sections 7.2.1, 7.2.3 and 7.2.4). CEOs had expectations that their senior managers would ensure that both communication and decision-making were consistent. From their own perspective, they did not seek authorization from trustees and so, as discussed in Section 7.2.1, they enjoyed a privileged position in determining their flexible-working needs whilst meeting those of the organization. However, senior managers, junior managers and front line staff confirmed that communication was inconsistent and when policies were available, *“there’s a lot of room for discretion”* (see JM\_FMW-368, Section 6.4, Chapter 6). Both senior and junior managers mentioned that consistent communication and in particular, decision-making was dependent on line-management and potentially the employee-employer relationship (Corby and White, 1999) and/or the employee-line-manager relationship (Yeandle et al., 2003, p. 41): i) *“it does sometimes depend on (smirks) catching them in the right mood”* (JM\_FMW-368); and ii) *“is so dependent on what happens as a line-manager and what those type of relationships is about and in er, in the, the individual themselves as well I think there are cultures”* (SM\_DBD-33). Front line staff reiterated the lack of consistent communication and decision-making across all hierarchal levels because *“there’s a bit of a silo between different departments”* (FLS\_TL-33) and *“it’s not, not necessarily communicated, um, I see it over all, all teams. Yes, it is happening”* (FLS\_EA-33).

A number of dependency relationships were discussed in Section 3.3.2 (see Chapter 3) exploring whether or not specific charitable funding streams had an impact upon the diversity and scope of service deliverables and whether or not service-users had an influence in shaping flexible-working policies (Community Living, 2009; Baines and Cunningham, 2011; Sanderson and Lepkowsky, 2012; Skirk and Sanderson, 2012). From the interviewee responses for this research question, the overarching finding did not demonstrate a clear linkage between formal flexible-working policies and funding and/or service-users. Funding streams (see Section 6.5, Chapter 6 and Section 7.2.3) were predominantly Grants (see Table 6.1, Section 6.2.2, Chapter 6) and the understanding surrounding reducing funding streams impacting flexible-working fell into two schools of thought: i) barrier – *“flexible-working out the window”* (CIN 481: Group 1, Care Provision) and ii) enabler – *“the funding and funders actually encourage the whole flexible-working hours. [...] the funders are still looking for us to respond to service-users in a flexible manner and that can be assisted by flexible-*

*working hours*” (CEO-301: Group 2, Supporting Delivery of Education). Therefore, working as a “*nimble*” charity (NCVO, 2009), being more adaptive and responsive in a creative manner to meet the needs of funders allows the promotion of flexible-working. Moreover, CIN 301 unlike the three other interviewed charitable organizations was not as reliant upon the Grants funding stream (greater than 90%).

Finally, although it was established that flexible-working policies were in place, they were inconsistently communicated to staff. In part, the qualitative data suggested that the HR Department did not provide regular training sessions for line-managers and/or bulletins updating all employees of changes to legislation and the potential impact upon them. In this study, there did not appear to be any importance placed upon flexible-working arrangements being communicated. Previous studies had suggested that the HR functionality was under-developed or under-resourced (Cunningham, 2010). As evidenced the HR approaches were informal. For example, it was understood by the CEOs that line-managers were trained or made aware of policies. The qualitative data confirmed that training was not consistently given supporting the in-house understanding of flexible-working or legislative bulletins distributed by HR. Where policies were accessible, they were biased towards female staff and therefore, did not support the objectives of equity and diversity of both the Family-Friendly Model (Doherty and Manfredi, 2006, p. 242) and the Diversity Model (Kandola and Fullerton, 1994, p. 7), respectively. Males were excluded from the policies despite the fact that “*all*” employees should have access to flexible-working. Key to the informal operations were line-managers and despite the lack of training and poor communications, much was reliant upon line-managers consistent decision-making and personal attitudes towards flexible-working and employees seeking flexible-working (Corby and White, 1999; Cunningham, 2001; Yeandle et al., 2003, p. 41). Thus, as supported by Section 7.2.1, a number of informal flexible-working practices have emerged supporting the flexible-working needs of female junior staff (junior managers and front line staff) and were acknowledged and sanctioned by line-managers and/or extended to informal arrangements established and maintained by female only team work (see also Section 7.2.3).

And so, by the very nature of how flexible-working policies and decision-making were conducted within the four interviewed charities researched together with the

reliance placed upon a number of informal support networks; in the context of this study, lone-working and standardization were not found to be present (Baines, 2004a, p. 275; Baines, 2004b, p. 7; Baines, 2010; Baines and Cunningham, 2011, p. 761).

### **7.2.3 What barriers and enablers impact upon the uptake of flexible-working practices (including funding and line-management)?**

As discussed in Section 3.3.3 (see Chapter 3), the key influences impacting the uptake of flexible-working practices were primarily i) funding and ii) line-management. Firstly, Baines (2006, p. 195) had offered that as a result of “*downsizing, funding cuts, narrowed service mandates, and the introduction of repeated waves of market-oriented workplace reorganization*” then New Public Management would encourage “*non-profit*” organizations to consider themselves as “*business units*”. Moreover, it was proposed that under this model of performance management whilst performance targets were met through new “*lean*” work structures (Mukherjee, 2000; Gendron et al., 2001) then fundamentally, client access and care would decrease, employees endure heavier workloads, reduced pay and conditions, lone working increased and standardization resulted (Baines, 2004a; 2004b; 2004c; Baines, 2006, p. 201; Cunningham 2008; Baines and Cunningham, 2011; Baines et al., 2011, p. 761). As noted in the prior section, Section 7.2.2, the aforementioned characteristics were not observed within the four interviewed charities explored within this research. Moreover, quite the contrary was found with respect to client care, lone working and standardization. With respect to service-user care, irrespective of reduced funding streams, sacrificing familial time or working additional unpaid hours; the service-user was paramount and this was a constant reiteration throughout all cross-hierarchical semi-structured interviews - the needs of the organization and the service-users must be met. Moreover, lone working was not observed, in fact by the very nature of the informal flexible-working arrangements operated by FJSM, their success relied on committed team-work, which in turn meant that service delivery may be standardized, but the work-patterns ensuring that delivery may not be standardized.

However, themes proposed within Section 3.3.2 (see Chapter 3) with respect to impacts on HRM policies became more pertinent within Phase II data collection, where more granular detail could be teased out. Depending on the seniority of the

interviewee, the core charity activity, the size of the interviewed charity (income threshold) and exposure to budgets and financial matters, different perspectives were held regarding the funding impact upon flexible-working. From a senior management perspective (CEOs), there were two schools of thought surrounding reducing funding streams: i) charity closure and *“flexible-working would go out the window”* (CEO-481, Group 1, Care Provision) or ii) become more flexible, *“nimble”* as exemplified by Cancer Research UK (NCVO, 2009) (CEO-301, Group 2, Supporting Delivery of Education).

Moreover, senior managers further exemplified this dependency on size (income threshold) and core activity, as recorded by CIN 481 (Group 1, Care Provision) there would be no flexible-working because there was no leverage with reduced funding as compared to CIN 33 (Group 3, Supporting Community Services) and CIN 301 (Group 2, Supporting Delivery of Education) (see Table 6.1, Section 6.2.2, Chapter 6) where flexible-working was achievable and accommodated for within the established working practices and framework of contracts and other funding streams. CIN 301 saw funding as an enabler (see Section 2.3, Chapter 2) because it was seen as a driver, a reason for the introduction and operation of flexible-working into the workplace. Primarily, female junior staff members (hereon FJSM) (junior managers and front line staff) appreciated that the pressures of funding enabled staff to work in *“slightly different ways”* (JM\_FM-368) and work *“a bit smarter”* (FLS\_RSW-368). It is interesting to note that like CIN 481, CIN 368 was a fellow Group 1 charity. However, CIN 481 saw that reducing funding would bring the charity to a close and so no flexible-working whereas, CIN 368 was adaptable and accepting, its employees embracing change and looking to accommodate in order to work and for the charity to survive. In addition, as noted earlier the responding employees were junior and had already demonstrated their adaptability through informal flexible-working practices in order to meet their own personal needs and meet those of their charitable organization. In summary, flexible-working arrangements being part of HRM were impacted upon by funding to varying degrees (Palmer, 2003; NCVO, 2004).

Another note-worthy emerging theme was the utilization of volunteers (see Section 5.7, Chapter 5). All role categories recognized volunteers as *“they are absolutely wonderful, um, without their commitment, um, life would be extremely difficult”*

(CEO-481), *“they support immensely and help us do a lot of things”* (SM\_DM-301) and *“this place wouldn’t run without volunteers. Wouldn’t be here without the volunteers”* (FLS\_CM-481). However, interestingly CEOs, senior managers and junior managers rejected the proposal that volunteers: i) impacted the flexible-working of paid staff; ii) took on paid staff responsibilities; and iii) would have an impact on funding:

*“[...] so it helps in the delivery of the work, but not in terms of flexible-working”* (CEO-368).

*“It has no impact at all”* (SM\_DM-301).

*“The volunteer just assists ... paid staff [...] we would get an agency to cover and not a volunteer”* (JM\_FA-301).

Whereas front line staff clearly demonstrated that they *“predominantly use them for, um, staff that we don’t, we can’t claim time for”* (FLS\_ELA-33) and from a HRM perspective, front line staff members concluded that *“for me to do my flexible hours, I would first rely on my volunteers”* (FLS\_CM-481) and *“if someone wanted to cut their hours or anything, you could have the volunteers there ... so come in and help us out if we needed them too”* (FLS\_CA-368). Furthermore, with respect to dealing with paid staff responsibilities then *“they can assist to fill the vacancies that we have within a spec, specific project”* (FLS\_BM-368) and deal with work *“that we don’t have time to look through”* (FLS\_EA-33) and *“to cover my work whilst I go to a [...] meeting ... so I think there’d be quite ... good thing, for them and good thing for us”* (FLS\_SWHO-301)

Volunteers acted as enablers from both a funding and HRM perspective, being a resource to *“bridge a gap”* (Respondent Charity 235, Section 5.6, Chapter 5) and thereby, allowing charities to claim against contracts and grants for work conducted by non-paid employees i.e. volunteers (cost-saving) (Baines, 2004a, p. 288). In particular for front line staff, this additional resource allowed this hierarchal level to enjoy flexible-working because their work was covered thereby allowing them to come in late or leave earlier to deal with familial and personal matters such as dental appointments and so, a volunteer would undertake a *“bit of reception work, do a bit of typing”* (VOL-368) to provide the necessary cover, say. This utilization of volunteers

was unofficial and not recognized by junior managers and above. However, knowing the heavy workloads were delivered with a limited amount of paid resource, it would suggest as discussed below that junior managers up to and including CEOs were aware of the aforementioned practices but were allowing “*the indulging patterns*” (Gouldner, 1954, pp. 45-56; Burawoy, 1982, p. 833). Alvin Gouldner undertook a case study of modern factory administration based within a gypsum mine, and had identified how management had managed workers in which co-operation and loyalty were elicited through a regime of leniency and paternalism. Employees indulged in informal practices as long as they delivered the necessary workloads. The practice of “*turning a blind eye*” in order to achieve workloads but non-disclosure of resources utilized was further supported by Baines (2004c, p. 22) (see Section 3.3.3, Chapter 3, Section 5.4.2, Chapter 5 and Section 6.5, Chapter 6).

It should be recognized that the role of a line-manager has been a common theme threading through a number of arguments and discussions which have in turn dovetailed with other themes such as understanding the term flexible-working (see Section 7.2.1) where the understanding has been influenced by employees’ personal experiences and in particular, the working relationships with their line-managers and therefore, the probability of achieving their flexible-working options (Yeandle et al., 2003, p. 41). This was again picked up with Section 7.2.2 where line-managers were seen primarily as a barrier (see Section 2.3, Chapter 2) because of the inconsistent attitudinal behaviour, communication and decision-making surrounding the promotion of flexible-working amongst team members (Hogarth et al., 2000; Dex and Scheibl, 2001; Yeandle et al., 2003). Also emerging from Section 7.2.2 was the informal flexible-working arrangements developed by FJSM. This informal flexible-working practice touches upon the increased utilization of volunteers, impact by service-users upon HRM policies including flexible-working, unpaid overtime and employees sacrificing their personal familial time.

On interviewing volunteers (see Section 6.5, Chapter 6), they concluded that less funding would have a widespread impact upon charities and more volunteers would be called upon:

*“People know there’s less funding that they’re working to tighter budgets [...] they might feel, kind of, yeah, they not feel able to ask for more flexible-working hours” (VOL-33).*

*“I suppose less funds the charity had the more they want volunteer workers! [...] just basic economics surely” (VOL\_1-301).*

Although, it was not recorded by all role categories that more volunteers were recruited to accommodate the reducing funding streams, but what was recorded by front line staff members was the utilization of volunteers to provide further flexible support in order for paid staff members *“to do [their] flexible hours”* (FLS\_CM-481). This provides another tier of supportive ‘cushioning’ for the informal flexible-working practices developed by FJSM. Because the informal flexible-working practices were developed by junior female paid employees for junior female paid employees, then the sense of solidarity intensified with the reiterative usage of resonant language such as *“family”, “team”, and “together”*. Moreover, through the *“care work [as] a central concern of most women’s professions”* (Baines, 2006, p. 198) supporting women’s natural propensity to care flowed from home into the workplace and this care function became cyclical. With a predominate female workforce (Wainwright et al., 2006; Baines et al., 2011; Baines and Cunningham, 2011, p. 761) (see Table 6.2, Section 6.2.2, Chapter 6) and with a significant number of females being mothers, at varying times they had the experience and understanding to accommodate and provide the necessary cover for team members as and when required; for example, when a child was taken ill. Their personal values were enhanced through the established familial team culture which then overflowed into the workplace where one junior manager described her colleagues as *“charitable people”* (JM\_FM-368) (see Section 6.6, Chapter 6). Moreover, the senior management expected and knew that their team members would not put their personal needs before those of vulnerable service-users (see Section 6.5, Chapter 6) and where necessary undertook unpaid overtime in order to deliver the service. Being *“charitable people”* embedded within a strong familial value-based team would prove fundamental to the on-going delivery of charitable objectives (Alatrasta and Arrowsmith, 2004; Cunningham, 2008). Therefore, to some degree, it could be argued that service-users did influence and shape flexible-working policies (Community Living, 2009; Baines and Cunningham, 2011). As discussed in Section 6.4 (see Chapter 6) the researcher

would suggest this practice of placing service-users' needs before their own was an extension of the familial care function which sat within the personal framework of nurturing values sustained by the female junior team members.

Finally, returning to the theme highlighted by Baines (2004a, p. 282; 2004c, p. 22) (see Section 3.3.3, Chapter 3) where management accepted that employees performed large volumes of unpaid overtime which was "*officially invisible*". This issue had been noted in Section 5.3 (see Chapter 5) when discussing HRM policies, accrued TOIL once it reached above a certain level, it would be lost. In addition, the issue had been discussed in Section 6.5 (see Chapter 6) where the key employees that undertook "*this paid work [in order to keep] the on-going operation of "leaned" out [organization]*" (Baines, 2004c, p. 22) were female junior staff members (junior managers and front line staff).

The following quote exemplifies and supports Baines' findings:

*"Um, sometimes there's clients that need seeing, um, like this evening, I'm going to have to work late because somebody needs something doing. I can't, I can't actually fit it into my working day, um, and that's a real pain in the arse, because I want to go home and cook tea, but at the same time, I've got to do it [...] we have organizational needs, our clients need to see us ... really within office hours, but ..."* (JM\_FMW-368).

As one CEO had stated to the researcher, "*I would be the first to be told if there were problems*" (CEO-301), it would suggest that senior management was aware of the unpaid overtime being undertaken in order to accommodate heavy workloads and service-user needs at the expense of personal familial time, whilst remaining "*officially invisible*" (Baines, 2004c, p. 22). This supports the idea that senior management were "*indulging*" (Gouldner, 1954, pp. 45-56; Burawoy, 1982, p. 833) the informal flexible-working patterns entertained by the female junior staff members comfortable knowing that the workloads were being delivered upon.

#### 7.2.4 How might flexible-working enable individual and organizational values to be engaged with?

As discussed in Section 3.3.4 (see Chapter 3), Cook and Braithwaite (2000, p. 45) had stated that individuals' drive to work within the charity sector was purely emotional whereas Baines (2010, p. 934) when discussing the voluntary sector, stated that the reasons for working within that sector were both altruistic and non-altruistic: i) equity, participation, social inclusion and justice (Brock and Banting, 2001; Nickson et al., 2008); ii) values; iii) value-based relationships and work – “*befriending*” (Gray, 2008); iv) empowering people – making a difference; v) “*give something back*” (Hay Group cited in Employee Benefits, 2005); vi) “*desire to care*”; (Paton and Cornforth, 1992; Baines, 2004c, p. 22); and vii) “*ethos discount*” (Lloyd, 1993; Baines, 2004a, p. 285; 2004c, p. 22; Parry et al., 2005; Baines et al., 2011, p. 332).

However, from the Phase II qualitative database, a number of the reasons cited above have been discussed either directly or indirectly in supporting the emergent themes. Moreover, the pivotal theme that lies at the heart of this research surrounding flexible-working being achieved in the charity workplace relies upon the familial relationships amongst the predominantly female workforce together with informal flexible-working practices in place against the back-drop of senior management indulging such in-house practices (Gouldner, 1954, pp. 45-56; Burawoy, 1982, p. 833) (Baines, 2004c, p. 22).

From Section 6.6 (see Chapter 6), the nub of the section focused upon the perception of the organizational team and departmental team, described as “*family*”. The word “*family*” was used by both senior and junior employees although it materialized that the “*family*” was predominantly associated with the female junior staff hierarchy (junior managers and front line staff). It was the close-knit and intimate nature of the working relationships that allowed FJSM to provide necessary cover for each other in order to utilize flexible-working for personal needs whilst ensuring the delivery of charitable activities. The FJSM were adaptable and appreciated with reducing funding streams, that they needed to respond in “*slightly different ways*” (JM\_FMW-368) and work “*a bit smarter*” (FLS\_RSW-368). The informal nature of the in-house flexible-working arrangements utilized by the junior employees arose through a number of

channels including the inconsistent communication and decision-making of line-managers (see Section 7.2.2), supported by the utilization of volunteers (see Section 7.2.3), and the personal values held by the staff to deliver a service whilst undertaking unpaid overtime outside core hours and sacrificing their own personal familial time (see Section 7.2.3).

The workforce within the four interviewed charities was predominantly female (see Table 6.2, Section 6.2.2, Chapter 6). This finding supported those collated from the postal-questionnaire respondents (see Table 4.2, Section 4.3.1, Chapter 4) and sector-wide publications (see Table 3.2, Section 3.2.2, Chapter 3). Females being recognized as the societal primary carers, then as discussed by (Baines, 2006, p. 198) “*care work [as] a central concern of most women’s professions*” supporting women’s natural propensity to care flows from home into the workplace and so, “*caring for and about people is generally inseparable within the tasks and goals of this type of work, and is a major source of meaning and job satisfaction*” (see Section 7.2.3). This care function further accentuates and promotes the feeling that they were valuable contributors in the delivery of core services and so, furthering their personal self-esteem and values. The work undertaken outside core hours because “*our clients need to see us*” (JM\_FMW-368) (see Section 6.5, Chapter 6) was altruistic, emotive, and self-sacrificing. This philanthropic approach would suggest empowerment and a sense of enabling; together with the support of their fellow female colleagues, the informal flexible-working framework also supported by volunteers enhances motivation to retain staff within the charity sector, providing and supporting vulnerable service-users. It could be argued that this hierarchal level is professional and undertaking additional unpaid work through a sense of duty; this could be true, however, through the Glaserian Grounded Theory approach, the results suggest that the adopted “*family*” framework gave FJSM a degree of work-life-balance through flexible-working which in turn placed the charitable organization in a positive light. The enhanced perception of the organization further enriched their work ethics and boosted their sense of self-esteem and a sense of “*doing something worthwhile*” (Gallie et al., 1998; Zappala, 2000; Schimel, 2004, p. 436-437). Atkinson and Hall (2011) had proffered that flexible-working makes employees “*happy*” and that there are attitudinal and behaviour links between this “*happiness*” and discretionary behavioural.

Although “*befriending*” (Gray, 2008, p. 1003) was not evidenced there was a sense of ensuring that service-users received a consistent delivery of services which was recorded as part of being a “*family*” with a core care function, which meant FJSM would go home later and sacrifice their own familial time in order to provide sufficient time to service-users (Baines, 2004a, p. 283; 2004c, p. 21-22; Baines and Cunningham, 2010, p. 763). In undertaking this selfless act of giving up familial time, the employees were submitting to the organizational “*ethos discount*” (Lloyd, 1993; Baines, 2004a, p. 285; 2004c, p. 22; Parry et al., 2005; Baines et al., 2011, p. 332) where they made personal sacrifices in order to continue the work of the organization. This moral attachment to the values of the organization further supports their “*desire to care*” (Paton and Cornforth, 1992, p. 40-42; Baines, 2004c, p. 22) where employees were readily accepting of lower pay, personal advancement and job security (see Section 6.5, Chapter 6).

On answering the four research questions, the arguments presented demonstrated that the concept of flexible-working was complex, intricate and multifaceted dependent upon a number of factors including role category perspective, core charity activity and charity size (income threshold). The following section strives to present a working model of flexible-working within medium-sized charitable organizations.

### 7.3 EMERGING THEORY

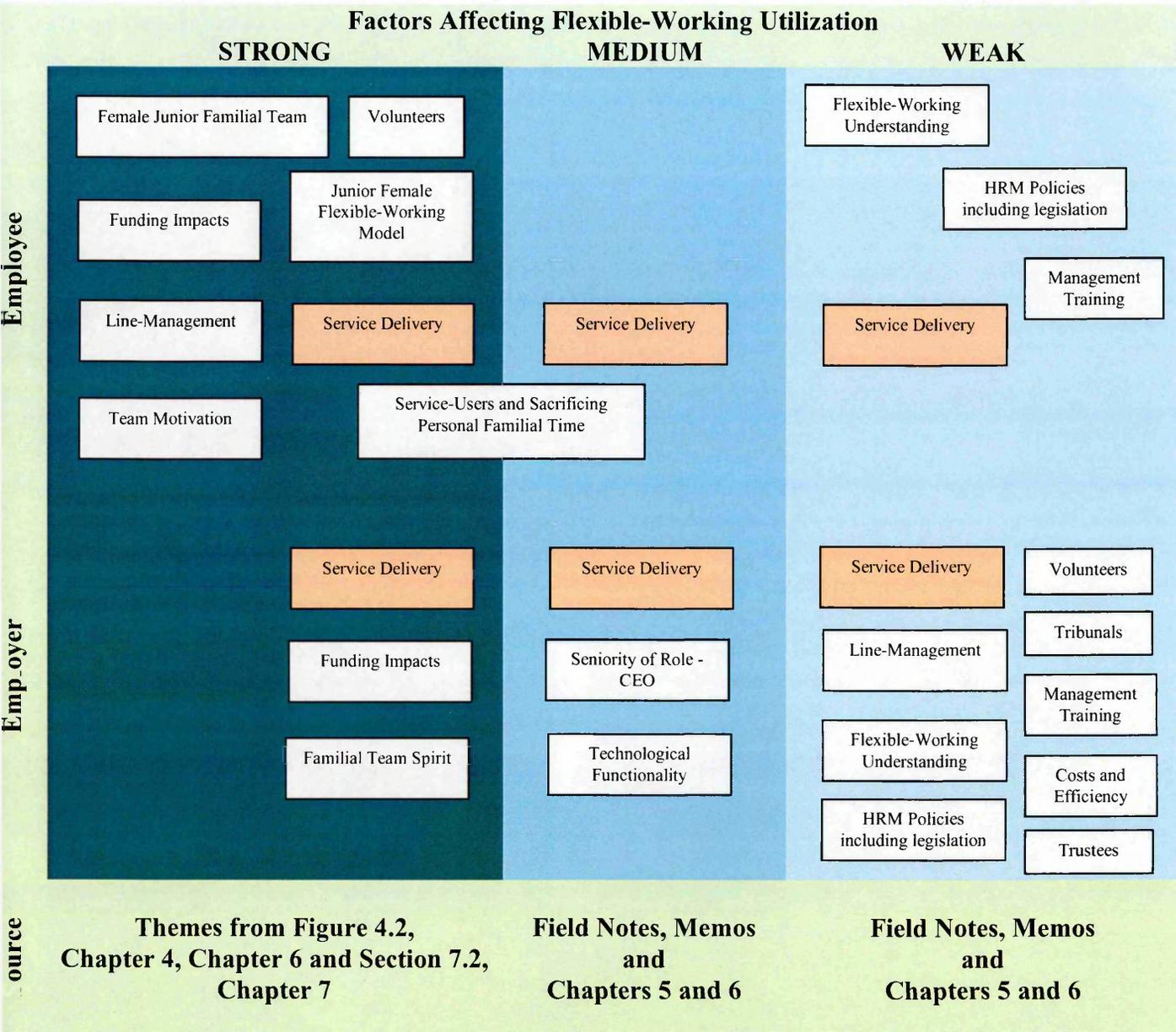
The aim of this section is to present the final step of the Glaserian Grounded Theory process (see Figure 4.2, Section 4.3.2.6, Chapter 4), the development of theory, supporting the findings of flexible-working in charitable organizations: an exploration of barriers and opportunities. Figure 4.2 presents a very basic process where codifying appears to follow an idealistic and streamlined scheme. However, in reality, the actual act of reaching a theory is much more complex and messy than illustrated. Richards and Morse (2007, p. 157) clarified that “*categorizing is how we get ‘up’ from the diversity of data to the shapes of the data, the sorts of things represented. Concepts are how we get up to more general, higher-level, and more abstract constructs*”.

One of the fundamental strengths of grounded theory is that it results in a chain of evidence and for *“every concept that comes from the data, there are dozens of instances, thanks to the practices of constant comparison and theoretical saturation”* (Urquhart, 2013, p. 159) (see Section 1.4, Chapter 1). Having followed the Glaserian branch of Grounded Theory meticulously, the researcher is now in a position to be able to link her model, Figure 7.1 to Figure 4.2, the diagrammatic view of NVivo (see Section 4.3.2.6, Chapter 4) in order to support the qualitative theory-building process, but also to clearly demonstrate the chain of evidence that is trustworthy.

Figure 7.1 represents the strength (weak-medium-strong) of factors impacting flexible-working utilization from both the employee and employer perspective. The employer includes CEOs being the primary representative of the trustees. The strong factors are directly attributable to themes presented in Figure 4.2 (see Section 4.3.2.6, Chapter 4) and have been discussed in detail in Section 7.2 when presenting the findings supporting the four research questions. Whereas the medium and weak categories represent the initial findings, ideas and thoughts captured en route as the researcher progressed along her personal academic journey and the majority of which were not found to reach theoretical saturation (Glaser and Strauss, 1967, p. 61).

On looking at Figure 7.1, the following walk through of the model will commence from the right hand side (see Section 7.3.1). Within the employee and employer frameworks, there are similar entitled boxes, which endeavour to illustrate the differing perspectives of both employees and employers on the same subject matter.

**Figure 7.1: Strength of Factors Impacting Flexible-Working Utilization**



**7.3.1 Weak Factors**

Within the employee frame, although there was a basic understanding of the flexible-working concept either based on experience, knowledge or personal utilization, the comprehension was only peripheral. Answers were supported by examples of flexible-working, but awareness surrounding legislation was not demonstrated nor encapsulated in HRM policies. Within the scope of HRM, no formal management training was provided with respect to the in-house flexible-working arrangements and so retaining a narrow breadth of knowledge and understanding. Under the title of

HRM policies, the researcher would also note that the theoretical models of Flexible Firm, Family-Friendly and Diversity (see Section 2.2, Chapter 2) made minimal impact upon the uptake of flexible-working. These are weak factors that were captured through responses from the postal-questionnaires (Phase I) and through opening coding of the semi-structured interview transcripts (Phase II) which failed to become theoretically saturated under the Glaserian Grounded Theory regime.

The one constant subject throughout both the employee and employer frames across all strengths (weak-medium-strong) was service delivery or often described as meeting the “*organizational needs*”. This was the key influence that took precedence over everything else and was often noted as an aside on answering other questions. Moreover, on moving from right to left, with other influencing factors at inter-play, the service delivery became more prominent.

Within the employer frame, the CEO was seen as the organizational head and stood at a distance from the day-to-day activity of the organization and had an almost idealistic point of view surrounding the concept of flexible-working. They believed and had expectations that as a matter of course, line-managers were trained or made aware of in-house flexible-working arrangements, and would communicate this information downwards. Interestingly, CEOs did not mention their own formal flexible-working training as a line-manager. In part, the Phase I data suggested flexible-working was not considered within a strategic reference, thus suggesting minimal importance was placed upon flexible-working within committees (see Section 5.5, Chapter 5). CEOs gave limited responses to flexible-working arrangements within their own organization other than being able to clearly describe what was available to them (see medium strength). As before, no in-depth understanding of legislation surrounding flexible-working was demonstrated and within the HRM umbrella, respondents had viewed flexible-working as a means to recruit and retain employees (see Sections 5.2, 5.3, and 5.4, Chapter 5). Idealistic perspective, when flexible-working was not discussed from a strategic perspective within committees. Tribunals had been discussed, but there had been no substantive evidence that the number of tribunals were increasing as funding streams decreased and “*tighter controls and stricter performance management of staff*” enforced (Cunningham, 2001, p. 229, 237) (see Section 5.4.2, Chapter 5). As discussed before, the theoretical models of Flexible

Firm, Family-Friendly and Diversity (see Section 2.2, Chapter 2) made minimal impact upon the uptake of flexible-working. Dove-tailing with both line-management and HRM, concerns surrounding cost and efficiency had been noted as possible obstacles for the utilization of flexible-working (see Section 5.4.1, Chapter 5). Trustees did not appear to play a role within the utilization of flexible-working and the employer, recognized that volunteers were immensely useful in the day-to-day running of an organization, but played no part in supporting flexible-working arrangements for paid employees.

### 7.3.2 Medium Factors

Within the employee frame, there are two influencing factors upon flexible-working utilization. Firstly, as highlighted before, the constant theme of service delivery was prominent and recognized as taking precedence against the back-drop of informal flexible-working framework utilized by female junior staff members (junior managers and front line staff) (see strong category). Secondly, the service-delivery leads onto the second influencing factor of service-users and the sacrificing of employee personal familial time. The latter factor straddles both medium and strong categories, because depending on the demand placed upon predominantly female junior staff members by service-users, this would in turn dictate the amount of time sacrificed by junior employees. As noted in Section 6.5 (see Chapter 6) and in Section 7.2.3, JM\_FMW-368 noted that she *“work late because somebody needs something doing. I can’t, I can’t actually fit it into my working day, um, [...] because I want to go home and cook tea, but at the same time, I’ve got to do it [...] we have organizational needs, our clients need to see us”*.

Within the employer frame, there are three influencing factors service delivery, seniority of role and technological functionality. Service delivery remains a fixed influencing factor as highlighted earlier. It was recorded that CEOs had greater independence within their role as compared to other staff members primarily driven by: i) seniority; ii) role responsibilities; iii) freedom to manage their own time; and iv) are supported by technology functionality. The technological functionality allowed CEOs to work in varying locations, a ‘mobile’ office and often, work-from-home; an option not available to more junior staff members.

## 7.4 THE CONCEPTUAL MODEL

As noted in Section 1.4 (see Chapter 1), the researcher will now present her conceptual model and considers how the key themes from the emergent theory (see Section 7.3) relates to the literature. This approach illustrates which themes are already present in the literature, but also indicates those factors that are new to the literature. Thus, we can see at a glance how the emergent theory confirms and extends the literature. Table 7.1 presents the conceptual model which has emerged.

The first column draws upon Figures 4.4 (see Section 4.3.2.6, Chapter 4) and 7.1 (see Section 7.3). The second column provides more granularity to the key themes presented in column one. The last column indicates themes already present in literature and where a dash appears (—) that indicates that there is no supporting literature and the theme makes a contribution to knowledge in the exploration of the flexible-working concept operational in medium-sized charities registered in England and Wales.

Although, the **first theme** (Female Junior Familial Team) appears a minimal contribution to knowledge, it is in fact a pivotal foundation to the second theme, Female Junior Informal Flexible-Working Model (hereon FJIFWM). Language is a social construction and as discussed in Section 4.2.1 (see Chapter 4) is fundamental to the “*perception of reality*” (Urquhart, 2013, p. 57). Language is a system of expressing thoughts and feelings both spoken and written often guided by the house-style of an organization. Here, the FJSM are utilizing a specialized vocabulary common to familiars and cohorts which demonstrate what is important in their daily work lives within this cultural group. Thus, it should be recognized that words such as “*family*” and “*togetherness*” may carry more strength and cohesiveness within the team than to those outside the team culture. This strong familial cohesive bonding language utilized by the FJSM has not been reported before and no discussion was found to be present within charity-voluntary sector literature (see Section 8.2, Chapter 8).

**Table 7.1: Conceptual Model Illustrating Linkages to Thematic Findings and Literature**

Glaserian Grounded Theory-Based Themes	Theme Detail	Present in Literature
1 Female Junior Familial Team	Repetitive and resonating familial language utilized by female junior staff members (hereon the FJSM): <i>“Family”</i> ; <i>“Team”</i> ; <i>“Together”</i> to build and nurture cohesive and close-knit team bonds – fundamental to female informal flexible-working model operational within the medium-sized charities and ensuring delivery of charitable activities	—
2 Female Junior Informal Flexible-Working Model	Female <b>only</b> informal flexible-working model operational within the medium-sized charities  Predominant female workforce	—  Wainwright et al. (2006); Baines et al. (2011); Baines and Cunningham (2011).
3 Funding Impacts	Relationships: employee and employer HRM Policies  Junior role and creative flexible-working within medium-sized charities (link to the FJSM informal flexible-working model)	—  Corby and White (1999); Cunningham (2001); Palmer (2003); NCVO (2004).
4 Line-Management	Unofficial agreements between line-management and the FJSM within medium-sized charities; Manager: <ul style="list-style-type: none"> <li>- Attitudinal behaviour</li> <li>- Awareness (unofficial) – <i>“Indulging Patterns”</i></li> <li>- Communication</li> <li>- Consistency in decision-making</li> <li>- Training -&gt; HR development</li> </ul>	—  Corby and White (1999); Hogarth et al. (2000); Gouldner (1954); Burawoy (1982); Baines (2004a; 2004c); Dex and Scheibl (2001); Yeandle et al. (2003); van Wanrooy et al. (2013); Cunningham (2010).
5 Service Delivery	Care function promoted by charity sector employees  Value-based team	—  McDonald et al. (2005); Baines (2006); Eikhof et al. (2007); Millar (2009); Walter (2010); Alatrasta and Arrowsmith (2004); Cunningham (2008).
6 Service-Users and Sacrificing Personal Familial Time	Push-Pull relationship – demands made on the FJSM	—  Community Living (2009); Baines and Cunningham (2011).
7 Team Motivation	Care function  Desire to care Emotional driver Ethos discount  Flexible-working linked to employee happiness Self-esteem and <i>“doing something worthwhile”</i>	—  McDonald et al. (2005); Baines (2006); Eikhof et al. (2007); Millar (2009); Walter (2010); Paton and Cornforth (1992); Baines (2004c) Cook and Braithwaite (2000); Lloyd (1993); Baines (2004a; 2004c); Parry et al. (2005); Baines et al. (2011); Atkinson and Hall (2011); Gallie et al. (1998); Zappala (2000); Schimel (2004).
8 Volunteers	Utilizing volunteers to support female <b>only</b> JSM informal flexible-working model – FLS only	—

Where: — indicates that there is no supporting literature and the theme makes a contribution to knowledge.

The **second theme** focuses upon the FJIFWM where it was established from this study that the predominant workforce operative within the charity sector as observed in the voluntary sector were females (Wainwright et al., 2006; Baines et al., 2011; Baines and Cunningham, 2011) (see Section 3.3.3, Chapter 3). Central to this theme is the team cohesiveness amongst the female junior team. Hogg and Vaughan (1998 cited in Gross, 2010, p. 489) defined a cohesive group or team as “*the way it ‘hangs together’ as a tightly knit, self-contained entity characterised by uniformity of conduct and mutual support among members*”. There are a number of factors building on and supporting this cohesive model, which rely upon the: i) similarity of the team members – junior role status, female, similar age and majority are care-providers; ii) solidarity, *esprit de corps*, team spirit or morale are key to the success of the FJSM cohesiveness and is cultivated, encouraged and nurtured through common and intimate language supporting individual values and team culture; iii) size and stability – the FJSM teams are relatively small and relationships are established, thus further enhancing cohesive strength; and iv) success – the FJSM meet their individual needs through the informal flexible-working model whilst meeting the organizational needs and in tandem, supporting the group needs – team members providing cover, supporting others with heavy workloads etcetera. These factors are the founding psychological forces working together with the natural female propensity to care meshes the team more tightly. Although Baines (2004c, p. 21) had reported increased solidarity amongst employees against a back-drop of reduced funding and under-resourcing; what had not been established before is the cohesive nature and binding strength of the united the FJSM group (see Section 8.2, Chapter 8).

The **third theme** explores the impacts of funding upon flexible-working arrangements within the charity sector. Dove-tailing with the prior two themes, where reduced funding was noted it gave rise to increased group or team cohesion and so, the FJSM overcame internal divisions and conflicts pulling together generating alternative ways to work in “*slightly different ways*” (JM\_FM-368) and work “*a bit smarter*” (FLS\_RSW-368). Because the FJSM had a sense of control over their working hours through the mutual trust and close-knit “*family*” bonds between their cultural groups; it allowed more creative modes of operation to be explored allowing the needs of both the employee and employer to be met in a less formalized manner. Therefore, these accommodating approaches to the funding challenge further promotes the utilization

of flexible-working as a means to retaining the FJSM, which in turn fosters and supports the FJIFWM (see Section 8.2, Chapter 8).

The FJIFWM (second theme) touches upon other elements within Table 7.1 (see Section 7.3) including line-management (fourth theme) and volunteers (eighth theme). Although the **fourth theme**, the unofficial agreements between line-management and the FJSM may appear innocuous, it does however provide a clearer picture of management practices operational within charitable organizations as compared to the idealistic back-drop promoted by senior management where policies “*are formally communicated and people do have the opportunities to discuss them at meetings [...]* we have to be very careful with that of course, because of consistency” (CEO-301). The benefit of the informal agreements between line-management and the FJSM provide a platform furthering the FJIFWM stability, where the lack of consistent communication and decision-making promotes an environment susceptible for developing informal flexible-working practices whilst the formal policies are “*not kept live enough*” (see CEO-368, Section 6.4, Chapter 6). This acknowledgement of line-management support within the charity sector has not been established before (see Section 8.2, Chapter 8). Although this observation provides an additional layer of understanding within the charity sector HRM arena, the discussions surrounding line-management develop and support prior findings.

As well as line-managers supporting the FJIFWM through informal agreements, it was found that the **eighth theme**, volunteers were utilized to support the flexible-working needs of paid employees, in particular the front line staff members “*for me to do my flexible hours, I would first rely on my volunteers*”(FLS\_CM-481) (see Section 6.5, Chapter 6). From the four interviewed charities it was noted that volunteers were predominantly utilized by the front line staff in order to accommodate their flexible-working practices and were considered the first point of contact when seeking support for their personal flexible-working needs. Therefore, the volunteers gave the FJIFWM another tier of resource where they could be called upon to accommodate both external and internal pressures. To-date, volunteers have been described as an invaluable resource, but purely from supporting the day-to-day running of the charity activities perspective and not from a HRM perspective. This provides the last grounded theme arising from this research that supports the FJIFWM and provides a

new perspective of the informal in-house use of volunteers (see Section 8.2, Chapter 8).

Finally, there are a number of complex and multifaceted themes emerging from this research, but the key contributions to knowledge focuses upon the FJIFWM drawing upon the dual nature of how flexible-working being achieved: i) constructed based on the familial relationships amongst the predominantly female workforce together with ii) the informality of operation and understanding of the flexible-working concept (see Section 8.2, Chapter 8).

Although models such as the: i) Family-Friendly Model; ii) Diversity Model; iii) New Public Management (model of performance management); and iv) Person Centred Care and the (see Sections 7.2.2 and 7.2.3) had been initially considered in Chapters 2 and 3, they were not wholly supported as there was insufficient evidence supporting the adoption of these models. The Person Centred Care model strives to go to the heart of the organization, and “*the DNA of a person-centred organisation is using person-centred practices to deliver its vision and values*” (Sanderson and Lepkowsky, 2012).

However, the latter model currently appears ideological and may lead the next generation of HRM models, where organizations such as charities embrace change and look for opportunities such as flexible-working offering an alternative work patterns and taking it further.

Large charities such as CLIC Sargent (People Management, 2007, p. 14-15) and Cancer Research UK (NCVO, 2009) have demonstrated that formal flexible-working can be achievable through flexing to accommodate employee and employer needs. From this research, flexible-working is achievable within medium-sized charities, albeit centred upon an informal framework developed and utilized by the FJSM only. Perhaps there is an argument for not changing the current informal flexible-working *status quo* within medium-sized charitable organizations; by changing to accommodate a more formal environment much could be lost through the breakdown of the informal infrastructure which permeates throughout the whole organizational network.

## 7.5 CHAPTER SUMMARY

The primary aim of this chapter was to present the culmination of findings from both Phase I (postal-questionnaire) and Phase II (semi-structured interviews) in order to answer the research questions (see Section 7.2).

Section 7.2 established that: i) although the understanding of flexible-working remains simplistic and under-developed, it was recognized that dependent on hierarchal role, then the rationale and justification surrounding flexible-working varied (RQ1); ii) flexible-working policies were in place but were inconsistently communicated to staff and HR Departments did not provide regular training sessions for line-managers and/or bulletins updating all employees of changes to legislation and the potential impact upon them (RQ2); iii) hierarchal attitudes to flexible-working varied in line with understanding of funding and in addition, line-management which acted as both a barrier and enabler (RQ3); and iv) the strong emerging theme of “*family*” and the caring, cohesive and intimate nature of the working relationships allowed the FJSM to provide necessary cover for each other in order to utilize flexible-working for personal needs whilst ensuring the delivery of charitable activities; together with females having a natural inclination to care (Baines, 2006, p. 198), this characteristic fortified and strengthened the working relationships and enhances the charity values (RQ4).

Section 7.3 presented an emerging theory exploring weak-medium-strong factors impacting upon the utilization of flexible-working from both the employee and employer perspective. In particular, the strong factors being discussed and reflected in Section 7.2 and linking to Figure 4.2 (see Section 4.3.2.6, Chapter 4). Section 7.4 presents a conceptual model picking up the key themes from Section 7.3 and illustrates those themes that are new to the literature and those that extend the literature further.

The following chapter, Chapter 8 is the concluding chapter which draws the thesis to a close and looks back at the academic journey taken.

## **CHAPTER 8: CONCLUDING COMMENTS**

### **8.1 INTRODUCTION**

Chapter 8 concludes this thesis following the researcher's journey from determining the research questions (see Section 3.4, Chapter 3), through collecting data from both postal-questionnaires and semi-structured interviews (see Chapters 5 and 6, respectively) to analyzing data, developing a theory utilizing Glaserian Grounded Theory within the interpretivist paradigm (see Section 7.3, Chapter 7), and establishing the contribution to knowledge (see Section 7.4, Chapter 7).

Section 8.2 presents the contribution to knowledge explaining what is fundamentally new emerging from this research, what can be derived from this research and to what extent this research has built upon prior literature (see also Table 7.1, Section 7.4, Chapter 7).

This chapter presents the key limitations surrounding this study: i) the theoretical perspective utilized; ii) the methodological approach (Glaserian Grounded Theory); and iii) the methods (postal-questionnaire and semi-structured interviews) (see Section 8.3).

Section 8.4 makes recommendations for further research to be undertaken within the arena of medium-sized charitable organizations and to third parties, such as the government.

The researcher presents her self-reflection (see Section 8.5) before the chapter closes with Section 8.6, the Chapter Summary highlighting the key points from this final chapter.

### **8.2 CONTRIBUTION TO KNOWLEDGE**

The researcher presents four new key areas that contribute to knowledge surrounding the flexible-working concept within the charity sector and builds upon the existing literature supporting these findings (see Table 7.1, Section 7.4, Chapter 7).

The first fundamental and ‘grounded’ new theme emerging from this research focused upon the **familial language** utilized by the female junior staff members (hereon the FJSM) which in turn provides the foundation for the on-going operation of the Female Junior Informal Flexible-Working Model. The language utilized by the female junior staff members was caring, familial, intimate, kindred, and nurturing. Words such as “*family*”, “*team*” and “*togetherness*” were found to be consistently utilized and reiterated by the FJSM when discussing working together and providing support to their female peers when juggling both domestic and work needs. This language within this culture group (female junior staff members) was utilized on a day-to-day basis and being reiterative has led to close-knit team where the in-house familial bonds between staff members are constantly reinforced. This familial biased language has developed a cohesive, empathetic and strong team spirit where they can rely on each other when domestic emergencies arise. This language system amongst the FJSM has not been reported before; it is this strong intrinsic familial language that is at the heart of the Female Junior Informal Flexible-Working Model (see Section 6.6, Chapter 6 and Section 7.2.4, Chapter 7).

Although, this finding has not been discussed in the charity and voluntary sector specific literature to-date (see Table 7.1, Section 7.4, Chapter 7); it does provide an alternative perspective when examining how language contributes to the development of a team and in addition, when exploring team dynamics, the extent to which a common language plays a role in building team spirit and team ethics and thus, contributing to the furtherance of organizational values.

The second fundamental new theme, the Female Junior Informal Flexible-Working Model (hereon FJIFWM) is very much built upon, protected and supported by the cohesive team spirit developed and maintained by the FJSM. The model is exclusively supported by the FJSM. Therefore, the robustness of this model is enhanced by the very nature of this exclusive group: i) all female; ii) within a similar age range; iii) majority are adult-/child-carers; iv) familial language promotes solidarity and camaraderie which in turn strengthens the team relationships and individual and team values; and v) with relatively small teams, relationships are established and trust built knowing that their work will be covered should they need to leave for personal issues.

In addition, as a result of the FJIFWM, the FJSM were able to flex and adapt in order to accommodate external pressures such as reduced funding streams; and so, the FJSM became more **creative and modified their working patterns** in order to work “*a bit smarter*” and in “*slightly different ways*” thereby ensuring that their needs and those of the organization were met (see Section 6.5, Chapter 6 and Section 7.2.3, Chapter 7). This informal flexible-working model wholly supported by and for female junior staff members has not been found before; the strength of this informal model focuses upon the familial language utilized by the female junior staff but moreover, the cohesiveness of their working relationship which ensures that personal and organizational needs are accommodated for.

As shown in Table 7.1 (see Section 7.4, Chapter 7), the predominant female workforce theme is supported by literature, but the emerging theme that is not supported by literature is the creative manner in which female staff work together in order to accommodate both personal and working needs. This informal *modus operandi* undertaken by the FJSM again lends itself to further exploring team mechanics and examining the manner in which they operate as a unit, and the extent to which informal flexible-working practices support the formal flexible-working and non-flexible-working practices within a charitable organization. Therefore, with an operational close-knit and cohesive team, the concept of the Person Centred Care model could be furthered (Sanderson and Lepkowsky, 2012); where the charity “*has people at its heart – both people it serves and people it employs [...] putting decision-making as close to the people supported as possible. The DNA of a person-centred organisation is using person-centred practices to deliver its vision and values*”. Moreover, exploring these different ways of working could support “*cost-saving and improved service*” (Baines and Cunningham, 2011, p. 764) and in addition, with operational flexible-working practices whether driven through intrinsic or extrinsic influencing factors, the perceived control held by the FJSM could enhance their “*happiness*” (Atkinson and Hall, 2011) which in turn could further the Person Centred Care model and enhance the commitment to organizational values.

The third fundamental new theme, **informal agreements between line-managers and junior female staff members**, which gave further insight into the management practices within the charity sector which allowed the FJSM to operate within their

own framework almost with a ‘free-hand’. The FJSM organized their workloads and themselves to be able to accommodate the service-user needs and their personal needs (see Section 6.5, Chapter 6).

There is a significant amount of literature surrounding management relationships and their impact upon team members’ engagement and motivation through inconsistent communication and decision-making (see Table 7.1, Section 7.4, Chapter 7). Moreover, these findings support those published by both Gouldner (1954, pp. 45-56), and Baines (2004c, p. 22) respectively where management “*indulged*” and by “*turning a blind eye*” elicited co-operation and loyalty through a system of leniency. Although these “*indulgent*” management styles have been seen in heavy industry and the voluntary sector, this is the first time that such behaviour has been found within the charity sector. This finding furthers the current understanding of management attitudinal behaviour towards employees and the extent to which such behaviour is undertaken to ensure deliverables within the current austere socio-economic climate.

The final fundamental new theme, **the utilization of volunteers in support of flexible-working needs**, was pivotal to the front line staff members only. These findings demonstrated that volunteers were an additional tier for front line staff to call upon as and when needed to accommodate their domestic flexible-working needs which also gave additional leverage and support for the FJIFWM by acting as a ‘buffer’.

Although, there is literature surrounding the possibility of utilizing volunteers as substitutes for paid staff members and vice-versa (Handy et al., 2008), this area has not been considered specifically in relation to flexible-working practices (see Section 5.6, Chapter 5). Moreover, it does provide an alternative perspective when examining HRM resourcing within charitable organizations and the extent to which the volunteer resource “*bridge a gap*” (see Section 7.2.3, Chapter 7). This would further the work undertaken by Cunningham (2010) when looking at the status of HRM development within charitable organizations and moreover, work undertaken by CFG (2013) exploring mission-focused key performance indicators and the cost-savings that can be gleaned through efficient usage of volunteers.

The key contribution to knowledge arising from this research focuses upon the importance of familial bonds between the FJSM and the informal flexible-working practices achieved through the FJIFWM which adapts and flexes to accommodate the changing socio-economic and political environment.

### **8.3 LIMITATIONS OF THIS RESEARCH**

This section is divided into three sections examining the limitations of: i) Theoretical Perspective - Interpretivist Paradigm (see Section 8.3.1); ii) Methodology - Glaserian Grounded Theory (see Section 8.3.2); and iii) Methods – Postal Questionnaire and Semi-Structured Interviews, respectively (see Section 8.3.3).

#### **8.3.1 Theoretical Perspective: Interpretivist Paradigm**

The researcher utilized Glaserian Grounded Theory within an interpretative philosophical framework and despite the reiterative nature of the Glaserian Grounded Theory approach; there will always be areas of conflict, criticism and tensions within this philosophical paradigm (Walsham, 2006).

Geertz (1973, p. 9) summarized an interpretative view of data collected in the following insightful sentence:

*“What we call our data are really our own constructions of other people’s constructions of what they and their compatriots are up to”.*

Thus, there is an argument that this theoretical perspective is subjective, biased, and unable to be generalized (Wu and Chen, 2005, p. 10). However, as Bryman (2012, p. 30) defined Interpretivism as respecting *“the differences between people and the object of the natural sciences and therefore requires the social scientist to grasp the subjective meaning of social action”*. Therefore, the *“constructed knowledge”* (Urquhart, 2013, p. 57) of the *“people”*, the social actors, is subjective because being living beings they too are affected by numerous interacting variables such as their culture, experience, physiological state (hunger, stress, tiredness), and social background which therefore impacts their social construction of their world and subsequently, the temporal nature of the data. However, as discussed above and in

detail in Chapter 4, the repetitive nature of Glaserian Grounded Theory attempts to address these differences.

### 8.3.2 Methodological Approach: Glaserian Grounded Theory

When the researcher commenced her research, she was aware from the relevant literature that there were a number of problems associated with grounded theory. However, she understands that the problems are not so much problems but myths (Urquhart and Fernández, 2006; Urquhart, 2013, p. 29-30) promoted through misunderstandings of the original branch of grounded theory (Glaserian and Strauss, 1967) and later attributed to the second branch of grounded theory (Strauss and Corbin, 1990).

The regularly quoted misconception of grounded theory relates to a researcher being able to suspend their awareness of relevant theories or concepts until a later stage in the process of analysis (Bulmer, 1979 cited by Bryman, 2008). Bryman (2008, p. 549) made the following point that:

*“What we ‘see’ when we conduct research is conditioned by many factors, one of which is what we already know about the social world being studied (in terms both of social scientific conceptualizations and as a member of society”.*

This idea that a researcher commences from a *tabula rasa* (blank slate) is an universal misconception (McCallin, 2003; Andrew, 2006; Urquhart, 2013, p. 29) which appears to have overlooked the footnote made by Glaser and Strauss (1967, p. 3) where the authors comment that researchers do not approach reality as a *tabula rasa*, but they must have a perspective then to abstract significant categories from the data. However, Glaser (1992) had stated that there was no need to undertake literature review in the substantive area under study, as first suggested in Glaser and Strauss (1967, p. 37). Glaser (1992, p. 37) explained by stating that “[it] is brought about the concern that literature might stifle or contaminate or otherwise impede the researcher’s effort to generate categories”. However, Urquhart (2013, p. 29) gave the following comment where:

*“Like most myths, the idea of researchers as a blank slate has at its base a kernel of truth. However, it is more accurate to say that [Glaserian Grounded Theory] does not start with a theory to prove or disprove. It is also more helpful to think of the literature review as being simply delayed rather than not happening at all”.*

The researcher accepts what Urquhart states here, after all, having utilized Glaserian Grounded Theory, one has an obligation, once the theory has emerged (see Section 7.3, Chapter 7) to demonstrate the areas supported by existing literature and where there are new and emerging themes, contribution to knowledge (see Table 7.1, Section 7.4, Chapter 7).

The data collected through a qualitative research path is more time consuming than a quantitative approach. This is not a myth. The collection of data takes longer if you are not an experienced grounded theory expert because of the nature of the data, the richness and texture of data based on consistency, reliability and of course reaching theoretical saturation. The analysis took time too, but this could be in part due to being new to qualitative research and thus, needing a little time to gain confidence with coding and analyzing hand-in-hand. Urquhart (2013, p. 32) does not believe that grounded theory takes any longer as compared to other methods, except she believes that *“it is perhaps more challenging”*. The researcher would add, challenging and rewarding once the data delivers some interesting outcomes.

### **8.3.3 Methods – Postal-Questionnaire and Semi-Structured Interviews**

As defined in Section 4.3 (see Chapter 4) methods are *“the techniques or processes used to gather and analyse data related to some research question or hypothesis”*, whilst the concept of methodology constitutes the link between the paradigm-related research questions and the methods (Crotty, 1998, p. 3).

The following two sub-sections look at the limitations of both: i) postal-questionnaires utilized in Phase I (see Chapter 5) (see Section 8.3.3.1); and ii) semi-structured interviews utilized in Phase II (see Chapter 6) (see Section 8.3.3.2).

### *8.3.3.1 Postal-Questionnaire*

As discussed in Section 4.3.1.1 (see Chapter 4) the aim of the postal-questionnaire was to broadly explore the themes – barriers and/or enablers emerging from the arguments and discussions presented in Section 3.3 (see Chapter 3), and furthermore, gain a sense of what proportion of flexible-working arrangements were operational, and available to whom, and whether or not the term flexible-working was understood.

In an attempt to keep the postal-questionnaire to a reasonable length and yet, still providing sufficient space for hand-written responses, a number of additional factors may have had an impact on the number of responses:

- i) Postal-Questionnaire length kept to the minimum to avoid discouraging respondents, but in turn meant limited space may have hindered length and breadth of responses;
- ii) Responses may have had limited ‘thinking time’ to respond in-depth due to personal and work pressures; and
- iii) Postal-Questionnaire may have been lost due to postal system errors or incorrect address held on the Register of Charities.

Reliance was placed upon the initial data provided by the Charity Commission which in turn relied upon the registered charitable organizations keeping the Charity Commission updated with the correct primary contact details and consistently completing their Annual Returns. The CD holding the collated data included small, medium and large charities that had completed their Annual Return between 2007 and 2010, and excluded exempt or excepted charities. Therefore, the population of medium-sized charitable organizations extracted from the complete CD database may not be complete.

Despite the fact that a very good response rate of 37.1% was achieved (see Section 4.3.1.3, Chapter 4 and Section 5.1, Chapter 5); the researcher appreciates that sending an emailed questionnaire is more cost-effective and environmentally friendly; however, a large percentage of the sample population randomly chosen did not have

email addresses for the registered primary contacts and thus, postal-questionnaire was the only viable option.

### 8.3.3.2 *Semi-Structured Interviews*

Kvale (1983, p. 174) defined the qualitative research interview as:

*“An interview, whose purpose is to gather descriptions of the life-world of the interviewee with respect to interpretation of the meaning of the described phenomena”.*

Within this research, the semi-structured interview technique was utilized in Phase II and allowed interviewees to answer and explain their perceptions of truth and their understanding with respect to the flexible-working within their team, department and organization.

The choice of interviewees had been left to the discretion of the participating charities. The researcher had stated that she would like to interview as many personnel as possible from across the hierarchy including a mix of age, gender, roles and staff that did and did not utilize flexible-working within the organization. However, she was reliant upon the charitable organization (being the gate-keeper) to not merely choose particular employees, knowing that they would portray their employer in a good light and thus, emphasize certain points at the expense of others negating to mention areas perceived as challenging and/or negative. Having utilized Glaserian Grounded Theory, the reiterative approach is expected to neutralize these forced biases.

Whilst recording and looking to the next question, there may have been times where social cues and/or interviewee body language was missed. This is a limitation with only verbal recording and not video-recording the interview, but as with all methods, that has its own limitations. Although a video-recorder may be superior in capturing missed nuances, it potentially hinders free speech as interviewees feel more self-conscious than with audio-recording (Bryman, 2012).

The time taken to marry up notes, field memos and digital recordings was extensive. Each interview can take up to five to six hours to transcribe in full together with notes about body language and/or background disturbances (Bryman, 2012).

Another limitation, described by Wengraf (2001, p. 194) as double attention where:

*“That you must be both listening to the [interviewee’s] responses to understand what he or she is trying to get at and, at the same time, you must be bearing in mind your needs to ensure that all your questions are liable to be answered within the fixed time at the level of depth and detail that you need”.*

Sufficient time was given to every semi-structured interview and extra time was allowed to follow up further leads. Moreover, having the questions unobtrusively to hand, allowed the researcher to present an easy flowing conversation whilst gathering the relevant data to a support the necessary level of detail; but some detail may have been lost.

#### **8.4 RECOMMENDATIONS AND OPPORTUNITIES ARISING FROM THIS RESEARCH**

In order to make a difference and raise the profile of flexible-working policies and procedures within medium-sized organizations, the government will need to drive through legislation to give the flexible-working concept the necessary gravitas to be taken seriously by organizations and start to change the societal image of men and women, thus enhancing the role of both and not just seeing women as the primary carers. In addition, the government needs to provide financial rewards to both employees and employers in the charity sector in order to promote different work-patterns. From both perspectives, there would be improved employment security, offering the employees the opportunity to develop skilful work-patterns and giving the employer a competent workforce. Furthermore, with the necessary government support, potentially leading to improved HRM standards could promote the organizational reputation as a good employer who supports all their staff whatever their family commitments.

Although in 2014, legislation surrounding flexible-working is expected to be extended to all employees (ACAS, 2013; Field Fisher Waterhouse, 2013), charitable organizations should take the opportunity to take stock, to get their house in order by reviewing flexible-working policies and have a frank and honest look at themselves from the perspective of their employees. Perhaps take a leaf out of *“a person-centred organisation [where it] has people at its heart – both people it serves and people it employs. This has an impact the organisation’s processes and structures, and transforms the traditional organisation hierarchy putting decision-making as close to the people supported as possible. The DNA of a person-centred organisation is using person-centred practices to deliver its vision and values”* (Sanderson and Lepkowsky, 2012) (see Section 3.3.2, Chapter 3).

Often employees have a better understanding on what happens on a day-to-day basis, because they are living and experiencing it on a daily basis and therefore, are in a better position to provide the employer with ideas. This would be advantageous for a number of reasons including: i) employee engagement and thus, furthering their commitment to the organization; ii) employer has in-house expertise ‘on tap’ without needing to buy-in expensive consultancy; iii) sense of goodwill with employees being listened to; iv) an opportunity to ensure the organization is legislatively up-to-date and all policies are being dealt with correctly and with consistency; v) training for all staff; and vi) embrace diversity and equity whilst breaking down gender barriers and thereby ensuring all employees have the opportunity of working flexibly where possible. Better control and consistent communicated policies leads to a more proactive organization pulling in one direction.

However, before flexible-working arrangements can be introduced across an organization, there needs to be an understanding of the extent to which work is being undertaken outside core hours and monitored to be able to appreciate just how much extra work is being undertaken by some personnel. This bench-marking exercise would allow the employer to understand from both a budgetary and employee well-being perspective whether or not flexible-working such as job-share, and part-time working would be viable. For example, have more employees on part-time contracts (equivalent to fewer full-time employees) to be able to deal with the varying demands of service-users over a longer period of opening hours. Moreover, employees would

be in employment, redundancies would be avoided where possible and as funding streams reduce, flexibility surrounding work-life-balance could benefit. Although not an ideal; with UK remaining in an economic trough, perhaps it is time to recognize that charitable organizations need to be more “nimble” (NCVO, 2009) in their approach to a financial and HRM perspective in order to survive in the long-term.

As discussed in Section 8.2, the FJIFWM was developed and maintained by FJSM. The robustness of this emerging informal flexible-working model is maintained and protected by the culture group it supports. However, dove-tailing with the concept of “*people at its heart*” promoted by Sanderson and Lepkowsky (2012), the FJIFWM model could be extended to be utilized by both females and males. This would be a win-win approach for both the employee and employer, where all employees could have the opportunity of: i) an increased probability of achieving a degree of flexible-working; ii) male staff could take on the role as child-carer without overt cultural stigma; iii) greater cover for unforeseen domestic emergencies; and iv) all staff could feel motivated and in control through self-management of their flexible-working commitments. Employers would benefit from i) greater motivated diverse team; ii) greater cover to call upon; and iii) be able to offer longer periods where service-users can attend meetings or seek advice outside the accepted core hours of nine to five.

For charitable organizations to embrace flexible-working practices, the government needs to do more to give the necessary incentive. Government needs to drive through legislation to give the flexible-working concept the necessary weight to be taken seriously by organizations and start to change the societal image of women as the primary carers and also further enhance the role of men. Moreover, provide financial inducements to both charitable organizations and employees to utilize part-time work patterns. From the employee perspective, they would have a degree of job security whilst building employment and social working skills, and the employer demonstrates that on meeting the necessary HRM standards, they automatic receive a governmental award which promotes the organizational reputation as a good employer who supports all their staff whatever their family commitments.

Finally from an academic perspective, more research needs to be undertaken particularly examining and exploring a larger sample population of medium-sized

charitable organizations specifically looking at the extent to which funding impacts upon HRM policies including flexible-working arrangements both formally and/or informally and whether or not there is a dependency on certain funding streams as compared to others. Lastly, further research needs to be focused upon the extent to which volunteers support the flexible-working practices of paid staff members and whether or not this dependency is influenced by: i) various funding streams; ii) reducing funding streams; and/or iii) the core activity of the charitable organization within which they work in.

## **8.5 SELF-REFLECTION: THE RESEARCHER'S JOURNEY**

The researcher's journey started in March 2009 full of ideas and having no conception of what lay ahead of her on this journey of enlightenment. Much of her prior knowledge and earlier research was embedded within quantitative frameworks and not qualitative. Thus, initiation into qualitative research was experienced as a baptism by fire. It was new, exhilarating and confusing, with a steep learning curve where:

*"The researcher must be able to tolerate confusion, hard work and the tedium of the constant comparative method and wait for concepts to emerge"* (Heath and Cowley, 2004, p. 144 citing Glaser 1999).

However, the learning hurdles surmounted and the knowledge gained, proved to be an indescribable experience and well worth the fatigue and stress. Having been a naïve student coming to qualitative research, the researcher can confirm that she is a firm convert (East et al., 2011; East and Morgan, 2013). A qualitative researcher has so many more vistas to explore as compared to quantitative researchers. The smorgasbord of 'whys' is much greater and therefore, all the more challenging.

As a daughter, friend, wife, part-time student and full-time employee, the researcher has had to juggle a number of hats at any one time, each imposing different and conflicting constraints. These constraints have hampered her own flexible-working experiences and thus, the researcher has appreciated and understood the interviewees who sacrificed their flexible-working opportunities to meet deadlines but moreover, complete the day job ensuring that a servicer-user/client was not left stranded.

The greatest surprise as a qualified accountant (the researcher's day job) was the fact that funding did not play a more prominent role. It would appear that the rewarding in-house "family" relationships, and intimate "team" bonds enjoyed by the female junior staff members surpasses the immediate concerns of reduced funding. Their philanthropic beliefs, charitable ethos, commitment to each other and the charitable organization, gives them a strength and stability to accept change and enables them to adapt and modify to survive against external influencing factors. The other surprise was the lack of acceptance of the extent to which volunteers supported flexible-working within the four interviewed charities. Primarily, it was found that through the willingness of volunteers bridging gaps, it allowed paid staff the opportunity to work more flexibly in order to pursue their personal familial or domestic needs. It would appear that medium-sized charities are making the right sounds and have good intentions striving to find a balance to meet both the employee-employer needs; they are yet to find the confidence to make that initial step to drive cultural change and work differently.

The researcher has genuinely enjoyed her journey of learning and research, and looks forward to the future; watching and waiting to see how the charity sector, especially medium-sized charities will respond to changing legislation, and how they fair against the continuously shifting socio-economic and political landscape.

Finally, the personal thoughts and emotions of the researcher's personal journey are best summarized by Woodberry:

*"Defeat is not the worst of failures. Not to have tried is the true failure".*

## **8.6 CHAPTER SUMMARY**

This chapter concludes having discussed the contribution to knowledge based upon four new emerging themes (see Section 8.2). The crux to these new themes focuses upon the close-knit and cohesive female junior staff members, whose reiterative familial, intimate, and nurturing language supports the informal flexible-working model for this culture group only. It is through this team solidarity their altruistic principles, charitable ethos and values, commitment to each other and their charitable

organizations, gives them a strength and stability to accept change and enables them to adapt and modify to survive against external influencing factors.

Section 8.3 presents the limitations of the study surrounding both the philosophical and methodological approaches undertaken. In contrast, Section 8.4 presents recommendations for both medium-sized charitable organizations and government; and notes that government needs to give flexible-working the necessary gravitas in order to be accepted, developed and driven forward successfully.

The researcher presented her self-reflection: a summary of her personal experiences during her academic journey as a part-time student and a full-time employee working within the charity sector (see Section 8.5).

Finally, for change to be successful there needs to be acceptance, honesty and a certain amount of risk-taking: for example, employers stepping outside the traditional comfort zone in order to make new working patterns a success for all employees. The researcher hopes that this thesis has gone some way to promoting the flexible-working concept.

## APPENDIX 1: CURRENT FLEXIBLE-WORKING POLICIES

The following memorandum demonstrates a number of diverse flexible-working policies available, whether formal or informal, that an organization can operate:

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<b>Part-time working</b>	Workers are contracted to work less hours than the basic, full-time, standard hours.
<b>Flexi-time</b>	Workers have the freedom to work in any way they choose outside the core hours determined by the employer.
<b>Staggered hours</b>	Workers have different start, finish and break times, allowing the employer to operate for longer hours.
<b>Compressed working hours</b>	Workers cover their total number of hours in fewer working days. For example, four-day week.
<b>Job-sharing</b>	One full-time role is split between two workers who agree the hours between themselves.
<b>Shift-swapping</b>	Workers arrange shifts between themselves, with the proviso that all required shifts are covered.
<b>Self-rostering</b>	Workers nominate the shifts they would prefer to work, leaving the employer to compile shift patterns matching workers' personal preferences whilst ensuring all required shifts are covered.
<b>Time Off In Lieu (TOIL)</b>	Workers take time off to compensate for extra hours worked over and above the standard contracted hours.
<b>Term-time working</b>	Workers on permanent contracts can take paid/unpaid leave during school holidays.

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## APPENDIX 1: CURRENT FLEXIBLE-WORKING POLICIES (CONTINUED)

<b>Annualized hours</b>	Workers' contracted hours are calculated over a year. While the majority of shifts are allocated, the remaining hours are kept in reserve so that workers can be called in on short notice.
<b>V-time working</b>	Workers agree to reduce their hours for a fixed period with the guarantee of full-time work when the specific period ends.
<b>Zero-hours contracts</b>	Workers work only the hours that they are needed.
<b>Home-working/Teleworking</b>	Workers spend all or part of their working week from home or somewhere else away from the employer's premises.
<b>Sabbatical/Career break</b>	Workers are allowed to take an extended period off, either paid or unpaid.
<b>Time off for community work</b>	Workers may wish to assist in the community, either paid or unpaid.

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Source: Researcher's analysis of literature discussed in Chapter 2.

## APPENDIX 2: A GUIDE TO EMPLOYMENT LAW – FLEXIBLE-WORKING

The following is a summary of the employment law associated with flexible-working.

### 1. Flexible-Working Law

The Employment Rights Act 1996 (hereon ERA) as amended (most recently, by the Flexible Working (Eligibility, Complaint and Remedies) (Amendment) Regulations 2007) provides a statutory right for employees to request flexible-working (OPSI, 1996; 2007).

The last amendment sets out the requirements and procedures for an employee requesting a variation to their current contract of employment i.e. full-time or part-time work; and the employer's obligation in dealing with such a request and the consequences should the request not be dealt with adequately.

The regulations provide that only “qualifying employee” is able to exercise the right to request flexible-working arrangements to enable them to fulfil their care-responsibilities i.e. adult-/child-care.

An employer can only refuse a request for flexible-working where there is a clear business case. To establish that the full-time role is justifiable, an employer must show that the role in question requires a full-time employee in respect of hours and work undertaken (OPSI, 2003; Personnel Today, 2007):

- *“the means chosen for achieving the employer’s objective serve a real need on the part of the undertaking;*
- *that they are appropriate with a view to achieving the objective question in question;*
- *that they are necessary to the end”.*

**APPENDIX 2: A GUIDE TO EMPLOYMENT LAW – FLEXIBLE-WORKING  
(CONTINUED)**

**2. “Qualifying Employee”**

To be eligible to apply for flexible-working, the individual must:

**a) General:**

- be an employee;
- have worked with the employer continuously for twenty-six weeks at the date the application is made;
- not have made a prior application during the previous twelve months;
- not be an agency worker; and
- not be a member of the Armed Forces.

**b) For parents:**

- be responsible for the child as the “*parent*”;
- have a child under six years of age, or under eighteen years if disabled; and
- be making the application to enable them to care for the child.

**c) For carers:**

- care for an adult who is in need of care; and
- be making an application to enable them to care for the adult.

**2.1 Relationship between the Parent and Child**

The Regulations state that an employee will satisfy the relationship requirements if they expect to have responsibility for the child’s upbringing. In addition, the employee will have to meet one of the following conditions:

**APPENDIX 2: A GUIDE TO EMPLOYMENT LAW – FLEXIBLE-WORKING  
(CONTINUED)**

- the mother, father, adopter, guardian or foster parent of the child; or
- married to or partner of the child’s mother, father, adopter, guardian, or foster parent; or
- has, or expects to have the responsibility for the upbringing of the child.

**2.2 Relationship between the Carer and Adult**

The Regulations state that an employee will satisfy the relationship requirements if they expect to be caring for a person in need of care who is:

- married to or the “partner” of civil partner of the employee; or
- a “near relative” of the employee; or falls into neither category but is living at the same address as the employee.

Definitions of: father, adopter, guardian or foster parent of the child.

- **“Partner”**: includes a person, whether or not they are of the same gender, who lives with the child and the mother, father, adopter, guardian, or foster parent in an enduring family relationship but is not a relative of the mother’s, father’s, adopter’s, guardian’s, or foster parent’s parent, grandparent, sister, brother, aunt or uncle.
- **“Near Relative”**: includes parents. Parents-in-law, adult child, adopted adult child, siblings including those who are in-laws, grandparents, aunts, uncles, step-relatives.
- **“Parent”**: includes the mother, father, adopter, guardian or foster parent of the child; or married to, or the parent of, the child’s mother

**APPENDIX 2: A GUIDE TO EMPLOYMENT LAW – FLEXIBLE-WORKING  
(CONTINUED)**

**3. Application**

As stated earlier, the employee cannot make a further application for flexible-working within twelve months of having submitted the previous one, Section 80F (4) of the ERA. The onus of making the application lies with the employee who must comply with Section 80F. The employer must comply with the procedure set out in Section 80G (2) and arrange a meeting with the employee within twenty-eight days on receiving the application. An employer who fails to meet these stringent timescales risks a claim from the employee to an employment tribunal. The employer must provide written notification to the employee of their notification concerning the flexible-working request within fourteen days of the meeting, and clearly state the reasons for agreement or rejection:

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<b>Request Agreed:</b>	<b>Request Rejected:</b>
<ul style="list-style-type: none"><li>• A description of new working pattern;</li><li>• The date from which new agreement commences; and</li><li>• The notice must be signed and dated</li></ul>	<ul style="list-style-type: none"><li>• The business grounds for refusing the request must be set out in Section 80G (1) (b) of the ERA;</li><li>• Sufficient explanations provided as to the business grounds for the refusal of the flexible-working application in these circumstances;</li><li>• A statement that the employee has the right to appeal within fourteen days of the decision given; and</li><li>• The notice must be signed and dated.</li></ul>

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The Act provides the necessary detail surrounding the appeal, extension of time, right of accompaniment, breaches of the regulations by employers, remedies, available compensations, and detriment and dismissal.

**APPENDIX 2: A GUIDE TO EMPLOYMENT LAW – FLEXIBLE-WORKING  
(CONTINUED)**

**4. Indirect Sex Discrimination**

When a flexible-working request has been rejected, there is a possibility that this could give rise to a claim of indirect sexual discrimination under Section 1 (2) (b) (i) of the SDA (OPSI, 2003).

This occurs where an employer applies a criterion, practice or provision which:

- is applied to a person of the opposite sex;
- is to the detriment of a considerably larger population of women or men than the opposite sex;
- cannot be shown to be justifiable irrespective of the sex of the person to whom it applied; and
- is to the detriment of that person as they cannot comply.

A requirement of full-time working tends to impact upon women adversely because of their child-care responsibilities. Therefore, the question is often one of justification (Personnel Today, 2007).

Consequently, indirect sex discrimination claims occur where an individual's employment is subject to an unjustified condition that one sex or married person finds more difficult to meet, although the criterion, practice or provision in itself is "*neutral*".

**5. Equal Opportunities Commission – Code of Practice**

The Equal Opportunities Commission's Code of Practice (COPFS, 2006) provides guidance and recommends good practice to employers with regard to eliminating discrimination in the workplace. Although, this is not compulsory, it is admissible as evidence in sex discrimination claims.

**APPENDIX 2: A GUIDE TO EMPLOYMENT LAW – FLEXIBLE-WORKING  
(CONTINUED)**

The Code of Practice recommends that employers should consider whether certain roles could be performed on a flexible or part-time basis.

Paragraph 43 (COPFS, 2006) states that:

*“There are other forms of action which could assist both employer and employee by helping to provide continuity of employment to working parents, many of whom will have valuable experience or skills.*

*Employers may wish to consider with their employees whether:*

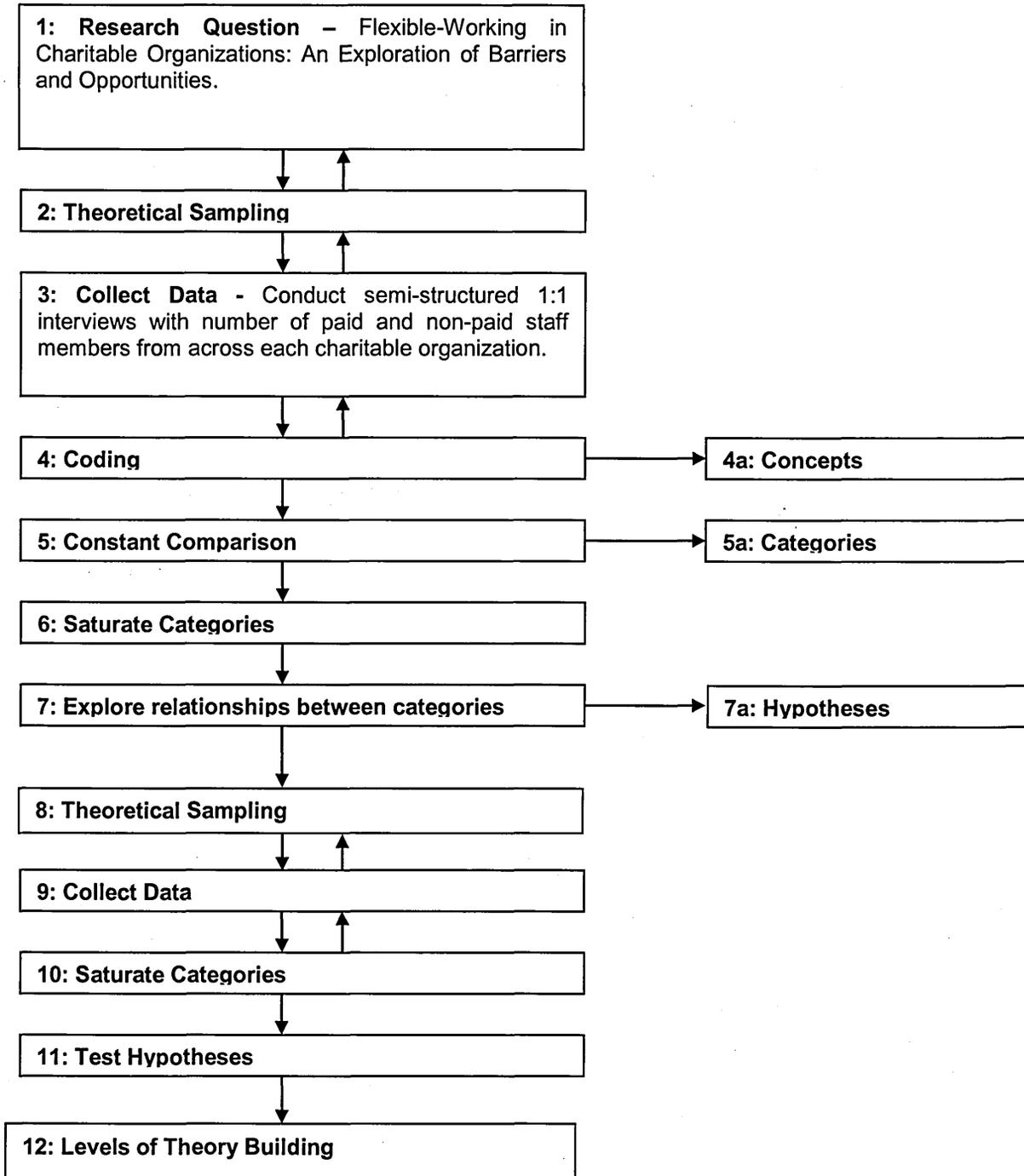
- *certain jobs can be carried out on a part-time or flexi-time basis;*
- *personal leave arrangements are adequate and available to both sexes. It should not be assumed that men may not need to undertake domestic responsibilities on occasion, especially at the time of child-birth;*
- *child-care facilities are available locally, or whether it would be feasible to establish nursery facilities on the premises or combine with other employers to provide them;*
- *residual training could be facilitated for employees with young children, e.g. where this type of training is necessary, by informing staff who are selected well in advance to enable them to make childcare and other personal arrangements. Employers with their own residential training centres could also consider whether childcare facilities might be provided;*
- *the statutory maternity leave provisions could be enhanced – for example, by reducing the qualifying service period, extending the leave period, or giving access to part-time arrangements on return.*

*These arrangements, and others, are helpful to both sexes, but are of particular benefit to women in helping them to remain in gainful employment during the years of childbearing”.*

## APPENDIX 3: STEP-BY-STEP PROCESS AND OUTCOMES RESULTING IN GLASERIAN GROUNDED THEORY

Adapted from: Bryman (2004, p. 404).

Outcomes



## APPENDIX 4: STRUCTURED QUERY LANGUAGE PROGRAMME

The CD of data as supplied by the CC was extracted from the zipped .BCP files. The files were loaded into Microsoft Structured Query Language (hereon SQL) Server 2008 database tables utilizing the scripts provided in order to create data tables.

The following files contain the data that satisfies the two queries:

extract\_charity.bcp,  
extract\_main\_charity.bcp,  
extract\_partb.bcp

The total income (inc\_total) of the charities was a column in extract\_partb.bcp file and the corresponding table. It contains data returned by the charities for Annual Returns 2007, 2008, 2009 and 2010 (hereon AR07 AR08, AR09, and AR10, respectively).

AR09 has been returned by 500 charities only. AR08 has been returned by 8,141 charities.

AR07 has 8663 charities.

Therefore the most recent data returned by many charities was for the AR08 financial year.

AR08 was used to resolve all the queries.

The number of employees (employees' column) and number of volunteers (volunteers' column) were also columns in extract\_partb.bcp file for each charity.

Extract\_charity file contains the charity name, the address (line 1 to 5), contact person (corr), the postcode, telephone and fax.

## APPENDIX 4: STRUCTURED QUERY LANGUAGE PROGRAMME

### (CONTINUED)

Email address and the web address is held in extract\_main\_charity.

The three tables/files are joined together using the registrations number that was found in each of them. The sub-charities are excluded as sub-charities do not have separate annual return.

Query Scripts:

- 1) Charities with total income between 500000 and 5000000 for 2008 annual data returned

```
SELECT regno, artype, fystart, fyend, inc_leg, inc_end, inc_vol, inc_fr, inc_char,
inc_invest, inc_other, inc_total, invest_gain, asset_gain, pension_gain, exp_vol,
exp_trade,
        exp_invest, exp_grant, exp_charable, exp_gov, exp_other, exp_total,
exp_support, exp_dep, reserves, asset_open, asset_close, fixed_assets, open_assets,
        invest_assets, cash_assets, current_assets, credit_1, credit_long,
pension_assets, total_assets, funds_end, funds_restrict, funds_unrestrict, funds_total,
employees,
        volunteers, cons_acc, charity_acc
FROM dbo.extract_partb
WHERE (inc_total IS NOT NULL) AND (inc_total BETWEEN 500000 AND
5000000)
```

## APPENDIX 4: STRUCTURED QUERY LANGUAGE PROGRAMME

### (CONTINUED)

- 2) Charites with total income between 500000 AND 5000000 and with 10 or more employees and one or more volunteers (for 2008 annual data returned).

```
SELECT TOP (100) PERCENT dbo.extract_charity.regno,  
dbo.extract_charity.name, dbo.extract_charity.orgtype, dbo.extract_charity.add1,  
dbo.extract_charity.add2,  
    dbo.extract_charity.add3, dbo.extract_charity.add4,  
dbo.extract_charity.add5, dbo.extract_charity.postcode, dbo.extract_charity.phone,  
dbo.extract_charity.fax,  
    dbo.extract_main_charity.email, dbo.extract_main_charity.web,  
inc_total, dbo.extract_partb.employees, volunteers  
FROM    dbo.extract_charity INNER JOIN  
    dbo.extract_partb ON dbo.extract_charity.regno =  
dbo.extract_partb.regno INNER JOIN  
    dbo.extract_main_charity ON dbo.extract_partb.regno =  
dbo.extract_main_charity.regno  
WHERE   (dbo.extract_charity.subno = 0) AND (dbo.extract_partb.employees IS  
NOT NULL) AND (LEN(dbo.extract_partb.employees) > 0) AND  
    (dbo.extract_partb.employees BETWEEN 10 AND 50) AND  
(dbo.extract_partb.artype = 'AR08')  
    and( inc_total IS NOT NULL) AND (inc_total BETWEEN 500000 AND  
5000000)  
    and (employees>=10) and (volunteers>=1)
```

## APPENDIX 5: DETERMINATION OF POSTAL QUESTIONNAIRE SAMPLE SIZE

The researcher utilized a computer software program (Microsoft Excel) that generated 500 random numbers lying between 1 and 3,864. Once 500 non-duplicated random numbers were generated, the VLOOKUP function was used to consolidate the respective charities' details. For example, charity number, name of charity, postal address, and contact name if available were recorded. Should the response rate be poor, then the researcher planned to extend the sample population by a further 500 charities and thus, follow the aforesaid process in order to randomly select a further sample. If a random number was generated more than once, the random number that recurred was ignored (see Section 6.3.1.2). This procedure resulted in a sample known as a "*simple random sampling without replacement*" (Bryman, 2004, p. 91).

The probability of inclusion in the sample size increased to 13%  $[(500/3,864)*100\%]$ . In order to reach the sample size of 500, the researcher undertook a statistical exercise in determining the Confidence Interval (hereon CI) (see below for definition) for a sample size of 60, 100, 250, 300, 400, 500, 750 and 1,000 (see table below).

$$\text{Confidence Interval (CI)} = \text{Mean} \pm t * \text{SD} / \sqrt{N}$$

Where:

- $t$  = Level of Confidence of 5% = 1.96, where the probability 95% finds a confidence interval which meets the parameter being estimated, here the number of charities, falling between the stochastic endpoints (Chalmers and Parker, 1989, p. 101)
- SD = Standard Deviation = 1.2 (from a Normal Distribution then approximately 66% of data should fall within 1sd of the mean).
- N = Number of responses from the postal questionnaire (hereon PQ).

**APPENDIX 5: DETERMINATION OF POSTAL QUESTIONNAIRE SAMPLE  
SIZE (CONTINUED)**

- Mean = 0.8 where the argument is about the sample size needed to be confident that the mean of the Likert data on any PQ is a true reflection of the mean that the overall population if given the same Likert questions.

Assumptions:

- i) Normal Distribution of population;
- ii) Equal probability that respondent voices from all hierarchal levels would be received;
- iii) Validity: the nominal coverage probability (confidence level) of the confidence interval should hold, either exactly or to a good approximation;
- iv) Optimality: the rule for constructing the confidence interval should make as much use of the information in the data-set as possible; and
- v) Invariance: the number of charities being estimated is not tightly defined as such, hence the significance level of 5%.

Table: Sample Size Determination

N	CI (to 3 decimal places)
60	0.8 +/- 0.303
100	0.8 +/- 0.235
250	0.8 +/- 0.149
300	0.8 +/- 0.135
400	0.8 +/- 0.117
500	0.8 +/- 0.105
750	0.8 +/- 0.085
1000	0.8 +/- 0.074

**APPENDIX 5: DETERMINATION OF POSTAL QUESTIONNAIRE SAMPLE  
SIZE (CONTINUED)**

Decision:

The sample size of 500 proved to result in a 26% response rate  $[(130/500)*100\%]$  based on 130 responses being received. This outcome fell comfortably within the 5% significance level threshold bracket where 120 responses plus met the confidence criteria level (Chalmers and Parker, 1989, p. 101).

## APPENDIX 6: COVERING LETTER AND POSTAL QUESTIONNAIRE

**Tel:** XXXX

**Email:** a8043343@my.shu.ac.uk

<Name>

<Address 1>

<Address 2 >

<Address 3>

January 1<sup>st</sup> 2011

Dear <Contact Name>

### **RE: ACADEMIC RESEARCH WITHIN THE CHARITY SECTOR**

My name is Sally East, and I am a part-time PhD student with Sheffield Hallam University. As the researcher, I would be delighted if you would give your valued opinion, and complete the enclosed questionnaire concerned with **“Flexible-Working in Charitable Organizations”**.

To date, there has been minimal research within the charity sector regarding on flexible-working arrangements, so I believe this questionnaire will be really useful in exploring the issues specific to the sector and in developing arrangements which are helpful for both charity employers and their employees.

However, for this to be a success, please may I rely on your support? I am keen to have your views *whether or not* your charity uses any kind of flexible-working, formal or informal. The questionnaire provides a number of statements where the answer is Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree or NA (Not Applicable). Please tick one answer only which best represents your organization. Please complete the questionnaire with your thoughts and opinions too – this is all valuable data, together with your organizational flexible-working policies that may be of assistance to my research.

## APPENDIX 6: COVERING LETTER AND POSTAL QUESTIONNAIRE

(CONTINUED)

All answers will be treated with the strictest confidence and published results will only be reported on an anonymous basis where no individual charity will be identified.

I would greatly appreciate your comments in terms of the issues for your charity – the deadline for responses is **28<sup>th</sup> February 2011**.

Finally, a reply-paid envelope has been enclosed for your convenience. If your charity has any formal policies or procedures on flexible-working which you would be willing to share with me, it would be very helpful if you could enclose copies when returning the questionnaire.

Should you have any questions, please feel free to contact me either by email or telephone ([a8043343@my.shu.ac.uk](mailto:a8043343@my.shu.ac.uk) or XXXX) – in particular, please feel free to e-mail me if you would prefer to have the questionnaire as a Word document to complete electronically.

Thanking you in anticipation.

Yours faithfully,



Sally A East

Enc.

**APPENDIX 6: COVERING LETTER AND POSTAL QUESTIONNAIRE  
(CONTINUED)**

**FLEXIBLE-WORKING IN CHARITIES: QUESTIONNAIRE**

**Section A:**

1. Organizational Details

Name of Charity: \_\_\_\_\_

Your Name: \_\_\_\_\_

Your Position/Role: \_\_\_\_\_

**Section B**

2. What do you understand by the term “flexible-working”?

3. Does your charity offer any of the following flexible-working practices? (Please tick those that are applicable)			
	✓		✓
• Flexi-Time		• Staggered Hours	
• Annualised Hours		• Job-Sharing	
• Compressed Hours		• Home-Working	
		• Part-Time	
• Other (please specify)			

4. How successfully have flexible-working practices been implemented across the charity?

**APPENDIX 6: COVERING LETTER AND POSTAL QUESTIONNAIRE**

**(CONTINUED)**

5. What, if any, issues/problems arose when introducing flexible-working?

--

6. How are decisions on flexible-working made? (e.g. at what level and by whom?)

--

7. Are managers trained to appreciate and/or promote organizational flexible-working practices? (Y/N)

--

8. To what extent do managers supplement flexible-working by utilizing agency staff?

--

9. To what extent is flexible-working utilized by both senior and junior staff?

--

**Section C**

10. During the current economic climate, do you expect that the overall funding to your charity will reduce?

--

**APPENDIX 6: COVERING LETTER AND POSTAL QUESTIONNAIRE**

**(CONTINUED)**

11. With <u>reducing</u> funds to what extent do you agree with the following...	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	N/A
a. the relationships between managers and staff have become more strained.						
b. the charity has encouraged the uptake of Part-Time work practices.						
c. the charity has increased its usage of volunteers.						
d. flexible-working has become a means to retain staff.						
e. flexible-working has been utilized as a benefit for recruitment purposes.						
f. flexible-working is a cost-saving exercise.						
g. the number of employee tribunal cases has increased.						

**APPENDIX 6: COVERING LETTER AND POSTAL QUESTIONNAIRE  
(CONTINUED)**

**Section D**

12. How has the possibility of flexible-working been communicated to staff?

13. How favourably is flexible-working viewed by the workforce?

14. What is the take-up of flexible-working between male and female? <b>(Please specify numbers or % per gender)</b>			
	<b>Number/ %</b>		<b>Number/ %</b>
Male		Female	

15. Has flexible-working increased the workload of others in the same team? (Y/N) <b>(If YES, how is this conflict dealt with?)</b>

**APPENDIX 6: COVERING LETTER AND POSTAL QUESTIONNAIRE  
(CONTINUED)**

16. Are volunteers pivotal to the work of the charity? (Y/N)

**(If NO, go to Question 18)**

**(If YES, how do volunteers impact upon the flexible-working practices of the charity?)**

**Section E**

17. Does the charity have a strategic plan regarding flexible-working? (Y/N)

**(If YES, how is it measured?)**

**(If NO, is there an agreement to be flexible where possible and use flexible practices?)**

18. How active are the Board of Trustees in the day-to-day running of the charity?

19. How involved are the Board of Trustees with staff members?

**APPENDIX 6: COVERING LETTER AND POSTAL QUESTIONNAIRE**

**(CONTINUED)**

<p>20. Does the charity have an employee committee upon which Trustees and Senior Managers sit? (Y/N)</p> <p><b>(If YES, how often does the committee meet and does it deal with human resource policy matters?)</b></p>

**Section F**

21. Workforce Numbers (FT + PT)			
	Female	Male	Total
Full-Time (FT)			
Part-Time (PT)			
Volunteers			

22. Ethnicity and Disability Profile of Paid Workforce (FT + PT)		
		Numbers or % (please specify)
White	Disabled	
	Not Disabled	
Black Ethnic Minority	Disabled	
	Not Disabled	

23. Age Profile of Workforce (FT + PT)		24. Workforce Salary Threshold (FT + PT)	
	Numbers or %		Numbers or %
20 years and younger		Less than £25,000 pa	
21 – 40 years		£25,001 - £45,000 pa	
41 – 60 years		£45,001 - £65,000 pa	
61 years +		£65,000 +	

**APPENDIX 6: COVERING LETTER AND POSTAL QUESTIONNAIRE**

**(CONTINUED)**

25. Should you wish to contribute further, please utilize the space below.

--

**Section G**

Please provide the following details *if* you would be willing for the researcher to contact you regarding this academic research at a later date.

Your Name:	Email:
Daytime Telephone Number:	

**THANK YOU FOR YOUR ASSISTANCE AND TIME.**

Please return the completed questionnaire, copies of flexible-working (also known as family-friendly, special leave or work-life) policies/procedures, an organogram and/or any other documents that you believe will be of assistance to this academic research in the *reply-paid envelope* provided for your convenience.

## APPENDIX 7: KVALE'S INTERVIEWER CRITERIA LIST

Kvale (1996) proposed a useful list of ten criteria of a successful interviewer (Bryman, 2004, p. 325):

1. **Knowledgeable:** is thoroughly familiar with the focus of the interview;
2. **Structuring:** gives purpose for interview; summarizes at end; and asks whether interviewee has any questions;
3. **Clear:** asks simple, easy, short-open questions and no jargon;
4. **Gentle:** let interviewees finish without interruptions; give them time to think; tolerate pauses;
5. **Sensitive:** listen attentively to what is being said and how it is said; is empathetic when dealing with interviewee;
6. **Open:** responds to what is important to the interviewee and be flexible;
7. **Steering:** know what he or she wants to find out;
8. **Critical:** is prepared to challenge what is said. For example, to challenge interviewee responses when inconsistencies arise;
9. **Remembering:** relate back to what has been said previously; and
10. **Interpreting:** clarify and extend meanings of interviewees' statements, but without imposing meaning on them.

Bryman added the following two points:

11. **Balanced:** does not talk too much, which may make the interviewee passive, and does not talk too little, which may result in the interviewee feeling that he or she is not talking along the right lines; and
12. **Ethically sensitive:** is sensitive to the ethical dimension of interviewing, ensuring the interviewee appreciates what the research is about, its purposes, and that his or her answers will be treated confidentially.

## APPENDIX 8: INTERVIEW QUESTIONS

	Question	Senior	Junior	Volunteers
1	What do you understand by the phrase flexible-working?	✓	✓	✓
2	What flexible-working options are available to you personally?	✓	✓	N-A
3	How would/does flexible-working improve your WLB?	✓	✓	✓
4	Who do you perceive benefiting most from the flexible-working practices most - Junior or Senior Staff? Why?	✓	✓	✓
5	Do you think the fact that your organization is a charity affects the approach to flexible-working?	✓	✓	✓
6	How much influence does your line-manager play in granting flexible-working opportunities?	✓	✓	N-A
	<b>Supplement Questions:</b>			
	Are all managers trained with respect to in-house flexible-working practices?			
	Are flexible-working decision-making consistent across departments/organization?			
	How are the working relationships between staff utilizing flexible-working and their line-managers?			
7	Does <b>[name of charity]</b> have a specific policy on FW or is it done informally?	✓	✓	✓
	<b>Supplement Questions:</b>			
	a) How is the policy generally communicated?			
	b) How far do you feel this is communicated consistently to staff in different roles?			
8	How do you feel funding impacts upon the implementation of flexible-working practices?	✓	✓	✓
9	Do you use volunteers?	✓	✓	N-A
	<b>Supplement Question:</b>			
	What contribution do volunteers make towards flexible-working?			
10	What contribution do volunteers make towards flexible-working?	N-A	N-A	✓
11	Do you feel that your role as a volunteer enables the staff to work more flexibly? If so, how?	N-A	N-A	✓
12	What other barriers and tensions are there around flexible-working?	✓	✓	✓

## APPENDIX 9: POSTAL-QUESTIONNAIRE FINDINGS

Out of 520 postal-questionnaires that were distributed (20 Pilot plus 500 Phase I) 193 (37.1%) were returned. By the specified cut-off date, 144 (27.7%) postal-questionnaires had been received. Following the chaser letter, a further 49 (9.4%) responses were received. The final 193 postal-questionnaires received post the reminder included 10 (1.9%) nil returns (returned unanswered) and 12 (2.3%) anonymous responses.

### Question 1: Respondent Profile by Role

Role of Respondent	Number	% <sup>c</sup>
Administrator Support	14	7.3
Anonymous	12	6.2
Chief Executive Officer	65	33.7
Company Secretary	4	2.1
Director of Finance	1	0.5
Director of HR	2	1.0
Executive Trustee	2	1.0
Finance Manager	2	1.0
Other Manager	21	10.9
Honorary Secretary (2) and/or Secretary (1)	3	1.6
Senior Manager	63	32.6
Treasurer	1	0.5
Trustee	3	1.6
<b>Total</b>	<b>193</b>	<b>100.0</b>

## APPENDIX 9: POSTAL-QUESTIONNAIRE FINDINGS (CONTINUED)

**Question 8:** To what extent do managers supplement flexible-working by utilizing agency staff?

	Number	% <sup>c</sup>
No	133	69.0
Non-Response*	24	12.4
Not Applicable	18	9.3
Yes	18	9.3
<b>Total</b>	<b>193</b>	<b>100.0</b>

\*includes 10 nil returns in the figures presented above.

**Question 9:** To what extent is flexible-working utilized by both senior and junior staff?

	Number	% <sup>c</sup>
All	126	65.3
Junior	18	9.3
Non-Response*	28	14.5
Not Applicable	9	4.7
Senior	12	6.2
<b>Total</b>	<b>193</b>	<b>100.0</b>

\*includes 10 nil returns in the figures presented above.

**APPENDIX 9: POSTAL-QUESTIONNAIRE FINDINGS (CONTINUED)**

**Question 10 Answers Income Threshold by Core Activity: £501,000-£1,000,000**

Charity Activity	Yes	No	Non Response	Total
Care Provision	20	3	3	26
Conservation	3	0	0	3
Research Advancement	2	1	0	3
Supporting Community Services	18	1	2	21
Supporting Delivery of Education	16	2	2	20
<b>Total</b>	<b>59</b>	<b>7</b>	<b>7</b>	<b>73</b>

**Question 10 Answers Income Threshold by Core Activity: £1,001,000-£1,500,000**

Charity Activity	Yes	No	Non Response	Total
Care Provision	14	1	3	18
Conservation	0	0	1	1
Research Advancement	2	0	0	2
Supporting Community Services	11	0	1	12
Supporting Delivery of Education	6	0	1	7
<b>Total</b>	<b>33</b>	<b>1</b>	<b>6</b>	<b>40</b>

**APPENDIX 9: POSTAL-QUESTIONNAIRE FINDINGS (CONTINUED)**

**Question 10 Answers Income Threshold by Core Activity: £1,501,000-£2,000,000**

Charity Activity	Yes	No	Non Response	Total
Care Provision	6	0	2	8
Conservation	2	0	0	2
Research Advancement	1	0	0	1
Supporting Community Services	6	1	1	8
Supporting Delivery of Education	8	2	3	13
<b>Total</b>	<b>23</b>	<b>3</b>	<b>6</b>	<b>32</b>

**Question 10 Answers Income Threshold by Core Activity: £2,001,000-£2,500,000**

Charity Activity	Yes	No	Non Response	Total
Care Provision	3	0	1	4
Conservation	1	0	0	1
Research Advancement	0	0	0	0
Supporting Community Services	1	1	0	2
Supporting Delivery of Education	3	1	0	4
<b>Total</b>	<b>8</b>	<b>2</b>	<b>1</b>	<b>11</b>

**APPENDIX 9: POSTAL-QUESTIONNAIRE FINDINGS (CONTINUED)**

**Question 10 Answers Income Threshold by Core Activity: £2,501,000-£3,000,000**

<b>Charity Activity</b>	<b>Yes</b>	<b>No</b>	<b>Non Response</b>	<b>Total</b>
Care Provision	3	0	1	4
Conservation	0	0	0	0
Research Advancement	0	0	0	0
Supporting Community Services	3	0	0	3
Supporting Delivery of Education	2	0	0	2
<b>Total</b>	<b>8</b>	<b>0</b>	<b>1</b>	<b>9</b>

**Question 10 Answers Income Threshold by Core Activity: £3,001,000-£3,500,000**

<b>Charity Activity</b>	<b>Yes</b>	<b>No</b>	<b>Non Response</b>	<b>Total</b>
Care Provision	4	1	0	5
Conservation	1	0	0	1
Research Advancement	0	0	0	0
Supporting Community Services	0	0	0	0
Supporting Delivery of Education	2	0	0	2
<b>Total</b>	<b>7</b>	<b>1</b>	<b>0</b>	<b>8</b>

**APPENDIX 9: POSTAL-QUESTIONNAIRE FINDINGS (CONTINUED)**

**Question 10 Answers Income Threshold by Core Activity: £3,501,000-£4,000,000**

Charity Activity	Yes	No	Non Response	Total
Care Provision	2	1	1	4
Conservation	1	0	1	2
Research Advancement	0	0	0	0
Supporting Community Services	0	1	0	1
Supporting Delivery of Education	2	0	0	2
<b>Total</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>9</b>

**Question 10 Answers Income Threshold by Core Activity: £4,001,000-£4,500,000**

Charity Activity	Yes	No	Non Response	Total
Care Provision	0	0	0	0
Conservation	2	0	0	2
Research Advancement	0	0	0	0
Supporting Community Services	1	0	0	1
Supporting Delivery of Education	0	0	1	1
<b>Total</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>4</b>

**APPENDIX 9: POSTAL-QUESTIONNAIRE FINDINGS (CONTINUED)****Question 10 Answers Income Threshold by Core Activity: £4,501,000-£5,000,000**

<b>Charity Activity</b>	<b>Yes</b>	<b>No</b>	<b>Non Response</b>	<b>Total</b>
<b>Care Provision</b>	3	0	0	3
<b>Conservation</b>	0	0	0	0
<b>Research Advancement</b>	0	0	0	0
<b>Supporting Community Services</b>	2	0	1	3
<b>Supporting Delivery of Education</b>	1	0	0	1
<b>Total</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>7</b>

**Question 11:** The following table demonstrates the strength of responses to the statements a) – g).

	Strongly Agree		Agree		Neither Agree or Disagree		Disagree		Strongly Disagree		N/A		Total including N/A		Total excluding N/A		
	No.	% <sup>c</sup>	No.	% <sup>c</sup>	No.	% <sup>c</sup>	No.	% <sup>c</sup>	No.	% <sup>c</sup>	No.	% <sup>c</sup>	No.	% <sup>c</sup>	No.	% <sup>c</sup>	
11. With <u>reducing funds</u> to what extent do you agree with the following...																	
a. the relationships between managers and staff have become more strained.	7	10.0	32	13.2	48	16.1	47	17.7	25	17.5	34	10.2	193	159	74.5		
b. the charity has encouraged the uptake of Part-Time work practices.	13	18.6	34	14.0	51	17.1	41	15.4	14	9.8	40	12.1	193	153	74.9		
c. the charity has increased its usage of volunteers.	20	28.6	50	20.7	41	13.8	30	11.3	14	9.8	38	11.5	193	155	84.2		
d. flexible-working has become a means to retain staff.	13	18.6	47	19.4	49	16.4	34	12.8	9	6.3	41	12.3	193	152	73.5		
e. flexible-working has been utilized as a benefit for recruitment purposes.	10	14.3	50	20.7	49	16.4	32	12.0	9	6.3	43	12.9	193	150	69.7		
f. flexible-working is a cost-saving exercise.	5	7.1	24	9.9	43	14.4	53	19.9	26	18.1	42	12.7	193	151	69.4		
g. the number of employee tribunal cases has increased.	2	2.8	5	2.1	17	5.8	29	10.9	46	32.2	94	28.3	193	99	53.8		
<b>Total</b>	<b>70</b>	<b>100.0</b>	<b>242</b>	<b>100.0</b>	<b>298</b>	<b>100.0</b>	<b>266</b>	<b>100.0</b>	<b>143</b>	<b>100.0</b>	<b>332</b>	<b>100.0</b>	<b>-</b>	<b>-</b>	<b>-</b>		

**Question 11 continued:** The following table demonstrates the strength of responses to the statements a) – g).

11. With reducing funds to what extent do you agree with the following...	Strongly Agree		Agree		Total in Agreement		Disagree		Strongly Disagree		Total in Disagreement	
	No.	% <sup>c</sup>	No.	% <sup>c</sup>	No.	% <sup>c</sup>	No.	% <sup>c</sup>	No.	% <sup>c</sup>	No.	% <sup>c</sup>
a. the relationships between managers and staff have become more strained.	7	10.0	32	13.2	39	12.5	47	17.7	25	17.5	72	17.6
b. the charity has encouraged the uptake of Part-Time work practices.	13	18.6	34	14.0	47	15.1	41	15.4	14	9.8	55	13.5
c. the charity has increased its usage of volunteers.	20	28.6	50	20.7	70	22.5	30	11.3	14	9.8	44	10.8
d. flexible-working has become a means to retain staff.	13	18.6	47	19.4	60	19.2	34	12.8	9	6.3	43	10.5
e. flexible-working has been utilized as a benefit for recruitment purposes.	10	14.3	50	20.7	60	19.2	32	12.0	9	6.3	41	10.0
f. flexible-working is a cost-saving exercise.	5	7.1	24	9.9	29	9.3	53	19.9	26	18.1	79	19.3
g. the number of employee tribunal cases has increased.	2	2.8	5	2.1	7	2.2	29	10.9	46	32.2	75	18.3
<b>Total</b>	<b>70</b>	<b>100.0</b>	<b>242</b>	<b>100.0</b>	<b>312</b>	<b>100.0</b>	<b>266</b>	<b>100.0</b>	<b>143</b>	<b>100.0</b>	<b>409</b>	<b>100.0</b>

**APPENDIX 9: PHASE I CONSOLIDATED RESULTS (CONTINUED)**

**Question 13:** How favourably is flexible-working viewed by the workforce?

Charity Activity	Number	% <sup>c</sup>
Established	1	0.5
Favourably	124	64.4
Mixed	7	3.6
Neutral	5	2.6
Non-Response*	31	16.1
Not Applicable	7	3.6
Not Favourably	4	2.0
Other	14	7.2
<b>Total</b>	<b>193</b>	<b>100.0</b>

\*includes 10 nil returns in the figures presented above.

**Question 16:** Are volunteers pivotal to the work to the work of the charity? (Y/N)

	Number	% <sup>c</sup>
No	51	26.4
Non-Response*	36	18.7
Yes	106	54.9
<b>Total</b>	<b>193</b>	<b>100.0</b>

\*includes 10 nil returns in the figures presented above.

**APPENDIX 9: PHASE I CONSOLIDATED RESULTS (CONTINUED)**

**Question 19:** How involved are the Board of Trustees with staff members?

	<b>Number</b>	<b>%<sup>c</sup></b>
<b>Active – Senior Staff</b>	15	7.8
<b>Active - All Staff</b>	18	9.3
<b>Highly Active – Senior Staff</b>	1	0.5
<b>Highly Active – All Staff</b>	30	15.6
<b>Improving</b>	19	9.8
<b>Minimal</b>	76	39.8
<b>Non-Response*</b>	28	14.5
<b>Not Applicable</b>	4	2.1
<b>Not Involved</b>	1	0.5
<b>Other**</b>	1	0.5
<b>Total</b>	<b>193</b>	<b>100.0</b>

\*includes 10 nil returns in the figures presented above.

\*\* did not understand the question

**APPENDIX 9: PHASE I CONSOLIDATED RESULTS (CONTINUED)**

**Question 24: Workforce Salary Threshold (FT + PT)**

<b>Salary /per annum</b>	<b>Number</b>	<b>Average</b>	<b>%<sup>c</sup></b>
<b>Less than £25,000</b>	4,323	22	74.2
<b>£25,001 - £45,000</b>	1,343	7	23.0
<b>£45,001 - £65,000</b>	141	1	2.4
<b>£65,001 +</b>	22	0	0.4
<b>Total</b>	<b>5,829</b>	<b>30</b>	<b>100.0</b>

## APPENDIX 10: PHASE II SEMI-STRUCTURED INTERVIEW QUESTIONS

SIQ Number	Question	RQ*	Postal-Questionnaire Evidence	Supporting Literature
1	What do you understand by the phrase flexible-working?	1	<p><b>Section 5.3:</b> Flexible-working term Female primary carers</p> <p>Family-Friendly Model (Section 2.2.2, Chapter 2)</p> <p><b>Section 5.3:</b> Informal rules – Respondent Charity 361 Family-Friendly Model (Section 2.2.2, Chapter 2)</p>	<p>Clark et al. (2011); van Wanrooy et al. (2013) Wainwright et al. (2006); Baines (2006); Baines and Cunningham (2011) Doherty and Manfredi (2006)</p>
2	What flexible-working options are available to you personally?	1, 2, 3	<p><b>Section 5.4:</b> Predominate female workforce -&gt; Family-Friendly Model (Section 2.2.2, Chapter 2) Informal rules – Respondent Charity 361 (see Section 5.3) together with Respondent Charity 47 Employee versus Employer relationship Unpaid hours – Lost TOIL Diversity</p>	<p>Doherty and Manfredi (2006)</p> <p>Houston and Waumsley (2003); Doherty and Manfredi (2006)</p> <p>Baines (2004a; 2004c) Kandola and Fullerton (1994); Doherty (2004)</p>
3	How would/does flexible-working improve your WLB?	1, 2, 3		

Where SIQ = Semi-Structured Interview Question

**APPENDIX 10: PHASE II SEMI-STRUCTURED INTERVIEW QUESTIONS (CONTINUED)**

SIQ Number	Question	RQ*	Postal-Questionnaire Evidence	Supporting Literature
4	Who do you perceive benefiting most from the flexible-working practices most - Junior or Senior Staff? Why?	1, 2, 3	<p><b>Section 5.3:</b> Junior – lower salary – motivational tool Senior – paid more versus greater responsibility Cross reference to Section 5.3</p>	Clark et al. (2011)
5	Do you think the fact that your organization is a charity affects the approach to flexible-working?	4	<p><b>Section 5.3:</b> Lose of TOIL – Respondent Charity 238 -&gt; HR development Service-users take precedence – Respondent Charities 69, 362, 481 Personal values and experiences aligned with charity</p>	Baines (2004a; 2004c); Cunningham (2010)  Nickson et al. (2008); Baines (2010)
6	How much influence does your line-manager play in granting flexible-working opportunities? Supplement Question: Are all managers trained with respect to in-house flexible-working practices? Are flexible-working decision-making consistent across departments/organization? How are the working relationships between staff utilizing flexible-working and their line-managers?	2, 3	<p><b>Section 5.4:</b> Decision-making -&gt; Discrimination- Respondent Charity 59 Manager: - Attitudinal behaviour - Communication - Consistency in decision-making - Training -&gt; HR development Cross reference to Sections 5.3 and 5.4</p>	Goleman (1995; 1998); Hogarth et al. (2000); Dex et al. (2001); Scheibl (2001); Yeandle et al. (2003); van Wanrooy et al. (2013)  Cunningham (2010)

**APPENDIX 10: PHASE II SEMI-STRUCTURED INTERVIEW QUESTIONS (CONTINUED)**

SIQ Number	Question	RQ*	Postal-Questionnaire Evidence	Supporting Literature
7	<p>Does [name of charity] have a specific policy on flexible-working or does it done informally?</p> <p><b>Supplement Questions:</b></p> <p>a) How is the policy generally communicated?</p> <p>b) How far do you feel this is communicated consistently to staff in different roles?</p>	2, 3	<p><b>Section 5.4:</b></p> <p>Mixture of formal and informal practices through managers – Respondent Charity 329</p> <p>Line-managers or panels with and without HR involvement</p> <p>Various modes of communication – dependent on line-manager's attitude</p> <p>Cross reference to Section 5.4</p>	<p>Cunningham (2010)</p> <p>Goleman (1995; 1998); Hogarth et al. (2000); Dex a Scheibl (2001); Yeandle et al. (2003)</p>
8	<p>How do you feel funding impacts upon the implementation of flexible-working practices?</p>	3	<p><b>Section 5.4.2:</b></p> <p>Relationships between employee and employer</p> <p>Promoting flexible-working -&gt; Recruitment and Retain staff</p> <p>Increased usage of volunteers</p> <p>Cost-saving</p> <p>Employee tribunals</p>	<p>Corby and White (1999); Cunningham (2001)</p> <p>Palmer (2003); NCVO (2004)</p> <p>Cunningham (2001); HR Magazine (2010)</p>

**APPENDIX 10: PHASE II SEMI-STRUCTURED INTERVIEW QUESTIONS (CONTINUED)**

SIQ Number	Question	RQ*	Postal-Questionnaire Evidence	Supporting Literature
9	<p>Do you use volunteers?</p> <p>What contribution do volunteers make towards flexible-working?</p> <p>For volunteer interviewees:</p> <p>What contribution do volunteers make towards flexible-working?</p> <p>Do you feel that your role as a volunteer enables the staff to work more flexibly?</p>	3, 4	<p><b>Section 5.6:</b> No impact on flexible-working – Respondent Charity 117</p> <p>Bridge gaps – Respondent Charities 188 and 235</p> <p>Aids flexibility for all – Respondent Charity 239</p> <p>Steps in for paid staff – Respondent Charity 66 as compared to not allowed to do paid staff work and responsibilities – Respondent Charity 98</p> <p>Cross reference to Section 5.5.2</p>	
10	<p>What other barriers and tensions do you perceive with the introduction of flexible-working?</p>	2, 3, 4	<p>Key areas highlighted throughout Chapter 5:</p> <p>Lack of flexible-working understanding</p> <p>Staff flexible-working attitude impacting charity: deliverables, ethos, culture and values -&gt; Policies</p> <p>Complexities of funding influences upon HRM</p> <p>Manager: Attitudinal behaviour; Communication; Consistency in decision-making; Training -&gt; HR development</p>	<p>Doherty (2004); Doherty and Manfredi (2006)</p> <p>Corby and White (1999); Cunningham (2001; 2010); Palm (2003); NCVO (2004); HR Magazine (2010)</p> <p>Goleman (1995; 1998); Hogarth et al. (2000); Dex a Scheibl (2001); Yeandle et al. (2003)</p>

\*cross-reference to Section 3.4, Chapter 3.

**APPENDIX 11: PROFILE OF PHASE II INTERVIEWEES BY AGE AND GENDER**

Charity Identification Number (CIN) by Estimated Age Banding		Age / years	TOTAL BY AGE		CEO		Senior Manager		Junior Manager		Front-Line Staff		Volunteers	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
33	21 - 30	1											1	
	31 - 40	3									3			
	41 - 50	2		1		1								
301	21 - 30	1												1
	31 - 40	2							2					
	41 - 50	6						1	1	1	3			
	51 - 60	2	1			1								
368	61 - 70	1												1
	21 - 30	1										1		
	31 - 40	2							1		1			
	41 - 50	4		1					1	1	1			
	51 - 60	1									1			
481	61 - 70	1												1
	51 - 60	2		1								1		
	61 - 70	1					1							
Total by Role		30	1	3	1	2	1	1	5	2	11	1	1	3

## APPENDIX 12: NVIVO SCREEN SHOTS

### a) Screen Shot: Upload of Microsoft Word Transcriptions into NVivo

Name	Nodes	References	Created On	Created By	Modified On	Modified By
CEO_33	129	209	03/01/20	SAE	04/01/2012	SAE
CEO_301	129	257	03/01/20	SAE	04/01/2012	SAE
CEO_368	137	313	03/01/20	SAE	04/01/2012	SAE
CEO_481	97	177	03/01/20	SAE	04/01/2012	SAE
FRONT_LINE_ACCOMMODATION_OFFICER_368	145	281	03/01/20	SAE	12/01/2012	SAE
FRONT_LINE_BUSINESS_MANAGER_368	129	273	03/01/20	SAE	14/01/2012	SAE
FRONT_LINE_CLERICAL_ASSISTANT_368	137	185	03/01/20	SAE	14/01/2012	SAE
FRONT_LINE_EMPLOYMENT_LAW_ADVISOR_33	121	249	03/01/20	SAE	14/01/2012	SAE
FRONT_LINE_EXECUTIVE_ASSISTANT_33	121	201	03/01/20	SAE	14/01/2012	SAE
FRONT_LINE_IT_FINANCE_OFFICER_301	137	137	03/01/20	SAE	14/01/2012	SAE
FRONT_LINE_RESIDENT_SUPPORT_WORKER_368	137	217	03/01/20	SAE	14/01/2012	SAE
FRONT_LINE_SUPPORT_WORKER_301	129	217	03/01/20	SAE	14/01/2012	SAE
FRONT_LINE_SUPPORT_WORKER_368	105	257	03/01/20	SAE	14/01/2012	SAE
FRONT_LINE_TEAM_LEADER_33	145	249	03/01/20	SAE	14/01/2012	SAE
FRONT_LINE_WORKER_SUPPORT_OFFICER_301	129	177	03/01/20	SAE	14/01/2012	SAE
FRONT_LINE_WORKER_SUPPORT_WORKER_HO_301	105	265	03/01/20	SAE	14/01/2012	SAE
JUNIOR_MANAGER_ADMINISTRATOR_368	105	145	03/01/20	SAE	11/01/2012	SAE
JUNIOR_MANAGER_CHILDREN_CENTRE_PROGRAMME	129	225	03/01/20	SAE	11/01/2012	SAE
JUNIOR_MANAGER_CLUSTER_MANAGER_301	137	297	03/01/20	SAE	11/01/2012	SAE
JUNIOR_MANAGER_FAMILY_MEDIATION_WORKER_368	137	289	03/01/20	SAE	11/01/2012	SAE
JUNIOR_MANAGER_FINANCIAL_ACCOUNTANT_301	105	161	03/01/20	SAE	11/01/2012	SAE
JUNIOR_MANAGER_TEAM_MANAGER_301	129	297	03/01/20	SAE	11/01/2012	SAE
SENIOR_MANAGER_DAY_SERVICES_MANAGER_481	89	201	03/01/20	SAE	09/01/2012	SAE
SENIOR_MANAGER_DEPUTY_MANAGER_301	121	313	03/01/20	SAE	09/01/2012	SAE
SENIOR_MANAGER_DIRECTOR_BUSINESS_DEVELOPM	137	345	03/01/20	SAE	11/01/2012	SAE
VOLUNTEER_2_301	49	57	03/01/20	SAE	05/01/2012	SAE
VOLUNTEER_33	73	137	03/01/20	SAE	05/01/2012	SAE
VOLUNTEER_368	89	193	03/01/20	SAE	05/01/2012	SAE
FRONT_LINE_COUNSELLING_MANAGER_481	73	97	03/01/20	SAE	14/01/2012	SAE

### b) Screen Shot: Nodes representing Core Questions and Subsequent Questions

Name	Sources	References	Created On	Created By	Modified On	Modified By
Q1 - FV/ Phrase	30	39	03/01/2012 21:23	SAE	14/01/2012 13:29	SAE
Q10 - Volunteers FV/ contribution (Volunteers)	3	3	03/01/2012 21:37	SAE	05/01/2012 21:24	SAE
Q11 - Volunteer role assist EEs' flexibility; (Volunteers)	3	4	03/01/2012 21:38	SAE	05/01/2012 21:26	SAE
Q12 - Other Barriers and Tensions	27	112	03/01/2012 21:39	SAE	14/01/2012 13:54	SAE
Q2 - Personal FV/ Options	26	53	03/01/2012 21:24	SAE	14/01/2012 13:30	SAE
Q3 - FV/ improve V/LB	27	42	03/01/2012 21:25	SAE	14/01/2012 13:30	SAE
Q4 - Jnr versus Sr benefiting from FV/	28	52	03/01/2012 21:25	SAE	14/01/2012 13:18	SAE
Q5 - Charity affects FV/ approach	29	65	03/01/2012 21:27	SAE	14/01/2012 13:36	SAE
Q6 - Line-Manager granting FV/	22	38	03/01/2012 21:28	SAE	14/01/2012 13:42	SAE
Q6A - Line-Managers FV/ Trained	25	35	03/01/2012 21:29	SAE	14/01/2012 13:40	SAE
Q6B - Consistent FV/ Decisions	22	34	03/01/2012 21:30	SAE	14/01/2012 13:42	SAE
Q6C - Working relationships Mgrs versus FV/ EEs	17	31	03/01/2012 21:31	SAE	14/01/2012 13:22	SAE
Q6D - FV/ EEs versus non-FV/ EEs relationships	12	22	03/01/2012 21:32	SAE	14/01/2012 13:44	SAE
Q7 - Specific FV/ Policy	23	34	03/01/2012 21:33	SAE	14/01/2012 13:22	SAE
Q7A - Policy communications	25	42	03/01/2012 21:34	SAE	14/01/2012 13:47	SAE
Q7B - Consistent communications	21	27	03/01/2012 21:35	SAE	14/01/2012 13:24	SAE
Q8 - Funding impacts FV/	29	61	03/01/2012 21:35	SAE	14/01/2012 13:47	SAE
Q9 - Utilize Volunteers	26	51	03/01/2012 21:36	SAE	14/01/2012 13:48	SAE
Q9A - Volunteer FV/ contribution	21	29	03/01/2012 21:36	SAE	14/01/2012 13:49	SAE
X1 - Benefits of FV/	16	37	04/01/2012 19:12	SAE	14/01/2012 13:20	SAE

## APPENDIX 12: NVIVO SCREEN SHOTS (CONTINUED)

### c) Screen Shots: Examples of a Nodal Report

The screenshot displays the NVivo interface for a Nodal Report. The title bar reads "Q6D - FW EEs versus non-FW EEs relationships". The "SUMMARY" tab is selected. The "Overview" section shows the node type as "Free Node" and the description as "Q6D: How are the working relationships between staff utilizing FW and staff not utilizing FW?". The "Content" section is expanded to show a table of references and coverage for various files.

FILE & LOCATION	REFERENCES	COVERAGE	
Internals\CEO_33	2	1.89 %	<a href="#">view details</a>
Internals\CEO_368	2	0.68 %	<a href="#">view details</a>
Internals\FRONT_LINE_ACCOMMODATION_OFFICER_368	2	0.46 %	<a href="#">view details</a>
Internals\FRONT_LINE_CLERICAL_ASSISTANT_368	1	0.35 %	<a href="#">view details</a>
Internals\FRONT_LINE_IT_FINANCE_OFFICER_301	1	6.09 %	<a href="#">view details</a>
Internals\FRONT_LINE_TEAM_LEADER_33	2	1.03 %	<a href="#">view details</a>
Internals\FRONT_LINE_WORKER_SUPPORT_WORKER_HQ_301	3	2.45 %	<a href="#">view details</a>
Internals\UNIOR_MANAGER_ADMINISTRATOR_368	1	0.26 %	<a href="#">view details</a>
Internals\UNIOR_MANAGER_CHILDREN_CENTRE_PROGRAMME_MANAGER_301	3	1.12 %	<a href="#">view details</a>
Internals\UNIOR_MANAGER_FAMILY_MEDIATION_WORKER_368	2	2.69 %	<a href="#">view details</a>
Internals\UNIOR_MANAGER_TEAM_MANAGER_301	2	2.28 %	<a href="#">view details</a>
Internals\SENIOR_MANAGER_DEPUTY_MANAGER_301	1	1.29 %	<a href="#">view details</a>

The QSR logo and the tagline "Research. Relate. Realize." are visible at the bottom of the screen.

The screenshot displays the NVivo interface for the "Text" view of the same Nodal Report. The "TEXT" tab is selected. The "References" section shows a table with two entries, each with a reference number, coverage percentage, and a snippet of text from the source document.

REF. NO.	COVERAGE	CONTENT
1	0.29 %	I wouldn't have thought so, because teams are fairly small, people have fairly good relationships.
2	0.40 %	If there's something negative would try and make me aware of it if they could (laughs). But I've, I've never heard anything like that.

The QSR logo and the tagline "Research. Relate. Realize." are visible at the bottom of the screen.

## APPENDIX 12: NVIVO SCREEN SHOTS (CONTINUED)

### d) Screen Shots continued: Examples of a Nodal Report

The screenshot displays the NVivo interface for a specific node. The title bar reads "Q6D - FW EEs versus non-FW EEs relationships". Below the title, there are tabs for "SUMMARY" and "TEXT". The "TEXT" tab is active, showing a list of text sources: CEO\_33 (1 of 12), CEO\_368 (2 of 12), FRONT\_LINE\_ACCOMMODATION\_OFFICER\_368 (3 of 12), and FRONT\_LINE\_... (4 of 12). Below this, a "References" table is shown:

REF NO.	COVERAGE	CONTENT
1	0.12 %	Not that I've noticed.
2	0.91 %	I've never noticed any animosity or anything or any friction between them and managers, and them and other departments in terms of members of staff, in terms of flexi-time ...

The QSR logo and the tagline "Research. Relate. Realize." are visible at the bottom of the interface.

The screenshot displays the NVivo interface for a specific node. The title bar reads "Q6D - FW EEs versus non-FW EEs relationships". Below the title, there are tabs for "SUMMARY" and "TEXT". The "TEXT" tab is active, showing a list of text sources: CEO\_33 (1 of 12), CEO\_368 (2 of 12), FRONT\_LINE\_ACCOMMODATION\_OFFICER\_368 (3 of 12), and FRONT\_LINE\_... (4 of 12). Below this, a "References" table is shown:

REF NO.	COVERAGE	CONTENT
1	2.08 %	I would say not, um (smirks), we do have one member of staff who, um, will create a attention of anything possible, anything at all and nobody else would in the slightest be put out or, but they'll try and create, you know, tensions and difficulties; smoking breaks comes up all the time. Um, all sorts of things, ridiculous (shake head), but er, that's one individual and everyone knows about it, and everyone just gets goes "Yeah. Whatever 'lul!" and carries on, so you know, it doesn't really (smirks) kind of, make too much difference, I don't think.
2	0.61 %	I don't think there's and I don't think anybody is really overly used those, those flexible-working arrangements to their own advantages or that could be perceived

The QSR logo and the tagline "Research. Relate. Realize." are visible at the bottom of the interface.

## APPENDIX 12: NVIVO SCREEN SHOTS (CONTINUED)

### e) Screen Shots: Samples of Coded Transcriptions to Specific Nodes

## REFERENCES

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