

Flexible Work Arrangements from Generation and Gender Perspectives: Evidence from Lithuania

Ramune Ciarniene, Milita Vienazindiene

*Kaunas University of Technology
K. Donelaicio st. 73, LT-44029, Kaunas, Lithuania
E-mail. ramune.ciarniene@ktu.lt*

*Aleksandras Stulginskis University
Studentu st. 11, LT-53361 Akademija, Kauno r., Lithuania
E-mail. milita.vienazindiene@asu.lt*

crossref <http://dx.doi.org/10.5755/j01.ee.29.1.19247>

The demand for employee-oriented and individualized work arrangements and practices that permit temporal and spatial flexibility in work processes and help to fit changing personal needs and environmental conditions is constantly increasing. A growing number of private companies and public organizations are adopting flexible work arrangements (FWAs) to help employees balance their work–family demands, and companies cope with variations in demand, reduce expenses, and be more attractive for employees. Employees representing different age and sex groups have different expectations and priorities towards work, and, it is likely that they evaluate and respond to flexible work practices differently as well. The paper investigates how different genders and generations evaluate and respond to flexibility at work. Empirical research was conducted in Lithuania, 316 employees participated in the poll. According to the research, high expression of flexible work arrangements is observed in Lithuanian organizations. Flexible work schedule and flexible work load are dominating in the organizations. Work flexibility in terms of time and load is more attractive to employees than flexibility in terms of working place. Research revealed that representatives of generations B and Y are most satisfied in the forms of flexible work arrangements applied in their organizations. It was also revealed that women tend to work flexibly slightly more than men; women emphasize coordination of work and family interests, decrease of stress, positive effect on health, time and cost saving, and ability to earn according to their needs.

Keywords: *Flexible Work Arrangements (FWAs); Work–Family Conflicts; Generation; Gender.*

Introduction

The global economy, rapidly evolving technologies, changing market conditions, big variations in demand of products and services, aging population and changes in demography and workforce composition call for the changes in work processes and arrangements.

Changes in family structure and paid labour participation patterns, fast growing number of dual-earner couples, single parents, and supervisory responsibilities lead to the situation when employees face a lot with the challenge to manage work and family demands across the all life course (McNall, Nicklin & Masuda, 2010; Allen & Eby, 2016).

Work-family balance plays an important role for individuals, organizations, and society in general, and attracts attention from researchers analysing different intersections of work and family domains (McNall, Nicklin & Masuda, 2010).

Technological advancements change the way work is done as well as where and when it can be done blurring the boundaries between work and home. Work is no longer entirely linked to a distinct physical location (Allen & Eby, 2016).

The changing world of work implies the necessity to move away from older, more traditional, less flexible ways

of working that are now past their sell-by date (Lake, 2013).

Increased attention has been focused on workplace flexibility, because employers are beginning to frame workplace flexibility as a potential benefit for both the organization and employees (Pitt-Catsoupes & Matz-Costa, 2008).

In recent years, a growing number of private and public companies have adopted flexible work arrangements (FWAs) to help employees balance their work–family demands.

Flexible work arrangements are claimed by different researchers worldwide as a quite appropriate way for companies to cope with variations in demand, reduce expenses, and be more attractive for employees.

When employees have the flexibility at work they need, they gain in the form of higher employee engagement, less work overload, better work-family balance, and better mental health (Pitt-Catsoupes, Matz-Costa & Besen 2009).

During the past decade different types of flexible work arrangements, their usage and benefits have been analysed by scientists all over the world.

Research works of Gajendran and Harrison (2007), Shockley and Allen (2007), Pitt-Catsoupes and Matz-Costa (2008), Casper and Harris (2008), Pitt-Catsoupes,

Matz-Costa and Besen (2009), Russell, O'Connell and McGinnity (2009), Joyce et al. (2010), Kelliher and Anderson (2010), McNall, Nicklin, and Masuda (2010), Eldridge and Nisar (2011), Carlson et al. (2011), Giannikis and Dimitrios (2011), Dutcher (2012), Lee and DeVoe (2012), Booth and van Ours (2013), Lake (2013), Cotti, Haley, and Miller (2014), Possenriede (2014), Gordon (2014), Allen and Eby (2016), Choo, Desa, and Asaari (2016), Heathfield (2016), Taylor (2016), Hyondong and Yaping (2016), Townsend, McDonald, Cathcart (2016), Stirpe and Zarraga-Oberty (2017) and many others have been exploring different work flexibility issues.

A lot of studies on work flexibility examining the availability and utilization of different flexible work options and practices mostly had a “more is better” perspective (Pitt-Catsouphe, Matz-Costa, 2008). Such a perspective overlooks the concept of suitability of flexible work practices to different employees with different demographic profiles.

According to Pitt-Catsouphe, Matz-Costa and Besen (2009), Stirpe and Zarraga-Oberty (2017) employees representing different age and sex groups have different priorities and expectations at work.

During past years many research works have been conducted about work practices, gender and generational differences. Pitt-Catsouphe and Matz-Costa (2008), Toblize (2008), Pitt-Catsouphe, Matz-Costa and Besen (2009), Sun and Wang (2010), Benson, Brown (2011), Abrams and Von Frank (2014), Buonocore, Russo and Ferrara (2015), Lub et al. (2016), Fry (2015), Lub, Bal, Blomme and Schalk (2016) were examining generational differences and different attitudes of the main generations towards work.

Giannikis and Dimitrios (2011), Thompson, Payne and Taylor (2015), Hyondong and Yaping (2016) were analysing attitudes towards work options between men and women.

Despite big interest in the FWAs, gender and generational differences in general, little research has been conducted on how employees representing different genders and generations treat flexible work arrangements and what are their opinions, priorities, satisfaction and expectations towards flexible work options.

The paper aims to disclose how different genders and generations evaluate and respond to different types of flexible work arrangements.

Methods of the research: systematic and comparative analysis of scholarly literature, survey research, logical abstraction and conclusion generation.

Theoretical Background

Demand for employee-oriented and individualized work arrangements and practices that permit temporal and spatial flexibility in work processes and help to fit changing personal needs and environmental conditions is constantly increasing.

According to Pitt-Catsouphe, Matz-Costa, (2008), flexibility at the workplace has multiple dimensions, including policies and practices; attitudes and values; work design and employment decisions; interpersonal communications and interactions that construct and re-construct the meanings and experiences of flexibility.

Broadly defined, flexible work arrangements encompass adjustments to the timing, location or tasks of work; direct provision of care giving and health benefits; and monetary and informational support for non-work roles.

The most of researchers agree on two broad groups in terms of flexibility: temporal flexibility and place flexibility.

Based on Pitt-Catsouphe, Matz-Costa and Besen (2009), and Giannikis and Dimitrios (2011) these two broad groups can be in more details categorised into the following five subgroups:

1. Flexibility in the scheduling of hours (flex-time, compressed workweek, shift arrangements).
2. Flexibility in the number of hours worked (e.g., part-time work, job sharing).
3. Flexibility in the place of work (working at home, at a satellite location).
4. Flexibility in leave arrangements or options for time of (parental leave, special leave, unpaid leave).
5. Other options (e.g., control over the timing of breaks).

Flexible work structures can have different combinations of temporal and place flexibility. According to Thompson, Payne and Taylor (2015) three different combinations of temporal and place flexibility should be emphasized:

- flex-time without flex place;
- flex place without flex-time; and
- flex place with flex-time.

A flex-time arrangement without place flexibility permits employees to alter temporal, but not physical boundaries around work. When employees have discretion over where they work but not when they work, they have the option to alter physical, but not temporal boundaries. In case of both place and temporal flexibility employees have discretion over both temporal and physical work boundaries (Thompson, Payne & Taylor, 2015).

Flexible work arrangements can also be categorised according to whether they are longer term, more formalised arrangements or short-term, informal arrangements (Townsend, McDonald & Cathcart, 2016).

There is no doubt that employees of all ages and across different career stages more or less seek options for work flexibility.

According to the research of Pitt-Catsouphe, Matz-Costa and Besen (2009), over seventy-eight percent of respondents reported that having access to flexible work options contributes to their success as employees to a “moderate” or “great extent”. FWAs have been cited as key in the effort to help employees manage competing work and family domains, and attain a balance between work and personal life in today's 24/7 global economy (Possenriede, 2014).

But work flexibility is important not only from employee perspective. Various types of flexible work practices give benefits for both employees and employers.

Analysis of theoretical research works and empirical studies of Gajendran and Harrison (2007), Shockley and Allen (2007), Casper and Harris (2008), Pitt-Catsouphe and Matz-Costa (2008), Pitt-Catsouphe, Matz-Costa and Besen (2009), Joyce et al. (2010), Kelliher and Anderson (2010), McNall, Nicklin and Masuda (2010), Carlson et al. (2011),

Eldridge and Nisar (2011), Dutcher (2012), Lee and DeVoe (2012), Booth and van Ours (2013), Lake (2013), Cotti, Haley and Miller (2014), Possenriede (2014), Gordon (2014), Ashoush, Elsayed and Younis (2015), Allen and Eby (2016), Choo, Desa and Asaari (2016), Heathfield (2016), Taylor (2016), Stirpe and Zarraga-Oberty (2017) let to reveal the main advantages of flexible work arrangements (see table 1).

Table 1

The Main Advantages of Flexible Work Arrangements

Point of view	Advantages
Employee view	<ul style="list-style-type: none"> • Better work-life balance; • Less rush-hour commutes; • Reduced consumption of time and fuel; • Money saved on going out for lunch; • Decreased external childcare hours and costs; • Increased feeling of personal control over work schedule; • Ability for people to work when they accomplish most; • Possibility to escape from the disruptions of the office environment; • Increased job performance and productivity; • Higher job satisfaction and commitment; • Reduced employee burnout; • Lower levels of strain; • Positive effect on health outcomes.
Organizational view	<ul style="list-style-type: none"> • Activities matched according to customer demand, better customer coverage; • Increased ability to attract, retain and motivate employees; • Increased employee morale, engagement, and commitment; • Reduced absenteeism and tardiness; • Lower turnover rates; • Increased job performance; • Increased productivity and profitability; • More efficient use of equipment and facilities; • Saving on office space, furniture, equipment, and electricity; • Saving on water, coffee, paper towels, and similar; • Fewer parking spots required; • Family-friendly employer image.

The main benefits of FWAs for employee and employer can be considered through different dimensions: economic, environmental, social, psychological, and health issues.

Instituting flexible work practices companies differ quite a lot in the scale of flexible work practices' adoption. Gordon (2014) distinguishes three types of companies regarding workplace flexibility issues: flexible/favourable, flexible/contradictory, and rigid. A company is considered to be a flexible if three or more FWAs are being used and workplace culture supports the use of FWAs. A company is considered to be inflexible or rigid if one or none FWAs are used. Flexible/contradictory companies overlap with flexible/favourable firms with regard to flexibility for employees but not with its workplace culture (Gordon, 2014).

If an organization offers a wide range of flexible work options, but these options and practices do not fit to the needs of the company's employees, then they cannot be considered as effective. Specific types of workplace flexibility that work for one organization might not be the most effective approach for another one (Pitt-Catsouphe, Matz-Costa and Besen, 2009).

Employees with different demographic profiles, e.g., sex, age, marital status, family size, and others have different

priorities and expectations at work (Pitt-Catsouphe, Matz-Costa & Besen, 2009; Stirpe & Zarraga-Oberty, 2017). If so, likely, they evaluate and respond to flexible work practices also differently.

Flexibility fit is understood as employees' subjective assessment of the degree to which the flexibility afforded to them at their workplace meets their particular needs and circumstances (Pitt-Catsouphe & Matz-Costa, 2008). Flexibility fit also means the extent to which flexible work options promote employee effectiveness at work and at home (Pitt-Catsouphe, Matz-Costa & Besen, 2009).

Giannikis and Dimitrios (2011) found out that attitudes towards flexible work options are dependent on gender, sector of employment and prior participation in a flexible work scheme. According to their research, women, public sector employees and employees who have participated in FWAs are more likely to perceive more benefits with regard to the use of work flexibility.

Gender role theory explains that men and women invoke different personal identities in their work-family demands. Although both men and women are interested in flexible workplace policies, the likelihood of using a policy and the nature of the policy used differ between men and women (Thompson, Payne & Taylor, 2015). Hyondong and Yaping (2016) disclosed that female managers facing work-family conflict had greater demand for FWAs.

According to Pitt-Catsouphe and Matz-Costa (2008), the types of flexibility that would meet the needs of an older worker may be very different than the types of flexibility that would meet the needs of mid-life workers or younger workers.

Dependence to one or another generation can make influence on priorities and expectations regarding flexible work options, as generational differences exist in people's mental schemas about the world they live and work in (Lub *et al.*, 2016). The concept of generation refers to an aggregate of people differentiated from others by their age (Sun & Wang, 2010). A generation, according to Tolbize (2008) can be defined as an identifiable group that shares birth years, age, location, and significant life events at critical developmental stages.

Working age people now fall into four main generations: the Traditional generation; the Baby Boom generation; Generation X; and Generation Y (Abrams, Von Frank, 2014). The Traditional generation is the oldest generation in the workplace, although most are now retired. According to the estimations of Pew Research Centre (Fry, 2015), more than one-in-three workers today are Millennials, and they have already surpassed Generation X to become the largest share of the American workforce. Baby Boom generation takes about 29 percent of workforce and together these three groups form 98 percent of the nowadays workforce structure.

Based on the analysis of research works of Tolbize (2008), Pitt-Catsouphe, Matz-Costa and Besen (2009), Benson, Brown (2011), Abrams and Von Frank (2014), Buonocore, Russo and Ferrara (2015), Fry (2015), Lub, Bal, Blomme and Schalk (2016), table 2 presents the main characteristics, values and attitudes towards different aspects of work of employees representing the main generations.

Table 2

Generations and Their Characteristics

Traditional or Silent generation Born: 1922 to 1943	Baby Boom generation Born: 1944 to 1964	Generation X Born: 1965 to 1981	Generation Y or Millenials Born: 1982 to 2002
Family oriented and patriotic; Thorough and hardworking; Believed strongly in lifetime employment; Loyal to company and profession; Respect authority; Like formality and a top down chain of command; Uncomfortable with conflicts; Prefer to make decisions based on what worked in the past; Averse to risk; Strongly committed toward teamwork and collaboration; Less use flexible work options when compared to the other generation groups.	Optimistic and conflict avoidant; Interested in preserving relationships, team-oriented; Workaholic; Loyal to the company; Believe in paying their dues and step-by-step promotion; Like collaboration and group decision-making; Respect authority, hierarchy and chain of command; More process- than result-oriented; Confident task completers; Strong work ethic and high job involvement; Seek for job security; Value health, wellness, personal growth and personal satisfaction.	Independent, individualistic and ‘me’-oriented; Autonomous and self-reliant; Entrepreneurial, pragmatic and creative; Have strong technical skills; Value continuous learning and skill development; Ready to question authority; Adaptable to change; Results focused; Impatient, not willing to wait for promotions; Expect to get rewards immediately; Less loyal to organizations and more loyal to the profession; Can tolerate work as long as it is fun; Assume every job is temporary; Money does not necessarily motivate; Have strong feelings of loyalty towards family and friends; Desire for a work-life balance; Prefer flexible schedules.	Independent, optimistic, and self-confident; Purport to be entrepreneurial; Embrace diversity; Are multi-taskers; The most highly educated generation; Adaptable to change; Are in comfort with technologies; Good at communicating through electronically based interaction; Lack skills to communicate with face to face; Value team work and collective action; Value training; Less committed to their organization; Would change the job as they like; Not necessary look for jobs which have stable income; Seek flexibility; Desire a more balanced life.

Disclosed gender characteristic and differences towards work itself and work practices and policies lead to possible different needs and expectations regarding flexible work arrangements.

Research Methodology

Research goal was to disclose attitude of different generations and genders to flexible work practices.

Research methods. The survey research method was used for the study. On the basis of scientific literature analysis the empirical research instrument in the form of a questionnaire was created. The questionnaire was designed as a combination of seven closed-ended type questions that were extended into 65 statements, representing three building blocks. The first block of questions represented the main demographic characteristics, especially generation and gender. The second block was devoted to disclose the manifestation of flexible work practices in Lithuania’s companies. 20 questions representing application of flexible work in organizations, flexible work schedule, work load and work place were presented in this block. The idea of the third block was to find out employee’s satisfaction about existing flexible work practises, their benefits, and directions for future development. Dimension of satisfaction consisted of 19 statements. 17 statements were formulated to identify benefits of flexible work practices and 3 statements were submitted to identify directions for future development. Likert-type five-level scale was used in the questionnaire.

For sample size determination sample size calculator (<https://www.surveysystem.com/sscalc.htm#one>) was used. Based on the estimated sample, 400 questionnaires were delivered, using convenience sampling. Data collection was conducted online and by distributing printed questionnaires to respondents. 316 questionnaires were filled out completely and were acceptable for analysis. The details of sample size and response rate are presented in table 3.

Table 3

Population, Sample Size and Response Rate

Population size, thousand	Confidence level, %	Confidence interval	Sample size	Response rate, %
1345,3*	95	5	385	79

*The number of employees (2017, 1st quarter)

The research has been carried out in March – June 2017. The framework of research design is presented on figure 1.

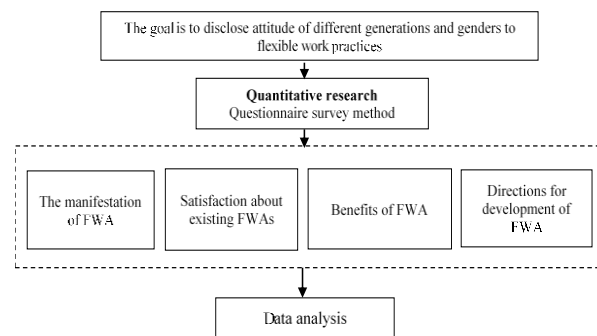


Figure 1. Logical Structure of the Research

For data processing SPSS program package was used. Based on the results of this survey, questionnaire’s psychometric characteristics were calculated (see table 4).

Table 4

The values of Cronbach’s alpha of factors related to FWA (N = 316)

Criteria	N items	Cronbach’s alpha
The manifestation of flexible work practises	20	0,69
Satisfaction about existing flexible work practises	19	0,95
Benefits of flexible practises	17	0,91
Directions for development of flexible work arrangement	3	0,63

Cronbach’s alpha test was used for the reliability of the questionnaire. Having performed analysis of the results, it is seen that obtained values significantly exceed determined minimal limits. Cronbach’s alpha coefficient values fluctuate from 0,63 till 0,95.

Research Findings

Data were collected from 316 employees (195 women and 121 men). Having analysed application of flexible work options in Lithuanian organizations, there was determined a high expression of flexible work organization that reaches 81,4 %.

Having analysed practises of application of separate forms of flexible work organization which respond to groups of work schedule, place and load in more details, it was determined that forms of flexible work schedule and flexible work load dominate in organizations.

The highest approval of respondents in aspect of flexible work schedule was expressed to a possibility to select a convenient time for vacation (57,1 %), flexible beginning and end of working time (42,9 %), part-time work (42,9 %), flexible lunchtime schedule (38,1 %), flexible working day during a week (33,3 %).

In the group of flexible work load the highest percentage was determined to following forms: part-time work (47,6 %), part-time (42,9 %) and job sharing (33,3 %). The research determined low enough expression of flexible work place, percentage of work at home reaches 23,8 %, coordination of work at home and in the office reaches 19 %.

Analysis of the research results allowed to identify that respondents gave a priority to development of flexible working schedule (85,8 %) and possibility to free selection of work load (81 %). Less assent of respondents was determined for development of flexible working place (57,3

%). Figure 2 presents respondents’ attitude to development of forms of desirable flexible work organization.

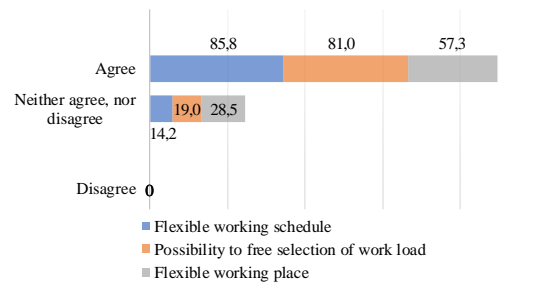


Figure 2. Development of forms of flexible work organization, %

With reference to these results it can be stated that work flexibility in aspect of time and load is more attractive to respondents than flexibility in aspect of work place.

Table 5 presents respondents’ approval/disapproval to the statements responding to the satisfaction in applied forms of flexible work organization from generation perspective.

The research results indicate that respondents are most satisfied in flexible beginning and end of working time, flexible lunch schedule, compressed workweek, part-time work, coordination of work at home and in the office, telework in another remote place and flexible vacation time. Highest discontent was determined for such forms of flexible work organization as work on weekends and work on demand. Having performed more detailed analysis from generation perspective, it should be stated that representatives of generations B and Y are most satisfied in the forms of flexible work organization applied in their organizations.

Table 5

Satisfaction in Applied Forms of Flexible Work Organization from Generation Perspective

Satisfaction in applied forms of flexible work organization in the organization	Assessment, %								
	Unsatisfying			Neither satisfying, nor unsatisfying			Satisfying		
	B	X	Y	B	X	Y	B	X	Y
Total time accounting	25,9	25,9	0	0	24,1	34,5	74,1	50,0	65,5
Overtime	0	65,1	17,2	34,1	17,4	0	65,9	17,4	82,8
Flexible beginning and end of working time	0	0	17,2	0	19,4	0	100	80,6	82,8
Shift work	0	16,1	34,5	34,1	49,4	17,2	65,9	34,5	48,3
On-call work	0	24,1	34,5	100	25,9	33,3	0	50,0	32,2
Flexible lunchtime schedule	0	0	0	0	13,9	0	100	86,1	100
Compressed workweek	0	0	20,5	0	19,4	41,1	100	80,6	38,4
Part-time work	0	0	0	0	16,3	0	100	83,7	100
Work on weekends	51,7	49,4	20,5	48,3	33,3	0	0	17,2	58,9
Flexible working time during a week	0	0	0	51,7	50,0	0	48,3	50,0	100
Annual working hours	0	0	0	100	65,9	41,1	0,0	34,1	58,9
Standby duty at home	0	24,1	20,5	100	50,0	41,1	0	25,9	38,4
Coordination of work at home and in the office	0	0	20,5	0	0	0	100	100	79,5
Work at home	0	0	20,5	34,9	74,1	0,0	65,1	25,9	60,3
Telework in another remote place	0	0	20,5	0	23,7	20,5	100	76,3	58,9
Long-term part-time work load	0	26,4	61,6	34,1	54,7	0	65,9	56,6	38,4
Job sharing	48,3	19,4	28,7	51,7	59,7	0	0	20,8	71,3
Work on demand	100	20,8	20,5	0	58,3	0	0	20,8	79,5
Flexible vacation time	0	0	0	0	16,1	0	100	83,9	100

Table 6 presents respondents' responses that reflect benefits of flexible work organization from gender perspective.

With reference to the research results it should be highlighted that high percentage of assent is expressed in assessment of both women and men. Benefit of flexible work organization is envisaged by women higher than by men in particular positions. Higher assent was determined for such

benefits: helps to coordinate work and family interests; decreases stress, positively affects health; time saving; less costs (for travelling to work, food, outfit); attractive for the persons with children and ability to earn according to needs. And contrary, women do not perceive ecological benefit, better employment possibilities, and possibilities to work with reference to physiological and emotional feeling of the day.

Table 6

Benefits of Flexible Work Organization from Gender Perspective

Benefit of flexible work organization	Assessment, %					
	Disagree		Neither agree, nor disagree		Agree	
	W	M	W	M	W	M
Increases working efficiency	0	0	42,9	37,5	57,1	62,5
Helps to coordinate work and family interests	0	0	0	7,1	100	92,9
Helps to coordinate working and learning activities	0	0	7,1	0	92,8	100
Allows to pay more attention to hobbies	0	0	14,3	0	85,7	100
Decreases stress, positively affects health	0	0	35,7	50	64,3	50
Time saving	0	0	35,7	37,5	64,3	62,5
Less costs (for travelling to work, food, outfit)	0	0	8,4	12,5	91,61	87,5
Attractive for persons with children	0	0	1,4	7	98,6	93
Favourable for persons tendering disabled, elder people	0	0	28,6	0	71,5	100
Possibility to work with reference to state of health	0	0	28,6	0	71,4	100
Possibility to work with reference to physiological and emotional feeling of the day	14,2	0	21,4	0	64,2	100
Possibility to earn according to needs	14,3	0	14,3	37,5	71,4	62,5
Increases employees' loyalty	7,1	12,5	35,7	25	57,1	62,5
Improves employer's image	0	0	50	37,5	50	62,5
One of the ways to decrease unemployment	7,1	0	35,7	37,5	57,1	62,5
Better employment possibilities	21,4	0	35,7	25	42,8	75
Ecologically attractive	7,1	0	57,1	12,5	35,7	87,5

Table 7 presents the research results about benefits of flexible work organization from generation perspective.

Table 7

Benefits of Flexible Work Organization from Generation Perspective

Benefit of flexible work organization	Assessment, %								
	Disagree			Neither agree, nor disagree			Agree		
	B	X	Y	B	X	Y	B	X	Y
Increases working efficiency	0	0	0	61,1	44,2	27,7	38,8	55,8	72,3
Helps to coordinate work and family interests	0	0	0	0	10,9	0	100	89,2	100
Helps to coordinate working and learning activity	0	0	0	0	10,9	0	100	89,2	100
Allows to pay more attention to hobbies	0	0	0	0	21,7	0	100	78,3	100
Decreases stress, positively affects health	0	0	0	61,1	55,8	13,9	38,8	44,2	86,2
Time saving	0	0	0	40,3	22,5	42,6	59,7	77,5	57,5
Less costs (for travelling to work, food, outfit)	0	0	0	0	10,9	42,6	100	89,2	57,5
Attractive for persons with children	0	0	0	0	10,9	27,7	100	89,2	72,3
Favourable for persons tendering disabled, elder people	0	0	0	0	21,7	27,7	100	78,3	72,3
Possibility to work with reference to state of health	0	0	0	0	32,6	0	100	67,5	100
Possibility to work with reference to physiological and emotional feeling of the day	0	11	13,9	0	21,7	13,9	100	67,4	72,3
Possibility to earn according to needs	0	10,9	13,9	20,8	22,5	28,7	79,2	66,7	57,5
Increases employees' loyalty	40,3	0	0	20,8	33,3	41,6	38,9	66,6	58,5
Improve employer's image	0	0	0	61,1	33,3	41,6	38,8	66,7	58,4
One of the ways to decrease unemployment	0	10,9	0	40,3	33,3	28,7	59,7	55,9	71,3
Better employment possibilities	0	21,7	0	40,3	33,3	27,7	59,7	45	72,3
Ecologically attractive	0	10,9	0	40,3	43,4	27,7	59,7	45,7	72,3

Analysis of results indicated high assent of generation Y to such benefits: increases working efficiency; decreases stress, positively affects health; creates better employment possibilities and decreases unemployment; ecologically

attractive. However, assent of generation Y to such benefits as time saving, less costs for travelling to work, food, outfit; favour to persons tendering disabled, elder people is less than that of generations B and X.

Conclusions

Technological advancements, changes in global economy, market conditions, workforce composition and life styles call for higher flexibility in work arrangements. The manifestation of individual and employee-oriented practices that permit temporal and spatial flexibility in work processes is constantly increasing.

As a theoretical contribution our study shows that flexible work arrangements are attractive from both employee and employer perspectives, providing the benefits in economic, environmental, social, psychological, and health dimensions. Despite these benefits, the concept of flexibility fit as employees' subjective assessment of the degree to which the flexibility afforded to them at their workplace meets their particular needs and circumstances, is crucial. The types of flexibility that meet the needs of one worker may be quite different than the types of flexibility that meet the needs of another one. Gender and generational differences influence on priorities and expectations towards flexible work options.

The results of empirical research indicate high enough expression of flexible work arrangements in Lithuania. There dominate forms of flexible work schedule and flexible working load in organizations. Respondents are most satisfied by flexible beginning and end of working time, flexible lunchtime schedule, compressed week, part-time work, coordination of work in office and at home,

telework in another remote place, and flexible vacation time. Respondents give a priority to development of temporal work flexibility rather than place flexibility.

Analysis in term of generations revealed that representatives of generations B and Y are most satisfied in forms of flexible work organization. Generation Y emphasizes such benefits of FWAs as increase of work efficiency; stress reduction; positive effect on health; better employment possibilities; positive impact on ecology. However, assent of generation Y to such benefits as time saving; less costs for travelling to work, food, outfit; favourability to persons tendering disabled and elder people is less than that of generations B and X.

Both women and men see benefits of flexible work organization. Some benefits, as coordination of work and family interests; decrease of stress, positive effect on health; time and cost saving; and ability to earn according to needs women value stronger than men. However, men tend to highlight ecological benefit of FWAs; better employment possibilities, and possibilities to work with reference to physiological and emotional feeling of the day.

Our research revealed attitudes of different sex and age group employees towards flexible work arrangements. Future research could go deeper into analysis and try to investigate correlation between sex, gender, and various forms of flexible work options.

References

- Abrams, J., & Von Frank, V. (2014). *The Multigenerational Workplace—Communicate, Collaborate, and Create Community*. Corwin Press. <https://doi.org/10.4135/9781483387741>
- Allen, T. D., & Eby, L. T. (2016). *The Oxford Handbook on Work and Family*. Oxford University Press.
- Ashoush, M. A. A. L., Elsayed, A. A., & Younis, R. A. (2015). Flexible Work Arrangements: Related Topics and Directions. *Journal of Business Studies Quarterly*, 7(1), 36–45.
- Benson, J., & Brown, M. (2011). Generations at Work: Are There Differences and Do They Matter? *The International Journal of Human Resource Management*, 22(9), 1843–1865. <https://doi.org/10.1080/09585192.2011.573966>
- Booth, A. L., & van Ours, J. C. (2013). Part-time Jobs: What Women Want? *Journal of Population Economics*, 26, 263–283. <https://doi.org/10.1007/s00148-012-0417-9>
- Buonocore, F., Russo, M., & Ferrara, M. (2015). Work–family Conflict and Job Insecurity: Are Workers from Different Generations Experiencing True Differences? *Community, Work & Family*, 18(3), 299–316. <https://doi.org/10.1080/13668803.2014.981504>
- Carlson, D. S., Ferguson, M., Kacmar, K. M., Grzywacz, J. G., & Whitten, D. (2011). Pay It Forward: The Positive Crossover Effects of Supervisor Work-Family Enrichment. *Journal of Management*, 37(3), 770–789. <https://doi.org/10.1177/0149206310363613>
- Casper, W. J., & Harris, Ch. M. (2008). Work-life Benefits and Organizational Attachment: Self-interest Utility and Signalling Theory Models. *Journal of Vocational Behaviour*, 72(1), 95–109. <https://doi.org/10.1016/j.jvb.2007.10.015>
- Choo, J. L. M., Desa, N. M., & Asaari, M. H. A. H. (2016). Flexible Working Arrangement Toward Organizational Commitment and Work-Family Conflict. *Studies in Asian Social Science*, 3(1), 21–36.
- Cotti, C. D., Haley, M. R., & Miller, L. A. (2014). Workplace Flexibilities, Job Satisfaction and Union Membership in the US Workforce. *British Journal of Industrial Relations*, 52, 403–425. <https://doi.org/10.1111/bjir.12025>
- Dutcher, E. G. (2012). The Effects of Telecommuting on Productivity: An Experimental Examination. The Role of Dull and Creative Tasks. *Journal of Economic Behaviour & Organization*, 84(1), 355–363. <https://doi.org/10.1016/j.jebo.2012.04.009>

- Eldridge, D., & Nisar, T. M. (2011). Employee and Organizational Impacts of Flexitime Work Arrangements. *Industrial Relations*, 66(2), 213–234. <https://doi.org/10.7202/1006144ar>
- Fry, R. (2015). Millennials Surpass Gen Xers as the Largest Generation in U.S. Labour Force. Pew Research Centre. Available from internet: <http://www.pewresearch.org/fact-tank/2015/05/11/millennials-surpass-gen-xers-as-the-largest-generation-in-u-s-labor-force/>
- Gajendran, R. S., & Harrison, D. A. (2007). The Good, the Bad, and the Unknown About Telecommuting: Meta-Analysis of Psychological Mediators and Individual Consequences. *Journal of Applied Psychology*, 92(6), 1524–1541. <https://doi.org/10.1037/0021-9010.92.6.1524>
- Giannikis, S. K., & Dimitrios, M. (2011). Flexible Work Arrangements in Greece: a Study of Employee Perceptions. *The International Journal of Human Resource Management*, 22(2), 417–432. <https://doi.org/10.1080/09585192.2011.540163>
- Gordon, C. E. (2014). Flexible Workplace Practices: Employees' Experiences in Small IT Firms. *Industrial Relations*, 69(4), 766–784. <https://doi.org/10.7202/1028111ar>
- Haar, J. M., Russo, M., Sune, A., & Ollier-Malaterre, A. (2014). Outcomes of Work-life Balance on Job Satisfaction, Life Satisfaction and Mental Health: a Study Across Seven Cultures. *Journal of Vocational Behaviour*, doi:10.1016/j.jvb.2014.08.010
- Heathfield, S. M. (2016). Advantages and Disadvantages of Flexible Work Schedules? Available from internet: <https://www.thebalance.com/advantages-and-disadvantages-of-flexible-work-schedules-1917964>
- Hyondong, K., & Yaping, G. (2016). Effects of Work–family and Family–work Conflicts on Flexible Work Arrangements Demand: a Gender Role Perspective. *The International Journal of Human Resource Management*, 1–21. <http://dx.doi.org/10.1080/09585192.2016.1164217>
- Joyce, K. E., Hall, B. J., Armstrong, R., Doyle, J., & Bimbra, C. (2010). Snakes and Ladders: Challenges and Highlights of the First Review Published with the Cochrane Public Health Review Group. *Journal of Public Health*, 32(2), 283–285. <https://doi.org/10.1093/pubmed/fdq026>
- Kelliher, C., & D. Anderson (2010). Doing More with Less? Flexible Working Practices and the Intensification of Work. *Human Relations*, 63(1), 83–106. <https://doi.org/10.1177/0018726709349199>
- Lake, A. (2013). *Smart Flexibility. Moving Smart and Flexible Working from Theory to Practice*. Routledge.
- Lee, B. Y., & DeVoe, S. E. (2012). Flexitime and Profitability. *Industrial Relations: A Journal of Economy and Society*, 51(2), 298–316. <https://doi.org/10.1111/j.1468-232X.2012.00678.x>
- Lub, X. D., Bal, P. M., Blomme, R. J., & Schalk, R. (2016). One job, One Deal...or Not: Do Generations Respond Differently to Psychological Contract Fulfilment? *The International Journal of Human Resource Management*, 27(6), 653–680. <https://doi.org/10.1080/09585192.2015.1035304>
- McNall, L. A., Nicklin, J. M., & Masuda, A. D. (2010). A Meta-Analytic Review of the Consequences Associated with Work-Family Enrichment. *Journal of Business and Psychology*, 25(3), 381–396. <https://doi.org/10.1007/s10869-009-9141-1>
- Pitt-Catsoupes, M., & Matz-Costa, Ch. (2008). The Multi-generational Workforce: Workplace Flexibility and Engagement. *Community, Work & Family*, 11, 215–222. <https://doi.org/10.1080/13668800802021906>
- Pitt-Catsoupes, M., Matz-Costa, Ch., & Besen, E. (2009). Workplace Flexibility: Findings from the Age & Generations Study. The Sloan Centre on Aging & Work. *Issue brief*, 19, 1–21.
- Possenriede, D. S. (2014). *The economics of temporal and locational flexibility of work*. Ridderprint, Ridderkerk.
- Russell, H., O'Connell, P., & McGinnity, F. (2009). The Impact of Flexible Working Arrangements on Work-life Conflict and Work Pressure in Ireland. *Gender, Work & Organization*, 16(1), 73–97. <https://doi.org/10.1111/j.1468-0432.2008.00431.x>
- Shockley, K. M., & Allen, T. D. (2007). When Flexibility Helps: Another Look at the Availability of Flexible Work Arrangements and Work–family Conflict. *Journal of Vocational Behaviour*, 71(3), 479–493. <https://doi.org/10.1016/j.jvb.2007.08.006>
- Stirpe, L., & Zarraga-Oberty, C. (2017). Are High-Performance Work Systems Always a Valuable Retention Tool? The Roles of Workforce Feminization and Flexible Work Arrangements. *European Management Journal*, 35(1), 128–136. <https://doi.org/10.1016/j.emj.2016.04.002>
- Sun, J., & Wang, X. (2010). Value Differences Between Generations in China: a Study in Shanghai. *Journal of Youth Studies*, 13(1), p.65–81. <https://doi.org/10.1080/13676260903173462>

- Taylor, T. C. (2016). Workplace Flexibility for Millennials: Appealing to a Valuable New Generation. Available from internet: <https://www.adp.com/thrive/articles/workplace-flexibility-for-millennials-appealing-to-a-valuable-new-generation-3-324>.
- Thompson, R. J., Payne, S. C., & Taylor, A. B. (2015). Applicant Attraction to Flexible Work Arrangements: Separating the Influence of Flextime and Flexplace. *Journal of Occupational and Organizational Psychology*, 88(4), 726–749. <https://doi.org/10.1111/joop.12095>
- Tolbize, A. (2008). Generational Differences in the Workplace. Research and Training Centre on Community Living. Available from internet: http://rtc.umn.edu/docs/2_18_Gen_diff_workplace.pdf
- Townsend, K., McDonald, P., & Cathcart, A. (2016). Managing Flexible Work Arrangements in Small Not-for-profit Firms: the Influence of Organisational Size, Financial Constraints and Workforce Characteristics. *The International Journal of Human Resource Management*, 29, 1–23.

The article has been reviewed.

Received in October, 2017; accepted in February, 2018.