

The Effects of Flexible Work Practices on Employees' Work and Non-Work Attitudes.

A Panel Analysis.

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We explore the effects of flexible work practices (FWP) on employees' work attitudes (job satisfaction and turnover intentions) and non-work attitudes (leisure satisfaction and perceived health). Where authors of previous work have used cross-sectional studies, we reexamine the effects of FWP using nationally representative individual panel data of the German Socio-Economic Panel (GSOEP). Personality is likely to confound the relationship between FWP and employees' attitudes because it influences both job selection and thus the availability of FWP and employees' attitudes. Because personality is widely considered to be a stable concept, we eliminate the confounding influence from personality traits by running individual fixed-effects regressions. Controlling for individual heterogeneity, we find that flexible work schedules, sabbaticals and telecommuting significantly increase job satisfaction and that sabbaticals and telecommuting (but not flexible work schedules) significantly decrease turnover intentions. The effects of FWP on leisure satisfaction and health are mostly weak and statistically insignificant. Models that do not control for such heterogeneity either underestimate the positive effects on work attitudes or even find detrimental effects. We discuss limitations, directions for future research and practical implications.

Keywords: flexible work practices, flexible work schedules, sabbaticals, telecommuting, job satisfaction, turnover intentions, leisure satisfaction, health, fixed-effects

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