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## Analyzing the Influence of Gender Biases on College Students' Attitudes Towards Flexible Work Arrangements

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Read, approved, and signed by:

Thesis adviser(s)	<u>Dr. Chi Zhang</u>	<u>04/29/2024</u>
	<u><i>Chi Zhang</i></u>	Date
Reader(s)	<u>Dr. Courtney Hatch</u>	Date
	<u><i>Courtney Hatch</i></u>	<u>4/30/2024</u>
		Date
Certified by	<u><i>Jason S. Lantzer</i></u>	<u>5/1/24</u>
	<u>Dr. Jason Lantzer</u>	Date
	Director, Honors Program	

**Analyzing the Influence of Gender Biases on College Students' Attitudes Towards Flexible  
Work Arrangements**

A Thesis

Presented to the Lacy School of Business

and

The Honors Program

of

Butler University

In Partial Fulfillment

of the Requirements for Graduation Honors

Leah Rubino

May, 2024

## **Abstract**

Flexible work arrangements are becoming more prominent after the Covid-19 pandemic. These flexible work arrangements, including flextime and flexplace structures, better allow for working individuals to find a work-life balance and have been shown to improve morale and productivity. However, previous studies have found that gender biases impact the utilization of flexible work arrangements as well as the attitudes and perceptions towards those who employ them. We propose that these gender bias impacts on the utilization and perception of flexible work arrangements will differ between college students with no work experience from the data collected using individuals in the workforce, broadening the understanding of when these gender biases on flexible work are formed and how current college students view flexible work. Data for testing research questions were collected from 120 student respondents using a Qualtrics survey. T-Tests and ANOVA were used to test the model. The findings suggest that college students are biased based on gender in regard to their attitudes towards flexible work practices. These biases are formed before entering the workforce and have significant implications when looking through a managerial lens. Several consequential suggestions for further research into gender biases and their connection to flexible work arrangements are discussed.

## **Introduction to Flexible Work Arrangements**

The business world is under constant pressure to change and adapt to the ever-evolving world. The corporate landscape continues to pursue a path of online work, work from home, and flexible work arrangements, because individuals combined with modern technological advances are now able to conduct work from remote locations at different times. These flexible work arrangements, often abbreviated to FWA's, as defined by Loretto & Vickerstaff, are the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks (Loretto & Vickerstaff, 2015).

While the definition of FWA varies based on the studies being conducted, for example Bessa & Tomlinson define FWAs as implemented and negotiated either individually or collectively at the organizational level, concerning control over timing, location and scheduling of work while Chung focuses on flextime; control over the starting and ending times of work and working-time autonomy (Bessa & Tomlinson, 2017 & Chung, 2019). Developing a true understanding of what flexible work arrangements truly are can be difficult, as there are a variety of different definitions and perspectives on the subject matter as a whole.

The definition of FWAs sparks some confusion as it relates to flexible schedules, flexible work locations, both, or other aspects of a flexible work arrangement. There are even more disagreements as to the definition of FWAs as Giannis and Mihail cite them to be as any policies and practices, formal or informal, which permit people to vary when and where work is carried out, while Glauber specifically focuses on the access to scheduling flexibility. Breaking down the definition of FWAs, there are two major factors of focus according to Loretto and Vickerstaff: the scheduling/timing of work and the location of work (Giannis & Mihail, 2011 & Glauber, 2011 & Loretto & Vickerstaff, 2015).

Work scheduling and timing are the first half of the definition of FWAs. This represents individuals' ability to start and end their workdays at various times (Glauber, 2011). Similarly, Loretto and Vickerstaff specifically mention when and how long these individuals work, and the personal autonomy to decide these aspects of the work schedule (Loretto & Vickerstaff, 2015). The second half of the definition of FWAs is the location of the individual worker. Loretto & Vickerstaff also includes the location aspect into the definition of FWAs, incorporating the ability of workers to choose where they wish to work. Another paper by Shockley and Allen mentions this specific piece of FWAs and refers to this aspect as flexible arrangements (Shockley & Allen, 2012).

Ultimately, flexible work arrangements have continued to increase in prominence. According to the 2008 National Study of Employers, FWA are commonplace, as 79% of organizations surveyed offered some degree of time flexibility (Shockley & Allen, 2012). Organizations that responded to a Society for Human Resource Management (SHRM) survey, 58% reported that their respective organization offers flexible work schedules. A survey from the 2005 National Study of Employers found that over two thirds of American companies offer flexible work schedules, half offer part-time work, and one third offers compressed work weeks and telecommunicating opportunities (Bond et al., 2005).

### **Actual Consequences of FWAs in the Workplace**

There have been a variety of effects, both positive and negative, that stem from the inclusion of FWAs in the workplace. These effects vary based on the use of flextime, flexplace, or the combination of both aspects of flexible work arrangements. Halpern investigates how flex-time work policies can reduce stress, improve health, and actually save money. Using data from the US National Study of the Changing World, Halpern analyzes responses from 1901 men and 1651 women who responded to a work-related phone survey in 1997. The analysis resulted in key findings, those being that the availability of flexible work policies decreased health symptoms of stress, increased employee commitment to their employer, and ultimately reduced costs to their employer due to reductions in days late for work, missed deadlines, and absenteeism (Halpern, 2005).

In an article summarizing FWA research findings from 2000-2015, it was found that employees are more motivated, perform better, and work harder when they have some control over their working time, location of work or schedule (Bessa & Tomlinson, 2017). Additionally, it was synthesized that the implementation of FWAs was positively associated with high-performance work systems (Bessa & Tomlinson, 2017). However, the diversification of job contracts makes it more difficult to summarize the effects of FWAs on work and job satisfaction, as well as the job quality of workers in general. In fact, depending on the form or type of flexible work available, there are studies that show both better and worse aspects of job quality, leaving the direct link between FWAs and job satisfaction unclear (Bessa & Tomlinson, 2017).

Flexible work schedules are assumed to also provide benefits to the organization as a whole. Pierce conducted a meta-analysis of the work adjustment model to analyze some positive outcomes based on flexible work arrangements. It was found that the improved flexibility these schedules offer makes it so that employees can better balance work and family responsibilities,

as well as a decrease in both absenteeism and employee turnover (Pierce et al., 1989). The use of flexible work schedules has also been linked to better or more satisfactory familial relations. In data collected through interviews with 15 Australian fathers, it was found that fathers that are able to work from home reported an improved quality of interactions with their children, citing the time saved on commuting could now be used for activities and family meals (Borgkvist et al., 2016).

Additionally, it has been found that working long hours has been linked with a variety of different harmful behaviors, such as unhealthy eating, reduced physical activity, increased substance abuse, and increases in both stress and burnout (Borgkvist et al., 2016). These negative behaviors result from long work hours, potentially emphasizing some of the possible benefits from adopting a flexible work arrangement. The same study also found that men and women who are more satisfied with their balance of work and home life are significantly more likely to be productive workers and happier individuals (Borgkvist et al., 2016).

In a study of workplace arrangements across Europe, it was also found that the importance of work hours reductions is more beneficial when coupled with flexible scheduling rather than flexible scheduling arrangements standing on their own (Figart & Mutari, 2000). This study highlights the notion that there are more relationships at play in regard to the benefits and drawbacks of flexible work arrangements that need to be investigated.

### **Perceived Consequences of Adopting Flexible Work**

Compared to the actual consequences of enacting flexible work arrangements, the perceptions individuals have on these arrangements are also a relevant factor. In a short questionnaire, the Flexible Work Options Questionnaire (FWOQ) gauges and measures workers' attitudes towards the use of flexible work options (Albion, 2004). The questionnaire was given to 344 public service personnel and 212 non-academic staff from a regional university to measure their attitudes towards flexible work. It was found that males associate work/life balance with flexible work without experiencing any loss of pay whereas this association was not present in female participants (Albion, 2004).

Men viewed flexible work options as providing flexibility of hours and conditions but were also wary of the views of others in the workplace. In fact, males were less likely to use flex time and other similar provisions if they felt or believed that this increased flexibility indicated a lack of commitment to work or caused them to feel disconnected from the workplace (Albion, 2004).

In an effort to gain a better understanding of employee perceptions on flexible work arrangements, a study was conducted that analyzed the perceptions and attitudes of 362 Greek employees. Similar to previous research (Albion, 2004), the study found that women typically perceive more benefits and fewer costs when it comes to their perceptions on flexible work arrangements (Giannis & Mihail, 2011). While women are more likely to believe that flexible work arrangements have a more positive impact on their work-life balance as well as the recruiting, retention, productivity, and morale of employees, it was also found that men have different concerns. It was found that male participants were concerned with administrative

barriers, equity issues, and career setbacks such as loss of pay, slowed career progression, and a negative effect on their interpersonal relationships (Giannis & Mihail, 2011).

The study of 362 Greek employees also found that employees that have previously utilized a flexible work arrangement has fewer concerns regarding costs and barriers, as well as a significantly stronger belief that this increased flexibility allows employees to balance their work and life responsibilities more effectively and efficiently (Giannis & Mihail, 2011). Additionally, it was found that the employment sector of the individual employee influences their attitudes and perceptions of flexible work options. Individuals in the private sector expressed greater concerns about career costs and administrative barriers compared to their public sector counterparts (Giannis & Mihail, 2011).

### **How Gender Impacts Access to Flexible Work Arrangements**

In an online study of 76 managers, 31 of whom were female, it was found that high-status men requesting flexible work schedules for career development reasons are much more likely to obtain these schedules from their managers than high status women, with a direct link to a higher level of respect for men in these positions (Brescoli & Glass & Sedlovskaya, 2013). However, the same study found that when the request for flexible work arrangements was made for the management of childcare needs, managers were not more likely to grant one gender the flexible schedule over the other (Brescoli & Glass & Sedlovskaya, 2013). While this investigation of managers found differences in how flexible work arrangements are awarded based on the gender of the employee requesting it, when the factor of childcare needs was added there were no gendered differences in this decision-making process.

In addition to the gender of the employee requesting the flexible work arrangement influencing FWA access, the primary gender of the occupation and gender also must be analyzed for discriminatory differences. A study examining workers' access to schedule control across 27 European countries found discernible differences in flexible work access in female-dominated occupations and sectors (Chung, 2019). It was found that working in jobs or sectors dominated by women actually decreased the likelihood of access to schedule control for both males and females, with the women's work penalty in these sectors remaining constant across countries (Chung, 2019).

Similar to the findings regarding the male v. female dominant sector and the reported access to flexible work arrangements, a study that uses data from the NLSY, a national sample of 12,686 men and women born between 1957 and 1965, found significant differences in access to flexible work arrangements based on gender are supported. It was found that both men and women working in gender integrated occupations are more likely to report that they have access to flexible scheduling than employees working in either a male or female dominated occupation (Glauber, 2011). This gendered difference in the work sector or occupation of the employee makes a drastic difference in the reported access to flexible work arrangements.

In a study of 154 psychology students (68 male and 86 female), the masculine dilemma of seeking flexible work options is further explored. While male student participants agreed with women in their valuing of work flexibility and work-life balance, men were significantly less

likely than women to report intentions to utilize this flexibility, highlighting a conflict between men's intentions and values with their actions and behaviors (Vednello & Hettinger & Bosson, 2013). In fact, men who believed that others would perceive them as lacking masculinity were the least likely group to report intentions to seek work flexibility (Vednello & Hettinger & Bosson, 2013).

Other findings from the same study provide deeper insights into the female gender and their perceptions and relationships with flexible work arrangements. It was found that women sought work flexibility to the extent that they thought others would perceive them as more feminine (Vednello & Hettinger & Bosson, 2013).

### **Perceptions on Others Requesting/Utilizing Flexible Work Arrangements**

Gender and gender roles also play a significant role in the adoption of flexible work arrangements. Men are stereotyped into a masculine identity and worker norm, pushing them to work diligently to succeed. It was found when interviewing a series of 15 working men that the majority of them based their primary identities in the workplace (Borqvist et al., 2017).

Revisiting the Flexible Work Options Questionnaire, it was also found in this study of 212 non-academic staff members that men were more wary of the views of others in the workplace on their decision to use flex time and other similar flexible work arrangements (Albion, 2004). Men were significantly more concerned and aware of the perceptions of other employees on flexible work arrangements and noted that these perceptions of other influence their attitudes on the adoption of flexible work schedules and arrangements.

Additionally, an online study of 159 women and 84 men found that men of any working status significantly underestimated the likelihood of their flextime or flexible work arrangement requests being granted (Brescoli & Glass & Sedlovskaya, 2013). The male participants in this study even believed that they would receive or encounter backlash for requesting a more flexible work arrangement (Brescoli & Glass & Sedlovskaya, 2013). While the study showed no patterns of gendered discrimination when granting flextime options to employees for childcare purposes, the men in the study still believed that they would be less likely than women to have their requests granted.

Another study attempted to draw conclusions about requesting flexible work arrangements, both flex time and flex place, and the perceptions of other employees as well as managers. The study presented participants with curated transcripts from an HR department that dictated employee requests for flexible work arrangements. The transcripts included the specified type of flexible work being requested as well as the reason for the request. The participants were then instructed to record their perceptions of the employee from the transcript on a variety of Likert-scale questions. It was found that men who made flexplace requests for childcare reasons were perceived by participants as being more respectable, likeable, and committed than women making the same requests for the same reason (Munsch, 2016).

However, this same study found no evidence to support the "motherhood penalty," a perceived bias on mothers requesting accommodations for childcare purposes, when it relates to



flexplace specific requests. In fact, when it relates to flexplace specific requests for the purpose of childcare, women requesting for childcare reasons and women requesting for alternate reasons had largely insignificant differences (Munsch, 2016).

Revisiting the study of psychology students and their perceptions and attitudes on flexible work arrangements provides further insights on the perceptions of others flexible work uptake. Participants were given a pretend individual employee, male or female, that just experienced the birth of a child. They were then instructed to evaluate the employee on job characteristic and recommend a salary raise. It was found that targets who sought work flexibility, regardless of their gender, were perceived as warmer and more moral than individuals working traditional hours (Vednello & Hettinger & Bosson, 2013). However, these individuals were also viewed as having fewer or less prominent masculine traits and more feminine traits, highlighting the notion that even if a man seeking flexible work arrangements is given the same trait attributions as a woman who does the same, the man has harsher reactions as he is seen as gender deviant (Vednello & Hettinger & Bosson, 2013).

**Literature Review on Flexible Work Arrangements and Gender**

Study	Construct	Context	Key Findings
<b>Actual Consequences of FWAs in the Workplace</b>			
<b>Halpern (2005)</b>	Flex-time work effects on stress, health, and finances	Data from the US National Study of the Changing Workforce, responses from 1901 men and 1651 women who responded to a work-related phone survey in 1997.	The availability of flexible work policies decreased health symptoms of stress, increased employee commitment to their employer, and ultimately reduced costs to their employer due to reductions in days late for work, missed deadlines, and absenteeism.
<b>Bessa &amp; Tomlinson (2017)</b>	Flexible work effects on motivation and performance	Research located in leading sociology of work, employment relations, industrial relations and human resource management (HRM) journals, in addition to key texts published during this time period (2005-2015).	Found that employees are more motivated, perform better, and work harder when they have some control over their working time, location of work or schedule. Additionally, it was synthesized that the implementation of FWAs was positively associated with high-performance work systems.
<b>Pierce, J., Newstrom, J., Dunham, R., &amp; Barber, A. (1989)</b>	Organizational benefits of flexible work arrangements.	Meta-analysis of the work adjustment model.	The improved flexibility these schedules offer makes it so that employees can better balance work and family responsibilities, as well as a decrease in both absenteeism and employee turnover.
<b>Borgkvist, A. &amp; Moore, V. &amp; Elliott, J. &amp; Crabb, S. (2017)</b>	Effects between flexible work arrangements and familial relations	Interviews with 15 Australian fathers.	The use of flexible work schedules has been linked to better or more satisfactory familial relations. It was found that fathers that are able to work from home reported an improved quality of interactions with their children.

### Literature Review on Flexible Work Arrangements and Gender

Study	Construct	Context	Key Findings
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#### Actual Consequences of FWAs in the Workplace Continued

<b>Figart &amp; Mutari (2000)</b>	Link between work hours reductions and flexible scheduling	Study of workplace arrangements across Europe	Found that the importance of work hours reductions is more beneficial when coupled with flexible scheduling rather than flexible scheduling arrangements standing on their own
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#### Perceived Consequences of Adopting Flexible Work Arrangements

<b>Albion (2004)</b>	Gauges and measures workers' attitudes towards the use of flexible work options	Questionnaire given to 344 public service personnel and 212 non-academic staff from a regional university	Found that males associate work/life balance with flexible work without experiencing any loss of pay whereas this association was not present in female participants. Males less likely to use flex time if they believed that it indicated a lack of commitment to work or caused them to feel disconnected from the workplace.
<b>Giannis &amp; Mihail (2011)</b>	Employee perceptions on flexible work adoption	Perceptions and attitudes of 362 Greek employees.	Women are likely to believe that flexible work arrangements have a more positive impact on their work-life balance. Male participants were concerned with administrative barriers, equity issues, and career setbacks such as loss of pay, slowed career progression, and a negative effect on their interpersonal relationships.

### Literature Review on Flexible Work Arrangements and Gender

Study	Construct	Context	Key Findings
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#### Gender Impacts on Flexible Work Arrangement Access

<b>Brescoli &amp; Glass &amp; Sedlovskaya (2013)</b>	Likelihood of flexible work arrangement access based on gender	Online study of 76 managers (31 females)	Found differences in how flexible work arrangements are awarded based on the gender of the employee requesting it.
<b>Chung (2019)</b>	Gendered occupations and access to flexible work	Examining workers' access to schedule control across 27 European countries	Working in jobs or sectors dominated by women decreased the likelihood of access to schedule control for both males and females, with the women's work penalty in these sectors remaining constant across countries.
<b>Glauber (2011)</b>	Access to flexible work based on gendered occupations and sectors	Data from the NLSY, a national sample of 12,686 men and women born between 1957 and 1965	Individuals working in gender integrated occupations are more likely to report access to flexible scheduling than employees working in either a male or female dominated occupation or sector.
<b>Vednello &amp; Hettinger &amp; Bosson (2013)</b>	Gendered perceptions on access to flexible work	Study of 154 psychology students (68 male and 86 female)	Men were significantly less likely than women to report intentions to utilize flexible work arrangements.

#### Perceptions on Others Utilizing Flexible Work Arrangements

<b>Borgkvist, A. &amp; Moore, V. &amp; Elliott, J. &amp; Crabb, S. (2017)</b>	Link between self-perception and the workplace	Interviews with 15 Australian fathers.	The majority of men based their primary identities in the workplace.
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**Perceptions on Others Utilizing Flexible Work Arrangements Continued**

<b>Albion (2004)</b>	Gendered lens on how perceptions of others when utilizing flexible work impacts individuals	Questionnaire given to 344 public service personnel and 212 non-academic staff from a regional university	Men were more wary of the views of others in the workplace on their decision to use flex time and other similar flexible work arrangements.
<b>Brescoli &amp; Glass &amp; Sedlovskaya (2013)</b>	Expected perceptions of others to requesting flexible work arrangements	Online study of 159 women and 84 men	Men of any working status significantly underestimated the likelihood of their flextime or flexible work arrangement requests being granted.
<b>Munsch (2016)</b>	Perceptions on flexible work requests based on requestors gender	Sample of 656 adults residing in the United States	Men who made flexplace requests for childcare reasons were perceived by participants as being more respectable, likeable, and committed than women making the same requests for the same reason. Found no evidence to support the "motherhood penalty."
<b>Vednello &amp; Hettinger &amp; Bosson (2013)</b>	Perceptions on character traits of those requesting flexible work arrangements	Study of 154 psychology students (68 male and 86 female)	Targets who sought work flexibility, regardless of their gender, were perceived as warmer and more moral than individuals working traditional hours. These individuals were also viewed as having fewer or less prominent masculine traits and more feminine traits.

## Contribution of Study

After reviewing previous studies and literature, a variety of different aspects of flexible work arrangements have been studied, many of those studied in their relation to gender and gender differences in the workplace. There is significant research to support the actual consequences of flexible work arrangements and their benefits to both companies and organizations as well as their positive effects on the well-being of employees (Halpern, 2005; Bessa & Tomlinson, 2017; Pierce et al., 1989; Borgvist et al., 2016).

Additionally, the perceived consequences of adopting a flexible work arrangement have been explored as well as their relation to decisions regarding flexible work arrangements. Gendered differences in how flexible work is perceived are extremely prominent with women experiencing more negative connotations than men when it comes to considering a more flexible schedule. Additionally, it was found that the negative perceptions of others on the decision to employ a more flexible schedule are impactful to both genders (Albion, 2004; Giannikis & Mihail, 2011).

The gendered differences on the access to a flexible work schedule have also been analyzed and studied. The findings explain that in instances of childcare, men and women are typically provided the same opportunities for flexible work arrangements but differences in favor of men occur when reasons relate to career advancement (Brescoli & Glass & Sedlovskaya, 2013; Chung, 2018; Glauber, 2011; Vednello & Hettinger & Bosson, 2013).

Perceptions of other on the utilization of these arrangements have also been studied and explored. They state that flexible work arrangements typically have a feminine connotation and that biases based on parenthood and gender exist in how perceptions and attitudes towards employees using a flexible work arrangement are formed (Borqvist et al., 2016; Albion, 2004; Brescoli & Glass & Sedlovskaya, 2013; Munsch, 2016; Vednello & Hettinger & Bosson, 2013).

Prior research has highlighted distinct differences between men and women concerning flexible work arrangements. Specifically, employees in female-dominated environments are more likely to have enhanced access to schedule control and flexible work provisions (Chung, 2019). Yet, a pressing question emerges from these findings: Why is this the case? The answer may lie in preconceived gender norms and biases. It was found that women who work a flexible work schedule were perceived as having less career advancement potential than women working a regular schedule (Rogier & Padgett, 2004). These findings on gender and flexible work arrangements provide a deeper understanding on how gender biases bleed into perceptions on flexible work arrangements but do not encompass the perceptions of a younger demographic with different shared experiences, undergraduate students.

Vendello found that workers seeking flexible work arrangements were perceived by participants to possess more feminine character traits. This perception may stem from a stigma associated with males requesting flexible work arrangements (Vendello et al., 2013). Several studies suggest that perceptions of flexible work arrangements can vary depending on the gender of the employee making the request or currently working under such an arrangement (Chung, 2020; Munch, 2016; Vendello et al., 2013) (see Appendix C for expanded list).

Significant research has been conducted regarding gender norms within the workplace but bringing these opinions and perceptions of flexible work arrangements to a younger demographic, undergraduate college students, may provide more knowledge and fill a current gap in research regarding when these gendered opinions are formed.

In addition to how men and women are viewed regarding utilizing flexible work arrangements, there are also differences in how men and women view flexible work arrangements themselves. It was found that women who perceive themselves as having power will have more positive outcomes when it comes to negotiating flexible work arrangements, highlighting the possibility that women may have a more positive outlook on flexible work arrangements in workplaces where they feel respected and empowered (Greenberg & Landry, 2011).

Furthermore, it was also found that perceptions of others on using flexible work options tend to limit their frequency, meaning that the perceptions and opinions of others are correlated to the amount of flexible work options used (Albion, 2004). Gaining a better understanding of opinions on flexible work may highlight new research opportunities for flexible work and its relation to gender moving forward.

Recognizing that the majority of studies in this literature review relating to flexible work arrangements and gender are conducted with adults and employees currently in the workforce, this study will investigate the attitudes and perceptions of undergraduate college student participants. Using undergraduate student participants will provide unique insights in three specific areas.

### ***Post Covid Era***

During the Covid-19 pandemic, flexible work arrangements became much more common as individuals worked from home in order to stay safe and limit exposure to others. In fact, according to Guardian, there has been a 20% increase in companies prioritizing flexible work arrangements from 2019 (Guardian, 2022). Current undergraduate students will be entering a workforce that looks inherently different than the one that existed prior to the pandemic. With 60% of employees stating they want to utilize a flexible work arrangement in some capacity, the perceptions and attitudes of incoming workers may influence the overall workforce's perceptions moving forward into this new landscape (Guardian, 2022).

While the Covid-19 pandemic changed the way employees and employers go about their work as it introduced new formats for individuals to work from home and conduct business over online video calls, it has also changed the work landscape post-pandemic and its effects have a lasting influence on the way work is still completed today.

### ***Remote Learning Experiences***

While the changes to the workforce landscape after the Covid-19 pandemic have pushed workers to prefer flexible work arrangements and increased the number of flexible work arrangements provided for employees, the experiences of undergraduate college students in 2024

may alter their attitudes and perceptions on flexible work (Guardian, 2022). With 77% of public high schools and 73% of private high schools moving to online distance-learning formats in the spring of 2020, the majority of current undergraduate students faced online learning formats in some capacity prior to entering the workforce (U.S. Department of Education, National Center for Education Statistics, 2022). These remote learning experiences at such a young age may have impacted undergraduate student's perceptions and attitudes towards flexible work arrangements as they have had their own similar experiences while in school. This aspect of undergraduate perceptions has yet to be investigated as few to no studies with students regarding flexible work arrangements and gender have been conducted through a post-pandemic lens.

Additionally, undergraduate students in 2024 have been using technology to complete their schoolwork for years. The way classes have pivoted from in-person to online learning using laptops and web-based technology may also impact the perceptions and attitudes of these students that are close to entering the workforce (U.S. Department of Education, National Center for Education Statistics, 2022).

### ***Lack of Career Experience***

In addition to the effects of modern technology, the changing workforce landscape, and online learning experiences, another key aspect of this research is the timing by which individual perceptions and attitudes about flexible work arrangements are formed. While some undergraduate students have worked part-time jobs or internships, these students have yet to pursue their careers. Because the majority of these students have only ever been students thus far in their lives, their perceptions and attitudes may be drastically different from those who have already entered the workforce and started to work in their chosen career path. By investigating the attitudes and perceptions of undergraduate students, it will highlight if the perceptions of participants align with those of studies conducted on adults, potentially emphasizing a hole in current research regarding when these perceptions and attitudes are formed.

By collecting and measuring the attitudes of undergraduate students and then analyzing the collected data for gendered differences, this research will aid in understanding when perceptions are formed as well as whether gendered differences in perceptions on flexible work arrangements are formed before or after entering the workforce.

### **Research Questions**

Through this research, we will explore the following three main research questions:

1. What are the attitudes of college students on flexible work arrangements?
2. Are there significant differences in college student attitudes relative to their genders?
3. How do employee genders impact college students' attitudes towards flexible work arrangements?



## Method

### *Participants*

This study will consist of 120 undergraduate students from Colleges and Universities across the United States. These students' ages will range from 18-24 with varying genders and other demographics. Gathering response data from over 100 students will allow for sufficient analysis of the data to be significant.

### *Procedure*

I will use a cross-sectional study methodology to collect data relevant to my research questions. For my research instrument, I will create a survey using Qualtrics and distribute the survey online to Butler University students via email. I will not collect names or email addresses of individuals participating in the study, and these details will be kept confidential. The survey should take approximately 5-10 minutes for students to complete. The survey will be divided into three main sections, the last being demographic information. In this section, I will collect the students age, gender, major, and other key demographic information.

The second section will be composed of questions regarding student attitudes on flexible work arrangements. In this section, I will ask students a series of questions, sourced from (Giannikis & Mahail, 2011), (see Appendix A). These questions/prompts include:

1. Flexible work arrangements are an important benefit that employees use to select the firm in which they plan to work.
2. It is more difficult to evaluate an individual's performance when the individual is working under a flexible work arrangement as compared to a traditional full-time arrangement.
3. Individuals employed under flexible work arrangements are more likely to lose technical and managerial skills over time compared to those working under traditional full-time work arrangements.
4. Working under a flexible work arrangement would negatively impact my career progress.
5. Supervisors are likely to view individuals employed under flexible work arrangements as being less dedicated and committed to their jobs compared to those working under traditional full-time work arrangements.
6. While flexible work options seem like a good idea, when implemented they are more likely to be abused than traditional full-time work arrangements.
7. Flexible work arrangements generally enhance morale and improve the quality of work/life for those involved.

These questions have been validated to collect individual attitudes towards flexible work options by (Giannikis & Mahail, 2011). These questions will ask students their attitudes on flexible work in a more general sense, and students will answer using a 7-point Likert scale (see Appendix A). This section aims to answer the research questions: What are the opinions and perceptions of college students on flexible work arrangements? Are there any differences across genders?

In the third section, we will implement a 1x2 between-subjects experimental design. Participants are randomly divided into two groups. Each group is exposed to a scenario featuring either a male or a female employee requesting a flexible working arrangement. Half (50%) of participants will receive a question with female specific terms, “Julie is a 45-year-old woman working as an account executive. She is pursuing a flexible work arrangement to pick up her children from school. How likely are you as Julie’s manager to allow her to use a flexible work arrangement?”

The other half (50%) will receive a male specific termed question, “Steven is a 45-year-old man working as an account executive. He is pursuing a flexible work arrangement to pick up his children from school. How likely are you as Steven’s manager to allow him to use a flexible work arrangement?” This section will have the same ages, job titles, and reasons for flexible work, with only the names and genders being different.

Respondents will then respond using a 7-point Likert scale to express their attitudes (see Appendix B). This section aims to answer the research question: How do college students view the use of flexible work arrangements through a gendered lens?

## Results

Upon distributing the curated survey to college students via email and social media, 120 total responses were collected. The majority of respondents, 64.5% (49 students) identified female with 32.9% (25 students) identifying as male and the remaining 1.3% (1) student identifying as nonbinary. 88.3% of students identified as “white” and 58.2% of respondents fell into the age range of 19-22 years of age. Responses were collected from over 7 different college majors. 77.6% (59 students) answered that they preferred in-person classes with 1.3% (1 student) preferring online class and the remaining 21.2% (16 students) answered that they prefer hybrid classes, a combination of online and in-person instruction. 60.5% (46 students) responded that they have previous experience in a flexible work arrangement with 36.8% (28 students) saying they had no experience in a flexible work arrangement. When asked what setting the student respondents would prefer to live in after graduating, 35.5% (27 students) responded an urban/city setting, 48.7% (37 students) responded a suburban setting, and 15.8% (12 students) responded a rural setting.

Survey Sample Characteristics		N = 120	%
Gender of respondents	Male	25	32.9%
	Female	49	64.5%
	Nonbinary	1	1.3%
Race of respondents	White	68	88.3%
	Hispanic, Latinx, Spanish Origin	4	5.2%
	Black or African American	2	2.6%

Age of respondents	Asian	3	3.9%
	18	3	2.5%
	19	16	13.3%
	20	19	15.8%
	21	22	18.3%
	22	13	10.8%
	23	1	.8%
	24	1	.8%
Marital status of respondents	Single, never married	75	98.7%
	Married or domestic partnership	1	.8%
Primary college major of respondents	Arts and Sciences	21	27.6%
	Business	30	39.5%
	Communications	3	3.9%
	Education	4	5.3%
	Engineering	2	2.6%
	Health Sciences	9	11.8%
	Other	7	9.2%
Classroom setting preference of respondents	In person class	59	77.6%
	Online class	1	1.3%
	Hybrid class	16	21.1%
Previous flexible work experience of respondents	No	28	36.8%
	Yes	46	60.5%
	Unsure	2	2.6%

Preferred living setting of respondents	Urban/city	27	35.5%
	Suburban	37	48.7%
	Rural	12	15.8%

A T-Test using SPSS software and the data collected via the distributed Qualtrics survey compared the differences of students attitudes towards flexible work arrangements between female and male students. There were 25 male and 49 female participants.

1. *“Flexible work arrangements are essential in order to attend family and social responsibilities.”*

The agreement level of males was slightly lower ( $M = 5.40$ ,  $SD = 1.658$ ) than the agreement levels of females ( $M = 6.08$ ,  $SD = .886$ ). There is a statistically significant difference in beliefs that working more flexible hours is essential in order to attend family and social responsibilities between males and females, with females having stronger positive attitude towards the statement  $t(72) = 2.311$ ,  $p = .012$ .

2. *“People using flexible working arrangements usually have less commitment to their work role.”*

The agreement level of males was slightly higher ( $M = 3.60$ ,  $SD = 1.658$ ) than the agreement levels of females ( $M = 2.63$ ,  $SD = .1.202$ ). There is a statistically significant difference with males having a stronger positive attitude with the statement between males and females,  $t(72) = -2.870$ ,  $p = .003$ .

3. *“Flexible work arrangements are an important benefit that you will use to select the firm in which you plan to work.”*

The agreement level of males was slightly lower ( $M = 4.44$ ,  $SD = 1.758$ ) than the agreement levels of females ( $M = 5.16$ ,  $SD = 1.048$ ). There is a statistically significant difference in the importance of flexible work arrangements being a benefit that will be used to select college student’s future place of work with females having a stronger positive attitude,  $t(72) = 2.217$ ,  $p = .015$ .

We also assessed the differences of students’ attitudes towards flexible work arrangements between students that prefer in-person class and students that prefer hybrid class. There were 59 students that prefer in-person class and 16 students that prefer hybrid class.

4. *“Working under a flexible work arrangement would negatively impact my career progress.”*

The agreement level of those that prefer in-person class was slightly higher ( $M = 2.73$ ,  $SD = 1.375$ ) than the agreement levels of those that prefer hybrid class ( $M = 2.06$ ,  $SD = .680$ ). There is a statistically significant difference in the level of agreement with the statement between college

students that prefer in-person class and college students that prefer hybrid class, with students that prefer in-person classes having a stronger positive attitude,  $t(73) = 1.87, p=.033$ .

5. *“I would never use flexible work practices, even if they were available to me.”*

The agreement level of those that prefer in-person class was slightly higher ( $M = 1.93, SD = .868$ ) than the agreement levels of those that prefer hybrid class ( $M = 1.44, SD = .629$ ). There is a statistically significant difference in the level of agreement with the statement between students that prefer in-person class and students that prefer hybrid class, with students that prefer in-person class having a stronger positive attitude,  $t(73) = 2.128, p=.018$ .

6. *“If they become available to me, I will use flexible working practices.”*

The agreement level of those that prefer in-person class was slightly lower ( $M = 5.85, SD = 1.096$ ) than the agreement levels of those that prefer hybrid class ( $M = 6.31, SD = .479$ ). There is a statistically significant difference in the level of agreement with the statement between students that prefer in-person class and students that prefer hybrid class, with students that prefer hybrid class having a stronger positive attitude,  $t(73) = 2.128, p=.05$ .

We also assessed the differences of students' attitudes towards flexible work arrangements between students that have previous experience utilizing a flexible work arrangement and students that have no experience utilizing a flexible work arrangement. There were 46 students that has previous experience utilizing a flexible work arrangement and 28 students that have no experience utilizing a flexible work arrangement.

7. *“I would never use flexible work practices, even if they were available to me.”*

The agreement level of those who had no previous experience utilizing a flexible work arrangement was higher ( $M=2.04, SD =1.036$ ) than those who had previous experience utilizing a flexible work arrangement ( $M=1.65, SD=.674$ ). There is a statistically significant difference in the level of agreement with the statement between students with experience working in a flexible work arrangement and those without experience working in a flexible work arrangement, with students that have no previous experience having a stronger positive attitude,  $t(72) = 1.932, p=.029$ .

We also assessed the differences of students' attitudes towards flexible work arrangements based on what kind of setting they would prefer to live in after graduation. There were 37 students that wish to live in a suburban area after graduation and 27 students that wish to live in an urban area after graduation.

8. *“Flexible work arrangements generally improve morale and improve the quality of work/life balance.”*

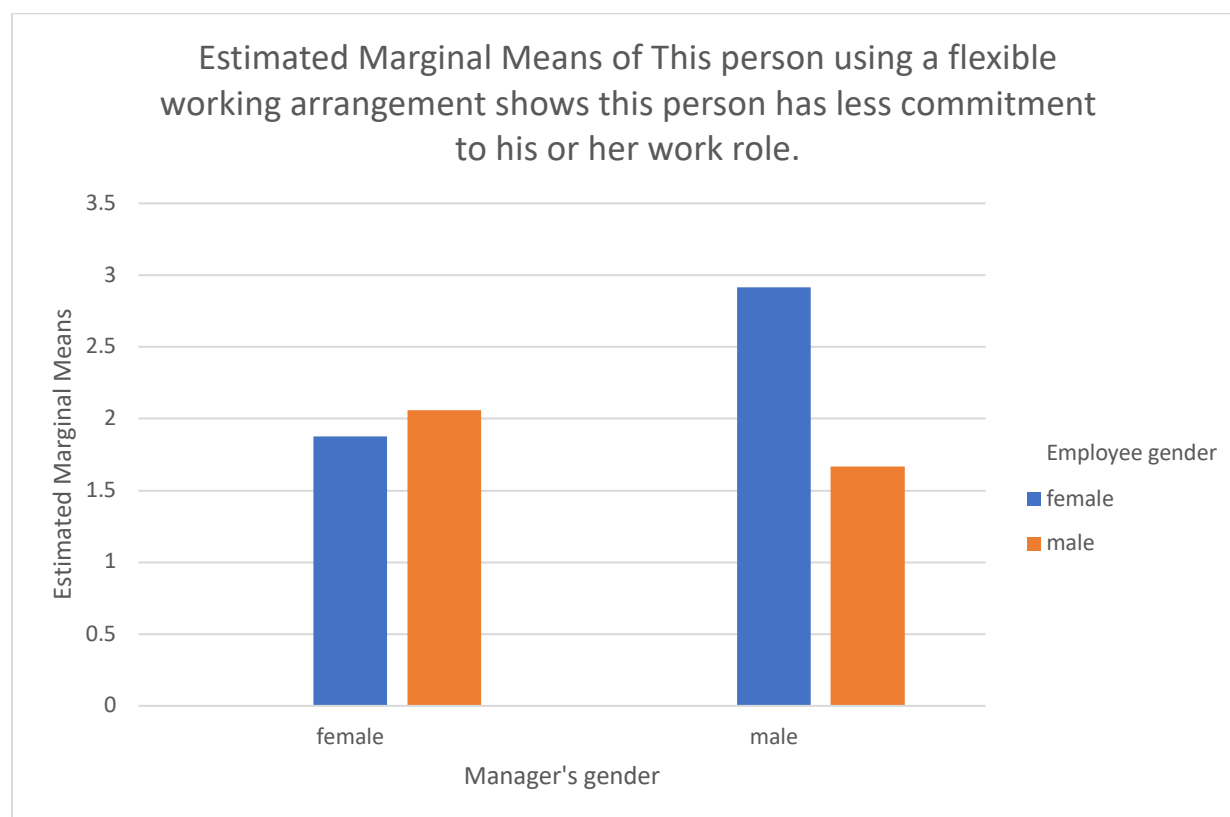
The agreement level of students wishing to live in an urban level was lower ( $M=5.96, SD=.898$ ) than students wishing to live in a suburban area ( $M=6.35, SD=.857$ ). There is a statistically significant difference in the level of agreement with the statement between students

that wish to live in a city/urban area after graduation and students that wish to live in a suburban area, with students that want to live in a suburban area having a stronger positive attitude,  $t(62) = -1.755, p = .042$ .

### *Experimental Results*

A two-way ANOVA was conducted to examine the effects of employee gender and its interaction with manager's gender on the perceived commitment to work role when using a flexible working arrangement, where higher scores indicated less commitment. The main effect of employee gender on perceived commitment was not significant,  $F(1, 69) = 1.607, p = .209$ . This indicates that employee gender alone did not significantly impact the levels of perceived commitment when considering a flexible working arrangement.

However, the interaction between employee gender and manager's gender approached marginal significance,  $F(1, 69) = 2.906, p = .093$ . The results indicate that when the managers are male, they tend to evaluate female employees as having lower commitment to their work role when requesting flexible working arrangements compared to male employees.



## Discussion

### *Gender*

Looking at the results from the survey, some key significant statistics confirm that previous studies regarding flexible work arrangements apply to college students as well. As gathered from the statistically significant survey results, females were more likely to agree with the statement “working more flexible hours is essential in order to attend family and social responsibilities.” Similar to previous findings, women were more likely to have positive attitudes towards the improved work life balance that flexible work arrangements provide (Halpern, 2005 & Albion, 2004). Both of these studies highlighted that women have more positive attitudes towards the improved work-life balance than men, aligning with the survey data of college students.

According to the collected data, male college students have a stronger positive attitude towards the statement “people using flexible working arrangements usually have less commitment to their work role.” This finding supports the findings discussed throughout the literature review as surveys from current employees in the United States and in Europe support the notion that men perceive the utilization of flexible work arrangements to signal a lack of commitment (Vednello & Hettinger & Bosson, 2013 & Albion, 2004).

Women in the study also has more positive attitudes towards the statement that flexible work arrangements would be a benefit that will be used to select college student’s future place of work. This finding was original as no previous studies found in the literature review focused on college students choosing new career paths in the coming years but rather focused on current employees.

Ultimately, the significant findings based on the gender of the respondents to the survey signal key differences in how college males and females view work-life balances, work commitment levels, and future job search criteria. Moving forward, employers are able to use this information to better cater flexible work arrangements to male employees. Because of the biases that college males have towards flexible work arrangements and those who utilize them, managers and employers may have to better clarify the benefits of using flexible work options to men to combat this gender bias. Additionally, the insights gathered from college students’ future career goals signals the notion that women are more likely to consider pursuing job opportunities where flexible work arrangements are available more than men. While recent studies have found that employees that utilize flexible work arrangements are perceived to have more feminine traits, the gender biases that create these perceptions may limit the job benefits that recent male college graduates pursue, potentially creating a harmful work-life balance due to a lack of flexibility (Vednello & Hettinger & Bosson, 2013 & Giannis & Mihail, 2011). Using the significant results gathered from the survey, gender biases and gendered differences in perceptions on flexible work arrangements could signal disadvantages to male college graduates as they look to create their work-life balance and begin their future careers.

### *In Person v. Hybrid Class*

Students were asked which form of class they prefer; in-person, hybrid format, or entirely online. This question's results proved to be statistically significant and relevant as nearly all current college students were impacted by the transition to online school during the Covid-19 pandemic in 2020.

It was found that students that prefer in-person class have a more positive attitude towards the statement "working under a flexible work arrangement would negatively impact my career progress." This key finding is particularly interesting as it aligns with findings from previous studies discussed in the literature review. It was found that there are a variety of benefits, including increased motivation and productivity, when employees move to some form of a flexible work arrangement (Halpern, 2005). Flexible work arrangements have been shown to boost productivity, but students that prefer in-person classroom environments still perceive potential career setbacks as a consequence of employing them. Some factors including the kind of school these students attending online as well as their hometown could influence these results as past experiences could be dictating their responses to these questions.

It was also found that students that prefer in-person class have stronger positive attitudes towards the statement "I would never use flexible work practices, even if they were available to me." This finding aligns with the negative perceived career consequences that students preferring in-person class believed to be tied to utilizing a flexible work arrangement. While flexible work arrangements help to balance work-life commitments, students who have yet to enter the workforce still shy away from using them, potentially due to the perceptions they believe others to have on their level of commitment or their previous experience attending school online during the pandemic (Giannis & Mihail, 2011 & Vednello & Hettinger & Bosson, 2013 & Albion, 2004).

Students that prefer hybrid classroom environments had a more positive attitude towards the statement "if they become available to me, I will use flexible working practices" than their in-person preferred counterparts. This statistically significant piece of data aligns with the positive attitude of in-person preferred students when the statement was reversed. The two findings paired together signal that college students that prefer in-person class do not intend to utilize flexible work arrangements in the future and have more negative attitudes towards how their career progress will be impacted while college students that prefer hybrid class environments have more positive attitudes towards employing flexible work arrangements.

Ultimately, these findings suggest that the school environment that students prefer post-pandemic has a strong connection to how students intend to work in the future. While these students lack real career experience, their perceptions of classroom environments translate heavily into their attitudes towards flexible work environments and their intentions to pursue them after graduating. These findings can be used by employers to better understand what kind of work arrangements they should offer future employees based on how they describe their personal experiences with online school.



### ***Previous Work Experience with Flexible Work Arrangements***

The results of the survey found that students who had experience working with a flexible work arrangement had more negative attitudes in regard to the statement “I would never use flexible work practices, even if they were available to me.” This in turn highlights the finding that college students without prior flexible work experience responded that they were less likely to utilize flexible work practices if they were made available to them.

While flexible work arrangements have been shown to improve employee’s work life balance as well as showing positive health results like decreased levels of stress, students who have not experienced working in these conditions are hesitant to partake in them (Halpern, 2005 & Albion, 2004). It was found that most employees significantly underestimated the likelihood of their flexible work arrangement requests being granted (Brescoli & Glass & Sedlovskaya, 2013). The prior work experience that college students have working with these arrangements makes them more likely to utilize them when offered, potentially highlighting a stigma towards individuals working flexibly. According to a study conducted by Albion, individuals in the workforce now believe that others will perceive their uptake in flexible work to signify lower workplace commitment (Albion, 2004).

Recognizing the reasons that the previous experiences of college students would play a role in determining their future workplace intentions, employers may be better able to foster an environment where their employees are able to work however, they are most productive. This would allow individuals that are more productive in-person to work on site while allowing for others who have proven their productivity online or in other flexible settings to work flexibly. Understanding how college student’s experiences affect their intentions allows for employers to make better decisions to optimize efficiency.

### ***Desired Setting Post Graduation***

College students that wish to live in a suburban area had more positive attitudes towards the statement “flexible work arrangements generally improve morale and improve the quality of work/life balance” than college students who wish to live in an urban area or city. This finding is not revolutionary as it is fairly logical to conclude that individuals with longer or farther commutes to work would benefit from flexible work arrangements as they are decreasing their travel mileage and time to work every day. College students that wish to live in a city after graduating have shorter trips to work, decreasing the need for flexible work arrangements to cut down on travel times and costs.

### ***Employee Gender***

The results of the ANOVA analysis highlighted the key finding that when the managers of the experimental questions were male, they were more inclined to evaluate female employees requesting flexible work arrangements. This finding aligns with previous findings where it was found that male managers are much more likely to perceive females negatively when compared to their female counterparts in regards to requesting flexible work arrangements (Brescoli & Glass & Sedlovskaya, 2013 & Chung, 2019). Additionally, previous literature has shown that

men requesting flexible work arrangements to create a balance between work schedules and childcare were viewed as more responsible and caring while women requesting the same schedule for the same reason were perceived as having lower levels of commitment to their work (Munsch, 2016).

This study with college students has similar results to studies conducted using older and more experienced participants, emphasizing the notion that these gender biases and their relation to flexible work arrangement perceptions are formed before individuals enter the workforce. This key finding provides managers with the information that these biases affect recent college graduates as well as older, more experienced workers, pointing out the need for change among gender perceptions in the workforce before individuals start their careers.

### **Suggestions for Future Research**

#### ***Sample***

One suggestion for future research based on the data collected from this survey is to use a different sample of individuals. Using a student sample allowed for new insights into when gender biases towards flexible work arrangements are formed and highlighted some key differences as students in this survey have experience attending online classes. However, additional research using the general population of the workforce would allow for the connections between these gender biases, work structure preferences, and attitudes towards flexible work arrangements to be applied to a more experienced group of participants. The students surveyed have no long-term career experience, potentially altering their views on these flexible work arrangements. Using similar survey statements and including statements regarding preferred work structures and prior experience with the general population allows for further investigation into how these gender attitudes change over time and how they relate to individual differences.

#### ***Experiments***

In addition to conducting research using a more experienced workforce as respondents, another suggestion to gain additional insights related to this research would be to begin to conduct experiments that explore how to alleviate or remove this gender bias from attitudes towards flexible work arrangements. These experiments could be done using students or current employees and could incorporate the effects of gender bias training, increased information awareness for male managers, or other means of altering the perspectives when it comes to the perceptions of others on the utilization of flexible work arrangements. Now that these gender differences and biases of attitudes towards flexible work arrangements have been highlighted in a younger, less experienced demographic of individuals, the critical next step to resolving these issues would be to conduct further research into what methods of combating these biases are the most effective so that managers are able to employ these methods with their own employees and create a more inclusive, flexible, and productive work environment.

Sharing this newfound information with male managers is imperative as the findings suggest that male managers tend to have a more negative attitude towards the commitment level

of female employees requesting flexible work arrangements. In a world where females are continuing to make strides towards gender equality in the workplace, this finding highlights a key area for male manager improvement when it comes to gender biases. Sharing this information with male managers will allow for them to be more aware of potential biases they may possess, possibly hindering their effects on workplace decisions and perceptions. Conducting experiments as to how this information is most effectively shared would allow for the most efficient manner of information distribution amongst male managers.

### ***Managers***

This survey was completed using current college students rather than current full-time employees to gather data on a different demographic than current literature provides. However, this survey suggests that the continuation of the evaluation of managers' attitudes towards flexible work arrangements is necessary. While many studies compiled in the literature review encompass the attitudes of managers towards both males and females requesting flexible working arrangements, the links drawn in this study relating to online working preferences, living location preferences, and previous work experience allow for new insights to be drawn about managers. Carrying over these new independent variables when looking at current managers would allow for potential new findings about the attitudes of current managers towards flexible work arrangements to be found and studied in an effort to learn more about gender biases and how they impact the access and utilization of flexible work arrangements.

### ***Manager Genders and Work Requirements***

During the Covid-19 pandemic, many businesses and schools transferred work and class to an online or hybrid format, allowing for employees and students to complete their work in their chosen setting. Now that the pandemic has mainly resolved, many schools and businesses have mandated that their employees and students begin to return to an in-person format. To continue this research, analyzing the attitudes of different genders towards returning to an in-person work format would be crucial to finding gender differences linked to flexible work arrangements. Additionally, analyzing the decisions made by male managers compared to female managers would continue the research regarding the gender biased perceptions on individuals utilizing flexible work arrangements. By comparing male and female managers and their decisions involving their employees either returning to in-person office settings or continuing to use hybrid/online settings would investigate which gender is more comfortable with employees utilizing flexible work schedules.

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## Appendix

### Appendix A.

Questions/prompts use a 7-point Likert scale:

- 1- strongly disagree
- 2- disagree
- 3- somewhat disagree
- 4- neither agree nor disagree
- 5- somewhat agree
- 6- agree
- 7- strongly agree

Variable: Measuring attitudes towards flexible work arrangements based on work/life balance.

*Sourced from "FWOQ Version 1" (Albion, M. 2004)*

1. Flexible working arrangements help me balance life commitments.
2. Flexible working arrangements are essential to participate in family and social events.
3. Working more flexible hours is essential for me in order to attend to family and social responsibilities.
4. Flexible work arrangements generally enhance morale and improve your quality of work/life balance.

Variable: Measuring attitudes towards flexible work arrangements based on perceived career development and performance.

*Sourced from "FWOQ Version 2" (Albion, M. 2004)*

1. Flexible work options do not suit me because they tend to make me feel disconnected from the workplace. (R)
2. Working under a flexible work arrangement would negatively impact your career progress.
3. People using flexible working arrangements usually have less commitment to their work role. (R)
4. While flexible work options seem like a good idea, when implemented they are more likely to be abused than traditional full-time work arrangements.

Variable: Measuring attitudes towards flexible work arrangements based on perceptions of others.

*Sourced from: S. Giannikis & D. Mahail (2011)*

1. People who use flexible working practices are respected by their managers.
2. People who use flexible working practices are respected by their co-workers.
3. People who use flexible working arrangements create strain for colleagues.
4. People who use flexible working practices lack motivation.

Variable: Measuring attitudes towards adoption of flexible work arrangements in the future.

*Sourced from Houston, Diane & Waumsley, Julie. (2003)*

1. Flexible work arrangements are an important benefit that you will use to select the firm in which you plan to work.
2. If they become available to me, I will use flexible working practices.
3. I would never use flexible working practices, even if they were available to me.

## Appendix B.

Both version 1 and version 2 of the test questions will have responses gathered on a 7-point Likert scale:

- 1- Very likely
- 2- Likely
- 3- Somewhat likely
- 4- Neutral
- 5- Somewhat unlikely
- 6- Unlikely
- 7- Very unlikely

Prompt 1: “You are the manager at an insurance firm. You oversee 10 employees, all of whom work as account executives. Julie is a 45-year-old woman working as an account executive. She is pursuing a flexible work arrangement to pick up her children from school.”

1. This is reasonable request.
2. The employee deserves to have this request granted.
3. If you were Julie’s manager—I would grant her the request.
4. Julie using a flexible working arrangements shows she has less commitment to her work role.
5. Working shorter hours would negatively impact Julie’s career progress within the organization.
6. Julie’s request is reasonable to attain an adequate work/life balance.

*Questions 1-3 Sourced from: Munsch, C. (2016)*

*Questions 4-5 sources from: Albion, M. (2004)*

Prompt 2: “You are the manager at an insurance firm. You oversee 10 employees, all of whom work as account executives. Steven is a 45-year-old man working as an account executive. He is pursuing a flexible work arrangement to pick up his children from school.”

1. This is reasonable request.
2. The employee deserves to have this request granted.
3. If you were Steven’s manager—I would grant him the request.
4. Steven using a flexible working arrangements shows he has less commitment to his work role.
5. Working shorter hours would negatively impact Steven’s career progress within the organization.

6. Steven's request is reasonable to attain an adequate work/life balance.

Questions 1-3 Sourced from: Munsch, C. (2016)

Questions 4-5 sources from: Albion, M. (2004)

### Appendix C.

Literature Citation	Summary
Christin L. Munsch (2016) Flexible Work, Flexible Penalties: The Effect of Gender, Childcare, and Type of Request on the Flexibility Bias, <i>Social Forces</i> , Volume 94, Issue 4, June 2016, Pages 1567–1591.	This study investigates the comparison between flextime and flexplace with relation to employee gender and parental status. The effects that gender and parental status will have on the perceptions of these flexibility requests may alter the reactions of participants.
Chung, H. (2020). Gender, Flexibility Stigma and the Perceived Negative Consequences of Flexible Working in the UK. <i>Soc Indic Res</i> , 151, 521–545.	The unique parts of this study explore not only people's perceptions of how flexible work influences careers based on genders, but also real experiences that individuals have had. Mothers often report that using a flexible work schedule to look after their children is more negatively viewed than fathers, who do the same based on gender stereotypes and norms. Additionally, men will assume that flexible work creates more work for others as they have stronger biases towards workplace and gender norms.
Chung, H. (2019). 'Women's work penalty' in access to flexible working arrangements across Europe. <i>European Journal of Industrial Relations</i> , 25(1), 23-40.	This article includes the gender dominated workplace variable. This allows us to truly analyze how women requesting to work from home are treated depending on whether they are working in a male or female dominated workplace. By adding this variable, it highlights the perceptions of employers regarding flexible work arrangements for women.
Glauber, R. (2011). Limited Access: Gender, Occupational Composition, and Flexible Work Scheduling. <i>The Sociological Quarterly</i> , 52(3), 472-494.	This study analyzes the variable of lower compensation for women and their flexible work schedules and whether or not these are chosen by women. Analyzing the sector, compensation, and flexible work schedule options for women and men highlights how women can be perceived while working from home, and some motivations that may drive their career decisions.



<p>Hyondong, K. &amp; Gong, Y. (2017). Effects of work–family and family–work conflicts on flexible work arrangements demand: a gender role perspective. <i>The International Journal of Human Resource Management</i>, 28 (20), 2936-2956</p>	<p>This study is unique, as it involves the moderating variable of family supportive supervision in requesting FWA’s. This variable dives into the role of females v males in the workplace and the expectations placed upon them and their responsibilities, both personal and professional. This is a variable that is unique to the study and may shed a brighter light on the perceptions of workers based on their gender and FWA requests.</p>
<p>Giannikis, S. &amp; Mihail, D. (2011). Flexible work arrangements in Greece: a study of employee perceptions. <i>The International Journal of Human Resource Management</i>, 22(2), 417-432.</p>	<p>This study not only looks at the perceptions of FWA’s from individual employees separated by gender, but also looks at how past experience with FWA’s influences how workers perceive them. This is an extremely interesting variable to consider, especially after the pandemic as many workers were forced to experience FWAs for the first time. Looking at how people view them after having an opportunity to experience them firsthand is something I have yet to see in other studies.</p>
<p>Brescoli, V. &amp; Glass, J. &amp; Sedlovskaya, A. (2013). Ask and Ye Shall Receive? The Dynamics of Employer-Provided Flexible Work Options and the Need for Public Policy. <i>Journal of Social Issues</i>, 69 (2), 367-388.</p>	<p>This article includes the moderating variable of respect. Looking at the biases that managers may have based on gender, status, and reason for request, the level of respect they may have for the individual would drive their decision to either grant or deny their request. This is a factor that has not been investigated in any previous articles I have read and may help to highlight some new insights into biases managers may have.</p>
<p>Greenberg, D. &amp; Landry, E. (2011). Negotiating a flexible work arrangement: How women navigate the influence of power and organizational context. <i>Journal of Organizational Behavior</i>, 32 (4), 1163-1188.</p>	<p>This article is very unique, as no other articles have investigated the perceived power dynamics women face and how they influence their ability to feel comfortable negotiating flextime options, as well as how these dynamics and support systems influence the effectiveness of these negotiations. Requests and negotiations in the workplace require both a sense of individual power and confidence in order to be effective, so investigating these dynamics in line with the female gender may shed some light on how these dynamics can influence the perceptions of women requesting flex time.</p>

<p>Rogier, S.A. and Padgett, M.Y. (2004), The impact of utilizing a flexible work schedule on the perceived career advancement potential of women. <i>Human Resource Development Quarterly</i>, 15 (1), 89-106.</p>	<p>The unique part about this study is that the researcher clearly identifies the current standing of the female employee. Showing a mock resume and average/above average performance review, the researcher highlights that the woman is doing well in her current role. However, respondents may still be biased and see these women with different work schedules as having less career advancement potential based on their preconceived ideas about FWAs or women in the workplace. I hope to gain insight into the perceptions of others on women in the workplace using FWAs and performing well.</p>
<p>Shockley, K. &amp; Allen, T. (2012) Motives for flexible work arrangement use. <i>Community, Work &amp; Family</i>, 15(2), 217-231.</p>	<p>This study separates the two variables into life and work-related motivations. While other studies I have looked at investigated the motivations for women to use FWAs, this study looks into two distinct variables to analyze both male and female motivations for FWAs. I think this helps to show what reasons are prominent among FWA users and may show that FWAs can be beneficial for work related motivations instead of just life management.</p>
<p>Vendello, J. &amp; Hettinger, V. &amp; Bosson, J. &amp; Siddiqi, J. (2013). When Equal Isn't Really Equal: The Masculine Dilemma of Seeking Work Flexibility. <i>Journal of Social Issues</i>, 69 (2) 303-321.</p>	<p>Research in these two studies examined the gender-relevant expectations and consequences of seeking flexible work arrangements. A unique aspect of this study was that the first study analyzed the expectations of students entering the job market. The second study evaluated individuals seeking flexible work arrangements after birthing a child. The researchers hypothesized that men and women would both value work flexibility and work-life balance highly.</p>
<p>Halpern, D. (2005). How time-flexible work policies can reduce stress, improve health, and save money. <i>Stress and Health</i>, 21, 157-168.</p>	<p>Halpern investigates the relationships between employees with time-flexible work policies with stress, levels of commitment to employers, and reduced costs to employers due to fewer absences, fewer days late, and fewer missed deadlines. Participants were working adults who responded to a phone</p>

	<p>survey, responding to a series of questions about their work and family life. Halpern hypothesizes that providing a flexible work policy that is gender neutral makes “financial sense,” stating that allowing flexible time arrangements allows for decreased stress and decreased employer costs, saving companies money.</p>
<p>Albion, M. (2004). A Measure of Attitudes Towards Flexible Work Options. <i>Australian Journal of Management</i>, 29 (2), 275-294.</p>	<p>Albion uses a short questionnaire to measure workers’ attitudes towards flexible work options, including flexible hours and part-time work. It was found that concerns about financial and career costs do not influence workers' decisions to use FWOs, but negative attitudes from others were more significant. This study is unique because it evaluates how different barriers limit FWO use for workers.</p>
<p>Loretto, W. &amp; Vickerstaff, S. (2015). Gender, age and flexible working in later life. <i>Work, Employment and Society</i>, 29 (2) 233-249.</p>	<p>This article mentions that concerns with ageing populations have focused attention on flexible work arrangements as a tactic to delay retirement for some workers. It argues that more attention should be placed on the role of gender, specifically that employers should consider the relationships between gender and flexible working beyond child-caring ages of life as well as retirement following a male trajectory. This study was qualitative and coded verbal responses into different categories based on both participant identity factors as well as individual views and themes.</p>
<p>Borgkvist, A. &amp; Moore, V. &amp; Elliott, J. &amp; Crabb, S. (2017). ‘I might be a bit of a front runner’: An analysis of men's uptake of flexible work arrangements and masculine identity. <i>Gender Work Organ</i>, 25, 703–717.</p>	<p>This study looks to uncover men’s experiences using FWAs and how men create their identities in relation to work, parenting, and work arrangements. This is a qualitative study gathering perspectives from working fathers, collecting their personal accounts, and analyzing how FWA challenges based on gender, work structure, and their masculine identity influence their decisions to pursue or not pursue a flexible work arrangement.</p>
<p>Bessa, I. &amp; Tomlinson, J. (2017). Established, accelerated and emergent themes in flexible work research. <i>Journal of Industrial Relations</i>, 59 (2), 153-169.</p>	<p>This analysis article works to highlight key trends and themes identified through gathered research ranging from 2000-2015. One key finding from this article is that flexible work arrangements have the potential to promote</p>

	<p>the reconciliation of work, private life, career advancement, and enhanced gender equality is currently unmet. Deducted from previous research, FWAs have been shown to have positive outcomes for both organizations and individuals. It was also deduced that more research needs to be done on men's attitudes towards flexible work need to be better studied as visibility and legitimacy of men using FWAs is low.</p>
<p>Nielsen, H. (2018) No place for their children: negotiating gender, place and generation in a flexible work context. <i>Gender, Place &amp; Culture</i>, 25 (8), 1209-1224.</p>	<p>Nielson works to address how gender, place, employment-related mobility, and flexible work conditions affect generations' ties to place. This study is qualitative and involves a series of interviews with people who have worked flexible hours or had high levels of mobility in their historic careers. Nielson hypothesizes that the notion of temporal flexibilization relates to overtime work, working irregular hours, on short-term contracts, or otherwise flexible approaches to time spent on work.</p>
<p>Huppertz, K. &amp; Sang, K. &amp; Napier, J. (2017). 'If you put pressure on yourself to produce then that's your responsibility': Mothers' experiences of maternity leave and flexible work in the neoliberal university. <i>Gender Work Organ.</i> 26, 772–788.</p>	<p>The study focused on working and family lives of 35 parents who work in social sciences and humanities. The research was conducted through an interview process with questions regarding typical workdays and familial responsibilities. The data revealed that new managerial culture works to the detriment of parents, especially to mothers and young children. This culture of competitiveness coexists with performance output surveillance leads to the inability to mothers and parents to have flexible work arrangements.</p>
<p>Hennekam, S. &amp; Kelland, J. &amp; Dumazert, J. (2023). Paternal Supervisor Gatekeeping: How Supervising Fathers Hinder Other Fathers at Work in Their Uptake of Flexible Work Arrangements. <i>Gender, Work &amp; Organization</i>, 30 (1), 94–111.</p>	<p>This study looks to investigate the role that supervisors play in the limited use of flexible work arrangements among fathers in France. This study highlights the actions of male supervisors and how they limit the amount of access working fathers have to flexible work options, decreasing the strides in gender equality and solidifying gender norms in the workplace and at home. This study is unique because it focuses on the roles of male</p>

	supervisors in relation to fathers in the workplace.
Figart, D. & Mutari, E. (2000). Work Time Regimes in Europe: Can Flexibility and Gender Equity Coexist? <i>Journal of Economic Issues</i> , 34 (4), 847-871.	This study works to understand the relationship between gender equity and flexible workplace arrangements in Europe. Through the analysis of the gathered data, researchers identified findings that suggest the importance of work hours reductions opposed to just flexible scheduling. This is unlike other studies I have read that found that flexible work arrangements increase worker productivity.

## Appendix D.

### Demographic Questions:

1. What is your race/ethnicity? (Check all that apply)
  - White
  - Hispanic, Latinx, or Spanish Origin
  - Black or African American
  - Asian
  - Native American or Alaskan Native
  - Hawaiian Native or other Pacific Islander
  - Some other race, ethnicity, or origin \_\_\_\_\_
  
2. Which term best describes your gender identity?
  - Woman
  - Man
  - Trans or Transgender
  - A gender identity not listed here
  - Prefer not to answer
  
3. What is your age?
  - 18
  - 19
  - 20
  - 21
  - 22
  - 23
  - 24+
  
4. Marital Status: What is your marital status?
  - Single, never married
  - Married or domestic partnership

- Widowed
  - Divorced
  - Separated
5. In which college/school is your primary major?
- Arts and Sciences
  - Business Administration
  - Communication
  - Education
  - Engineering
  - Health Sciences
  - Nursing
  - Professional Studies
6. Do you prefer attending classes in person, online, or hybrid?
- I prefer in-person class.
  - I prefer online class.
  - I prefer hybrid class.
7. Have you previously worked in a flexible work arrangement (flexible hours, flexplace work, work from home, hybrid work)
- Yes
  - No
  - Unsure
8. Have your parents ever worked using a flexible work arrangement (flexible hours, flexplace work, work from home, hybrid work)?
- One parent has worked using a flexible work arrangement.
  - More than one parent has worked using a flexible work arrangement.
  - No parent has worked in a flexible work arrangement.
  - Prefer not to answer.
9. How many of your parents are currently employed/working a part-time or full-time job?
- No parents are currently employed.
  - 1 parent currently employed.
  - 2 parents currently employed.
  - 3+ parents currently employed.
  - Prefer not to answer.
10. In the future, which type of setting would you prefer to live?
- Urban/city
  - Suburban
  - Rural