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FLEXITIME IN AN ARMY MEDICAL CENTER.(U)  
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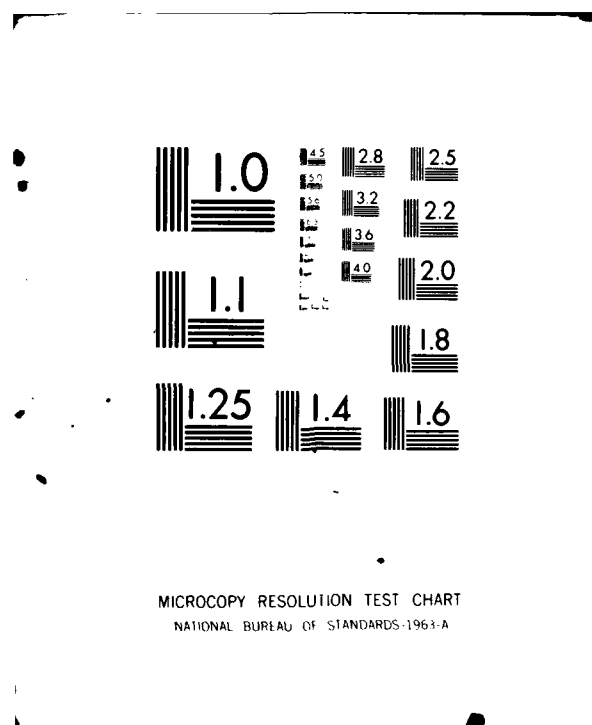
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FLEXITIME IN AN ARMY MEDICAL CENTER

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Final Report

April 1981

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Prepared for:

UNITED STATES ARMY HEALTH SERVICES COMMAND  
Fort Sam Houston, Texas 78234

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| 20. ABSTRACT (Continue on reverse side if necessary and identify by block number)<br><p>The compressed and flexible workweeks have been receiving increased attention in the federal government. The use of variable work schedules, known as flexitime, allows employees some latitude in establishing their starting and stopping times on the job. The flexible working hours scheme is not applicable to the enhancement of the work environment in all departments of all organizations.</p> <p>Flexitime was introduced into selected activities at Letterman Army Medical Center in May 1979. The objectives of the present study were:</p> |                                      |                                                                |

(1) to determine the effects of flexitime on staff perceptions and (2) to determine whether there are differences between activities on flexitime versus activities not on flexitime. The study was conducted in two phases with Phase 1 in February 1980 and Phase 2 in November 1980. Respondents not on flexitime were asked to consider the last six months for any possible changes that occurred at work.

Staff members were surveyed about their work during each phase. Responses were analyzed using a principal components factor analysis and clustered into groups of items for ease of comparison. Item-clusters were compared for differences as a function of the background characteristics of the respondent (supervisor, direct patient care, on flexitime).

In general, most respondents believed there had been little to no change between the two administrations of the surveys. Change was perceived as related to whether or not the respondents had been on flexitime. There were no significant differences between Phase 1 and Phase 2 in responses to the item-clusters.

Those respondents not on flexitime perceived there had been little to no change. Individuals on flexitime reported increased work efficiency, personal control of time, organizational morale and satisfaction as a result of being on flexitime. Providers of direct patient care perceived little or no changes. Workers on flexitime and not providing direct patient care were most satisfied with travel time and work coverage. Supervisors reported slight to no change in their perceptions. Workers who were non-supervisors perceived significant increases in work efficiency, organizational morale and satisfaction, and positive feelings about the effect of flexitime. Non-supervisors reported a significant decrease in the amount of time away from the job.

The overall results support the findings of previous studies suggesting that flexitime is perceived as more demanding on supervisors and those with specific types of responsibilities (like direct patient care). Flexitime may be appropriate in certain work settings, but does not have universal applicability.

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## FLEXITIME IN AN ARMY MEDICAL CENTER

### 1. INTRODUCTION.

a. Problem. Flexitime was introduced into selected activities at Letterman Army Medical Center in May 1979. How the staff responds to flexitime has not been determined.

b. Purpose. The investigation will document how the staff feels about the introduction of flexitime in selected activities.

c. Background.

(1) The compressed and flexible workweeks have been receiving increased attention in the federal government. There is currently an experimental three year investigation of compressed and flexitime workweeks being conducted in selected federal government agencies. The program utilizes concepts developed in Europe and practiced in businesses both in the United States and in some foreign industries. The use of variable work schedules, known as flexitime, allows employees some latitude in establishing their starting and stopping times on the job.

(2) Evaluations of the impact of flexitime have been generally critical of the methodologies employed. Golembiewski and Proehl (1978) surveyed the empirical literature on flexitime workhours (sixteen separate studies of individual flexitime applications); they found: (a) few studies utilized control or comparison groups; (b) longitudinal effects are neglected; (c) many studies used post-only designs; (d) inadequate sampling of employees and generalizability of results; (e) inadequate comparison of union versus non-union results; (f) attitudinal versus behavioral outcomes emphasized; (g) the analyses of results were limited. The Golembiewski and Proehl study listed the behavioral effects reported as changes in: sick leave or absenteeism, tardiness, turnover, trends in costs. The attitudinal effects involved perceived changes in: flexitime being continued, productivity, morale, control of work and personal life, availability of others, communication efficiency, abuses of flexitime, effects on commuting. Organizational perspectives suggested included: employees, first line supervisors, and managers.

(3) Folkman and Lantta (1978) have developed a flexitime feasibility analysis model for production-oriented organizations. The steps include: set objectives, form a study group, conduct a personnel audit, determine the type of process, study employee social/work interaction, and look at record keeping.

(4) Schein, Maurer, and Novale (1977, 1978) investigated the impact of a four month flexible working hours program on productivity for five production units within a large financial institution. The flexible working hours had no adverse impact on productivity.

(5) Nord and Costigan (1973) conducted a longitudinal study of employee responses to the four day week in a medium-sized pharmaceutical company. The patterns of response changed with time. Reactions were generally positive. Women reported more favorable effects on home life and task-oriented plans than men.

(6) Golembiewski and Proehl (1979a, 1979b) updated their earlier survey of the empirical literature on flexitime. Supporting the previous findings, the authors added that employees definitely see flexitime as positive. Attitude data are not explored psychometrically (that is, scaled or clustered into factors). Little emphasis was placed on involvement, participation, satisfaction, or measures of anxiety at work.

(7) The flexible working hours scheme is not applicable to the enhancement of the work environment in all departments of all organizations. Advantages and disadvantages must be considered before implementing flexitime.

## 2. OBJECTIVES.

The study objectives are:

(1) To determine the effects of flexitime on staff perceptions.

(2) To determine whether there are differences between activities on flexitime versus activities not on flexitime.

## 3. METHODOLOGY.

a. Overall approach. Surveys of staff members were conducted in two phases. Comparisons were made between responses.

b. Data Collection.

(1) In Phase 1, which was conducted in February 1980, staff members were surveyed about their work, whether on flexitime, whether provide direct patient care, or whether act as a supervisor. Since the medical center was already on flexitime at the time of the survey, respondents were asked to use the timeframe of changes perceived during the last six months (or if applicable) since going on flexitime. A total of 950 employees were given questionnaires. Appendix A contains the survey and instructions for administration. The surveys were coordinated through the Personnel Division. When completed, the surveys were sent back to Health Care Studies Division, Academy of Health Sciences, US Army, for analysis.

(2) In Phase 2, which was conducted in November 1980, staff members were again surveyed about their work. A total of 950 employees were offered surveys. Compliance was voluntary. Appendix B contains the survey.

c. Analysis of Data.

(1) Descriptive statistics (means, standard deviations, frequencies) of responses were calculated.

(2) Responses were analyzed using a principal components factor analysis and clustered into groups of items for ease of comparison. For each cluster, an average of all the items responded to by an individual was calculated for that cluster (for example, if a person responded to five items in

a cluster, the average of the five responses was determined). The reliability of each cluster was calculated using coefficient alpha. These clusters were compared for differences as a function of the background characteristics of the respondent (sex, supervisor, direct patient care, patient contact, on flexitime).

(3) Comparisons were made within each of the two phases and between the two phases.

#### 4. FINDINGS.

##### a. Phase 1.

(1) Sample Characteristics. Responses were obtained from 756 employees (80%). The sample was 56% male, 37% female, with 7% unidentified. Direct patient care was provided by 39%, while 61% reported patient contact; only 32% were supervisors. The majority of the employees (66%) were not on flexitime.

(2) Factor Analysis. A principal components factor analysis of the 50 items produced 11 factors having eigenvalues greater than 1.0 and accounting for 73.7% of the cumulative variance. A varimax rotation with Kaiser normalization was performed. Items having an item-factor loading of .30 were extracted. Seven item-clusters were obtained. Table 1 lists the reliability characteristics of each item-cluster.

##### b. Phase 2.

(1) Sample Characteristics. Responses were obtained from 243 employees (26%). The sample was 50% male, 44% female, with 6% unidentified. Direct patient care was provided by 73%, while 88% reported patient contact; only 38% were supervisors. The majority of the employees (84%) were not on flexitime.

(2) Factor Analysis. The principal components factor analysis of the 50 items produced 12 factors having eigenvalues greater than 1.0 and accounting for 82.4% of the cumulative variance. Items having an item-factor loading of .30 were extracted from the varimax rotation which produced 7 item clusters. Table 1 lists the reliability characteristics of each item-cluster.

##### c. Comparison Between Phase 1 and Phase 2.

(1) The overall samples in Phase 1 and Phase 2 were not significantly different in the distributions for Sex and for Supervisor. However, there were significant differences between the distributions for Patient Contact, Direct Patient Care, and Flexitime. More staff members were involved with patient contact and direct patient care in the Phase 2 sample. Fewer staff respondents were on flexitime in Phase 2. Table 2 summarizes the overall comparisons of the sample characteristics. Table 4 summarizes the 4-way analysis of variance for the item-clusters.

(2) In order to attempt to correct for the differences between the samples in Phase 1 and Phase 2, responses from staffs that had participated in both Phase 1 and Phase 2 surveys were selected. Table 3 summarizes the comparisons between the sample characteristics of the selected clinics. Table 4 depicts the 4-way analysis of variance for the item-clusters.

## 5. DISCUSSION.

a. In general, most respondents believed there had been little to no change between the two administrations of the surveys. Change was perceived as related to whether or not the respondents had been on flexitime. Six of the seven item-clusters remained stable between the two phases. The overall findings suggest the following: there were no significant differences between Phase 1 and Phase 2 in responses to the seven item-clusters. Significant differences were obtained as a function of the background characteristics of the respondent (supervisor, provider of direct patient care, on flexitime).

b. Those respondents not on flexitime perceived there had been little to no change over the past six months for each of the two administrations. In comparison with individuals not on flexitime, those individuals reporting being on flexitime perceived significant increases in: their work efficiency and productivity, their personal control of time, the ease of travel time and work coverage, and a significant decrease in time away from the job. Those individuals on flexitime felt a significant increase in organizational morale and satisfaction as well as significant positive feelings about the effects of flexitime. For the selected clinics, those on flexitime perceived significant increases in: personal control of time, as well as positive effects of flexitime. The Patient Care x Flexitime interaction reflected workers not providing patient care but on flexitime were most positive about the effects of flexitime.

c. Providers of direct patient care perceived little or no changes. In comparing providers of direct patient care with those not providing direct patient care, the individuals not providing direct patient care reported significant differences with an increase in their personal control of time, an increase in the ease of travel time and work coverage, an increase in organizational morale and satisfaction, and positive feelings about the effects of flexitime. The Patient Care x Flexitime interaction for the work time and work coverage item-cluster revealed workers on flexitime and not providing direct patient care as most satisfied with the travel time and work coverage. For the selected clinics, the Supervisor x Patient Care interaction for the organizational morale and satisfaction item-cluster showed supervisors not providing direct patient care were most satisfied, while supervisors providing direct patient care were least satisfied with organizational morale and satisfaction.

d. Supervisors reported slight to no change in their perceptions. In comparing supervisors with non-supervisors, non-supervisors perceived significant increases in: their work efficiency and productivity, in the ease of travel time and work coverage, in organizational morale and satisfaction, and positive feelings about the effects of flexitime. Non-supervisors reported a significant decrease in the amount of time away from the job. In the

selected samples, non-supervisors perceived significant increases in: their work efficiency and productivity, as well as in organizational morale and satisfaction. Non-supervisors perceived a significant decrease in the amount of time away from the job.

e. The overall results support the findings of previous studies suggesting that flexitime is perceived as more demanding on supervisors and those with specific types of responsibilities (like direct patient care). Flexitime may be appropriate in certain work settings, but does not have universal applicability.

#### 6. CONCLUSIONS.

a. Workers on flexitime were more satisfied than workers not on flexitime with their work efficiency, personal control of time, ease of travel time, organizational morale and satisfaction.

b. Flexitime is perceived as more demanding on supervisors and those with specific types of responsibilities (like direct patient care).

c. Flexitime may be appropriate in certain work settings, but does not have universal applicability.

#### 7. RECOMMENDATIONS.

a. Recommend that the findings of the report be made available to Professional Activities, Health Services Command.

b. Recommend that copies be made available to medical activities interested in considering alternate work schedules.

## REFERENCES

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Table 1  
Reliability Estimates of Item-Clusters

| Item Cluster | Number of Items | Coefficient Alpha |         |         | Mean-item Response |         |         | Content                                 |
|--------------|-----------------|-------------------|---------|---------|--------------------|---------|---------|-----------------------------------------|
|              |                 | Phase 1           | Phase 2 | Overall | Phase 1            | Phase 2 | Overall |                                         |
| 1            | 26              | .995              | .947    | .953    | 4.37               | 4.39    | 4.38    | Work efficiency and productivity        |
| 2            | 16              | .933              | .905    | .928    | 4.12               | 3.86    | 4.07    | Personal control of time                |
| 3            | 4               | .755              | .677    | .738    | 3.57               | 3.61    | 3.58    | Time away from job                      |
| 4            | 4               | .855              | .843    | .852    | 4.34               | 4.30    | 4.33    | Travel time and work coverage           |
| 5            | 5               | .895              | .901    | .896    | 4.39               | 4.37    | 4.39    | Organizational, morale and satisfaction |
| 6            | 3               | .532              | -.233   | .407    | 4.38               | 4.45    | 4.39    | Supervisory needs                       |
| 7            | 5               | .925              | .946    | .981    | 4.73               | 4.36    | 4.65    | Flexitime effects                       |

Table 2  
Sample Characteristics Overall Comparing Phase 1 with Phase 2

| Variable        |              | Phase 1 | Phase 2 | Comparisons                      |
|-----------------|--------------|---------|---------|----------------------------------|
| Supervisor      |              |         |         |                                  |
|                 | No           | 515     | 150     |                                  |
|                 | Yes          | 241     | 93      | $\chi^2 = 3.09$ (df=1), ns       |
| Sex             |              |         |         |                                  |
|                 | Male         | 421     | 122     |                                  |
|                 | Female       | 279     | 107     |                                  |
|                 | Unidentified | 56      | 14      | $\chi^2 = 4.14$ (df=2), ns       |
| Patient Contact |              |         |         |                                  |
|                 | No           | 292     | 28      |                                  |
|                 | Yes          | 464     | 215     | $\chi^2 = 62.80$ (df=1), p <0001 |
| Patient Care    |              |         |         |                                  |
|                 | No           | 458     | 66      |                                  |
|                 | Yes          | 297     | 177     | $\chi^2 = 81.40$ (df=1), p <0001 |
| Flexitime       |              |         |         |                                  |
|                 | No           | 498     | 202     |                                  |
|                 | Yes          | 256     | 38      | $\chi^2 = 27.83$ (df=1), p <0001 |
| TOTAL           |              | 756     | 243     |                                  |

**Table 3**  
**Sample Characteristics of Selected Clinics Comparing**  
**Phase 1 with Phase 2**

| Variable        |              | Phase 1 | Phase 2 | Comparisons                        |
|-----------------|--------------|---------|---------|------------------------------------|
| Supervisor      |              |         |         |                                    |
|                 | No           | 166     | 97      |                                    |
|                 | Yes          | 73      | 67      | $\chi^2 = 4.11$ (df=1), $p = .042$ |
| Sex             |              |         |         |                                    |
|                 | Male         | 126     | 79      |                                    |
|                 | Female       | 97      | 80      |                                    |
|                 | Unidentified | 16      | 5       | $\chi^2 = 4.36$ (df=2), ns         |
| Patient Contact |              |         |         |                                    |
|                 | No           | 36      | 15      |                                    |
|                 | Yes          | 203     | 149     | $\chi^2 = 2.56$ (df=1), ns         |
| Patient Care    |              |         |         |                                    |
|                 | No           | 91      | 36      |                                    |
|                 | Yes          | 147     | 128     | $\chi^2 = 0.12$ (df=1), ns         |
| Flexitime       |              |         |         |                                    |
|                 | No           | 202     | 139     |                                    |
|                 | Yes          | 37      | 22      | $\chi^2 = 0.12$ (df=1), ns         |
| TOTAL           |              | 239     | 164     |                                    |

Table 4  
Analysis of Variance Comparisons Between Phase 1 versus Phase 2

OVERALL CLINICS

| Dependent | Phase | <u>Main Effects</u> |                 |              | <u>Interactions</u>   | <u>df</u> | <u>Multiple R<sup>2</sup></u> |
|-----------|-------|---------------------|-----------------|--------------|-----------------------|-----------|-------------------------------|
|           |       | <u>Supv</u>         | <u>Pat Care</u> | <u>Flex</u>  |                       |           |                               |
| FAC 1     | ns    | 10.92(.001)         | ns              | 12.66(.001)  | ns                    | 1/794     | .043                          |
| FAC 2     | ns    | ns                  | 5.19(.023)      | 62.50(.0001) | ns                    | 1/787     | .122                          |
| FAC 3     | ns    | 11.24(.001)         | ns              | 9.32(.002)   | ns                    | 1/783     | .028                          |
| FAC 4     | ns    | 4.97(.026)          | 4.44(.035)      | 22.40(.0001) | 5.43(.020)PntCarxFlex | 1/764     | .057                          |
| FAC 5     | ns    | 10.62(.001)         | 4.52(.034)      | 25.55(.001)  | ns                    | 1/786     | .068                          |
| FAC 6     | ns    | 4.94(.027)          | ns              | ns           | ns                    | 1/778     | .007                          |
| FAC 7     | ns    | 13.89(.0001)        | 3.90(.049)      | 44.58(.0001) | ns                    | 1/631     | .126                          |

SELECTED CLINICS

| Dependent | Phase | <u>Main Effects</u> |                 |             | <u>Interactions</u>   | <u>df</u> | <u>Multiple R<sup>2</sup></u> |
|-----------|-------|---------------------|-----------------|-------------|-----------------------|-----------|-------------------------------|
|           |       | <u>Supv</u>         | <u>Pat Care</u> | <u>Flex</u> |                       |           |                               |
| FAC 1     | ns    | 4.84(.029)          | ns              | ns          | ns                    | 1/284     | .037                          |
| FAC 2     | ns    | ns                  | ns              | 5.72(.017)  | ns                    | 1/282     | .052                          |
| FAC 3     | ns    | 5.26(.023)          | ns              | ns          | ns                    | 1/278     | .019                          |
| FAC 4     | ns    | ns                  | ns              | ns          | ns                    | 1/278     | .024                          |
| FAC 5     | ns    | 6.76(.010)          | ns              | ns          | 5.23(.023)SupxPntCar  | 1/282     | .049                          |
| FAC 6     | ns    | ns                  | ns              | 7.94(.005)  | ns                    | 1/278     | .029                          |
| FAC 7     | ns    | ns                  | ns              | 18.17(.001) | 6.84(.010)PntCarxFlex | 1/212     | .106                          |

NOTES: F (p) values are given  
For interactions the F (p) values and variables are noted

APPENDIX A

To: Joseph J. McGarry  
LTC, MSC  
Chief, Personnel Division  
Letterman Army Medical Center

Subject: Instructions for Flexitime Program Survey

1. Please inform all participants that their responses are confidential.
2. The Flexitime survey is to be administered to all personnel, whether they are on Flexitime or not. For those not on Flexitime, they will be asked to respond to their perceptions of changes over the past six months (since 1 July 1979). This group will serve as controls for any changes that have occurred during the same time period (but not necessarily from Flexitime).
3. Rosters will be maintained by each activity with individual names being checked off when respondents return their sealed forms to the point of contact.
4. Individual responses will be folded and stapled by respondents to allow for anonymity. A check-off roster for returns will allow for maximum return rates.
5. Patient satisfaction questionnaires consist of two parts:
  - a. demographic section to be filled out before receiving care
  - b. attitudes toward care provided section to be filled out after receipt of care.These two sections will be stapled together and dropped into collection box as the patient leaves the clinic (outpatient clinics).
6. A receptionist at each outpatient clinic is needed to brief patients of the intent of the patient satisfaction survey. It should be stressed that the patient's cooperation is appreciated and needed on both parts. Please insure that patients turn in both parts before leaving the clinic. Receptionists will keep a roster-count (tally sheet) of how many patients present themselves for care during the time period that the survey is administered. This count will allow for determining the percentage of patients who respond to the survey. Ideally, 100% patient response can be achieved, but some percentage will elect not to respond.
7. Sufficient pencils and clipboards are necessary to assist patients in responding to the patient satisfaction survey. The demographic section can be filled out while patients wait for seeing the health care provider.
8. Data collection of patient satisfaction should be collected on at least two days (or more) during the week.
9. All responses should be returned to: Dr. A. David Mangelsdorff  
Health Care Studies Division  
Academy of Health Sciences (HSA-CHC)  
Ft Sam Houston, Texas 78234  
Please call if you need anything: AUTOVON: 471-4541/3331/3116.
10. Thank you very much for your assistance.

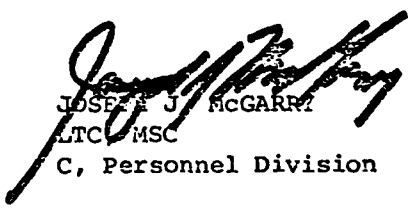
## WORK SURVEY

### GENERAL INFORMATION

1. Introduction: The Personnel Division, Letterman Army Medical Center is conducting a survey to determine how personnel feel about their work.
2. Purpose: The purpose of this survey is to document how personnel feel about their work. Over the past few months, Flexitime has been introduced in selected work centers. This survey will document your experiences and perceptions. Your participation is both needed and appreciated.

### SPECIFIC INFORMATION

1. A copy of this questionnaire is being provided to each military and civilian worker within Letterman.
2. While this is an anonymous response questionnaire, and no attempt will be made to associate response to specific individuals, it is essential that all respondents identify their experience for control purposes.
3. When you have completed this survey, please fold it, staple it, and turn it in for collection to your work center coordinator. Any questions requiring clarification or further explanation may be directed to: Mrs McHenry, Personnel Division, IAMC, ext 4291/4215.
4. It is requested that the survey be completed and returned not later than 29 February 1980. Thank you for your cooperation.

  
JOSEPH J. MCGARRY  
LTC, MSC  
C, Personnel Division

Section I: Control Data

Please answer all the items by filling in, or circling one numerical choice, or whatever appears to be an appropriate response.

Age: \_\_\_\_\_ (years)

Profession/job title: \_\_\_\_\_

Rank/Grade: \_\_\_\_\_

Years of federal service: active military \_\_\_\_\_ civil service \_\_\_\_\_

Sex: male female (please circle one)

If civilian, are you a union member? yes no

Marital status: married single divorced separated widow(er)

Does your spouse work? yes no NA

Children/dependents living with you; yes no NA

Live alone: yes no

Transportation to work:

- a) public transportation
- b) car pool
- c) solo driver
- d) other \_\_\_\_\_

Are you a direct supervisor of other employees: yes no  
(a supervisor directly controls and influences subordinates)

If yes, of how many subordinates: \_\_\_\_\_

Do you have contact with patients: yes no  
(for example: receptionist, physician)

Do you provide direct patient care: yes no

Which hours do you work:

Is your ward/service/clinic/department/activity on Flexitime? yes no

If applicable, circle the element(s) on Flexitime.

If yes, how long has your ward/service/clinic/department/activity been on Flexitime?

\_\_\_\_\_ (months)

Name of ward/clinic/activity: \_\_\_\_\_

## Section II: Responses

If your ward/service/clinic/department/activity has been on Flexitime, please answer this survey since you have been on Flexitime. If you have not been working under an alternate work schedule, please consider the following items from the perspective of the last six months (from 1 July 1979). Have you been aware of or noticed changes in any of the following aspects of your life and work? Please consider each item as it concerns you personally.

Please answer all the items by filling in, or circling one numerical choice or whatever appears to be an appropriate response. All scaled responses are preceded and followed by clarifying words to emphasize the digital scale.

|              | Decreased |   |   |   |   |   | Increased |
|--------------|-----------|---|---|---|---|---|-----------|
| 1 Topic A    | ①         | 2 | 3 | 4 | 5 | 6 | 7         |
| NA ② Topic B | 1         | 2 | 3 | 4 | 5 | 6 | 7         |

The digit 1 equals decreased very much, and the digit 7 equals increased very much. Consider if no change occurred, a response of 4 would be marked. If the topic does not apply to you (see above example), circle the item number and write NA next to the item number.

How these topics have affected me  
personally over the past six months/  
or since Flexitime was introduced

| TOPIC                                                         | Decreased |   |   |   |   |   | Increased |
|---------------------------------------------------------------|-----------|---|---|---|---|---|-----------|
| 1. Ease of transportation arrangements                        | 1         | 2 | 3 | 4 | 5 | 6 | 7         |
| 2. Ease of travel time to work                                | 1         | 2 | 3 | 4 | 5 | 6 | 7         |
| 3. Ease of travel time from work                              | 1         | 2 | 3 | 4 | 5 | 6 | 7         |
| 4. Lateness of arrival time at work                           | 1         | 2 | 3 | 4 | 5 | 6 | 7         |
| 5. Slower work starts on arrival at work                      | 1         | 2 | 3 | 4 | 5 | 6 | 7         |
| 6. Job coverage (work stations covered)                       | 1         | 2 | 3 | 4 | 5 | 6 | 7         |
| 7. Communications within department                           | 1         | 2 | 3 | 4 | 5 | 6 | 7         |
| 8. Communications with other departments                      | 1         | 2 | 3 | 4 | 5 | 6 | 7         |
| 9. Quantity of work produced                                  | 1         | 2 | 3 | 4 | 5 | 6 | 7         |
| 10. Quality of work produced                                  | 1         | 2 | 3 | 4 | 5 | 6 | 7         |
| 11. Absence from work because of sickness and other reasons   | 1         | 2 | 3 | 4 | 5 | 6 | 7         |
| 12. Abuses of the system (unwarranted time away from the job) | 1         | 2 | 3 | 4 | 5 | 6 | 7         |

|                                                                                  | Decreased |   |   |   |   | Increased |   |
|----------------------------------------------------------------------------------|-----------|---|---|---|---|-----------|---|
| 13. Fatigue during work hours                                                    | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 14. Rest time/break time                                                         | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 15. Efficiency of work unit as a whole                                           | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 16. Opportunities for my own quiet time<br>(allow for more concentration)        | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 17. Job satisfaction                                                             | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 18. Morale (spirit, resourcefulness,<br>commitment)                              | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 19. Personal control of work                                                     | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 20. Availability of supervisor                                                   | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 21. Availability of co-workers                                                   | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 22. Availability of supplies                                                     | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 23. Availability of equipment                                                    | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 24. Participation in problem solving                                             | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 25. Loyalty to the organization                                                  | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 26. Personal freedom and independence                                            | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 27. Amount of time during the workweek<br>for taking care of personal affairs    | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 28. Coordination of job responsibilities<br>with off-the-job interests           | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 29. Amount of time during the workweek for<br>off-the-job recreational interests | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 30. Amount of leisure time                                                       | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 31. Amount of time to spend with family                                          | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 32. Ease of child-care arrangements                                              | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 33. Moonlighting (working at another job)                                        | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 34. Number of hours of sleep                                                     | 1         | 2 | 3 | 4 | 5 | 6         | 7 |

If you are not a supervisor, please go to item 51. If you are a direct supervisor, please consider the following statements since you have been on Flexitime. If you have not been working under an alternate work schedule, please consider the following items during the last six months. Only supervisors are to answer these items.

|                                                                             | Decreased |   |   |   |   | Increased |   |
|-----------------------------------------------------------------------------|-----------|---|---|---|---|-----------|---|
| 35. Need to plan and distribute work in advance to my employees             | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 36. Efficiency of work unit                                                 | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 37. Productivity of work unit                                               | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 38. Quality of work produced by subordinates                                | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 39. Quantity of work produced by subordinates                               | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 40. Work group meeting deadlines                                            | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 41. Job coverage by subordinates                                            | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 42. Participation of my subordinates in problem solving                     | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 43. Need to supervise subordinates                                          | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 44. Amount of overtime in work unit                                         | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 45. Absence of subordinates from work because of sickness and other reasons | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 46. Lateness among subordinates                                             | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 47. Availability of subordinates                                            | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 48. Morale of subordinates                                                  | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 49. Turnover among subordinates                                             | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 50. Job satisfaction of subordinates                                        | 1         | 2 | 3 | 4 | 5 | 6         | 7 |

Please answer all the items by circling one numerical choice using the scaled responses. The scaled responses are preceded and followed by clarifying words to emphasize the digital scale.

|    |             |          |   |   |   |   |   |          |
|----|-------------|----------|---|---|---|---|---|----------|
|    |             | Negative |   |   |   |   |   | Positive |
| 1  | Topic A     | (1)      | 2 | 3 | 4 | 5 | 6 | 7        |
| NA | (2) Topic B | 1        | 2 | 3 | 4 | 5 | 6 | 7        |

The digit 1 equals very negative and the digit 7 equals very positive. If the topic does not apply to you (see above example), circle the item number and write NA next to the item number.

| TOPIC                                                                                                        | Negative |   |   |   |   |   |   | Positive |
|--------------------------------------------------------------------------------------------------------------|----------|---|---|---|---|---|---|----------|
| 51. Organizational climate                                                                                   | 1        | 2 | 3 | 4 | 5 | 6 | 7 |          |
| 52. How I feel the organization treats me as an employee                                                     | 1        | 2 | 3 | 4 | 5 | 6 | 7 |          |
| 53. Feelings I have about considering working for another organization that uses fixed working hours         | 1        | 2 | 3 | 4 | 5 | 6 | 7 |          |
| 54. Feelings I get when others still working see me leave work early                                         | 1        | 2 | 3 | 4 | 5 | 6 | 7 |          |
| 55. Feelings I get when talking with workers not on Flexitime                                                | 1        | 2 | 3 | 4 | 5 | 6 | 7 |          |
| 56. Overall feelings about working under Flexitime                                                           | 1        | 2 | 3 | 4 | 5 | 6 | 7 |          |
| 57. Effects of Flexitime on scheduling patients                                                              | 1        | 2 | 3 | 4 | 5 | 6 | 7 |          |
| 58. Effects of Flexitime on patients' perceptions                                                            | 1        | 2 | 3 | 4 | 5 | 6 | 7 |          |
| 59. Effects of Flexitime on services provided to patients                                                    | 1        | 2 | 3 | 4 | 5 | 6 | 7 |          |
| 60. Effects of Flexitime on health care providers                                                            | 1        | 2 | 3 | 4 | 5 | 6 | 7 |          |
| 61. If you are <u>not</u> under Flexitime, what would be your overall feelings about working under Flexitime | 1        | 2 | 3 | 4 | 5 | 6 | 7 |          |

Please indicate how important for you is:

|                                    | not at all |   |   |   |   |   |   | very important |
|------------------------------------|------------|---|---|---|---|---|---|----------------|
| A. self satisfaction               | 1          | 2 | 3 | 4 | 5 | 6 | 7 |                |
| B. self development                | 1          | 2 | 3 | 4 | 5 | 6 | 7 |                |
| C. your family                     | 1          | 2 | 3 | 4 | 5 | 6 | 7 |                |
| D. job satisfaction                | 1          | 2 | 3 | 4 | 5 | 6 | 7 |                |
| E. your profession                 | 1          | 2 | 3 | 4 | 5 | 6 | 7 |                |
| F. commitment to your organization | 1          | 2 | 3 | 4 | 5 | 6 | 7 |                |
| G. military/civil service career   | 1          | 2 | 3 | 4 | 5 | 6 | 7 |                |
| H. leisure pursuits                | 1          | 2 | 3 | 4 | 5 | 6 | 7 |                |
| I. recreational pursuits           | 1          | 2 | 3 | 4 | 5 | 6 | 7 |                |

Of the above topics (A through I), the most important one for you is \_\_\_\_\_  
followed by the next most important \_\_\_\_\_.

The least important is \_\_\_\_\_.

Are there other areas about your work or topics which you would like to  
offer comments about and have not had the opportunity? If so, please comment.

Are you interested in feedback on the findings of this survey?    yes    no

If yes, in what format:    a) written summary  
                                  b) presentation in small group  
                                  c) presentation in large group  
                                  d) other (please specify) \_\_\_\_\_

Thank you very much for your cooperation.

Name of activity \_\_\_\_\_

On Flexitime:        yes        no

Fold and staple once.    Thank you.

APPENDIX B

### INFORMATION TO PARTICIPANTS

The attached inventory has been designed to provide the commander with information about how personnel feel about their work. This survey will document your experiences and perceptions over the past six months. Your cooperation will assist our being aware of your perceptions. This is an anonymous response questionnaire, and no attempt will be made to associate responses to specific individuals; however, it is essential that all respondents identify their experience for control purposes. If you have any questions, please ask. Thank you very much for your cooperation.

### INFORMATION REQUIRED BY THE PRIVACY ACT

TITLE OF FORM: WORK SURVEY

AUTHORITY: Section 3012, Title 10 United States Code and Executive Order 9397

PRINCIPLE AND ROUTINE USES: The collected data will be used to support the research, evaluation, and mission requirements of this medical activity. The data may also be used to provide the commander with information about the opinions and attitudes of the staff. No information will be provided to the commander which will allow any single individual or small group of individuals to be specifically identified. The data may be retained on computer cards, computer files, or individual survey forms to be processed for statistical analysis.

COMPLIANCE IS VOLUNTARY: YOU DO NOT HAVE TO FILL OUT THE INVENTORY. There is no effect upon the individual for failure to disclose information.

Section I: Control Data

Please answer all the items by filling in, or circling one numerical choice, or whatever appears to be an appropriate response.

Age: \_\_\_\_\_ (years) Date: month \_\_\_\_\_ year \_\_\_\_\_

Profession/job title: \_\_\_\_\_

Rank/Grade: \_\_\_\_\_

Years of federal service: active military \_\_\_\_\_ civil service \_\_\_\_\_

Sex: male female (please circle one)

If civilian, are you a union member? yes no

Marital status: married single divorced separated widow(er)

Does your spouse work? yes no NA

Children/dependents living with you: yes no NA

Live alone: yes no

Transportation to work: a) public transportation  
b) car/van pool  
c) solo driver  
d) other \_\_\_\_\_

Are you a direct supervisor of other employees: yes no  
(a supervisor directly controls and influences subordinates)

If yes, of how many subordinates: \_\_\_\_\_

Do you have contact with patients: yes no  
(for example: receptionist, physician)

Do you provide direct patient care: yes no

Which hours do you work? (If shift worker, choose today as typical.)

Which days do you work: M Tu W Th F Sa Su (circle days work)

Is your ward/service/clinic/department/activity on Flexitime? yes no  
If applicable, circle the element(s) on Flexitime.

If yes, how long has your ward/service/clinic/department/activity been on Flexitime?  
\_\_\_\_\_ (months)

Name of ward/clinic/activity: \_\_\_\_\_

## Section II: Responses

Please consider the following items from the perspective of the last six months (from 1 January 1980). Have you been aware of or noticed changes in any of the following aspects of your life and work? If your ward/service/clinic/department/activity has been on Flexitime, please answer this survey since you have been on Flexitime. Please consider each item as it concerns you personally.

Please answer all the items by filling in, or circling one numerical choice or whatever appears to be an appropriate response. All scaled responses are preceded and followed by clarifying words to emphasize the digital scale.

|           | Decreased |   |   |   |   | Increased |   |
|-----------|-----------|---|---|---|---|-----------|---|
| 1 Topic A | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 2 Topic B | 1         | 2 | 3 | 4 | 5 | 6         | 7 |

The digit 1 equals decreased very much, and the digit 7 equals increased very much. Consider if no change occurred, a response of 4 would be marked. If the topic does not apply to you (see above example), circle the item number and write NA next to the item number.

How these topics have affected me  
personally over the past six months/  
or since Flexitime was introduced

| TOPIC                                                         | Decreased |   |   |   |   | Increased |   |
|---------------------------------------------------------------|-----------|---|---|---|---|-----------|---|
| 1. Ease of transportation arrangements                        | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 2. Ease of travel time to work                                | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 3. Ease of travel time from work                              | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 4. Lateness of arrival time at work                           | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 5. Slower work starts on arrival at work                      | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 6. Job coverage (work stations covered)                       | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 7. Communications within department                           | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 8. Communications with other departments                      | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 9. Quantity of work produced                                  | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 10. Quality of work produced                                  | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 11. Absence from work because of sickness and other reasons   | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 12. Abuses of the system (unwarranted time away from the job) | 1         | 2 | 3 | 4 | 5 | 6         | 7 |

|                                                                                  | Decreased |   |   |   |   | Increased |   |
|----------------------------------------------------------------------------------|-----------|---|---|---|---|-----------|---|
| 13. Fatigue during work hours                                                    | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 14. Rest time/break time                                                         | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 15. Efficiency of work unit as a whole                                           | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 16. Opportunities for my own quiet time<br>(allow for more concentration)        | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 17. Job satisfaction                                                             | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 18. Morale (spirit, resourcefulness,<br>commitment)                              | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 19. Personal control of work                                                     | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 20. Availability of supervisor                                                   | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 21. Availability of co-workers                                                   | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 22. Availability of supplies                                                     | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 23. Availability of equipment                                                    | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 24. Participation in problem solving                                             | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 25. Loyalty to the organization                                                  | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 26. Personal freedom and independence                                            | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 27. Amount of time during the workweek<br>for taking care of personal affairs    | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 28. Coordination of job responsibilities<br>with off-the-job interests           | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 29. Amount of time during the workweek for<br>off-the-job recreational interests | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 30. Amount of leisure time                                                       | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 31. Amount of time to spend with family                                          | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 32. Ease of child-care arrangements                                              | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 33. Moonlighting (working at another job)                                        | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 34. Number of hours of sleep                                                     | 1         | 2 | 3 | 4 | 5 | 6         | 7 |

If you are not a supervisor, please go to item 51. Please consider the following items during the last six months. If you are a direct supervisor, please consider the following statements since you have been on Flexitime, if appropriate. Only supervisors are to answer these items.

Are you a direct supervisor:    yes        no

If no, go to item 51. If yes, please continue with item 35.

|                                                                             | Decreased |   |   |   |   | Increased |   |
|-----------------------------------------------------------------------------|-----------|---|---|---|---|-----------|---|
|                                                                             | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 35. Need to plan and distribute work in advance to my employees             | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 36. Efficiency of work unit                                                 | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 37. Productivity of work unit                                               | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 38. Quality of work produced by subordinates                                | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 39. Quantity of work produced by subordinates                               | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 40. Work group meeting deadlines                                            | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 41. Job coverage by subordinates                                            | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 42. Participation of my subordinates in problem solving                     | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 43. Need to supervise subordinates                                          | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 44. Amount of overtime in work unit                                         | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 45. Absence of subordinates from work because of sickness and other reasons | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 46. Lateness among subordinates                                             | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 47. Availability of subordinates                                            | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 48. Morale of subordinates                                                  | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 49. Turnover among subordinates                                             | 1         | 2 | 3 | 4 | 5 | 6         | 7 |
| 50. Job satisfaction of subordinates                                        | 1         | 2 | 3 | 4 | 5 | 6         | 7 |

Please answer all the items by circling one numerical choice using the scaled responses. The scaled responses are preceded and followed by clarifying words to emphasize the digital scale.

|           | Negative |   |   |   |   | Positive |   |
|-----------|----------|---|---|---|---|----------|---|
| 1 Topic A | 1        | 2 | 3 | 4 | 5 | 6        | 7 |
| 2 Topic B | 1        | 2 | 3 | 4 | 5 | 6        | 7 |

The digit 1 equals very negative and the digit 7 equals very positive. If the topic does not apply to you (see above example), circle the item number and write NA next to the item number.

| TOPIC                                                                                                        | Negative |   |   |   |   | Positive |   |
|--------------------------------------------------------------------------------------------------------------|----------|---|---|---|---|----------|---|
| 51. Organizational climate                                                                                   | 1        | 2 | 3 | 4 | 5 | 6        | 7 |
| 52. How I feel the organization treats me as an employee                                                     | 1        | 2 | 3 | 4 | 5 | 6        | 7 |
| 53. Feelings I have about considering working for another organization that uses fixed working hours         | 1        | 2 | 3 | 4 | 5 | 6        | 7 |
| 54. Feelings I get when others still working see me leave work early                                         | 1        | 2 | 3 | 4 | 5 | 6        | 7 |
| 55. Feelings I get when talking with workers not on Flexitime                                                | 1        | 2 | 3 | 4 | 5 | 6        | 7 |
| 56. Overall feelings about working under Flexitime                                                           | 1        | 2 | 3 | 4 | 5 | 6        | 7 |
| 57. Effects of Flexitime on scheduling patients                                                              | 1        | 2 | 3 | 4 | 5 | 6        | 7 |
| 58. Effects of Flexitime on patients' perceptions                                                            | 1        | 2 | 3 | 4 | 5 | 6        | 7 |
| 59. Effects of Flexitime on services provided to patients                                                    | 1        | 2 | 3 | 4 | 5 | 6        | 7 |
| 60. Effects of Flexitime on health care providers                                                            | 1        | 2 | 3 | 4 | 5 | 6        | 7 |
| 61. If you are <u>not</u> under Flexitime, what would be your overall feelings about working under Flexitime | 1        | 2 | 3 | 4 | 5 | 6        | 7 |

Please indicate how important for you is:

|                                    | not at all |   |   |   | very important |   |   |
|------------------------------------|------------|---|---|---|----------------|---|---|
|                                    | 1          | 2 | 3 | 4 | 5              | 6 | 7 |
| A. self satisfaction               | 1          | 2 | 3 | 4 | 5              | 6 | 7 |
| B. self development                | 1          | 2 | 3 | 4 | 5              | 6 | 7 |
| C. your family                     | 1          | 2 | 3 | 4 | 5              | 6 | 7 |
| D. job satisfaction                | 1          | 2 | 3 | 4 | 5              | 6 | 7 |
| E. your profession                 | 1          | 2 | 3 | 4 | 5              | 6 | 7 |
| F. commitment to your organization | 1          | 2 | 3 | 4 | 5              | 6 | 7 |
| G. military/civil service career   | 1          | 2 | 3 | 4 | 5              | 6 | 7 |
| H. leisure pursuits                | 1          | 2 | 3 | 4 | 5              | 6 | 7 |
| I. recreational pursuits           | 1          | 2 | 3 | 4 | 5              | 6 | 7 |

Of the above topics (A through I), the most important one for you is \_\_\_\_\_ followed by the next most important \_\_\_\_\_. The least important is \_\_\_\_\_.

Are there other areas about your work or topics which you would like to offer comments about and have not had the opportunity? If so, please comment.

Are you interested in feedback on the findings of this survey?    yes    no

If yes, in what format:    a) written summary  
                                  b) presentation in small group  
                                  c) presentation in large group  
                                  d) other (please specify) \_\_\_\_\_

Thank you very much for your cooperation.

Name of activity \_\_\_\_\_

On Flexitime:      yes      no

Fold and staple once. Thank you.

**DISTRIBUTION:**

HQDA (DASG) (1)

HSPA HSC (1)

HSOP-S (1)

