



**The impact of flexible work hours on employee performance: A case study of AB InBev**

**By**

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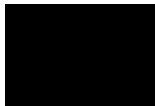
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## **Abstract**

As organizations move into the global markets to become more competitive, sustainable and profitable, the downside is the struggle in maintaining a suitable work-life balance, which can impact employee performance. Improving and sustaining employee performance has become a growing concern and challenge for organizations across the world. To overcome such concerns and challenges, organizations cannot simply focus on employee performance, but rather the factors that strengthen employee relations through a suitable working hours and a favorable work environment. These factors positively contribute to the performance, bottom-line and degree of innovation at the organization.

Fast Moving Consumer Goods (FMCG) organizations, who operate around the clock, see low points of employee performance, job satisfaction, and with high points of absenteeism. Flexible work hours can lead to increased levels of employee performance, which creates a dual benefit for both the employee and the organization. This study aimed to establish how flexible work hours can improve employee performance at Anheuser Busch InBev (AB InBev).

A census consisting of 62 management-level employees was used from the FMCG organization, AB InBev, based in Durban. The research approach was quantitative in nature and was undertaken utilizing online questionnaires that were distributed via Microsoft Forms. Statistical package for the Social Sciences (SPSS) was used to examine the data, upon which the statistical analysis revealed several significant relationships through applicable descriptive and inferential analysis. Of the 62 management-level employees, 60.7% of the participants were male, whilst the remaining 39.3% were female. Statistical results indicated a correlation between working hours (standard and flexible) and employee performance that were statistically significant ( $F_{lx.r.766} > Std.r.290$ ).

The study offered insight into factors that affected employee performance during working hours, which indicated that flexible work hours significantly improve employee performance, whilst remuneration was revealed as not being a key factor when flexible working hours were an option. These insights provided the organization with useful information to create effective solutions, provide a conducive working environment, and therefore enhance performance of employees at AB InBev. The study concludes by offering alternative methods to improve and maximize the performance of employees at the organization through the development of practical recommendations. It is recommended that organizations focus on improving the work-life balance of their employees through the offering of flexible work hours, and increasing their employee engagement and performance.

Keywords: Flexible work hours, health, job satisfaction, performance, remuneration, stress, well-being, working conditions.

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## **Chapter 1: Introduction of Research**

### **1.1 Introduction**

The chapter presents the background, research problem, motivation, and focus of the research. This chapter further presents the aim, specific objectives, expected outcomes and research objectives, and significance of the research. In addition, the chapter highlight the methods utilized to conduct this research and concludes with the overview of the research contents.

To remain competitive in the global market, many manufacturing industries like the Fast Moving Consumer Goods (FMCG) operate around the clock. This adversely affects employees' ability to sustain a healthy work-life balance. This imbalance drastically affects employee performance, health and stress levels, well-being and job satisfaction, and absenteeism. The importance of the factors should not be undermined, as employees spend a significant portion of their lives at their places of employment (Langton, Robbins, and Judge, 2013). The understanding and consideration of flexible work hours and its influence on employee performance, along with other factors, are necessary in improving the overall well-being of the employees. This promotes productivity and leading organizations in the right direction. This case study looks at how flexible work hours can impact employee performance and the various factors that influence it.

### **1.2 Research Context: Background**

The demographics of the workforce is constantly changing with a greater number of individuals facing the challenge of managing personal and work responsibilities in the hope of maintaining a healthy work-life balance. The roles of breadwinner and caregiver are interchangeable, with both men and women equally competing in the corporate arena and equally taking care of their families. A surge of adult education also contributes dramatically for the need for flexible work hours, especially in developing countries. Organizations are beginning to realize the urgent need for flexible work hours as the world is rapidly changing around us (McNall, Masuda, and Nicklin, 2009).

In a study done by Regus (2012), highlighted that in the United Kingdom (UK) 79% of the public and 69% of Member of Parliament (MP) believes that more effort is required in aiding organizations to implement flexible working to stimulate economic growth. The productivity

commission in Australia indicated that importance of adopting flexible working hours to help close the productivity gap, whilst organizations that are based in the European Union (EU) believe that flexible working hours are necessary to help employees to achieve a healthy work-life balance, and is vital in employee retention.

The alcohol manufacturing industry, forms part of the FMCG environment. Like all manufacturing industries, the alcohol industry is also characterized by increased globalization, competitiveness, and the endless pursuit of economic gain, which results in employees working more than ever (Doncheva, 2020). The alcohol manufacturing organization, Anheuser Busch InBev (AB InBev), which is located in KwaZulu-Natal (KZN) are faced with low levels of employee performance, well-being and job satisfaction, and coupled with high levels stress, health issues, and absenteeism. This has detrimental effects on the daily operations of the organization. This research looks at the impact of flexible work hours on employee performance within an alcohol manufacturing organization in KZN. Previous research around this topic of flexible work hours are mostly concentrated in international countries and other types of FMCG, therefore critical knowledge in this research is severely lacking in this industry, and especially from a South African perspective.

### **1.3 The Research Problem**

For organizations to remain competitive, productive and grow sustainably, employees need to have high levels of performance, well-being and job satisfaction, and low levels of stress, health issues, and absenteeism. A study done by Onyeizugbe, Nduka, and Enaihi (2019), in a manufacturing plant in the Anambra state in Nigeria, revealed that the manufacturing plant were burdened with on-going issues of production timing, the pressure to produce high-quality goods, which lead to poor organization and employee performance. Findings from the study highlighted that rigid and rigorous work patterns, eroded employee work-life balance which negatively affected the employee's well-being, job satisfaction, performance, and retention. Presently, with standard working hours, the AB InBev is experiencing high rates of absenteeism, burnout, tiredness, and late arrivals (time management issues), which therefore affects production. The departmental heads have tried to address the aforementioned issues, with no success.

The primary research objectives included determining the influence of flexible work hours on employee performance at AB InBev, whilst understanding the factors that impact this relationship.

The data acquired from the study can be utilized on a department specific level to help employees attain a healthy work-life balance by identifying how flexible work hours can improve employee performance. It can also assist the organization by improving health and stress levels, performance well-being and job satisfaction of employees. The research intends to identify how flexible work hours can improve employee performance, by creating a healthy work-life balance for all employees and overcoming time management problems.

#### **1.4 Rationale for the Research**

The outcome of this research will benefit AB InBev, its employees, and other similar FMCGs. In this research, AB InBev as an organization; can use the outcomes of this research as an opportunity in providing insights and methods of improvement on how best to serve the needs of the employees, whilst maximizing the performance of the employee. The research will also provide the organization with the knowledge and the extent to which different factors influence the employees' performance. The outcomes would form the foundation of the plan the organization will use to mitigate the factors which have the most significance on the employees. This will create and cater for a positive work-life balance via the form of flexible work hours, and it will directly improve employee performance. The organization will be able to observe the best practices gained from prior studies, as outlined in the literature review.

AB InBev employees would have a greater and fulfilling work experience that will encourage them to work better. A greater performance by employees would influence the production output and organizational bottom line, which would allow further expansion in the beverage market as they would occupy more market share.

#### **1.5 Focus of the Research**

The research focuses on examining the relationship between working hours (standard and flexible) and employee performance at AB InBev. Furthermore, the research intends to establish the degree to which selected factors affect this relationship. Recommendations to improve employee performance at the organization will be included in this research.

## **1.6 Aim of the Research**

The aim of this research is to examine the relationship between flexible work hours on employee performance.

## **1.7 Objectives of the Research**

The following objectives were established to address the research:

- To determine the correlation between standard work hours and employee performance at AB InBev
- To determine the correlation between flexible work hours and employee performance at AB InBev
- To investigate factors influencing the relationship between standard and flexible work hours and employee performance at AB InBev

## **1.8 Research Questions**

- What is the relationship between standard work hours on employee performance at AB InBev?
- What is the relationship between flexible work hours on employee performance at AB InBev?
- What are the factors influencing the relationship between standard and flexible work hours on employee performance at AB InBev?
- How can AB InBev improve employee performance from flexible work hours?

## **1.9 Significance of the Study**

This research provided a detailed insight into how flexible working hours affect employee performance. By identifying the problems associated with standard working hours and employee performance, the organization can improve the employee performance by introducing flexible work hours, along with the factors that further influence employee performance.

The overall performance of the organization can be improved by introducing a flexible and healthy work environment for all employees. A core aspect of improving employee performance which is dependent on employee well-being will be discussed in relation to working standard work hours. The core motivation of this research is to maximize the employees' performance in a manner that allows a healthy and safe work-life balance. This type work-life balance would encourage the

employee to have a more well-rounded and rested lifestyle, which acts positively on their well-being. The research will provide a deeper perpetuation to higher levels of the organization's management to make significant decisions that will impact the organization's ability to reach peak performance, goals, objectives, and longevity.

### **1.10 Methodology**

A study that is conducted in which data is collected once-off to answer research questions, are known as one-shot or cross-sectional studies (Sekaran and Bougie, 2016). This research was a cross-sectional study, that involved 62 management employees at AB InBev, using an electronically distributed questionnaire. The management employees were the unit of analysis of the research, which included employees from various departments; i.e Human Resources, Engineering, Production, Manufacturing Systems, Quality, Logistics, Environment, and Safety to eliminate any element of biases. The respondents were approached, with permission from the executive directive, plant manager and respective HODs, requesting completion of the questionnaire over a seven-day period. The aim, objectives, participation rights, and confidentiality of the research was explained to the respondents, to ensure a full understanding of the value their input would provide towards the study. The benefits of the outcome of the research was also explained, which included improving their overall work-life balance, working conditions, and performance. The questionnaire received a 98.4% response rate. The results from the questionnaire were analyzed and were used to conclude on the findings.

### **1.11 Delimitations of the study**

The research is limited to an alcohol manufacturing organization in KZN. Findings that arose were limited specifically to the KZN site. Another limitation was the study being conducted on various employees across different departments, and findings may be related to a specific department and would not resonate to the organization in its entirety. Also, the individual work requirements of employees in these different departments can be seen as a limiting factor as flexible work hours may not suit the nature of the job.

### **1.12 Format of the Study**

The research is sectioned into five chapters, as defined below:

- Chapter one of this research outlines the background of the organization, details the research context and problem, defines the motivation, focus, aim and objectives, and highlights the significance, methodology utilized to conduct the study.
- Chapter two consists of the literature review for the research. It also critically reviews and evaluates the literature in relation to the topic of the research; flexible work hours and employee performance. Key themes are also identified to recognize and distinguish the knowledge gap.
- Chapter three offers the research methodology of the study. The specific methodology undertaken in the research is fully articulated. It details the research methodology, design, research population, instrument design, data collection and analysis methods applied in the research.
- Chapter four depicts and illustrates the results obtained. It offers the interpretation and discussion of the finding in references to the literature discovered in Chapter two, to either support or argue against the findings. A varied statistical approach was used to analyze the results obtained.
- Chapter five is the final chapter in this research and presents the conclusions, recommendations, and deliberations regarding the limitations, and future research of this research.

### **1.13 Summary of the Study**

This chapter offers an outline of the research, which contains the defining the research problem and the motivation for conducting this research. The focus of the research is presented in the form of the aim, objectives and research questions. The subsequent chapter is the literature review on the objectives outlined in this research.

## **Chapter 2: Literature Review**

### **2.1 Introduction**

The following literature review examines the relationship between flexible work hours and employee performance within an organization in the manufacturing sector. This chapter outlines the context for the research problem, research questions, and research objectives through the presentation of the overview of flexible working hours, and its factors which impact employee performance. The literature also exhibits routine factors that are indirectly influence flexible work hours and employee performance, that reinforce the research objectives. The research offers an extended range of pertinent published literature from leadership, economic, management and other related reports and journals. In addition, it highlights similar research studies that also examined this relationship, presenting views from alternative industries and countries to inform the discussion, thus creating an in-depth understanding of the relationship between these variables.

The literature requires unfolding employee performance, the several types, and the various measures of employee performance. Subsequently, conceptualizing the numerous forms of flexible working hours. Thereafter, this is followed by a detailed discussion of the different working hours and the impact on employee performance. Followed by a comprehensive dialogue of the direct impacts of other influencing each of the main variables, along with a conceptual framework. Lastly, the chapter concludes with the identification and discussion of the research gap and conclusion.

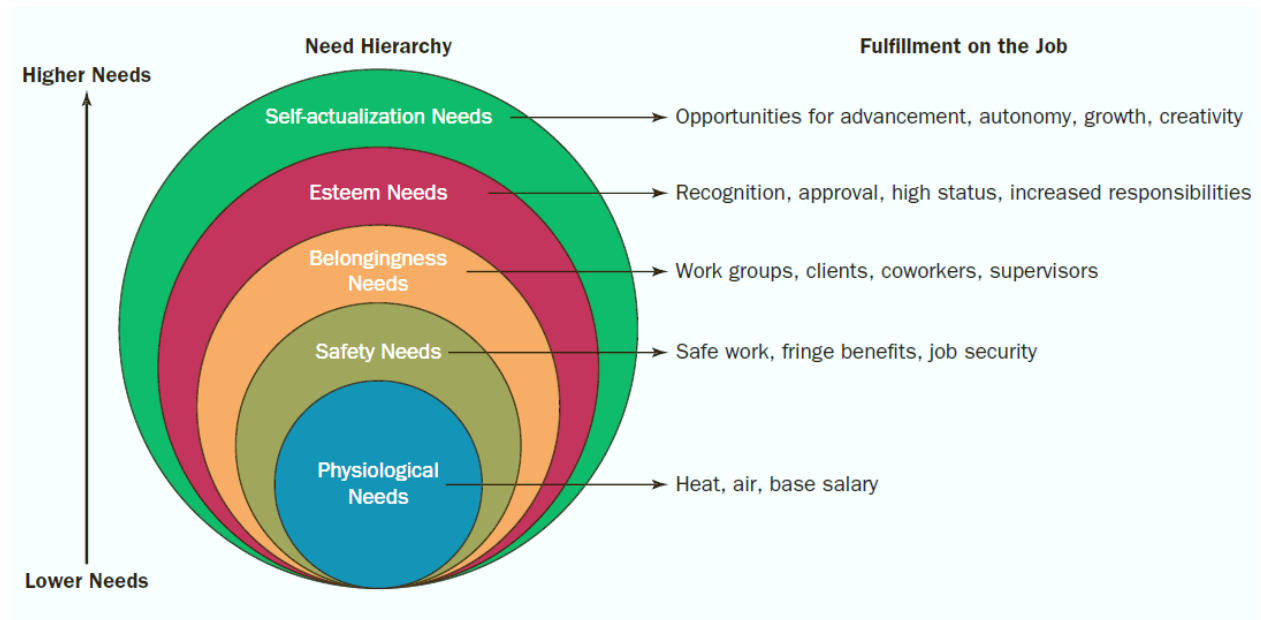
### **2.2. Review of Theories**

Previous literature outlining factors that are influence by flexible work hours has been used as the central source in carrying out this research. This research utilizes the following theories which contribute to employee performance. These theories are established on needs-based theories of motivation, in which an individual's needs are assessed to determine what they need as motivation (Daft, 2014).

### 2.2.1 Abraham Maslow's Hierarchy of Needs

Daft (2014) describes Abraham Maslow's hierarchy of needs by way of one of the most famous need-based theories ever formulated. The theory outlines that humans remain motivated by several needs, which occur in a hierarchical order as seen in Figure 2.1.

An individual will continue to seek fulfillment for a particular need for as long as it is not fulfilled, in a sequential manner. Fulfillment becomes a motivating factor for the both individual and employee on a personal and work front. It is imperative that organizations have the ability to identify these motivators and that they are used correctly on an individual basis to maximize job satisfaction and performance (Daft, 2014).



**Figure 2.1:** Maslow's hierarchy of needs depicting how employee performance can be fulfilled in a sequential manner. Source: Daft (2014).

According to Maslow's theory, lower-order needs take priority and must be satisfied before higher-order needs can be activated, in sequence. Central to Maslow's theory is that an employee's needs are molded by unsatisfied needs, which therefore drive motivation and performance in employees. In an organizational setting, if the physiological need of base salary is adequately satisfied to maintain the living standard of the employee, the employee will be motivated by a higher level need in the hierarchy such as benefits such as flexible working hours (safety need) (Daft, 2014). Employees who are parents or caregivers, have to try to maintain a healthy balance

between work and family responsibilities. Employees who are consistently working fixed standard hours, and overtime hours, will stress about the safety and whereabouts of their children during working hours, as they do not have the ability to personally ensure their safety. This diverts the attention of the employee away from work responsibilities, thus reducing their performance, and increasing their health and stress levels. By employees being offered the flexibility of working hours, it can allow them the freedom to attend to all aspects of family responsibilities, the employees can enjoy a healthy work-life balance, thus motivating them to perform better, which benefits both the organization and employee. This substantiates Maslow's theory of motivation, as the physiological, safety, belongingness, esteem, and self-actualization needs must be satisfied by an employee, in order for them to be motivated to perform in the workplace, which is vital to this research (Govender, 2017).

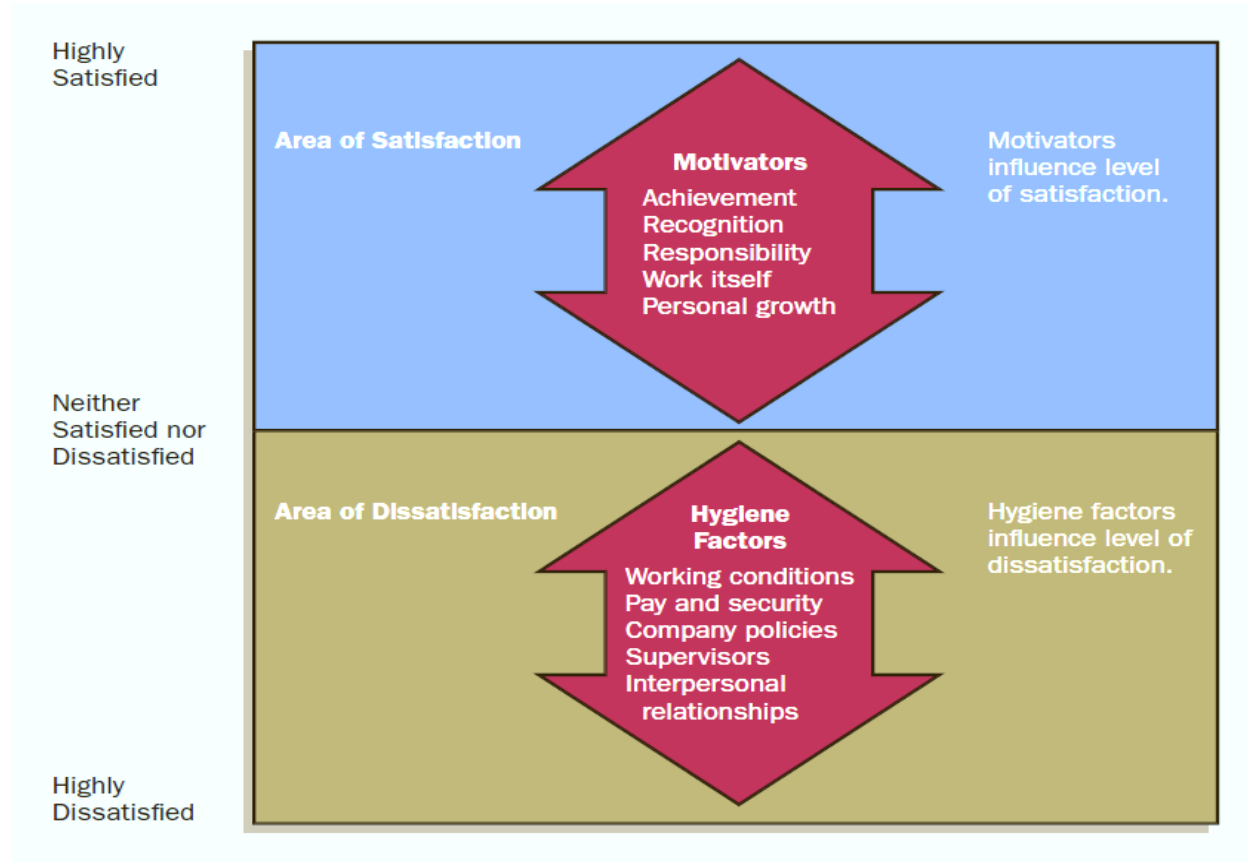
### **2.2.2 Fredrick Herzberg's Two Factor Motivation Theory**

Fredrick Herzberg's developed needs-based theory of motivation which is known as the two-factor theory. It is based on a study conducted by Herzberg, in which he found two factors that highlighted when employees were highly motivated to work versus when they were unmotivated (Daft, 2014).

The first factor is the motivator factor, which looks at the need for recognition, achievement and chance for personal growth. Herzberg thought that staff are exceedingly motivated once the inputs to the motivator factor is present (Daft, 2014). The second factor is known as the hygiene factor, which deals with the presence and absence of job dissatisfaction aspects such as salary, organizational policies and the working environment. Good hygiene factors remove job dissatisfaction, but does not cause motivation in employees (Figure 2.2).

It is important for organizations to have competent employees, who have the ability to work autonomously, and effectively accomplish requirements of the role. This can be achieved through employee empowerment, through education, learning and development, as employees can achieve personal growth and advance within the organization (Mowday, 2013). Personal growth is a strong motivator, as it influences the level of satisfaction of the employee (Daft, 2014). Employees who work fixed standard hours, coupled with overtime hours, do not have the luxury of advancing their educational levels, which can affect their level of satisfaction, as they are unable to achieve

personal goals, that would influence other intrinsic motivators of achievement, recognition, and growth within the organization. The offering of flexible working hours, employees are able to further their educational levels, which benefits both the employee and the organization, as competent, highly satisfied and performing employees are imperative to a sustainable, valuable and profitable organization (Elnaga and Imran, 2013).



**Figure 2.2:** Herzberg's two-factor theory. Source: Daft (2014)

The aforementioned theories will assist in investigating the correlation between the independent variable, being flexible work hours, to the dependent variable of employee performance.

### 2.3 Performance

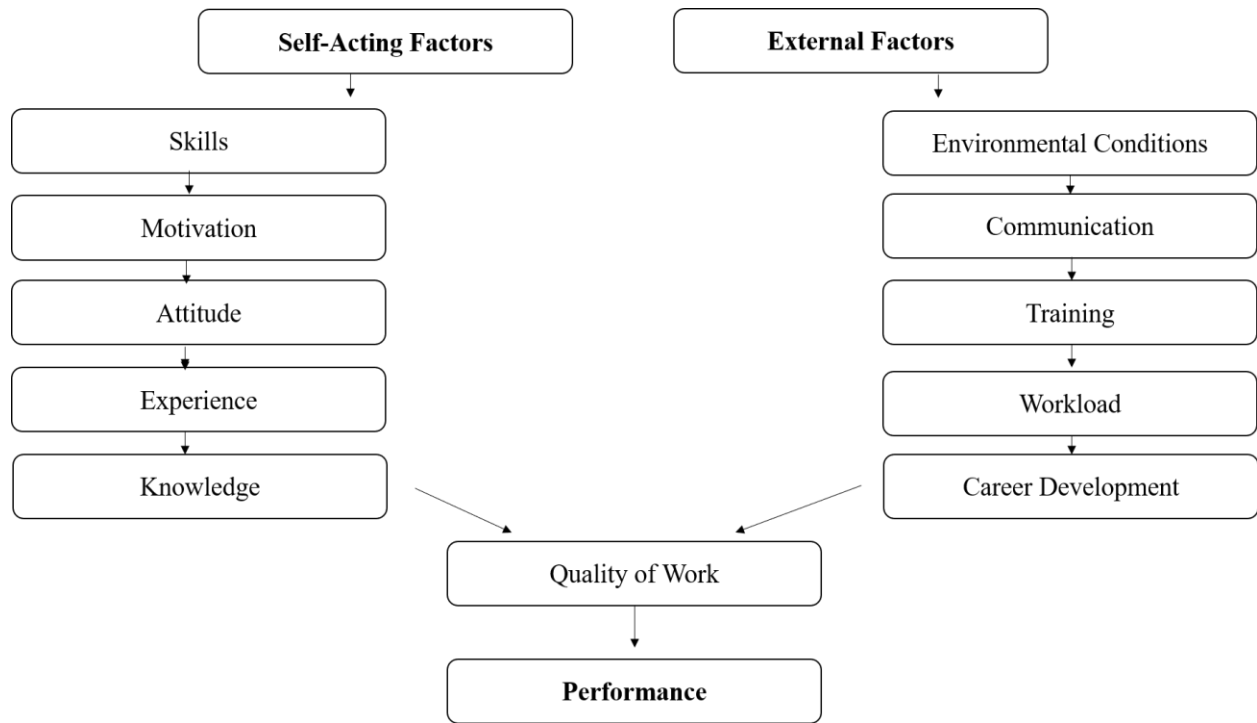
As organizations attempt to achieve their aims, objectives, and appeasing of stakeholders' through increasing market share, product development, capital appreciation, expansion in new markets, and most importantly recruiting and retaining valuable employees, which are key to achieving optimal performance (Austin-Egole, Iheriohanma, and Nwokorie, 2020). Employees are the most valuable assets that organizations hold, as these employees are continuously fraught with the

dilemma on how to best distribute their important time amongst numerous competing needs such as be present for personal commitments, raising of children, furthering of education, and other activities that could conflict with organizational goals (Jackson, 2007). Fapohunda (2014) explains situations like this arise and cause work-life conflict, as for some employees this begins to threaten the disparity in the time they invest at the organization in relation to the time they spend at home. For the organization, this negative impact presents itself as incessant absenteeism, tiredness or burned out, low motivation, increased stress levels, health complications, ineffective parenting, and potential marital conflicts which results in low employee performance.

An organizations growth and success are dependent on the performance of their employees, specifically highly performing employees who have the capacity to meet and exceed their goals, deliver on expectations, and excel in their specialties, to gain competitive advantage (Austin-Egole, Iheriohanma, and Nwokorie, 2020). Employee performance is defined as a types of employee behaviors which can be evaluated, monitored, measured, and assessed; these behaviors should be in aligned to the goals of the organization. The achievement of the organization's goal is a dominant component in evaluating an employee's performance. However, not every action of employee directly impacts the goals of the organization, as other performance attributes such as abilities, competencies, aptitude, skills, knowledge, and commitment of an employee are combined for efficiency in focus. Other attributes such as communication, discipline, self-development, and training are also considered in employee performance evaluation (Igbinovia and Popoola, 2016).

Performance of employees is further defined by Prasetya and Kato (2011) as the accomplished outcome of actions with the skills of employees who execute in such situations. Dessler (2008) explained employee performance as work related tasks that is expected of employees and how well the task was executed. Employee performance can be summarized as the records of outcomes attained for each role function, during an allotted timeframe.

Gunawan, and Amalia (2015) explain the performance can be influenced by two factors: Factors of self-acting and external factors acting, as seen in the conceptual model (Figure 2.3). The former encompasses factors such as competence, skills, experience, skills, knowledge, and motivation. The latter includes factors such as environmental conditions, communication, training, workload and career development in the organization.



**Figure 2.3:** Conceptual model outlining the factors that influence performance. Source: Gunawan, and Amalia (2015)

Performance goes beyond allowing an organization to achieve their goals, but impacts the economy and promotes growth in the countries it operates in. Successful performance is indicative of economic performance, which improves economic growth and welfare (Ali, Ali, and Adan, 2013).

Due to the vastness of the definition of performance, and the numerous ways in which performance can be measured, this study will acknowledge performance as outlined in the conceptual model (Figure 2.3), specifically motivation, skills, knowledge, motivation, attitude, experience, workload and career development.

### 2.3.1 Performance Measurement

The measurement of performance is the power of performance management, which directly affects the firms' performance (Akinbowale, Lourens, and Jinabhai, 2014). Performance measurement aids in identifying and overcoming the issues and difficulties faced by the employee on their work. Evaluation of employee performance can be measured monthly, quarterly, semi-annually, or annually to allow the organization to improve any identified segments that are performing poorly

(Dessler, 2008). Organizations benefit from it in numerous ways, yet it can equally have a worsening impact on employee performance (Anderson, 2002). Managers within an organization are perfectly adept of forming accurate judgements of employee performances (Fletcher and Bailey, 2003). Employee performance ratings are usually gathered around 'not performing', 'performing', and 'excelling', which can have a negative or positive impression. Employees who receive a good performance rating, are usually motivated to perform well and either maintain or exceed their performance, whilst an employee who receives a poor rating can lose motivation, thus impacting on their performance (Atkins and Wood, 2002). Stone (2002) states that a significant amount of managers are unsuccessfully trained on how to offer appropriate and timely feedback to employees, as well as being unable to provide structured coaching, mentoring, or support. This can further reduce morale and performance of an employee.

A study carried out by Rechter (2010), stated that the measurement of performance is the organization's matter of rewarding employees, whilst also encouraging competition between employees. Mondy and Noe (2008) explained that employees felt the need to work overtime, or beyond standard working hours, to create the perception of 'working hard'. The researchers also noted that when an employee sees their teammates staying later than usual working hours, they become reluctant to leave the workplace, due to feeling that they may not be doing enough or remain in competition with their colleagues. This was highlighted earlier by Ricardo and Wade (2001), in which employees feel obligated and join the culture of working late, this leads employees to lose control over their work-life balance, and thus negatively impacting their performance.

It is a difficult to accurately and objectively measure an employees' performance, as the measurement should cover the evaluation of the tasks concluded, the quality of accomplishments of the employee in a specific period of time, and compare those to the goals outlined at the beginning of that specific period (Bond and Fox, 2007; Rudman, 2002). Effective monitoring and measuring of employee performance, with appropriate and timely feedback can aid in the motivation and improvement of the performance of the employee (Rudman, 2002).

This research will not measure performance based on employee objectives, but rather by the utilization of working hours and determining factors that influence the level of objectives. Working hours is an independent variable in this study and will be discussed in the proceeding section.

## **2.4 Working Hours**

Working hours are defined as the number of hours that is spent carrying out work-related activities (Collewet and Sauermann, 2017). The following section discusses key concepts of standard working hours and flexible working hours, with the former referring to 40-hour work weeks or 8 hours per day per week, whilst the latter referring to the customization of work hours to suit employee needs.

### **2.4.1 Standard Working Hours**

A century has elapsed since the implementation of the first international labour standard on working hours, when the International Labour Organization (ILO) established the standard of the 8-hour day and 48-hour week for the manufacturing sector in 1919. Subsequently to Convention No.1, in 1930, the 48-hour work week was extended and adopted by numerous other sectors such as commerce and offices. In 1935, the Forty-Hour Week Convention (No. 47) set the new standard of the 40-hour working week, during a time of devastating economic crisis and world wars (Messenger, Lee, and McCann, 2007). Substantial economic growth has been observed in various parts of the world in the last century, which has resulted in significant amount of countries gradually reducing 48-hour work week to 40-hour work week (ILO, 2005).

Standard working hours refer to a defined weekly working time, which either determined by specific labour laws with the country, organization policy, and collective union agreement. Alternative terminology to standard working hours, are standard workweek or normal working hours (Schank, 2015). Established by the International Labour Organization (ILO) in 1930, the standard workweek encompasses 40 hours per week (Angrave and Charlwood, 2015).

In assessing various countries, Lee (2003) argued that although a 40-hour work week are stipulated by law, the practice is rarely enforced. Developing countries like China and other industrialized nations, have the highest complaints of long working hours (more than 48-hours per week), stress, and demanding workloads. Messenger, Lee, and McCann (2007) raised questions regarding the

‘rigidity’ of working times, as common times of 8am-4pm having poor financial implications on the organization. The principle of working hours tends to become complicated as it becomes filtered by different countries and individual workers who work in different sectors and conditions. An example of this is found in industrialized countries in which ‘long working hours’ are typically associated with male employees, whilst ‘short working hours’ are associated with female employees. This specific gender-related phenomenon is further complicated in countries that have significantly diverse work force, as the ‘typical association’ becomes more apparent. In addition to this, heavily industrialized countries, work-life balance appears to be a critical social issue, as the demands of family responsibilities have increased considerably (Messenger, Lee, and McCann, 2007).

A study carried out by the ILO analyzed the national hour limits of 93 countries, country data over a selected period. The working hours have been categorized into 40 hours, 41-46 hours, and 48 hours (Table 2.1), and also were categorized according to regions in an effort to identify global developments in working time legislation and identify and highlight trends, differences, and similarities among regions, developed, and undeveloped countries.

**Table 2.1** Weekly normal hours by countries.

	<i>No universal statutory limit</i>	<i>35-39 hours</i>	<i>40 hours</i>	<i>41-46 hours</i>	<i>48 hours</i>	<i>More than 48 hours</i>
Industrialized countries	Australia, Denmark, Germany, Ireland, United Kingdom (48 hour limit on total hours)	Belgium, France	Austria, Canada, Finland, Italy, Japan, Luxembourg, Netherlands, New Zealand, Norway, Portugal, Spain, Sweden, United States	Switzerland (workers in industrial enterprises, offices, technical posts and sales staff in large commercial enterprises)		Switzerland (all other workers)
Africa	Nigeria, Seychelles	Chad	Algeria, Benin, Burkina Faso, Cameroon, Congo, Côte d'Ivoire, Djibouti, Gabon, Madagascar, Mali, Mauritania, Niger, Rwanda, Senegal, Togo	Angola, Burundi, Cape Verde, Democratic Republic of the Congo, Guinea-Bissau, Morocco, Namibia, South Africa, United Republic of Tanzania	Mozambique, Tunisia	Kenya
Asia	India, Pakistan		China, Indonesia, Republic of Korea, Mongolia	Singapore	Cambodia, Lao People's Democratic Republic, Malaysia, Philippines, Thailand, Viet Nam	
Caribbean	Jamaica, Grenada		Bahamas	Cuba, Dominican Republic	Haiti	
Central and Eastern Europe			Bulgaria, Czech Republic, Estonia, Latvia, Lithuania, the former Yugoslav Republic of Macedonia, Romania, Russian Federation, Slovakia, Slovenia			
Latin America			Ecuador	Belize, Brazil, Chile, El Salvador, Honduras, Uruguay (commerce), Venezuela	Argentina, Bolivia, Colombia, Costa Rica, Guatemala, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay (industry)	
Middle East			Egypt		Jordan, Lebanon	

Source: ILO (2005)

Countries such as Brazil and the Republic of Korea moved away from the 48-hour work week to a 44-hour work week in the late 1980s, whilst China had adopted a 40-hour work week in the mid-1990s (ILO, 2005). As can be seen in Table 2.1, the 40-hour work week was adopted by a significant amount of industrialized countries, and exist in a significant amount of countries in Africa, however, in South Africa the standard work week has between a 41-46-hours. In Latin America and selected parts of Asia, the 48-hours work is predominant across a majority of the South American and East Asian countries.

The reduction of 48-hour work weeks to 40-hour work weeks in the previous decade, indicates that the adherence to conventional policy objectives of working time law. Chile as reduced working hours in an effort to reach the target of job creation, an approach undertaken by countries such as France and Germany (Echeverria, 2002). Similarly, the economic crisis 1997 forced the Republic of Korea reduced the working times to a 40-hour work week, in an effort to tackle scaling unemployment (Yoon, 2001).

A significant amount of countries envisioned a 40-hour work week as means to enhance work-family reconciliation and quality of life (Lee, 2003). This allows the right to a weekly rest of at least 24 hours in accordance to the international standard, which are mandated by all countries in which a ‘five-day week’ is incorporated. By ensuring such a period of rest, it has been vital in improving employees’ well-being, by reducing the amount spent at work and increasing the time spent with their families and other activities (Yoon, 2001).

The literature discussed considers standard working hours as 40-hour work weeks, specifically a five-day week that commences at 8am until 4pm. This research will discuss the parameter of flexible working hours in the following section.

#### **2.4.2 Flexible work hours**

The participation of organizations in the worldwide markets, the internationalization of certain business pursuits across geographic regions, and the persistently unreliable economic environments, has created a significant problem for employees as it is becoming increasingly difficult to maintain a healthy work-life balance (Ristovska and Ristovska, 2014; Idowu, 2020).

Flexibility is a communal term that is utilized in numerous aspects, in relation to the labour market, flexibility refers to the absence of regulation, organizational flexibility, or adaptability in response to changes within the employment environment (Kelliher, and De Menezes, 2019). Flexible work arrangements can be separated as being employer-driven (efficiency, competitiveness, or productivity) or employee-driven that is centered around accommodating employees non-work lives and assisting in achieving a healthy work-life balance. This can be referred to as flexibility ‘of’ and ‘for’ employees (Zeytinoglu, Cooke, and Mann, 2009).

The timing of employees working hours and the ability to which they are able to exert exercise control over it, are becoming progressively important determinants of the employees’ motivation, performance, effort, and behavior (Golden, 2012). Flexible work hours can be described as the duration and pattern in the employee works, which also includes leave or other absences (Tomlinson, 2007). As stated by, Torrington, Taylor, Hall, and Atkinson (2011) work flexibility involves changeability in the time and place of employment, which can also include career pauses such as maternity/paternity leave, and cross-functionality of jobs. Shagvaliyeva and Yazdanifard (2014) summarizes flexible work hours as the ability of employees to control their work schedule in a way that is beneficial to both the employee and employer. The researchers go on to explain that flexible work hours can be discussed as three broad categories: 1) flexi-time (flexibility in scheduling), 2) tele-homeworking (flexibility in site), and 3) part-time (flexibility on timeframe of the work). Whilst each of the aforementioned arrangements can be selected individually, they are often utilized mutually exclusive to each other.

The drivers of flexibility stem from changes to working practices, including how flexible working has rose to prominence in past few years with numerous organizations proposing various forms of flexibility to their workforces, had been fueled by economic and societal changes in recent decades. The exponential advancement of technology, increased rate of globalization, integration of supply chain, and growing competitive pressure, has resulted in not changes in the demographic of the workforce but also the adaptability of the working hours (Kelliher, and De Menezes, 2019). Increased competitive pressure results in organizations looking for methods to manage labour more effectively, and as means to attract and retain talent. The ubiquity of technology has allowed employees to be continuously connected to work from remote locations at non-standard working times (Barley, Meyerson and Grodal, 2011). Chen and Fulmer (2018) are in the opinion of that

changes in the workforce demographic have prompted a significant number of employers to offer flexible work hours to their employees. This change is due to larger proportion of women in the workforce, the increasing number of dual-earner families, deal with the demands of non-work concerns, and employees who are furthering other activities such as education or personal interests. In an effort to attract top talent, organizations have responded by implementing policies to assist employees create a balance between work and non-work activities (Chen and Fulmer, 2018).

The initial introduction of flexible work hours in forms of time, quantity and location, was to assist employees who had difficulties in balancing their time between their personal and work commitments (de Menezes and Kelliher, 2011). The differential between formal and informal flexible work hours were made by Richman, Civian, Shannon, Hill, and Brennan (2008) who explained that occasional work flexibility was identified as informal, as it was a negotiation between management and the employee. Troup and Rose (2012) described formal work flexibility are determined by the organization's flexible working policy, that comprises of a request and approval by both management and human resources (HR). In 2003, the United Kingdom was the first country to implement the 'right to request' flexible working legislation, which allowed parents of young children to request this option. Subsequently in 2009, this arrangement was extended to parents of older children, thereafter this request was available for all employees in 2014. The German, Australian, Netherlands, France and New Zealand governments have also enacted similar legislation (Kelliher, and De Menezes, 2019). In the United States, a Presidential Memorandum was issued in 2014, which provided the right to request flexible work hours to federal government employees (Vargas, 2016).

A significant number of sectors in the global economy are moving towards continuous operations, have resulted in extended workdays and therefore the value of flexibility in work schedules are growing increasingly attractive (Fagan, Lyonette, Smith, and Saldana-Tejeda, 2012). Several researchers advocate that flexible working hours encourage a healthy work-life balance, and that changing patterns are beneficial for both women and men (Pruyne et al, 2012; Hofacker and Konig, 2013). Flexible work hours are observed to help reduce chronic pressures thrust on employees due to time and position disputes that arise when work and personal responsibilities begin to overlap. Organizations are beginning to implement flexible work hours as an important tool to promote employee performance, retention, and reduce absenteeism, and stress. The primary

context of this research is related to flexibility ‘for employees, with some attention given to the flexibility ‘of’ employees. The following section examine the correlation between working hours and employee performance.

## **2.4. Synthesizing the Relationship of Working Hours and Employee Performance**

This section discusses the several facets of working hours and its relationship to employee performance. Collewet and Sauermann (2017) define working hours as the number of hours that is spent carrying out work-related activities. Employee performance is defined as a collection of employee behaviors which can be evaluated, monitored, measured, and assessed. Achievement of the organization’s goal is a critical component in evaluating an employee’s performance (Igbinovia and Popoola, 2016). The synthetization of this relationship can allow for the evaluation to what extent working hours can influence employee performance. Golden (2012) establishes a concern regarding a gap in literature, of which there is a lack of an eloquent theory surrounding how various types of working hours can either direct or indirectly impact employee performance.

### **2.4.1 Standard Work Hours**

The impact of working hours on performance is imperative for organizations to understand how to better manage working times and the overall organization (Sauermann, 2017). This section aims to discuss the studies in order to ascertain the impact that standard working hours may have on employee productivity, and to further understand this relationship.

Each year, organizations around the world try to reinvent its operational principles, as both the organization and employees are finding that traditional methods of operation are no longer optimally functioning. Multiple cases of burn-outs, stress-related diseases, and poor work-life balance, are becoming a part of everyday life of employees in various sectors around the world, with the performance of employees and organizations suffering (Fournier, 2017).

The standard workday, which consists of the “8-hour day”, has been the traditional working pattern for employees for most of the 20<sup>th</sup> century (Sauermann, 2016). In the midst of the industrial revolution, it was discovered that organizations who were flourishing due to the power of their labour, this labour included working approximately 15 hours a day, 6-days a week. Not too long after, these exhausted employees began making more mistakes and having more accidents, which

led to Robert Owen, launching a social program to enhance the quality of life of employees by reviewing and reducing the work hours. This program was titled: “eight hours labour, eight hours’ recreation, and eight hours of rest”, in an effort to create a work-life balance (Debs, 2006).

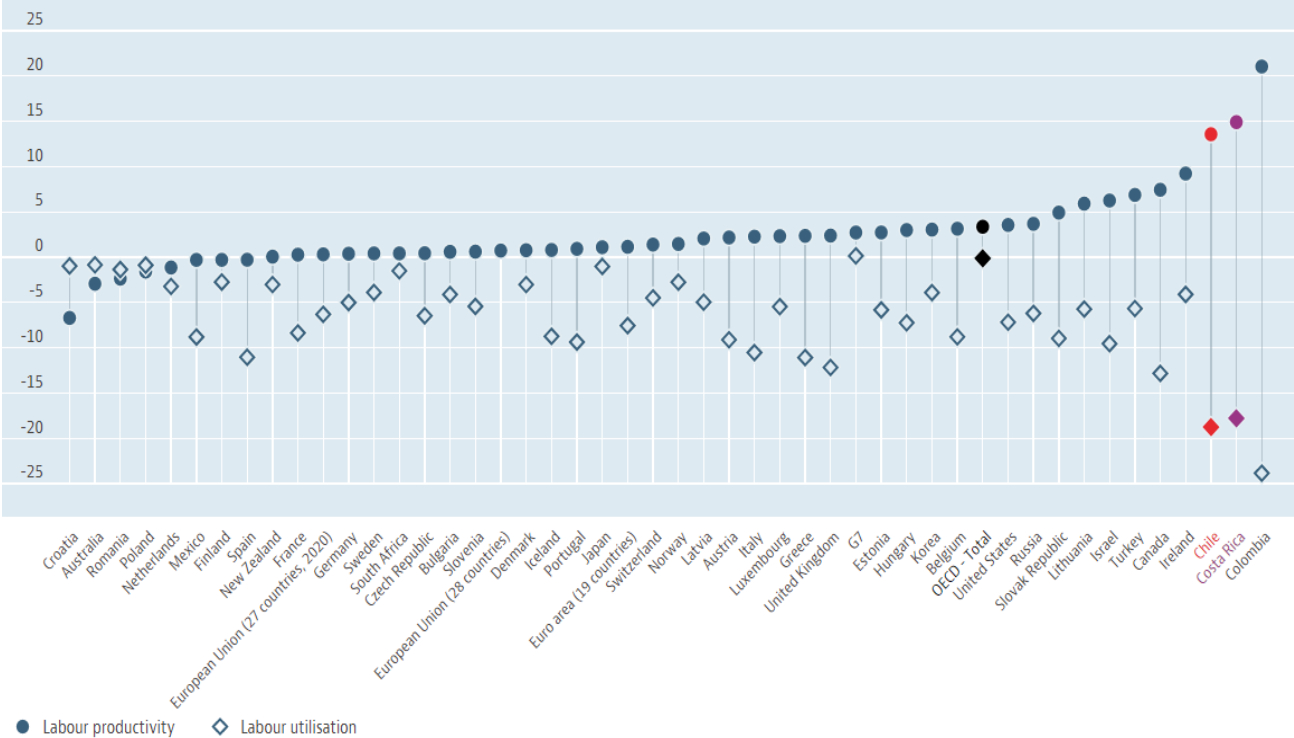
The standard working day of 8 hours, is considered to be in complete contradiction to which the way the human body functions. It is thought that humans are unable to be productive for eight consecutive hours, due to the body’s biological cycle; the circadian rhythm. This rhythm is dependent on a variety of factors, such as hormones, dietary intake, amount of sleep hours, and exposure to light. All of the aforementioned factors relate to how productive a human being can be, in terms of intellectual and physical means (Fournier, 2017).

A study done by Barnes (2015), confirms that it is an unrealistic expectation for employees to performance at their best throughout a standard workday, as employees and managers would want to be highly productive throughout the day, their circadian rhythms cannot be aligned to this aspiration. Once a workday begins, as an employee would generally take a few hours to reach the level of peak alertness and energy and the employee is performance is maximized, which begins to decline quite soon after. This decline is most often blamed on lunch and level of carbohydrates consumed, however, this is due to the natural process of the circadian rhythm. This decline period of after lunch and prior to leaving work, therefore results in the employees forcing themselves to be productive when their bodies are the least productive to meet those “close of business’ tasks (Carrier, and Monk, 2000).

This ‘forced’ productivity results in the accumulation of cerebral fatigue, results in lower employee performance, as cognitive and intellectual abilities are depressed. Research done by Beswick (2003) showed that the extension of standard work hours can induce fatigue, cardiovascular disorders, headaches and stress-related illnesses. This was confirmed by a study by Virtanen, Jokela, Nyberg, Madsen, Lallukka, Ahola, Alfredsson, Batty, Bjorner, and Borritz (2015), revealed that being in a work environment for more than 8 hours a day is commonly associated with a 40% higher risk of cardiovascular or stress related diseases. Research done by Rogers, Hwang, Scott, Aiken, and Dinges (2004), discovered nurses that work shifts and, working weeks longer than 40 hours were associated with a significantly higher probability of error which has resulted in queries of patient safety. In a separate study, it was found that medical interns were considerably more

prone to be involved vehicle accidents when they worked extended standard shifts, in addition similar findings were identified in truck drivers, pilots, soldiers, and police officers (Barger, Cade, Ayas, Cronin, Rosner, Speizer, and Czeisler, 2005). Work fatigue, stress, low levels of energy, and poor sleep were highlighted as factors in a survey spanning almost 30,000 United States employees under a two-year period (Rho, 2010).

The labour productivity growth is a critical indicator of economic performance and a key driver in changes of a country’s living standard. Gross domestic product (GDP) growth is measured as labour productivity growth (growth in GDP per hour worked), and changes of labour utilization (changes in hours worked per capita) (OECD, 2020). Figure 2.x below reflects labour productivity (GDP/hours worked) and labour utilization (hours worked/population). Costa Rica (highlighted in purple) has the second highest amount of hours worked, with a log difference of 2.9 between labour productivity (GDP/hours worked) and labour utilization (hours worked/population). Chile (highlighted in red) has similar amount of hours worked, however has a log difference of 5.2, which indicates that extended standard hours does not necessarily translate into increased productivity and overall GDP growth.

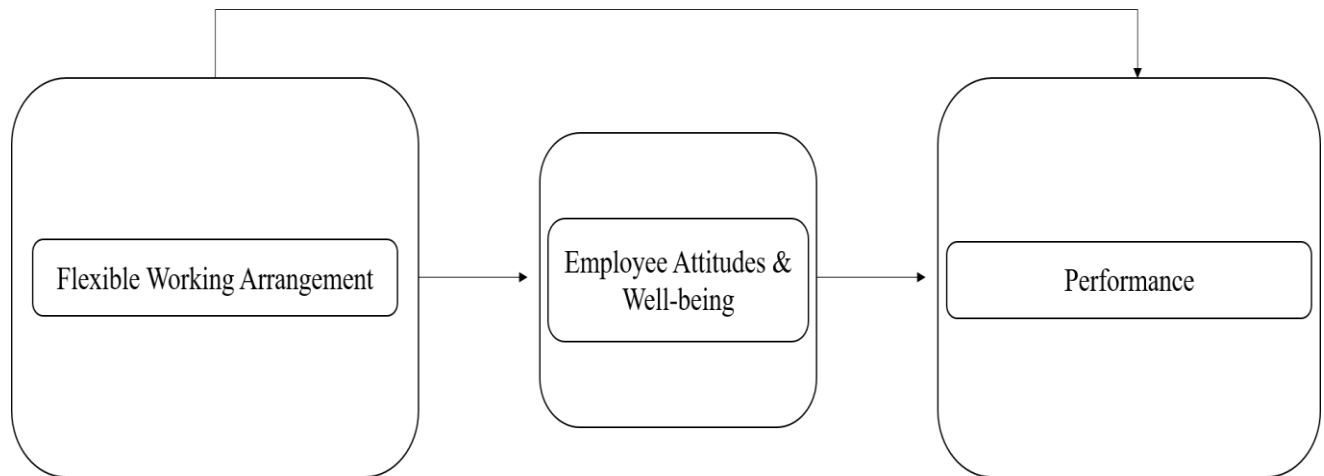


**Figure 2.4:** The relationship between labour productivity and labour utilization. Source: OCED (2020).

Organizations who still implement the work practice of standard work hours, which was established over two-hundred years ago to improve work-life balance, is now resulting a significant portion of today's workforce to be burned-out, unsatisfied, and performing poorly (Fournier, 2017). The researcher's opinion is such that standard working hours does indeed reduce employee performance, as routine hours in conjunction with circadian rhythm severely decreases productivity due to cerebral fatigue, cardiovascular disorders, headaches and stress-related illnesses, and the implementation of flexible work hours can drastically improve the levels of these illnesses through a healthy work-life balance and overall superior quality of life. More research would need to be carried out to increase the understanding of the impact of standard working hours on employee performance and work productivity, as the connection to the said variables can be biased, seeing that there are numerous persuading factors, and should not be researched in isolation. The next section will discuss in detail the influencing factors that is covered in this research.

### 2.4.2 Flexible Work Hours

Kelly, Kossek, Hammer, Durham, Bray, Chermack, Murphy, and Kaskubar (2008), identified a common theme in existing literature in which no coherent or define theory on which pathways, specifically around working hours, can directly or indirectly influence employee performance (Figure 2.5). Previous hypotheses stemmed from occupational and organization health characteristics such as “job demands”, “work adjustment”, “person-job fit”, and “role characteristics”, whilst others arose from national policies and various “one size fits all” human resource practices. Golden (2012) has established that the most relevant research on the impact of flexible working arrangements, have been carried out at organizational level.



**Figure 2.5:** Pathways from flexible working arrangement to performance. Source: Golden (2012)

Economic-based literature revealed that in the most conventional economist’s model, a level operating labour market ensures that an organization will accept employees’ preferred working hours, in exchange of accepting lower compensation or reduce other costs such as raises or bonuses. Thus the economic theory is such that employees who do not get their preferred working hours, are receiving a positive wage premium, whilst employees who get their preferred working hours has a negative pay premium, as they may forego some benefits (Baughman, DiNardi, and Holtz-Eakin, 2003; Wax, 2004). Organizations can realize savings in remuneration costs as a number of employees could potentially exchange benefits such as wages for increased leisure time (Kossek and Michel, 2010). Wolf and Beblo (2004) discovered that a positive wage premium associated with flexible working hours can result in a gain in productivity, as organizations who utilize “flexitime”, seemingly operate more efficiently and productive.

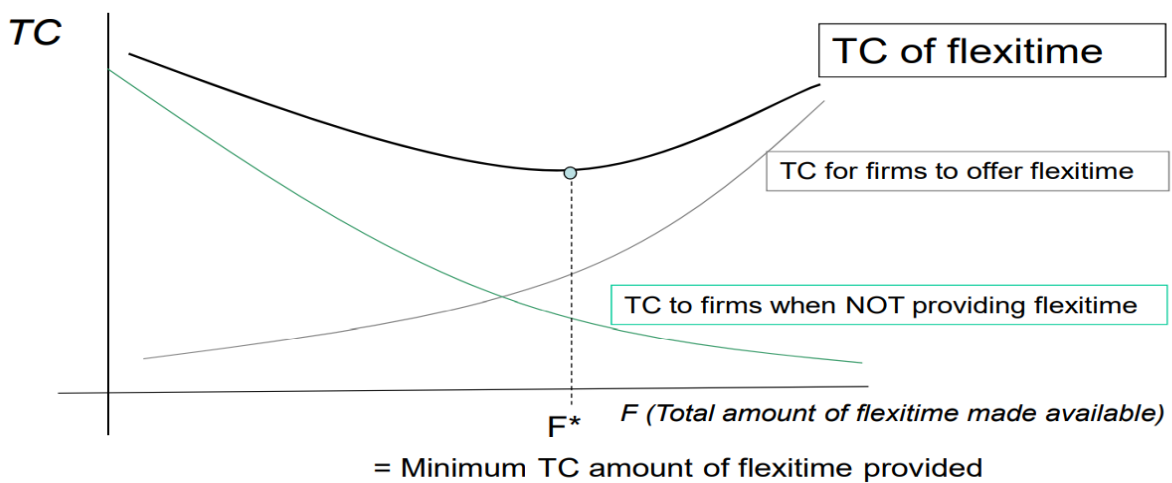
A meta-analysis conducted by Baltes, Briggs, Wright, and Neuman (1999), concluded that flexible working arrangements had a positive effect on productivity, job satisfaction, employee self-rated performance, and reduced absenteeism. Krausz, Sagie, and Bidermann (2000) explained organizations usually introduce their requirements for flexitime, in terms of production schedules, or to reduce overhead costs, before meeting the needs and demands of their employees. Yang and Zheng (2011) found that there are no conclusive research findings that show that employees who work flexible work hours have lower productivity levels than employees who have the standard work hours.

Studies done by Konrad and Mangel (2000), and Yasbeck (2004) found that flexible work arrangements were positively associated with individual productivity improvements, as these were measured via sales per employee. In addition to this, these improvements in employee performance when working flexible working hours, were due to employees' making a concerted effort in exchange for working in a more supportive working environment. Perry-Smith and Blum (2000) indicated that organizations who had flexible work hours, had increased levels of organizational performance as pointed out by reports of directors, when compared to organizations who did not have such initiatives in place.

When employee's preferred work schedule differs from the organization's preferred operating schedule, it can increase stress levels, absenteeism, fatigue, unauthorized use of sick leave or presenteeism (being present at work whilst performing at lower levels) and reduce overall performance (Golden, 2012). These adverse effects can be overcome by the implementation of flexible working hours, in which employee performance and job satisfaction can be enhanced by having some degree of autonomy regarding their preferred work schedule (Galinsky, Bond, and Hill, 2005). Kossek and Hammer (2008) also explained that flexible work hours contribute to another significant source of cost saving for organizations is lower levels of absenteeism, as it directly affects productivity. This was also evidenced by Casey and Grzywacz (2008), as organizations seemed to benefit from flexible work scheduling, as employees who exercised autonomy over their schedules reduced absenteeism, stress, whilst improving health and job satisfaction.

Another organizational benefit that arises from flexible work hours is the ability to attract and retain exceptional and motivated talent (Golden, 2012). This allows the organization to save a considerable amount of money, as it can attract a superior quality workforce, with higher performance, commitment, and engagement, and retain it due to low turnover as work schedule flexibility is a key motivator when pursuing alternative employment opportunities (Kossek and Hammer (2008); Casper and Buffardi (2004)). The replacement cost of turnover and filling of job vacancies can result in the increased shortage of workers or a specific type of human capital. Flexibility in an organization ranks fifth out of twenty-one job features in importance, and approximately 80% of employees who do not have the option of flexibility, would like to have the option (Galinsky et al, 2005).

The introduction of externalities, the total cost (TC) of flexible work hours is the sum of the organization direct cost of providing (positive externality) of flexible work hours, the direct cost of not providing flexible work hours (reduced employee performance, absenteeism, and turnover), and the indirect cost of not providing flexible work hours (unavoidable productivity gains). As seen in Figure 2.6 below, the lowest point on the aggregated TC curve, reflects the optimal amount of flexibility provided in the aggregate economy. When an organization introduces flexible work hours, the average cost to the organization is reduced when considering the positive externalities and if one were to increase the flexible work hours, and the cost to organizations is neutral, the actual aggregate cost is reduced to positive externalities.



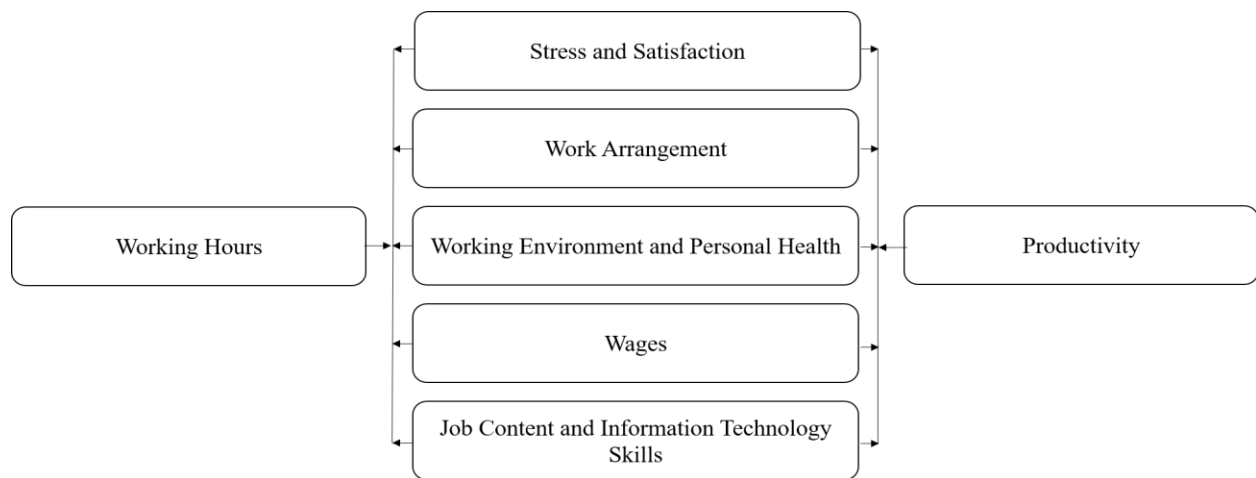
**Figure 2.6:** Economics of flexible work: total cost of providing vs. not providing flexible work hours. Source: Golden (2012)

The effect of flexible work hours on employee and organizational performance arises from enhancing employee productivity by improving employee well-being and job satisfaction, and health and stress levels, and reducing unit labour costs of production, and saving on costs associated with turnover and human capital investment.

## 2.5 Factors Linking Work Hours and Employee Performances

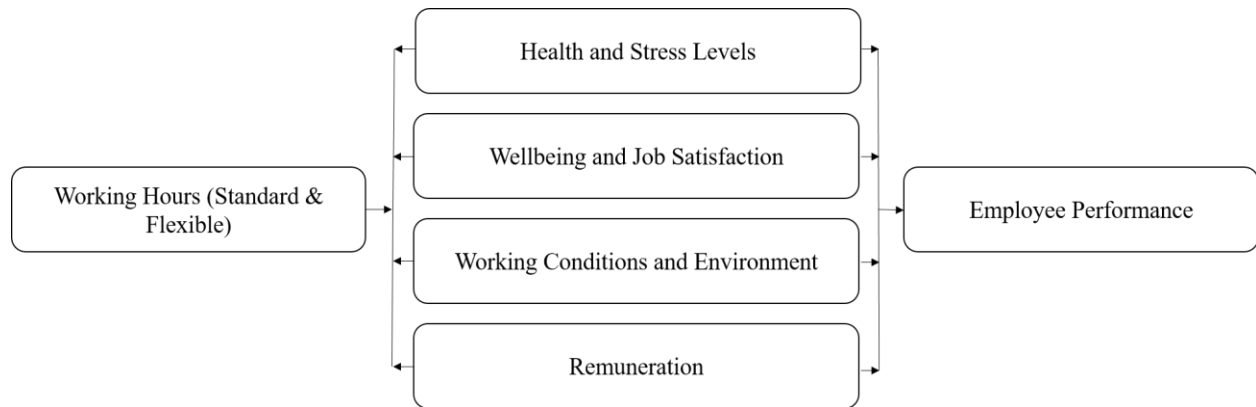
This segment will demonstrate how specific factors independently impact the variables of working hours and employee performance, and how a parallel relationship is developed. The establishment of a direct relationship between working hours and employee performance has been sporadic, hereby this study demonstrates how factors such as health, the degree of stress, well-being, job satisfaction, working conditions, environment, and remuneration are independently affected and be affected by working hours and employee performance. The degree to which the aforementioned factors affect each other are not addressed in this literature review or feature in the study’s analysis.

Research carried out by Man and Ling (2014) delineates the correlation between factors such as stress, satisfaction, work arrangements, environment, health and job contents with working hours and productivity, as illustrated in the conceptual model showed in Figure 2.7. The study also discussed the degree of importance of each factor, and how it would differ under different length of working hour arrangement.



**Figure 2.7:** Conceptual model illustrating the factors that influence the relationship between working hours and productivity. Source: Man and Ling (2014).

The research of this study applied a similar conceptual model, to analyze the empirical linkage between working hours and employee performance, with special consideration of each factor. This conceptual model below, illustrates all the factors of the study and their relation to the main independent and dependent variables of working hours (standard and flexible) and employee performance.



**Figure 2.8:** Conceptual Model. Source: Author’s own.

The conceptual model in Figure 2.8, displays several factors which influence the relationship, however, in Figure 2.8, shows selected factors which influence the relationship of working hours and employee performance. The extent to which of selected factors of health and stress levels, wellbeing, job satisfaction, working conditions, environment, and remuneration, affect working hours and employee performance is unknown. The following literature would provide a deeper insight to what degree do these factors impact the relationship between working hours and employee performance.

### 2.5.1 Health and Stress Levels

This section discusses the impact of working hours on the health and stress levels of employees and provides a perception of the consequential effects on employee performance. Several studies will be reviewed, in which health related issues such as fatigue, absenteeism, and counterproductive working will be discussed on how it affects work hours and employee performance. Subsequently, the discussion will also look at the effects of increased stress levels and habits such as smoking and alcohol consumption that could be impactful.

### **2.5.1.1 Health**

In the era of rapid economic development, the majority of the workforce has been continuously working extended hours to meet demands, which has a profound impact of the health levels of the employees. Understanding the health impact on the workforce is significant, along with the factors that influence the health level is critical (Chu, 2021).

The health of the workforce can be measured in two methods. The first being a self-assessment which can reflect the health status of employees and established various relationships like health and labor participation (Berniella and Bietenbeck, 2020). The second measurement involves the construction of subjective and objective indicators, such as health status, and quality of life, which provides valuable insights in to how well an individual respond to changes and frequency of doctor visits and days absent due to illness (Kaplan, Sieber, and Ganiats, 1997).

Since the early 1980's, countries like the United States, Germany, Canada, the United Kingdom, other countries have debated the impact of working hours on health levels (Messenger, Lee, and McCann, 2007). Llana-Nozal (2009), Ahn (2015), Magee, Caputi, and Iverson (2011), extensively documented the relationship between long working hours and chronic diseases, unhealthy habits such as smoking and alcohol consumption, and poor mental health. Further research showed that long working hours affect stress levels, cardiovascular risk, and chronic fatigue, the likelihood of stroke, anxiety, hypertension, and affecting sleep quality (Taris, Ybema, Beckers, Verheijden, Geurts, and Kompier, 2011). In general, working hours are detrimental to the health levels of employees across various industries (Van der Hulst, 2003).

The effects of working hours and its impact on health levels also exists variably between the genders. This is due to variances in the social roles and socioeconomic status of each gender, as research revealed that long working hours is positively correlated to poor mental health of males and poor physical health of females. The research also indicated that working hours can be simultaneously detrimental to the working employee and the spouses' health level (Stolzenberg, 2001).

Berniella and Bietenbeck (2020) stated that working hours can affect health levels, especially work that is physically demanding as it can lead to fatigue, exhaustion, and absenteeism, thus affecting

employee performance. Another effect of longer working hours is the impact it has on the time employees' have for physical exercise, this reduced time also negatively impacts on employee health and thereby reducing employee performance. Extended working hours are responsible for increasing the risks of stress, fatigue, health concerns and absenteeism in employees, which negatively impacts productivity in an organization (Golden, 2012). This was also confirmed by Shagvaliyeva and Yazdanifard (2014), who also found that employees who have high levels of stress, and are highly fatigued, can lead to decreased performance levels.

Research conducted by Pencavel (2016) stated that extended working hours has detrimental effects on the health levels of employees and it severely impacts their productivity, as they are unable to take the adequate amount of time require to fully recover and recuperate from either the day or week of work. For an employee to work effectively, efficiently, and maintain optimal levels of performance, it is critical that the employee take time to physically and psychologically recuperate.

Strömberg, Aboagye, Hagberg, Bergström, and Lohela-Karlsson (2017) explained that reduced work performance can be as a result of absenteeism or presenteeism. Absenteeism is defined as short absences from work, whilst presenteeism is defined as decreased productivity at work. Declining performance levels resulting from presenteeism has been shown to be substantially higher than from absenteeism, due to the consequences of work-environment-related problems such as working schedules and overtime. However, absenteeism can also reduce performance levels, as the employee not being at work will result in decreased overall productivity whilst placing a higher workload on other employees to ensure the work is carried out timeously. This can lead to these employees feeling higher levels of stress and tiredness, as a result of being unable to cope with the increasing and changing workload demands, therefore compounding the overall decreased performance of employees and the organization (Strömberg et al, 2017).

Golden (2012) stated that there is a 40% increased risk of workplace injury occurring when employees who are working longer than standard working hours (8 hours or more). That risk almost doubles when employees work longer than 12 hours a day. Chronic fatigue is highlighted as the most common health problem associated with longer working hours, Ali et al (2013) explained that fatigued employees have an increased risk of accidents and injuries occurring at work as they feel more tired and less focused.

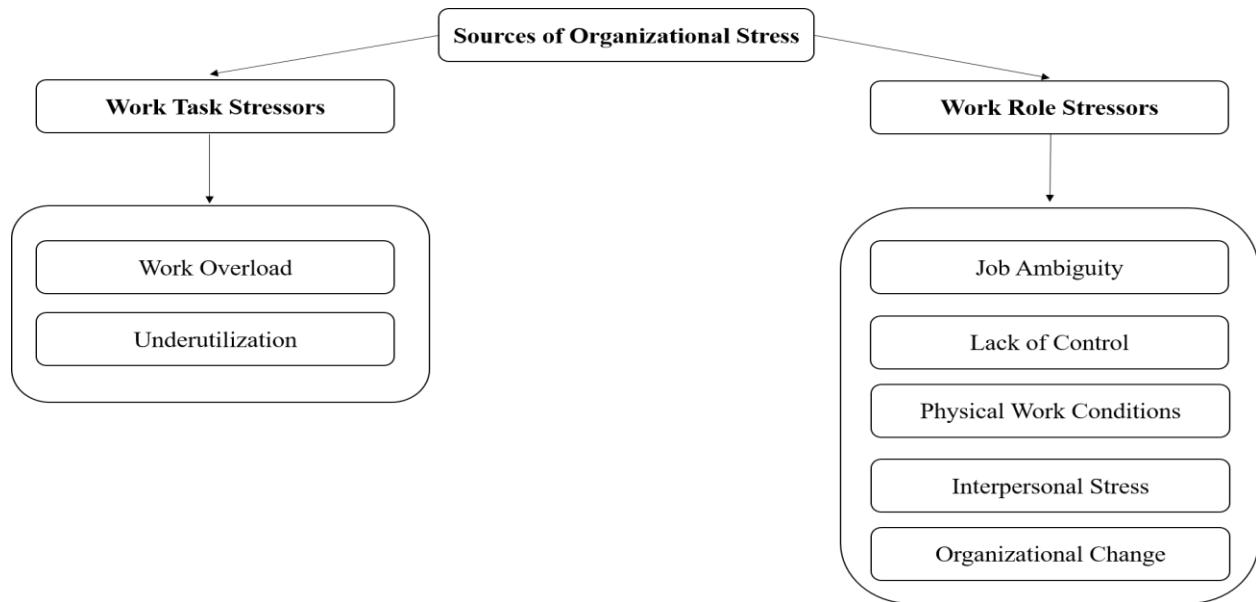
Employees being absent from work due to various health concerns or due to workplace injuries, has a negative bearing on the overall performance of the organization, in terms of productivity and the triple bottom line. Golden (2012) highlighted a study in which 9% of US employees who reportedly suffered from fatigue, the organization lost an average of 4 production hours per week, which resulted in an overall decline in organization performance.

### **2.5.1.2 Stress Levels**

Stress can be described as a universal transaction that exists between the individual, a stressor, and the environment, which therefore results in a stress response (Halkos and Bousinakis, 2010). Stress is described as a physical or psychological response to the perceptions of demand and challenges of daily life (Topper, 2007). Stress is the reaction in which human beings react physically and psychologically to changes in their lives, work, and non-work environments. Olagunju (2010) defined stress as a prolonged, complex emotional state that is usually characterized by mental and nervous condition disorders. Occupational stress can lead to low performance, efficiency, job satisfaction, and high absenteeism and turnover (Schabracq and Cooper, 2000). Employees' stress levels can fluctuate due to increase workload volume, requirements of the job, tiredness, and fear of failure (Lockett, 2012). High stress levels can contribute significantly to physical and psychological health problems, which include depression, headaches, cancer, and heart disease. It can also lead to poor and unhappy relationships that can cause conflict in work-life relationships.

Stress is an unavoidable consequence of modern life and has direct consequence on a person's physical and psychological condition (Jayashree, 2010). In all facets of life, the work environment is the primary source of stress, due to the amount of time spent in this environment. Studies carried out by Plattner and Mberengwa (2010), revealed that workplace stress is seen across a spectrum of occupations, such as academics, police officers, medical workers, manufacturing workers. Chronically high stress levels increase the likelihood to affect an employee's performance, as there is a strong correlation amongst organizational stress and performance. Shagvaliyeva and Yazdanifard (2014) explain that an increase of employee stress levels occurs when the employee has no control over their working hours, the inability to achieve work-life balance, and where he/she does the required work. Lowe (2006) suggests that those employees who have rigid or difficult working hours and are unable to achieve work-life balance, tend to experience higher

stress levels than those who have flexibility in their working arrangements and achieve a healthy work-life balance. A study carried out by Park, Yi, and Kim (2010), identified that a significant number of male employees complained of higher stress levels rather than female employees, whilst the age group between 30-49 displayed the highest levels of stress.



**Figure 2.9:** Sources of organizational stress. Source: Ajayi and Abimbola (2013).

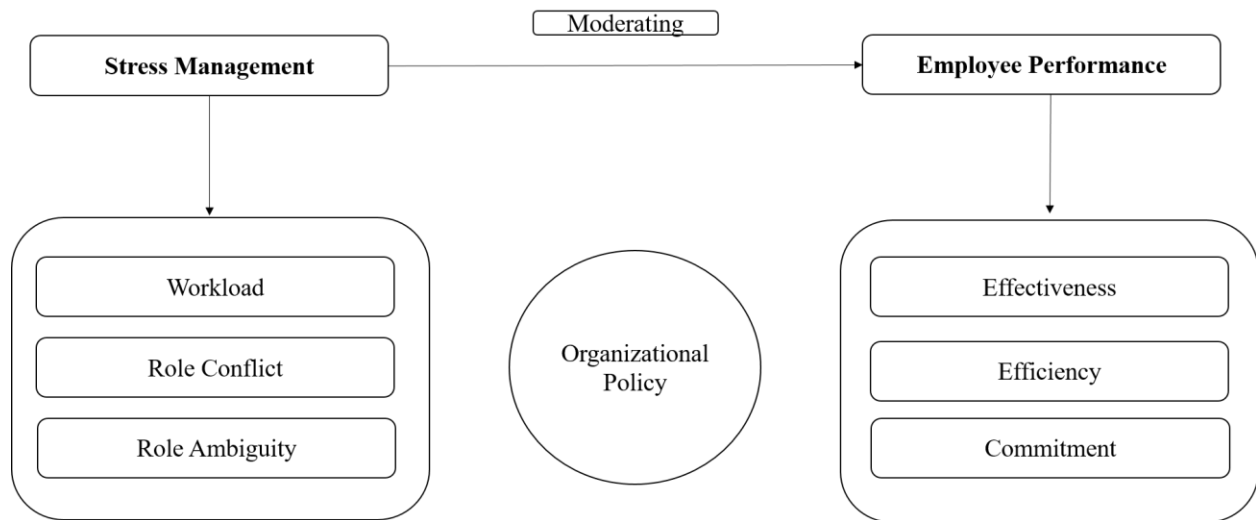
Organizational stress stems from the work tasks that are either physically or psychologically demand when performing a job. It can also can rise from the workplace itself, as there some organizations have complex social systems, which can require an employee to interact with multiply people. Research carried out by Riggio (2003) revealed to types organizational stress, namely work task and work role stressors (Figure 2.9). Work task stressors are further broken down into work overload in which the job requires efficient execution, concentration, and output. Research indicates that work overload is the greatest source of work stress, as it causes a physiological response of increased cholesterol and heart rate levels, whilst underutilization can occur when employees feel that their jobs are monotonous or are unable to utilize their knowledge, skills, and abilities to the fullest (Kirmeyer and Dougherty, 1988).

The next type of organization stress is work role stressor. These include job ambiguity, physical work conditions, interpersonal stress, lack of control, and organizational change (Ajayi and Abimbola, 2013). Job ambiguity or role uncertainty, which defined as a role that does not have

clearly defined roles and responsibilities that can add stress to the employee or where there is uncertainty caused by the lack of consistency regarding feedback on their performance in the roles as this can stress the employee by not knowing how they can improve (Riggio, 2003). Lack of control deals with employees who detect that have little to no control over their work environment and behavior. This particular stressor is common to employees who have entry-level roles in a highly structured work environment, in which the employees have to adhere to strict instruction and are unable to provide an opinion, input, or feedback into the role. The next work role stressor is physical work conditions. Specific roles in specific industries, are required to be performed in extreme conditions such as temperature, ventilation, noise levels, and lighting. In addition, the working of shifts disrupts the natural circadian rhythms which may lead to increased stress levels, poor performance, and lower levels of job satisfaction (Smith and Fokard, 1993). Interpersonal stress is a type of stressor that every employee deals with, as it relates to the difficulty of developing and maintaining relationship with fellow employees within the organization. Examples of the this, is having a difficult manager with a disciplinary management style which can be highly stressful for any employee, or having a tense working relationship with co-worker (Riggio, 2003). The final work role stressor is organizational change. As the name suggests, employees become accustomed to certain aspects of the working structure and procedures and begin to resist change as most prefer stability and predictability. Therefore, it is not surprising when employees stress levels begin to increase when major changes within the organization occur. Such changes include restructuring of the blueprint, mergers or acquisitions of other organizations, introduction of new technologies and systems, and changes to organizational policy (Riggio, 2003).

Below, Figure 2.10, describes the conceptual framework on how stress impacts employee performance. Effectiveness is considered a difficult measurement within the organization, however, Lawler and Zanzi (1972) defines it as effective organizations being composed of effective individual employees who can work effectively in groups to achieve goals. Efficiency is considered as the accomplishment of goals with minimum resources and waste minimization as the speed and time of execution are critical components for any organizations who seek to be efficient and productive (Ogboso and Amah, 2014). A comprehensive definition of employee commitment by Meyer, Stanley, and Parfyonova (2012), as an emotional connection to the

organization, in which a continuous commitment denotes the perceived cost of existing the organization, and the responsibility to support the organization in achieving its goals



**Figure 2.10:** Conceptual framework on stress management and employee performance. Source: Joy (2020).

Davis and Newstrom (2008) explains that stress can have both a positive and negative impact on employee performance, depending on the level. The positive impact being that stress can help to improve employee performance, as it creates a healthy stimulus to prompt employees to respond to the challenges of the job by exceeding the current performance levels. The negative aspect of stress on employee performance is when stress levels begin to increase, the performance will start to decline as increasing stress levels will interfere with work completion. This causes employees to become incapable to making correct decisions, as the stress will start to impact their rationale thinking process. In extreme circumstances, the consequences include abysmal performance, employees beginning to become ill and can no longer work, taking longer absents, or refusing to work to avoid stress (Davis and Newstrom, 2008). Stress not only impacts the employees' psychological and physiological health, but also their contributions to the organization, as inefficiency, absenteeism, sickness, and high turnover, can damage relationships with clients and other valuable stakeholders (Badar, 2011).

Stress and the signs of stress can be manifested in physical, psychological, and behavioral symptoms (Mahiri and Orwa, 2016.) Physical stress can be showed through life threatening stress related sicknesses such as high blood pressure, fatigue, insomnia, heart conditions, digestive

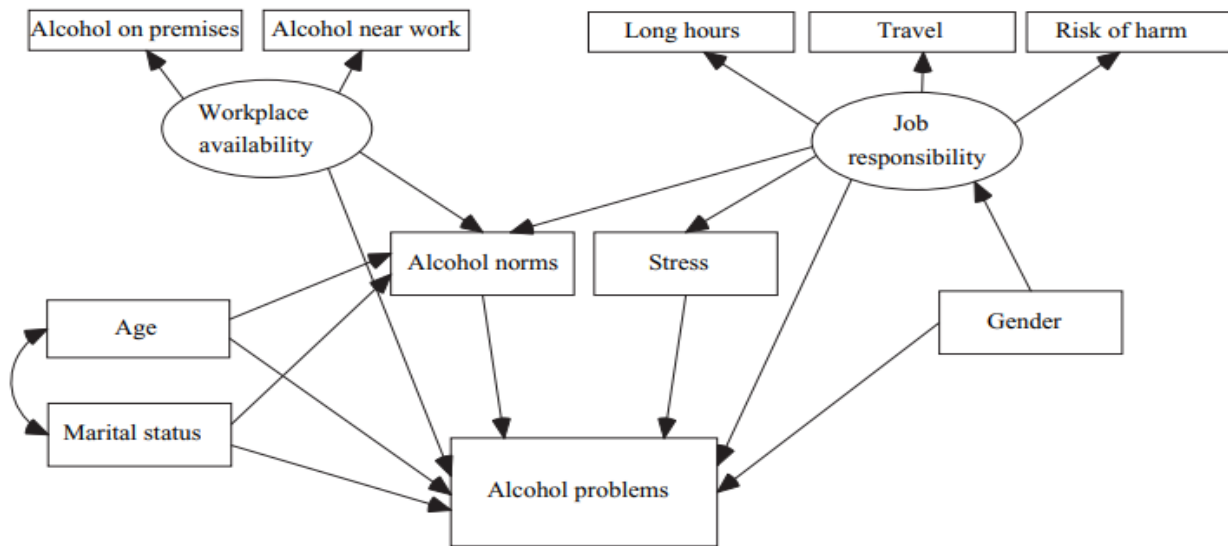
disorders, headaches, reclusiveness (Badar, 2011). Psychological symptoms include anxiety attacks, irritability, inability to concentrate or make decisions and depression, whilst behavioral symptoms include indulgence in excessive drinking and smoking, sleeplessness, changes in eating habits, and increased work related accidents (Badar, 2011). There has been a relative amount of studies which have methodically examined the association between stress and health associated issues (Schabracq, Winnubst, and Cooper, 2003). The behavioral outcomes of stress often appear as pairs or triads, and a customary example is the close association of stress with smoking and alcohol consumption. Although these behavioral outcomes are associated with stress, the patterns of each outcome may vary on the individual due to background characteristics, along with genetic and environmental factors (Schabracq, Winnubst, and Cooper, 2003).

Parrott (2000) explains that stress and its accompanying emotional responses of anxiety and irritability, are attenuated by smoking. The periods of attenuation have been revealed to be short-lived, as the psychological impairments occur in-between periods of smoking in a repetitive cycle. Therefore, smokers will obtain a short reprieve from the adverse conditions of anxiety and irritability that proceed the experience of stress. Withdrawal symptoms, specifically nicotine withdrawal, worsen with high stress environments, then low stress environments (Schabracq, Winnubst, and Cooper, 2003). A study done by Adriaanse, Van Reek, Zandbelt, and Evers (1991), showed that a disproportionate amount smoking is seen in both male and female nurses who experiences high levels of work stress and lack of social support. Several further studies conducted by Parrott (2000) revealed that smokers expressed motivation to smoke after experiencing high-levels of work place stress.

Alcohol is a common consumed pharmacologically active substance, that is known to impair both an individual's physical and psychological conditions. Alcohol misuse can have both direct and indirect impact on an organization. The direct consequences consist of impaired job performance due to intoxication or withdrawal effects of alcohol. The indirect consequences include lengthy absences due to alcohol consumption and reduced performance due to psychological impact of alcohol abuse (Hodgins, Williams, and Munro, 2009). There is partial data on the specifics of alcohol consumption issues and its correlation to employees. Zhang, Huang, and Brittingham (1999) discovered that heavy users of alcohol, tend to be younger males who have lower standards of education, worked as labourers, and earned a lower income. Other studies that support this

include, Harwood and Reichman (2000) showed that the same heavy users, were prone to workplace accidents, absent due to illness, and voluntarily resigning. A study conducted by Frone (2006) revealed that 1.8% of employees stated having drunk within two hours of commencing work, more than 7% of employees had consumed alcohol throughout the work day, 1.7% had worked under the influence, and over 9% has worked with a hangover. A study by Virtanen, et al (2015), displayed that working that working hours are been related with numerous health issues that are associated to the consumption of alcohol, such as psychological and physiological diseases, which lead to decreased work productivity.

The exploration of the relationship concerning work-related stress and alcohol consumption is strongly correlated with the relationship of work-place stress as seen in Figure 2.11 below.



**Figure 2.11:** The influence of various factors, including stress, on alcohol consumption. Source: Hodgins, Williams, and Munro (2009).

### 2.5.1.3 Well-being and Job Satisfaction

The well-being of an individual can be defined as the state or circumstance of being happy, healthy or comfortable. It comprises of having good mental health, having a sense of purpose, strong internal locus of control, and the capability to manage stress (Davis, 2019). Job satisfaction is explained as the attitude an employee has toward the job they have and is a significant factor in organizational behavior (Wang and Feng, 2003). The daily scheduling of work of time-off, as well as the quantity of non-work times, could possibly have a profound effect on an employee’s well-being and job satisfaction (Golden, 2003). As the scheduling of these hours are frequently outside

the direct control of an employee, it often conflicts with their ability to accomplish personal responsibilities, given the structure and amount of work hours. Autonomy of flexible work hours allows employees to transition between their work and personal responsibilities with ease, can be viewed as a highly valued feature of a role, that could improve employee performance. The effect of flexible work hours can reduce commuting times, allows the furthering of education as it facilitates attendance of course, and permit the social interaction with family and friends. The ability to amend work schedules based on changes in non-work responsibilities is considered to have an immense influence on an employee's well-being and job satisfaction, as rigid work schedules may lead to job dissatisfaction and stress. Christensen and Staines (1990) and Deery and Mahoney (1994) discovered that that the job satisfaction was found to be higher in employees who had work schedules which were flexible. Scandura and Lankau (1997) explained that women who are in leadership positions exhibited superior job satisfaction if their organizations were to implement flexible work hours. Fenwick and Tausig (2001) found that employees' who have control over their work hours contributes significantly to their psychological well-being. Wright and Bonett (2007) explain that when employees have a higher level of job satisfaction, they have a more positive attitude towards the work they do, thus improving their performance, and are less likely to search for new employment. However, when employees have a lower level of job satisfaction, they increasingly become attracted to seeking employment elsewhere and voluntarily terminate their contracts. A study conducted at the federal government by Ezra and Deckman (1996) found a significant improvement in well-being and job satisfaction in employees who utilized flexible work hours. Almer and Kaplan (2002) discovered that there were improved job satisfaction and work-life balance between accountants when granted the option of changing to flexible work hours.

#### **2.5.1.4 Working Conditions and Environment**

Employees who work in Fast moving consumer goods (FMCG) environments, predominantly spend their work hours indoors by design. This type of environment can significantly affect and alter their mental functions, abilities, and performance. Therefore one can assume that a better environment could lead to improved employee performance. The following section will discuss the impact of working conditions and the environment on employee performance.

Ali, Ali, and Adan (2013) define working conditions as “Working conditions refers to the working environment and all existing circumstance affecting labour in the workplace, including: job hours, physical aspects, legal rights and responsibility organizational culture workload and training”. The authors also define working environment, as the setting in which enables employees to carry out their roles or tasks.

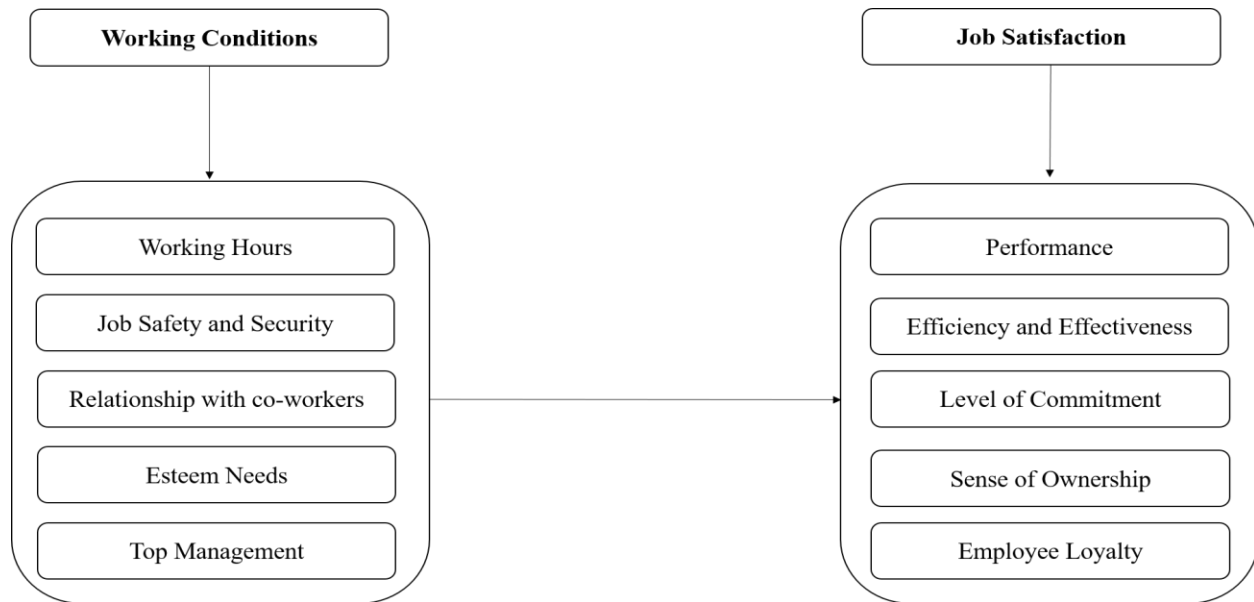
The working and environmental conditions in which job tasks are performed can vary from being comfortable to challenging and sometimes hazardous to employees’ life, well-being, and health (Bakotic and Babic, 2013). The working conditions and environment can be influenced by a variety of factors: (1) external factors: climate conditions, temperature, noise, dust, radiation, smoke, and other factors; (2) subjective factors: age, gender, monotony, and fatigue, etc., (3) organizational factors: work schedule, work shift duration, stress, workplace design and comfort (Bakotic and Babic, 2013).

Jobs with difficult working conditions and environment can only be performed by certain employees who meet specific work conditions such as age, health, physical, and psychological capabilities (Setiyani, 2019). These type of working conditions and environment require necessary capabilities and influence employee performance. Therefore, it is imperative for organizations to take appropriate measures to mitigate difficult working conditions and ensure comfortable working conditions for employees.

The work environment can determine the social, psychological, and physical life of an organization. The work conditions and environment is exceptionally influential on the level of comfort of the employees, and their ability to carrying out tasks, thus determining the performance level (Hertati, 2015; Soehari et al, 2015; Syafarudin, 2016; Setiyani, 2019). Research conducted by Park, Kwon, and Kim (2012), revealed that working hours is a key feature of working conditions, thus indicating that working conditions and environment are factors that impact employee performance.

Ali et al., 2013 suggested that organization need to prioritize working conditions of employees as it can negatively impact their performance and worsen health and stress related issues. This affects absenteeism, and overwhelms other employees, which can also result in a further decline of performance. A conceptual model in Figure 2.12 developed by Raziq and Maulabakhsh (2015)

depicts the indirect relationship between working hours and performance through the working environment and job satisfaction. In addition, Raziq and Maulabakhsh (2015) evidenced a positive link amongst working conditions and job satisfaction. Earlier in the review of literature, it was demonstrated that working hours was a significant factor in working conditions, whilst performance was an important factor in job satisfaction. As described earlier in literature, there are external factors, specifically climatic factors, that can influence the working and environment conditions.



**Figure 2.12:** Conceptual model depicting the indirect relationship between working hours and performance. Source: by Raziq and Maulabakhsh (2013)

Working conditions and environment enhances employee performance and contributes to increased organizational profit margins and turnover (Naharuddin and Sadegi, 2013). This was further substantiated by Angrave and Charlwood (2015), who explained that working hours were a definitive characteristic of working conditions, and how it affects performance as it revealed how significant it is to employees. The study by Ali et al (2013), concluded when using working hours as a measure of working conditions, revealed a positive relation amid working conditions and employee performance.

The structure and design of the work environment plays a central role on the social, psychological, and physical life of employees, both directly and indirectly (Setiyani, 2019). Working standard hours in an work environment that is negatively perceived by employees, can lead to decreased performance, absenteeism and worsen health and stress related issues. Bakotic and Babic (2013),

elucidated that an improved work environment can facilitate and encourage greater employee performance, with focus on the physical structure, design, and comfort.

Somanathan, Somanathan, Sudarshan, and Tewari (2015) conducted a study within a manufacturing plant in India, that presented a relationship between performance and temperature. It revealed that increased temperatures within the manufacturing plant can reduce employee performance, as there was an increased discomfort. Working indoors during the summer months in Durban, can have high levels of discomfort due to the increased temperatures and high humidity levels, as average temperatures during this period (November to March) can exceed 29°C (Climate-data.org, 2021). This level of discomfort can decrease employee performance.

Naharuddin and Sadegi (2013) stated that the internal work environment is intended to motivate and encourage employee performance and impact work-life balance. Research conducted by Leblebici (2012) itemized organizational factors such work schedule, work shift duration, stress, workplace design (position to equipment and colleagues, natural and artificial lighting, and air conditioning) and overall comfort. The study concluded that organizational factors affected employee performance, as impact of those factors were profound.

The researcher interprets that working conditions and environment has an impact on employee performance. As conducive working conditions and environment can lead to greater job satisfaction, reduce absenteeism, thus improving performance.

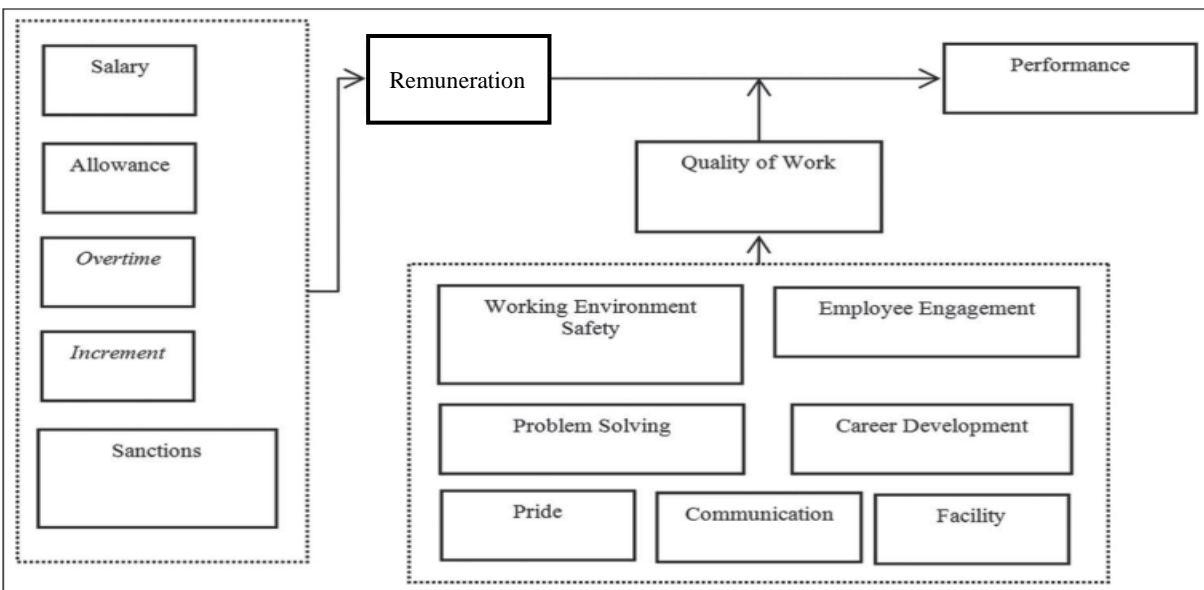
#### **2.5.1.5 Remuneration**

This section discusses the relationship of remuneration to employee performance. Remuneration is defined as a monetary, incentive or financial benefit given to individuals for work done or services rendered. This benefit can be in the form of salary, wages, medical aid, transport allowances, pension scheme, or overtime allowances (Kayode, Adeyinka, and Abiodun, 2019). This benefit, albeit, a salary, is used to meet basic needs such as food, clothing, and housing. Employees will continue to earn as much as they can in order to improve the living standard, and organizations have recognized this as a significant motivator of employees. Remuneration can be a motivating factor, with a positive effect on performance. Every organization determines the most feasible, remuneration package for each role within the structure, which can be determined by

complexity, market-related, direct lines of supervision, or problem-solving abilities (Gunawan and Amalia, 2015).

Remuneration has been observed both theoretically and practically as a critical factor in influencing employee performance (Man and Ling, 2014). There have been numerous studies conducted which measured performance with remuneration as an input, in which a positive correlation between performance and remuneration was identified, whilst also revealing that remuneration was not a true reflector of an employee’s performance (Sauermann, 2016).

Agba, Mbotto, and Agba (2013) critically assessed the influence of remuneration on workers’ performance, and found that performance of the workers’ was greatly influenced by good remuneration. In addition, conducive working conditions, recognition of good work, environment, and promotion opportunities, were the other factors that followed remuneration as influential on employee performance. Kayode et al (2019) conducted a similar study at a brewery located in Nigeria and identified a significant relationship allaying remuneration and employee performance, in which remuneration positively influenced employee performance and raised the overall performance in all sectors within the organization. Gunawan and Amalia (2015) explained that the influence of remuneration were moderate by the quality of work factors on employee performance, as the evidence suggested that quality of work factors (intrinsic motivation) were stronger than remuneration (extrinsic motivation) (Figure 2.13).



**Figure 2.13:** The concept of remuneration and employee performance influenced by quality of work factors. Source: Gunawan and Amalia (2015)

## **2.6 Research Gap**

The chapter discussed the gaps identified in literature that formed the foundation of this research. Flexible work hours and employee performance are considerable broad concepts, as they can be observed independently or in relation to other factor, however, this research focused on the relationship between the two variables. This review of literature examined both the relationship between flexible work hours and employee performance as well as the factors that influence the relationship. The various studies were cited from different parts of the world, to provide an informed discussion. The research gap of this study was to understand the nature of the relationship between flexible work hours, employee performance, and the factors that influence this relationship within a South African context. The review of the numerous studies revealed that the variables identified in the research, was commonly recognized in literature. A second research gap was identified by the researcher, as how these specific variables relate or influence the relationship of flexible work hours and employee performance.

Numerous studies focused on flexible work hours and working less than 40 hours per week, and this study exclusively focused on working 40 hours or more per week at a FMCG organization in South Africa. The research also focused on a smaller group of individuals, specifically management level employees of the organization.

Literature revealed that standard working hours negatively impacted employees' health, stress, job satisfaction, and thus influencing employee performance. Proposed recommendations outlined by literature, was how the implementation of flexible work hours can overall improve the employee's performance and work-life balance. The studies also revealed that flexible work hours impact each sector and its organizations differently, and that each of the factors can variably influence the relationship of flexible work hours and employee performance.

## **2.7 Conclusion**

The chapter discusses the critical findings, of which included findings from countries who utilize both standard and flexible working hours. The chapter informed the discussion between standard working hours and flexible working hours, in which standard working hours are considered as 40-hour work weeks, specifically a five-day week that commences at 8am until 4pm, whilst flexible

work hours are considered as the ability of employees to control their work schedule in a way that is beneficial to both the employee and employer.

The review of literature found that discovered that standard working hours had two significant impacts, one of which depicts standard working hours created a poor work-life balance and the other was how standard working hours decreased overall performance. This chapter also included the factors that was found to be recurrent in literature, which included health, stress levels, well-being, job satisfaction, working conditions, environment, and remuneration. Health and stress levels affect the employees the most, especially those who work standard hours, by decreasing their performance levels. Consistently high-stress levels affect the employee's ability to perform well and reduce their overall performance. Similarly, researchers have portrayed the relationship between stress and performance as significant and being positively related.

Findings reveal that increased levels of well-being and job satisfaction are central to increased levels of employee performance. Employees who work standard hours, become unhappy due to the decrease amount of time they have to meet personal commitments such as attending their children's extra-curricular activities or furthering of their educational endeavors. Numerous studies conducted with well-being and health, displayed that well-being directly impacts employee performance. However, the relationship between working hours and employee performance is relative to individuals and specific industries. Researchers have established a positive correlation between working conditions and job satisfaction, however, are indirectly relative to each other. Studies have concluded, both theoretically and practically, that remuneration is a critical aspect in affecting the performance of the employee. A positive and significant correlation between remuneration and employee performance was identified.

The chapter adds value and will contribute to existing knowledge and literature available on this topic. This research is conducted within the context of the manufacturing industry in South Africa, particularly Fast-Moving Consumer Goods. The outcomes of this research will provide lucidity of the relationship that occurs between working hours and employee performance. The following chapter will conceptualize the methodology undertaken to conduct the study, thereafter data analysis and discussion.

## **Chapter 3: Research Methodology**

### **3.1 Introduction**

The following chapter outlines the discussion and presentation of the research methodology that was undertaken to accomplish the objectives of this study. An in-depth view into the framework and rationale which seeks to discuss the research design and methods, research paradigm, study location, sampling plan, and instrument selection. There is also the inclusion of pre-testing and construction, data collection techniques and analysis, and the validity and reliability of the results and biases. Further discussed in detail, is the instrument selection and construction and the chapter concludes with a review of the ethical considerations that have been applied in the study. The following steps have been followed and discussed to ensure that this study provides high quality and impactful results.

### **3.2 Research Design and Methods**

Saunders, Lewis and Thornhill (2016) explains that a research design is a plan on how one would approach answering their research questions, contain clear objectives, outline how data will be gathered and examined, and deliberate over any ethical issues or limitations one may encounter. The first step is determining which research method to follow, namely quantitative, qualitative or mixed methods. Quantitative research can be defined as the utilization of data gathering methods like questionnaires and the examination of such data using statistics that generate numerical data. Contrastingly, qualitative research utilizes data collection methods such as interviews and the analysis of such data using categorization techniques that generate non-numerical data as an output. Lastly, the mixed methods research approach involves the integration of both (Saunders et al, 2016). This research utilized a quantitative research design, as the researcher attempted to identify the variables that influence employee performance.

A study that is conducted in which data is collected just once-off or a period of days, weeks or months, to answer research questions, are known as one-shot or cross-sectional studies (Sekaran and Bougie, 2016). This research was a cross-sectional study, which involved 62 management employees at AB InBev, using an electronically distributed questionnaire. The management employees were the unit of analysis of the research, which included employees from various departments; i.e Human Resources, Engineering, Production, Manufacturing Systems, Quality,

Logistics, Environment, and Safety to eliminate any element of biases. The respondents were approached, with permission from the executive directive, plant manager and respective HODs, requesting completion of the questionnaire. The aim, objectives, participation rights, and confidentiality of the research was explained to the respondents, to ensure a full understanding of the value their input would provide towards the study. The benefits of the outcome of the research was also explained, which included improving their overall work-life balance, working conditions, and performance. The results from the questionnaire were analyzed and were used to conclude on the findings.

Creswell and Creswell (2017) correlation research as the means to examine the relationship between variables. The aim of this study to examine the relationship between flexible work hours on employee performance, therefor this research is correctional. The organization identified that the present arrangement of standard working hours, is experiencing high rates of absenteeism, burnout, tiredness, and late arrivals (time management issues), which therefore affects production. The data obtained from the study can be utilized on a department specific level to help employees attain a healthy work-life balance by identifying how flexible work hours can improve employee performance. It can also assist the organization by improving health and stress levels, well-being and job satisfaction of employees. The objectives are to determine the correlation between standard work hours, flexible work hours and employee performance, to investigate the factors that influence each of these relationships, and provide recommendations how flexible work hours can improve employee performance at AB InBev.

Fink (2003) describes a survey as a method to gather information from and about humans to describe, compare, or elucidate their behavior, knowledge, and attitudes. Sekaran and Bougie (2016: 97) explain that a survey strategy is a common business research tool that allows a researcher to collect both qualitative and quantitative data based on a variety of research questions. It also allows for the design of the study, the outlining of the objectives and preparation of a reliable and suitable survey instrument to collect, analyze and report data. These factors contributed to the researcher selecting this method.

A quantitative measuring instrument is required to measure variables in research. A 5-point Likert scale was selected to measure various variables, as a Likert scale asks respondents to rate how

strongly one may agree or disagree with a specific statement or a series of statements. It is important to include mutually positive and negative statements so as to confirm that the respondent reads each statement carefully and deliberates sensibly about which box to check (Saunders et al, 2016).

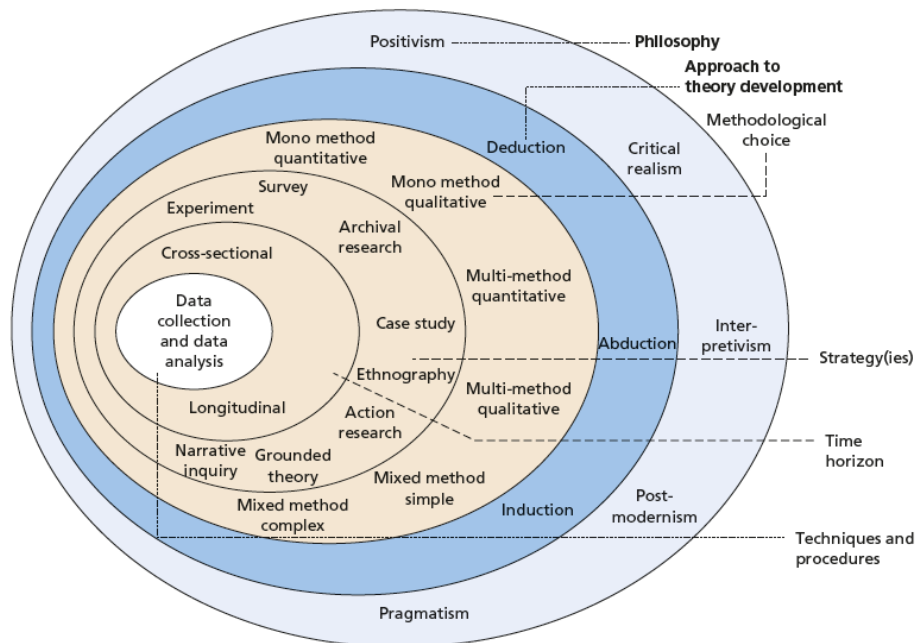
### **3.3 Research Paradigm**

A research philosophy is explained as the relation of an arrangement of beliefs and assumptions concerning the creation of knowledge in relation to research (Saunders et al, 2016). Research philosophy are separated in five main philosophies in business and management: positivism, critical realism, interpretivism, postmodernism and pragmatism as seen in Figure 3.1. Research philosophy of positivism research relates to scientific research and methodology with observable and measurable facts over a wide range of data. Positivism research is commonly associated with quantitative research when using structured data collection techniques that relates to rigor, reliability, and replicability. Positivism research allows for data collection and observation prior to hypotheses being made as well as the use of existing theories to design hypotheses (Saunders et al, 2016). A critical realism research philosophy places emphasis on clarifying what we see and experience, through underlying structures of reality that shape the events we observe. The reality of critical realism is the most significant philosophical consideration, with two steps in comprehending the world, the first being the sensations and events that are experienced, and the second step being the mental process we experience to understand the reality that could have caused it (Creswell and Creswell, 2017).

Interpretivism research studies the meanings, as the reason for this type of research is to create new and profound understanding and interpretations of social worlds and settings. For researchers in business or management, they would look at the organization from the perspectives of contrasting groups or clusters of people. Sekaran and Bougie (2016) explains that postmodernism research studies seeks to expose and question the power relations that sustain central realities. This type of research looks to radically challenge the established ways of thinking, knowing, concepts, theories and shed light to previously suppressed views that were excluded. Pragmatism research begins with a problem and strives to contribute towards practical solutions. It undertakes a practical and structured approach to problem solving, that uses specific methods to find a solution. This

research approach places emphasis on practical outcomes rather than abstract distinctions (Saunders et al, 2016).

Quantitative research can be used within both positivism, critical realism and pragmatism philosophies; therefore, this research follows the positivism worldview that intends to enhance the working nature of the organization and improve the engagement and performance of the employees. This is to improve the employee performance and improve their work-life balance. This research approach is valuable, beneficial, and impartial and was utilized to achieve the objectives of this study.



**Figure 3.1:** The research onion Sources: Saunders et al, 2016:124.

### 3.4 Research Site

More than 800 years ago, AB InBev started its beginning in the proficient brewing hands of Belgian monks. AB InBev is multinational drink and brewing organization, who currently holds the title of ‘the world’s largest brewer’ (AB InBev, 2020). This continuous organization brews, packages and distributes alcoholic beverages, with employees being required to manufacture, monitor, assess, and react to all aspects of the production process and supply value chain. Due to the variety in the brewing of different beers styles and packaging sizes, the process ranges from simple to complex in nature. The organization already has a significant customer base, with

exponential growth into emerging markets, both alcoholic and non-alcoholic. The organization employs approximately 170,000 employees globally, and approximately 9,400 employees in Africa, including South Africa (AB InBev, 2020).

The research was conducted at AB InBev, which is situated in Durban, KwaZulu-Natal. This specific AB InBev site currently employs 230 employees, with 62 management level employees and 168 'blue collar' employees. The need to improve the overall production process, working standards and performance was of significant importance to AB InBev. Having an in-depth understanding of the factors that affect their employees working hours and performance, will be beneficial in improving existing working practices and employee performance.

### **3.5 Target Population**

Saunders, Lewis and Thornhill (2016) state that a population as being the total set of cases, events or group participant that is investigated by the researcher. The target population speaks to the total set of cases, events or group participant that is the definite focus of the research inquiry, and from which the sample can be drawn. The target population selected for this study includes management employees at AB InBev, using self-administered electronic questionnaires. A total of 62 management employees across all departments of the organization were enlisted in the study population. The reason for choosing this organization was due to the open access to respondents, and the vested interest of the executive director in improving the organization. Various levels of management employees at the organization was included in the study, to eliminate any element of biasness. The management team was selected rather than the shift employees, was as a result of poor performance of management employees having the greatest financial implication on the organization. As poor performance of management directly impacts their teams, which further influences the production output and organizational bottom line, this was the reason behind the selection of the management team at AB InBev.

#### **3.5.1 Census Approach**

A census is defined by Saunders, Lewis and Thornhill (2016), as the collection and analysis of data from every conceivable case, event or group participant in a population. The population can be researched in one of two methods: 1) conducting a census or 2) deciding on a sample. For this research, the researcher has the ability to test the entire population at the organization, which meant

that sampling techniques were not considered in this study and therefore, the census method was utilized by using the complete population of the 62 management employees. Another reason as to why the census method was selected for this study, was that it was possible to collect data from the total population, seeing that it was a manageable size, and within the time constraints of the University's sessional dates. The census for the research was successfully conducted, as data from 61 of 62 of the total population were collected, and having a significantly high response rate of 98.4%. The reason for not achieving a 100% response rate was due to one management employee being away on extended leave during the time of the data collection period.

### **3.6 Construction of Research Instrument**

A research instrument is the tool that is utilized to collect primary data. The research instrument is employed in quantitative research, in various forms such as surveys, questionnaires and experiments and qualitative research, in various forms such as interview logs, diaries and recordings (Sekaran and Bougie, 2016). Saunders et al (2016) explained that the survey method permits for the collection of standardized data from big sample sizes and its ability to collect and analyze data. This study was carried out using the survey method, specifically a questionnaire that was utilized as the main research tool to collect data and was developed and completed by the researcher. The questionnaire was highly feasible, as it can provide data which is valid, reliable and practical in its use, therefore its selection (Sekaran and Bougie, 2016). A structured approach was undertaken to effectively design the questionnaire, based on a review of literature who identified combinations of variables that are specifically related to or impact the relationship of working hours and employee performance. In addition to this, the questionnaire was required to address all of the objectives regarding the study, which included a total 123 items in the instrument (Saunders et al, 2016).

The rating questions are commonly used to collect opinion data using a Likert-type scale that allows the respondent is questioned on how strongly they agree, are neutral, or disagree with the statement (Sanders et al, 2016). The questionnaire comprised of a small number of "yes" or "no" statements, with a significant number of rating questions outlined in the Likert-type scale format. These questions were constructed with a five-point scale, in which the lowest scale was characterized by 'strongly agree', with the highest scale being characterized by 'strongly disagree'.

The scoring legend was: 1-strongly disagree, 2-disagree, 3-neutral, 4-agree, and 5-strongly agree (Sanders et al, 2016).

The selection and construction of the research instrument has been described, with the continuing sections discussing the development, design and rationale of the questionnaire.

### **3.6.1 Questionnaire Development and Description**

The questionnaire is divided into three distinct sections which seeks to obtain information to support the study's objectives. The first section entails the respondents' demographic information, the second section involves the relationship between working hours; specifically standard and flexible working hours and the factors that affect performance, and the third section covered the employees' perceptions of the extent to which these factors affected them regarding performance during those specific working hours.

#### **3.6.1.1 Section 1: Demographic information**

This section of the questionnaire obtains the respondent's demographic information, along with other employment and personal details. The demographic data comprised of gender, age, ethnicity, and marital status, whilst employment details included establishing the respondent's tenure at the organization, work pattern, travel time to work and the amount of hours worked; specifically standard work hours and overtime worked per week and personal details such as dependents (children or adult), and smoking and alcohol consumption patterns.

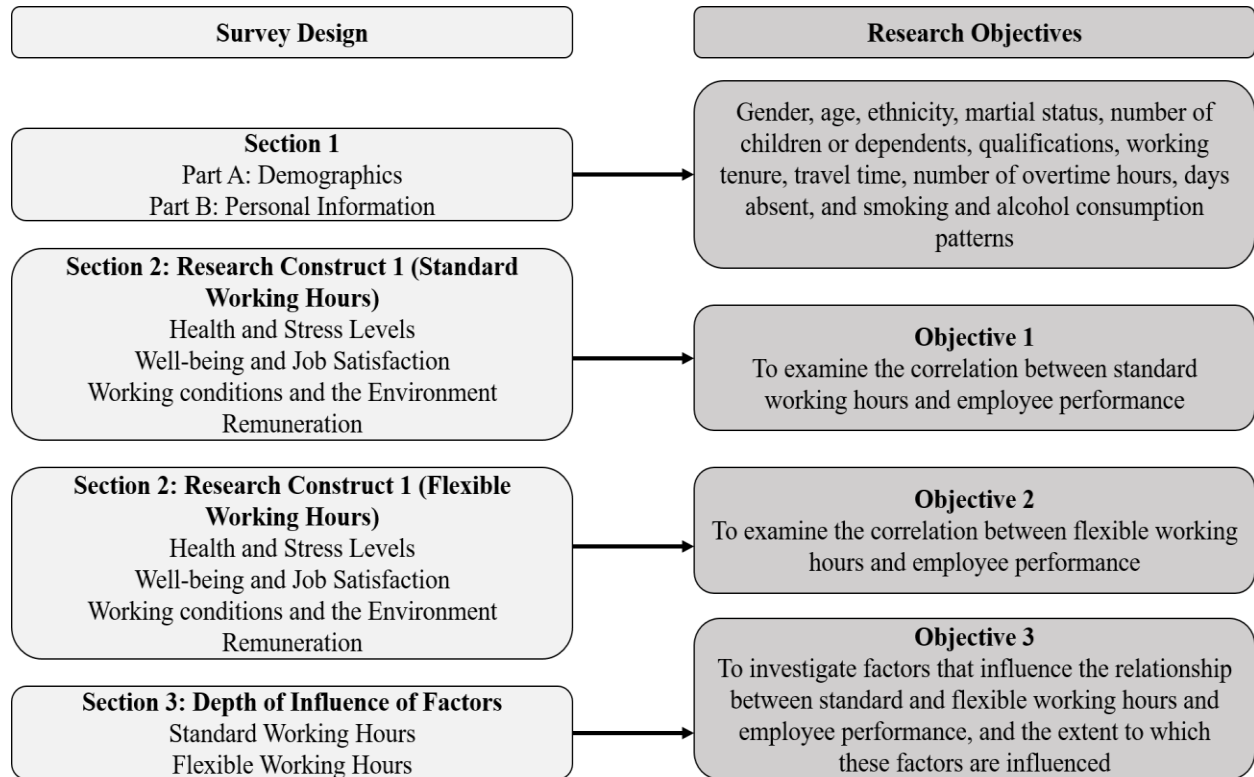
#### **3.6.1.2 Section 2: Establishing the relationship between working hours (standard and flexible) and performance**

Research construct one was required to establish if a relationship between employees' who work standard hours and performance existed, whilst, research construct two was required to establish if there was a relationship between employees' who work flexible work hours and performance.

Section 2 also integrated five influencing factors, which were further segmented into four sub-themes with questions linked to each of the main themes of standard and flexible working hours and performance. The four sub-themes included health and stress levels, well-being and job satisfaction, working conditions and the environment, and remuneration.

### 3.6.1.3 Section 3: Focus on the influencing factors

The final section looks to establish the degree to which the identified factors affect the respondent's performance levels. The three questions look to obtain the correlation between working hours (standard and flexible) and the depth of influence as well as the trend of each factor. The complete questionnaire appears in Appendix 2 and its link to the study's objectives is depicted in Figure 3.2.



**Figure 3.2:** The questionnaire design and the correlation to the research objectives.

### 3.6.2 Testing of Research Instrument: Pilot Testing

Preceding the use of the questionnaire, it is required to be pilot tested with respondents which are comparable to the respondents who will eventually complete it (Saunders et al, 2016). The reason behind conducting a pilot test, is to ensure that the respondents will not encounter any issues with the research instrument, and that there is no problem with the recording of data. In addition to this, the comments and suggestions from the pilot test will also assist the researcher in assessing the questions' validity, reliability, structure, and suitability, representativeness. The size of the research project, the type of research questions, the objectives, and overall design, determines the number of people required for the pilot testing (Saunders et al, 2016).

Due to the size and nature of this research project, it was suggested that 10% of the total population would be an appropriate measure for this pilot test of the research instrument. The researcher administered the questionnaire to six management level employees located in a separate brewery, to understand and determine the questions' validity, reliability, structure, suitability, and representativeness. There were two minor errors identified, one being spelling errors and the other being branching sequence errors, which were amended on the questionnaire.

### **3.7 Data Collection Methods**

The method utilized to collect data was for a specific selection of individuals for this study. The survey strategy is predominantly associated with a deductive research approach. To answer 'what' 'when', 'who', 'where' and 'how many' questions, and research pertaining to business and management, the most prevalent and common strategy utilized is the survey strategy (Sanders *et al*, 2016). Numerous types of survey instruments exist, which consist of interviews and observations, both structured and unstructured, and questionnaires (Sekaran and Bougie, 2016). Questionnaire in particular are prevalent as they allow for the collection of standardized data from a population in a manner that allows easy comparison. Questionnaires can be conducted using physical or electronic methods (Sanders *et al*, 2016).

For this research, a self-constructed questionnaire was the data collection tool that was administered to the respondents. Sekaran and Bougie (2016) described that the administering of a questionnaire is advantageous in the sense that it is more time efficient and cost effective as completed responses can be collected timeously. A notable disadvantage that can occur is when biasness could be introduced when a respondent may possibly ask for clarity or explanation of questions differently by the researcher, however, this would be addressed in the section of elimination of biasness. The questionnaire was identified as being the best option as a survey instrument as the population of respondents are smaller and the administration of the questionnaire electronically was most effective in ensuring completion due to the busy schedules of the management team. The Likert-style rating question was selected for this research, as it was identified as the best option to collect opinion data for a similar group of respondents, and it also allows for the measurement of research of interest (Sanders *et al*, 2016).

The collection of data occurred over a seven-day period. The researcher, together with assistance with the Head of Department (HOD) of each department, approached the respondents of each department. The researcher fully explained the questionnaire to the respondents, informing them of the aim, objectives, participation rights (refusal to participate or withdraw from the research at any given period of time, and participation being voluntary) and confidentiality of the research and data obtained. All of the interested respondents provided their consent by means of signing the informed consent agreement to participate in the research. A unique link to the questionnaire was then distributed to each individual interested respondent via email. The questionnaire was completed at various times during the seven-day period, with respondents choosing to complete the questionnaire in their spare time, either during or after working hours. Respondents who successfully completed the questionnaire was presented with a confectionary, as means of compensation for participation in the research. This also ensured that all in the population had participated in the research.

The general collection process proceeded as outlined below:

Day one:

- The researcher fully explained the questionnaire to the respondents, informing them of the aim, objectives, participation rights and confidentiality of the research and data obtained.
- All of the interested respondents provided their consent by means of signing the informed consent agreement to participate in the research.
- A unique link to the questionnaire was then distributed to each individual interested respondent via email.

Day two – seven:

- Respondents who successfully completed the questionnaire was presented with a confectionary.
- After the completion of the total number of questionnaires by the respondents, the researcher captured and consolidated the data into a Microsoft Excel spreadsheet for investigation and analysis.

### 3.8 Data Analysis

Data that were obtained from the research were analyzed using descriptive and inferential statistical techniques. Descriptive statistics are used to provide measures of frequencies, central tendency and dispersion, whereas inferential statistics are employed to help draw conclusions regarding the population from a sample (Sekaran and Bougie, 2016). Following the analysis, data were graphical depicted with tables, and thereafter an interpretation and discussion of the findings followed. The interpretation and discussion were related to the findings of literature to support or argue against the outcomes.

The procedure of analyzing data began with the transmitting of raw data collected from the questionnaires onto a Microsoft Excel spreadsheet. Analysis of this data were analyzed using Statistical Package for the Social Science (SPSS) version 27.0, a software packaged. Parallels were drawn to determine the relationship between the independent variable (flexible work hours) and the dependent variables (employee performance) at the 2- tailed level of significance using Spearman rho and regression analysis. To understand the correlation between the different variables such as age and position, contingency or cross tabulations were used. To guarantee that the questions in the questionnaires were all answered, the option of making each question 'required' before responding to the next question. This confirmed the completeness of every questionnaire, thus ensuring the results shall be of the highest quality and value-adding.

The first section of the questionnaire that covered the demographic, personal and work experience were analyzed by means of descriptive statistical techniques, which were also utilized for the sectional analysis. A variety of descriptive techniques were employed to delineate the study population and the responses to the questionnaires. Sekaran and Bougie (2016) describe frequencies as the number of times that a specific subcategory of a certain phenomenon had occurred. Post the initial investigation of the data, a meticulous analysis was conducted to understand the goodness of the data. Goodness of data denotes the reliability and validity of data (Sanders *et al*, 2016). This was followed by the inferential statistical analysis which consisted of correlations and regressions.

The analysis of the data delved into identifying the essence, direction, and significance of the bivariate relationships regarding the research. In researches, that contain several variables that

surpass the understanding of the descriptive statistics of the variables, it can be ideal to recognize the relationship of the variables to one and other (Sekaran and Bougie, 2016). The Chi-square ( $\chi^2$ ) test, Pearson correlation co-efficient, and simple linear regression model are the statistical techniques that were utilized to analyze the data to identify the nature and directions of the relationship.

To identify if a relationship exists between two nominal variables, or if they are independent of each other, a chi-square ( $\chi^2$ ) test is used to statistically confirm this relationship. As a nonparametric test, it can ascertain if the observed pattern is due to coincidence or not and, provides a comparison between the anticipated frequency and the detected frequency (Sekaran and Bougie, 2016:285). The traditional methodology to reporting an outcome or result, necessitates a statement of statistical significance. The generation of a  $p$ -value from this statistics test and the significant result is designated with “ $p<0.05$ ”, therefore a  $p$ -value less than 0.05 is reflected as statistically significant.

Creswell and Creswell (2017) describes the Pearson correlation co-efficient as the means to indicate direction, strength, and significant of the bivariate relationships between all the variables which are measured at an interval or ratio level, and a simple regression analysis is utilized, where one independent variable is hypothesized to affect one dependent variable. The formula for the Pearson correlation co-efficient is as follows:

$$r = \frac{\sum (x_i - \bar{x}) (y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2 \sum (y_i - \bar{y})^2}}$$

This correlation test was used to test and accept the hypothesis outlined in Chapter Four.

Applicable descriptive and inferential statistical were employed in the interpretation and analysis of the data of the research. The output of the statistical data analysis were peer reviewed by an independent statistician to certify the credibility and quality of the data set. The results were presented and discussed in various graphical formats such as tables, graphs, figures, and cross-tabulations in Chapter Four.

### 3.9 Validation and Reliability

Validation and reliability are methods of verifying data, analysis and interpretation to establish its credibility. Creswell and Creswell (2014) explained that validity in quantitative research as whether one could establish meaningful and useful interpretations from the data obtained from the research instruments, whilst reliability speak of the consistency or repeatability of the research instrument. Furthermore, an important aspect of reliability refers to the research instrument's internal consistency, indicates the degree to which research instrument behaves in the same manner. This internal consistency is quantified by the Cronbach's alpha, which was developed by Lee Cronbach in 1951. Cronbach's alpha is expressed as number between 0 and 1 with optimal value ranging between 0.7 and 0.9 (Tavakol and Dennick, 2011). Sanders *et al* (2016) explain that reliability coefficient of less than 0.60 is considered "poor", whilst 0.70 is "acceptable", greater 0.80 are good, and greater than 0.90 are excellent for a newly developed construct.

To ensure the reliability of this study, the research process and database of all information obtained has been established and well documented, with data being analyzed through the statistical tool of SPSS. Validity was established through the selection of both current and relevant methodology, target population, sample size and research instrument. The reliability of the study ranged from 0.605 to more than 0.945 as seen in Chapter 4. The reliability of the questionnaire for this research was 0.81, that indicated that the questionnaire was reliable. Table 3.1 below reflects the Cronbach's alpha score for all the items that constituted the questionnaire.

**Table 3.1** Reliability Scoring

Question	Sub-Themes	Number of Items	Cronbach's Alpha
24	Standard work hours vs Performance	7	0.762
27	Standard work hours vs Health and Stress Levels	6	0.605
28	Standard work hours vs Well-being and Job Satisfaction	12	0.620
29	Standard work hours vs Working Conditions and Environment	6	0.947
30	Standard work hours vs Remuneration	4	0.804
31	Flexible work hours vs Performance	7	0.947
34	Flexible work hours vs Health and Stress Levels	6	0.852
35	Flexible work hours vs Well-being and Job Satisfaction	13	0.936
36	Flexible work hours vs Working Conditions and Environment	6	0.945
37	Flexible work hours vs Remuneration	4	0.611

38	Factors vs Performance	4	0.834
39	Factors vs Performance (Standard work hours)	4	0.882
40	Factors vs Performance (Flexible work hours)	4	0.824
<b>Overall</b>			<b>0.81</b>

### **3.10 Elimination of Bias**

Biases can especially occur into quantitative studies, with every stage of the research process being vulnerable. This can lead to the distortion of data which could affect the outcome of the study (Saunders et al, 2016). To ensure the elimination of bias, the researcher focused on the following:

#### **3.10.1 Researcher Bias**

Research bias stems from the researcher asking the incorrect questions, which can lead to a misalignment between the research objectives and results (Creswell, 2014). The researcher could be asked to explain a question or statement in simpler terms, which could coerce the respondent into answering in a particular manner. To overcome this researcher bias, the questions in the questionnaire were constructed within the broader context of the research topic and the questionnaire had been pre-tested to reduce researcher bias.

#### **3.10.2 Response Bias**

Creswell (2014) define response bias as the effect of non-responses on the results of the survey. The response bias of was overcome by the researcher by showing that non-responses had no notable impact on the results. In this study, there were zero non-responses and only one respondent who were absent during the process of data collection. The employees who participated in the research were made aware that the completed questionnaire were intended for research purposes and confidentiality was maintain, which could have reduced the response bias.

### **3.11 Ethical Considerations**

Ethical consideration was employed at every stage of this study. It began prior to the commencement of the research and throughout the collection, analysis and reporting of data. The executive director at the organization’s head office was sent a conclusive breakdown of the study’s aim and objectives, along with the research processes. It also provided assurance that the study would be conducted within the ambit of good research and ethics as per the University of KwaZulu

Natal (UKZN) policy. In addition, it was agreed with the executive director, that should any questions or queries that may arise, he could contact the researcher at any point of the study. A gatekeeper's letter was then obtained from the executive director, which was utilized in the process of attaining ethical clearance from the research committee at UKZN. In addition to the gatekeeper's letter, the process of ethical clearance application called for other supporting documentation such as informed consent and the questionnaire, to which the researcher then received full ethical clearance approval from the UKZN ethics committee (refer to Appendix 2 for the ethical clearance letter). All participants in the research were over the consenting age of 18 years old and were informed the voluntary nature of the questionnaire, the option of withdrawing from participating was allowed at any given time and that all responses were guaranteed anonymity. These conditions were highlighted in the introduction of the questionnaire and the opening email to all participants. The questionnaire would only continue once the participant agreed to participate in the questionnaire. The questionnaire was reviewed for any questions that would warrant ethical considerations and was found to have none. Finally, the study fully abided to the UKZN plagiarism policy by using the Turnitin software to confirm the similarity percentage of source materials. There were no ethical issues that were faced, as all appropriate measures were considered to avoid ethical issues.

### **3.12 Delimitations of the study**

The research is limited to an alcohol manufacturing organization in KZN. Findings that arise will be limited specifically to the KZN site. Another limitation would be that the study will be conducted on various employees across different departments, and findings may be related to a specific department and would not resonate to the organization in its entirety. Also, the individual work requirements of employees in these different departments can be seen as a limiting factor as flexible work hours may not suit the nature of the job.

### **3.13 Conclusion**

This chapter has described the research methodology process employed to conduct this research. The research method process utilized in obtaining the results were explained in this chapter. The research strategy, sampling methods, and data collection along with statistical techniques applied for the analysis of the results were meticulously defined. The explanation of the methods employed

during the research would ensure that the research yields the maximum accuracy and high-quality data. This quantitative research tried to establish and be conscious of the various factors which influence performance of management at AB InBev. The research instrument, being the questionnaire, was tested for reliability and validity. The utilization of the complete population of management employees at AB InBev, allowed for the reduction of biasness.

## **Chapter 4: Results and Discussion**

### **4.1 Introduction**

This chapter presents the results and discusses the findings obtained from the questionnaires utilized in this study. Various literature was used to support or argue against the findings of the results. The research instrument, in the form of a questionnaire, was a key tool used for the collection of data from the employees of AB InBev. The data that was collected, was analyzed using SPSS version 27.0, in multiple forms of univariate (descriptive), bivariate (correlations), and multivariate (regression analyses). Bivariate statistics using Pearson correlation, was used in which two or more factors are correlated to determine if they are linked, and the direction in which they were associated. This chapter starts with a descriptive overview of the population, and the response rate. This was followed by demographic data such as gender, age, ethnicity, marital status, continued with personal and work information. To confirm the reliability of the primary data that was analyzed descriptively, it was subjected to Cronbach alpha's test. The descriptive statistics results will be presented in various graphical formats such as tables, graphs, figures, and cross-tabulations for the collected quantitative data. In order to determine the level of linkage between the factors, inferential techniques such as Chi-squared tests and regression analysis were utilized. The traditional approach to reporting a result requires a statement of statistical significance. A p-value is generated from a test statistic. A significant result is indicated with " $p < 0.05$ ". The results relating to the research objectives are presented together with a detailed discussion of their implication and consistency with previous studies outlined in the literature review in a previous chapter.

### **4.2 The Sample and Response Rate**

The response rate signifies an acceptable percentage of respondents in the sample who completed the questionnaire, this also indicates the quality of the research, as a low response rate can impede the usefulness of the questionnaire results (Sanders *et al*, 2016). Sixty-one (61) of the sixty-two distributed questionnaires were successfully returned, producing a response rate of 98.4%. The outstanding 1.6% were accounted for the respondent who was absent during the period of data collection for the research.

### **4.3 The Research Instrument**

The research instrument consisted of 123 items, with a level of measurement at a nominal (descriptive data which reflect the number of occurrences in each category of a variable) or an ordinal level (ranked data which reflects the respondent selection on how strongly they agree, are neutral, or disagree with the statement). The questionnaire was divided into 40 questions which measured various themes. In the subsequent section, the validity and reliability of results with high response rates are discussed in further detail.

### **4.4 Presentation of Data**

This research would like to determine the relationship that exists between working hours and employee performance. A research can include several variables that can extend past understanding the descriptive statistics of each of the variables and how they relate to each other. To determine if a specific relationship exists, Chi-square ( $\chi^2$ ) test is carried out, the test indicates whether a significant relationship exists between two nominal variables (Saunders *et al*, 2016).

The Chi-square test identifies if the patterns that were observed were coincidental or not, and compares the expected frequency with the observed frequency. Nominally scaled variables are used for testing for differences in relationships. Saunders *et al* (2016) elucidate that a null hypothesis is when there is no substantial relationship between variables, and an alternate hypothesis indicates there is a substantial relationship between the variables of the research.

The traditional approach to writing a report, requires a statement of statistical significance. This statement refers to acknowledging if any observed differences between the variables or groups were actual observations or coincidental. The level of certainty in the results of research is referred to as significance levels. This research is established at a 95% confidence interval in the results, with a significance level established at 0.00 or 5%. It can be stated that there is a difference in the population means at the 95% significance level or at the 99% significance level if the statistics support this statement, this significance level will be referred to in certain finding throughout this research. An indication of whether variables are statistically significant or not statistically significant, are determined from the p-value. A significant result is indicated with “ $p < 0.005$ ,” therefore a p-value of  $<0.05$  would be considered as statistically significant. The Chi-square value appear in Appendices 3,4, and 5.

## 4.5 Descriptive Statistics

### 4.5.1 Demographic Characteristics

The questionnaire begins with collating the respondents' demographic data. The results of the demographic characteristics are displayed below in Table 4.1, in which describes the gender distribution by age. A complete tabulation of the demographic characteristics results can be seen in Appendix 3.

#### 4.5.1.1 Age versus Gender

**Table 4.1** Age Group versus Gender Cross-tabulation

			Gender		Total
			Male	Female	
Age Group	18 - 24	Count	0	3	3
		% within Age Group	0.0%	100.0%	100.0%
		% within Gender	0.0%	12.5%	4.9%
		% of Total	0.0%	4.9%	4.9%
	25 - 34	Count	10	7	17
		% within Age Group	58.8%	41.2%	100.0%
		% within Gender	27.0%	29.2%	27.9%
		% of Total	16.4%	11.5%	27.9%
	35 - 44	Count	13	9	22
		% within Age Group	59.1%	40.9%	100.0%
		% within Gender	35.1%	37.5%	36.1%
		% of Total	21.3%	14.8%	36.1%
	45 - 54	Count	12	5	17
		% within Age Group	70.6%	29.4%	100.0%
		% within Gender	32.4%	20.8%	27.9%
		% of Total	19.7%	8.2%	27.9%
≥ 55	Count	2	0	2	
	% within Age Group	100.0%	0.0%	100.0%	
	% within Gender	5.4%	0.0%	3.3%	
	% of Total	3.3%	0.0%	3.3%	
Total	Count	37	24	61	
	% within Age Group	60.7%	39.3%	100.0%	
	% within Gender	100.0%	100.0%	100.0%	
	% of Total	60.7%	39.3%	100.0%	

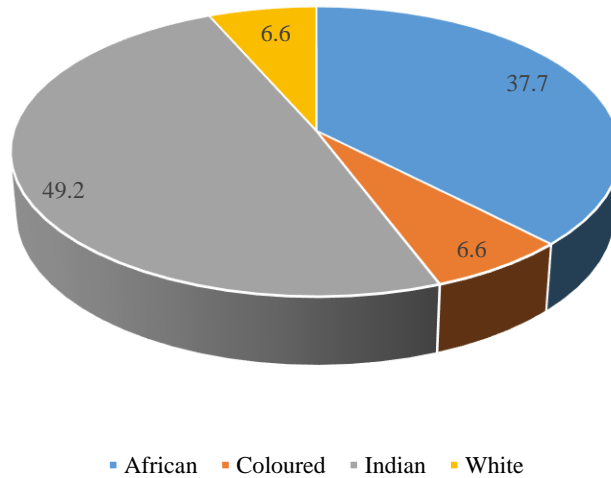
The table above displays the cross-tabulated age with gender which represents the population that completed the questionnaire. There is a higher male to female ratio (60.7%:39.3%) in the total population.

The age category of 35 to 44 years, 59.1% were male and 40.9% were female. Also, within this category, 35.1% were males. Of the total sample size, this category of males comprised of 23.1% of the total population size. A majority of the females were seen in the age category of 35 to 44 years and younger, which indicates there is an emerging younger female demographic at AB InBev.

The age category of 45 to 54 years, 27.9% of the total population are beginning to near the age of retirement, indicating an aging staff at AB InBev. In the age category of  $\geq 55$  and above, only made up 3.3% of the total population, and will decrease overtime due to retirement. The culmination of the aforementioned age categories, 31.2%, indicate that technical knowledge and expertise will soon diminish at AB InBev. The organization begins the process of retirement from the age of 55 years and above. The Chi- test confirms that there was no significant difference in gender ( $p=0.096$ ), however, there was in age ( $p=<0.001$ ), which indicates that the age category of 35 to 44 years are statistically significant, as AB InBev has 36.1% of employees within this category.

#### **4.5.1.2 Ethnic Groups**

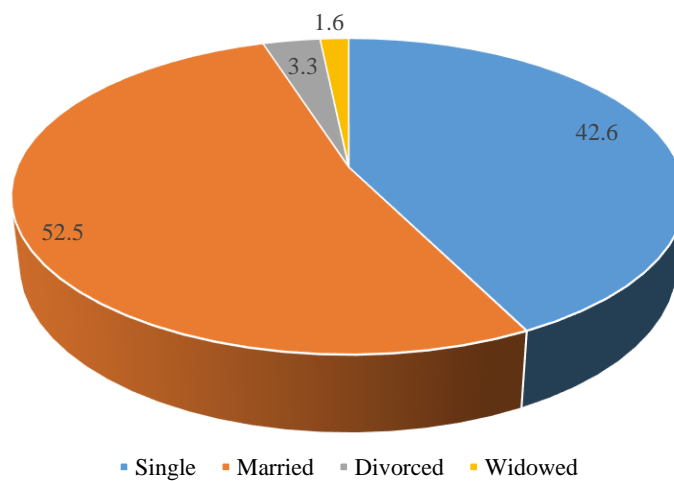
The ethnic groups breakdown of the respondents, indicates that of the total population size comprises of 49.2% Indian, 37.7% Africa, and 6.6% Colored and White, as seen in Figure 4.1 below. With significant portion of the ethic group made of Indian and African respondents, whilst the other races contributed less, and this was confirmed by the statistical value of  $p=<0.001$ . This conveys that a larger portion of the population is Indian and African, however, this reflection of the target population only contributes to a general observation and has no direct impact on the research. Seeing that is a South African study, AB InBev is contributing to Black Broad-Based Economic Empower (B-BBEE) equity policy and is B-BBEE level 4 (Appendix 7).



**Figure 4.1:** The breakdown of ethnic groups at AB InBev.

#### 4.5.1.3 Marital Status

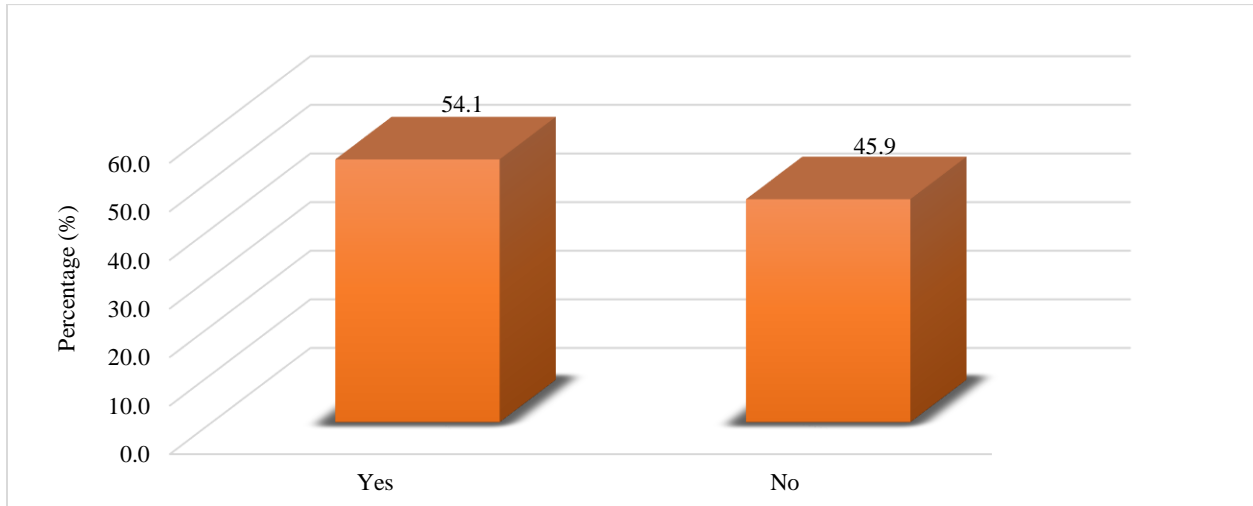
The marital status composition of the respondents indicates that of the total population size comprises of 52.5% Married, 42.6% Single, 3.3% Divorced, and 1.6% Widowed, as displayed in Figure 4.2 below. This indicated that there were a significant amount of married and single respondents, which were significantly more than divorced and widowed, as confirmed by the statistical value of  $p < 0.001$ . This significance conveys, that a larger population of the respondents are older, however, this reflection of the target population, contributes only to a generalized observation and has no direct impact on the research.



**Figure 4.2:** The breakdown of marital status at AB InBev.

#### 4.5.1.4 Responsible for Children under the Age of 18

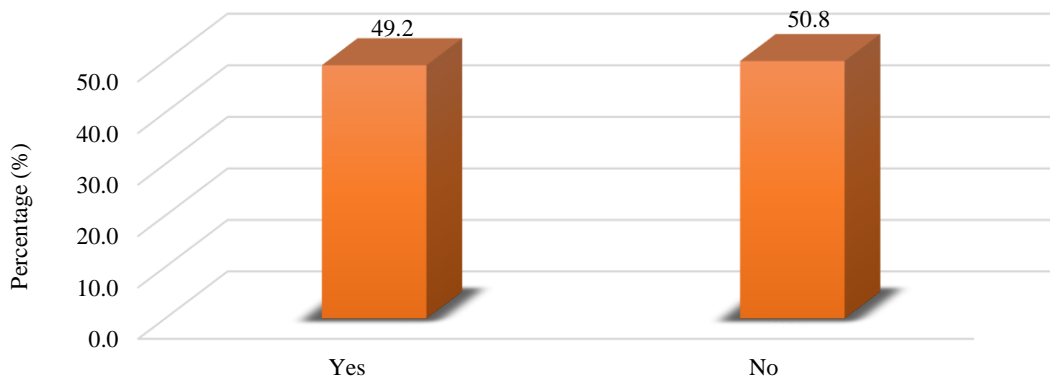
The composition of the respondents indicates that of the total population size, 54.1% take care of children under the age of 18, whilst 45.9% did not take care of children under the age of 18. Statistically, there was no significant differences in the number of respondents who did take care of children in this age group, as there were those who did not ( $p=0.522$ ).



**Figure 4.3:** Respondent composition of responsible for children under the age of 18

#### 4.5.1.5 Responsible for Adult Dependents

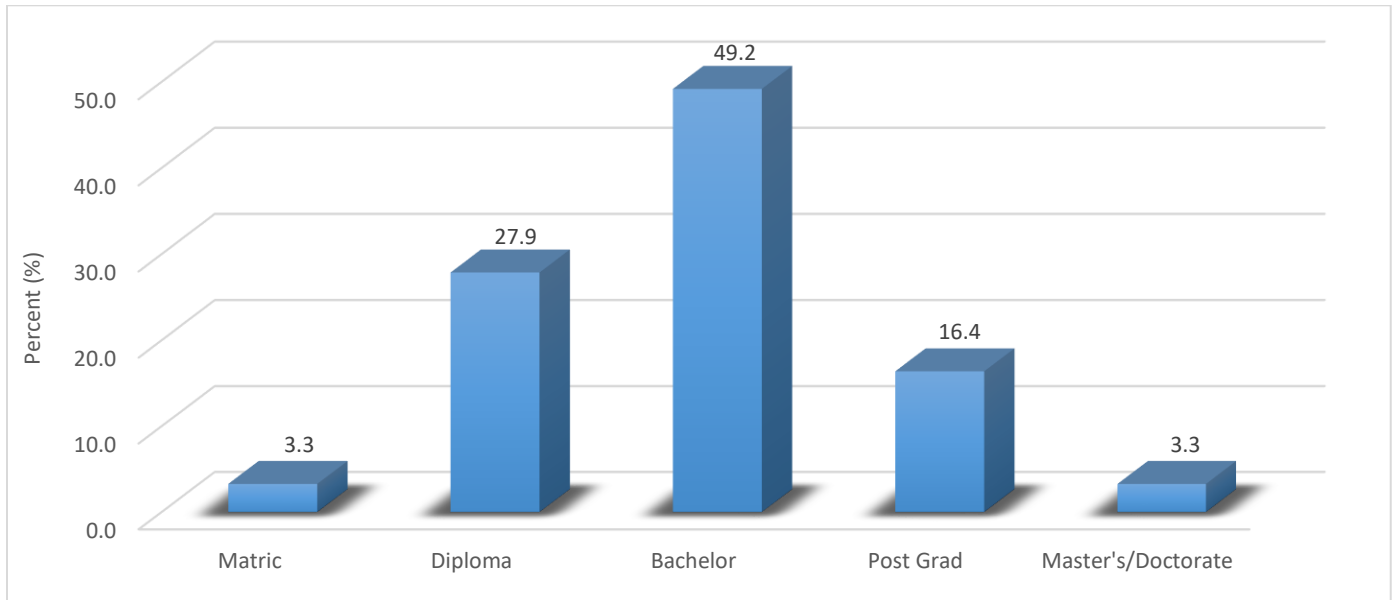
The composition of the respondents indicates that of the total population size, 49.2% take care of adult dependents, whilst 50.8% did not take care of adult dependents. Statistically, there was no significant differences in the number of respondents who did take care of adult dependents, as there were those who did not ( $p=0.898$ ).



**Figure 4.4:** Respondent composition of responsible for children under the age of 18.

#### 4.5.1.6 Education Levels

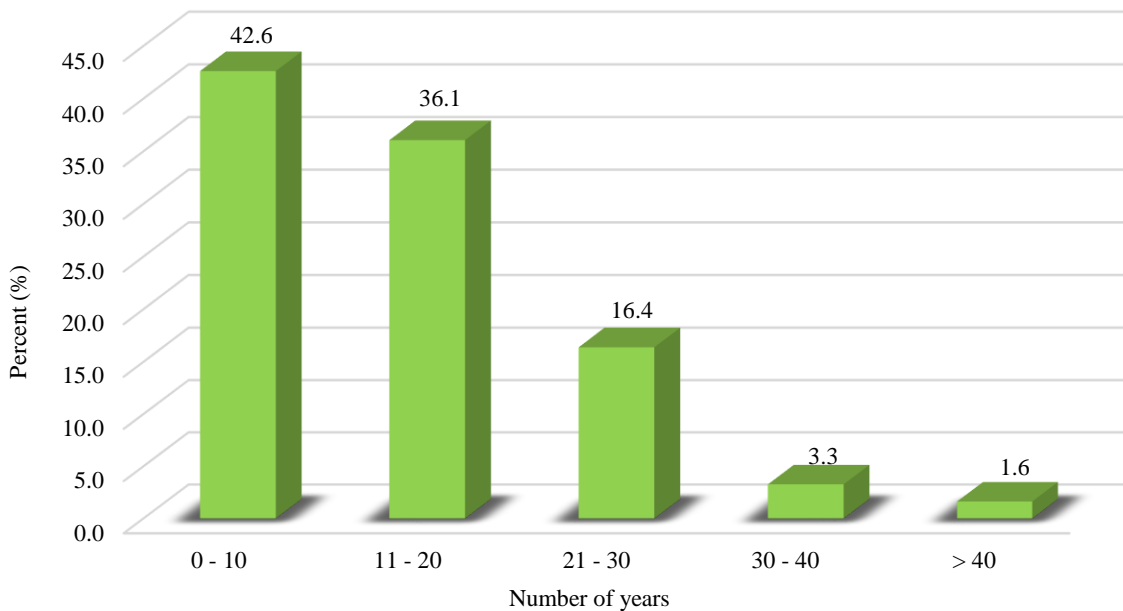
The majority of respondents (96.7%) had a post school qualification. One-fifth of the respondents (19.7%) had a post graduate degree, with approximately half of the respondents having a Bachelor's degree ( $p < 0.001$ ). As a significant proportion of respondent have a higher education qualification, it indicates that the responses gathered have been from an informed or learned source. Figure 4.5 below indicates the education levels of the respondents.



**Figure 4.5:** Education levels of the respondents

#### 4.5.1.7 Tenure within AB InBev

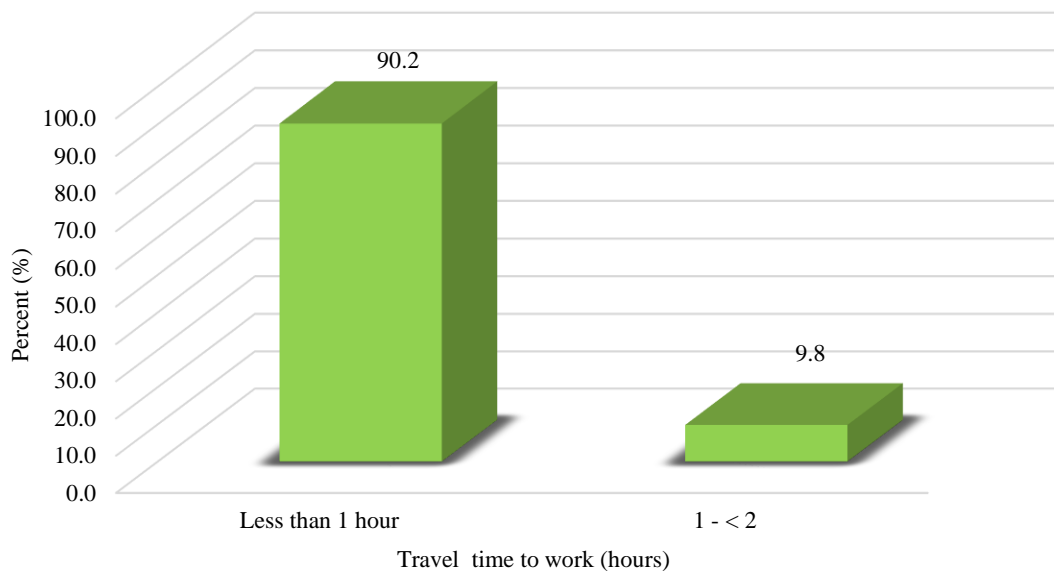
Tenure refers to the amount of years spent at the organization by an employee, this can be indicated as experience, skill level, or technical ability. Figure 4.6 below, shows that approximately 57% of the respondents had been in employ for more than 10 years. This implies that respondents had been employed for a while and indicates that the responses were obtained from experienced employees. The statistical test shows a significance of  $p < 0.001$ , which confirms a significant difference of employees' tenure to the organization. This also indicates that the organization is in a balanced process of recruiting new employees to the employees who are retiring. This is to ensure that there is a transfer of technical knowledge, expertise and problem-solving abilities, thus lessening the technical gap, as the younger staff have the abilities to work longer and learn faster. This has the potential of increasing employee performance, as this indicates that there is a correlation of years of employment with employee performance.



**Figure 4.6:** Tenure of respondents at AB InBev

#### 4.5.1.8 Travel Time to Work

This section discusses the responses relating to the average travel time to work, by the employees of AB InBev. Figure 4.7 below displays the number of hours it takes for the employees of AB InBev to travel to work.



**Figure 4.7:** Travel time to work of the respondents.

The figure above displays the average time it takes employees to travel to work. A significant majority of respondents (90.2%) travelled for less than one hour, whilst the remaining respondents (9.8%) spending one to two on the roads. The significance value for ‘travel time to work’ is  $p < 0.001$ .

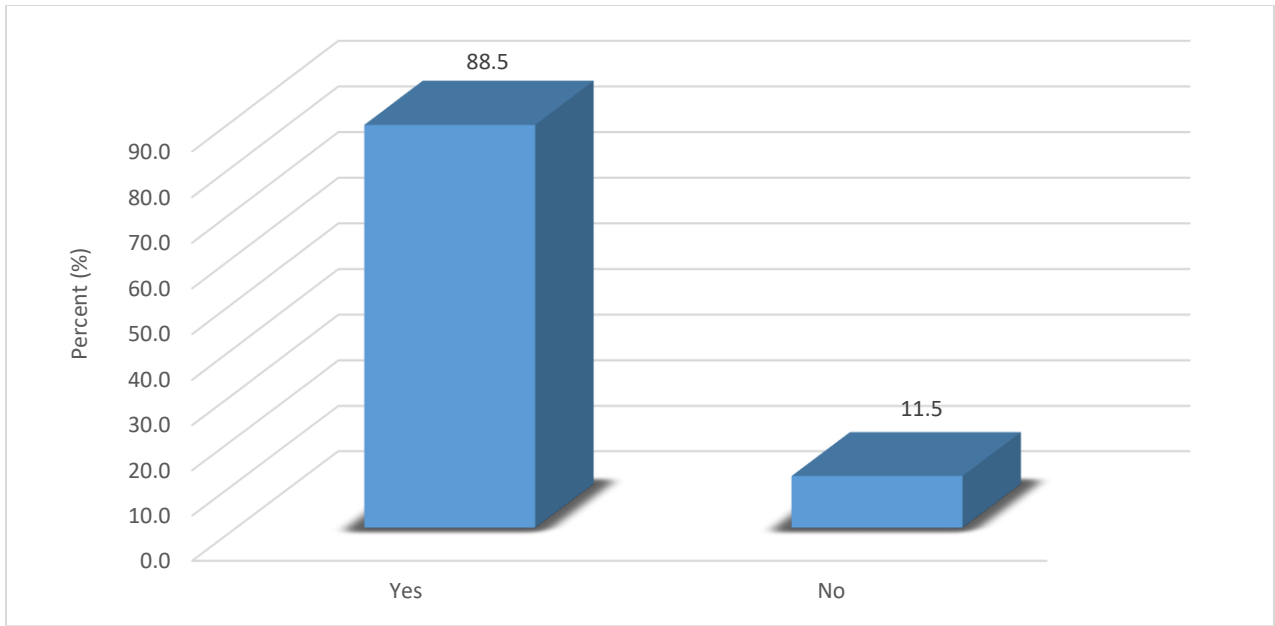
The motive behind attaining this data, was means in establishing the full length of an employee’s working day. AB InBev employees who work standard hours, commence work at 08h00 and conclude at 16h00. Employees who travel greater than two hours, would need to rise between 03h00 – 04h00, to allow them to complete their personal routine and responsibilities before leaving for work. This would also require the employee to retire to bed earlier, as to gain sufficient rest, however, could be reducing family time, other personal commitments, responsibilities or hobbies. In essence, the rigidity of standard work hours and potential overtime, would increase the length of their workday, thus increasing their fatigue and burnout. This could potentially affect their overall performance and pose a risk to their safety, either at work or whilst travelling.

## **4.6 Personal Data**

The section that follows analyses the scoring patterns of the respondents per variable per section. The results are first presented using summarized percentages for the variables that constitute each section. Results are then further analyzed according to the importance of the statements. To determine whether the scoring patterns per statement were significantly different per option, a chi square goodness-of-fit test was done. The null hypothesis claims that similar numbers of respondents scored across each option for each statement (one statement at a time). The alternate states that there is a significant difference between the levels of agreement (Yes) and disagreement (No).

### **4.6.1.1 Overtime**

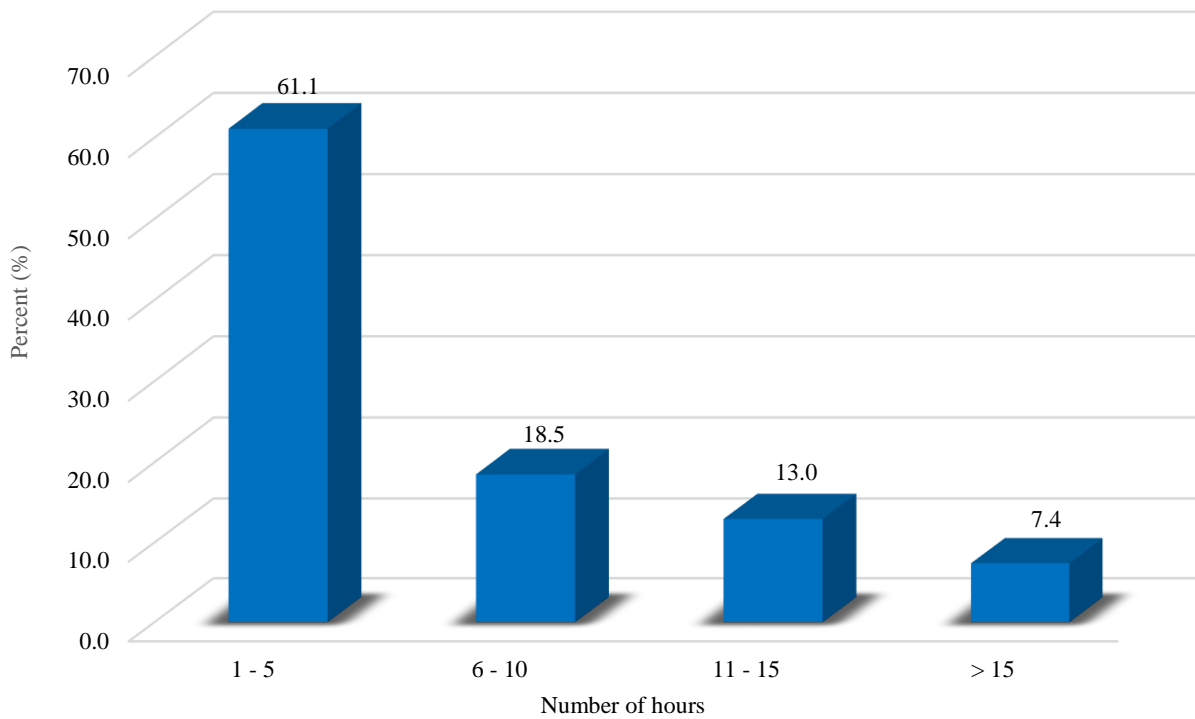
Figure 4.8 below illustrates the frequency of the respondents who work overtime, specifically beyond a standard 8-hour workday and unpaid, at AB InBev. A significant number of respondents (88.5%) indicated that they did work unpaid overtime, whilst 11.5% of respondents indicated they did not work unpaid overtime ( $p < 0.001$ ).



**Figure 4.8:** Frequency of respondents who work overtime at AB InBev.

#### 4.6.1.2 Overtime per Week

Figure 4.9 below illustrates the number of hours of overtime that is worked by the employees at AB InBev.

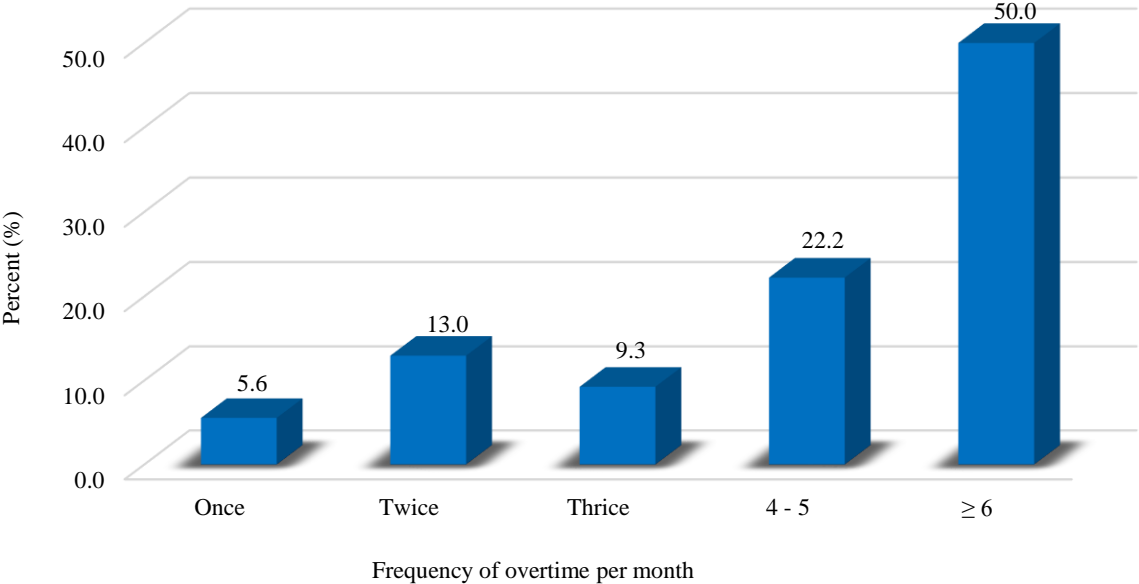


**Figure 4.9:** Overtime worked during the week by AB InBev employees.

Figure 4.9 shows that 88.5% of employees who work overtime at AB InBev from the entire population, whilst 11.5% of the employee do not work overtime, were not included in the above. Figure 4.9 illustrates that a significant number of employees that work overtime, with 61.1% of employees working between 1-5 hours per week and 38.9% of employees working up to 10 hours per week, with a statistical significance value of  $p < 0.001$ . This implies that at least 95.9% of the 88.5% of the employees who work overtime, are working at least 50 hours a week, which is keeping with Latin America and selected parts of Asia, where the 48-hours work is predominant across a majority of the South American and East Asian countries (ILO, 2005).

**4.6.1.3 Overtime per Month**

This section discusses the amount of overtime the employees of AB InBev work per month, which ranges from once a month to greater than 6 times a month, as depicted in Figure 4.10 below.

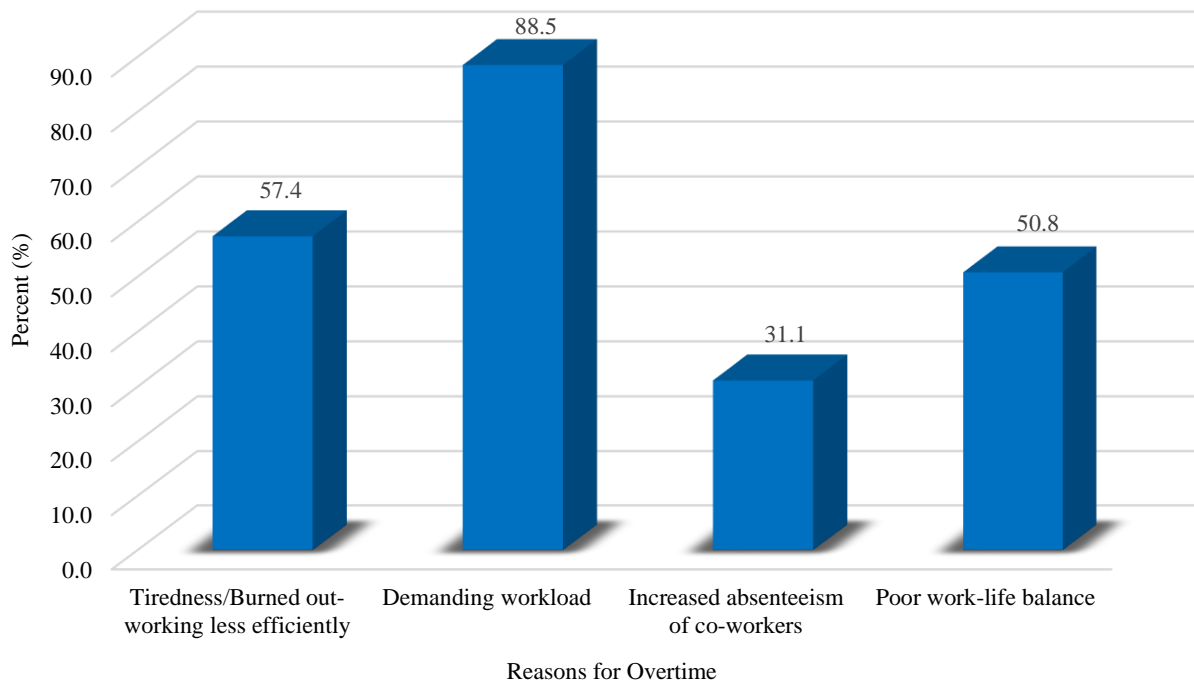


**Figure 4.10:** The number of times AB InBev employees work overtime.

As seen in Figure 4.10 above, 72.5% of the respondents indicated that they work overtime at minimum of 4-5 times a month. The Chi-test confirmed the statistically significant with the value  $p = < 0.001$ . This demonstrates that more than a third of AB InBev employees work overtime, multiple times a month, which lengthens their time at work and shortens their time spent regarding personal commitments and responsibilities. With 72.5% of employees working up to 50 hours per week, this could potentially affect their levels of performance.

#### 4.6.1.4 Reasons for Overtime

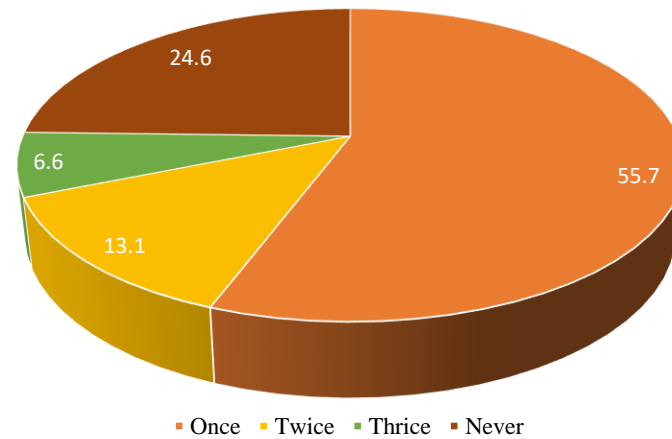
Figure 4.11 below, demonstrates the reasons for overtime of AB InBev employees. A demanding workload of 88.5% was the dominant reason for overtime for the employees of AB InBev, confirmed with a statistical significance of  $p < 0.001$ . Employees who stated that a demanding workload is the reason that results in them working overtime, implies that amount of work given to them cannot be completed within the standard workday, which either requires them to work longer hours during the week or work on weekends. This specific reason of demanding workload has direct impact on other reasons for overtime: tiredness/burned out (57.4%), poor work-life balance (50.8%), and increased absenteeism of co-workers (31.1%). With almost a third of respondents indicating tiredness/burned out and half selecting poor work-life balance as the reasons for overtime; this can stem from the demanding workload, as the time spent at work completing allocated tasks reduces the time for rest and recuperation, resulting in fatigue and tiredness and the inability to maintain a healthy work-life balance. This fatigue, tiredness, and poor work-life balance can result in increased absenteeism (31.1%), as employees are not receiving the appropriate amount of rest, which can make them prone to illness. All of the aforementioned reasons for overtime, could significantly impact the employee's performance within the organization.



**Figure 4.11:** The reasons for employees working overtime at AB InBev

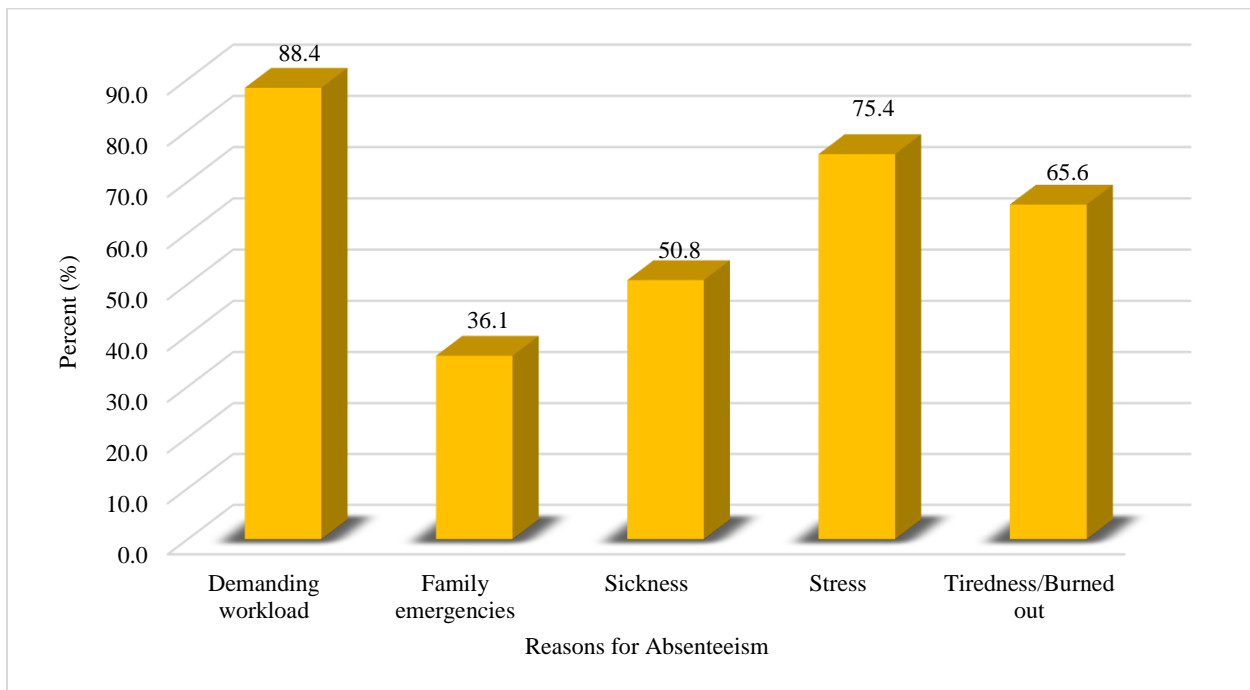
#### 4.6.1.5 Absenteeism in a Month

This section discusses the frequency of which employees of AB InBev are absent, which ranges from never to thrice a month, as depicted in Figure 4.12 below. More than half of the respondents (55.7%) are absent at least once a month, with 19.7% of employees being absent more than twice a month. This was confirmed with a statistical significance of  $p < 0.001$ .



**Figure 4.12:** The number of times AB InBev employees work are absenteeism

#### 4.6.1.6 Reason for Absenteeism



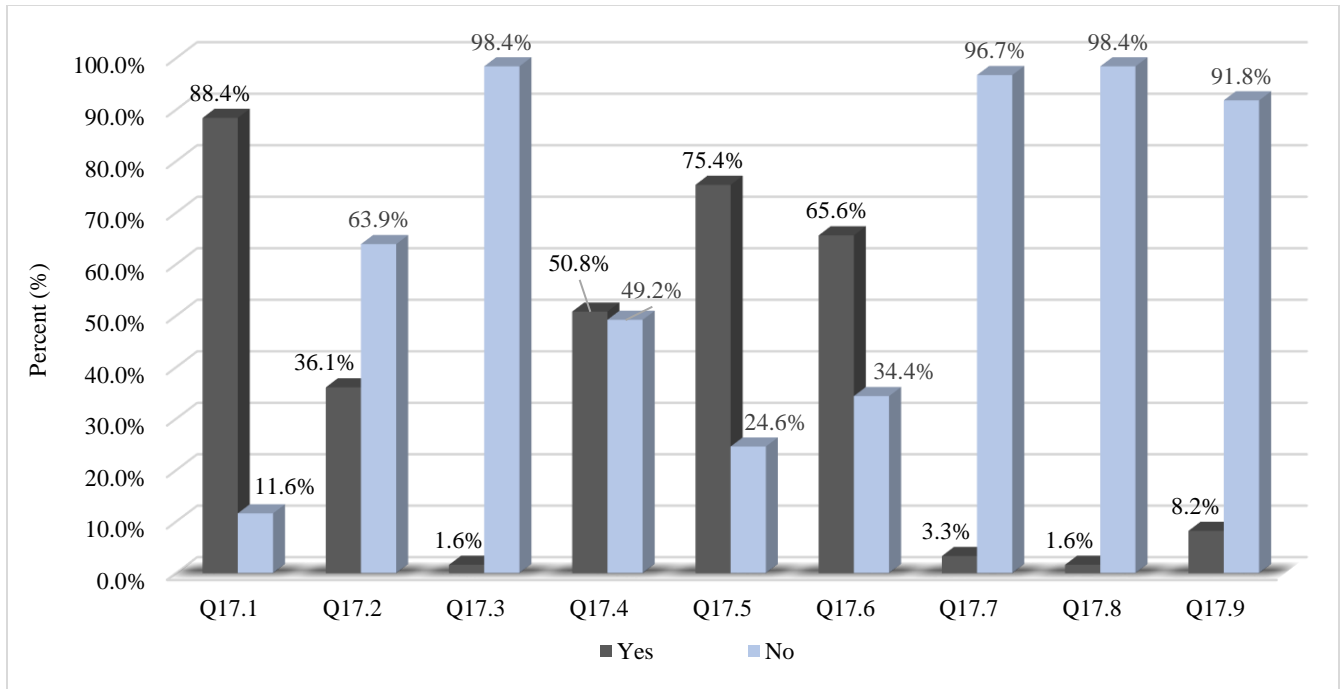
**Figure 4.13:** The reasons for absenteeism of AB InBev employees

As seen in Figure 4.13 above, 88.4% of respondents highlighted demanding workload as the foremost reason for being absent, which was confirmed with a statistical significance of  $p < 0.00$ . The theme of demanding workload emerged as being the predominant reason for both overtime and absenteeism. An increasing or demanding workload, which forces the employee to work extended hours (overtime), results in the employee being tired/fatigued or being unable to achieve a healthy work-life balance, yields in an upsurge of absenteeism. Another common factor that has also emerged an overlapping reason with overtime, is tiredness/burned out (65.6%). New factors that appeared, are stress (75.4%), sickness (50.8%) and family emergencies (36.1%). Again, this could potentially be due to increased workload and fatigue.

Table 4.3 and Figure 4.14 below summarises the scoring patterns. The highlighted sig. values (p-values) are less than 0.05 (the level of significance), it implies that the distributions were not similar. That is, the differences between the way respondents scored (Yes, No) were significant.

**Table 4.2** Summary of scoring patterns

		No		Yes		Chi Square p-value
		Count	Row N %	Count	Row N %	
<b>Demanding workload</b>	<b>Q17.1</b>	7	11.6%	54	88.4%	< 0.001
<b>Family emergencies</b>	<b>Q17.2</b>	39	63.9%	22	36.1%	0.030
<b>Holidays</b>	<b>Q17.3</b>	60	98.4%	1	1.6%	< 0.001
<b>Sickness</b>	<b>Q17.4</b>	30	49.2%	31	50.8%	0.898
<b>Stress</b>	<b>Q17.5</b>	15	24.6%	46	75.4	< 0.001
<b>Tiredness/Burned out</b>	<b>Q17.6</b>	21	34.4%	40	65.6%	0.015
<b>Unhappy/unmotivated in your job</b>	<b>Q17.7</b>	59	96.7%	2	3.3%	< 0.001
<b>Not absent</b>	<b>Q17.8</b>	60	98.4%	1	1.6%	< 0.001
<b>Never</b>	<b>Q17.9</b>	56	91.8%	5	8.2%	< 0.001



**Figure 4.14:** Summary of scoring patterns

#### 4.6.1.7 Personal Data

The second section of the questionnaire provides a summary of the personal data obtained from the respondents, it includes specific habits that can be initiated or intensified based on working hours, stress, and workload. The researcher wanted to establish if there is a relationship between working hours and the initiation or intensification of personal habits, that could potential deteriorate the health levels of AB InBev employees. Table 4.4 below, displays a summary of these findings.

**Table 4.3** Personal Data

Characteristics (n=61)		Frequency	Percent (%)	Chi-square
<b>Do you smoke?</b>	Yes	9	14.8	<0.001
	No	52	85.2	
<b>If yes, when did you start smoking?</b>	Before working at AB InBev	7	11.5	0.096
	After working at AB InBev	2	3.3	
<b>Reasons for smoking?</b>	Personal	4	6.6	0.717
	Work related	2	3.3	
	Hobby	3	4.9	
<b>Do you consume alcohol?</b>	Yes	36	59.0	0.159
	No	25	41.0	
<b>If yes, when did you start consuming alcohol?</b>	Before working at AB InBev	28	45.9	0.001
	After working at AB InBev	8	13.1	
<b>Reasons for consuming alcohol?</b>	Personal	17	27.9	0.006
	Work related	3	4.9	
	Hobby	16	26.2	

According to Table 4.4, almost two-thirds (59%) of respondents consume alcohol, whilst only 14.8% smoke. This research displayed no relationship between the consume of alcohol and smoking habits due to working at AB InBev. This was evident by 54.1% of respondents, who attributed the reason for the consumption of alcohol, was mainly due to personal and hobby reasons. Whilst 57.1% of respondents who smoke, was attributed to personal reasons.

The review of literature has revealed that there is a positive correlation between working hours and increased consumption of alcohol and smoking. A study conducted by Berniell and Bietenbeck (2017) revealed that “regression results indicate that one additional hour of work increases smoking by 1.5-2.5 percentage points and reduces self-reported health by 0.04- 0.08 points on a scale from 0 to 10”.

To conclude the section of personal data, neither alcohol consumption or smoking is significantly attributed to work-related reasons, and therefore has no direct correlation to the variables of working hours and employee performance.

## **4.7 Section Analysis**

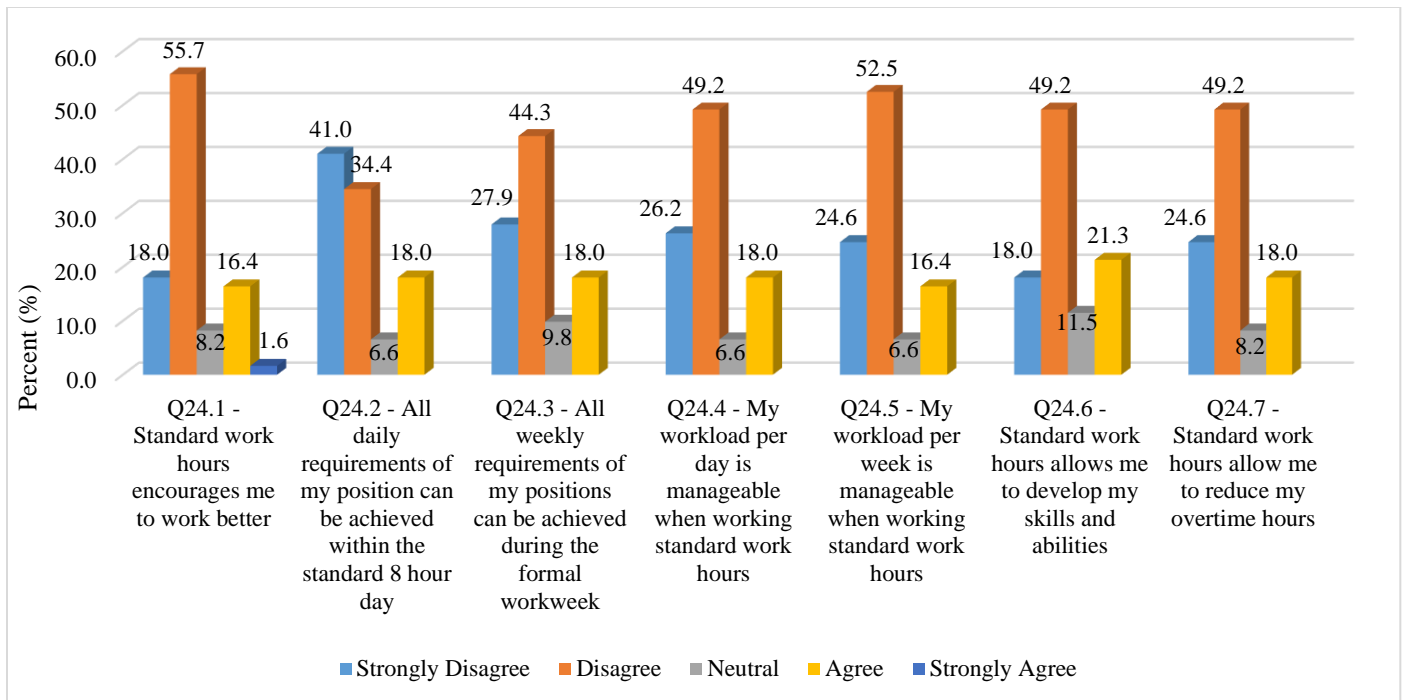
This section discusses the analysis of the scoring patterns of the statements from the questionnaire, each factor will be examined and compared between standard working hours (A) and flexible working hours (B). Two assumptions were made: 1) proclaims that a similar number of respondents scored across each selection for each individual statement, 2) there is a significant difference between levels of agreement and disagreement. The tabulated results for standard and flexible working hours are shown in tables in Appendix 4 and 5 respectively.

In addition, a Chi-square ( $\chi^2$ ) test was performed to further determine if the scoring patterns per statement were significantly different. This further tested whether or not a significant relationship existed between the variables. The differences between the way respondents scored (Disagree, Strongly Disagree, Neutral, Strongly Agree, Agree) were significant. The general trends will be described, and statements of value will be discussed linking the literature to support of the findings or to counter argue the findings.

Please note that some of the figures reflected in the explanations are a combination of figures added. The combinations included agree and strongly agree or disagree and strongly disagree when referring to a total agreement and total disagreement in some cases.

### **4.7.1 Standard Working Hours and Employee Performance (A)**

This section deals with the scoring patterns and the significance of the differences that were tested between standard working hours and employee performance. Specific and noteworthy patterns that are relevant to the research will be further discussed in detail. Figure 4.15 below describes the results of the scoring patterns that is according to the importance of the statement as perceived by the employees at AB InBev.



**Figure 4.15: Standard Working Hours and Employee Performance.**

Figure 4.15, above shows the trends and patterns among the respondents to statements that were tested between standard working hours and employee performance at AB InBev. The depiction is the observed trends in the form of varying levels of agreement versus disagreement and neutral responses. To simplify and streamline the responses, the questionnaire numbers will be used instead of the statements.

The following patterns are observed: 1) All of the statements show significantly higher levels of disagreements (73.54%), 2) there are no statements with higher levels of agreements (18.24%), and 3) the significance of the differences is tested and shown in appendix 4.

Following a factor analysis, it shows that the following three statements form a sub-theme. Patterns observed were that of Q24.1 “Standard work hours encourages me to work better”, which has a 73.7% level of disagreement when compared to Q24.2 “All requirements of my position can be achieved within the standard 8-hour day” (75.4%) and Q24.3 “All weekly requirements of my positions can be achieved during the formal workweek” (72.2%). There was a substantial similarity of 1.7% between responses of disagreement towards statements Q24.1 and Q24.2 and 3.2% between statements Q24.2 and Q24.3. This indicates that employees have disagreed that standard working hours encourages them to work better and therefore improve their performance.

In addition, a significant number of respondents disagreed that they are able to achieve their daily requirements of their positions within the standard 8-hour workday, similarly, a greater of respondents also disagrees that they are able to achieve their weekly requirements of their positions during the formal workweek. These responses are aligned with the ever-changing and intensifying work environment at AB InBev, specifically revision of the organizational structure, flexibility of the production schedule based on customer demands or specific events (e.g. sporting events), and maintenance work. Literature has established a positive relationship between standard working hours and employee performance, as seen in the study conducted by Ali *et al* (2013). When daily and weekly requirements are unable to be achieved during a standard workday or workweek, employees become strained and stressed, as the increasing workload becomes insurmountable during a standard workday or workweek (Man and Ling, 2014).

The statements of Q24.1 “Standard work hours encourages me to work better” ( $p < 0.001$ ), Q24.2 “All requirements of my position can be achieved within the standard 8 hour day” ( $p < 0.001$ ), and Q24.3 “All weekly requirements of my positions can be achieved during the formal workweek” ( $p = 0.001$ ), have been found to be significantly correlated with standard working hours and performance.

The next sub-theme observed was related to workload, Q24.4 “My workload per day is manageable when working standard work hours”, displayed a disagreement level of 75.4% ( $p < 0.001$ ) and Q24.5 “My workload per week is manageable when working standard work hours” displayed the highest level of disagreement of 77.1% ( $p < 0.001$ ). This means that the workload within a standard workday and standard workweek are not manageable. A probable reason could be due to the fact that nearly half of the AB InBev workforce are working for the organization between 0-10 years, a younger workforce implies that they are in the exponential learning phase, which can hinder their performance. The remaining older staff can initiate effective problem solving and work more efficiently due to their years of experience of AB InBev. A suggestion would be for the more experienced employees should convey their skills and knowledge to less experienced employees, to enable them to manage their workload more effectively during a standard workday and workweek. Employees who provided with the appropriate skills, knowledge, and training become more effective at their job and its requirements. This allows

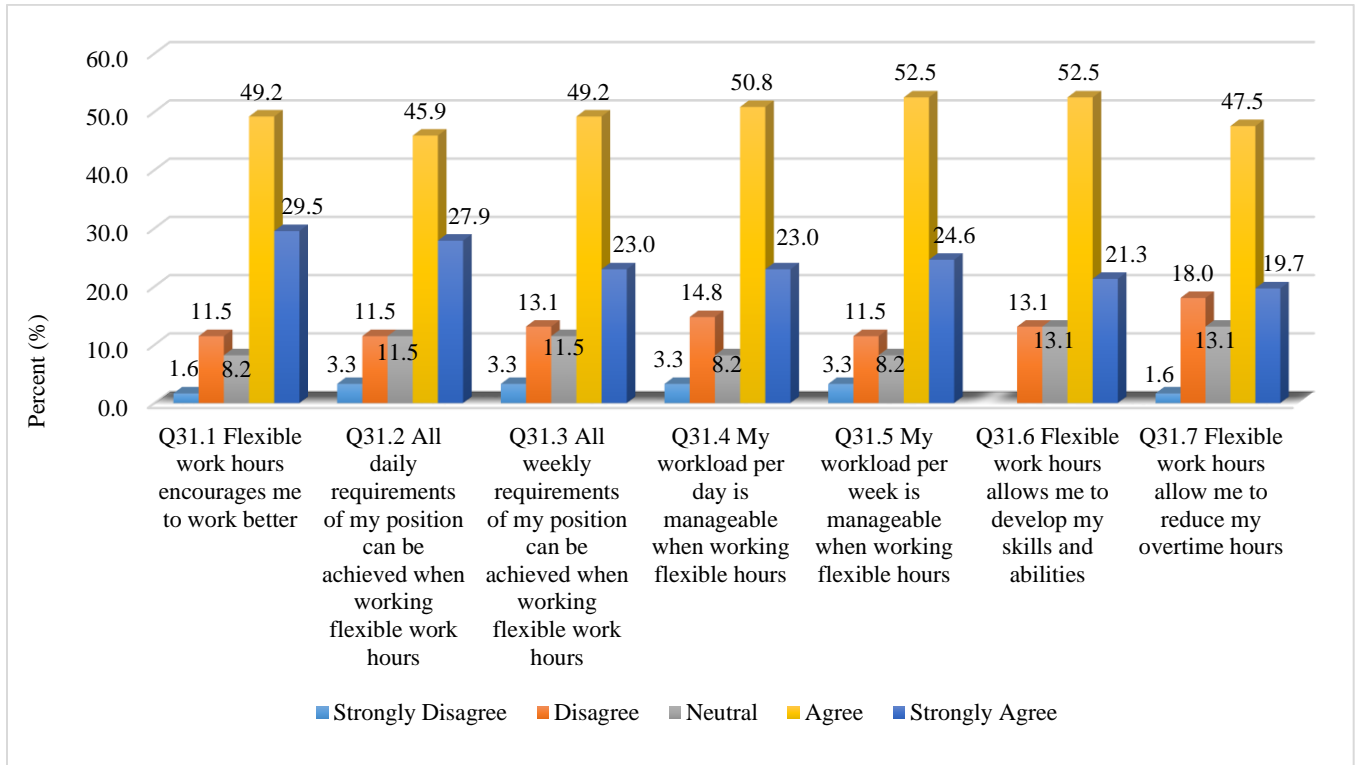
employees to work more efficiently, making them less prone to making mistakes, and thus improving their performance (Salas, Tannenbaum, Kraiger, and Smith-Jentsch, 2012).

The statement of Q24.6 “Standard work hours allows me to develop my skills and abilities” indicated disagreement level of 67.2% ( $p < 0.001$ ). This indicated that more than two-thirds of the employees of AB InBev do not have the capacity to further develop their skills and abilities. This is a cause for concern, as we live in a rapidly evolving, technological landscape, which require individuals to consistently bolster their knowledge, skills, and abilities to remain more employable in a competitive work environment or stand the risk of being left behind. The last statement of Q24.7 “Standard work hours allow me to reduce my overtime hours” displayed a disagreement level of 73.8% ( $p < 0.001$ ). This is also an area of concern, as employees are working more hours of overtime, when working standard working hours, which poses a significant threat of increased levels of stress, burnout, tiredness, and absenteeism, thus effectively reducing the overall performance of the employee. Another facet of this factor, is the increased fixed and variable cost of overtime incurred by AB InBev, as a result of the employee working longer hours due to increased workload, or employees who are covering the work of employees who are ill or absent as a result of increased workload and stress. These costs can continue to rise and have a significant impact on production.

The results have indicated that all the aforementioned statements are strongly significant, which showed that the responses are not occurring due to accident, but rather coincidence. This highlights a high level of confidence, indicating that employees are more likely to be discouraged to work better during their standard working hours, thus making them perform worse during their standard working hours. In addition, employees are unable to achieve or manage their daily and weekly requirements during the standard workday and workweek. Either a reduction in the daily and requirements, more effective planning of the workload, or the provision of skills, knowledge, and training can improve an employees’ performance. The results imply that standard working hours discourage employee to be more productive and perform better, and that the daily and weekly requirements of the role are unable to be achieved as the workload is unmanageable.

### 4.7.2 Flexible Working Hours and Employee Performance (B)

This section deals with the scoring patterns and the significance of the differences that were tested between flexible working hours and employee performance. Specific and noteworthy patterns that are relevant to the research will be further discussed in detail. Figure 4.16 below describes the results of the scoring patterns that is according to the importance of the statement as perceived by the employees at AB InBev.



**Figure 4.16:** Flexible Working Hours and Employee Performance.

Figure 4.16, above shows the trends and patterns among the respondents to statements that were tested between flexible working hours and employee performance at AB InBev. The depiction is the observed trends in the form of varying levels of agreement versus disagreement and neutral responses. To simplify and streamline the responses, the questionnaire numbers will be used instead of the statements.

The following patterns are observed: 1) All of the statements show significantly higher levels of agreements (73.8%), 2) there are no statements with higher levels of disagreements (15.7%), and 3) the significance of the differences is tested and shown in appendix 5.

Following a factor analysis, it shows that the following three statements form a sub-theme. Patterns observed were that of Q31.1 “Flexible work hours encourages me to work better”, which has a 78.7% displayed the highest level of agreement, when compared to Q31.2 “All requirements of my position can be achieved when working flexible work hours” (73.8%) and Q31.3 “All weekly requirements of my positions can be achieved when working flexible work hours” (72.1%). There was a substantial similarity of 4.9% between responses of agreement towards statements Q31.1 and Q31.2 and 1.6% between statements Q31.2 and Q31.3. This indicates that employees have agreed that flexible working hours encourages them to work better and therefore improve their performance. In addition, a significant number of respondents agreed that they are able to achieve their daily requirements of their positions when working flexible work hours, similarly, almost the same amount of respondents also agrees that they are able to achieve their weekly requirements when working flexible work hours. Literature has established a positive relationship between flexible working hours and employee performance. Rudolph and Baltes (2017) aimed to explore how flexible working arrangements influenced employee engagement, their evidence suggested that employees who have access and frequently use flexible working arrangements are highly engaged. Further to this Chen and Fulmer (2018) examined the relationship between various types of flexible working arrangements and employee performance, their findings demonstrated a strong, positive association between flexible working arrangements and performance of employees.

The statements of Q31.1 “Flexible work hours encourages me to work better” ( $p < 0.001$ ), Q31.2 “All requirements of my position can be achieved when working flexible work hours” ( $p < 0.001$ ), and Q31.3 “All weekly requirements of my positions can be achieved when working flexible work hours” ( $p = 0.001$ ), have been found to be significantly correlated with flexible working hours and performance. The results have indicated that all the aforementioned statements are strongly significant, which showed that the responses are not occurring due to accident, but rather coincidence. This highlights a high level of confidence, indicating that employees are more likely to be encouraged to work better during flexible working hours, thus making them perform better. In addition, employees are more likely to achieve or manage their daily and weekly requirements when working flexible work hours. The results imply that flexible working hours encourage employee to be more productive and perform better, and that the daily and weekly requirements of the role can be achieved as the workload manageable.

The next sub-theme observed was related to workload, Q31.4 “My workload per day is manageable when working flexible hours”, displayed an agreement level of 73.8% ( $p < 0.001$ ) and Q31.5 “My workload per week is manageable when working flexible hours” displayed the second highest level of agreement of 77.1% ( $p < 0.001$ ). This indicates that the workload within a flexible workday and flexible workweek are manageable. Seeing that almost half of the AB InBev workforce have a tenure of between 0-10 years within the organization, the younger workforce can immensely benefit from flexible working hours, as they can work remotely and are able to manage their time and workload more effectively with fewer responsibilities than the more aging workforce.

The statement of Q31.6 “Flexible work hours allows me to develop my skills and abilities” indicated an agreement level of 73.77% ( $p < 0.001$ ). Almost three quarters of the employees of AB InBev indicate that flexible work hours allow them to further develop their skills and abilities. This great morale boost for employees who want to bolster their knowledge, skills, and abilities to remain more employable in a competitive work environment or attain personal goals. The last statement of Q31.7 “Flexible work hours allow me to reduce my overtime hours” displayed an agreement level of 67.2% ( $p < 0.001$ ). This is beneficial to both employees and AB InBev as an organization, as employees will be able to achieve a healthy work-life balance and reduce their levels of stress, burnout, tiredness, and absenteeism, thus effectively improving their overall performance. AB InBev can decrease fixed and variable cost of overtime incurred as a result of the employee working longer hours due to increased workload, or employees who are covering the work of employees who are ill or absent as a result of increased workload and stress. These costs can begin to decrease, have a positive impact on production and performance, as well as increase shareholder value.

To determine whether the scoring patterns per statement were significantly different per option, a chi square goodness-of-fit test was done. The null hypothesis claims that similar numbers of respondents scored across each option for each statement. The alternate states that there is a significant difference between the levels of agreement and disagreement. The results are shown in the in appendix 5. The highlighted sig. values (p-values) are less than 0.05 (the level of significance), it implies that the distributions were not similar. That is, the differences between the way respondents scored (agree, neutral, disagree) were significant.

### 4.7.3 Standard Working Hours and Employee Performance Rating (A)

The employee performance rating of employees at AB InBev are divided into a self-assessed rating, in which an employee will rate their own performance, and a manager-assessed rating, whereby a manager will rate an employee's performance; based on specific criteria.

As seen in Figure 4.17 below, the scoring patterns are similar for the two questions (Q25 “When working standard work hours, what was your self-assessed employee overall rating?” ( $p < 0.001$ ) and Q26 “When working standard work hours, what was your overall rating provided by your manager?” ( $p < 0.001$ )), but there are significant differences in the scoring patterns within each. Approximately three quarters of the respondents believe that the overall ratings were “Performing”, for both the self-assessed and manager-assessed ratings, when working standard work hours, whilst the remaining fifth of respondents received ratings of “Excelling” when working standard work hours.

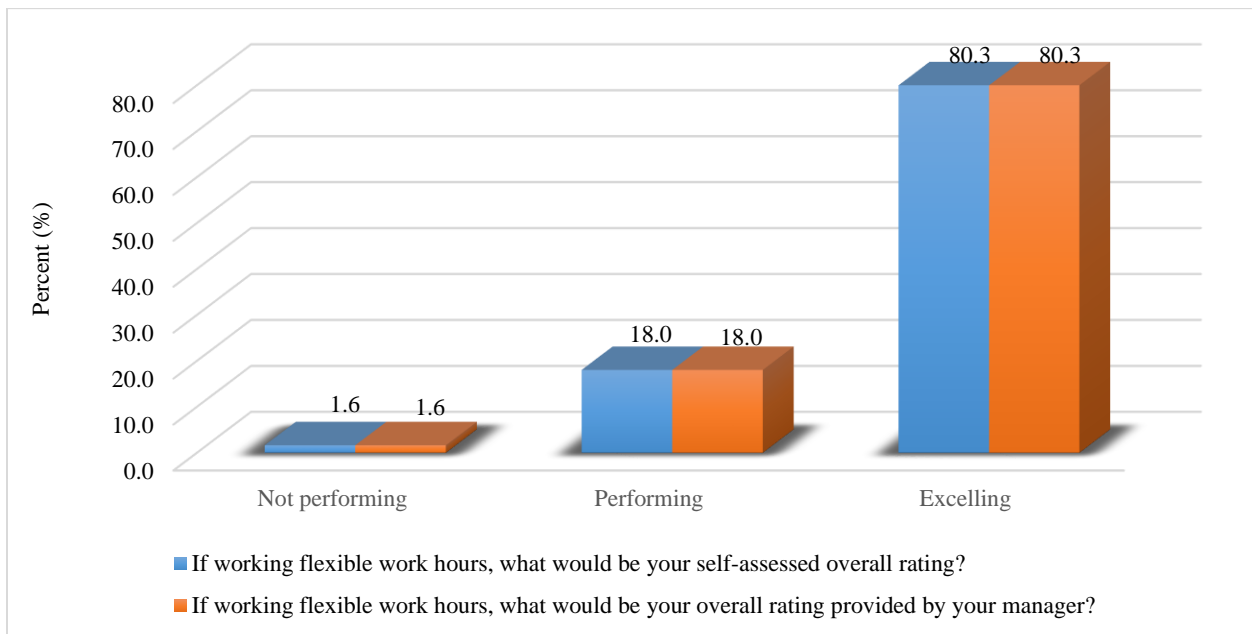


**Figure 4.17:** Standard Working Hours and Employee Performance Rating

### 4.7.4 Flexible Working Hours and Employee Performance Rating (B)

The employee performance rating of employees at AB InBev are divided into a self-assessed rating, in which an employee will rate their own performance, and a manager-assessed rating, whereby a manager will rate an employee's performance; based on specific criteria.

As seen in Figure 4.18 below, the scoring patterns are similar for the two questions (Q32 “If working flexible work hours, what would be your self-assessed employee overall rating?” ( $p < 0.001$ ) and Q33 “If working flexible work hours, what would your overall rating provided by your manager?” ( $p < 0.001$ )), but there are significant differences in the scoring patterns within each. Approximately 80% of respondents believed if they were to work flexible work hours, that their overall ratings would be “excelling”, for both the self-assessed and manager-assessed ratings. Whilst the remaining 18% of respondents believed if they were to work flexible work hours, that their overall ratings would be “Performing”, for both the self-assessed and manager-assessed ratings.

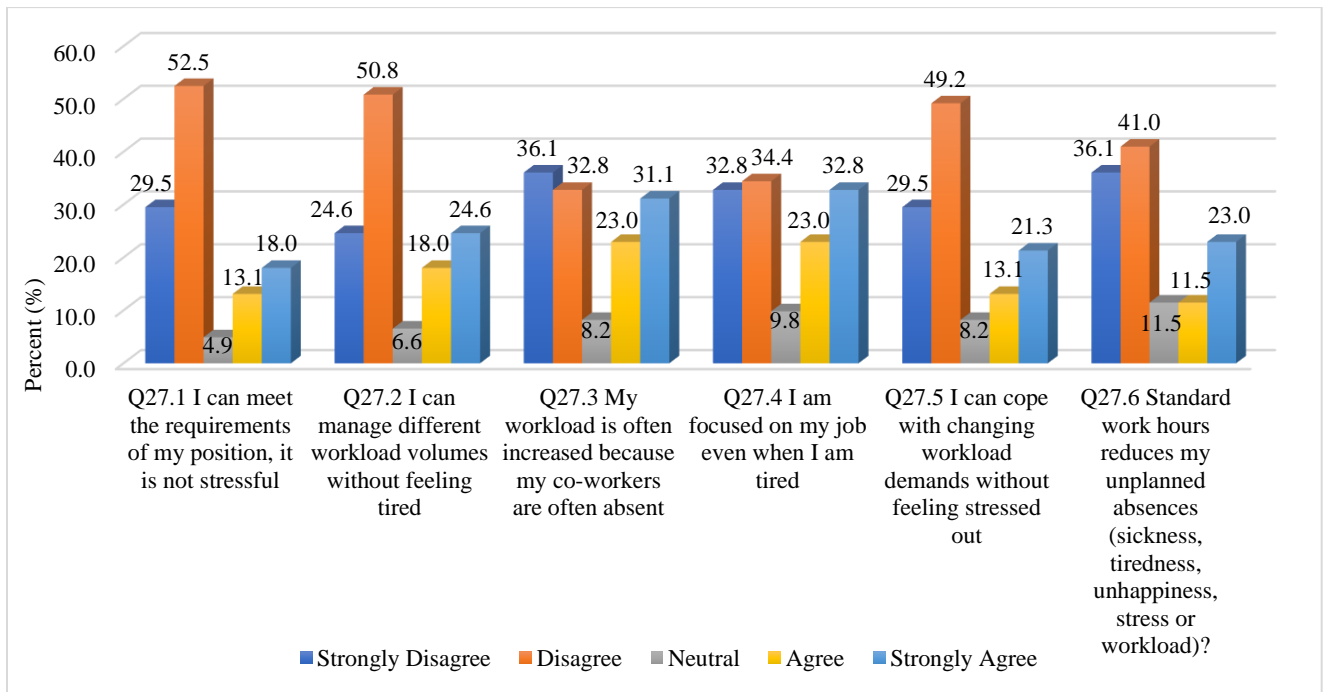


**Figure 4.18:** Flexible Working Hours and Employee Performance Rating

A key outcome from the above findings (between standard and flexible working hours) were around how the respondents indicated that their performance will improve for both the self-assessed and manager rating. The self-assessed “Excelling” rating went from 18.0% (standard work hours) to 80.3% (flexible work hours), an overall increase of 62.3%. Whilst, the manager assessed “Excelling” rating went from 19.7% (standard work hours) to 80.3% (flexible work hours), an overall increase of 60.6%. This significant increase indicated a strong relationship between flexible working hours and an improved performance of employees.

#### 4.7.5 Standard Working Hours and Health and Stress Levels (A)

This segment deals with the scoring patterns and the significance of the differences that were tested between standard working hours and health and stress levels. Specific and noteworthy patterns that are relevant to the research will be further discussed in detail. Figure 4.7 below describes the results of the scoring patterns that is according to the importance of the statement as perceived by the employees at AB InBev.



**Figure 4.19:** Standard Working Hours and Health and Stress Levels

Figure 4.19, above shows the trends and patterns among the respondents to statements that were tested between standard working hours and health and stress levels at AB InBev. The depiction is the observed trends in the form of varying levels of agreement versus disagreement and neutral responses. To simplify and streamline the responses, the questionnaire numbers will be used instead of the statements.

The following patterns are observed: 1) All of the statements show significantly higher levels of disagreements (74.9%), 2) there are no statements with higher levels of agreements (42.1%), and 3) the significance of the differences is tested and shown in appendix 4. The Chi-test showed for all statements a p value of <0.001, which indicated a strong significance of association of levels of stress and health levels when working standard working hours.

Following a factor analysis, it shows that the following statement of highest disagreement was Q27.1 “I can meet the requirements of my position, it is not stressful” (82%), followed by Q27.5 “I can cope with changing workload demands without feeling stressed out” (78.7%), Q27.6 “Standard work hours reduces my unplanned absences (sickness, tiredness, unhappiness, stress or workload)?” (77.1%), Q27.2 “I can manage different workload volumes without feeling tired” (75.4%), closed off with Q27.3 “My workload is often increased because my co-workers are often absent” (68.9%) and Q27.4 “I am focused on my job even when I am tired” (67.2%).

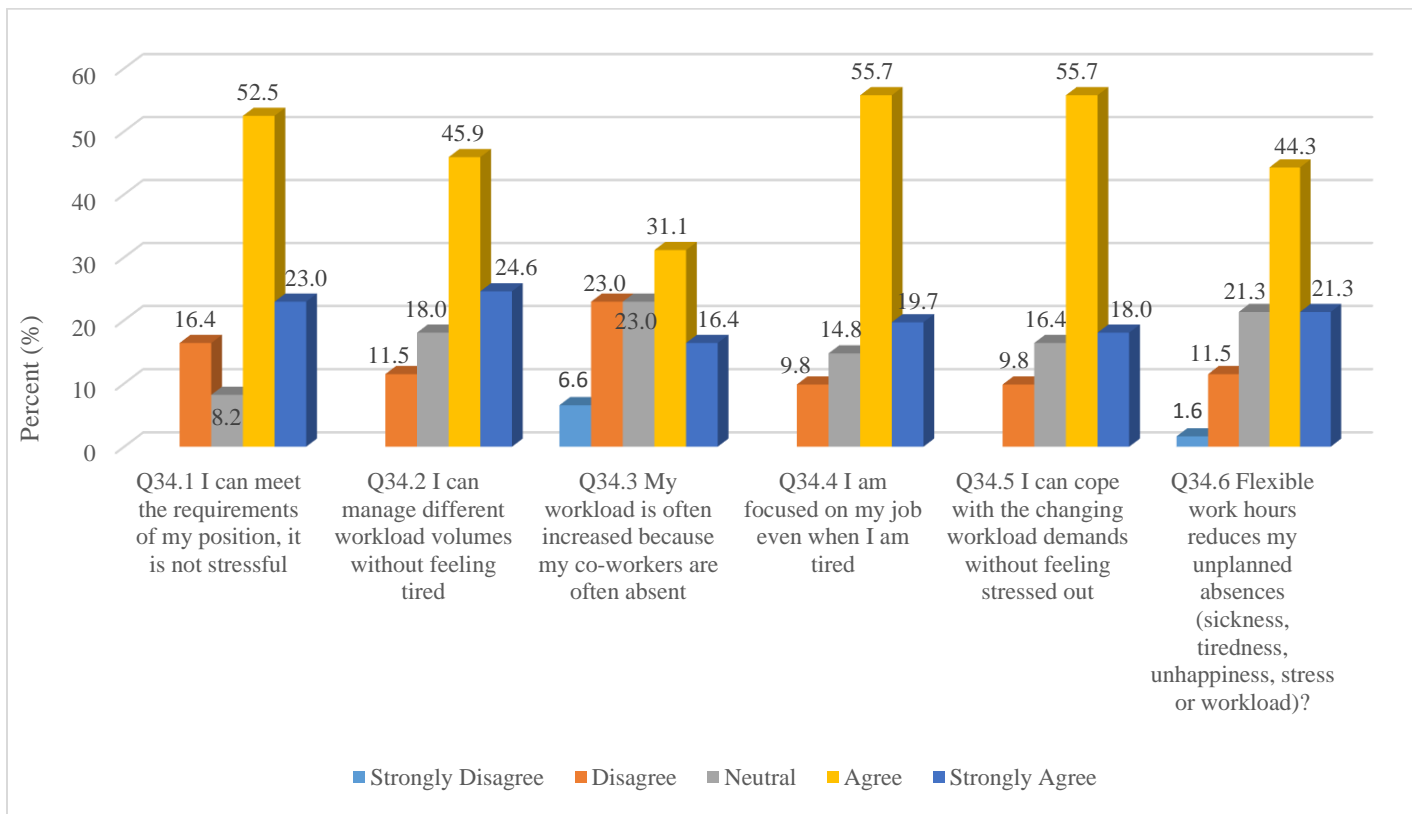
This indicates that more than 80% of the employees of AB InBev are unable to meet the requirements of their positions and it is stressful, when working standard work hours (Q27.1 “I can meet the requirements of my position, it is not stressful” (82%)). This was specifically substantiated by the following statement: Q27.4 “I am focused on my job even when I am tired” (67.2%), as more than two-thirds of respondents are unable to focus on their job when they are tired, as their efficiency and productivity is compromised. Shagvaliyeva and Yazdanifard (2014), who found that employees who have high levels of stress, and are highly fatigued, can lead to decreased performance levels. This was confirmed by Berniella and Bietenbeck (2020), who also stated that working hours can affect health levels, especially work that is physically demanding as it can lead to fatigue, exhaustion, and absenteeism, thus affecting employee performance.

The second highest total of disagreement of 78.7% for statement Q27.5 “I can cope with changing workload demands without feeling stressed out”, followed by Q27.2 “I can manage different workload volumes without feeling tired” (75.4%), indicates that employees of AB InBev are unable to cope with the fluctuating workload demands without feeling stressed out and tired. The extended working hours, beyond standard working hours, due to increased workload demands, production targets, or absenteeism of co-workers, can induce increased levels of stress and fatigue, which can cause damage to the health of the employees, as well as severely impair their productivity. This was outlined by Golden (2012), who explained that extended working hours are responsible for increasing the risks of stress, fatigue, health concerns and absenteeism in employees, which negatively impacts productivity in an organization. Research conducted by Pencavel (2016) stated that extended working hours has detrimental effects on the health levels of employees and it severely impacts their productivity, as they are unable to take the adequate amount of time require to fully recover and recuperate from either the day or week of work. For

an employee to work effectively, efficiently, and maintain optimal levels of performance, it is critical that the employee take time to physically and psychologically recuperate.

The third highest total of disagreement arose from Q27.6 “Standard work hours reduces my unplanned absences (sickness, tiredness, unhappiness, stress or workload)?” (77.1%), along with Q27.3 “My workload is often increased because my co-workers are often absent” (68.9%). An increased workload (either do to production demands or absent of co-workers), working extended hours or overtime, sickness, stress, and fatigue can all contribute to absenteeism of employees, which negatively impact performance. Employees being absent from work due to various health concerns, stress or fatigue, has a negative impact on the overall performance of the organization, in terms of productivity and the triple bottom line. Golden (2012) highlighted a study in which 9% of US employees who reportedly suffered from fatigue and which resulted in their absenteeism, the organization lost an average of 4 production hours per week, which resulted in an overall decline in organization performance.

#### 4.7.6 Flexible Working Hours and Health and Stress Levels (B)



**Figure 4.20: Flexible Working Hours and Health and Stress Levels**

Figure 4.20, above shows the trends and patterns among the respondents to statements that were tested between flexible working hours and health and stress levels at AB InBev. The depiction is the observed trends in the form of varying levels of agreement versus disagreement and neutral responses. To simplify and streamline the responses, the questionnaire numbers will be used instead of the statements.

The following patterns are observed: 1) All of the statements show significantly higher levels of agreements (68.0%), 2) there are no statements with higher levels of disagreements (15.0%), and 3) the significance of the differences is tested and shown in appendix 5. The Chi-test showed for all statements a p value of  $<0.001$ , which indicated a strong significance of association of levels of stress and health levels when working standard working hours.

Following a factor analysis, it shows that the following statements of highest agreement was Q34.1 “I can meet the requirements of my position, it is not stressful” (75.4%), and Q34.4 “I am focused on my job even when I am tired” (75.4%). This was followed by Q34.5 “I can cope with changing workload demands without feeling stressed out” (73.8%), Q34.2 “I can manage different workload volumes without feeling tired” (70.5%), Q34.6 “Flexible work hours reduces my unplanned absences (sickness, tiredness, unhappiness, stress or workload)?” (65.6%), closed off with Q34.3 “My workload is often increased because my co-workers are often absent” (47.5%).

An in-depth analysis revealed that the following four statements form a sub-theme when. Patterns observed were that of Q34.1 “I can meet the requirements of my position, it is not stressful” (75.4%), which displayed the highest level of agreement, when compared to Q34.4 “I am focused on my job even when I am tired” (75.4%), Q34.5 “I can cope with changing workload demands without feeling stressed out” (73.8%), and Q34.2 “I can manage different workload volumes without feeling tired” (70.5%). There was a substantial similarity of 1.6% between responses of agreement towards statements Q34.1 and Q34.5, and 4.9% between statements Q34.2 and Q34.4. This indicates that the employees of AB InBev have collected agreed that flexible working hours allow them to meet the requirements of the position, and it is not stressful, and are able to cope with the changing workload demands without feeling stressed out. In addition to this, a substantial amount of employees agreed that they can manage different workload volumes without feeling

tired when working flexible work hours and similar amount of respondents agreed that they are able to focus on their job even when they are tired, when working flexible work hours. Literature has established a positive relationship between flexible work hours and health stress levels. Chandola, Booker, Kumari, and Benzeval (2019) explains that flexible work hours allow the employee to manage work and personal responsibilities, thus assisting employees to cope potential work-role and/or work-task stressors. However, Ashforth, Kreiner, and Fugate (2000), outlined that flexible work hours, can lead to role-blurring, multitasking, and other related stressors that can result in more stress. Pencavel (2016) elaborated that for an employee to work effectively, efficiently, and maintain optimal levels of performance, it is critical that the employee take time to physically and psychologically recuperate. Ray, and Pana-Cryan (2021) provided benefits of flexible work hours, which was evidenced by research that concluded that the flexibility increased job satisfaction, and thereby improved the health and well-being of employees.

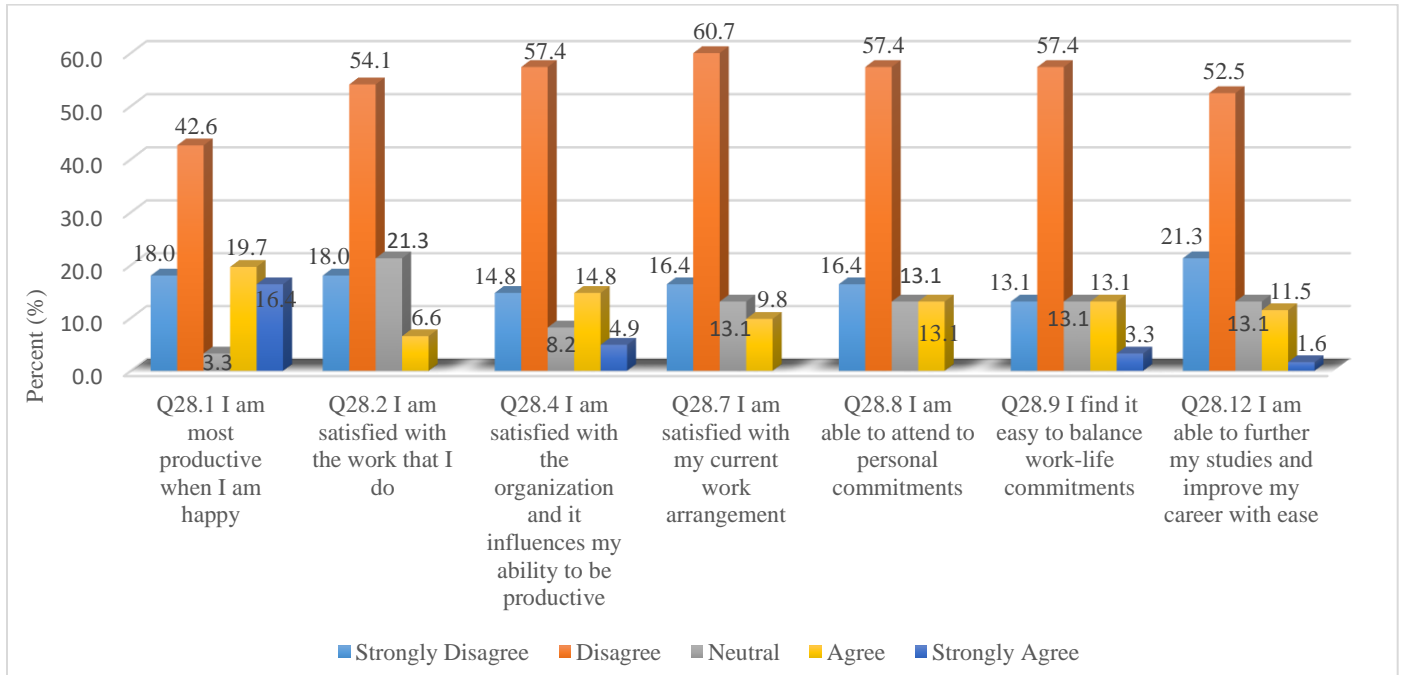
The statements of Q34.1 “I can meet the requirements of my position, it is not stressful” ( $p < 0.001$ ), Q34.2 “I can manage different workload volumes without feeling tired” ( $p = 0.001$ ), Q34.4 “I am focused on my job even when I am tired” ( $p < 0.001$ ), and Q34.5 “I can cope with changing workload demands without feeling stressed out” ( $p < 0.001$ ), have been found to be significantly correlated with flexible working hours and health and stress levels. The results have indicated that all the aforementioned statements are strongly significant, which showed that the responses are not occurring due to accident, but rather coincidence. This highlights a high level of confidence, indicating that employees are more likely to be less stressed, less fatigued, more focused, and have better overall health levels, when working flexible hours, thus making them perform better. In addition, employees are more likely to achieve the requirements of their positions, and aren’t stressed when working flexible work hours. The results imply that flexible working hours encourage employee to be more productive and perform better, as they are able to be more focused and less stressed and fatigued. This outcome could be potentially due to the reduced absences of co-workers as a result of stress and fatigue, thus making the workload more manageable. This was confirmed by the statement of Q34.6 “Flexible work hours reduces my unplanned absences (sickness, tiredness, unhappiness, stress or workload)?”, which indicates that the employees of AB InBev will have lower levels of absenteeism due to health and stress related concerns. This benefits both the employee and the organization, as the employee will be able to

achieve a healthy work-life balance and reduce their levels of stress, burnout, tiredness, and absenteeism, thus effectively improving their overall performance. AB InBev can decrease fixed and variable cost of overtime incurred as a result of the employee working longer hours due to increased workload, or employees who are covering the work of employees who are ill or absent as a result of increased workload and stress. These costs can begin to decrease, have a positive impact on production and performance, as well as increase shareholder value.

The statement of Q34.3 “My workload is often increased because my co-workers are often absent” (47.5%), was inconsistent from the employees of AB InBev. Greater than half of AB InBev employees felt that when working flexible work hours, their workload would be increased as their co-workers would continue to be absent. However, with statement Q34.6 “Flexible work hours reduces my unplanned absences (sickness, tiredness, unhappiness, stress or workload)?”, which has a total agreement level of 65.6%, indicated quite the contrary. This suggest that the respondents potentially did not understand how the benefits of working flexible work hours could potentially impact their co-workers, such that their unplanned absences (sickness, tiredness, unhappiness, or stress) would be reduced, and thereby reducing the workload on themselves.

To determine whether the scoring patterns per statement were significantly different per option, a chi square goodness-of-fit test was done. The null hypothesis claims that similar numbers of respondents scored across each option for each statement. The alternate states that there is a significant difference between the levels of agreement and disagreement. The results are shown in in appendix 5. The highlighted sig. values (p-values) are less than 0.05 (the level of significance), it implies that the distributions were not similar. That is, the differences between the way respondents scored (agree, neutral, disagree) were significant.

#### 4.7.7 Standard Working Hours and Well-Being and Job Satisfaction



**Figure 4.21: Standard Working Hours and Well-Being and Job Satisfaction**

Figure 4.21, above shows the trends and patterns among the respondents to statements that were tested between standard working hours and well-being and job satisfaction at AB InBev. The depiction is the observed trends in the form of varying levels of agreement versus disagreement and neutral responses. To simplify and streamline the responses, the questionnaire numbers will be used instead of the statements.

The following patterns are observed: 1) All of the statements show significantly higher levels of disagreements (63.4%), 2) there are no statements with higher levels of agreements (18.9%), and 3) the significance of the differences is tested and shown in appendix 4.

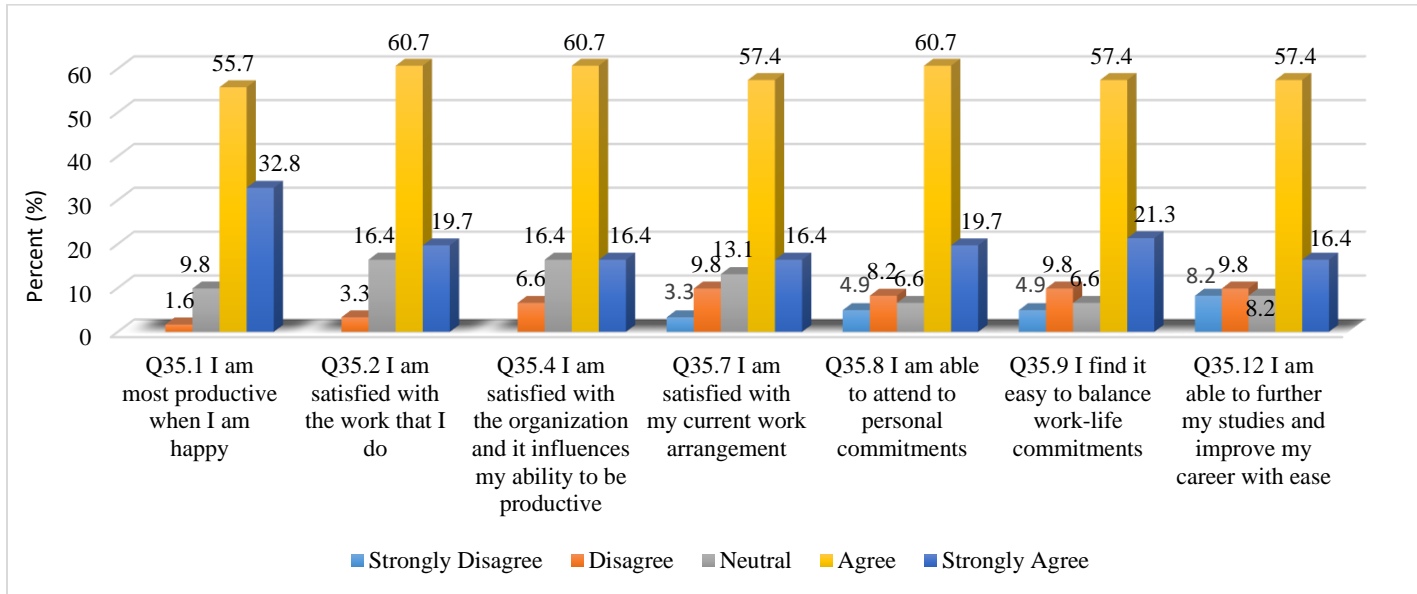
The statement of highest disagreement was Q28.7 “I am satisfied with my current work arrangement” (77.1%), followed by Q28.8 “I am able to attend to personal commitments” (73.8%), Q28.12 “I am able to further my studies and improve my career with ease” (73.8%), Q28.9 “I find it easy to balance work-life commitments” (72.1%), Q28.4 “I am satisfied with the organization and it influences my ability to be productive” (72.1%), Q28.9 “I find it easy to balance work-life commitments” (70.5%), and Q28.1 “I am most productive when I am happy” (60.7%).

This indicates that almost two-thirds of employees at AB InBev are unsatisfied with current work arrangements, i.e.: standard working hours. Wright and Bonett (2007) that when employees have a lower level of job satisfaction, the performance level of the employee begins to decrease, and they increasingly become attracted to seeking employment elsewhere and voluntarily terminate their contracts. This was specifically substantiated by the following statements: Q28.2 “I am satisfied with the work that I do” (72.1%), Q28.4 “I am satisfied with the organization and it influences my ability to be productive” (72.1%), and Q28.7 “I am satisfied with my current work arrangement” (77.1%). A study carried out by Sgroi (2015) displayed strong statistical relationship between well-being and productivity and happiness and productivity. The satisfaction of human beings is positively correlated with productivity.

The daily scheduling of work of time-off, as well as the quantity of non-work times, could possibly have a profound effect on an employee’s well-being and job satisfaction. As the scheduling of these hours are often outside the direct control of an employee, it often conflicts with their ability to execute non-work responsibilities, given the structure and amount of work hours (Golden, 2003). As discussed earlier, almost 95% of respondents work overtime more than twice a month, with 38% working greater than 6 hours, with 88% citing that a demanding workload as the predominant reason within a standard workday and week. This was confirmed by the following statements: Q28.7 “I am satisfied with my current work arrangement” (77.1%), Q28.8 “I am able to attend to personal commitments” (73.8%), and Q28.9 “I find it easy to balance work-life commitments” (70.5%). It indicates that a significant proportion of AB InBev employees are not satisfied with their current work arrange of standard working hours, and it has subsequent impact on their ability to attend to personal commitments and maintain a health work-life balance. AB InBev prides itself on hiring and retaining the brightest talents, and encourages employees to continuously improve their knowledge, skills, and abilities, however a disagreement level of 73.8% for Q28.12 “I am able to further my studies and improve my career with ease”, indicates that employees’ are unable to undertake part-time education which will hinder the attainment of their personal goals and growth within the organization. This will have a detrimental impact on the employee’s well-being and job satisfaction, and ultimately their performance.

The Chi-test showed for all statements a p value of <0.001, which indicated a strong significance of association of levels well-being and job satisfaction when working standard working hours.

#### 4.7.8 Flexible Working Hours and Well-Being and Job Satisfaction (B)



**Figure 4.22:** Flexible Working Hours and Well-Being and Job Satisfaction

Figure 4.22, above shows the trends and patterns among the respondents to statements that were tested between flexible working hours and well-being and job satisfaction at AB InBev. The depiction is the observed trends in the form of varying levels of agreement versus disagreement and neutral responses. To simplify and streamline the responses, the questionnaire numbers will be used instead of the statements.

The following patterns are observed: 1) All of the statements show significantly higher levels of agreements (77.3%), 2) there are no statements with higher levels of agreements (10.6%), and 3) the significance of the differences is tested and shown in appendix 5.

The statement of highest agreement was Q35.1 “I am most productive when I am happy” (88.5%), followed by Q35.2 “I am satisfied with the work that I do” (80.3%), Q35.8 “I am able to attend to personal commitments” (80.3%), Q35.9 “I find it easy to balance work-life commitments” (78.7%), Q35.4 “I am satisfied with the organization and it influences my ability to be productive” (77.7%), Q35.7 “I am satisfied with my current work arrangement” (73.8%), and Q35.12 “I am able to further my studies and improve my career with ease” (73.8%). The Chi-test showed for all statements a p value of <0.001, which indicated a strong significance of association of levels well-being and job satisfaction when working standard working hours

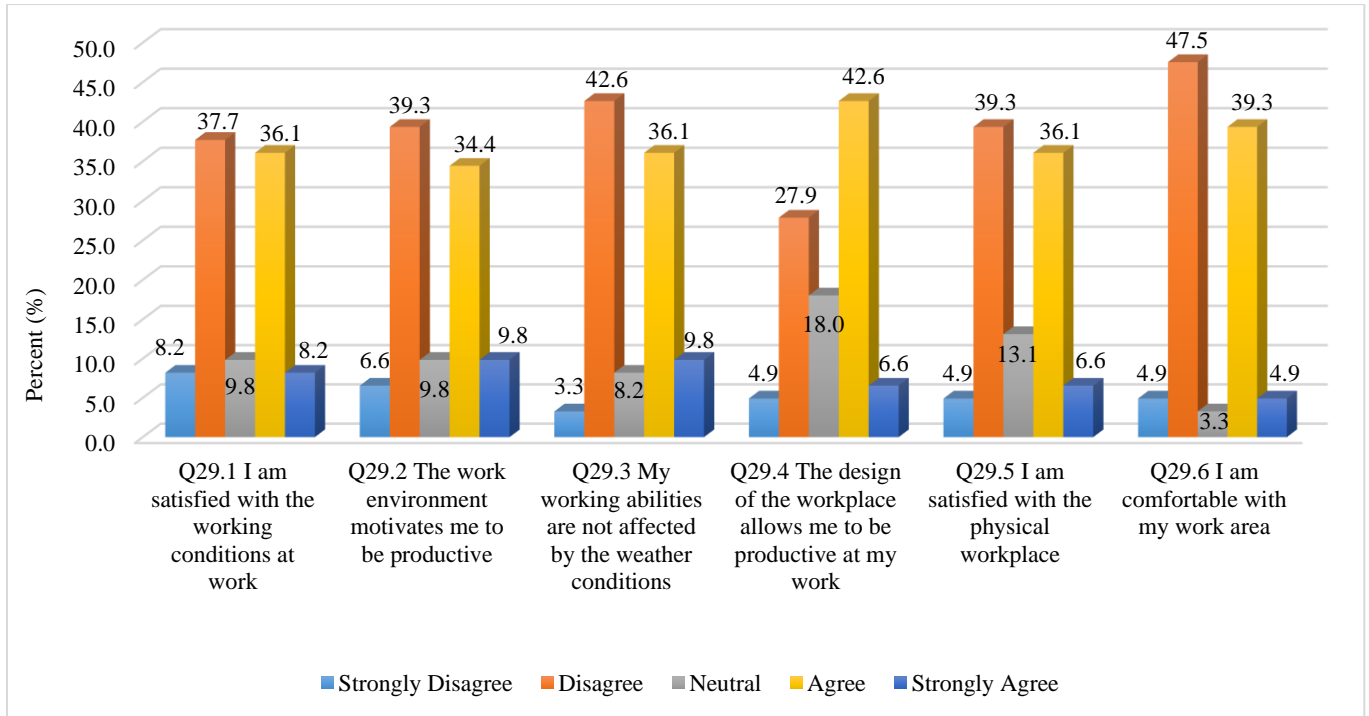
Christensen and Staines (1990) and Deery and Mahoney (1994) discovered that that the job satisfaction was found to be higher in employees who had work schedules which were flexible. The results indicate that more than two-thirds of employees at AB InBev are would be satisfied with the implementation of flexible working hours. Autonomy of flexible work hours allows employees to transition between their work and non-work responsibilities with ease, can be viewed as a highly valued feature of a job, that could improve employee performance (Golden, 2003). This was confirmed with the statements of Q35.1 I am most productive when I am happy (88.5%), Q35.2 I am satisfied with the work that I do (80.3%), and Q35.4 “I am satisfied with the organization and it influences my ability to be productive” (77.1%).

Scandura and Lankau (1997) explained that women who are in leadership positions exhibited greater job satisfaction if their organizations were to offer flexible work hours. Fenwick and Tausig (2001) found that employees’ who have control over their work hours contributes significantly to their psychological well-being. This was correlated with the following statements Q35.7 “I am satisfied with my current work arrangement” (73.8%), Q35.8 “I am able to attend to personal commitments” (80.3%), Q35.9 “I find it easy to balance work-life commitments” (78.7%), and Q35.12 “I am able to further my studies and improve my career with ease” (73.8%). The effect of flexible work hours can reduce commuting times, allows the furthering of education as it facilitates attendance of course, and permit the social interaction with family and friends of AB InBev employees. The ability to amend work schedules based on changes in non-work responsibilities is considered to have an immense impact on an employee’s well-being and job satisfaction. Wright and Bonett (2007) explain that when employees have a higher level of job satisfaction, they have a more positive attitude towards the work they do and are less likely to search for new employment. This again was confirmed by the overwhelming response of AB InBev employees indicating a strong agreement for statement Q35.2 “I am satisfied with the work that I do” (80.3%).

The research discovered a significant interaction between job satisfaction and employee performance for both standard and flexible working hours. There is a high statistical significance between well-being and job satisfaction and performance for both working hours. This shows that well-being and job satisfaction are strongly associated with levels of performance for both standard and flexible hours, with the latter showing a favorable impact on employee performance.

#### 4.7.9 Standard Working Hours and Working Conditions and Environment (A)

This section deals with the scoring patterns and the significance of the differences that were tested between standard working hours and working conditions and environment. Specific and noteworthy patterns that are relevant to the research will be further discussed in detail. Figure 4.23 below describes the results of the scoring patterns that is according to the importance of the statement as perceived by the employees at AB InBev.



**Figure 4.23:** Standard Working Hours and Working Conditions and Environment

Figure 4.23, above shows the trends and patterns among the respondents to statements that were tested between standard working hours and working conditions and environment at AB InBev. The depiction is the observed trends in the form of varying levels of agreement versus disagreement and neutral responses. To simplify and streamline the responses, the questionnaire numbers will be used instead of the statements.

The following patterns are observed: 1) All of the statements show similar levels of agreements (45.1%), 2) and disagreements (44.5%), and 3) the significance of the differences is tested and shown in appendix 4.

The highest level of disagreement were towards statement Q29.6 “I am comfortable with my work area” (52.5%), with the following statements with similar levels of disagreement: Q29.1 “I am satisfied with the working conditions at work” (45.9%), Q29.2 “The work environment motivates me to be productive” (45.9%), “Q29.3 My working abilities are not affected by the weather conditions” (45.9%), and “Q29.5 I am satisfied with the physical workplace” (44.3%). This indicates that less than half of employees not satisfied with their working conditions and environment at AB InBev, especially around the topic of work area, when working standard working hours.

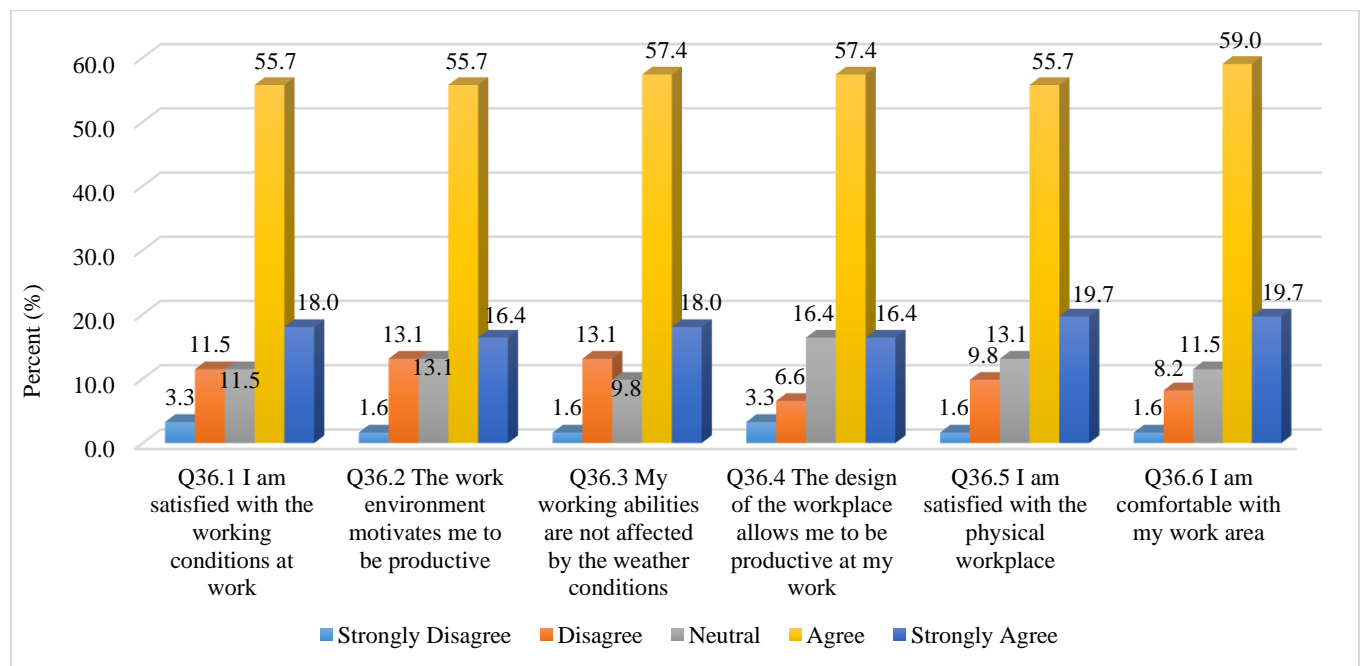
Employees who work in FMCG environments, predominantly spend their work hours indoors by design. This type of environment can significantly affect and alter their mental functions, abilities, and performance. Therefore, one can assume that a better environment could lead to improved employee performance. Jobs with difficult working conditions and environment can only be performed by certain employees who meet specific work conditions such as age, health, physical, and psychological capabilities (Setiyani, 2019). These type of working conditions and environment require necessary capabilities and influence employee performance. This was also confirmed by Leblebici (2012) who established that the working conditions and the environment play a significant role in influencing the performance of an employee. Therefore, it is imperative for organizations to take appropriate measures to mitigate difficult working conditions and ensure comfortable working conditions for employees.

The work environment can determine the social, psychological, and physical life of an organization. The work conditions and environment are exceptionally influential on the level of comfort of the employees, and their ability to carrying out tasks, thus determining the performance level (Hertati, 2015; Soehari et al, 2015; Syafarudin, 2016; Setiyani, 2019). The structure and design of the work environment plays a central role on the social, psychological, and physical life of employees, both directly and indirectly (Setiyani, 2019). Working standard hours in a work environment that is negatively perceived by employees, can lead to decreased performance, absenteeism and worsen health and stress related issues. This was evident in Q29.6 “I am comfortable with my work area” (52.5%), had the highest level of disagreement, along with “Q29.5 I am satisfied with the physical workplace” (44.3%).

Ali et al., 2013 suggested that organization need to prioritize working conditions of employees as it can negatively impact their performance and worsen health and stress related issues. This affects absenteeism, and overwhelms other employees, which can also result in a further decline of performance. Somanathan, Somanathan, Sudarshan, and Tewari (2015) conducted a study within a manufacturing plant in India, that presented a relationship between performance and temperature. It revealed that increased temperatures within the manufacturing plant can reduce employee performance, as there was an increased discomfort. Working indoors during the summer months in Durban, can have high levels of discomfort due to the increased temperatures and high humidity levels, as average temperatures during this period (November to March) can exceed 29°C (Climate-data.org, 2021). This level of discomfort can decrease employee performance, especially when working standard working hours, as indicated by Q29.1 “I am satisfied with the working conditions at work” (45.9%).

All the statements for working conditions and environment for standard working hours, have been significant, as all statements exhibited a  $p < 0.001$ . This indicates that the working conditions and the environment are significant and are strongly correlated with employee performance during standard working hours.

#### 4.7.10 Flexible Working Hours and Working Conditions and Environment (B)



**Figure 4.24:** Flexible Working Hours and Working Conditions and Environment

Figure 4.24, above shows the trends and patterns among the respondents to statements that were tested between flexible working hours and working conditions and environment at AB InBev. The depiction is the observed trends in the form of varying levels of agreement versus disagreement and neutral responses. To simplify and streamline the responses, the questionnaire numbers will be used instead of the statements.

The following patterns are observed: 1) All of the statements show disproportionate levels of agreements (74.9%), 2) and disagreements (12.6%), and 3) the significance of the differences is tested and shown in appendix 5.

The highest level of agreement were towards statement Q36.6 “I am comfortable with my work area” (78.7%), with the following statements with similar levels of agreement: Q36.1 “I am satisfied with the working conditions at work” (73.8%), Q36.2 “The work environment motivates me to be productive” (72.1%), “Q36.3 My working abilities are not affected by the weather conditions” (75.4%), and “Q36.5 I am satisfied with the physical workplace” (75.4%). This indicates that two-thirds of employees would be satisfied with their working conditions and environment at AB InBev, especially around the topic of work area, when working flexible working hours.

Working conditions and environment enhances employee performance and contributes to increased organizational profit margins and turnover (Naharuddin and Sadegi, 2013). This was further substantiated by Angrave and Charlwood (2015), who explained that working hours were a definitive characteristic of working conditions, and how it affects performance as it revealed how significant it is to employees. The study by Ali et al (2013), concluded that when using working hours as a measure of working conditions, revealed a positive relation between working conditions and employee performance. This was indicated by Q36.2 “The work environment motivates me to be productive” (72.1%), as the employees of felt that they would be more productive in the current work conditions when working flexible working hours.

Research conducted by Park, Kwon, and Kim (2012), revealed that working hours is a key feature of working conditions, thus indicating that working conditions and environment are factors that impact employee performance.

Raziq and Maulabakhsh (2015) evidenced that there was a positive link between working conditions and job satisfaction. Earlier in the review of literature, it was demonstrated that working hours was a significant factor in working conditions, whilst performance was an important factor in job satisfaction. This was shown by the results of statement Q36.1 “I am satisfied with the working conditions at work” (73.8%).

Bakotic and Babic (2013), elucidated that an improved work environment can facilitate and encourage greater employee performance, with focus on the physical structure, design, and comfort. This was evident in statements Q36.4 “The design of the workplace allows me to be productive at my work” (73.7%), Q36.5 “I am satisfied with the physical workplace” (75.4%), and Q36.6 “I am comfortable with my work area” (78.7%). This indicates that employees are inclined to perform better and are comfortable with the physical workplace and their work areas when working flexible working hours. This could be result as a result of flexible work hours, as employees would spending fewer hours at their work areas, as the rigidity and monotony of standard working hours at their work areas would be removed.

All the statements for working conditions and environment for flexible working hours, have been significant, as all statements exhibited a  $p < 0.001$ . This indicates that the working conditions and the environment are significant and are strongly correlated with employee performance during flexible working hours. The researcher interprets results which indicate that working conditions and environment has a positive impact on employee performance, especially when working flexible work hours, rather than standard working hours.

#### **4.7.11 Standard Working Hours and Remuneration**

This section discusses the scoring patterns and the significance of the differences that were tested between standard working hours and remuneration. Specific and noteworthy patterns that are relevant to the research will be further discussed in detail. Figure 4.25 below describes the results of the scoring patterns that is according to the importance of the statement as perceived by the employees at AB InBev.

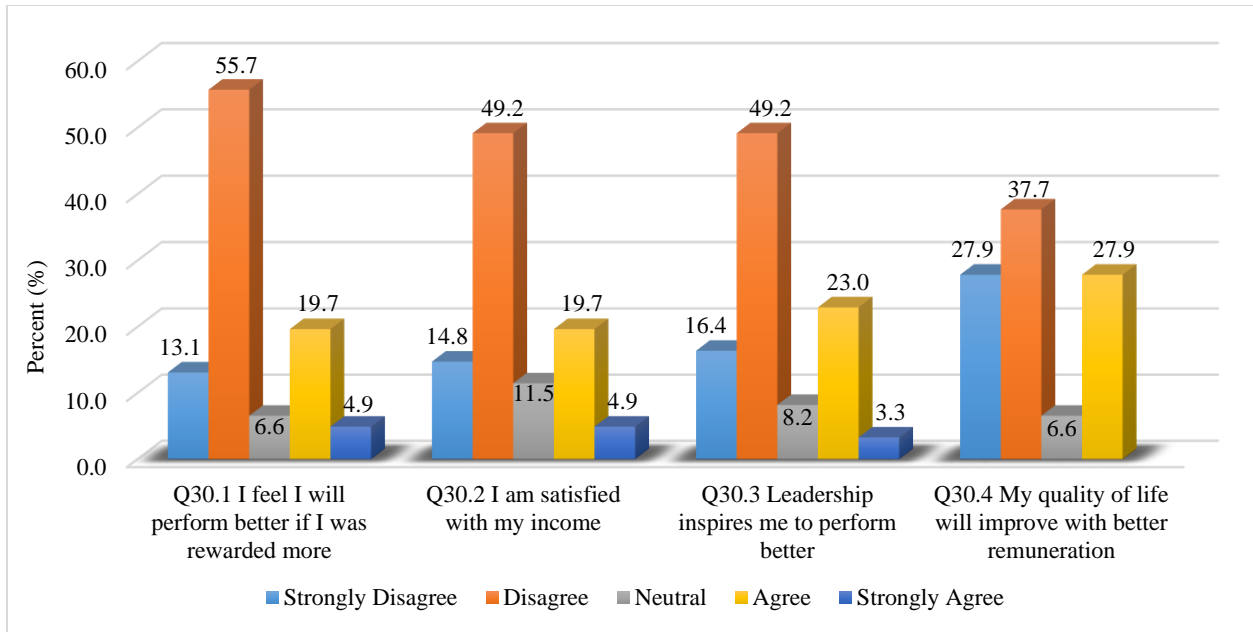


Figure 4.25: Standard Working Hours and Remuneration

Figure 4.25, above shows the trends and patterns among the respondents to statements that were tested between standard working hours and remuneration at AB InBev. The depiction is the observed trends in the form of varying levels of agreement versus disagreement and neutral responses. To simplify and streamline the responses, the questionnaire numbers will be used instead of the statements.

The following patterns are observed: 1) All of the statements show significantly higher levels of disagreements (66.0%), 2) there are no statements with higher levels of agreements (25.8%), and 3) the significance of the differences is tested and shown in appendix 4.

Following a factor analysis, it shows that all four statements form a sub-theme, of which all display similar levels of disagreement. Patterns observed were that of Q30.1 “I feel I will perform better if I was rewarded more”, which has a 68.9% level of disagreement when compared to Q30.2 “I am satisfied with my income” (63.9%), Q30.3 “Leadership inspires me to perform better” (65.6%), and Q30.4 “My quality of life will improve with better remuneration” (65.6%).

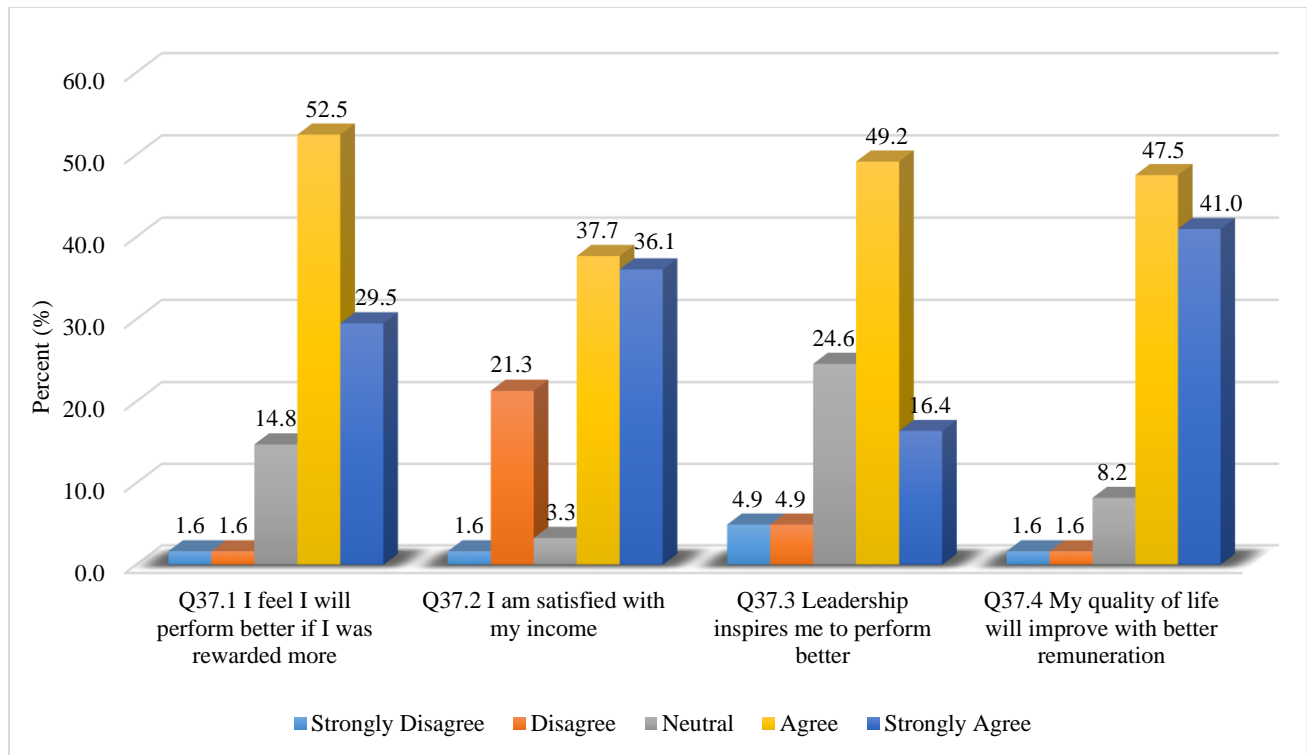
The results for Q30.1 “I feel I will perform better if I was rewarded more”, which had a disagreement level of 68.9%, indicated that with standard working hours, they will not perform better if their remuneration was increased. This is due to employees currently performing to their optimal levels and still not being able to meet the current requirements of their roles, increased

workload and having a poor work-life balance, therefore by AB InBev rewarding employees with higher salaries will not improve their performance. The statement that of Q30.2 “I am satisfied with my income”, had a disagreement level of 63.9%, which displayed that almost two-thirds of employees are not satisfied with their current income. This highlights a role-to-reward disparity, as employees’ workload significantly increased post the organizational restructuring, which also results in increased stress and absenteeism levels, as employees struggled to fulfill the expected requirements within standard working hours. As employees pointed out that they do not feel like they are being rewarded appropriately, this can have an impact on their performance. The last statement of Q30.4 “My quality of life will improve with better remuneration”, had a similar disagreement level of 65.6%, this again confirmed the discussion on the aforementioned statements as the quality of life will not improve with better remuneration. The consistent themes of increased workload, stress/tiredness levels, poor work-life balance, and absenteeism negatively influenced the factor of remuneration and standard working hours. This was confirmed with research conducted by Sauerma (2016), in which performance was measured using wages as an measurement input, the results explained that although there is a positive relationship between performance and wages, the factor of wages does not direct reflect an employee’s actual performance level, which was true in this research as other factors such as increased workload, stress/tiredness levels, poor work-life balance, and absenteeism affected performance, and not remuneration as a single factor.

The statements of Q30.1 “I feel I will perform better if I was rewarded more” ( $p < 0.001$ ), Q30.2 “I am satisfied with my income” ( $p < 0.001$ ), Q30.3 “Leadership inspires me to perform better” ( $p < 0.001$ ), and Q30.4 “My quality of life will improve with better remuneration” ( $p = 0.005$ ), have been found to be significantly correlated with standard working hours and remuneration.

#### **4.7.12 Flexible Working Hours and Remuneration**

This section discusses the scoring patterns and the significance of the differences that were tested between flexible working hours and remuneration. Specific and noteworthy patterns that are relevant to the research will be further discussed in detail. Figure 4.26 below describes the results of the scoring patterns that is according to the importance of the statement as perceived by the employees at AB InBev.



**Figure 4.26: Flexible Working Hours and Remuneration**

Figure 4.26, above shows the trends and patterns among the respondents to statements that were tested between standard working hours and remuneration at AB InBev. The depiction is the observed trends in the form of varying levels of agreement versus disagreement and neutral responses. To simplify and streamline the responses, the questionnaire numbers will be used instead of the statements.

The following patterns are observed: 1) All of the statements show significantly higher levels of agreements (77.5%), 2) there are no statements with higher levels of disagreements (9.5%), and 3) the significance of the differences is tested and shown in appendix 5.

Following a factor analysis, it shows that all four statements form a sub-theme, of which all display similar levels of agreement. Patterns observed were that of Q37.1 “I feel I will perform better if I was rewarded more”, which has an 82% level of disagreement when compared to Q37.2 “I am satisfied with my income” (73.8%), Q37.3 “Leadership inspires me to perform better” (65.6%), and Q37.4 “My quality of life will improve with better remuneration” (88.5%).

The results for Q37.1 “I feel I will perform better if I was rewarded more”, which had an agreement level of 82%, indicated that with flexible working hours, they will perform better if their

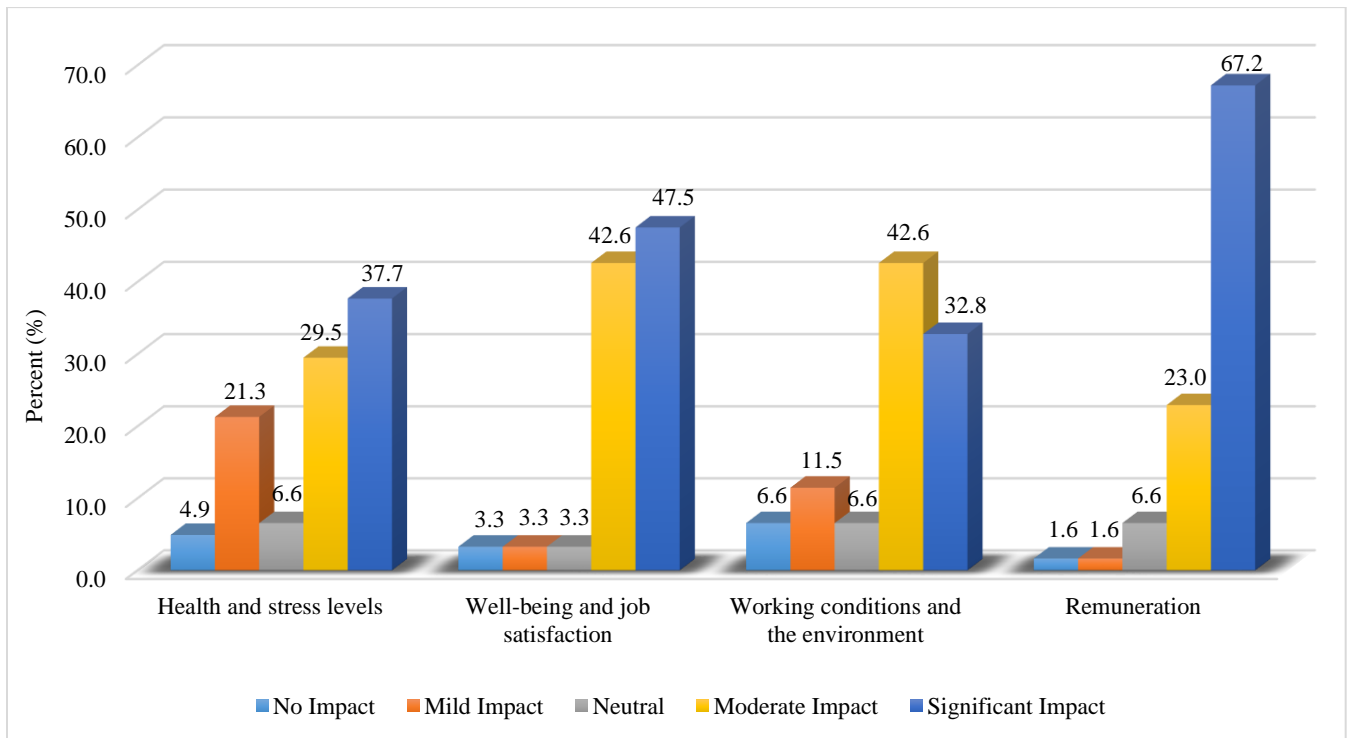
remuneration was increased. This could be due to employees performing to higher than expected levels and whilst being able to meet the current requirements of their roles, therefore by AB InBev rewarding employees with higher salaries will improve their performance. The statement that of Q37.2 “I am satisfied with my income”, had an agreement level of 73.8%, which displayed that almost two-thirds of employees are satisfied with their current income if given the option of working flexible working hours. This highlights that employees will be satisfied with their current income, provided they are in control of the flexibility of their working arrangement and this will positively impact on their performance. The last statement of Q37.4 “My quality of life will improve with better remuneration”, had a similar agreement level of 88.5%, this again confirmed the discussion on the aforementioned statements as the quality of life will improve with better remuneration if given the option to work flexible working hours. The consistent themes of increased workload, stress/tiredness levels, poor work-life balance, and absenteeism can be negated by the implementation of flexible working hours, thus improving performance.

The statements of Q37.1 “I feel I will perform better if I was rewarded more” ( $p < 0.001$ ), Q37.2 “I am satisfied with my income” ( $p < 0.001$ ), Q37.3 “Leadership inspires me to perform better” ( $p < 0.001$ ), and Q37.4 “My quality of life will improve with better remuneration” ( $p < 0.001$ ), have been found to be significantly correlated with flexible working hours and remuneration.

The outcome of the results above indicated that remuneration was not key factor when flexible working hours were an option, as they are able to achieve workload requirements that are structured around their personal commitments, which leaves the employees feeling less stressed out and tired, and that can allow them to overall focus and perform better as they are able to maintain a positive work-life balance.

#### 4.8 Factors Influencing Working Hours and Employee Performance

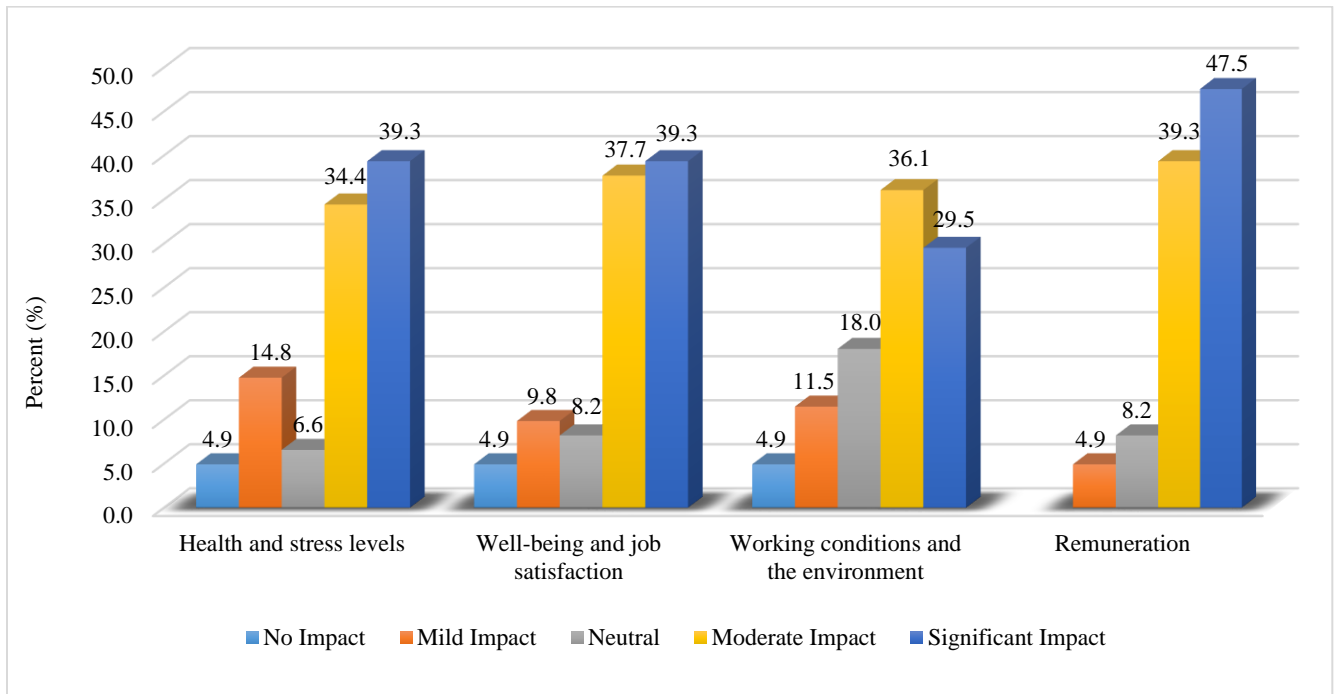
This third and final section of the questionnaire outlines an overall comparison of all the influencing factors of working hours and employee performance. The graph below highlights the perception of the AB InBev employees regarding which of the factors has the most influence on their performance, and during standard and flexible work hours. Figures 4.25, 4.26, and 4.27 below will illustrate the varying levels of influencing factors on employee performance at AB InBev.



**Figure 4.27:** Factors that influence working hours and employee performance

The factor that overwhelmingly influenced employee performance at AB InBev, was remuneration, followed by well-being and job satisfaction, and health and stress levels. Figure 4.25 displays a 19.7% difference in response to remuneration to that of well-being and job satisfaction, and 29.5% difference in response to health and stress levels. All three of these factors displayed strong significant correlations of  $p < 0.001$ , which indicated that the employees of AB InBev selected that remuneration plays a significant contributing factor in their levels of performance.

#### 4.8.1 Influencing Factors: Standard Work Hours and Employee Performance

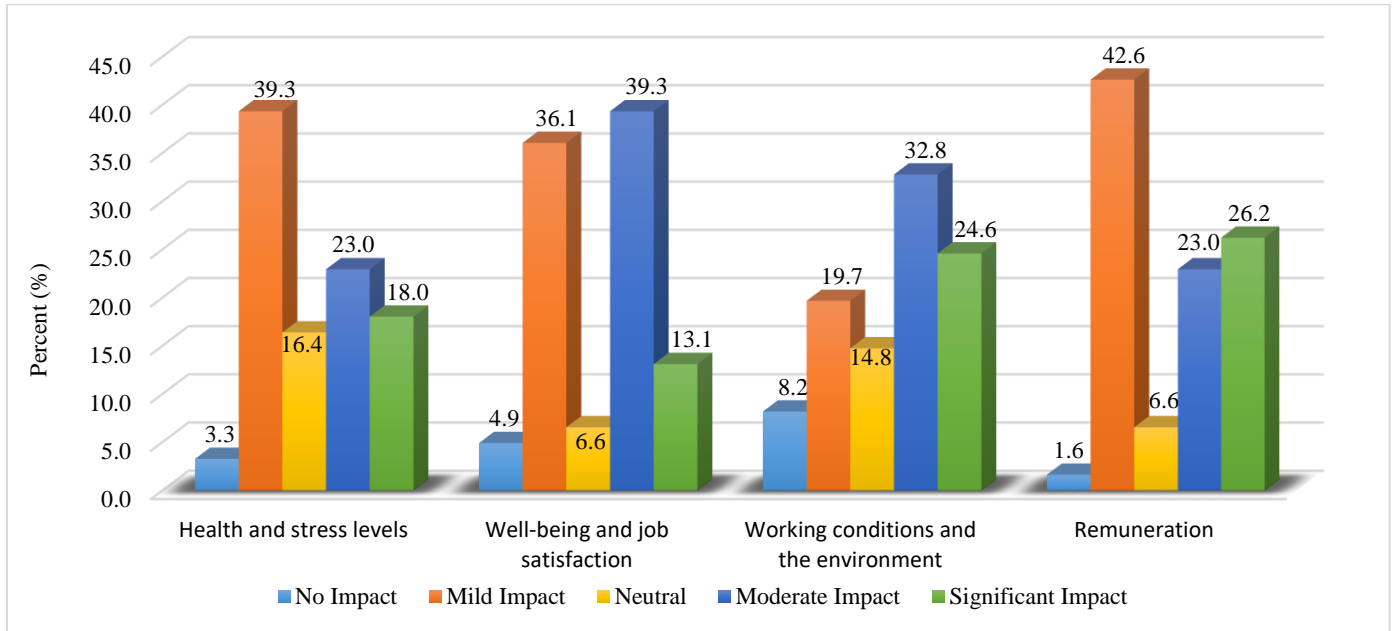


**Figure 4.28:** Factors influencing standard work hours and employee performance

The pattern that emerged when analyzing the factors that influence employee performance when working standard work hours, is that remuneration has the most significant impact (47.5%). This was followed by health and stress levels (39.3%), well-being and job satisfaction (39.3%), and working conditions and the environment (29.5%). The factors of remuneration, health and stress levels, and well-being and job satisfaction displayed a strong significant correlations of  $p < 0.001$ , however the factor of working conditions and the environment had a  $p = 0.030$ . This indicates that AB InBev employees who work standard work hours are dissatisfied with their remuneration, and significantly contributes to their level of performance.

Man and Ling (2014) saw that remuneration has been observed both theoretically and practically as a critical factor in influencing employee performance. Kayode et al (2019) conducted a similar study at a brewery located in Nigeria and concluded that that there was a significant relationship between remuneration and employee performance, in which remuneration positively influenced employee performance and raised the overall performance in all sectors within the organization. The working conditions and the environment at AB InBev was shown to not influence the performance levels of employees, as significantly as remuneration.

#### 4.8.2 Influencing Factors: Flexible Work Hours and Employee Performance



**Figure 4.29:** Factors influencing flexible work hours and employee performance

The pattern that emerged when analyzing the factors that influence employee performance when working flexible work hours, is that remuneration has the most significant impact (26.2%). This was followed by working conditions and the environment (24.6%), health and stress levels (18.0%), well-being and job satisfaction (13.1%). The factors of remuneration, health and stress levels, and well-being and job satisfaction displayed a strong significant correlations of  $p < 0.001$ , however the factor of working conditions and the environment had a  $p = 0.030$ . This indicates that AB InBev employees who work flexible work hours are satisfied with their remuneration, and mildly contributes to their level of performance.

There have been numerous studies conducted which measured performance with remuneration as an input, in which a positive correlation between performance and remuneration was identified, whilst also revealing that remuneration was not a true contributor of an employee's performance (Sauermann, 2016). This was revealed through this research study in which, when the employees of AB InBev were offered to work flexible work hours, remuneration was not a significant contributor to their level of performance. This was confirmed by Agba et al (2013), who found that conducive working arrangements, recognition of good work, environment, and promotion opportunities, were the other factors that followed remuneration as influential on employee performance.

**Table 4.4** Analysis of factors influencing standard and flexible work hours and employee performance using means

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation
<b>Q38 Factors Impacting Performance</b>					
• Health and stress levels	61	1.00	5.00	3.74	1.30
• Well-being and job satisfaction	61	1.00	5.00	4.28	0.93
• Working conditions and the environment	61	1.00	5.00	3.84	1.20
• Remuneration	61	1.00	5.00	4.52	0.83
<b>Q39 Factors Impacting Performance: Standard Work Hours</b>					
• Health and stress levels	61	1.00	5.00	3.89	1.23
• Well-being and job satisfaction	61	1.00	5.00	3.97	1.15
• Working conditions and the environment	61	1.00	5.00	3.74	1.15
• Remuneration	61	2.00	5.00	4.30	0.82
<b>Q40 Factors Impacting Performance: Flexible Work Hours</b>					
• Health and stress levels	61	1.00	5.00	3.13	1.22
• Well-being and job satisfaction	61	1.00	5.00	3.20	1.21
• Working conditions and the environment	61	1.00	5.00	3.46	1.29
• Remuneration	61	1.00	5.00	3.30	1.31

**Table 4.5** Analysis of factors influencing standard and flexible work hours and employee performance using frequencies

		No Impact		Mild Impact		Neutral		Moderate Impact		Significant Impact		Chi Square p-value
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	
<b>Health and stress levels</b>	Q38	3	4.9%	13	21.3%	4	6.6%	18	29.5%	23	37.7%	0.015
	Q39	3	4.9%	9	14.8%	4	6.6%	21	34.4%	24	39.3%	
	Q40	2	3.3%	24	39.3%	10	16.4%	14	23.0%	11	18.0%	
<b>Well-being and job satisfaction</b>	Q38	2	3.3%	2	3.3%	2	3.3%	26	42.6%	29	47.5%	< 0.001
	Q39	3	4.9%	6	9.8%	5	8.2%	23	37.7%	24	39.3%	
	Q40	3	4.9%	22	36.1%	4	6.6%	24	39.3%	8	13.1%	
<b>Working conditions and the environment</b>	Q38	4	6.6%	7	11.5%	4	6.6%	26	42.6%	20	32.8%	0.514
	Q39	3	4.9%	7	11.5%	11	18.0%	22	36.1%	18	29.5%	
	Q40	5	8.2%	12	19.7%	9	14.8%	20	32.8%	15	24.6%	
<b>Remuneration</b>	Q38	1	1.6%	1	1.6%	4	6.6%	14	23.0%	41	67.2%	< 0.001
	Q39	0	0.0%	3	4.9%	5	8.2%	24	39.3%	29	47.5%	
	Q40	1	1.6%	26	42.6%	4	6.6%	14	23.0%	16	26.2%	

When comparing the 3 questions, it is noted that there are significant differences for Health and stress levels, Well-being and job satisfaction and Remuneration ( $p < 0.05$ ). It is also noted that within each question, there is a significant difference in the scoring patterns.

#### **4.9 Inferential Statistics**

A Bivariate correlation was undertaken on the ordinal data by using the Pearson correlation. The Correlation Coefficient allows for the strength of a linear relationship between two ranked or numerical variable to be quantified (Saunders *et al*, 2016). This Correlation Coefficient highlights the direction and magnitude of the relationship, which ranges from “perfectly negative” (-1), to “perfectly independence” (0), and “perfectly positive” (+1). This correlation analysis was applied to recognize the relationship between quantitative variables and to assess how standard and flexible work hours impacts employee performance. Following this analysis, a linear regression was applied, and for this research study, all tests has a significance level set at  $p < 0.05$ .

##### **4.9.1 Correlations**

For this research study, all significant relationships are indicated by a \* or \*\*. All insignificant relationship are the values without an \*, and having a p-values greater than 0.05. All relationships that have variables which have opposing effects on one another, are denoted by negative values, to imply an inverse relationship. All relationships that have variables which mirror effects on one another (both variables simultaneously increase and decrease), are denoted by positive values, to imply a positive relationship (Saunders *et al*, 2016). The following section discusses the correlations of both standard and flexible work hours and its impact on employee performance, in conjunction with relevant literature.

## 4.9.2 Correlations of Standard Work Hours and Employee Performance

**Table 4.7.1** Correlations of Standard Work Hours and Employee Performance

Correlations of Standard Work Hours and Employee Performance		Standard Working Hours	Performance	Health and Stress Levels	Well-being and Job Satisfaction	Working Conditions and the Environment	Remuneration
Standard Working Hours	Correlation Coefficient	1					
	Sig. (2-tailed)						
	N	61					
Performance	Correlation Coefficient	<b>-.356**</b>	1				
	Sig. (2-tailed)	0.005					
	N	61	61				
Health and Stress Levels	Correlation Coefficient	<b>.372**</b>	<b>-.502**</b>	1			
	Sig. (2-tailed)	0.003	0.000				
	N	61	61	61			
Well-being and Job Satisfaction	Correlation Coefficient	<b>-.355**</b>	<b>-.407**</b>	<b>.359**</b>	1		
	Sig. (2-tailed)	0.005	0.001	0.004			
	N	61	61	61	61		
Working conditions and the environment	Correlation Coefficient	<b>.349**</b>	<b>.329**</b>	0.181	0.104	1	
	Sig. (2-tailed)	0.007	0.010	0.162	0.425		
	N	61	61	61	61	61	
Remuneration	Correlation Coefficient	<b>.257*</b>	<b>.289*</b>	0.054	0.118	<b>.322*</b>	1
	Sig. (2-tailed)	0.026	0.024	0.682	0.363	0.011	
	N	61	61	61	61	61	61

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*.. Correlation is significant at the 0.01 level (2-tailed).

### 4.9.2.1 Standard Work Hours and Performance

The analysis of the bivariate correlations shows a negative correlation between standard work hours and performance ( $r = -0.356$ ), with a significance level of 0.005. This indicates inversely related proportionality, as respondents believe that standard work hours discourage them to work better, and therefore decreases their performance. This specifies that during a standard work day of eight hours, there are lower levels of performance being achieved, as respondents are unable to

complete all requirements of their position within a standard workday due to the workload being unmanageable. This was confirmed in a study covering manufacturing organizations by Ali et al (2013), which revealed that when working hours are not suitable to employees for achieve their workload, their productivity is negatively affected ( $r = -0.153$ ).

#### **4.9.2.2 Standard Work Hours and Performance - Health and Stress Levels**

The analysis of the results indicated a negative correlation between standard work hours and performance, a positive correlation between standard work hours and health and stress levels ( $r = 0.372$  and  $-0.502$ ), with a significance level of 0.003 and 0.000 for both variables respectively. This indicates that standard working hours increases health and stress levels, which results in the decrease in performance of the employees. Standard work hours, coupled with overtime, raise the health and stress levels of employees, such as fatigue, burnout, and stress, which all contribute to reduced performance, and absenteeism. The increased level of absenteeism, places a greater strain on other members of the team, as they would have to take on a greater workload, which then increases their levels of fatigue, burnout, and stress (Golden, 2012; Shagvaliyeva and Yazdanifard, 2014).

The research indicated that 88.5% of respondents work overtime, with 50% working greater than 6 times per month, stating that a demanding workload is the reason that results in them working overtime, implies that amount of work given to them cannot be completed within the standard workday, which either requires them to work longer hours during the week or work on weekends. This specific reason of demanding workload has direct impact on other reasons for overtime: tiredness/burned out (57.4%), poor work-life balance (50.8%), and increased absenteeism of co-workers (31.1%). With almost a third of respondents indicating tiredness/burned out and half selecting poor work-life balance as the reasons for overtime; this can stem from the demanding workload, as the time spent at work completing allocated tasks reduces the time for rest and recuperation, resulting in fatigue and tiredness and the inability to maintain a healthy work-life balance. This fatigue, tiredness, and poor work-life balance can result in increased absenteeism (31.1%), as employees are not receiving the appropriate amount of rest, which can make them prone to illness. All of the aforementioned reasons for overtime, could significantly impact the employee's performance within the organization.

Berniella and Bietenbeck (2020) stated that working hours can affect health levels, especially work that is physically demanding as it can lead to fatigue, exhaustion, and absenteeism, thus affecting employee performance. Another effect of longer working hours is the impact it has on the time employees' have for physical exercise, this reduced time also negatively impacts on employee health and thereby reducing employee performance. Extended working hours are responsible for increasing the risks of stress, fatigue, health concerns and absenteeism in employees, which negatively impacts productivity in an organization (Golden, 2012). Research conducted by Pencavel (2016) stated that extended working hours has detrimental effects on the health levels of employees and it severely impacts their productivity, as they are unable to take the adequate amount of time require to fully recover and recuperate from either the day or week of work. Golden (2012) highlighted a study in which 9% of US employees who reportedly suffered from fatigue, the organization lost an average of 4 production hours per week, which resulted in an overall decline in organization performance.

#### **4.9.2.3 Standard Work Hours and Performance - Well-being and Job Satisfaction**

The analysis of the bivariate correlation showed a negative correlation between standard work hours and well-being and job satisfaction ( $r = -0.355$ ), with a significance of 0.003. A negative correlation was indicated between performance and well-being and job satisfaction ( $r = -0.407$ ), and significant at 0.000. These correlations indicate that well-being and job satisfaction is negatively and significantly related to both standard work hours and performance. This indicates that for every unit of decrease of well-being and job satisfaction, there is a decrease in employee performance during standard working hours.

The respondents of this study indicate a lower level of well-being and job satisfaction when working standard work hours, which results in lower performance. Literature obtained in earlier chapters, are in alignment to the correlations obtained from the analysis, which indicates a relationship between well-being and job satisfaction, performance, and working hours. The inability to amend work schedules based on changes in non-work responsibilities is considered to have an immense influence on an employee's well-being and job satisfaction, as rigid work schedules may lead to job dissatisfaction and stress (Golden, 2003).

The next section details the correlations of flexible work hours and employee performance and its relation to other influencing variables, which is outlined below in table 4.7.2.

### 4.9.3 Correlations of Flexible Work Hours and Employee Performance

**Table 4.7.2** Correlations of Flexible Work Hours and Employee Performance

Correlations of Flexible Work Hours and Employee Performance		Flexible Working Hours	Performance	Health and Stress Levels	Well-being and Job Satisfaction	Working Conditions and the Environment	Remuneration
Flexible Working Hours	Correlation Coefficient	1					
	Sig. (2-tailed)						
	N	61					
Performance	Correlation Coefficient	.685**	1				
	Sig. (2-tailed)	.000					
	N	61	61				
Health and Stress Levels	Correlation Coefficient	.658**	.654**	1			
	Sig. (2-tailed)	0.000	0.000				
	N	61	61	61			
Well-being and Job Satisfaction	Correlation Coefficient	.365**	.369**	.432**	1		
	Sig. (2-tailed)	0.004	0.003	0.001			
	N	61	61	61	61		
Working conditions and the environment	Correlation Coefficient	.355**	.242*	.417**	.637**	1	
	Sig. (2-tailed)	0.005	0.060	0.001	0.000		
	N	61	61	61	61	61	
Remuneration	Correlation Coefficient	.150	.263*	.368**	.225	.476**	1
	Sig. (2-tailed)	0.248	0.041	0.004	0.081	0.000	
	N	61	61	61	61	61	61

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

#### 4.9.3.1 Flexible Work Hours and Performance

The analysis of the correlation revealed a positive correlation between flexible work hours and performance ( $r = 0.685$ ) and significant at 0.000. This indicates directly related proportionality, as respondents believe that flexible work hours encourage them to work better, and therefore

increases their performance. Studies done by Konrad and Mangel (2000), and Yasbeck (2004) found that flexible work arrangements were positively associated with individual productivity improvements, as these were measured via sales per employee. In addition to this, these improvements in employee performance when working flexible working hours, were due to employees' making a concerted effort in exchange for working in a more supportive working environment.

Kossek and Hammer (2008) explained that flexible work hours contributes to another significant source of cost saving for organizations is lower levels of absenteeism, as it directly affects productivity. Perry-Smith and Blum (2000) indicated that organizations who had flexible work hours, had increased levels of organizational performance as pointed out by reports of directors, when compared to organizations who did not have such initiatives in place. A meta-analysis conducted by Baltes et al (1999), concluded that flexible working arrangements had a positive effect on productivity, job satisfaction, employee self-rated performance, and reduced absenteeism.

#### **4.9.3.2 Flexible Work Hours and Performance - Health and Stress Levels**

The analysis of the results indicates a strong positive correlation between flexible work hours, performance, and health & stress levels ( $r = 0.658$  and  $0.65$ )<sup>4</sup>, with a significance level of 0.000 for both variables respectively. Respondents believe when working flexible work hours, it improves health and stress levels, and thus the better levels of performance.

When employee's preferred work schedule differs from the organization's preferred operating schedule, it can increase stress levels, absenteeism, fatigue, unauthorized use of sick leave or presenteeism (being present at work whilst performing at lower levels) and reduce overall performance (Golden, 2012). These adverse effects can be overcome by the implementation of flexible working hours, in which employee performance and job satisfaction can be enhanced by having some degree of autonomy regarding their preferred work schedule (Galinsky, Bond, and Hill, 2005). Kossek and Hammer (2008) also explained that flexible work hours contributes to another significant source of cost saving for organizations is lower levels of absenteeism, as it directly affects productivity. This was also evidenced by Casey and Grzywacz (2008), as organizations seemed to benefit from flexible work scheduling, as employees who exercised autonomy over their schedules reduced absenteeism, stress, whilst improving health and job satisfaction.

#### **4.9.3.3 Flexible Work Hours and Performance - Well-being and Job Satisfaction**

The analysis of the bivariate correlation showed a positive correlation between flexible work hours and well-being and job satisfaction ( $r= 0.365$ ), with a significance of 0.004. A positive correlation was indicated between performance and well-being and job satisfaction ( $r= -0.369$ ), and significant at 0.004. These correlations indicate that well-being and job satisfaction is positively and significantly related to both flexible work hours and performance. This indicates that for every unit of increase of well-being and job satisfaction, there is an increase in employee performance during flexible working hours. The respondents of this study indicate a higher level of well-being and job satisfaction when working flexible work hours, which results in increased performance.

A study done by Böckerman and Ilmakunnas (2012), cited a study that identified a correlation of ( $r= 0.30$ ) between performance and productivity and job satisfaction, this study showed a higher and stronger relationship with a correlation of ( $r= 0.369$ ) for the same relationship. The ability to amend work schedules based on changes in non-work responsibilities is considered to have an immense influence on an employee's well-being and job satisfaction (Golden, 2003). Wright and Bonett (2007) explain that when employees have a higher level of job satisfaction, they have a more positive attitude towards the work they do, thus improving their performance, and are less likely to search for new employment.

This section detailed all of the correlations related to this research, and the next section will outline the relationships of the significant variables of the research: working hours and employee performance.

#### **4.10 Regression Analysis**

The method of quantifying the regression coefficient of determination and regression equation using one independent and one dependent variable is termed regression analysis. A regression analysis aids in stating the extent to which the independent variables forecast the value to the dependent variable (Saunders et al, 2016). This research utilizes a regression analysis to depict the relationship that occurs between working hours and employee performance. Working hours (standard work hours and flexible work hours) is the independent variable, and employee performance is the dependent variable in this research.

The coefficient of determination, which is symbolized by  $R^2$  or  $r^2$ , is the proportion of variation of (objective variable) explained by the other variables (explanatory variables) in regression (Kasuya, 2019). R-Squared depicts how well the data fit the regression model, by means of the ‘goodness of fit’, as it evaluates the scatter of data points on all sides of the fitted regression line. The R-Squared can be any value between 0 to 1, with a higher value representing a smaller difference between the data and the fitted values, which indicates a better fit of the regression model to the observations (Kasuya, 2019). Outlined below are the regression analysis tables and models for each of the independent variables (standard work hours and flexible work hours) and employee performance, as seen below Tables 4.7.3, 4.7.4, 4.7.5, 4.7.6, 4.7.7, and 4.7.8, and Figures 4.30 and 4.31 respectively.

#### 4.10.1 Standard Work Hours and Performance

**Table 4.7.3** Regression Analysis of Standard Work Hours and Performance: Model Summary

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.290 <sup>a</sup>	.084	.069	.63543

a. Predictors: (Constant), Q24 (Standard working hours); Source: Primary Data

Table 4.7.3 provides the  $R$ ,  $R^2$ , adjusted  $R^2$ , and the standard error of the estimate, which can be utilized to define how well a regression model fits the data.  $R$  can be thought to be one measure of the quality of the prediction of the dependent variable. A value of 0.290, in this research, indicates a fair level of prediction. The "R Square" column represents the  $R^2$  value (also known as the coefficient of determination), which is the proportion of variance in the dependent variable that can be described by the independent variables. The value observed is 0.084, that is, the independent variables explain 8.4% of the variability of the dependent variable. There is strong inverse relationship between the variables, as one increases (standard working hours), the other decreases (performance).

**Table 4.7.4** Regression Analysis of Standard Work Hours and Employee Performance: ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.194	1	2.194	5.433	.023 <sup>b</sup>

	Residual	23.823	59	.404		
	Total	26.016	60			

- a. Dependent Variable: Q26  
b. Predictors: (Constant), Q24

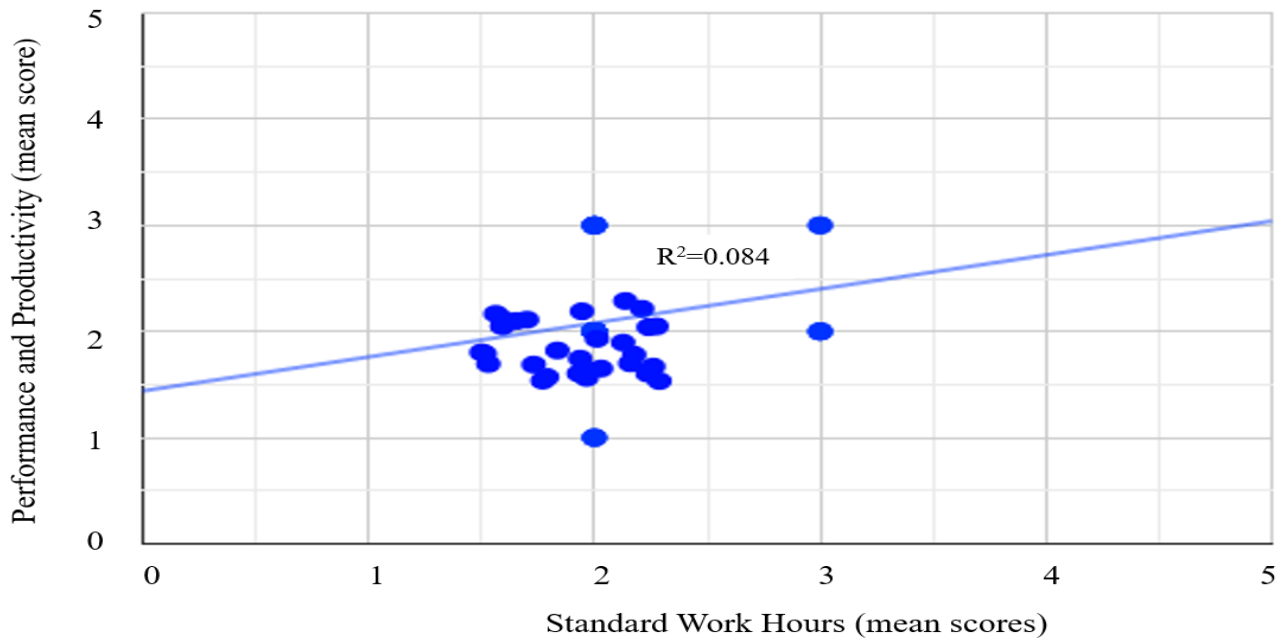
Table 4.7.4 above shows that the independent variable (standard work hours) statistically significantly predict the dependent variable (performance),  $F(1,59) = 5.433$ ,  $p = 0.023$ , thus indicating that the regression model is a good fit of the data obtained in this research.

**Table 4.7.5** Regression Analysis of Standard Work Hours and Employee Performance: Coefficients<sup>a</sup>

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.639	.208		12.663	.000		
	Q24	<b>-.181</b>	.078	-.290	-2.331	<b>.023</b>	1.000	1.000

- a. Dependent Variable: Q26

The unstandardized coefficient for standard working hours is -0.181, as seen in table 4.7.5. This is an inverse relationship. This means that for each one unit increase in working hours, there is a decrease in the performance levels. The significant p-value ( $p = 0.023$ ) implies that the coefficient of the independent variable is not zero, that is, it does have an effect on the regression equation. This indicates that the predictors accurately predict the dependent variable, and there is a relationship between standard work hours and performance. The condition for collinearity ( $VIF < 4$ ) is met ( $VIF = 1.000$ ).



**Figure 4.30** Regression model of Standard Work Hours and Performance.

#### 4.10.2 Flexible Work Hours and Performance

**Table 4.7.6** Regression Analysis of Flexible Work Hours and Performance: Model Summary

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 <sup>a</sup>	0.587	0.580	0.60989

a. Predictors: (Constant), Q31 (Flexible working hours); Source: Primary Data

Table 4.7.6 provides the  $R$ ,  $R^2$ , adjusted  $R^2$ , and the standard error of the estimate, which can be used to determine how well a regression model fits the data.  $R$  can be considered to be one measure of the quality of the prediction of the dependent variable. A value of 0.766, in this example, indicates a high level of prediction. The "R Square" column represents the  $R^2$  value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be explained by the independent variables. The value observed is 0.587, that is, the independent largely explains the variability of the dependent variable. There is strong directly proportional relationship between the variables, as one increases (flexible working hours), the other increases (performance).

**Table 4.7.7** Regression Analysis of Flexible Work Hours and Employee Performance: ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.171	1	31.171	83.801	.000 <sup>b</sup>
	Residual	21.946	59	0.372		
	Total	53.117	60			

a. Dependent Variable: Q33

b. Predictors: (Constant), Q31

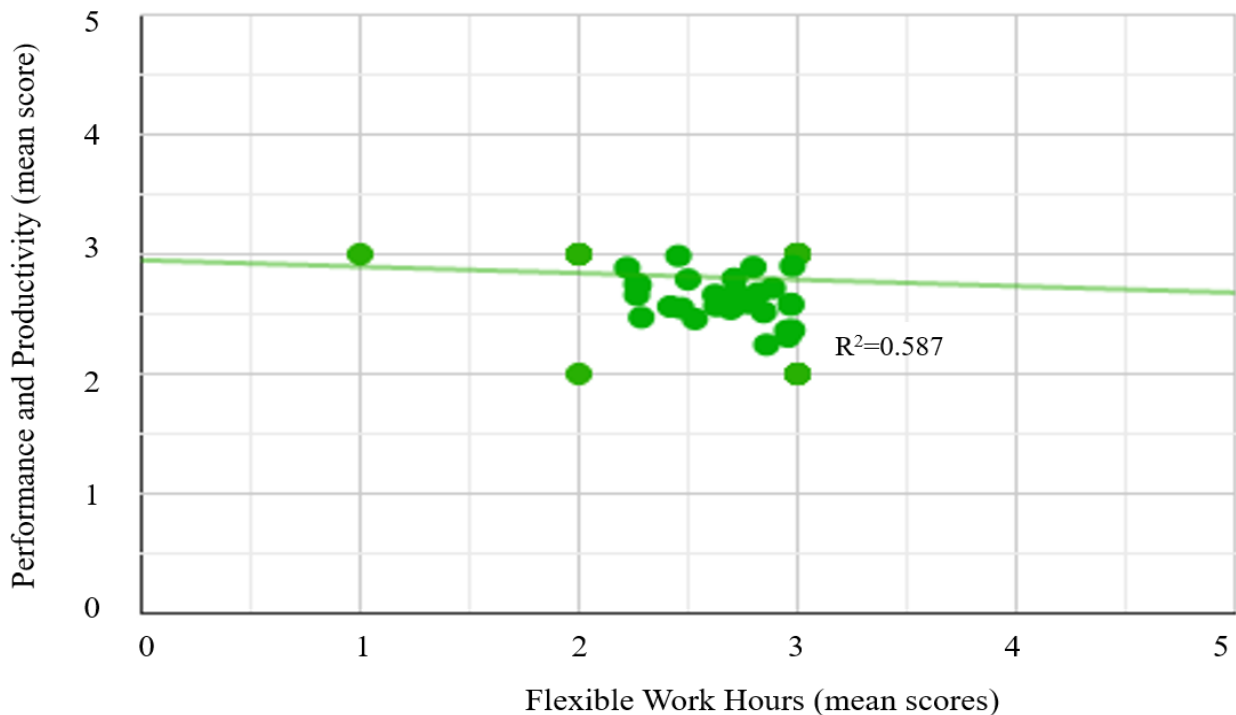
Table 4.7.7 above indicates that the independent variables statistically significantly predict the dependent variable,  $F(1,59) = 83.801$ ,  $p < 0.001$ , thus indicating that the regression model is a very good fit of the data.

**Table 4.7.8** Regression Analysis of Flexible Work Hours and Employee Performance: Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-0.651	0.492		-1.322	0.191		
	Q31	1.597	0.174	0.766	9.154	0.000	1.000	1.000

a. Dependent Variable: Q33

The unstandardized coefficient for “Flexible work hours” is 1.597. This is a directly proportional relationship. This conveys that for each one unit increase in working hours, there is an increase in the employee performance of 1.597 units. The non-significant p-value ( $p < 0.001$ ) implies that the coefficient of the independent variable is not zero, that is, it does have an effect on the regression equation. This indicates that the predictors accurately project the dependent variable, and there is a relationship between flexible work hours and performance. The condition for collinearity ( $VIF < 4$ ) is met ( $VIF = 1.000$ ).



**Figure 4.31** Regression model of Flexible Work Hours and Performance.

There is an inverse relationship between standard work hours and performance, as 75.4% of employees stated that they were ‘performing’ in their role, with 19.7% ‘excelling’ in their role. Conversely, a directly proportional relationship between flexible work hours and performance, 18.0% of employees stated that they were ‘performing’ in their role, with 80.3% ‘excelling’ in their role was seen. The findings of the research indicate that the introduction of flexible work hour, can increase performance by 60.6%, which correlates to the findings of literature

#### 4.11 Conclusion

The research was carried at AB InBev, in an effort to understand how working hours (standard versus flexible) impacts employee performance. Numerous variables were analyzed in conjunction with the two types of working hours, to fathom how each variable influence the relationship of working hours and employee performance. A total of 61 out of 62 management level employees responded to the electronically questionnaire distributed via Microsoft Forms, with a Cronbach’s alpha score of 0.81. Almost 90% of the respondents worked overtime, with 38.9% working greater than 6 hours a week with 88.5% of AB InBev employees citing a demanding workload as the

dominant reason for overtime. A total of 55.7% AB InBev employees indicated that they are absent at least once a month, with the top three reasons for absenteeism were: 1) demanding workload (88.4%), 2) stress (75.4%), and tiredness/burned out (65.6%). The review of literature has revealed that there is a positive correlation between working hours and increased consumption of alcohol and smoking, however, the research displayed no relationship between the consume of alcohol and smoking habits due to working at AB InBev.

The 98% response rate of the employees of AB InBev has produced the following results:

- The correlation between standard working hours and employee performance were statistically significant and positively correlated. The results indicate that standard working hours discouraged employees to be more productive and perform better, and that the daily and weekly requirements of the role were unable to be achieved as the workload were unmanageable. There was a statistical significance between standard working hours, employee performance, and remuneration, however, no correlation was identified. Positive correlations were seen between standard working hours, employee performance, and health and stress levels, well-being and job satisfaction, and working conditions and environment, as the aforementioned variables were statistically significant.
- The correlation between flexible working hours and employee performance were statistically significant and positively correlated. The results indicate that flexible working hours encouraged employees to be more productive and perform better, and that the daily and weekly requirements of the role were able to be achieved as the workload was manageable. Positive correlations were seen between flexible working hours, employee performance, and health and stress levels, well-being and job satisfaction, and working conditions and environment, as the aforementioned variables were statistically significant. There was a statistical significance between flexible working hours, employee performance, and remuneration, however, no correlation was identified.

The outcomes of the results have been illustrated and discussed in this chapter, with inferences been drawn and which recommendations are proposed. The proceeding chapter will further discuss the conclusion and recommendations in detail.

## **Chapter 5: Conclusion and Recommendations**

### **5.1 Introduction**

To remain competitive in the global market, many manufacturing industries like the FMCGs operate around the clock. This adversely affects employees' ability to maintain a healthy work-life balance. This imbalance drastically affects employee performance and the organization. The importance of employee performance should not be undermined, as employees spend a significant portion of their lives at their places of employment (Langton, Robbins, and Judge, 2013). The understanding and consideration of flexible work hours and its influence on employee performance, is necessary in improving the overall well-being of the employees. This promotes productivity and leading organizations in the right direction. This study examined at how flexible work hours can impact employee performance.

The researcher conducted this study at AB InBev, an alcohol manufacturing organization in Durban, KwaZulu-Natal, focusing on their management employees. The research focused on understanding the relationship between working hours and employee performance. The study looked at working hours that was divided into standard working hours and flexible working hours. The research further examined the influences of external factors on each of these working conditions. These factors included health and stress levels, remuneration, well-being and job satisfaction, and working conditions and environment.

This chapter concludes this research by providing practical recommendations to AB InBev, to improve and enhance the performance of their employees, call attention to the limitations of this study, and provides a foundation for future studies.

### **5.2 Inferences of the Research**

The factors that AB InBev employees have agreed that has the most significant influence on employee performance were health and stress levels, remuneration, well-being and job satisfaction, and, with working conditions and environment having moderate influence on employee performance. Paying close attention to these factors would certify that working hours would not impact the performance of an employee negatively as the aforementioned factors will reduce this.

Conclusions drawn from the research conducted at AB InBev, the researcher has drawn the following inferences regarding the factors that influence working hours and employee performance. The following systematic presentation of the conclusion are presented per objective.

### **5.2.1 Working hours and Employee Performance**

Working hours and employee performance, specifically flexible working hours, are both positively and significantly correlated. The results indicate that flexible working hours encouraged employees to be more productive and perform better, and that the daily and weekly requirements of the role were able to be achieved as the workload was manageable. Employees are more likely to perform better, timeously meet organizational goals, and maintain a healthy work-life balance when working flexible work hours, rather than standard work hours. The correlation between standard working hours and employee performance were statistically significant and positively correlated. The results indicate that standard working hours discouraged employees to be more productive and perform better, and that the daily and weekly requirements of the role were unable to be achieved as the workload were unmanageable.

### **5.2.2 Health and Stress Levels**

The employees of AB InBev have communicated that standard working hours are not adequate in achieving all the daily and weekly requirements of their positions. This results in increased workload and stress levels of the employees, which cause fatigue and tiredness, thus reducing performance. With the recent restructuring of the organization's blueprint, in which numerous roles became redundant, however, the redistribution of the workload has not been equal. Respondents has indicated that their health is negatively impacted by the stressed caused by the inability to fulfill their requirements within a standard workday and week, resulting in longer overtimes being worked.

### **5.2.3 Well-being and Job Satisfaction**

Research indicated when working flexible work hours, there is strong agreement regarding employees being satisfied and enjoying the work that they do at AB InBev, as well as employees wanting to remain in the organization longer, which strengthens the commitment and loyalty to AB InBev.

In order to retain and attract the best talent, AB InBev understands the criticality of creating and sustaining an environment that promotes an environment that promotes the well-being and job satisfaction of the employee. A conducive working environment allows AB InBev employees to be excited about the work they do and finding enjoyment from completed allotted tasks, thus reducing stress and improving performance. This type of environment in which employee well-being and job satisfaction is prioritized, both enhances and motivates all levels of employees within AB InBev. This correlates to the theoretical framework, specifically Maslow's Hierarchy of Needs, in which an individual will continue to seek fulfilment for a particular need for as long as it is not fulfilled, in a sequential manner. This becomes a motivating factor for the both individual and employee on a personal and work front. It is imperative that AB InBev have the ability to identify these motivators and that they are used correctly on an individual basis to maximize well-being, job satisfaction, and performance.

#### **5.2.4 Working conditions and Environment**

Outcomes of the research indicated a positive relationship concerning working conditions, the environment and performance for the employees at AB InBev. A correlation between the factors that motivate employees are exact factors that encourage employees to remain within the organization. A slight improvement in the performance of AB InBev employees was noted when the working conditions were conducive to a pleasant working environment. A suitable working conditions and environment, results in employees performing at a higher level, that usually exceeds expectations.

#### **5.2.4 Remuneration**

A standout finding of the research established that remuneration is a substantial motivating factor for employees' performance and working hours, however, it is not the sole motivating influence of performance at AB InBev. Results indicated that when working standard hours, employees suggested that remuneration had moderate to significant impact (86.9%) on their performance, which was statically confirmed with a p value of <0.001. This indicated that remuneration was a key factor, when they were required to work longer and harder due to inability to achieve workload requirements, which resulted in increased stress levels and a poor work-life balance. On the contrary, results indicated that when working flexible hours, employees suggested that

remuneration had mild to no impact (44.3%) on their performance, which was statically confirmed with a p value of  $<0.001$ . This indicated that remuneration was not key factor when having the option of flexible working hours, when they are able to achieve workload requirements that was structured around their personal commitments, that left the employees feeling less stressed out and tired, which allowed them to overall focus and perform better as they are able to maintain a positive work-life balance.

With 42.6% of AB InBev's workforce having a tenure between 0-10 years, a moderate number of employees are new and are looking to improve their knowledge, skills, and abilities. Remuneration can be an extrinsic motivating factor satisfying both experienced and inexperienced employees' as their most rudimentary needs are based on this, prior to moving to towards Herzberg's hygiene and motivating factors such security and reward and recognition at AB InBev.

A portion of the employees who participated in this research declared that their performance was based on being recognized rather than rewarded through remuneration. This is based on the fact that motivation is highly dependent on the tenure of the employee within the organization, i.e. employees who are new appointed to a role, has much to prove, will go develop and grow quickly through the ranks, rather than an employee who has been with the organization for greater than 10 years, whose primary reason to perform is for remuneration after ascending to a certain position or lack of mobility.

Practical recommendations to AB InBev will be discussed in the proceeding section.

## **5.3 Recommendations**

The following section outlines the key recommendations for each of the inferences of the research, based on the implementation to flexible working hours per objective.

### **5.3.1 Working Hours and Employee Performance**

Flexibility is a communal term that is utilized in numerous aspects, in relation to the labour market, flexibility refers to the absence of regulation, organizational flexibility, or adaptability in response to changes within the employment environment. The results of the research revealed that flexible working hours are key to improve employee performance. Working hours and employee

performance, specifically flexible working hours, are both positively and significantly correlated. Employees are more likely to perform better, timeously meet organizational goals, and maintain a healthy work-life balance when working flexible work hours, rather than standard work hours.

The first recommendation would be understanding of which type of flexible working arrangement (formal or informal) that is beneficial to both the employee and employer. Flexible work hours can be discussed as three broad categories: 1) flexi-time (flexibility in arrangement), 2) telehomeworking (flexibility in site/location), and 3) part-time (flexibility on interval of the work). Timing of employees' flexible work hours and the ability to which employees are able to maintain control over it, are becoming progressively important factors of the employees' performance. Once the type of flexible working arrangement has been agreed upon, the second recommendation would be to undertake further research to assess the effectiveness of the implementation of the selected flexible working arrangement, and measure its impact on the following factors: employee performance, well-being and job satisfaction, remuneration, working conditions and environment, and, health and stress levels. Based on the results of that research, it will either guide the organization into reviewing an alternative flexible working arrangement or fully implementing the existing arrangement. The last recommendation would be to research the context of a changing organization and to what extent the demands of flexibility by the employee, be matched by the AB InBev. The question that would need to be answered is what would be the long-term benefits to AB InBev in terms of efficiency and performance as an organization, for the implementation of flexible working hours, and how do they benchmark against other FMCGs who have a similar framework.

### **5.3.2 Health and Stress Levels**

Occupational stress can lead to low performance, efficiency, job satisfaction, and high absenteeism and turnover. Employees' stress levels can fluctuate due to increase workload volume, requirements of the job, tiredness, and fear of failure. High stress levels can contribute significantly to physical and psychological health problems, which include depression, headaches, cancer, and heart disease. AB InBev employees have indicated that their health is negatively impacted by the stressed caused by the inability to fulfill their requirements within a standard workday and week, especially post the organizational restructuring, resulting in longer overtimes being worked.

AB InBev would need to review the blueprint and the relevant roles and responsibilities for each position. Post the review of roles and responsibilities for each position, the scheduling of work requires addressing based on the intensity of workload. Another recommendation would be for AB InBev to have routine roadshows or wellness days in which professionals can educate employees on an individual basis about stress management, which aims to reduce the effect of stressors in the workplace, assist employees to handle stress more effectively, and also helps the organization to identify certain stressors within specific roles. The implementation of these programmes will significantly benefit AB InBev, as the devastating impact of stress cannot be ignored.

### **5.3.3 Well-being and Job Satisfaction**

The well-being and job satisfaction of employees should not be underestimated, as it contributes to the employee's overall performance and commitment to the organization. In order to retain and attract the best talent, AB InBev needs to understand the criticality of creating and sustaining an environment that promotes an environment that promotes the well-being and job satisfaction of the employee. A conducive working environment allows AB InBev employees to be excited about the work they do and finding satisfaction from completed allotted tasks, thus reducing stress and improving performance. This type of environment in which employee well-being and job satisfaction is prioritized, both enhances and motivates all levels of employees within AB InBev. This comes in the form of implementing flexible working hours, in which employees being able to have a healthy work-life balance, which allows them to attend to personal commitments such as attending their children's extra-curricular activities or furthering their own education. Another avenue in how the well-being and job satisfaction can be improved at AB InBev, is through team building exercises, to strengthen team dynamics within departments, and wellness programmes to assist employees with having a balanced lifestyle.

### **5.3.4 Working Conditions and Environment**

It is critical that the working conditions and the environment are of the highest standards to satisfy the requirements of the employees of AB InBev. Employees who are content with their working environment, are motivated to perform better, as their working abilities are not inhibited by conditions (i.e. leaking roofs or broken windows) or ineffective physical design of the workplace that makes it uncomfortable. AB InBev can ensure that the working conditions and the overall

environment is maintained through rigorous maintenance schedules, to ensure items such lighting, flooring, ventilation, roofing, and plumbing, etc. are correctly and effectively maintained. An online system, potentially on the AB InBev intranet, can be implemented in which employees can log building maintenance calls for various items such as floors, electrical, water and sanitation, or office equipment to ensure that the working conditions are maintained. Another recommendation regarding working conditions and environment, would be that any areas that are earmarked for upgrading or remodeling, AB InBev can ask employees for ideas or input on how best to improve these areas, which can improve the engagement and morale between the employees and management.

### **5.3.5 Remuneration**

The research indicated that remuneration was not key factor when flexible working hours were an option, as they are able to achieve workload requirements that are structured around their personal commitments, which leaves the employees feeling less stressed out and tired, and that can allow them to overall focus and perform better as they are able to maintain a positive work-life balance. This is an important recommendation for AB InBev to consider, not only from the perspective of the employees' performance, reduced absenteeism, or well-being; rather from a financial standpoint as the results indicate that employees' are working overtime to achieve the requirements of their roles and not to complement their income and would not work overtime if given the opportunity to work flexible hours and maintain a health work-life balance, thus saving AB InBev a substantial amount of revenue.

### **5.4 Outcome of the Research**

This section deals with the outcome of the research, in terms of its contribution and addition to an increasing body of literature, numerous empirical studies with more rigorous approaches, and investigation of wider and influencing factors. The evidence appears to imply that employee performance is significantly impacted by working hours, specifically flexible working hours, and lesser influenced by external factors. This was substantiated by literature, which provided more robust exploration of broader and extensive influencing factors and its impact on employee performance, than ones outlined in this research. The most meaningful and utmost noteworthy outcome of this research stems from the valuable information attained and how best it can be

utilized by AB InBev to guide its working arrangements and employee engagement, as the organization moves into a more technological era. A deeper insight and understanding of influencing factors and its varied impact on working hours and employee performance has been quaintly elucidated and will be immensely beneficial in enhancing current work practices and driving the change of new ones.

## **5.5 Limitations of the Research**

This section delves deeper into the limitations of the research, how it mitigated, and it can be circumvented in future research.

### **5.5.1 Language Barriers**

The questionnaire was electronically distributed via Google Forms to the selected population of the research. Prior to the distribution, all possible participants were approached, and the questionnaire was explained to them, with the option to either accept or decline participation in the research. The questionnaire was provided in English, as the language is the medium of the organization, therefore there no language barrier that would have compromised the integrity of the questionnaire due to misinterpretation or misunderstanding.

### **5.5.2 Working Hours**

The questionnaire was sent out electronically to respondents' emails, post signing the consent form, from which the respondents has seven days to complete the questionnaire. Seeing that the questionnaire was electronic, respondents had the option of completing it during working hours or after hours, therefore it did not disrupt normal working schedules. Due to the fluctuating availability of respondents, the total data collection period was seven days with sixty-one (61) of the sixty-two (62) distributed questionnaires was successfully completed, producing a reply rate of 98.4%. The outstanding 1.6% were accounted for respondents who were absent during the period of data collection for the research.

### **5.5.3 Employee Drawbacks**

Respondents were initially apprehensive about completing the questionnaire, as AB InBev conducts multiple questionnaires throughout the year. However, once the researcher explained that

the questionnaire was for academic purposes and the reasoning behind the research, the respondents were more at ease and willing to participate in the research.

#### **5.5.4 Study Replication**

The research results and outcomes can be distributed to other AB InBev sites across South Africa. The sample population utilized in this research, represents a small population size of the FMCG sector, specifically alcohol manufacturing. Due to time constraints, the complexity and profundity of the research only skimmed the surface of the research matter and virtues further investigation.

#### **5.6 Recommendations of Future Work**

The following section outlines the recommendations of future research:

- Future research to be specifically designed to examine the relationship between flexible working hours and employee performance in different contexts, to allow the understanding of which type of flexible working arrangement (formal or informal) is best suited and provide more stronger empirical evidence.
- Future research approaches to be more nuanced and robust in terms of understanding the relationship between working hours and specific performance-related outcomes that are measurable using a model. More consideration needs to be paid to the measure of performance utilized.
- To aid in building theory in this research area, numerous different research types need to be conducted in order to allow for generalizations to be made, to greater understand the relationship between working hours and employee performance.
- Future research can include large population sizes that are more diverse, for organizations in different sectors and industries, which widens the scope for greater generalizations and assists for more causal relationships to be identified and further examined.
- This research focused primarily on management level employees, future research can call for multi-level research that allows for comparisons at different levels in organizations and analyze cultural trends both provincially and nationally.
- This research reviewed selective factors that were common in literature, further research can investigate working hours and employee performance in the context of Human

Resource Management (HRM) in terms of learning and development, training, and leadership abilities.

- A future area of research worthy of attention, is to study the context of a changing world and to what extent the demands of flexibility by the employee, be matched by the employer. As flexibility for the employee is an attempt to maintain a healthy work-life balance, however, how does the organization gain greater efficiency and what are the long-term benefits.

## **5.7 Summary**

This research provides a well-researched insight and informed discussion regarding the impact of working hours, specifically flexible working hours, on employee performance at AB InBev. The central management at AB InBev can utilize the extensive literature and data analysis to make informed decisions regarding the benefits of working flexible work hours at the microeconomic level. For the employees of AB InBev, it will help to attain a better work-life balance and boost well-being job satisfaction and for the organization, allow to better establish work and increase performance. The recommendations outlined earlier in the chapter, were to address the shortcomings that were identified from the problem statement and from the results attained from the research. The limitations reviewed in this chapter, posed no direct impact on the outcomes achieved from this research. Lastly, the recommendations of future work provided succinct direction of further research, to further enhance the scope for greater generalizations and assists for more causal relationships to be identified and further examined, within this study context. The successful implementation of the recommendations, and consistent monitoring and review of such implementations, will allow AB InBev to develop and sustain a conducive working environment that will dually benefit the organization and employee.

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## Appendix 1: Questionnaire

<b>Informed Consent Letter</b>
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**UNIVERSITY OF KWAZULU-NATAL  
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

**MBA Research Project**

Dear Respondent,

My name is **Salisha Govender**, a MBA candidate at the Graduate School of Business and Leadership, at the University of KwaZulu-Natal, Westville Campus. You are being invited to consider participation in a research project entitled “**The impact of flexible work hours on employee performance: A case study of AB InBev**”. The aim of this study is to examine the relationship between flexible work hours on employee performance at AB InBev.

Through your participation, I hope to understand how flexible work hours could affect the performance of an employee at AB InBev. The results of the questionnaire is intended to contribute to a body of knowledge, help the organization find ways to improve overall performance, and for the organization to better understand how flexible work hours can impact their employees and so improve the working standard at AB InBev. Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership at UKZN.

In the event of any problems or concerns/questions, you may contact myself (researcher) on 079 370 1570 or email: 218047298@stu.ukzn.ac.za, my supervisor Dr P Mashau on 031-260 7021 or email: mashaup@ukzn.ac.za or, the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows: HSSREC Research Office, Tel: 031 260 8350/4557/3587, Email: hssrec@ukzn.ac.za

The questionnaire should take you approximately **15** minutes to complete. I hope you will take the time to complete this survey and contribute to this research.

## Consent to Participate in Research

I, \_\_\_\_\_ have been informed about the study entitled **“The impact of flexible work hours on employee performance: A case study of AB InBev”** by Salisha Govender and hereby confirm that I understand the nature and intention of the research project, and I consent to participating in the research project.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time with no negative consequence.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 079 370 1570 or at 218047298@stu.ukzn.ac.za.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researcher, then I may contact the HSSREC Research Office, on Tel: 031 260 8350/4557/3587, or Email: hssrec@ukzn.ac.za

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Signature of Participant

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Date

# The Impact of Flexible Work Hours on Employee Performance: A Case Study of AB InBev

## Section A

\* Required

Demographic Data

1. Please specify your gender? \*

- Female
- Male
- Prefer not to say

2. What is your age? \*

- 18-24
- 25-34
- 35-44
- 45-54
- >55

3. Ethnic Group \*

- African
- Coloured
- Indian
- White
- Other

**4. What is your marital status? \***

- Single
- Married
- Separated
- Divorced
- Widowed

**5. Do you take care of children under the age of 18? \***

- Yes
- No

**6. Do you have adult dependents who require your care? \***

- Yes
- No

**7. What is your highest qualification? \***

- Matric
- Diploma
- Bachelor
- Post Grad
- Master's/Doctorate
- No formal education

**8. How many years are you working for this organization? \***

- 0-10
- 11-20
- 21-30
- 31-40
- More than 40 years

**9. How many hours does it take you to travel to work? \***

- Less than 1 hour
- 1-<2
- 2-<3
- 3-<4
- More than 4 hours

**10. The number of standard hours worked per week (excluding lunch or tea breaks) is 40 hours per week or 8 hours per day between 8am-4pm? \***

- Yes
- No

**11. Flexible work hours refer to when employees are able to customize their work hours to suit their specific needs \***

- Yes
- No

**12. Do you work overtime? Beyond a standard 8-hour workday (unpaid) \***

- Yes
- No

**13.** If yes, please indicate how many hours of overtime per week? \*

- 1-5
- 6-10
- 11-15
- >15

**14.** How often do you work overtime in a month? \*

- Once a month
- Twice a month
- Three time a month
- 4-5 times a month
- >6 times a month

**15.** What are the reasons for working overtime? If applicable, select more than one option. \*

- Demanding workload
- Poor work-life balance
- Poor time management
- Unhappy/unmotivated in your job- working less efficiently
- Tiredness/Burned out- working less efficiently
- Sickness
- Increased absenteeism of co-workers
- Personal
- Other

**16.** How often are you absent in a month? \*

- Once a month
- Twice a month
- Three time a month
- 4-5 times a month
- >6 times a month
- Never

**17.** What are your reasons for being absent (excluding annual or maternity leave)? If applicable, select more than one option. \*

- Sickness
- Family emergencies
- Tiredness/Burned out
- Unhappy/unmotivated in your job
- Stress
- Demanding workload
- Other
- Personal Information

**18.** Do you smoke? \*

- Yes
- No

**19.** If yes, when did you start smoking?

- Before working at AB InBev
- After working at AB InBev

**20.** If yes, what are your reasons for smoking?

- Personal
- Work related
- Hobby

**21.** Do you consume alcohol? \*

- Yes
- No

**22.** If yes, when did you start consuming alcohol?

- Before working at AB InBev
- After working at AB InBev

**23.** If yes, what are your reasons for consuming alcohol?

- Personal
- Work related
- Hobby

**Section B**

**Establishing the relationship between standard work hours on the following:**

**24.** Establishing the relationship between standard work hours on employee performance Rate the extent to which the following is stated correctly:

When working **standard work hours** (8am-4pm), how does it affect **performance**? \*

	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>24.1</b> Standard work hours encourages me to work better	1	2	3	4	5
<b>24.2</b> All daily requirements of my position can be achieved within the standard 8-hour day	1	2	3	4	5
<b>24.3</b> All weekly requirements of my positions can be achieved during the formal workweek	1	2	3	4	5
<b>24.4</b> My workload per day is manageable when working standard work hours	1	2	3	4	5
<b>24.5</b> My workload per week is manageable when working standard work hours	1	2	3	4	5
<b>24.6</b> Standard work hours allows me to develop my skills and abilities	1	2	3	4	5
<b>24.7</b> Standard work hours allow me to reduce my overtime hours	1	2	3	4	5

**25.** When working standard work hours, what was your self-assessed employee overall rating?

Ratings:

1=Not performing 2= Performing 3= Excelling \*

1      2      3  
       

**26.** When working standard work hours, what was your overall rating provided by your manager?

Ratings:

1=Not performing 2= Performing 3= Excelling \*

1      2      3

**27. When working standard work hours (8am-4pm) how does it affect health & stress levels?**

	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>27.1</b> I can meet the requirements of my position, it is not stressful	1	2	3	4	5
<b>27.2</b> I can manage different workload volumes without feeling tired	1	2	3	4	5
<b>27.3</b> My workload is often increased because my co-workers are often absent	1	2	3	4	5
<b>27.4</b> I am focused on my job even when I am tired	1	2	3	4	5
<b>27.5</b> I can cope with changing workload demands without feeling stressed out	1	2	3	4	5
<b>27.6</b> Standard work hours reduces my unplanned absences (sickness, tiredness, unhappiness, stress or workload)?	1	2	3	4	5

**28. When working standard work hours (8am-4pm) how does it affect well-being and job satisfaction? \***

	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>28.1</b> I am most productive when I am happy	1	2	3	4	5
<b>28.2</b> I am satisfied with the work that I do	1	2	3	4	5
<b>28.3</b> I enjoy working at the organization	1	2	3	4	5
<b>28.4</b> I am satisfied with the organization and it influences my ability to be productive	1	2	3	4	5
<b>28.5</b> The work given to me is easy and I can complete it	1	2	3	4	5
<b>28.6</b> The work that I do is exciting and I enjoy it	1	2	3	4	5
<b>28.7</b> I am satisfied with my current work arrangement	1	2	3	4	5
<b>28.8</b> I am able to attend to personal commitments	1	2	3	4	5
<b>28.9</b> I find it easy to balance work-life commitments	1	2	3	4	5
<b>28.10</b> I am able to drop and pick up my children from school	1	2	3	4	5
<b>28.11</b> I am able to attend my children's extra- curricular activities during and after school	1	2	3	4	5
<b>28.12</b> I am able to further my studies and	1	2	3	4	5

improve my career with ease					
<b>28.13</b> I would want to stay in the organization longer	1	2	3	4	5

**29. When working standard work hours (8am-4pm) how does it affect working conditions and the environment? \***

	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>29.1</b> I am satisfied with the working conditions at work	1	2	3	4	5
<b>29.2</b> The work environment motivates me to be productive	1	2	3	4	5
<b>29.3</b> My working abilities are not affected by the weather conditions	1	2	3	4	5
<b>29.4</b> The design of the workplace allows me to be productive at my work	1	2	3	4	5
<b>29.5</b> I am satisfied with the physical workplace	1	2	3	4	5
<b>29.6</b> I am comfortable with my work area	1	2	3	4	5

**30. When working standard work hours (8am-4pm) how does it affect remuneration? \***

	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>30.1</b> I feel I will perform better if I was rewarded more	1	2	3	4	5
<b>30.2</b> I am satisfied with my income	1	2	3	4	5
<b>30.3</b> Leadership inspires me to perform better	1	2	3	4	5
<b>30.4</b> My quality of life will improve with better remuneration	1	2	3	4	5

**Establishing the relationship between flexible work hours on the following:**

**31.** Establishing the relationship between flexible work hours on employee performance Rate the extent to which the following is stated correctly:

If working **flexible work hours**, how would it affect **performance**? \*

	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>31.1</b> Flexible work hours encourages me to work better	1	2	3	4	5
<b>31.2</b> All daily requirements of my position can be achieved when working flexible work hours	1	2	3	4	5
<b>31.3</b> All weekly requirements of my positions can be achieved when working flexible work hours	1	2	3	4	5
<b>31.4</b> My workload per day is manageable when working flexible work hours	1	2	3	4	5
<b>31.5</b> My workload per week is manageable when working flexible work hours	1	2	3	4	5
<b>31.6</b> Flexible work hours allows me to develop my skills and abilities	1	2	3	4	5
<b>31.7</b> Flexible work hours allow me to reduce my overtime hours	1	2	3	4	5

**32.** If working **flexible work hours**, what would be your **self-assessed** employee overall rating?

Ratings:

1=Not performing 2= Performing 3= Excelling \*

1    2    3  
       

**33.** If working **flexible work hours**, what would be your overall rating provided by your **manager**?

Ratings:

1=Not performing 2= Performing 3= Excelling \*

1    2    3

**34. If working flexible work hours, how would it affect health & stress levels? \***

	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>34.1</b> I can meet the requirements of my position, it is not stressful	1	2	3	4	5
<b>34.2</b> I can manage different workload volumes without feeling tired	1	2	3	4	5
<b>34.3</b> My workload is often increased because my co-workers are often absent	1	2	3	4	5
<b>34.4</b> I am focused on my job even when I am tired	1	2	3	4	5
<b>34.5</b> I can cope with changing workload demands without feeling stressed out	1	2	3	4	5
<b>34.6</b> Flexible work hours reduces my unplanned absences (sickness, tiredness, unhappiness, stress or workload)?	1	2	3	4	5

**35. If working flexible work hours, how would it affect well-being and job satisfaction? \***

	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>35.1</b> I am most productive when I am happy	1	2	3	4	5
<b>35.2</b> I am satisfied with the work that I do	1	2	3	4	5
<b>35.3</b> I enjoy working at the organization	1	2	3	4	5
<b>35.4</b> I am satisfied with the organization and it influences my ability to be productive	1	2	3	4	5
<b>35.5</b> The work given to me is easy and I can complete it	1	2	3	4	5
<b>35.6</b> The work that I do is exciting and I enjoy it	1	2	3	4	5
<b>35.7</b> I am satisfied with my current work arrangement	1	2	3	4	5
<b>35.8</b> I am able to attend to personal commitments	1	2	3	4	5
<b>35.9</b> I find it easy to balance work-life commitments	1	2	3	4	5
<b>35.10</b> I am able to drop and pick up my children from school	1	2	3	4	5
<b>35.11</b> I am able to attend my children's extra- curricular activities during and after school					
<b>35.12</b> I am able to further my studies and	1	2	3	4	5

improve my career with ease					
<b>35.13</b> I would want to stay in the organization longer	1	2	3	4	5

**36. If working flexible work hours, how would it affect working conditions and the environment? \***

	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>36.1</b> I am satisfied with the working conditions at work	1	2	3	4	5
<b>36.2</b> The work environment motivates me to be productive	1	2	3	4	5
<b>36.3</b> My working abilities are not affected by the weather conditions	1	2	3	4	5
<b>36.4</b> The design of the workplace allows me to be productive at my work	1	2	3	4	5
<b>36.5</b> I am satisfied with the physical workplace	1	2	3	4	5
<b>36.6</b> I am comfortable with my work area	1	2	3	4	5

**37. If working flexible work hours how would it affect remuneration? \***

	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>37.1</b> I feel I will perform better if I was rewarded more	1	2	3	4	5
<b>37.2</b> I am satisfied with my income	1	2	3	4	5
<b>37.3</b> Leadership inspires me to perform better	1	2	3	4	5
<b>37.4</b> My quality of life will improve with better remuneration	1	2	3	4	5

## Section C

**How do the following factors influence the correlation between work hours and performance?**

**38. The following factors impact my performance \***

	No Impact	Mild Impact	Neutral	Moderate Impact	Significant Impact
<b>38.1</b> Health and stress levels	1	2	3	4	5
<b>38.2</b> Well-being and job satisfaction	1	2	3	4	5
<b>38.3</b> Working conditions and the environment	1	2	3	4	5
<b>38.4</b> Remuneration	1	2	3	4	5

**39. The following factors impact my performance when I work standard work hours \***

	No Impact	Mild Impact	Neutral	Moderate Impact	Significant Impact
<b>39.1</b> Health and stress levels	1	2	3	4	5
<b>39.2</b> Well-being and job satisfaction	1	2	3	4	5
<b>39.3</b> Working conditions and the environment	1	2	3	4	5
<b>39.4</b> Remuneration	1	2	3	4	5

**40. The following factors impact my performance if I work flexible work hours \***

	No Impact	Mild Impact	Neutral	Moderate Impact	Significant Impact
<b>40.1</b> Health and stress levels	1	2	3	4	5
<b>40.2</b> Well-being and job satisfaction	1	2	3	4	5
<b>40.3</b> Working conditions and the environment	1	2	3	4	5
<b>40.4</b> Remuneration	1	2	3	4	5

## Appendix 2: Ethical Clearance Letter



21 August 2021

Miss Salisha Govender (218047298)  
Grad School Of Bus & Leadership  
Westville Campus

Dear Miss Govender,

Protocol reference number: HSSREC/00003177/2021

Project title: The impact of flexible work hours on employee performance: A case study of AB InBev

Degree: Masters

### Approval Notification – Expedited Application

This letter serves to notify you that your application received 10 August 2021 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. **PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

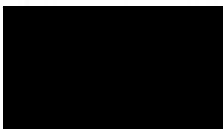
This approval is valid until 21 August 2022.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

### Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 Email: hssrec@ukzn.ac.za Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

INSPIRING GREATNESS

### Appendix 3: Descriptive Statistics Summary

No	Characteristics (n=61)	Valid (%)	Chi-Square	
1	Gender	Male Female	60.7 39.3	0.096
2	Age	18 - 24 25 - 34 35 - 44 45 - 54 ≥ 55	4.92 27.87 36.07 27.87 3.28	< 0.001
3	Ethnic Group	African Coloured Indian White	37.70 6.56 49.18 6.56	< 0.001
4	Marital Status	Single Married Divorced Widowed	42.62 52.46 3.28 1.64	< 0.001
5	Care for children under the age of 18?	Yes No	54.10 45.90	0.522
6	Adult dependents	Yes No	49.18 50.82	0.898
7	Highest qualification	Matric Diploma Bachelor Post Grad Master's/Doctorate	3.28 27.87 49.18 16.39 3.28	< 0.001
8	How many years are you working for this organization?	0 - 10 11 - 20 21 - 30 30 - 40 > 40	42.62 36.07 16.39 3.28 1.64	< 0.001
9	How many hours does it take you to travel to work?	Less than 1 hour 1 - < 2	90.16 9.84	< 0.001

<b>10</b>	Do you work overtime? Beyond a standard 8 hour workday (unpaid)	Yes	88.52	0.000
		No	11.48	
<b>11</b>	How many hours of overtime per week?	1 - 5	61.11	0.000
		6 - 10	18.52	
		11 - 15	12.96	
		> 15	7.41	
<b>12</b>	How often do you work overtime in a month?	Once	5.56	0.000
		Twice	12.96	
		Thrice	9.26	
		4 - 5	22.22	
		≥ 6	50.00	
<b>13</b>	How often are you absent in a month?	Once	55.74	0.000
		Twice	13.11	
		Thrice	6.56	
		Never	24.59	
<b>14</b>	Do you smoke?	Yes	14.75	< 0.001
		No	85.25	
<b>15</b>	When did you start smoking?	Before working at AB InBev	77.78	0.000
		After working at AB InBev	22.22	
<b>16</b>	What are your reasons for smoking?	Personal	44.44	0.000
		Work related	22.22	
		Hobby	33.33	
<b>17</b>	Do you consume alcohol?	Yes	59.02	0.159
		No	40.98	
<b>18</b>	When did you start consuming alcohol?	Before working at AB InBev	77.78	0.000
		After working at AB InBev	22.22	
<b>19</b>	What are your reasons for consuming alcohol?	Personal	47.22	0.000
		Work related	8.33	
		Hobby	44.44	

#### Appendix 4: Sectional Analysis Summary - Standard Working Hours

Questions	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree	Chi-Square
<b>Working Hours and Performance</b>						
<b>24.1</b> Standard work hours encourages me to work better	18.0	55.7	8.2	16.4	1.6	< 0.001
<b>24.2</b> All daily requirements of my position can be achieved within the standard 8-hour day	41.0	34.4	6.6	18.0	0.0	< 0.001
<b>24.3</b> All weekly requirements of my positions can be achieved during the formal workweek	27.9	44.3	9.8	18.0	0.0	0.001
<b>24.4</b> My workload per day is manageable when working standard work hours	26.2	49.2	6.6	18.0	0.0	< 0.001
<b>24.5</b> My workload per week is manageable when working standard work hours	24.6	52.5	6.6	16.4	0.0	< 0.001
<b>24.6</b> Standard work hours allows me to develop my skills and abilities	18.0	49.2	11.5	21.3	0.0	< 0.001
<b>24.7</b> Standard work hours allow me to reduce my overtime hours	24.6	49.2	8.2	18.0	0.0	< 0.001
<b>Health and Stress Levels</b>						
<b>27.1</b> I can meet the requirements of my position, it is not stressful	29.5	52.5	4.9	13.1	18.0	< 0.001
<b>27.2</b> I can manage different workload volumes without feeling tired	24.6	50.8	6.6	18.0	24.6	< 0.001
<b>27.3</b> My workload is often increased because my co-workers are often absent	36.1	32.8	8.2	23.0	31.1	0.009
<b>27.4</b> I am focused on my job even when I am tired	32.8	34.4	9.8	23.0	32.8	0.025
<b>27.5</b> I can cope with changing workload demands without feeling stressed out	29.5	49.2	8.2	13.1	21.3	< 0.001

<b>27.6</b> Standard work hours reduces my unplanned absences (sickness, tiredness, unhappiness, stress or workload)?	36.1	41.0	11.5	11.5	23.0	< 0.001
<b>Well-Being and Job Satisfaction</b>						
<b>28.1</b> I am most productive when I am happy	18.0	42.6	3.3	19.7	16.4	< 0.001
<b>28.2</b> I am satisfied with the work that I do	18.0	54.1	21.3	6.6	0.0	< 0.001
<b>28.3</b> I enjoy working at the organization	23.0	39.3	16.4	16.4	4.9	0.001
<b>28.4</b> I am satisfied with the organization and it influences my ability to be productive	14.8	57.4	8.2	14.8	4.9	< 0.001
<b>28.5</b> The work given to me is easy and I can complete it	16.4	49.2	8.2	21.3	4.9	< 0.001
<b>28.6</b> The work that I do is exciting and I enjoy it	16.4	52.5	9.8	16.4	4.9	< 0.001
<b>28.7</b> I am satisfied with my current work arrangement	16.4	60.7	13.1	9.8	0.0	< 0.001
<b>28.8</b> I am able to attend to personal commitments	16.4	57.4	13.1	13.1	0.0	< 0.001
<b>28.9</b> I find it easy to balance work-life commitments	13.1	57.4	13.1	13.1	3.3	< 0.001
<b>28.10</b> I am able to drop and pick up my children from school	21.3	42.6	34.4	1.6	0.0	< 0.001
<b>28.11</b> I am able to attend my children's extra- curricular activities during and after school	27.9	59.0	11.5	1.6	0.0	< 0.001
<b>28.12</b> I am able to further my studies and improve my career with ease	21.3	52.5	13.1	11.5	1.6	< 0.001
<b>28.13</b> I would want to stay in the organization longer	3.3	8.2	21.3	42.6	24.6	< 0.001
<b>Working Conditions and the Environment</b>						
<b>29.1</b> I am satisfied with the working conditions at work	8.2	37.7	9.8	36.1	8.2	< 0.001
<b>29.2</b> The work environment motivates me to be productive	6.6	39.3	9.8	34.4	9.8	< 0.001

<b>29.3</b> My working abilities are not affected by the weather conditions	3.3	42.6	8.2	36.1	9.8	< 0.001
<b>29.4</b> The design of the workplace allows me to be productive at my work	4.9	27.9	18.0	42.6	6.6	< 0.001
<b>29.5</b> I am satisfied with the physical workplace	4.9	39.3	13.1	36.1	6.6	< 0.001
<b>29.6</b> I am comfortable with my work area	4.9	47.5	3.3	39.3	4.9	< 0.001
<b>Remuneration</b>						
<b>30.1</b> I feel I will perform better if I was rewarded more	13.1	55.7	6.6	19.7	4.9	< 0.001
<b>30.2</b> I am satisfied with my income	14.8	49.2	11.5	19.7	4.9	< 0.001
<b>30.3</b> Leadership inspires me to perform better	16.4	49.2	8.2	23.0	3.3	< 0.001
<b>30.4</b> My quality of life will improve with better remuneration	27.9	37.7	6.6	27.9	0.0	0.005


## Appendix 5: Sectional Analysis Summary of Flexible Working Hours

Questions	Strong Disagree	Disagree	Neutral	Agree	Strongly Agree	Chi-Square
<b>Working Hours and Performance</b>						
<b>31.1</b> Flexible work hours encourages me to work better	1.6	11.5	8.2	49.2	29.5	< 0.001
<b>31.2</b> All daily requirements of my position can be achieved when working flexible work hours	3.3	11.5	11.5	45.9	27.9	< 0.001
<b>31.3</b> All weekly requirements of my positions can be achieved when working flexible work hours	3.3	13.1	11.5	49.2	23.0	< 0.001
<b>31.4</b> My workload per day is manageable when working flexible work hours	3.3	14.8	8.2	50.8	23.0	< 0.001
<b>31.5</b> My workload per week is manageable when working flexible work hours	3.3	11.5	8.2	52.5	24.6	< 0.001
<b>31.6</b> Flexible work hours allows me to develop my skills and abilities	0.0	13.1	13.1	52.5	21.3	< 0.001
<b>31.7</b> Flexible work hours allow me to reduce my overtime hours	1.6	18.0	13.1	47.5	19.7	< 0.001
<b>Health and Stress Levels</b>						
<b>34.1</b> I can meet the requirements of my position, it is not stressful	0.0	16.4	8.2	52.5	23.0	< 0.001
<b>34.2</b> I can manage different workload volumes without feeling tired	0.0	11.5	18.0	45.9	24.6	0.001
<b>34.3</b> My workload is often increased because my co-workers are often absent	6.6	23.0	23.0	31.1	16.4	0.037
<b>34.4</b> I am focused on my job even when I am tired	0.0	9.8	14.8	55.7	19.7	< 0.001
<b>34.5</b> I can cope with changing workload demands without feeling stressed out	0.0	9.8	16.4	55.7	18.0	< 0.001

<b>34.6</b> Flexible work hours reduces my unplanned absences (sickness, tiredness, unhappiness, stress or workload)?	1.6	11.5	21.3	44.3	21.3	< 0.001
<b>Well-Being and Job Satisfaction</b>						
<b>35.1</b> I am most productive when I am happy	0.0	1.6	9.8	55.7	32.8	< 0.001
<b>35.2</b> I am satisfied with the work that I do	0.0	3.3	16.4	60.7	19.7	< 0.001
<b>35.3</b> I enjoy working at the organization	3.3	1.6	11.5	59.0	24.6	< 0.001
<b>35.4</b> I am satisfied with the organization and it influences my ability to be productive	0.0	6.6	16.4	60.7	16.4	< 0.001
<b>35.5</b> The work given to me is easy and I can complete it	4.9	11.5	23.0	44.3	16.4	< 0.001
<b>35.6</b> The work that I do is exciting and I enjoy it	0.0	4.9	18.0	59.0	18.0	< 0.001
<b>35.7</b> I am satisfied with my current work arrangement	3.3	9.8	13.1	57.4	16.4	< 0.001
<b>35.8</b> I am able to attend to personal commitments	4.9	8.2	6.6	60.7	19.7	< 0.001
<b>35.9</b> I find it easy to balance work-life commitments	4.9	9.8	6.6	57.4	21.3	< 0.001
<b>35.10</b> I am able to drop and pick up my children from school	4.9	8.2	9.8	55.7	21.3	< 0.001
<b>35.11</b> I am able to attend my children's extra- curricular activities during and after school	8.2	13.1	9.8	50.8	18.0	< 0.001
<b>35.12</b> I am able to further my studies and improve my career with ease	8.2	9.8	8.2	57.4	16.4	< 0.001
<b>35.13</b> I would want to stay in the organization longer	4.9	1.6	8.2	55.7	29.5	< 0.001
<b>Working Conditions and the Environment</b>						
<b>36.1</b> I am satisfied with the working conditions at work	3.3	11.5	11.5	55.7	18.0	< 0.001
<b>36.2</b> The work environment motivates me to be productive	1.6	13.1	13.1	55.7	16.4	< 0.001

<b>36.3</b> My working abilities are not affected by the weather conditions	1.6	13.1	9.8	57.4	18.0	< 0.001
<b>36.4</b> The design of the workplace allows me to be productive at my work	3.3	6.6	16.4	57.4	16.4	< 0.001
<b>36.5</b> I am satisfied with the physical workplace	1.6	9.8	13.1	55.7	19.7	< 0.001
<b>36.6</b> I am comfortable with my work area	1.6	8.2	11.5	59.0	19.7	< 0.001
<b>Remuneration</b>						
<b>37.1</b> I feel I will perform better if I was rewarded more	1.6	1.6	14.8	52.5	29.5	< 0.001
<b>37.2</b> I am satisfied with my income	1.6	21.3	3.3	37.7	36.1	< 0.001
<b>37.3</b> Leadership inspires me to perform better	4.9	4.9	24.6	49.2	16.4	< 0.001
<b>37.4</b> My quality of life will improve with better remuneration	1.6	1.6	8.2	47.5	41.0	< 0.001

Appendix 6: AB InBev B-BBEE Level 4 Certification



**EMPOWERLOGIC**  
Your Logical Empowerment Solution

**Broad Based Black Economic Empowerment Verification Certificate**  
A Consolidated Verification Certificate Issued to

**The South African Breweries (Pty) Ltd and Subsidiaries**

**Level 4 Contributor**

Measured Entity	
<b>Company Name</b>	The South African Breweries (Pty) Ltd and Subsidiaries
<b>Registration Number</b>	1998/006375/07
<b>VAT Number</b>	4160180495
<b>Address</b>	65 Park Lane Sandown Sandton 2146

B-BBEE Status			
<b>B-BBEE Status Level</b>	Level 4		
<b>Element Points Obtained</b>	EO: 12.91 points; MC: 12.92 points; SD: 18.66 points; ESD: 40.3 points; SED: 4.69 points		
<b>Discounting Principle Applied</b>	No		
<b>Empowering Supplier</b>	Yes		
<b>Black Voting Rights</b>	11.09%	<b>Black Women Voting Rights</b>	2.88%
<b>Black Economic Interest</b>	11.00%	<b>Black Women Economic Interest</b>	2.84%
<b>51% Black Owned *</b>	No	<b>30% Black Women Owned *</b>	No
<b>Black Designated Group Supplier</b>	No	<b>Modified Flow Through Principle Applied</b>	
<b>Issue Date</b>	30/04/2019		
<b>Expiry Date</b>	29/04/2020		
<b>Certificate Number</b>	ELC8620RGENBB		
<b>Version</b>	Final		
<b>Applicable Scorecard</b>	Amended Codes - Generic		
<b>Applicable BBBEE Codes</b>	Amended Generic Codes Gazetted on 11 October 2013		


  

BEE Procurement Recognition Levels		
Level	Qualification	%
1	≥ 100 Points	135%
2	≥ 95 but < 100	125%
3	≥ 90 but < 95	110%
4	≥ 80 but < 90	100%
5	≥ 75 but < 80	80%
6	≥ 70 but < 75	60%
7	≥ 55 but < 70	50%
8	≥ 40 but < 55	10%
Non Compliant	<40	0%

<p>Enquiries</p> <p>Tel:</p> <p>086 111 4003</p> <p>Fax:</p> <p>086 505 7284</p> <p><a href="mailto:verification@empowerlogic.co.za">verification@empowerlogic.co.za</a></p> <p><a href="http://www.empowerlogic.co.za">www.empowerlogic.co.za</a></p>
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BBBEE Verification Agency

Per G Le Roux  
Member - Verification Committee



BVA018

This certificate supersedes any previous certificates issued to the Measured entity. This certificate is the result of an independent and impartial verification of the BBBEE status of the measured entity measured against the Codes of Good Practice on Broad Based Black Economic Empowerment. This certificate has been issued in accordance with the EmpowerLogic Verification Certificate Policy. EmpowerLogic uses the Law Trust advanced electronic signature system (AeSign) which is compliant with the Electronic Communications and Transactions Act no 25 of 2002. The validity of the certificate is ensured as long as the digital signature details corresponds with the Technical Signatory's details as displayed on the certificate.

## Appendix 7: Turnitin Report

### Turnitin Originality Report

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