

Less is More:
Designing a Set of Requirements and an Assessment Scheme
for the Implementation and Evaluation
of the Six-Hour Workday at the Municipality of Amsterdam

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ABSTRACT

Worktime reduction has become an increasingly important topic of discussion in society. Long hours of paid work in combination with the amount of unpaid work, such as care for children and elderly, increased the need for balance between the work domain and life domain. Previously, different pilots with worktime reduction, for example in Sweden and England, established numerous benefits of worktime reduction, such as enhanced work-life balance, improved health and increased productivity. These findings are promising; however, research on this phenomenon is in its infancy and therefore there is a significant amount of information that is unknown. In relation to this, the goal of this thesis was to advise researchers as well as practitioners on engaging with the six-hour workday by providing a theoretical overview and tools for implementation and evaluation. This thesis was written in collaboration with the Municipality of Amsterdam, which showed interest in the six-hour workday in its Coalition Agreement of May 2018. They wanted to find out which requirements are important to the six-hour workday and which outcomes could be expected before starting a pilot six-hour workday. Therefore, this thesis is a design research, which focused on the Municipality of Amsterdam as an explorative case study. It followed the first three steps of the Regulative Cycle (Van Strien, 1986), while both the fourth and fifth step, which are consecutively the intervention and evaluation, will be conducted by the Municipality of Amsterdam after this thesis is completed. During the first step, which is the problem definition, the problem became clear, which is imbalance between work and life. The corresponding goal was to enhance work-life balance by worktime reduction. Therefore the goal in this thesis was to identify important requirements and possible outcomes in order to develop (1) a set of requirements for the implementation and (2) an assessment scheme for the evaluation of the six-hour workday. Second, in the problem analysis step, a theoretical as well as an empirical problem analysis were conducted. In the theoretical problem analysis, different important requirements and possible outcomes were identified, as well as context specific variables for which requirements and outcomes could differ, such as gender, age, marital status, amount of children, job category and worktime control, which led to a theoretical solution. In the empirical problem analysis, different options and preferences regarding the requirements as well as expected outcomes specifically for the Municipality of Amsterdam were identified, resulting in an empirical solution. Finally, the theoretical and empirical solution were combined in order to provide a final solution, which includes requirements and outcomes regarding the six-hour workday specified for the Municipality of Amsterdam. As part of the final solution, a set of requirements for the implementation and an assessment scheme for the evaluation of the six-hour workday were presented. Regarding the implementation, this also includes a plan of action and a prerequisites and risk analysis, while with regard to the evaluation, it also includes a cost calculation formula and an hours registration form. Then, an alternative solution adds another perspective to enhancing work-life balance by flexibilizing worktime rather than reducing worktime, which is related to New Ways of Working and self-scheduling. Lastly, this thesis carefully indicates that we might be closer to realizing worktime reduction than we think.

Keywords: worktime reduction, six-hour workday, work-life balance, employee health, productivity, absenteeism, gender equality, unemployment, new ways of working, self-scheduling

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1. INTRODUCTION AND PROBLEM DEFINITION

1.1 Long working hours

Due to extensive increases in productivity in the past century, worktime has been reduced to what previously seemed inconceivable. Nonetheless, since the Fair Labor Standards Act regarding the 40-hour workweek was introduced in 1938 in the US, reduction of working hours has slowed down and in some cases even inverted (De Spiegelaere & Piasna, 2017; Kallis et al., 2013; Bryan, 2015). As a result of rapid technological developments, globalization and the emergence of the 24-hour economy, all representing an increasingly flexible economy, it has become common for people to work long hours (Nam, 2013; Xiao, Liu, & Liu, 2009).

Long working hours are associated with several (societal) problems. This is discussed in different newspaper articles. For example, in an article in *Het Financieele Dagblad*, De Leede (2018) emphasizes the need for more experiments with worktime reduction because of the high amount of stress and burnouts in the current situation, and because worktime reduction could facilitate a better division of labor between men and women. Weller (2016; 2017), in an article in *Business Insider*, argues that employees are only productive for 4 or 5 of the 8 hours they are present at the office. Therefore, it is excessive to be at the office 8 hours a day. In an article in *The Guardian* (2018), the trial of working 4 days of 8 hours at a company in New Zealand is discussed. The researchers found that work-life balance increased by 24 per cent, stress levels decreased by 7 per cent and overall life satisfaction increased by 5 per cent. Thus, worktime reduction became meaningful to society, inducing an interest in exploring the topic.

In literature, different associations between long working hours and other variables are established. For example, in their literature review consisting of 66 studies regarding working hours and work-life balance, Albertsen et al. (2008) concluded that long working hours were associated with disturbed work-life balance. In a similar vein, paid work and private life have become inextricably integrated with each other in the past four decades, and as a result work-life balance has emerged as an important topic in society. In work-life balance, different ‘work’ or job characteristics can be distinguished, such as job demand and managerial support, as well as different ‘life’ characteristics, such as gender, marital status and parental status (Guest, 2002). Those characteristics all have the potential to influence work-life balance. However, the focus of this thesis is on working hours, which is considered “the most consistent work characteristic predicting imbalance” of work-life (Tausig & Fenwick, 2001, p. 101). Besides decreased work-life balance, an association between long working hours and other negative outcomes was established in literature as well. These include physical as well as mental health issues, burnouts and low productivity, amongst others (Bregman, 2016). These problems call into question the sustainability of contemporary work patterns and behaviors.

1.2 Worktime reduction

In order to solve the problems associated with long working hours, worktime reduction is a promising method. In 1933, Keynes argued that, empowered by technological developments and increases in productivity in the 21st century, employees would be able to afford to work 15 hours per week (Kallis et al., 2013). And indeed, due to increased flexibility of the economy in recent years, alternative working schedules have become an important topic in scientific research. However the focus has been on other work characteristics, namely work-time control (Nijp et al., 2016) and flexible working hours (Anttila, Oinas, Tammelin, & Nätti, 2015), rather than the amount of working hours.

Nevertheless, different studies and experiments have presented evidence that worktime reduction positively influences different variables. Previous research established an association between worktime reduction and enhanced work-life balance (Akerstedt et al., 2001). Researchers also found that worktime reduction increases health and safety; enhance well-being; decrease stress and burnout; enhance sleep quality and decrease sleepiness; decrease absenteeism; increase productivity; decrease gender inequality; decrease unemployment; and lead to a more sustainable economy (Sparks, Cooper, Friend, & Shirom, 1997; Kallis et al., 2013; Bregman, 2016; De Spiegelaere & Piasna, 2017). Altogether, these findings

indicate that worktime reduction has great potential to solve problems related to the culture of long working hours.

Most of these studies focus on a 40-hour workweek versus overtime (40+ hours). However, the same findings have been found in different experiments focusing on the 30-hour workweek or the six-hour workday, such as national experiments in France, Portugal and Finland, experiments at different organizations in Sweden and the UK and experiments at organizations such as Toyota and Amazon. For example, the Svartedalen experiment in Göteborg came up with positive findings in a variety of different areas. However, they found that the positive outcomes did not compensate the costs (Lorentzon, 2017). Numerous previous experiments led to the same conclusion. In sum, research on the six-hour workday is promising however still in its infancy, and therefore, while drawing upon previous research and by gathering new data, this thesis intends to contribute to knowledge about the six-hour workday.

1.3 Pilot six-hour workday at the Municipality of Amsterdam

The Municipality of Amsterdam initiated the current research by stating that they want to experiment with a pilot six-hour workday in the Coalition Agreement of May 2018. The vision of the Municipality is for Amsterdam to be a righteous, confederate, freedom oriented, democratic and sustainable city, offering renewed hope and possibilities to everyone. In order to fulfill this vision, the Municipality describes choices regarding different subjects in their Coalition Agreement of May 2018. This Coalition Agreement is an agreement between the different political parties in the local government and is a guideline for municipal policy for the following years. One subject in this Coalition Agreement is ‘personnel and organization’, which focuses on six points, including the one related to this thesis: “We will be doing research on a pilot six-hour workday for employees, following a Swedish example”.

Moreover, in their labor market strategy 2018-2020, the Municipality of Amsterdam describes the need to keep up with trends such as digitalization, robotization, big data and flexible online service. Therefore, they want to modernize and flexibilize the organization. In order to accomplish this, they need the best people, which is challenging due to the ongoing ‘War on Talent’. Correspondingly, their ambition is to be the best and most favorable employer in 2020 through attractive employability, and thereby the goal is to modernize and flexibilize their staff policy and adjust it to the needs of potential employees. One way to accomplish this is to experiment with better working conditions for their employees. Therefore, they want to do a pilot six-hour workday. The current thesis will explore the opportunity of the six-hour workday for the Municipality of Amsterdam in relation to accomplishing their goals and thereby design requirements for the implementation and an assessment scheme for the evaluation of the six-hour workday.

1.4 Research purpose

The research purpose is twofold. First, in line with the request from the Municipality of Amsterdam, the broader goal of this thesis is to advise the College of Mayor and Elders of Amsterdam regarding the requirements for and assessment of a six-hour workday. The corresponding product of this thesis is therefore a set of requirements for the implementation and an assessment scheme for the evaluation of the six-hour workday, thereby providing municipalities and other public (and private) organizations on one hand, and researchers on the other hand, with a tool for experimenting with the six-hour workday. They can do this by implementing the six-hour workday according to the requirements and using the assessment scheme designed in the current thesis to evaluate the intervention. In relation to this, they will contribute to the societal and political discussion surrounding the topic of worktime. Correspondingly, two sub goals are central in this thesis: (1) identifying important, optional and preferable requirements and (2) identifying possible outcomes of the six-hour workday, both in general and specifically for the Municipality of Amsterdam.

1.5 Research question

The Municipality of Amsterdam wants to know which requirements should be applied to the six-hour workday and which outcomes can be expected of the six-hour workday. Therefore the main construct in this thesis is worktime reduction. Another important construct is work-life balance, which is approached from an HRM point of view; the focus therefore is on the work domain as opposed to the life domain. As mentioned previously, an important work characteristic that precedes imbalance is working hours. Furthermore, since health is often associated with working hours, this will be included as well. Moreover, productivity is an interesting variable, as not much research has been done that included this variable. Though scarce, the findings are promising. Also, financial outcomes are very important, since the main downside to worktime reduction as identified by different researchers based on experiments is the costs associated with it (Lorentzon, 2017). Lastly, not only outcomes on an individual and organizational level like the previous ones will be taken into account, but societal outcomes such as gender equality and unemployment will be considered as well. This is done in order to broaden the scope of this thesis, since the negative outcomes of long working hours not only affect employees and organizations, but also the broader society. Thus, the above variables will be included in this thesis. If other important variables come up, these will be included along the way.

In particular, the focus is on three levels, which are (municipal) employees, organizations such as municipalities and society in general. It is established in literature that the reduction of working hours findings in different kinds of positive outcomes. However, the outcomes do not outweigh the accompanying costs. Therefore, it is interesting to investigate how all outcomes of the reduction of working hours on different levels combined could outweigh the costs of worktime reduction, and how it can benefit employees and organizations as well as society in general at the same time. The focus of this thesis is on municipalities as they have a broad social responsibility and are an example for larger society. Therefore, other organizations could follow this example and start experimenting with worktime reduction. The focus is on municipal employees as they work longer hours on average in Europe, especially in The Netherlands, where public servants work 5 hours more than regular employees. This is because part-time work is less common in public administration than in the overall economy; in the Netherlands 47 percent of all employees work in part-time jobs in comparison to 32 per cent of employees in public administration. Moreover, those in public administration work 6.8 hours longer than the average part-time job (De Spiegelaere & Piasna, 2017). Thus, long working hours occur more often in public organizations than in private organizations, particularly in The Netherlands.

Hence, the following research question will be examined: “*Which requirements are important for the implementation of the six-hour workday and how could the six-hour workday affect employees, organizations and society in terms of work-life balance, health, productivity, costs, gender equality and unemployment?*” Two questions can be distinguished: “*Which requirements are important for the implementation of the six-hour workday?*” and “*How could the six-hour workday affect employees, organizations and society in terms of work-life balance, health, productivity, costs, gender equality and unemployment?*” The different sections in this thesis each contribute to answering both parts of the research question. This research will be conducted on behalf of and in collaboration with the team Organizational Development of the Personnel and Organization Department of the Municipality of Amsterdam.

1.6 Relevance

First, this thesis is a response to the call from researchers to explore the promising possibilities and outcomes of worktime reduction and from organizations to resolve certain issues such as work-life imbalance. Thereby, this thesis aims to complement both theory and practice about the phenomenon of worktime reduction. First, in order to contribute to the existing body of knowledge on worktime reduction, the current research will (1) present a theoretical solution, which includes different requirements for and outcomes of worktime reduction as well as context specific variables, as an overview is still lacking in literature (Artazcoz et al., 2016) and (2) design a set of requirements and an assessment scheme in order

for future researchers to implement the six-hour workday and evaluate its effects, as more research still needs to be done in order to gather information and understand the phenomenon.

Second, this thesis aims to provide municipalities and other organizations, whether public or private, with a tool to experiment with worktime reduction and bring this into practice. Since the requirements include different options and preferences, such as different options to fund the six-hour workday, it increases the usability for other types of organizations. What's more, the Municipality of Amsterdam does not merely work for the organization itself, but works for the city of Amsterdam. "Everything we undertake, we do for the people of Amsterdam." Therefore, there is a larger interest in place. Hence, in practice, worktime reduction can be beneficial for different levels within society, namely individuals, organizations and society at large.

Moreover, in different countries in Europe, experiments have taken place regarding the six-hour workday, for example in Sweden at Svartedalen and Toyota. In The Netherlands however, experiments are conducted only by a few small organizations, but not on a large scale. By designing requirements for the six-hour workday for the Municipality of Amsterdam, research about worktime reduction will be done in a large public organization in The Netherlands for the first time and will thereby connect the scientific domain with practice, more specifically, with people, organizations and society in general. Altogether, this thesis contributes to the debate involving practitioners and researchers about the negative effects of the current working hours culture on one hand and positive effects of worktime reduction on the other.

1.7 Focus of the research

Corresponding to the two goals in this thesis (identifying requirements and outcomes for the six-hour workday), it revolves around two parts, hence the theoretical and empirical section, which each contribute to the two goals. First, the outcomes identified in the theoretical problem analysis do not guarantee that worktime reduction will be a solution to all negative consequences of the current working hours culture. However, they do indicate that reducing working hours would have positive effects on the variables considered in this thesis. Though the amount of working hours is not the only job characteristic influencing these variables, it is a substantially important one. For those reasons, it is interesting to say the least, to explore the topic and identify the effects of reducing working hours established in literature. It is also possible that moderators and mediators play a role in this relationship, for example if working hour reduction is combined with increased job demand (Piasna, 2015). However, testing these would be beyond the scope of this thesis.

Second, in the empirical problem analysis, the focus is not on conducting measurements and collecting empirical evidence in order to draw conclusions about ideal requirements and actual effects of the six-hour workday in practice. Rather the focus is on the identification of the *important, possible and preferred* requirements for the implementation of the six-hour workday and *possible* outcomes. Thereby, the goal is not to provide a single choice regarding the requirements; instead, it is to explore different options and preferences. This thesis is therefore limited to the design itself, rather than conducting an intervention and evaluating that intervention, which will be explained further in the next section. In the future, other researchers could focus on collecting empirical evidence by implementing the six-hour workday with the requirements designed in this thesis and using the assessment scheme created in this thesis as a tool to evaluate the six-hour workday.

1.8 Research approach

The current thesis takes a design approach and encompasses a case study. Therefore, the thesis has a qualitative and explorative character. This research can be characterized as qualitative since the topic is still in its infancy, which requires an interpretive and in-depth attitude toward it. A qualitative research approach allows for this as it enables the possibility to find out underlying beliefs, emotions, attitudes and motivations of the participants by looking at subjective perceptions as well as socially constructed meanings of statements. The empirical problem analysis is based on two qualitative methods of data

collection, namely focus groups and interviews. Moreover, since this thesis focuses on the design of the requirements for the six-hour workday and the six-hour workday will be implemented and evaluated after the completion of this thesis, *expected outcomes* as well as *design options* and *preferences* will be measured qualitatively, since quantitative measurements are regarded as less useful. Quantitative measurements are not suitable for measuring opinions and perspectives. Once implemented, the outcomes can be measured quantitatively, particularly variables such as productivity and absenteeism. However, due to the nature of the research topic the focus will remain on qualitative measurements such as subjective productivity and overall well-being as these will provide more valuable information in this case.

The thesis will follow an explorative approach. In this approach, existing theory about important requirements and established outcomes of worktime reduction will be combined with the empirical findings regarding requirement options and preferences as well as expected outcomes specifically for the Municipality of Amsterdam. This is an attempt to explore the phenomenon and gain a better understanding of it. No general conclusions can be drawn based on the sample included in this thesis, though it can indicate outcomes and requirements of the six-hour workday in order to enhance the potential for success.

This thesis derives from the empirical cycle; since it is a design research it is not suitable to follow the empirical cycle, which mainly focuses on gaining scientific knowledge. However, this research revolves around a practical problem or question from an organization. For this, a design approach is more suitable than following the empirical cycle. A design approach is taken for this thesis, since a set of requirements and an assessment scheme will be designed, while the implementation and evaluation of the six-hour workday will take place after the completion of this thesis. The subject of the thesis is the Municipality of Amsterdam, which will be introduced in 1.8.2 ‘case description’. The set of requirements and assessment scheme will be developed in collaboration with this organization. Therefore, the current thesis encompasses a case study following the Regulative Cycle (Van Strien, 1986; ‘t Hart & Boeije, 2005). In the current thesis, the first three out of five steps of this cycle will be completed given the available time: (step 1) introduction and problem definition (chapter 1); (step 2) problem analysis based on theory (chapter 2 and 3); and (step 3) solution design (chapter 4). In this case, the solution design will consist of a set of requirements for implementing and an assessment scheme for evaluating the six-hour workday. The Municipality of Amsterdam could complete the Regulative Cycle by conducting the intervention (step 4) and evaluation (step 5) after this thesis is completed. The adjusted Regulative Cycle can be found in figure 1 and the planning can be found in appendix V.

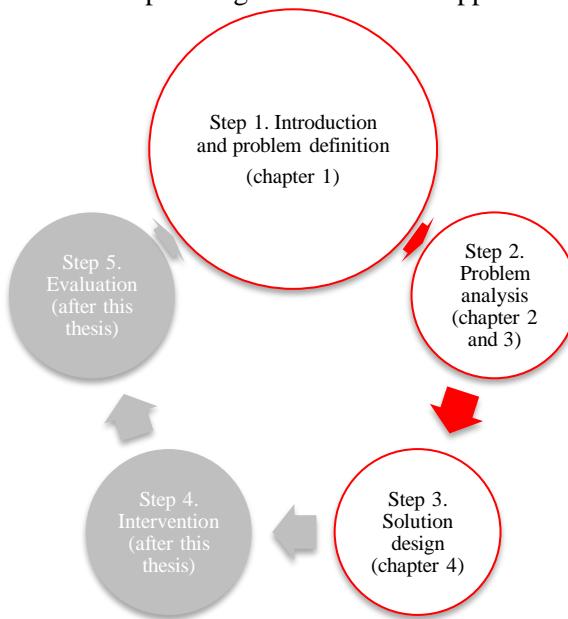


Figure 1. Adjusted Regulative Cycle step 1 (Van Strien, 1986)

1.8.1 Problem definition (step 1, chapter 1)

Step 1 in the adjusted Regulative Cycle is the introduction and problem definition. This starts with the initial problem, hence the perceived and validated need, but the eventual problem is not necessarily equal to the initial problem (Van Strien, 1986). Therefore, the initial problem should be put into context. The context surrounding the initial problem was described in 1.3. To elaborate, the Municipality of Amsterdam wants to explore the possibility of the six-hour workday and its effects on the organization and the employees, since they became aware of previous pilots having promising findings. Consequently, they want to know what the possible outcomes are and which requirements are important to the six-hour workday. This was identified based on a meeting with the Managing Director of the department of Personnel and Organization, the Manager of the team Organizational Development and two members of this team who fulfill positions as Organizational Advisors. Additionally, a meeting with the political advisor of the Alderman responsible for the particular department took place. From this meeting, it became clear that the goal was to enhance work-life balance by reducing worktime. Therefore, work-life imbalance will be considered the initial problem. This will be elaborated on in 3.3 ‘organizational needs’. During this meeting the agreement was made that throughout the research there will be intensive collaboration with the team of organizational advisors. This means weekly meetings will take place with one specific organization advisor to discuss the progress of the research and in the end the solution will be presented consecutively to the team of Organizational Development, to the Works Council, to the Director of the Department of Personnel and Organization and to the Alderman responsible for the department.

1.8.2 Problem analysis (step 2, chapter 2 and 3)

Step 2 in the Regulative Cycle is performing the problem analysis. “Object knowledge with respect to the type of business system and the type of problem should be used to interpret the findings of the analysis and to support the diagnosis of the causes of the problem. This analysis and diagnosis step produces specific knowledge on the context and nature of the problem” (Van Aken, Berends, & Van der Bij, 2010, p. 14). In this case, a theoretical problem analysis (chapter 2) will take place, which produces a theoretical solution. This is followed by an empirical problem analysis (chapter 3), which produces an empirical solution. These solutions combined form the final solution and also the basis for the set of requirements and the assessment scheme, both of which are presented in the solution design (step 3, chapter 4).

First, the theoretical problem analysis took place. The aim was to identify important requirements, possible outcomes and context specific variables based on literature. For this section, articles from scientific journals and books about the most prominent and most recent research and writers regarding the phenomenon of worktime reduction were read.

Here, the justification of the method for the empirical problem analysis will be described. The aim was to look at requirements specifically for the Municipality of Amsterdam in terms of options and preferences and expected outcomes, also specifically for the Municipality of Amsterdam. First, the case study that was introduced in 1.3 is explained further in order to depict the setting in which the analysis took place. After that, the unit of analysis is described, based on the distinction that was made on an individual, organizational and societal level. Logically, the operationalization of the variables would be presented here, followed by the measuring instruments and a discussion of the reliability and validity. However, this will be presented at the end of the theoretical problem analysis, since it is based on the theoretical solution. After that, the data collection is presented to explain how the data will be collected from both focus groups and interviews. Lastly, the data analysis is explained.

Case description

The current research focuses on the Municipality of Amsterdam as a single (embedded), instrumental case study in order to answer the research question and maximize what can be learned about the phenomenon of the six-hour workday (Stake, 1995). The Municipality of Amsterdam is a public organization that is funded by municipal taxes and government grants. Their mission revolves around working for the city of Amsterdam and its people. The organization is divided into five departments, including Management &

Organization, Service & Information, Internal Service, Location & Economics and Social, and additionally seven City Districts, each with its own District Committee. Management & Organization forms a link between the political administration and the organization itself. Part of this department is the department of Personnel and Organization, which focuses on Human Resource Management. The research was initiated by and will be carried out in the name of this department.

The Municipality employs 19.000 people, 15.000 of which are permanent and 4000 as temporary employees (either on contract or hiring basis). The organization carries out many different tasks, which findings in numerous different positions ranging from legal assistants to communication experts, garbage collectors to police officers, and many other types of internal as well as social services. At the Municipality of Amsterdam, a standard workweek consists of 36 hours. Employees are allowed (if possible) to work 4 days of 9 hours or work 4 days of 8 hours and one day of 4 hours, which is often done at home.

This case study serves two purposes, (1) exploratory: discovering potentially important variables and describing phenomena in the appropriate contextual setting and (2) policy analysis: teasing out prescriptions for action. This particular case has been selected for the current research for three reasons: they are open to researching the topic of worktime reduction; they have a broad social responsibility and are an example for other public and private organizations; public servants work long hours more often than regular employees, particularly in The Netherlands, as they work 5 hours more on average per week than other types of employees. Moreover, numerous different job categories are present, which would be interesting to compare.

Unit of analysis

There are three units of analysis present in this thesis. The first one is represented by individual employees, in which, in accordance to the above case description, a distinction can be made between the different job categories. This unit of analysis regards the outcome variables work-life balance and health, the requirement *preferences*, such as timeframe and breaks, as well as the employee needs. In order to represent different job categories, an equal amount of respondents will be selected to represent each group. This selection was based on voluntary participation in response to an open invitation on the internal website. Since more employees applied than were required in the sample, employees were randomly selected for the 2 focus groups and 20 interviews.

The second unit of analysis is the organization itself, represented by experts, such as employees from the finance and legal department and a political advisor. This level regards the outcome variables productivity and costs, the requirement *possibilities*, such as funding and legal options, and the administrative needs and vision. To determine these, meetings with employees from the HR-control and legal department amongst others will take place. The vision of the organization is determined by an interview with the Political Assistant of the Alderman responsible for the department of Personnel and Organization.

From the outcomes on the two levels mentioned above (individual and organizational level), extrapolations can be made to the third level, namely society in general. This level regards outcome variables such as unemployment and gender equality.

Data collection

The main sources of data will be 2 focus groups consisting of 8 employees each and 20 semi-structured interviews. In addition to this, data from reactions on the intranet and emails will be taken into account. Also, meetings with experts will take place, such as employees from the finance and legal department and a political advisor. The interviews and focus groups will be conducted face to face and take place between the 12th of November 2018 and the 17th of December 2018 at the Municipality of Amsterdam. The interviews will approximately range from 30 to 60 minutes. Each interview setting will consist of one interviewee and one researcher. The interviews will be recorded in order for the researcher to fully focus on the conversation and later analyze it. Reflection on the answers and suggesting additional questions will take place on the spot based on the answers the interviewee gives in order to get more in depth and

figure out the motivation behind the answers. The same set of questions will be presented to each respondent, though there will be room for individual input in order to gain broad and in-depth findings. Employees will be interviewed regardless of their particular characteristics. However, if the theoretical problem analysis identifies context specific variables, these will be taken into account within the scope of this thesis. The interviewees hold the following positions: ICT Account Managers, Accounts Payable Administration, Functional Management Employees, Engineering Bureau, WPI Client Managers, Recruiters, Health and Safety Advisors, Policy Employees, Facility Employees, P-Control Employees and Salary Advisors. The goal of the interviews is to get deep insight from individuals into (sensitive) topics, as opposed to the focus groups. Because of this, and for privacy reasons, the interviews will be anonymized. Key themes within the interviews and focus groups are the preferences regarding the requirements of the six-hour workday, such as the preferred timeframe, breaks and salary, and the expected effects on for instance work-life balance and productivity. The researcher starts off by asking why the employees decided to subscribe themselves to the interviews or focus groups. This will preferably set the interviews in a personal light. Typical questions that will be asked in all the interviews and focus groups are: "Hoe zou je een kortere werkdag inrichten?", "Als jij, je collega's of de afdeling deel zouden nemen aan een pilot zes-urige werkdag, waar zouden dan de knelpunten zitten en wat heb je nodig om deze te overkomen?" and "Wat zou de zes-urige werkdag voor impact hebben op jouw werk-privé balans, gezondheid, productiviteit?" The aim with these questions is to make employees elaborate on their perceptions and control the focus of the interviews.

The first focus group will take place on the 15th of November 2018 and the second on the 17th of December. The employees that will take part in the focus groups and in the interviews are not the same individuals; this ensures as many perspectives as possible are gained with the resources available. The goal of the focus groups is to get different perspectives on the topic in one room and get a lot of information in a short time in order to create a foundation for interpreting the findings of the interviews. The data from intranet are based on the announcement of the research about the pilot six-hour workday. The data from the emails will be collected based on three questions, namely "Wat vind je van een zes-urige werkdag in het algemeen? Denk aan positief/negatief, waarom?" "Hoe zou je een kortere werkdag inrichten? Bijvoorbeeld aan de hand van dagen, uren, aanvangstijd, pauze, werkzaamheden en andere aspecten." "Wat zouden de gevolgen van een zes-urige werkdag zijn (voor jou)? Denk daarbij bijvoorbeeld aan gevolgen rondom je werk-privé balans, je gezondheid, je productiviteit, kosten/opbrengsten en maatschappelijke gevolgen." Additional meetings with experts will take place. These experts are employees from the HR-control, finance and legal department. With them, the researcher will be able to identify the options for requirements. Thus, a total of 36 employees will be selected, 8 of which will contribute to the first focus group, 8 to the second focus group, and 20 will be interviewed. Additionally, employees will have the possibility to leave written responses via intranet and email, and meetings with approximately 10 experts will take place.

Data analysis

After conducting the interviews and focus groups, a case study database will be created, including the data from the 20 interviews with employees, the two focus groups with a total of 16 employees, the intranet reactions, the emails from employees and the meetings with experts. After conducting and transcribing the interviews and focus groups, the focus will be on coding all the transcripts. The understanding of the transcripts is dependent on knowledge about the subject, gained from the theoretical problem analysis. The empirical data will be interpreted in that context. Initial codes will be defined based on the prior knowledge. Examples of these codes would be 'work-life balance', 'health' and 'productivity'. In the transcripts, parts regarding those codes will be identified.

After that, the coding scheme will be extended with additional codes derived from the data. In order to get to these codes, open coding will be performed. This will be done by reading through the text and looking for distinct categories and concepts in the data, and breaking the data down into concepts. After that, axial coding will be performed in which re-reading of the text will be done using these codes;

thereby, confirmation could be found that the concepts and categories represent interview responses. Thus, the codes will be both theory and data driven. The coding tree can be found in appendix VI.

Then, relationships between codes will be explored and codes belonging to the same themes will be identified in order to relate them to broader concepts, which would help with theorizing the findings. Again, this is subjective, so it depends on the researchers interpretation; hence other interpretations of the data are also possible. The empirical problem analysis presented in chapter 3 will therefore contain quotes in order to invigorate the findings and help the reader follow along.

1.8.3 Solution design (step 3, chapter 4)

Step 3 contains the solution design including the final solution, which is based on a combination of the theoretical and empirical solution, and an additional solution. “During the plan of action step, one designs the solution for the problem and the associated change plan” (Van Aken, Berends, & Van der Bij, 2010, p.14). In this case, the solution design consists of a set of requirements for the implementation of a six-hour workday and an assessment scheme for the evaluation of the outcomes of the six-hour workday. Additionally, the solution design consists of a plan of action; a prerequisites and risks analysis; a cost calculation model; and a registration form for working hours. These products can be found in appendices VII through XII. The solution will be designed in close collaboration with the organization. Thus, the solution design in chapter 4 consists of a comparison of the theoretical solution with the empirical solution, the final solution and an additional solution.

1.9 Thesis outline

This thesis proceeds as follows. Chapter two presents a theoretical problem analysis including requirements of worktime reduction (2.1), potential outcomes of worktime reduction (2.2) and contingency factors (2.3). The chapter closes by presenting a theoretical solution (2.4) and, based on that, an operationalization of the variables and measuring instruments (2.5). These guide the theoretical problem analysis into the empirical problem analysis by forming the foundation for the empirical problem analysis. In chapter 3, the empirical problem analysis is presented, which focuses on expected outcomes specifically for the Municipality of Amsterdam; options and preferences regarding requirements specifically for the Municipality of Amsterdam; and organizational needs. The chapter closes by presenting an empirical solution. In chapter four, the empirical problem analysis is discussed in relation to the theoretical problem analysis, which then results in theoretical implications and a final solution. Here, the final solution to the problem proposed by the Municipality of Amsterdam is presented, including the set of requirements, the assessment scheme and an additional solution. Finally, in chapter five, limitations of the current thesis and suggestions for further research are discussed and conclusions are drawn, answering the research question stated above.

2. THEORETICAL PROBLEM ANALYSIS

In the current chapter, the theoretical problem analysis is presented, which focuses on the existing body of knowledge regarding requirements of worktime reduction (2.1), potential outcomes of worktime reduction (2.2) and contingency factors (2.3). In 2.1, different types of alternative working schedules and different ways of reducing working hours are described, portraying the diversity of the subject. In addition to this, a historical overview of working hours is presented in order to depict the subject. Lastly, requirements of previous pilots are discussed in order to identify different requirements. In 2.2, the outcomes of worktime reduction and worktime reduction in general are discussed on three different levels, namely an individual, organizational and societal level, in order to summarize what is already established in literature regarding the outcomes. In 2.3, context variables are discussed, which could influence the outcomes and the requirements of the six-hour workday. The chapter closes by presenting a theoretical solution (2.4) illustrating the outcomes of the theoretical problem analysis, and based on that, an operationalization of the variables as well as measuring instruments are presented (2.5). Here, the reliability and validity are discussed as well. This last section guides the theoretical problem analysis into the empirical problem analysis by forming the foundation for the empirical problem analysis.

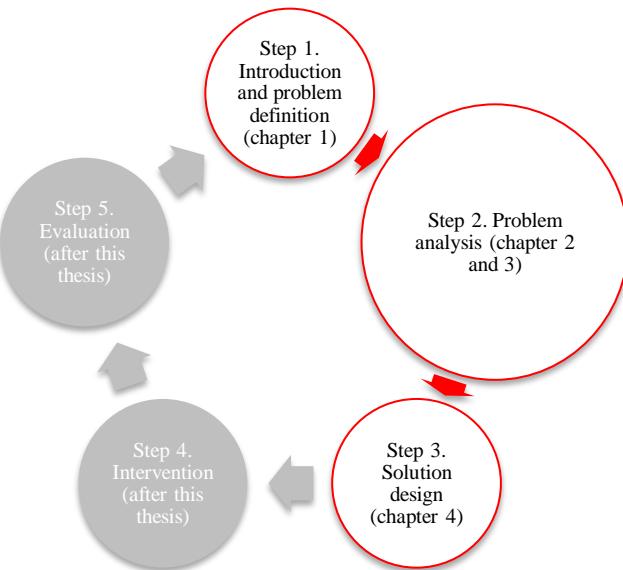


Figure 2. Adjusted Regulative Cycle step 2 (Van Strien, 1986)

2.1 Requirements of worktime reduction

2.1.1 Types of alternative working schedules

Working hours can be reduced on different levels, for example on a daily, weekly, monthly or yearly basis, or per lifetime. In practice, these ways are used throughout. However most research focuses on reduction either per day or per week. Next to the reduction of working hours, other alternative working schedules exist. This refers to schedules “that do not fit the fixed 8-hr day or 40-hr week definition” (Baltes et al., 1999, p. 497). For example, there is the compressed workweek, in which “the workweek is compressed into fewer than 5 days by increasing the number of hours an employee is required to work per day” (Baltes et al., 1999, p. 497). The most common form is where employees work 4 days of 10 hours and get either Mondays or Fridays off. Baltes et al. (1999) concluded that absenteeism and job satisfaction improve, while productivity either improves or stays the same. Moreover, Lowden, Kecklund, Axelsson and Akerstedt (1998) found mostly positive effects due to shorter sequence of the workweek and longer sequence of days off. Furthermore, Akerstedt and Kecklund (2004) argue that this will give more leisure time and will reduce costs and stress of commuting. Brown et al. (2011) found that this enables

synchronous leisure and improves work-life balance satisfaction. However, different researchers argue that extending working hours in this manner leads to negative findings. For example, Åkerstedt and Kecklund (2004) as well as Rosa and Colligan (1992) found that extending shifts increases fatigue. Thus, the compressed workweek has pros and cons.

A different concept is flextime, in which there is a fixed core worktime, and before and after that time employees are allowed to decide for themselves when they come in and when they go home (Baltes et al., 1999). Baltes et al. (1999) concluded that the introduction of flextime would have positive effects on productivity, absenteeism and job satisfaction. Thus, the compressed workweek and flextime are promising alternatives to the standard 40-hour workweek. Aside from these examples, there are other types of alternative working schedules as well, but they fall beyond the scope of this thesis. The focus of the current thesis is on the reduction of working hours on a daily basis, since this is the most radical and promising mode of worktime reduction. The focus is on worktime reduction, since this form is different from other alternative working schedules. It is a unique type of worktime as it does not include a total of 40 hours arranged differently, but rather, employees work less than 40 hours; it entails an actual reduction of the hours worked per day or week, which has delivered promising findings during previous research.

2.1.2 History of worktime reduction

The reduction of working hours is not a new phenomenon. In 1933, Keynes argued that, empowered by technological developments and increases in productivity in the 21st century, employees would be able to afford to work less (Kallis et al., 2013). And indeed, generally, working hours have previously been reduced in response to increased productivity (Kallis, 2013). However, as mentioned earlier, overall worktime reduction has slowed down or even inverted as a consequence of a more flexible economy, empowered by developments in information and communication systems (Nam, 2013). Correspondingly, a trend has been observed toward worktime flexibility (Anttila, Oinas, Tammelin, & Natti, 2015; Messenger, 2011; Fagan, 2003; Åkerstedt et al., 2003), which changes the organization of working hours and introduces more diverse work schedules, preceding an increase not merely in part-time jobs, but also in long working hours (Bryan, 2015).

The main concept in this thesis is worktime reduction. In the past, working hours have been reduced significantly. During that time, different theories prevailed, which are all based upon certain conceptions about human nature and human limits (Nyland, 1986). The dominant theory between the 1500s and 1700s was Mercantilism, which believed that people preferred relaxation over work and therefore the state should continue lowering the standard of living, for example by keeping wages low, in order to compel employees to work harder and longer (Nyland, 1986).

After that, the Classical Economics became the dominant theory, which questioned the Mercantilists and argued high wages would encourage employees to work longer and harder. Moreover, the classical economist Adam Smith argued that in turn, greater wealth would have both a positive physical and psychological effect, again enabling employees to do more work. Despite the assumption of the employees' desire to work more, around 1776 the 10-hour workday for English craftsmen was established as a general standard, which reduced worktime from 12 to 10 hours per day. Adam Smith explained this development by stating that, regardless of the desire of employees to work more hours in order to get more wage, human nature demands relaxation, which limited worktime (Nyland, 1986).

Then the Industrialization came along, which, due to mechanization of industry, caused mass unemployment, making the bourgeoisie extend working hours. In this time, Marginalism prevailed and in the 1820s a legal maximum to the workday was demanded, initiating a discussion about whether legal limits to the workday should be supported. Karl Marx described this as a constant conflict of interest between the capitalist and the worker over worktime. On one side there were capitalists who wanted to maximize employees' output, tending to overwork the worker, while on the other hand employees needed to rest as well in order to make sure they can keep working. In favor of capitalists, Nassau Senior argued that worktime reduction would lead to a decrease in output, which would destroy the economy. On behalf of employees, Thornton (1846) pointed out that people who work a shorter amount of hours might work

harder. He argued that capitalists alone will make them overwork and therefore a higher force is needed to make sure this does not happen. In the end, worktime laws were introduced (Nyland, 1986).

The conclusion was drawn that what was lost in worktime was gained by increasing efficiency. With this introduction of worktime laws, limits were placed on time but not on intensity (job demand), which did not solve the problem of overwork. This, in turn, tended to lead to further reductions in the length of worktime. It was argued that, as the working class grew and became more powerful, they were able to challenge capital and compel the introduction of both the modern workday and the weekend.

Between 1870 and 1980 working hours decreased by 40 per cent in capitalist countries. From 1872 until 1874, as a result of strikes, the normal workweek was adjusted from 56,5 to 54 hours (6 days of 9 hours) (Nyland, 1986). After the Industrialization came the Great Depression, which lasted for over two decades and led to capitalists wanting to cut wages and extend worktime. By that time, parts of the working class had been highly unionized and the response was resistance. Employees demanded the 8-hour workday, arguing it would improve productivity, which The Liberal Party believed in (Nyland, 1986). Moreover, Henry Ford (1914) believed and found that working long days was bad for productivity. In 1926, he introduced the five-day workweek (Saturdays off) in order to create more leisure time for his employees (Kallis, 2013). Chapman (1930) argued that, because of employees' mental stress, the demand to reduce working hours recurred. In 1936, President Roosevelt initiated the 40-hour workweek in the US, which would later become the norm internationally (Kallis et al., 2013). In addition to shorter workdays and workweeks, worktime has been reduced per year with the introduction of paid leave, such as August off, and per lifetime with the extension of time spent in education and the introduction of pension schemes (De Spiegelaere & Piasna, 2017; Kallis et al., 2013).

By looking at this brief history of working hours, it can be noticed that a few variables always play a role in the length of worktime. First, there is the basic conception of human limits, which requires a limit to worktime. This is related to job demand; although worktime does not say anything about job demand, it does relate to human limits in a sense that job demand is related to stress. Furthermore, wages play an important role in the exchange between employers and employees. Moreover, efficiency and the related concept of productivity are important in the discussion on whether to work longer or shorter hours in order to be more efficient and productive. These four concepts will be taken into account in the requirements and outcomes of the six-hour workday, since they seem important in relation to worktime reduction. Moreover, this brief history shows that worktime reduction is not utopian; it has been done before.

2.1.3 Previous pilots

It is important to identify different requirements applied to previous pilots in order to create a starting point for later establishing options and preferences for the Municipality of Amsterdam. In order to do so, an overview of previous pilots was created. The overview can be found in appendix I. The requirements identified will be considered as important requirements for the implementation of a six-hour workday. First, previous pilots had a certain goal. Common goals were to create work-life balance, enhance health or increase productivity. Therefore, the implementation of a six-hour workday depends on the organizational goals and needs. This requires exploration and comparison of the administrative as well as employee needs. This includes finding out the administrative goal by implementing the six-hour workday on one hand and the needs of employees on the other. Questions could be: "Is there a need to enhance work-life balance or other variables?" and "Is the organization able to establish this by reducing working hours?" Identifying the organizational needs is related to step 1 in the Regulative Cycle, which is to identify the problem. This will be picked up on in the empirical problem analysis, specifically in 3.3 'organizational needs'. In order to identify the organizational needs, the empirical problem analysis will investigate the administrative and employee needs.

Second, the target group appeared to be important. Looking at previous pilots, two overall job categories can be distinguished, namely knowledge employees and production employees. Examples of experiments regarding knowledge employees are pilots at DigiWars in England and Perpetual Guardian in New Zealand, and examples focusing on production employees are pilots at Svartedalen and Toyota, both

in Göteborg. There is a difference between these job categories with regards to the six-hour workday, since production employees work with a schedule and shifts and are therefore bound to a certain time and place. Moreover, they do not have a high amount of autonomy in controlling their tasks and productivity. This meant that, in order to fill the gaps in the schedule, additional employees needed to be hired. This is shown in the pilot at Svartedalen; in order for 68 nurses to participate, 15 additional employees needed to be hired in order to cover the opening times of the nursing home (Lorentzon, 2017). On the other hand, knowledge employees are not bound to time and place and have a high amount of autonomy in comparison to production employees. This was the case at DigiWars, for example. However, the researchers there did conclude that, in order for employees to be equally productive, it is necessary to implement tools for knowledge employees that help them work more efficiently. In addition, they concluded that full autonomy over time management is needed to optimize productivity of knowledge employees. This also requires consideration of job demand. At DigiWars, job demand increased in the beginning, though after employees were used to the new way of working, they did not experience higher job demand. Thus, for production employees to be granted the six-hour workday, additional employees need to be hired, while there is no need to hire additional employees once knowledge employees manage to increase their productivity. This means different requirements should be applied to different job categories. The difference between these job categories can also be found in the outcomes, which will be discussed further in the empirical problem analysis, where a look will be taken at the different job categories present at the Municipality of Amsterdam.

Next to this, the amount of participants is important. Organizations conducted pilots with different amounts of employees ranging from 11 employees at DigiWars to 89 at Sahlgrenska University Hospital. The researcher from Svartedalen recommended conducting a pilot with 100 employees. Furthermore, a reference or control group of the same size is needed.

Also, the timeframe is important. Previous pilots ranged from two months at Perpetual Guardian up to 23 months at Svartedalen. The researcher from Svartedalen confirmed that a pilot for 12 months is enough for the effects to occur. At Femma in Belgium for example, they are currently conducting a pilot for 12 months. However, it would also be interesting to conduct a pilot that lasts longer than 23 months in order to see what the long-term effects of working six-hours per day are.

In addition, the funding can be facilitated mainly in three ways. Most pilots were conducted with retainment of salary. This means the organization is fully responsible for the funding of the pilot. Another option for instance is for employees to work 6 hours and get paid for 7 hours. This means the organization and the employee facilitate the funding together. A third option is to reduce salary. However, usually salary is retained.

Moreover, the legal aspect is also important and differs per country and industry. The question here is in which way a six-hour workday can legally be realized. For example, at Femma in Belgium, there are two options; organizations could either register the hours over 30 as overtime or grant extra days off, both in order to reduce working hours to 30. These options will be investigated in the empirical problem analysis based on meetings with experts working at the Municipality of Amsterdam, such as HR-Control and Law employees.

Lastly, the practical requirements differ from pilot to pilot and largely depend on the type of organization. This includes the amount of days and hours worked, for example: 5 days of 6 hours or 4 days of 7,5 hours and so forth. The timeframe within which employees work also differs. For example, DigiWars made a timetable from 09:30 until 15:40, which precisely tells employees when to work. It also tells employees when and how long to take breaks, which is another element. At DigiWars, they designated 4 breaks of 5 minutes in between their 45 minute ‘sprints’ and a lunch break of 30 minutes. Another important element is the amount of tasks employees are supposed to complete during the time they work. It could be the case that employees need to perform either the same or less work accommodated to the time they have available to do the work. This once again relates to productivity, efficiency and job demand, as mentioned in 2.1.2 ‘history of worktime reduction’. The amount of salary employees receive was also important in history and this topic is no exception in the contemporary discussion around worktime reduction. The practical requirements will be discussed during meetings and

interviews with expert employees and regular employees regarding the possibilities and preferences in the empirical problem analysis. Based on the overview of previous pilots, the requirements for the implementation of the six-hour workday are shown in figure 3, the theoretical solution part 1.

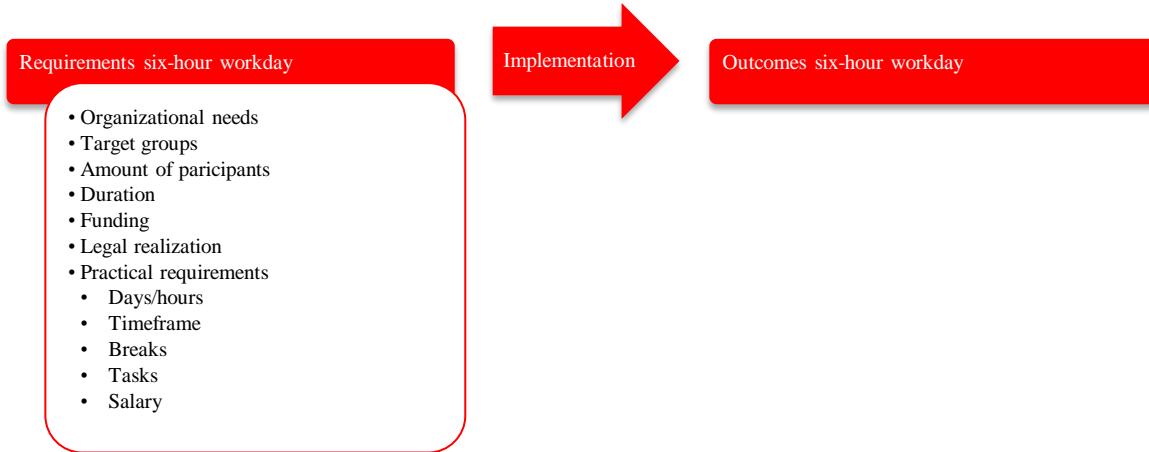


Figure 3. Theoretical solution part 1

2.2 Outcomes of worktime reduction

After briefly touching upon different types of alternative working schedules, the history of worktime reduction and identifying requirements applied to previous pilots, the following section of this theoretical problem analysis focuses on the outcomes of worktime reduction based on what has previously been established in literature. Naturally, other variables are in play, which influence these variables and the relationships between worktime reduction and these variables. Also, these in turn have effects on each other. For example, enhanced work-life balance and health could potentially reduce absenteeism (Cascio & Boudreau, 2011). However, it is beyond the scope of this thesis to take this into account. Therefore, the theoretical problem analysis focuses merely on the direct effects of worktime reduction.

2.2.1 Effects on work-life balance

On an individual level, the most prominent variables linked to worktime reduction are work-life balance and health. The relation between work life and family life has been viewed differently over time. Before the industrial revolution, work and family life were considered akin, while afterwards, work and life became two separate constructs (Ashforth, Kreiner, & Fugate, 2000; Khallash & Kruse, 2012), because of a division between time and place and men and women, who spent most of their time respectively either at work or at home (Clark, 2001). However, in the past four decades, work and life became increasingly integrated again (Clark, 2001), mainly due to developments in information and communication technology, which break down barriers between work and life domains, allowing people to work anywhere, anytime (Allvin et al., 2011; Kompier, 2006; Khallash & Kruse, 2012; Nam, 2013; Nijp et al., 2016; Nippert-Eng, 1996; Townsend & Batchelor, 2005). As a result, work-life balance became an increasingly important topic in society.

The definition of work-life balance and accompanying characteristics used in this thesis are the following. ‘Work’ is considered paid work according to a contractual time mainly at an office, and ‘life’ in the broad sense contains all non-work situations such as family, home and leisure (Nam, 2013). Felstead et al. (2002) defined work-life balance as “the relationship between the institutional and cultural times and spaces for work and non-work in societies where income is predominantly generated and distributed through labor markets” (p. 56). Further, Valcour (2007) identified time and attention (energy) as the two most critical personal resources for meeting work and family demands. Moreover, Albertsen et al. (2008) argue that worktime organization influences both the amount of time and the psychological energy to spend outside of the work domain. Altogether, this suggests that, if time gets divided more equally between the two domains of work and life, hence less time will be spent at work and more at other

activities, work-life balance will improve, for more time and energy is available for life as opposed to work.

In literature, different approaches to work-life balance can be distinguished. While most authors talk about balance, others talk about conflict (Eby, Casper, Lockwood, Bordeaux, & Brinkley, 2005; Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011; Barnett, 1998; Byron, 2005; Ganster & Bates, 2003; DiRenzo et al., 2011), which refers to the conflict that employees experience between their work and family roles. In their examination of literature, Greenhaus & Beutell (1985) argue that “time devoted to one role makes it difficult to fulfil requirements of another role” (Greenhaus & Beutell, 1985, p. 78). They identified three types of conflict, which are time-based conflict, strain-based conflict, and behavior-based conflict. Their model proposes that any role characteristic that affects a person's time involvement, strain or behavior within a role can produce conflict between that role and another role. The focus of this thesis is on the time-based constraint as the role characteristic of interest is working hours. Thereby, they created a model of work-family role pressure, whereby time pressure from the work domain comes from the amount hours worked, flexibility of the work schedule and shift work. Time pressure from the family domain comes from the presence of young children, spouse employment and large families

Several other approaches exist in literature. Some authors talk about interference (Geurts et al., 2005) or satisfaction (Valcour, 2007), whereby work and family demands compete for one's time and energy, potentially leading to conflict. Others talk about enrichment (Greenhaus & Powell, 2006; Carlson, Kacmar, Wayne, & Grzywacz, 2006; Carlson, Grzywacz, & Zivnuska, 2009) and they define work-life enrichment as “the extent to which experiences in one role improve the quality of life in the other role” (p. 72). Some talk about positive spillover (spillover theory) (Hanson & Hammer, 2006; Grzywacz & Marks, 2000; Barnett, 1998). They argue that emotions and behaviors in one sphere potentially carry over to the other and identified three types of positive spillover: behavior, value and affective spillover. Compensation Theory complements spillover theory by arguing that one domain makes up for what is missing in the other (Staines, 1980). Others talk about borders (Clark, 2000) or boundaries (Nippert-Eng, 1996) and transitions between the two domains of work and life (Ashforth, Kreiner, & Fugate, 2000). Both Border Theory and Boundary Theory state that the strength of the boundary is characterized by two dimensions, namely permeability (physical and psychological boundaries) and flexibility (applicability of spatial and temporal boundaries) (Ashforth, Kreiner, & Fugate, 2000; Bulger et al., 2007). Despite using different labels, all researchers make a distinction between the work domain on one hand and the life domain on the other, and conclude that there should be a certain division of time and energy between the two. One way to create this is to adjust the amount of time spent at work.

Accordingly, different authors established a relationship between working hours and work-life balance (Adkins & Premeaux, 2011; Albertsen et al., 2008; Tausig & Fenwick, 2001; Worrall & Cooper, 1999; Nam, 2013; Bulger et al., 2007; Guest, 2002; Anttila, Oinas, Tammelin, & Nätti, 2015; Anttila, Nätti, Väistämö, 2005; Akerstedt, 2001; Clark, 2001; Burke et al., 1980; Keith & Schafer, 1980; Pleck et al., 1980; De Spiegelaere & Piasecka, 2017; Wergeland, Veiersted & Ingre, 2003). For example, Adkins and Premeaux (2011) found a relationship between working hours and work-family conflict, whereby they argue that it is logical that, as time spent on work increases, time available for family decreases. In their review, Albertsen et al. (2008) conclude that 26 of the 30 reviewed studies found a significant negative relationship between working hours and work-life balance, even more so for women than for men. Tausig and Fenwick (2001) also established that working long hours is related to a decreased work-life balance. Worrall and Cooper (1999) concluded that working long hours has a negative impact on managers' home lives and relationships (with their parents, children and in their social lives). Guest (2002) established a strong correlation between long working hours and work-life imbalance. Anttila, Nätti and Väistämö (2005) and Akerstedt et al. (2001) found that, as opposed to long working hours, worktime reduction has positive social effects, such as decreased work-family conflict, particularly for employees with children, thus having a positive impact on work-family interaction. Clark (2001) researched Bailyn's (1997) three cultural aspects: temporal flexibility, operational flexibility and supervisors' support for employees' family activities, and found that employees with temporal flexibility had less role conflict and higher work satisfaction. Moreover, Anttila, Oinas, Tammelin and Natti (2015) found that out of the four types of

temporal flexibility, in particular both timing and duration influence work-life balance. Bryan and Nandi (2015) mention that long hours may decrease job satisfaction as well as life satisfaction. In the Volkswagen experiment, less working hours led to more leisure time, but different schedules did not allow employees to have leisure time at the same moment. In the French 35-hour workweek, work-life balance increased but not when it was combined with non-standard working hours, reduced control and lack for notice periods. Dex and Bond (2005) measured work-life balance using Daniels and McCraher's (2000) work-life checklist from the manual on work-life balance of the Work Foundation and conclude that the best way to enhance work-life balance is to reduce working hours, especially in regards to employees in the higher-grade positions, in their prime age years (36-45), and women. In conclusion, work-life balance can potentially be enhanced by a reduction of working hours, in particular due to the division of time and energy between both the work and life domains.

2.2.2 Effects on health

Besides work-life balance, multiple authors established a relationship between working hours on one side and employee health on the other side, both physical and mental health, including stress, burnout, fatigue and sleep (Artazcoz, Franch, Benavides, & Aguir, 2016; Cygan-Rm & Wunder, 2018; Bryan & Nandi, 2015; Lee, Suh, Kim, & Park, 2017; Schiller et al., 2017; Akerstedt, 2001; Worrall & Cooper, 1999; Sparks et al., 1997; Van der Hulst, 2003). In the current thesis, for the sake of simplicity, a distinction is made between physical and non-physical health, which will be referred to as mental health. Other researchers refer to psychological or emotional health, which in the current thesis will be treated as the same phenomenon, as opposed to physical health. Cygan-Rm and Wunder (2018) found negative consequences of increasing working hours in the German public sector on both subjective and objective health measures, mainly for women, who they argue find heavier constraints organizing their workweek. Moreover, Bryan and Nandi (2015) concluded that in general long working hours (40+) are associated with lower well-being, while working part-time is associated with higher well-being.

In addition to that, Artazcos et al. (2016) found that in continental European countries, working 41 to 50 hours is associated with poor self-perceived health status as well as poor subjective psychological well-being as a consequence of lack of time for recovery, decrease of private time, and irregular lifestyles that lead to unhealthy behavior, more so for women than for men. Furthermore, Worrall and Cooper (1999) concluded that long working hours have an impact on managers' physical as well as psychological health and well-being. Thereby, in their reviews, Sparks et al. (1997), along with Worrall and Cooper (1999), mention a relation between overall health symptoms, physiological and psychological health symptoms and hours of work. Moreover, Lee, Suh, Kim and Park (2017) found that long working hours are related to psychosocial stress responses. They argue that long working hours have negative effects on health due to shortening of recovery time and energy and increasing job demand next to family demands. Schiller et al. (2017) mention that studies on worktime reduction have shown that shorter workdays lead to a reduction of job exhaustion (burnouts) (Natti & Anttila, 1999). Worktime reduction has a positive effect on psychosocial health (Barck-Holst, Nilsonne, Akerstedt, & Hellgren, 2017).

Besides, Schiller et al. (2017) established a relationship between worktime reduction on one hand and longer sleep duration, better sleep quality and less daytime sleepiness and perceived stress on the other hand. They argue that worktime reduction is a way to decrease job demand and conflict with other domains and increase recovery time and time spent on beneficial health-related behaviors. Akerstedt (2001) also found an improvement in sleep quality and a decrease in mental fatigue when reducing working hours from 8 to 6 per day. Moreover, Xiao, Liu and Liu (2009) state that, in literature, a relationship has been found between long working hours on one hand and employee fatigue on the other. Thus, there is evidence to assume that the amount of working hours is associated with employee health, both physical and mental health, including stress, burnout, fatigue and sleep, through different actors, such as recovery time, private time, healthy or unhealthy lifestyles and behaviors, energy and job demand (in amount of hours).

2.2.3 Effects on productivity

Next to effects on variables on an individual level, reduction of working hours affects variables on an organizational level, such as productivity and absenteeism. aside from this, worktime reduction has financial consequences, especially on an organizational level. This is the case since worktime reduction is usually implemented on this level rather than on a national level, thus the organization is (financially) responsible. Few researchers investigated the relationship between working hours and productivity (Von Thiele Schwarz & Hasson, 2011; Collewet & Sauermann, 2017; Worrall & Cooper, 1999; De Spieghelaere & Piasna, 2017; Anttila, Nätti, Väistänen, 2005). Productivity can be defined as the ratio of input and output (Bernolak, 1997), whereby input represents either the number of employees, labor hours, or costs of labor and output is generated by both capital and labor (Kallis et al., 2013). “Thus, productivity can be increased by the use of more productive capital (such as a faster or more flexible machine) or more productive employees, or a combination of the two” (Kallis et al., 2013, p. 1551). For example, a more productive employee would be one who is able to work faster, which can be accomplished for example when he is less tired, hence has more energy. If employees appear to be as productive or even more productive in fewer hours, this means an increase in the productivity of the organization as less input will be needed for the same or even more output. However, it remains unclear why productivity has increased over the years (Kallis, 2013), but working hours have not been decreased, like Keynes predicted.

A few authors established a relationship between working hours and productivity. For example, Von Thiele Schwarz and Hasson (2011) found that after reducing working hours, production levels improved when using an objective measure, but stayed the same when using a self-rated productivity measure. In contrast, productivity appears to decrease when working hours increase (Worrall & Cooper, 1999; Collewet & Sauermann, 2017). For example, Worrall and Cooper (1999) found that long working hours have a negative impact on managers’ productivity. In a similar vein, Collewet and Sauermann (2017) found that as the daily amount of working hours increases, productivity slightly decreases, as a result of fatigue setting in. Moreover, Kallis et al. (2013) state that both France and Germany (the latter during the engineering industry’s transition from 40 to 35 hours through the 1980s) experienced productivity increases of about one-third of the percentage reduction in hours after going from 40 to 35 hours. Moreover, research has shown that people can only remain productive for a certain amount of time. For example, Ericsson, Prietula and Cokely (2007) found after doing several experiments that people only remain productive for four to five hours of concentrated work. After that, their output stabilizes or even declines. In a similar vein, in a study from UK-based deals site VoucherCloud, a survey among 1989 office UK employees revealed that people are only productive for 2 hours and 53 minutes out of the workday (VoucherCloud, 2017). They found that other popular activities besides working are checking social media (47% of respondents), reading news websites (45% of respondents) and discussing out of work activities with colleagues (38% of respondents). This suggests that in order for employees to get more productive when reducing working hours, employees should reduce the time spent on other activities rather than the job itself. This means eliminating distractions. Related to this is Parkinson’s Law, which states “work expands to fill the time available for its completion” (Parkinson, 1955). This would mean if someone has 8 hours to do their job, it will take 8 hours, but if someone has 6 hours available it will only take 6 hours to do their job. This is logically related to job demand. In summary, research on working hours and productivity is scarce. However, previous studies did find a negative relationship between the two, which requires more research.

2.2.4 Effects on absenteeism

The reduction of working hours affects absenteeism as well. Absenteeism is an important topic in human resource management practices in general. Absenteeism is identified as “any failure to report for or remain at work as scheduled, regardless of reason” (Cascio & Boudreau, 2011, p. 52). The most common reason for absenteeism is personal illness (34%), and another common reason for absenteeism is family-related issues (22%) (Cascio & Boudreau, 2011). Together this accounts for 56% per cent of absenteeism. Thus, there is a relationship between absenteeism on one hand and work-life balance and health on the other. Therefore, enhancing work-life balance by reducing worktime and thus allowing more time for private life

and enhancing health could potentially decrease absenteeism. As a result, reducing working hours will potentially reduce absenteeism. Although work-life balance and health are potential moderators in this relationship, the current thesis views it as a direct relationship between worktime reduction and absenteeism. An example is the pilot at Svartedalen, where sick leave decreased with 3,8% (Lorentzon, 2017).

2.2.5 Financial consequences

Worktime reduction has financial consequences as well, which can be expressed in costs, depending on the choices that are made in regards to funding of the six-hour workday, and benefits. Little research has been done on financial consequences, apart from reports on previous experiments and pilots. Though from literature it can be concluded that the most mentioned drawback of worktime reduction is the costs. For example, in the Göteborg experiment, the findings were mainly positive, except for the costs. They had to hire 15 additional staff in order to make up for the decreased amount of hours, which cost the City of Göteborg 12.5 million. However, the national costs for unemployment have fallen by 6 million and the costs for sick leave have not been calculated, which would have probably decreased as sick leave decreased by 3.8 per cent. There are numerous other examples whereby the costs are a major, and sometimes the only downside to the reduction of working hours. Therefore, it is interesting to investigate which variables will increase the costs of worktime reduction, such as additional employment, and which variables will decrease the costs, such as absenteeism (organizational level) and unemployment (societal level), and thereby determine when and how the benefits will outweigh the costs.

2.2.6 Societal consequences

Aside from effects on variables on both individual and organizational level and despite not being implemented on this level, worktime reduction has consequences on societal level. In the current research these are referred to as ‘societal consequences’. First, both the introduction of part-time work in The Netherlands in 1982 in order to battle unemployment as well as the French 35-hour workweek has led to additional part-time employment of women and more gender equality (Pintelon & De Spiegelaere; Assemblée Nationale, 2014). Part-time work, however, is an individual rather than a collective worktime reduction, for women will take up part-time jobs rather than full-time, since women traditionally carry out more unpaid work such as care for children and the household, which does not reduce gender inequality. In contrast, reducing working hours in general *will* create more gender equality as both men and women spend equal amounts of time on paid work. De Spiegelaere and Piasna (2017) suggest this occurs by increasing the participation of women on the labor market because women might be able to combine paid and unpaid work if working hours are reduced; it might put women and men on a more equal footing as women are not able to dedicate as much time to work as men do leading to disadvantages regarding career opportunities; it might lead to a redistribution of the amount of unpaid work for if men work less hours they have more time to dedicate to unpaid work.

Second, jobs could be created, distributed more equally or retained, and therefore unemployment and corresponding costs could be reduced. The unemployment rate in The Netherlands was 4,4 per cent at the end of 2017 (ILO, 2017). For example, De Spiegelaere and Piasna (2017) as well as Kallis et al. (2013) mention an increase in employment as a consequence of the redistribution of work due to worktime reduction. This is, however, under the assumption that work can be easily redistributed, which not all authors agree on, as some see this as a fallacy. Next to the redistribution of existing jobs, jobs can also be created. For example, the 35-hour workweek in France from 1998 until 2008 created 350.000 to 500.000 jobs as people preferred to hold a full time 35-hour job rather than a part-time job. This increased the employment rate in general and in particular the employment rate of older employees. in addition, the Svartedalen experiment probably saved around SEK 6,5 million on unemployment benefits as approximately 12 FTE were hired (Lorentzon, 2017). Moreover, Volkswagen reduced worktime from 36 to 28.8 (20%) for six years (1993-1999) in order to resolve over capacity and retain jobs on short-term, although the long-term effects were not clear. Furthermore, Akerstedt and Kecklund (2004) argue that a reduction of working hours will reduce unemployment costs, since employees will be healthier; they view

health as a mediator of the relationship between working hours and unemployment. Nyland (1986) claims that, traditionally, worktime became a major political and economic issue at times of high unemployment.

Third, worktime reduction can lead to a more sustainable economy in different ways. Consumption will lean toward more eco-friendly alternatives as there will be time, for example, to prepare home-made food (Spiegelaere & Piasna, 2017; Kallis et al., 2013); productivity is distributed in profit and wages, which in turn stimulates production and consumption, which has negative ecological effects, but if productivity could be translated to greater leisure time, these negative effects could be reduced (Spiegelaere & Piasna, 2017), also referred to as ‘degrowth’ (Kallis et al., 2013); energy could be saved by a reduction of consumption of resources such as electricity, water and fuel (De Spiegelaere & Piasna, 2017). However, these arguments are based on the argument of reducing economic growth in order to save the planet, which would require a fundamental paradigm shift in the economy (De Spiegelaere & Piasna, 2017).

Lastly, worktime reduction could contribute to the debate about longer working lives. This is beneficial as people who work longer in years are able to contribute more to the social security system and enjoy pension benefits over a shorter period of time. According to De Spiegelaere and Piasna (2017), working less could lead to working longer in two ways: it might enable employees to keep working longer and could increase employment levels particularly among older employees as happened in the French 35-hour workweek. However, besides the previous example, “indications from practice and research on this issue are hard to find” (De Spiegelaere & Piasna, 2017, p. 38).

Thus, worktime reduction could have societal consequences such as more gender equality, less unemployment (costs), a more sustainable economy and longer working lives. However, the last two consequences are not very strongly validated. In conclusion, the above-established relationships between worktime reduction on one hand and the mentioned variables on the other will not be tested in this thesis. These relationships merely form the basis for the empirical problem analysis.

In conclusion, looking at the knowledge reflected in literature regarding the outcomes of worktime reduction until this point, outcomes on three main levels can be distinguished, namely an individual, organizational and societal level. The most prominent outcomes on an individual level are related to work-life balance and health, the latter of which includes job demand. Often-mentioned outcomes on an organizational level are productivity and absenteeism as well as financial consequences. Costs are most important for this particular level, since worktime reduction has been previously implemented on a small scale rather than on a national level, making organizations themselves responsible for the costs. Even though worktime reduction is usually not implemented on a societal level, the impact can be felt on this level in terms of (un)employment levels and costs, gender (in)equality, (un)sustainability of the economy and duration of working lives. However, evidence for the last two is not very strong. The outcomes of the six-hour workday are displayed in figure 4, theoretical solution part 2.



Figure 4. Theoretical solution part 2

2.3 Context specific variables

This section of the theoretical problem analysis focuses on the context variables, which could potentially influence the relationship between worktime reduction and the variables described in section 2.2. It could also influence the requirements, for different requirements might be applicable to different contexts. Overall, Barnett (1998) argues that worktime reduction in combination with other factors may lead to certain effects and consequences, depending on the context. These context specific variables will not be tested in this thesis; they merely function as elements, which should be paid attention to while exploring the subject of worktime reduction.

2.3.1 Personal characteristics

Three categories of context specific variables can be distinguished in literature, which are personal, family and work characteristics. Some authors found personal characteristics to be of influence on the relationship between working hours on one hand and work-life balance and health on the other. For example, Greenhaus and Beutell (1985), along with Albertsen et al. (2008) and Guest (2002) found that imbalance as a consequence of long working hours is more likely to occur for women than for men. Cygan-Rehm and Wunder (2018) as well as Artazcoz et al. (2016) found that long working hours have more negative health consequences for women than for men. This can be explained by the traditional division of non-paid work, which assumes this type of work is generally done by women rather than by men. Next to this, Sparks et al. (1997), as well as Artazcoz et al. (2016), argue that age influences the relationship between working hours and health. Thus, influential personal characteristics are gender and age, which could potentially influence the outcomes of a six-hour workday.

2.3.2 Family characteristics

Other authors found family characteristics to be of influence on the relationship between worktime reduction and work-life balance. For example, Albertsen et al. (2008) mention in their review that the type of household influences the relationship between the amount of working hours and work-life balance, along with support from the partner and care needs of the children. Similarly, Adkins (2011) mentioned marital status, children and family support as a source of support or factors that drain resources such as time and energy. Moreover, in their examination of the literature, Greenhaus and Beutell (1985) concluded that parents and people who are married have more work-family conflict. Additionally, Guest (2002) as well as Tausig and Fenwick (2001) found that imbalance is reported more often by those with dependent children and that those children reduce work-life balance consistently. Thus, influential family characteristics are marital status and number of children, which could potentially influence the outcomes of the six-hour workday.

2.3.3 Work characteristics

Other authors found work characteristics that influence the relationship between working hours and work-life balance. For example, multiple authors (Tausig & Fenwick, 2001; Albertsen et al., 2008; Valcour, 2001, 2007; Collewet, 2017) found that worktime control influences this relationship. Adkins (2011) mentioned managerial support as a workplace variable and a potentially supportive resource influencing the relationship between working hours and work-life balance. Guest (2002) argues that those in managerial positions, with higher income, and holders of multiple jobs report imbalance more often. He also argues that the organizational culture/climate influences the relationship through its family friendly policies in the HRM system.

Next to that, authors found work characteristics that influence the relationship between working hours and health. For example, Xiao, Liu and Liu (2009) found that job satisfaction influences the relationship between worktime reduction and stress. Sparks et al. (1997) argue that the type of job influences the relationship between working hours and health due to characteristics such as attention needed to do the job and too much or too little physical activity. They also add the working environment, including factors such as ergonomic design, ventilation and lighting as an influential factor. Sparks et al. (1997) as well as Artazcoz et al. (2016) argue that worktime control influences the relationship between working hours and health. De Spiegelaere and Piasna (2017) suggest that worktime reduction in

combination with an increase in job demand, overtime or atypical and unpredictable work schedules could actually have negative rather than positive health consequences. Interestingly, some authors argue that worktime reduction decreases job demand and therefore have positive effects (Schiller et al., 2017), while other authors claim that reducing working hours will increase job demand as the same amount of work has to be done in less time (Piasna, 2015), preceding negative health effects.

Besides that, authors also found work characteristics that influence the relationship between working hours and productivity. For example, Colleweet (2017) identified health, and more specifically fatigue as an influential factor of the relationship between working hours and productivity. Correspondingly, Clark (2001) mentions that the fact that flexible scheduling increases productivity may in fact be due to increased health, which leads to decreased employee stress, decreased absenteeism, and decreased turnover.

Another important expected context specific variable is that of job category. Looking at previous pilots, a distinction can be made between knowledge employees and production employees. These two types are also distinguished in literature. Lepak and Snell (2002) developed a framework that makes a distinction between internal and external employment modes. They assume that human capital characteristics vary across these different employment modes. Thereby, they identified two characteristics of human capital, which are ‘strategic value’ and ‘uniqueness’. Strategic value refers to “its potential to improve the efficiency and effectiveness of the firm, exploit market opportunities, and/or neutralize potential threats”, whereas uniqueness comprises of “the degree to which it is rare, specialized and, in the extreme, firm-specific” (Lepak & Snell, 2002, p. 519). Knowledge employees match Lepak and Snell’s (2002) description of knowledge-based employees and productivity employees match the description of job-based employees. They distinguish the knowledge-based employment mode from the job-based employment mode, where the first “structures around the skills and competencies of employees” as opposed to the second, which structures around “the execution of programmed tasks and job routines” (p. 520). Both employee types have high strategic value and are therefore internal employment modes. Knowledge-based employees or knowledge employees have high uniqueness, while job-based employees or productivity employees have low uniqueness. The knowledge-based employment mode fits best with a commitment-based HR configuration approach, while the job-based employment mode fits best with the productivity-based HR configuration approach. The first is characterized by room for flexibility, while the second is characterized by standardized jobs. The requirements and outcomes of a six-hour workday could therefore potentially alternate based on the job category employees belong to.

In summary, influential work characteristics are worktime control; job satisfaction; managerial support; type of job; job category; income level; multiple jobs; organizational culture/climate; working environment; job demand; overtime; atypical work schedules; unpredictable work schedules; and health. These could potentially influence the outcomes of the six-hour workday. The most prominent ones are considered worktime control and job category.

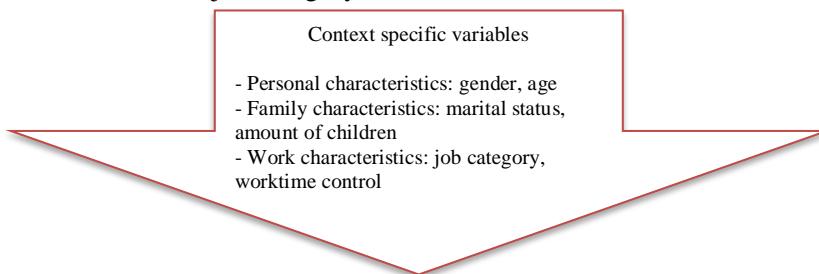


Figure 5. Theoretical solution part 3

Although previous researchers established the relationships mentioned in this literature review, it is important to again examine those relationships in a different country and a different setting, as there is still no consensus as to whether the benefits outweigh the challenges of worktime reduction. Furthermore, various studies have been conducted on the effects of worktime reduction; this thesis attempts to bring it all together and create a tool in order to implement the six-hour workday and evaluate the impact on a

broad set of variables. In this thesis, these variables will not be tested. Rather, they will be kept in mind while designing the requirements and evaluation scheme in order for future researchers to actually implement and evaluate the six-hour workday. Even though these will not be tested, the empirical problem analysis does allow for comparison of the age, gender, job category and worktime control of respondents, since this information is available to the researcher. This will be further elaborated on in the next section.

In the theoretical problem analysis section, demands in both work as well as life domain, such as long working hours or children, are identified as *causes* of work-life imbalance. Therefore, a *solution* could be to spend less time in the work domain. This means the six-hour workday could be a solution to work-life imbalance, which is the initial problem. However, the six-hour workday needs requirements and can have other outcomes as well, while context specific variables should be taken into account.

2.4 Theoretical solution

Based on the previous three sections in the literature review, a figure can be put together. This figure consists of part 1 (requirements), 2 (outcomes) and 3 (context specific variables). First, certain requirements can be identified based on literature from previous pilots, which will be considered important requirements. Next to this, it appears that reducing working hours has outcomes on three different levels, namely on an individual, organizational and societal level. This is chosen for the sake of simplicity, as more levels could be added such as team level, departmental level and industry level. Though the evidence for '(un)sustainable economy' and 'working life duration' does not seem very strong and therefore these outcomes should be investigated more. The outcomes all have a direct relationship with worktime reduction, while some are related to each other as well, such as less absenteeism due to enhanced work-life balance and health. Again, the mentioned relationships will not be tested in the current thesis; rather, they form a basis for the empirical problem analysis. Therefore they will be treated as direct relationships. Additionally, three categories of influential factors can be identified, which are personal (gender, age), family (marital status, amount of children) and work characteristics (job category, worktime control), as shown in the theoretical solution in figure 6 below.

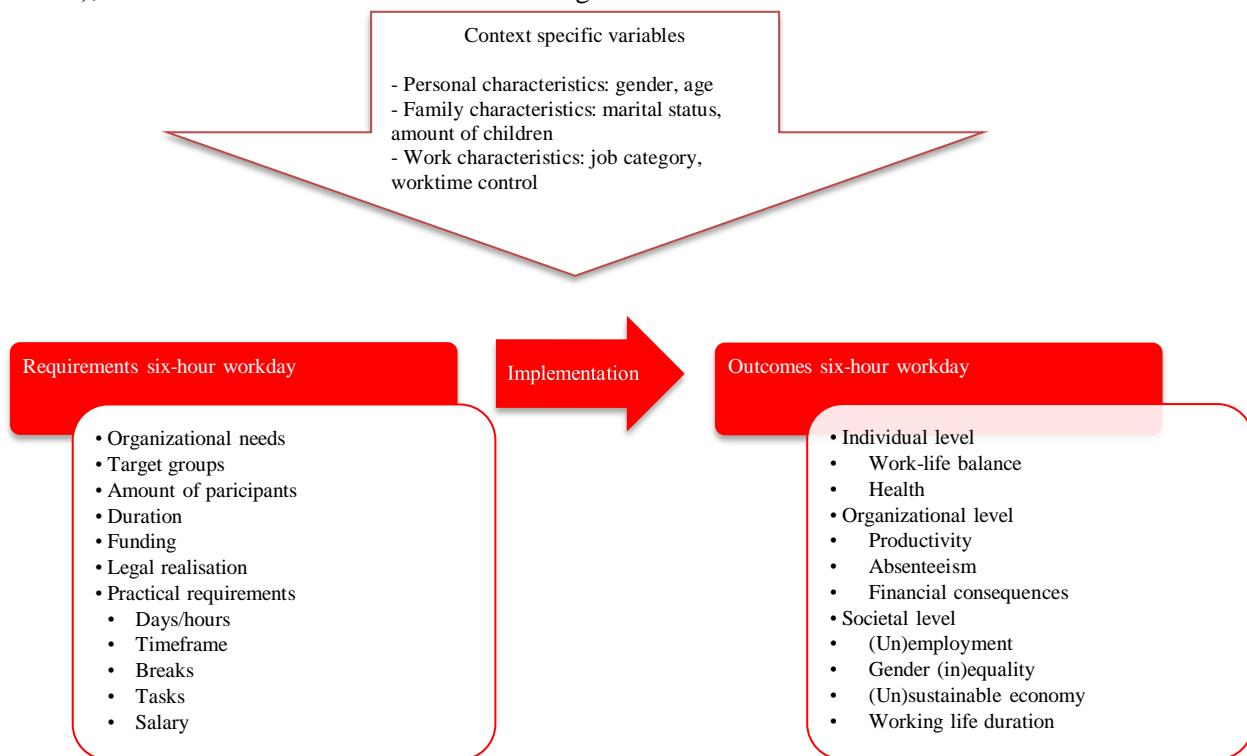


Figure 6. Theoretical solution

2.5 Operationalization and measurement instruments

Based on the theoretical solution, the operationalization is presented here, followed by the measuring instruments and a brief discussion regarding the reliability and validity of the findings. This section guides the theoretical problem analysis into the empirical problem analysis. There are three types of variables, namely the independent variable, the dependent variables and context specific variables.

2.5.1 Independent variable

The independent variable in this research is the ‘six-hour workday’. As regular working hours at the Municipality of Amsterdam stand for spending 36 hours per week divided into 4 or 5 days a week on paid work, worktime reduction entails spending 30 hours per week on paid work. In this particular case, this will be divided over 5 days, which comes down to working 6 hours per day. Variables regarding the requirements for implementation are: organizational needs (both administrative and employee needs), target group, amount of participants, timeframe, funding, legal realization, and practical requirements including days, hours, timeframe, breaks, tasks and salary. These were identified in the theoretical problem analysis, while the empirical problem analysis will revolve around the possibilities for each of these requirements according to organizational experts and the preferences of these requirements according to employees specifically for the Municipality of Amsterdam.

2.5.2 Dependent variables

As explained before, in the current thesis the six-hour workday will be designed and not implemented yet. In the empirical problem analysis, therefore, the effects of the six-hour workday on the dependent variables will not be measured. Rather, these variables will be discussed with experts and employees in the current thesis, regarding possible effects and expectations. The assessment scheme, however, does include measuring instruments that indicate how to evaluate the effects of the six-hour workday on the dependent variables, which can be used after the implementation of the six-hour workday.

The first category of dependent variables is the one of individual consequences. The first variable in this category is ‘work-life balance’. This includes a ‘work’ domain and a ‘life’ domain, which are separated by place and time. The work domain typically consists of mainly paid work at an office during Monday until Friday between 9 am and 5 pm. The life domain consists of all other aspects of life besides work, such as family, leisure and unpaid work at home. There should be a balance between time and energy spent on both domains. During the empirical problem analysis, employees will be asked about the time and energy they spend on both domains and how they feel about that. While evaluating the six-hour workday, work-life balance can be measured using the work-life checklist (Daniels & MacCarraher, 2000).

The second variable in this category is ‘health’. This includes physical as well as mental health, such as stress; job exhaustion (burnout); fatigue; and sleep (duration and quality). Worktime reduction and health are linked through time for recovery; for leisure; and for healthy lifestyles and behaviors. During the empirical problem analysis, employees will be asked about subjects such as stress and fatigue. While evaluating the six-hour workday, mental well-being can be measured by emotional well-being, which is the intensity of positive and negative emotions and overall mood (Campbell, 1976; Warr, 1990).

The second category of dependent variables consists of organizational consequences. The first variable in this category is ‘productivity’. Productivity is defined as a ratio of input to output. Input will be measured in working hours per day (6 hours), while the output can be measured in time management. There are different types of measurements one can use to track output or results, for example: quantitative measurements, productivity based on objectives, 360-degree feedback, sales productivity, service productivity, time management productivity, profit productivity or quality of tasks completed. However, the usefulness of the measurement depends on the type of organization. Since a distinction can be made between knowledge employees and production employees at the Municipality of Amsterdam, productivity cannot always be measured in a quantitative manner. Time management in this case would be a useful additional method, which can be operationalized into tasks or duties completed in a certain amount of time. Productivity can be increased by working more efficiently, thus by eliminating disturbances and

unnecessary work. Again, job demand is an important factor as it could increase when the amount of work increases in relation to the time. During the empirical problem analysis, the options for working more efficiently and being more productive will be explored. While evaluating the six-hour workday, productivity can be measured both objectively and subjectively.

The second variable in this category is absenteeism. The definition as mentioned in the theoretical problem analysis is “any failure to report for or remain at work as scheduled, regardless of reason” (Cascio & Boudreau, 2011, p. 52). Absenteeism could decrease when there is more time for responsibilities outside work, whereby employees do not have to take days off, and when there is enhanced health, so employees do not have to report sick. In the empirical problem analysis, reasons for absenteeism will be explored, as well as whether these reasons would decrease if employees start working 6 hours per day instead of 8 or 9. For the evaluation of the six-hour workday, absenteeism could be measured in the same way it is currently done by the organization.

The third variable in this category is ‘financial consequences’. These include costs made and saved. This will be measured by costs and benefits that can be linked directly as well as indirectly to the six-hour workday. Costs include the an investment in additional employment in order to make up for lost time, and benefits include a decrease in absenteeism costs. In the empirical problem analysis, these will be discussed with employees from the HR-control department. The discussion will include which different options there are to fund the six-hour workday and which is the most beneficial for the organization. For the evaluation of the six-hour workday, the costs and benefits can be measured in the same way the organization does it currently. A distinction has to be made between which costs and benefits can be attributed to the six-hour workday and which belong to other decisions.

The third and last category of dependent variables is ‘societal consequences’. These include (un)employment, gender (in)equality, (un)sustainable economy and duration of working lives. The actual measurements of these aspects are too broad for the scope of the current research. However, in the empirical problem analysis the expectations about the effects on these variables will be discussed, and during the assessment of the six-hour workday, the outcomes could be extrapolated to the broader society.

2.5.3 Context specific variables

Next to the requirements and outcomes, context specific variables will also be included while exploring the six-hour workday. Given the availability of information, the ones that can be included are gender, age, job category and worktime control. These variables will be accounted for by stating whether respondents are male/female, their age, which job category they belong to and the corresponding amount of worktime control they have. These context specific variables will be considered in identifying any pre-existing differences in perspectives and opinions, depending on these characteristics. During the evaluation of the six-hour workday, these variables can be accounted for in the same way, but both qualitatively and quantitatively. The operationalization of both the independent and dependent variables can be found in figure 7 and 8 below.

2.5.4 Measurement instruments

Based on the operationalization, the measurement instruments were created. The questions in the interview and focus group guides are based on the operationalization of the variables. Both focus group guides as well as the interview guide can be found in appendices II, III and IV. For the meetings with the experts, such as employees from the finance and law department, an open interview strategy will be used in order to explore the possibilities for the requirements of the six-hour workday, and therefore no guides were created. However, all the requirements identified in the theoretical problem analysis will be discussed. The same goes for the meeting with the political assistant; typical questions will be: “What are the thoughts behind the pilot six-hour workday?” “Why does the Municipality of Amsterdam want to experiment with this pilot?” “What is the vision?” In addition, the reactions via intranet are based on the announcement of the research regarding the pilot six-hour workday and the reactions via email are based on the three questions stated in the previous section. Therefore, no guides were created here either. The following chapter goes into the actual empirical problem analysis.

2.5.5 Reliability and validity

Due to the nature of this research, reliability and validity are less applicable. Results are reliable when they can be replicated in other studies, and therefore they should be independent of particular characteristics. With regards to this, four possible sources of bias are the researcher, the instrument, the respondents and the situation (Van Aken, Berends, & Van der Bij, 2010). Because of the nature of this research, the results in this thesis are vulnerable to these sources of bias. First, the results could differ per researcher since they largely depend on interpretation on the part of the researcher. Moreover, if a different instrument was used to obtain the results, for example observation, it is feasible that different results come up. To prevent this and enhance reliability, open questioning will be used, so the respondents are able to direct the research more so than the instrument does. Furthermore, results could differ depending on the situation, for example, if the study was conducted in another organization, since each organization is logically different from other organizations. Last, if different respondents were included the results could differ, however in this case the results would likely be the same, since respondents throughout the organization are included.

Next to reliability, validity is a prominent criterion for the evaluation of research results. Results are considered valid when they can be justified by the way they are generated (Van Aken, Berends, & Van der Bij, 2010). Regarding construct validity, the likeliness of the measuring instrument measuring what it intends to measure is increased by basing the operationalization of the concepts on a theoretical foundation. Regarding internal validity, as this thesis follows the first three steps of the Regulative Cycle, and is therefore not capable of establishing causality, no causal relationships will be established. However, associations will be investigated, but those will not exclude other associations. Regarding external validity, the results of the current study cannot be generalised beyond the specific research context of municipalities or possibly public organizations, because the results are influenced by their typical characteristics. In conclusion, despite taking measures in order to enhance reliability and validity, the results produced by this thesis are not claimed to be fully reliable and valid. However, this is not a prominent aspect of the thesis, but rather, the purpose is to specify to a particular case in a qualitative manner.

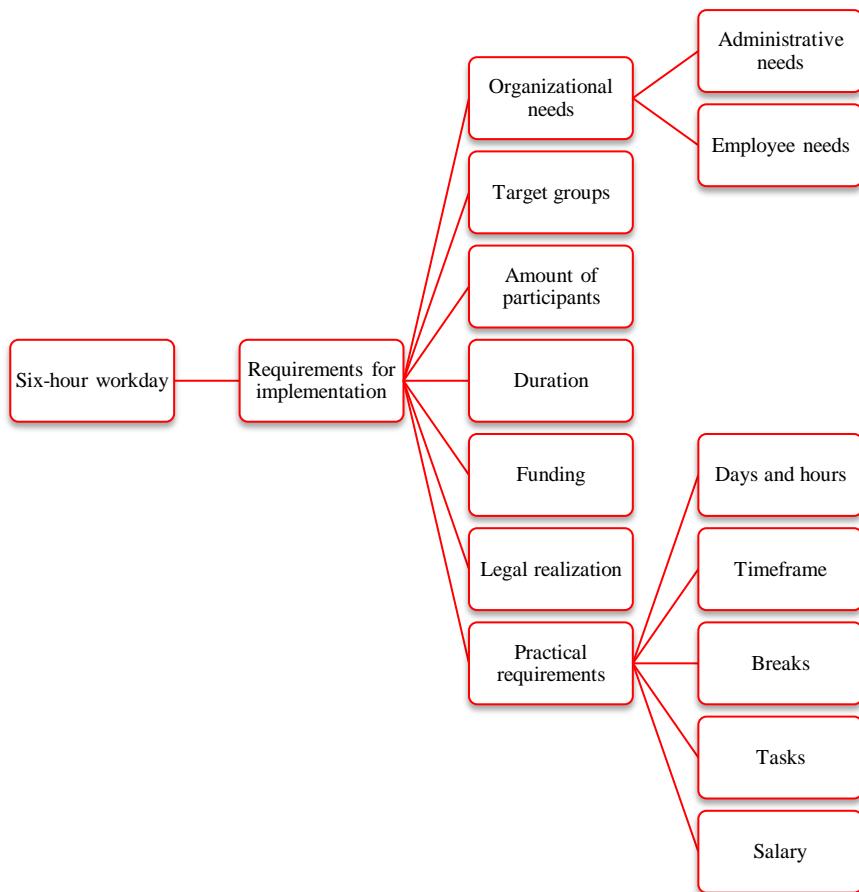


Figure 7. Operationalization of the requirements for the six-hour workday

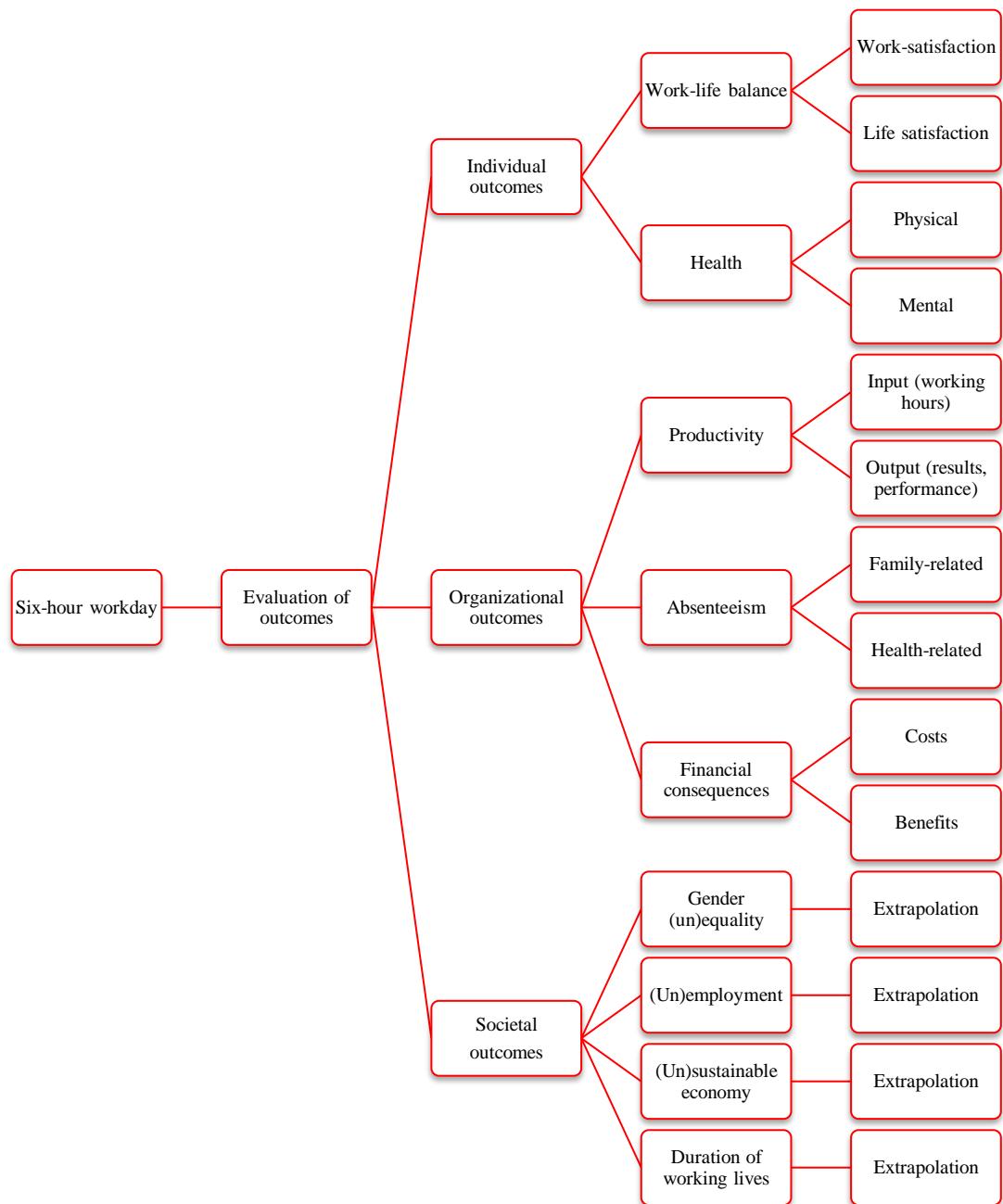


Figure 8. Operationalization of the outcomes of the six-hour workday

3. EMPIRICAL PROBLEM ANALYSIS

The theoretical problem analysis in the previous chapter focused on identifying requirements that applied to previous pilots of the six-hour workday as well as possible outcomes and context specific variables of the reduction of working hours. In line with the request from the Municipality of Amsterdam, the empirical problem analysis focuses on the expected outcomes specifically for the organization and possibilities and preferences regarding requirements of the six-hour workday, also specifically for the Municipality of Amsterdam. Throughout the chapter, age, gender, job category and worktime control of the employees are mentioned in order to compare perceptions and opinions with regards to the context specific variables discussed in the theoretical problem analysis.

The current chapter is divided into three sections; first, the employees' expectations of the outcomes at the Municipality of Amsterdam will be presented (4.1). Second, the requirement possibilities at the Municipality of Amsterdam will be discussed, based on experts' insights such as finance and legal employees, and regular employees' preferences (4.2). An example of this is options for the 'funding' requirement, which will be discussed with employees from the HR-control department, who are finance experts. Lastly, a look was taken at the organizational needs, based on the administrative needs identified by the political assistant and the employee needs (4.3). In line with this, concepts related to New Ways of Working can be identified. Together, these findings, presented in this chapter, generate the basis for the solution design in the next chapter, including the requirements for the six-hour workday, the assessment scheme, and an alternative solution regarding New Ways of Working and flexible working hours.

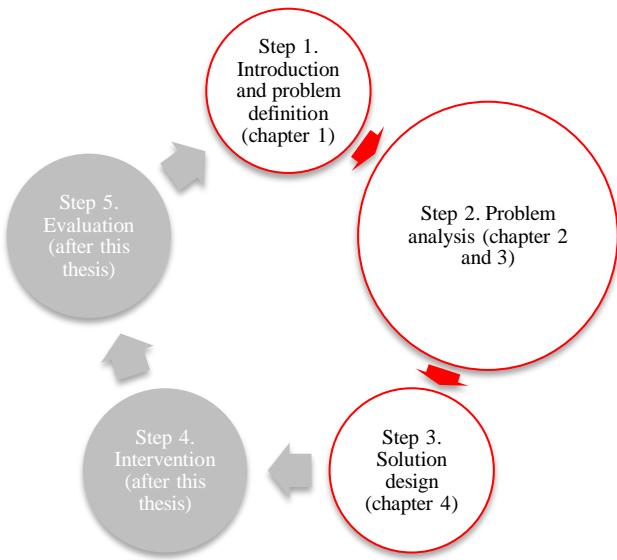


Figure 9. Adjusted Regulative Cycle step 2 (Van Strien, 1986)

3.1 Expected outcomes at the Municipality of Amsterdam

In this section, expectations regarding outcomes of the six-hour workday at the Municipality of Amsterdam will be discussed based on the opinions of employees, collected during the focus groups and interviews. Expectations of the variables on an individual, organizational and societal level, as identified in the theoretical problem analysis, will be discussed. Evaluation of the actual findings is beyond the scope of this thesis, for the six-hour workday will be implemented after this thesis is completed.

3.1.1 Expectations regarding individual outcomes

Work-life balance

All participants recognize the positive influence of the six-hour workday on the balance between work and life. First, they confirm the current imbalance between the two.

“Ja mensen melden zich vaak ziek maar ook zuchten en steunen op kantoor van pff weet je wel. Ik heb natuurlijk met mensen uit mijn team op een bepaald moment even een gesprekje van hoe gaat het nou en sommigen valt gewoon echt zwaar het combineren van werk met thuis en dat zie je wel.” (Interview 11, Team Manager, female, between 35 and 55)

“Nee dat lukt nu niet, zoals het nu verdeeld is en ik ook nog de zorg van mijn moeder had dat dat bijna niet meer iets naast doen. Ook emotioneel gezien niet hoor dat is vaak zwaar.” (Interview 15, Team Facilitator, female, between 35 and 55)

“Het socializen effect, ik denk dat de mens de drang heeft om toch werk en privé in balans te brengen doordat je 8 of 9 uur op een kantoor zit heb je het gevoel van min privé is in disbalans, ik zie mijn kinderen bijvoorbeeld niet, ik zeg maar wat, waardoor je dat gaat compenseren door bijvoorbeeld met collega’s te gaan socialisen en het gaat inhalen dus dat kun je beter besteden aan werk.” (Interview 8, Client Manager, male, under 35)

Noticeably, none of the employees mentioned overwork appearing often, hence this was not mentioned as one of the reasons behind imbalance. Overall, they do mention spending too much time on paid work as opposed to private life as being the main cause of this imbalance. Next to that, many of the employees add the factor of unpaid work to this as standing in the way of private time, thus creating imbalance as well.

“Voor mij persoonlijk heb je dan zoiets van nou een dag bestaat uit 24 uur; 8 uur slapen, 8 uur op kantoor maar dat gaat er bij mij al niet in omdat je dan ook voor privézaken, maar in die andere 8 uur moet je dan ook nog gaan koken en ook nog basiszaken doen waar je eigenlijk niet van je privé tijd kan genieten. Dus dan is er eigenlijk al een disbalans en als je minder dan 8 uur op een dag slaapt dan merk je dat ook al. Dus je moet altijd afsnoepeen van je privé en daar moet je je creativiteit in kwijt, je hobby’s je noem het maar op en ik denk dus dat daar de disbalans in zit en ik denk met 6 uur dat je net die 2 uurtjes minder dat je daardoor toch toekomt aan al die andere praktische zaken.” (Interview 8, Client Manager, male, under 35)

“Nou wat ik net al eerder aanhaalde eigenlijk dat je dan (zes-urige werkdag) meer tijd hebt om dingen te doen die je ook doen moet en het wordt wel een 8-urige werkdag maar dan heb ik werk en privé wel gedaan binnen die tijd (dus het betaalde én onbetaalde werk).” (Interview 10, Functional Management, male, above 55)

“Ik denk dat is dat iedereen z’n ding heb, ik heb twee kleine kinderen, m’n vrouw werkt ik werk en iedereen is druk druk aan het werken want je wil leuke dingen doen en dingetjes kopen. Maar ik merk dat we nu vaak veelste laat - kijk mijn vrouw werkt nu tot half 6 en ik ga om half 4 weg en ik begin om 07:00. Maar als je dan bedenkt van half 4 ga je weg nou kwart voor 4 dan ben ik toch rond een uur of 4 op school, nou kinderen halen dan is het ook alweer kwart voor 5, naar huis rijden 5 uur kwart over 5, koken kwart over 6, dan heb je eigenlijk ook een privéwereld kinderen moeten gedoucht worden, kleren voor de volgende dag alles. Ik zal je zeggen ik moet ze vandaag ophalen ik ben toch pas letterlijk om 7 uur/ half 8 ‘s avonds klaar.” (Interview 9, Facility Coordinator, male, between 35 and 55)

“Ja dus als ik bijvoorbeeld besluit naar werk te komen maar ik woon in Almere dan heb ik ook reistijd die ik investeer om naar m’n werk te komen en dat ik bijvoorbeeld moet koken of m’n ontbijt moet klaarmaken dat zijn allemaal van die zaken om gewoon zodat ik goed kan functioneren op m’n werk. En als ik bijvoorbeeld een nachtje doorhaal en niet heb geslapen dan merkt mijn baas dat ook en dat zijn allemaal van die investeringsmomenten die ik doe voor de organisatie en ik vind dat dat ook erkend mag worden met de zes-

urige werkdag dan kun je het daarmee omvangen. Dus het is een gedeelde last.” (Interview 8, Client Manager, male, under 35)

Participants feel a six-hour workday would have a positive influence on the imbalance that they describe between their work and life.

“Dan is het aandeel van de dag in je werk, die verhouding gaat veranderen je hebt dus meer ruimte om tijd aan je kinderen of aan oude ouders in de verzorging en dat soort taken kun je er veel makkelijker bij doen. En dat is natuurlijk bijna in ieders leven is er wel iets wat er daarbuiten je aandacht opvraagt en dat moet je; nu kom je thuis ’s avonds en dan moet je nog iets dat is pittig. Ik denk dat dat mensen heel veel rust en ruimte geeft.” (Interview 11, Team Manager, female, between 35 and 55)

“Ja, als je 2 uur hebt om aan het huishouden te besteden ja dan red ik het makkelijk en dan heb ik meer privétijd. Dus als ik het nu doordeweeks laat liggen dan moet ik het in het weekend doen weet je dus het schuift op, het moet wel ergens gedaan worden.” (Interview 10, Functional Management, male, above 55)

“Ja, dat zou ik ideaal vinden lekker dinsdag van 3 tot 4 ofzo lekker naar de sportschool, boodschapje doen gewoon om half 5 thuis, koken, lekker nog een avondje met m’n man in plaats van half 8 pas aan het eten en dan 9 uur denken van nou en dan begint de dag weer. Oh, ik denk dat dat wel goed is.” (Interview 7, Recruiter, female, between 35 and 55)

“Het zou mij ook het gevoel geven dat mijn leven niet alleen bestaat uit werken.” (Focus group 1, participant 5, female, above 55)

“Wat ik nog niet heb gehoord maar het meest waardevolle aspect hieraan is het begrip tijd, dat is wat je niet met terugwerkende kracht kunt terugkrijgen. Je kunt wel van 8 uur naar 6 en gelijk betaald krijgen, maar tijd dat je hier 8 uur aanwezig bent ik krijg dat nooit meer terug, wat eigenlijk het meest waardevolle aspect is als je dat bijvoorbeeld met je gezin door kunt brengen.” (Focus group 1, participant 4, female, between 35 and 55)

Thus, participants think the six-hour workday would have a positive influence on their work-life balance.

Health and job demand

First, employees feel overall that they would be less burdened on both a physical and mental level when they work 6 as opposed to 8 or 9 hours per day. On a physical level, some employees say they would like to spend less time sitting in the same, inactive position, which in some cases goes along with back and shoulder problems. Others add that this also counts for jobs that require more activity.

“Ja ik denk dat iedereen het min of meer zal ervaren dat je fitter blijft naarmate je minder belast wordt en bijvoorbeeld werken is een vorm van jezelf belasten, he het vergt een fysieke en psychische en soms emotionele inspanning. Dat is belasting dat is in principe allemaal goed en in principe kan het ook gezond zijn maar het is denk ik een biologisch gegeven dat naarmate die periode langer duurt je ook minder fit wordt door de duur van de geleverde inspanning. He dus je kan zelf bedenken dat je fitter en geconcentreerde aan het werk blijft gedurende 6 dan gedurende 8 uur. En dan hebben we het nog niet over de fysiek zwaarste functies die we binnen de gemeente hebben, dat is helemaal een ander verhaal.” (Interview 20, Labour Consultant, male, above 55)

“Er zijn heel veel mensen met rugklachten en gewoon 8 uur zitten is echt heel ongezond en als je dat nou kan terugbrengen dat zei ik al dan kan je best beter functioneren als je 6 uur zit en af en toe rondjes lopen ook dat is voor je gezondheid he dat mensen meer over opgejaagdheid en drukte maar het is ook gewoon fysiek natuurlijk dat je niet 8 uur in dezelfde houding hoeft te zitten maar na 8 uur weer iets anders gaan doen.” (Interview 11, Team Manager, female, between 35 and 55)

“Je zou misschien als je het in de uitvoering doet ik kan me voorstellen dat als je bijvoorbeeld vuilnisman bent dat je je fitter voelt als je 6 in plaats van 8 uur vuilnis op haalt.” (Interview 16, Facility Manager, female, between 35 and 55)

Some employees feel like they would experience less stress, which might decrease burnouts, while other employees think the level of stress might increase due to an increase in job demand. More about job demand will be discussed in the next section (4.1.2 ‘productivity’).

“Ik denk dat mensen misschien minder stress-gerelateerde klachten zullen hebben, omdat mensen wellicht minder gaast zijn gedurende zo’n dag, omdat je vaak van werk, school, huis, boodschappen kan soms leiden tot rennen, rennen, vliegen, vliegen en als je je werkdag wat korter hebt en daardoor makkelijker kan indelen en daardoor beter privé-werkbalans hebt dat je dan minder stress zou kunnen ervaren en wat beter in je vel zit ook.” (Focus group 1, participant 6, female, under 35)

“Ik weet niet of het per definitie minder stress zou opleveren als ik 6 uur zou werken.” (Interview 3, Functional Management, male, between 35 and 55)

“Als ik me het zo voorstel die zes-urige werkdag dat je daar in eerste instantie heel veel stress door zou krijgen.” (Interview 5, Project Manager, female, between 35 and 55)

Second, employees say they would be able to spend more time on healthy habits such as sports and sleep.

“En ik denk als we ons dan verdiepen in gezondheid, de ene keer wordt een initiatief met fruit genomen op het werk, maar dit is nooit toegepast waarbij echt naar je privé wordt gekeken. Als iemand rookt als een ketter kun je niet zeggen je moet minder roken, want dan ga je op iemand z’n privé terrein. Of als iemand obesitas heeft ga je ook niet zeggen probeer die oliebol eens over te slaan. Maar met die zes-urige werkdag zeg je eigenlijk van maak iets van je gezondheid; hier heb je de sleutel. En dat de mensen die zich geroepen en geneigd voelen om daar wat mee te gaan doen. Ik, die dus steeds roept meer te gaan fitnessen, zal me dus geroepen voelen om dat meer te gaan doen en eerder daar gebruik van te maken.” (Interview 8, Client Manager, male, under 35)

“Mensen stimuleren je vaak om gezonder te leven zelfs de politiek is daarmee bezig niet dat dat heel veel helpt, maar een paar uurtjes minder werken en dan heb ik wat meer tijd om bijvoorbeeld te sporten.” (Interview 9, Facility Coordinator, male, between 35 and 55)

“Ik doe niet aan sport, ik denk dat ik me gezonder en vitaler voel als ik dat wel doe. Ik heb er gewoon de puf niet voor.” (Interview 7, Recruiter, female, between 35 and 55)

Thus, participants think the six-hour workday would have a positive influence on their work-life balance, though attention should be paid to the level of job demand.

3.1.2 Expectations regarding organizational outcomes

Productivity

Regarding productivity, a distinction can be made between production employees and knowledge employees. Since production employees are dependent on their schedule (time, place), activities and clients, they are able to influence their productivity only to a certain extent. This means if production employees start working 6 instead of 8 or 9 hours per day, the gaps that occur in the schedule need to be

covered by additional employees in order to get the work done. This has financial consequences for the organization as well, which will be discussed further in 3.2.4 ‘funding’.

“Ik heb het er met collega’s ook wel over gehad en ook met m’n moeder die ook bij de gemeente heeft gewerkt en ja weet je er zijn heel veel mensen 8 uur aanwezig maar die werken geen 8 uur. Dus ze hebben wel aanwezigheidsplicht, je moet die uren wel uitzitten, terwijl je dan eigenlijk te weinig werk om handen hebt en is ook eigenlijk zonde van de tijd.” (Interview 3, Functional Manager, male, above 55)

“Maar als je natuurlijk vol continu werkt, je zit met ploegdiensten, of als je achter de balie staat kun je niet dezelfde productiviteit want je bepaald niet zelf je werktempo, je bent ook afhankelijk van de klant die voor je neus staat.” (Focus group 1, respondent 7, male, under 35)

“Het loket is gekoppeld aan het aantal uren dat je maakt inderdaad, de salariëring ook. Dus je kan inderdaad niet zeggen van ik ga vandaag 5 uurtjes werken en ik heb besloten om 60 klanten te hebben in die 5 uur, want dat bepaal jij niet, je weet niet eens of er 60 klanten binnen zullen komen bij wijze van spreken dus dan ben je niet productief geweest volgens de afspraak, dus dat schiet niet op denk ik.” (Focus group 1, participant 6, female, under 35)

“Maar over de handhavers die op straat lopen 24/7, als je dan 6 uur gaat werken dan moet er gewoon een ploeg bijkomen.” (Focus group 1, participant 2, male, above 55)

“Hetzelfde of dat de productiviteit omhoog gaat of meer mensen in het team bijspringen. Wat we doen is eerst alles controleren en daarna de betalingen voorbereiden en verwerken, dat willen ze meestal vroeg doen. Dus er is een bepaald aantal taken die moeten gebeuren en die voeren wij dan uit. Op die taken heb je verder geen invloed.” (Interview 2, Accounts Payable Administration employee, male, above 55)

In contrast, knowledge employees are able to influence their productivity. This can be done by working more efficiently, thus eliminating factors related to distractions and unnecessary work. One of these factors is the current meeting culture.

“Als ik zeg oh ik moet 6 uur minder werken dat betekent dat ik moet gaan kijken naar mijn pakket, waar moet ik aan de knopjes gaan draaien, minder overleggen, minder typen, minder koffie drinken of minder roken. Snap je dus hier moet ik echt aan de knopjes gaan draaien van wat ik minder moet doen. Dan zit ik binnen de 30 uur en kan ik toch mijn target halen. Als die verandering niet komt en ook goed plannen en ook indelen dan wordt het echt een mislukking.” (Interview 1, HR-control, male between 35 and 55)

“Dus ik vind dat we efficiënter om moeten gaan met overleggen en met elkaar’s tijd. Ja er is een enorme overlegcultuur binnen de gemeente Amsterdam en ook een enorme afstemcultuur. Dus iedereen moet ook ergens wat van vinden en dat kost vreselijk veel tijd en dat is niet per se nodig. We hebben de vijf basisprincipes, eentje is vertrouw op elkaar’s expertise, maar vertrouw dan ook op elkaar’s expertise. En neem dat dan ook mee en gebruik dat dan ook en in je werk of maak daar dan ook gebruik van bedoel ik eigenlijk meer.” (Interview 5, Project Manager, female, between 35 and 55)

“Maar wat kijk wat er vaak gebeurd is dat iedereen plant gewoon een uur in. Dat is een soort van cultuur geworden, meetings duren gewoon minimaal een uur. Dus je kan makkelijk heel veel dingen kan je in een half uurtje doen terwijl we een uur plannen en gebruik dan dat andere half uur om het uit te werken. Maar omdat we heel erg vasthouden aan dat uur, praten we ook heel makkelijk een uur vol natuurlijk. Want iedereen wil ook heel graag even z’n zegje doen. Dus het is niet altijd efficiënt, nee of effectief ook niet, nee. Je zou dan het aantal meetings kunnen behouden maar de duur halveren. En daar ook andere vormen dan voor verzinnen, we hebben hier natuurlijk toch nog steeds lekker de zitjes wat ook uitnodigt om toch al langer te praten terwijl het ook wel lekker is als we veel meer staanplaatsen hebben dan gaat het ook volgens mij wel wat sneller met vergaderen. Dus dat soort dingen is ook wel prettig dat dat ook gefaciliteerd wordt.” (Interview 5, Project Manager, female, between 35 and 55)

"Ik zou best wel iets minder ik zou best een aantal overleggen kunnen schrappen hoor of om de week in plaats van elke week. Wat bij gevolg wel meer email gaat creëren want dan doe je het via de email, heb ik persoonlijk geen bezwaar mee want ik reguleer vaak de email dat vind ik efficiënter, maar daar zijn de meningen vaak ook over verdeeld vind ik. Dus dat is wel dan wat het gaat opleveren. Of dat die vergadering in minder tijd kan. Ik ben ook heel erg van de drie kwartier overleggen want dan gaan men de tijd niet maar vol maken." (Interview 4, Team Leader Financial Advice, female, between 35 and 55)

"Oké, want het takenpakket heeft er ook mee te maken met wat kan ik thuis doen en wat kan ik hier doen. Administratie kan ik thuis prima doen maar ik merk en dat merken meer collega's als je thuis werkt ben je veel productiever, je wordt minder gestoord kijk je hebt wel je koffie en je afleiding in huis, maar toch merk ik dat ik veel productiever ben. Sus dat is uitermate geschikt om dan in een zes-urige werkweek te doen dus administratie bijwerken verslagen maken, notulen, agenda's opmaken, noem maar op. Dus ik zit nu even te in dat gedeelte in mijn functie is uitermate geschikt daarvoor. Ik heb een ander gedeelte dat is meer het overleg gebeuren dat denk ik dat dat lastiger is omdat je hebt gewoon het aantal overleggen dat je moet doen en dat is gewoon wat lastiger om dat in 6 uur te doen te proppen." (Interview 6, Account Manager ICT, male, above 55)

"Ook de snelheid van systemen is een belangrijke issue bij het loket." (Focus group 1, participant 7, female, under 35)

Some of the knowledge employees argue they would be able to do the work that they usually do in 8 or 9 hours in 6 hours. For example, in focus group 1, 6 out of 8 employees believed they would be able to do so. Other employees say this would be too much, whether this is due to current high job demand or an increase in job demand due to the six-hour workday. These employees are concerned that the job demand would increase, which would have negative consequences.

"Maar als we minder uren werken misschien denk je zelf van dan moet ik toch minder pauze nemen want misschien ben ik dan eerder klaar." (Interview 3, Functional Manager, male, above 55)

"Ik weet niet of je er productiever van wordt, omdat ik echt denk dat sommige functies tijd te kort komen, zodat het extra overwerk wordt, zo sta ik er eerder in ja misschien dat men meteen 's ochtends om 9 uur aan de slag gaat waar dat misschien nu niet altijd het geval is. Ik denk niet dat je er productiever van zou worden, maar dat ben ik." (Interview 4, Team Leader Financial Advice, female, between 35 and 55)

"Op het moment dat het heel efficiënt moet als je dat een week hebt oké maar als je het continue hebt gooit het de druk erg omhoog want je hebt zelf een hoeveelheid werk dat je binnen die tijd af moet hebben. Misschien dat het binnen de werk-privé balans rust geeft maar werk technisch geeft het misschien maakt het de werkdruk hoger." (Focus group 2, participant 4, female, between 35 and 55)

"Maar dan vind ik het wel belangrijk dat opnieuw naar alle takenpakketten wordt gekeken. Past dit dan nog in die tijd, want ik kan me voorstellen als je 36 uur werkt en je gaat naar 30 dat is echt wel een heel groot verschil, 32-30 is misschien nog wel te doen als je iets met die meetings veranderd. Maar van 36 naar 30 is natuurlijk wel een boorlijke knauw uit je uren die je dan hebt. De werkgever en werknemer kunnen beiden wat inleveren." (Interview 5, Project Manager, female, between 35 and 55)

"Want anders is het lekker makkelijk ja we gaan allemaal 6 uur werken en de werkdruk steeds hoger, hoger, hoger en dat is het tegenovergestelde van het effect, dan heb je dat totaal niet juist en dan gaat het helemaal de verkeerde kant op." (Interview 5, Project Manager, female, between 35 and 55)

In addition to the discussion about quantitative productivity and job demand, employees are concerned about reducing quality and not accomplishing certain goals.

"Het schiet me te binnen dat de kwaliteit van het werk wel moet worden aangeleverd dat men moet waken voor het feit dat men dingen gaat afrappelen of dat doordat mensen minder werken er nieuwe mensen komen

of andere mensen werken moeten overnemen en daar de overdracht niet goed gaat en dus de kwaliteit in het geding komt.” (Focus group 1, participant 8, male, above 55)

“Maar die doelen blijven staan. Ik ga mijn medewerkers ontladen van 6 uurtje per week dus ze gaan 30 uur per week werken maar de doelen moeten blijven gerealiseerd worden. Het maakt niet uit het is wel een voordeel voor de medewerkers, maar je moet wel de zekerheid hebben dat die doelen gerealiseerd blijven. Maar die garantie krijg je niet.” (Interview 1, HR-control, male between 35 and 55)

“Alleen dan ja dan kom ik toch weer op het eerste dat het er gewoon heel erg op neer komt dat je toch strakker op de resultaten gaat sturen. Hoe, ja met name gesprekken, rapportages en dat soort dingen we moeten ook weer niet zo omslaan dat je echt bovenop de lip van een medewerker zit.” (Interview 6, Account Manager ICT, male, above 55)

Also, at the Municipality of Amsterdam, 12% of worktime is considered as non-productive, such as training and chats, however breaks and holidays are not included. Thus, participants think that, for production employees, the six-hour workday makes no difference in their productivity, while for knowledge employees, it could potentially increase productivity. However, attention has to be paid to their job demand and quality of their results.

Absenteeism

In general, employees think that if they have better work-life balance, they will be less sick and therefore less absent. Next to that, if they get more time for ‘life’, they will require less time off for doctor’s appointments, for example, or other duties besides paid work.

“Ik denk als je dan kijkt van als iemand echt met plezier naar z’n werk gaat dan heb je dus een balans tussen werk en privé waardoor je dus minder vaak ziek bent en minder verzuimt, waardoor de organisatie dus een minder hoog verzuim percentage heeft.” (Interview 8, Client Manager, male, under 35)

“Kijk dat is een ander ding wat voor de werkgever gunstig is volgens mij omdat ik parttime werk plan ik bijvoorbeeld tandarts- en doktersafspraken plan ik buiten werktijd. Maar iemand die fulltime werkt zal dat onder werktijd plannen. Dus dat is echt een voordeel voor de werkgever.” (Interview 18, Work, Participation and Income employee, male, above 55)

Thus, employees think absenteeism will decrease with the implementation of the six-hour workday.

Financial outcomes

The financial outcomes can generally be divided into two categories, namely costs and benefits. The most prominent costs would be employee costs and the most prominent benefits would be reduction of absenteeism costs. To give an indication: for the Municipality of Amsterdam, each additional employee costs between 65.000 and 75.000 euros per year, while a decrease of 1 percent in absenteeism saves 10 million euros per year. The financial outcomes depend on the choices that are made regarding the requirements; for example, costs depend on the choices that are made regarding the requirement of funding. Therefore, this will be discussed further in 3.2.4 ‘funding’, which is based on two meetings with one of the HR-Control employees, who is considered a financial specialist.

Communication and collaboration

The employees mentioned another outcome, which is the effect of working less on communication and collaboration between employees. Again, for knowledge employees this is more apparent than for production employees, since communication and collaboration are essential for knowledge work.

“Daar zou je nog over door moeten praten van hoe zorg je nou dat we elkaar niet uit het oog verliezen.” (Interview 16, Facility Manager, female, between 35 and 55)

Knowledge employees have access to their “Amsterdam Digitale Werkplek” or ‘ADW’ on their laptop, from which they can work anywhere, anytime. They express concerns about practicalities such as availability of colleagues and arranging meetings if they would start working more flexibly, about social cohesiveness decreasing and about managing expectations and agreements.

First, regarding practicalities, respondents think it is important to make clear to their colleagues in their Outlook calendar when and where they work. Additionally, mandatory hours at the office, for example Tuesday and Thursday, are preferred, in order to facilitate scheduling of regular meetings. Next to physical communication, digital communication via Skype for business, video conferencing and phone calls are also currently being explored.

Second, employees express concerns that working less or working flexibly would negatively influence social cohesiveness.

“Blijft er nog, ja hoe doe je dan de sociale component van werken.” (Interview 16, Facility Manager, female, between 35 and 55)

“Ik ben juist bang dat het de andere kant op zal gaan, ik denk van ik moet hetzelfde doen in die 6 uur dus ik ga door he dat je het sociale praatje bij de koffie misloopt, terwijl dat is juist even belangrijk. Ik heb nu geen tijd want ik moet dit even afmaken.” (Focus group 1, participant 8, male, above 55)

“Dan ben je er alleen maar voor het werk en niks meer wat er niet strikt noodzakelijk bij hoort.” (Focus group 1, participant 4, female, between 35 and 55)

“Bij mijn werk is het zo dat je altijd op kantoor bent dus je ziet de collega’s wel. En bij mijn werk heb ik ook dat je toch samen aan bepaalde casussen werkt dus dan zie ik ze ook weer en dan doe ik beroep op mijn collega’s, dus dan heb je het echt over de koetjes en kalfjes gesprekken die je dan minder hebt. En dan meer tijd overhoudbaar voor je werk.” (Interview 8, Client Manager, male, under 35)

“Ja zeker, want hoe je het zegt van de koetjes en kalf gesprekjes die vergen best veel tijd en je wilt ook niet te zakelijk overkomen op je collega’s dus dan ga je je toch niet afzonderen want in een hokje doe ik meer op een dag maar heb ik minder met de collega’s van doen gad.” (Interview 8, Client Manager, male, under 35)

“Het socializen effect ik denk dat de mens de drang heeft om toch werk en privé in balans te brengen doordat je 8 of 9 uur op een kantoor zit heb je het gevoel van min privé is in disbalans, ik zie mijn kinderen bijvoorbeeld niet, ik zeg maar wat, waardoor je dat gaat compenseren door bijvoorbeeld met collega’s te gaan socialisen en het gaat inhalen dus dat kun je beter besteden aan werk.” (Interview 8, Client Manager, male, under 35)

“Dan loop ik gewoon even een rondje of ga ik met iemand even een bakje doen, even horen hoe hij of zij even de temperatuur opnemen en die interactie momenten dat is puur goud.” (Interview 14, Engineering Bureau employee, male, above 55)

“Nou waar we het vanmorgen in het team al over hadden is van goh op het moment dat je he dezelfde hoeveelheid werk in 2 uur per dag minder af moet hebben want dat is best wel veel 2 uur dan mis je misschien ook een aantal elementen die nu een functie hebben. He even het gelummel bij de koffieautomaat en het gesprekje met die collega dat heeft ook zijn waarde ook al ziet het eruit als 10 minuten lullen bij de koffieautomaat he dat heeft wel z’n waarde.” (Focus group 2, participant 1, male, between 35 and 55)

Thus, employees feel that if they need to work more efficiently, they would have less social interaction with their coworkers. If employees start working less, there is pressure to decrease social interaction in order to work more efficiently, so there is less time for social interaction. This is also in line with the

findings of the experiment at DigiWars. However, the researchers were unaware of the long-term effects. They found that this could be balanced out to some degree with brief daily meetings.

Third, employees think it is important to manage expectations by making clear agreements in order to prevent expectations and agreements being vague, with all kinds of corresponding consequences.

“Soms zijn dingen nu al heel flexibel maar dat levert ook vertroebeling op, wat kun je nou verwachten van elkaar.” (Interview 13, Policy Employee, male, under 35)

“Bij ons zou het logistiek ook wel consequenties hebben. In die gespreksruimtes, ja op sommige tijdstippen zijn die behoorlijk vol. Op het moment dat je dingen gaat centreren zou het daar wel gevolgen voor hebben.” (Focus group 2, participant 2, female, above 55)

“Ja klopt, of ik het werk hier doe of daar, of ik 30 uur werk of 36 uur maakt niet uit waarom gewoon het gaat eigenlijk om bepaalde afspraken. Heb je de resultaten gehaald, de afspraken nagekomen en dat je manager geen klachten krijgt van de buitenkant. Ja dat is het. Dat maakt ons werk makkelijker maar voor primair proces niet.” (Interview 1, HR-Controller, male, between 35 and 55)

“En daar zal dan ook heel erg naar gekeken moeten worden van wat verwacht je nou van elkaar wat kan er van je als medewerker verwacht worden maar ook hoe zitten die verhoudingen met de leidinggevenden ook.” (Interview 5, Project Manager, female, between 35 and 55)

“En ook heel duidelijk afspraken maken over wat betekend dat dan als je die zes-urige werkdag hebt en hoe gaan we met elkaar om en wat betekend dat voor de werkafspraken die je dan met elkaar hebt en vooral ook daarbuiten.” (Interview 5, Project Manager, female, between 35 and 55)

“En ook ik merk flexibiliteit gaat ook samen ten eerste met vertrouwen en met het maken van heldere afspraken.” (Interview 13, Policy Employee, male, under 35)

“Ik heb geleerd daar afspraken in te maken, niet alleen op m'n werk maar ook thuis. Wanneer kun je me verwachten en wat kun je nou van me verwachten? En soms wijkt dat uit als er paniek is dan moet dat even maar dat is denk ik in afspraken met elkaar kunnen we flexibel met elkaar zijn en de werkgever zegt er is wat aan de hand ik moet nu echt naar huis, heb net een huis gekocht bijvoorbeeld en er was iets mis en ik moest even naar de notaris en dan kan dat gelukkig en hoeft ik het niet als verlof op te nemen en het kan gewoon.” (Interview 13, Policy Employee, male, under 35)

“Dat kan natuurlijk prima maar dan moet je wel hele goede afspraken maken.” (Interview 16, Facility Manager, female, between 35 and 55)

“We maken aan de voorkant resultaatafspraken en daar ben je verantwoordelijk voor. Waar je het realiseert, hoe je het realiseert zal me een zorg zijn maar op het moment dat je hebt afgesproken dat je iets realiseert, dat is hetgene wat telt. Of je dat bij wijze van spreken 6 of 4 uur doet ja dat zal me een zorg zijn doe je het hier doe je het daar doe je het in zeeland doe je het in het strand maar het resultaat is wat telt.” (Focus group 2, participant 5, male, younger than 35)

“Maar daar heb je dus heel erg expliciet besproken in je team hoe je dat met elkaar doet. Dat is natuurlijk ook wel een hele tip. Ja, we zijn echt een geoliede machine wat dat betreft. Ook de balie en telefoonlijnen hebben we ook roosters voor en geef je aan wanneer je wel en niet kan en zo komen we er met elkaar uit.” (Focus group 2, participant 3, female, between 35 and 55)

“Ze zitten dan graag 's avonds en in het weekend en nu hebben we voor mij duidelijk genoeg regels dat ik kan zeggen van nou jongens als jullie het goed vinden 's avonds en in het weekend werk ik niet meer, dat durf ik wel te zeggen.” (Focus group 1, participant 3 male, between 35 and 55)

"Het gevaar wordt denk ik wel als je een zes-urige werkdag hebt dat buiten die uren toch nog heel veel communicatie kan hebben omdat andere collega's wel aan het werk zijn en dat je toch nog even wat moet afstemmen en dat gebeurd natuurlijk wel op maandagen en dinsdagen dat je toch nog even iets doet als je thuis bent en sterker nog ik heb ook vaak m'n laptop open staan om even te kijken of er geen mailtjes zijn die ik direct moet beantwoorden of die kunnen wachten tot morgen en dat geldt dan natuurlijk ook dus ik en het in als we echt met een zes-urige werkdag van start gaan ja dan moeten we echt heel goed gaan kijken naar ons werk en hoe we met elkaar omgaan dan en wat ik al eerder zei wat we van elkaar moeten verwachten ook buiten die uren zeg maar hoe flexibel zijn we daarin anders heb ik het gevoel dat je alleen maar inlevert op je salaris." (Interview 5, Project Manager, female, between 35 and 55)

"Ja of de ene week he die collega die 32 uur werkt de ene week 36 werkt en de andere week 24 soms zijn dingen nu al heel flexibel maar dat levert ook vertroebeling op, wat kun je nou verwachten van elkaar. ja of de ene week he die collega die 32 uur werkt de ene week 36 werkt en de andere week 24 soms zijn dingen nu al heel flexibel maar dat levert ook vertroebeling op, wat kun je nou verwachten van elkaar." (Interview 13, Policy Employee, male, under 35)

In conclusion, attention should be paid to the effect of the six-hour workday on communication and collaboration between the employees with regards to practicalities, social cohesiveness and managing expectations by making clear agreements. Communication and collaboration will be added to the empirical solution in figure 10 as an outcome of the six-hour workday.

3.1.3 Expectations regarding societal outcomes

Gender equality

The most prominent expectation that employees mentioned is more gender equality due to the six-hour workday. This is because the difference between part-time and fulltime will be taken away as everyone (male and female) will be working 6 hours per day, 30 hours per week. The underlying assumption is that both would then spend an equal amount of their time taking care of the unpaid work such as the household and care for the children. However, some respondents think this will not be the case and women will only spend more time on unpaid work and men will spend more time on other activities.

"Haha, als ik kijk naar mijn eigen situatie dan zal het zo zijn dat ik nog meer taken in het huishouden zal gaan oppakken en meer tijd zal investeren in m'n sociale omgeving, dat zal ik doen. En dat kan natuurlijk in andere situaties of voor andere mannen anders zijn, maar voor mij zou dat dat betekenen denk ik. Die verhouding wordt naar mijn mening nog schever. Ik heb anderhalf jaar geleden met een burn-out thuis gezeten, echt thuis. En toen het eerste wat m'n man zei ach zo fijn, dan kan jij echt alles doen, heerlijk. En toen dacht ik van nee ik zit thuis omdat ik ziek ben, ik kan helemaal niet meer doen, ik moet even helemaal niks doen. Dus dat snapte hij echt niet. Zo zijn er natuurlijk heel veel andere gevallen." (Interview 5, Project Manager, female, between 35 and 55)

"Maar daar zit wel een hypothese onder dat iemand die minder werkt dat ook gaat besteden aan de thuistaken, dat heel veel mannen andere dingen gaan doen en de vrouwen gaan 6 uur werken en de rest van de tijd juist aan het huishouden besteden dus dat geeft juist een scheve verdeling." (Focus group 1, participant 1, female, above 55)

"Nu werken er meer vrouwen parttime dus misschien gaan er dan ook meer mannen parttime werken als ze maar 6 uur werken dus dan wordt het misschien wel gelijkwaardiger als meer mannen ook die zorgtaken op zich nemen. Zouden vrouwen nog steeds 30 uur werken of daarbinnen parttime gaan werken." (Interview 3, Functional Management, male, between 35 and 55)

“Volgens mij werkt de vrouw nog steeds minder uren er komen wel steeds meer huisvaders die ook wel parttime werken maar volgens mij winnen ze dat nog steeds niet, dus daarmee komt het misschien iets beter in balans.” (Interview 4, Team Leader Financial Advice, female, between 35 and 55)

Unemployment (costs)

The second most mentioned societal consequence by respondents involves a decrease in unemployment and thus less unemployment costs. This counts not only for people who are unemployed due to job availability, but also due to illness or other duties such as care for children. Therefore, this will overall lead to inclusion of more people in the working domain.

“Nou ik zou het echt heel goed vinden als we daar als samenleving heen gaan omdat je dan inderdaad, nu is het zo raar in de samenleving er zijn een aantal mensen die heel veel heel hard werken, een soort top sport werk, er is een heel groot gedeelte die doen helemaal niet mee qua werk en ik denk dat het voor de samenleving veel beter zou zijn als iedereen maar dan minder zou werken zodat het ook veel bereikbaarder wordt voor mensen zo'n zes-urige werkdag, dat het minder topsport wordt maar gewoon haalbaar voor iedereen dus dat lijkt me al heel gunstig.” (Interview 11, Team Manager, female, between 35 and 55)

“Maar het lijkt mij ook wel als je dat verder doortrekt zou het natuurlijk een middel kunnen zijn om juist het werk als maatschappij of binnen de gemeente Amsterdam om het iets behapbaarder te maken en ook wat eerder te verdelen ofzo he. Aan de ene kant heb je is mijn analyse want ik had hier toevallig ook over nagedacht. Aan de nee kant heb je mensen die zijn heel druk die werken 40 uur of nog meer en dat zijn ook vaak wel de ja he ook zeg maar hoe hoger je zeg maar binnen de gemeente Amsterdam komt management of wat dan ook hoe drukker je het krijgt en er wordt veel van je verwacht dat je nog meer overwerkt etc. en dus dat geeft aan de ene kant heel veel stress eigenlijk he en aan de andere kant zijn er mensen die ja juist natuurlijk geen eigenlijk allemaal flexcontracten hebben of kleine baantjes of wat dan ook dus het is ook een kwestie van kunnen we het beter verdelen. Dat is ook de gedachte van het hele parttime werk maar dan wat voor mij in ieder geval het vernieuwende achter die zes-urige werkdag hebt is dat je dus niet parttime werkt met een of 2 vrije dagen. Het is gewoon in ieder geval in de managementfuncties in de week meer verdeeld. Dat je er wel elke dag bent.” (Focus group 2, participant 3, male, between 35 and 55)

“Maar als dat zo zou zijn dan zou je een hele grote hap mensen die nu aan de kant staan ook veel 50 plussers die gewoon niet aan de bak kunnen.” (Interview 17, Client Manager, male, above 55)

“Dat creëert misschien wel meer werkgelegenheid, want daardoor komen misschien meer mensen aan het werk en dan heb je minder uitkeringen of minder uitgaven aan sociale voorzieningen vanuit de gemeente.” (Focus group 1, participant 4, female, between 35 and 55)

“Dan heb je wat meer mensen en die moeten er natuurlijk wel zijn, maar op zich creëert dat dan ook weer werkgelegenheid ook voor mensen als je zegt van in de week zes-urige dan heb je weer kortere shifts maar dan heb je er 12 nodig, dat biedt misschien ook weer kansen voor jonge mensen die net van school komen of net afgestudeerd zijn of wat dan ook dus misschien dat dat ook wel weer ja dat meer mensen aan het werk komen daardoor.” (Interview 9, Facility Coordinator, male, between 35 and 55)

“He er is nog steeds massawerkloosheid en zolang er massawerkloosheid is de enige sociale politiek om het werk te herverdelen ook voor wie kan en wil werken. En dan komen we er niet als we een regeling binnen de gemeente krijgen als je er zin in hebt dan mag je 6 uur werken. Nee wij moeten het werk over al die mensen die buitenstaan herverdelen. En daarom is er ook een maatschappelijke noodzaak om de arbeidstijd voor iedereen te verkorten.” (Interview 20, Labor Consultant, male, above 55)

Individual contributions to society

The third expectation that employees mentioned is that more people would make contributions to society by either care giving or charity work.

“Wat me ook heel gunstig lijkt is dat er dus veel meer ruimte komt voor dingen die niet binnen de categorie vallen zoals mantelzorg verhouding tussen mannen en vrouwen wat betreft voor kinderen zorgen, maar ook voor oude ouders waar mensen voor zorgen. Maar dat iedereen daarnaast dus ruimte heeft om aan de maatschappij bij te dragen, om te bewegen en buiten te zijn, nou ja het lijkt me op allerlei fronten veel beter.” (Interview 11, Team Manager, female, between 35 and 55)

“Je zou bij wijze van spreken 2 uur vrijwilligerswerk kunnen doen als je het hebt over een zinvolle invulling he dan doe je dus iets voor de maatschappij en daar krijg je misschien niet betaald voor maar dat kan ook je werk zijn vrijwilligerswerk of mantelzorg, er zijn zat mensen die die uren volgens mij goed kunnen gebruiken hoor naast hun werk.” (Focus group 1, participant 3, male, between 35 and 55)

“Nou ja bijdragen aan de samenleving, je kunt wel 6 uur gaan werken en daarna iemand helpen, dan heb je je werkdag al gehad en doe je voor de maatschappij iets terug. En dat zal voor de organisatie misschien niet zo van belang zijn, maar dan kun je je wel ontwikkelen of wel iemand helpen die daar behoeft aan heeft.” (Focus group 1, participant 8, male, above 55)

“Misschien wel maatschappelijk bezig te zijn of sociaal. Ik zou wel weer vrijwilligerswerk op me willen nemen. Mijn moeder heb ik de laatste jaren verzorgd en is toevallig gisteren naar een verzorgingshuis gegaan dus heb ik minder om voor te zorgen dus ik zou wel wat vrijwilligerswerk doen.” (Interview 15, Team Facilitator, female, between 35 and 55)

“De regering zegt je moet meer met je buren en hulp en weet ik het wat maar aan de andere kant krijg je door de zorg van ouders dubbele taken dus ze willen van alle kanten wat en dan denk ik ja als werkgever kan je dat ook faciliteren door ja door in ieder geval mogelijk te maken om wat lucht te krijgen in het leven.” (Focus group 2, participant 4, female, between 35 and 55)

Environment

The fourth societal expectation that employees mentioned is the positive impact on the environment. If people work at different times or at home, there will be less traffic of cars and trains during rush hour. However, it might also be the case that people will start traveling more because they have more free time.

“Ik heb het aspect milieu ook benoemd, omdat ik vind als mensen minder massaal reizen en minder massaal ergens zijn dat je daar dan inderdaad ook minder hoeft te stoken en minder bussen, treinen, trams in hoeft te zetten en daardoor inderdaad ook dus minder elektriciteit op hoeft te wekken of minder kolen te verbrandden dus dat je behalve de besparing een beter effect op het milieu hebt. Als hier de hele verdieping na 3en leeg is kun je gewoon de verwarming uitdoe he en die ene persoon die toch tot 5 wil werken gaat flexwerken of thuis.” (Focus group 1, participant 5, female, above 55)

“Of het vrijetijdsverkeer – wet van behoud van reistijd, als ze meer vrije tijd hebben gaan ze ook weer meer reizen als het niet voor hun werk is. Nou metal die ICT in de jaren 90 dachten we die pieken gaan er wel vanaf, maar die pieken zijn er nog steeds dus mensen hebben toch blijkbaar een sociaal ritme: kinderen moeten naar school, nou dan ga ik ook maar aan het werk dus dan zit je toch heel erg aan die patronen vast dus je moet je niet te rijk rekenen daaraan.” (Focus group 1, participant 8, male, above 55)

“Je hebt meer vrije tijd dus ja weet ik veel misschien heb het wel economische gevlogen, mensen die het geld hebben die hebben dan meer tijd om geld uitgeven.” (Interview 10, Functional Management, male, above 55)

“Er zal nog meer mobiliteit ontstaan maar misschien niet op die piekmomenten die je nu hebt. Daar zou je meer op kunnen sturen met het verdelen van spitsperioden enzo.” (Interview 20, Labour Consultant, male, above 55)

3.1.4 Work and Safety department

After a meeting with the Manager and three employees of the Work and Safety department, a first step is taken toward selecting a potential team of knowledge employees to take part in the six-hour workday. During this meeting, a registration form for hours was developed, which can be used to evaluate the productivity before, during and after the implementation of the six-hour workday. This can be found in appendix XII.

All the effects mentioned above are just an indication of the outcomes of the implementation of a six-hour workday at the Municipality of Amsterdam based on the expectations of employees. These outcomes could be evaluated after the actual implementation of the six-hour workday, in order to draw solid conclusions from them. The outcomes mentioned above are displayed in figure 10, which is the empirical solution.

3.2 Possible and preferable requirements for the Municipality of Amsterdam

After establishing the expected outcomes based on employees' opinions, a closer look will be taken at the requirements of the implementation of a six-hour workday. This is based on interviews and focus groups with employees regarding their *preferences*, and meetings with experts, amongst others employees from the HR-Control and Legal department, regarding their opinions on the *possibilities*. In this section, the requirements identified in the theoretical problem analysis regarding the possibilities and preferences of the Municipality of Amsterdam will be discussed. For example, the requirement of funding will be discussed with one of the finance employees, based on his insights into the possibilities for funding. The first six requirements that are discussed are based on the experts' responses, while the practical requirements (3.2.7) are based on the general employees' responses. The organizational needs are related to step 1 in the Regulative Cycle, which is the problem identification. This will also be considered a requirement, which will be discussed in a separate section (3.3), since this generated many findings.

3.2.1 Target groups

In this section, the target groups are discussed. The municipality of Amsterdam knows many different job categories due to the many responsibilities the organization has. The internal document called 'Functiegebouw' will be used as a basis for the determination of the target groups that should be included in the implementation of the six-hour workday. This document was retrieved from the intranet and describes the 13 different function families the organization consists of. These function families are distinguished from each other by the organization, based on educational and experience level, as well as job characteristics and main tasks. In the current thesis, function families are considered the same as job categories. Based the document 'Functiegebouw', it can be determined for each function family whether they are able to work independent of time, place and device and whether they are able to schedule their own tasks and workload, all in order to determine whether they belong in the category of knowledge employees or production employees. These characteristics can be denoted with the level of autonomy the function families have. This is important since the requirements of the six-hour workday should be adjusted to the job category they apply to. To elaborate on this, for function families that require timely and physical presence, and that are dependent on devices that are not portable, and where the employee does not have the freedom to determine their own schedule with regards to tasks and workload (such as counter staff), different choices apply than for function families for which this is not the case, as explained in 3.1.2 'productivity'. Table 1 offers insights into the way the six-hour workday can be applied according to the different function families present at the Municipality of Amsterdam.

Table 1
*Degree of autonomy by function family**

Function family	Time dependent	Place dependent	Non-portable device dependent	Amount of work dependent
STAF/OVERHEAD (5.0000 employees)				
Stedelijk directeur (1)	No	No	No	No
Management (2)	No	No	No	No
Coördinatie (3)	No	No	No	No
(Beleids)advies (4)	No	No	No	No
Beleidsrealisatie (5)	No	No	No	No
Project/programma -management (6)	No	No	No	No
PRIMARY PROCESS (10.000 employees)				
Vergunningverlening (7)	Yes	Yes	Yes	Yes
Handhaving (8)	Yes	Yes	No	Yes
Administratie (9)	No	Yes/No	Yes	No
Ondersteuning (10)	Yes	Yes	Yes	Yes
Dienstverlening (11)	Yes	Yes	Yes	Yes
Techniek (12)	Yes	Yes	Yes	Yes
Beheer & onderhoud (13)	Yes	Yes	Yes	Yes

*Relative to the other function families. The degree of autonomy can differ within the function families per type (A to Z), of which A has the least amount of autonomy and is the most time, place, non-portable device dependent and does not have the autonomy to plan their own activities due to several reasons.

From table 1 can be concluded that the distinction between knowledge employees and production employees, which is identified in the theoretical problem analysis, can also be found in the Municipality of Amsterdam. Therefore, two variations of the requirement ‘target group’ are needed. The first variation applies to the production employees in ‘Primary Process’ (function families 7 to 13), where additional employees are needed to fill the hours that cannot be completed by the current employees, and the second design applies to the knowledge employees in Staff/Overhead (function families 1 to 6), if they are able to do the same amount of work in 6 hours as they usually do in 8 or 9 by working more efficiently, for example by eliminating distractions. The employees recognize this distinction as well. Also, based on the ‘Functiegebouw’, job category and worktime control seem to be related. Therefore, these will be analyzed simultaneously with ‘job category’.

“Maar in die zin vind ik hem nog wel uitdagend omdat we het onszelf toch al moeilijk hebben gemaakt met zoveel panden, plekken en zoveel verschillende organisaties en de hele cultuur omdat het risico zou kunnen zijn is dat het een soort extra luxe arbeidsvoorwaarde wordt. Dat juist de kenniswerkers omdat het daar makkelijk te realiseren is dus weer heel veel makkelijker in mee kunnen. Ja, hoewel aan de andere kant kan je de receptiedienst ook om 6 uur inschakelen.” (Interview 16, Facility Manager, female, between 35 and 55)

“Ja je kunt er een heleboel aanhangen. Nou ja, dus waar je dan voor zou moeten waken is dat het niet een soort luxe arbeidsvoorwaarde voor de toch al goedbetaalde groep binnen de gemeente is. Misschien is het voor de reiniging of voor baliemedewerkers of de groepen die juist heel uitvoerend zijn juist wel een hele mooie stimulans om dat vanuit vitaliteitsbeleid en oogpunt daar wat mee kunnen.” (Interview 16, Facility Manager, female, between 35 and 55)

The experts recognize this distinction as well.

“Als je gaat kijken bijvoorbeeld naar de organisatie zelf bijvoorbeeld de gemeente Amsterdam qua verhouding van Amsterdam praten we altijd over primair proces en overhead. Als ik me niet vergis is de verhouding 68% en 32%. Die zes-urige werkdag kun je makkelijk bij overhead toepassen, want het zijn allemaal kantoorbanen die niet afhankelijk zijn van de burger. Maar die andere 68% dat zijn echt functies ja je bent gewoon echt afhankelijk van een burger.” (Interview 1, HR-Controller, male, between 35 and 55)

Thus, the Municipality of Amsterdam knows 13 different job categories, though the main distinction can be made between knowledge employees and production employees. In this case, these two target groups need to be included in the six-hour workday. Since requirements and outcomes could differ for these job categories, it is important to distinguish between them while implementing and evaluating the six-hour workday. Financial consequences of this will be discussed in section 3.2.4 ‘funding’.

3.2.2 Amount of participants

The Municipality of Amsterdam employs roughly 10.000 (66%) knowledge employees and 5000 (33%) production employees. As discussed in the interview with the HR-Control employee, the more production employees will take part in the six-hour workday, the more the costs increase, since the organization needs to hire extra employees to fill the spillover hours. As mentioned in 2.1.3, the researcher of Svartedalen recommends including at least 100 employees in the six-hour workday in order to be able to properly evaluate the outcomes. For the Municipality of Amsterdam this means, based on the target groups mentioned in the previous section, including 67 knowledge employees and 33 production employees. Additionally, 14 production employees should be hired to fill the gaps in the schedule. Financial consequences of this requirement will be discussed in section 3.2.4 ‘funding’.

3.2.3 Duration

As discussed in the interview with the HR-Control employee, the costs will increase as the amount of time the six-hour workday is carried on for increases. As mentioned in 3.1, the researcher of Svartedalen recommends a period of 12 months for the six-hour workday, in order for the outcomes to be properly evaluated, since this amount of time is sufficient for the effects to occur and be measured. Financial consequences of this requirement will be discussed in section 3.2.4 ‘funding’.

3.2.4 Funding

After discussing the requirements of target groups, the amount of participants and timeframe, the funding will be discussed. This is in direct relation to the previously mentioned three requirements, as choices of options regarding these requirements directly influence the costs of the six-hour workday and thus the funding. Next to the choices that influence the amount of funding that is required, there are different options to accommodate this need for funding. These were discussed during two meetings with one of the HR-control employees.

Regarding the funding, the financial feasibility is most important for the organization. It is crucial hereby to find out what the costs are, how these can be covered and what the financial benefits are. After two meetings with one of the HR-Control employees, it became clear that a six-hour workday means an investment in personnel costs, specifically for production employees. As a result of this meeting, a calculation tool for the costs of the implementation of the six-hour workday can be found in appendix XI. This investment can be covered by the organization alone, by the employees alone through a reduction of salary, or by the organization and employees together. The organization would benefit the most from the least costs, while employees generally do not want to reduce their salary, otherwise they could just start working part-time. Therefore, it would be most beneficial to share these costs.

3.2.5 Legal realization

Lastly, the legal options were discussed in a meeting with one of the internal jurists at the Municipality of Amsterdam. During this meeting, it became clear that there are two options in order to legally realize the six-hour workday. These are a linear worktime reduction and the admission of extra days off. The first option means that 30 hours per week is the new fulltime norm and all other hours, such as overtime, need to be adjusted to those 30 hours, which means a higher allowance of overtime. Paying overtime also increases the costs of the implementation of the six-hour workday.

The second option considers 36 hours as the fulltime norm, though employees receive extra days off in order to reduce 36 hours per week to 30 hours per week. This then should be registered in the labor regulation. This is not new, as the same concept is used for worktime reduction for employees above the age of 55. This means hourly wage does not increase; employees just get extra days off, which already falls under the discretion of the employer. The jurist recognized that these two options require further exploration in the future, before the six-hour workday can be implemented. There are different ways to financially facilitate these extra days off, for example with the 'IKB', which is a certain budget that is available to every employee to spend on a cause of their choosing, for instance education or extra days off.

Next to these two options, there is a development that needs to be taken into account. From January 2020 onward, a new law will be introduced, which is called 'Wet Normalisering Rechtspositie Ambtenaren' or 'WNRA'. This means the condition of 'de ambtenaar' will change from that time on, as will circumstances around it. This also requires further exploration in due time, as it might affect the ways in which the six-hour workday could be implemented.

3.2.6 Internal and external communication from management

Internal and external communication from management was mentioned as an important requirement as well. Regarding internal communication, it is important to keep employees informed, in order to create understanding and minimize resistance.

"Binnen je team zou je er narigheid over kunnen krijgen van je gaat 5 keer 6 bij deze of volgende week gaat het in ik denk in het team zou daar wroeging in kunnen komen of zou het kunnen gaan wringen."
(Interview 6, Account Manager ICT, male, above 55)

"Dat er intern met de pilot al gedacht wordt van ja, die gaat lekker na 6 uur naar huis en ik zit hier."
(Interview 7, Recruiter, female, between 35 and 55)

"Ja wat hebben we nodig of wat zou in de weg kunnen staan, ik denk misschien meer begrip want ik mensen nijgen naar scheve gezichten dat ze zoets hebben van oh ga jij minder doen voor meer loon dus ik denk dat het van beide kanten moet zijn van mensen die zich niet opgeven dat ze ook beseffen van wat wij ook moeten inleveren van het is niet dat wij minder werk doen. Dus zij moeten heel goed beseffen dat de mensen die zich daar voor opgeven dan ja op een efficiëntere manier gaan werken, misschien hetzelfde werk of meer werk naar zich toe halen binnen die 6 uur dus ik denk dat dat voornamelijk goed geregeld moet zijn dat je geen scheve gezichten krijgt."
(Interview 8, Client Manager, male, under 35)

"Nou ik denk dat een succes zou zijn een goede informatiecampagne naar het personeel toe opgezet gaat worden waarin dus wordt aangegeven wat de voordelen zijn van een zes-urige werkdag en wat het belang daarvan is voor zowel het eigen personeel als onze omgeving he, buiten de gemeentelijke organisatie."
(Interview 20, Labor Consultant, male, above 55)

Looking at external communication, it is also important to inform Citizens of Amsterdam.

"Ja sowieso de communicatie naar buiten toe dat zie je ook in de reacties op het coalitieakkoord, ja die luie ambtenaren ze doen al niks."
(Focusgroep 2, participant 5, male under 35)

"Ik ga het ook niet aan de grote klok hangen want ja als ik het wel eens aan vrienden vertel zeggen ze mag dat allemaal wel. Als ik het maar af krijg."
(Focusgroep 2, participant 2, female, above 55)

“Maar ik ben ook weer heel bang dat vooral de buitenkant, dus de burger wij zijn ook burger hoor maar gewoon de burger dan inderdaad gaat motten van ja zie je wel en ze krijgen maar meer en ze doen al niks en nu krijgen ze hetzelfde voor nog minder doen ofzo, ik ben wel bang dat dat beeld een beetje gaat ontstaan.” (Interview 7, Recruiter, female, between 35 and 55)

“Kijk ik ben ook gewoon burger maar ik ben daarnaast medewerker van de gemeente Amsterdam en zij zijn dat gewoon niet, laat ik het zo zeggen. En dat kan best nog wel eens een rottig beeld geven.” (Interview 7, Recruiter, female, between 35 and 55)

“Dan vererger je misschien wel het stempel dat de ambtenaar nog steeds heeft van ja dan gaan de ambtenaren ook nog minder werken dus ik weet niet of dat zo tactisch is ja maar misschien dat het in ja de non-profit sector iets algemener wel een goed idee zal zijn.” (Interview 4, Team Leader Financial Advice, female, between 35 and 55)

“Ik denk dat het beeld wel aan het veranderen is want we gaan ook naar een andere CAO waarschijnlijk en dan zijn we geen ‘ambtenaar’ meer, maar gewoon werknelmers en we werken voor een gemeente maar we zijn geen ambtenaren meer dat het beeld gewoon lekker weg kan.” (Interview 7, Recruiter, female, between 35 and 55)

“Ook de minpunten, wat bij mij meteen te binnen schiet is de reactie naar buiten. Ik denk dat daar wel even goed aandacht aan moet worden geschenken. Kijk het komt toch naar buiten, volgens mij ligt het al buiten, maar dat het ook gewoon door communicatie naar buiten wordt gebracht dat het een gefundeerd iets is en dat er de twijfel is of mensen hetzelfde kunnen in 6 uur als in 9 uur.” (Interview 7, Recruiter, female, between 35 and 55)

“Ja ik denk wel dat er vanuit de maatschappij weerstand zal ontstaan om mensen maar 6 uur te laten werken voor hetzelfde salaris, weet je dat. Maar als je het heel eerlijk bekijkt van hoeveel uren van de werkdag ben je nou productief dan kom je voor de meeste van de ambtenaren toch wel ja dat mag ik niet zeggen maar aan 6 uur want het is geen lopende band werk wat je bij banken ofzo doet.” (Interview 10, Functional Management, male, above 55)

In conclusion, attention should be paid to the way managers communicate internally as well as externally, in order to inform employees and Citizens of Amsterdam and manage any resistance that might come up toward the six-hour workday, whether that is internal or external. Therefore, clear internal and external communication from management will be added as a requirement of the six-hour workday. All the options and preferences regarding the requirements mentioned above are displayed in figure 10, which is the empirical solution.

3.2.7 Practical requirements

With the *options* for the requirements having been discussed with the experts, this section contains a discussion on the *preferences* of the requirements based on the responses from general employees. It includes practical requirements, namely the amount of days and hours worked; the timeframe within which working hours take place; the amount and duration of breaks; the tasks and responsibilities that should be handled within a certain timeframe; and the salary and thus the reward for a certain time investment or certain results, or a combination of both.

Days, hours and timeframe

Most respondents say they would prefer to reduce the hours they work per week rather than the hours they work per day; they prefer to work 4 days of 7,5 hours for example, rather than 5 days of 6 hours. Other employees mention they would prefer 5 days of 6 hours.

"Ik zou die 30 uur verdelen over 4 dagen. Ja, omdat je dan toch een extra dag met werk bezig bent. En reistijd is natuurlijk ook een belangrijke factor." (Interview 4, Team Leader Financial Advice, female, between 35 and 55)

"5 dagen van 6 uur lijkt me, maar ik werk nu dan 4 dagen ook vanwege de reistijd." (Interview 2, Accounts Payable Administration, male, above 55)

"Ik zou dan 5 keer 6 gaan werken." (Interview 3, Functional Management, male, between 35 and 55)

The preferred worktime of employees differs; some employees want to start and finish their workday early, others want to start later during the day, all for various reasons. A third opinion is to divide the work over the day and, for instance, work 3 hours in the morning and 3 hours in the afternoon. They even mention they could work 3 hours at the office and the other 3 at home. Thus, there is no consensus on when employees want to work. This will be discussed further in 3.3.2 ‘employee needs’ and ‘work-life flexibility’.

"Ongeveer 8 uur tot half 3 ofzo." (Interview 2, Accounts Payable Administration, male, above 55)

"8 uur of 9 uur starten vind ik wel een mooie tijd, ik heb ook weleens collega's gezien die om 7 uur beginnen maar dat vind ik weer een beetje te vroeg." (Interview 8, Client Manager, male, under 35)

"Van 10 tot 16:30 want ik ben eigenlijk geen ochtendmens, haha. Er zijn collega's die beginnen graag om 7 uur, maar dat gaat me nooit lukken." (Interview 3, Functional Management, male, between 35 and 55)

Breaks

Participants also do not find any consensus on their preferences regarding breaks. Overall, employees wish to keep taking the breaks they are used to, but some might keep them shorter. Other employees think they would take breaks less often, since they do not need as many breaks or have less time to do their work. Again, it differs between knowledge employees, who do have authority over their breaks, and production employees, who do not have this type of authority.

"Ik denk dat pauzes niet zouden moeten veranderen, ik denk dat je anders de regelmatige rust die je nodig hebt toe te passen dus ik denk dat dat dan niet veranderd want je hebt vaak dan ben ik er dus niet een schoolvoorbeeld van maar volgens mij is het slim om om kwart over 10 even van je plek te gaan en dan lunchpauze en 's middags nog een keer dus dat zou dan eigenlijk denk ik niet veranderen. Of misschien dat die laatste wel zou veranderen dat de 3 uur dip de reistijd naar huis wordt. Hooguit een kwartiertje minder pauze maar die lunchpauze houd je toch en volgens mij zijn er ook wel mensen die daar gewend zijn om daar 3 kwartier of een uur voor te nemen dus die gaan die blijven dat opzoeken. Maar dat zou natuurlijk niet ten koste moeten gaan van die 6 uur, als je een uur pauze wil werk je een uur langer door. Maar misschien dat men dan inderdaad liever nog eerder naar huis wil dat ze het daardoor inkorten, dat zou kunnen. Ik denk dat daar weinig aan verandert eigenlijk." (Interview 4, Team Leader Financial Advice, female, between 35 and 55)

"Ik zou gewoon nog een half uurtje pauze nemen, gewoon rustig even m'n broodje eten even naar buiten gaan een frisse neus halen. Ja gewoon om een beetje fris en fruitig te blijven." (Interview 15, Team Facilitator, female, between 35 and 55)

"Nou ik werk nu heel vaak van half 8 en de ene keer kwart voor 7 en de andere keer kwart voor 8 en ik neem eigenlijk geen pauze, ik maak af en toe een babbeltje bij het koffiezetterapparaat en ik neem een broodje tussendoor enne dat is mijn pauze en als ik ga lunchwandelen dan heb ik nog overleg met mijn collega's dus

“ik zie dat niet echt als pauze ik dat kan ik ook niet, een half uur niks doen dat kan ik ook gewoon niet. Ja hoe zie je dat met pauzes dan, ja weet ik eigenlijk niet.” (Interview 7, Recruiter, female, between 35 and 55)

“Ja, pauzes vind ik wel lastig, korte pauzetjes of even van werkzaamheden wisselen dat werkt wel goed. Ja echte pauzes dat weet ik niet zo goed. Maar dat is inderdaad als je ja een periode van een dipje zeg maar wat je zegt. Dat ik er met een 8-urige werkdag echt meer dan met 6 uur.” (Interview 17, Client Manager, male, above 55)

“Ja, als je achter een pc zit moet je eigenlijk na 2 uur weg van je pc. Ik heb nu een programma erop die geeft een waarschuwing als je dus zo lang erachter zit. Na 10 minuten blokkeert hij jouw systeem en dan moet je die 10 minuten nemen dus dat zorgt ervoor dat je dat doet.” (Interview 19, Salary Advisor, male, above 55)

“Het gebeurd denk ik denk ik ook wel eens dat mensen die 8 a 9 uur werken toch weten dat ze de dag door moeten komen dus vaak of langer pauze nemen dus dat ze toch even effectief zijn en productief als iemand die 6 of 7 uur werkt en dan wel een beetje doorwerkt. Dus of je nou 9 uur werkt en 2,5 uur pauze hebt kun je net zo goed 7 uur gaan werken dat je wel een beetje doorwerkt en gewoon eerder naar huis kan.” (Focus group 1, participant 8, male, above 55)

“Ja ik zei net van 10 tot half 5 rekening houdend met een half uur pauze, dat vind ik toch wel prettig dat je dan nou wat is het tot een werkt en dan van half 2 tot half 5.” (Interview 3, Functional Management, male, between 35 and 55)

“Ja misschien dat je er minder behoeftie aan hebt ook. Met 8 uur heb je misschien veel rustmomenten nodig maar als je 6 uur werkt heb je daar minder behoeftie aan en kun je gewoon doorknallen.” (Interview 3, Functional Management, male, between 35 and 55)

“Ik ben niet zo van de pauzes ja dat vind ik heel moeilijk om te zeggen. Ik houd haast nooit pauze, ik zit hier 6 uur en dan denk ik even 6 uur knallen terwijl dat eigenlijk niet zo goed is. Maar het is natuurlijk wel lekker om op te staan en even naar buiten te gaan en daarna weer verder te gaan. Maar ik zou dat dan wel geïntegreerd in die 6 uur zien. Dus niet per se van nog een half uur bovenop want je moet minimaal een half uur pauze nemen. Maar ook weer heel erg in die eigen verantwoordelijkheid en kijken of het passend is bij de functie die je doet.” (Interview 5, Project Manager, female, between 35 and 55)

“Nee over het algemeen gewoon 8 uur aan de balie met 2 koffiepauzes en een lunchpauze en dat is echt heel strikt.” (Focus group 1, participant 6, female, under 35)

Tasks and responsibilities

Since it was determined that production employees are only able to manage their productivity to a certain extent, and that job demand for knowledge employees could increase if they are not able to work more efficiently, hence increasing their productivity, it would be logical to adjust the tasks and responsibilities to the time available to the employees. Please see 3.1.2 ‘productivity’.

Salary

Regarding the element of salary, two different voices can be distinguished. Most respondents say they want and need to keep their current salary, regardless of the work they perform. If they are able to perform the same amount of work in less time, it makes no difference to the situation before the six-hour workday. However, if they perform less work, the difference affects the organizations' expenses. Few respondents say they are even willing to go back a step with their salary and share the costs with the company if it means they get more freedom. Aside from this, some respondents mentioned that the salary or reward should be based on results rather than the input in hours.

“Ik denk dat het eerste dat in me opkomt het onderwerp salaris is. Want krijg ik dan hetzelfde betaald of moet ik uren gaan inleveren of desnoods verlof opnemen een soort van onbetaald verlof. Is het verplicht een zes-urige werkdag of mag ik daarvoor kiezen moet ik geld inleveren of moet ik verlof opnemen?” (Focus group 1, participant 2, male, above 55)

“Maar als je zegt dan ga je 6 uur werken en krijg je minder salaris, dan moet ik toch weer meer werken om rond te komen.” (Focus group 1, participant 3, between 35 and 55)

“Stel je moet geld inleveren waarom moet ik dat in godsnaam gaan doen want ik heb die behoeft helemaal niet.” (Focus group 1, participant 4, female, between 35 and 55)

“De wereld om ons heen die heeft daar niks mee dus bijvoorbeeld je huur of de hypotheek blijft allemaal gelijk, dan zou het voor heel veel mensen omdat het zo in de maatschappij vast zit zou dat niet werken.” (Interview 9, Facility Coordinator, male, between 35 and 55)

“Ik denk dat je anders de kracht wegneemt van het idee van ja lekker iets korter werken maar ja dan gaat m’n salaris ook dan denk ik nu ook ik ga parttime werken of ik werk wat minder ja dan is het idee weg.” (Interview 9, Facility Coordinator, male, between 35 and 55)

“Zouden de handhavers er vrijwillig voor kiezen dan ga je 6 uur werken in plaats van 8 maar dan verdien je ook minder, dat lijkt mij niet, die kiezen alleen voor een zes-urige werkdag als er tegenover staat dat ze hetzelfde betaald krijgen.” (Focus group 1, participant 2, male, above 55)

“Ik denk toch met het aspect van je doet eigenlijk hetzelfde werk of misschien juist meer omdat je dan met plezier naar werk gaat dus meer gemotiveerd bent, minder ziek bent, minder vaak afwezig bent, dat dat toch de organisatie mee oplevert dan dus bij een gelijkblijvend salaris. Dus je moet er sowieso niet op achteruit gaan want ik zeg niet dat het financiële aspect de motivatie moet zijn. Of vooruitgang of status quo, maar zeker niet op achteruit gaan.” (Interview 8, Client Manager, male, under 35)

“Ja dat vind ik nog wel lastig want ik zou eerder zo zeggen als uit onderzoek blijkt dat met die zes-urige werkdag je net zo productief bent als met een 8-urige dan zou ik zeggen salaris hetzelfde want dan heb je m van twee kanten.” (Focus group 1, participant 1, female, above 55)

“Ik denk dat beloning wel zou moeten zijn op basis van productiviteit anders zijn we een beetje sinterklaas aan het spelen.” (Focus group 1, participant 1, female, above 55)

“Ja lastig want dat is ieders leven op ingericht, het salaris. Ik snap dat een werkgever denkt van je hebt meer vrijheid maar ja de productie moet toch gedraaid worden dus als ik jurken maak moet ik nog steeds die 30 jurken per week maken dus dan wil ik er ook hetzelfde voor betaald krijgen.” (Interview 7, Recruiter, female, between 35 and 55)

“Ik vind sowieso dat we eigenlijk meer toe moeten naar prestatie gericht salaris dan aanwezigheidsplichtssalaris, want ja de een doet hetzelfde in die 8 uur of misschien doe jij er maar 6 uur over maar levert het niet echt wat op ja ik vind niet dat het aantal aanwezige uren nou het criterium zou moeten zijn.” (Interview 3, Functional Management, male, between 35 and 55)

“Dus als je het afhankelijk maakt van wat je produceert dat je daar het salaris van afhankelijk maakt en dat in een pilot inricht, ik denk dat je dan daardoor de organisatie beter in zicht heeft van wat je daadwerkelijk kan op een dag, want nu wordt er een functie opgesteld en dan op basis van die functie worden daar taken voor verzonnen nou dat moet herleidt worden naar het bepaald aantal uren wat je dan kwijt bent om die taken te kunnen uitvoeren mar daar moet je dus echt bij stilstaan van per handeling wat voor tijdsinvestering wordt daarvoor gevergd en ik denk dat het bij heel veel functies aan de orde is dus als je het salaris afhankelijk maakt van de productie denk ik dat je dus daardoor meer kan produceren en daardoor echt meer recht hebt op je salaris.” (Interview 8, Client Manager, male, under 35)

"Ik denk bijvoorbeeld ook dat moet het blijken net als in zweden dat het uit een soort meetgegevens kan blijken dat als mensen inderdaad meer vrije tijd hebben en iets korter werken maar eigenlijk wel praktisch hetzelfde doen omdat ze gemotiveerder en minder ziek dus dan neem ik aan dat je het gelijk houd, want anders zeg je want ze doen uiteindelijk dan misschien bijna hetzelfde werk binnen dezelfde tijd dus waarom zou je ze dan niet blijven betalen voor hetzelfde werk?" (Interview 9, Facility Coordinator, male, between 35 and 55)

"Dus je zou echt moeten experimenteren levert het werk evenveel op als dat ze 8 uur zouden werken en dan kan je met boud van salaris doen. Dat is natuurlijk een interessante vraag, daar ben ik heel benieuwd naar." (Interview 11, Team Manager, female, between 35 and 55)

"Ja, ik ben financieel verantwoordelijk thuis en alleenstaande ouder en ik heb een vrije sector woning die mij behoorlijk wat salaris kost. Ik zou graag minder werken dat zou bij ons thuis goed zijn maar dat kan gewoon financieel niet. Dat kan ik me niet permitteren. Ik zat te denken zal ik een beetje teruggaan in uren, maar ik vind het risicovol." (Focus group 2, participant 2, female, above 55)

"Het werktijdenloket is gekoppeld aan het aantal uren dat je maakt inderdaad, de salariëring ook. Dus je kan inderdaad niet zeggen van ik ga vandaag 5 uurtjes werken en ik heb besloten om 60 klanten te hebben in die 5 uur, want dat bepaal jij niet, je weet niet eens of er 60 klanten binnen zullen komen bij wijze van spreken." (Focus group 1, participant 6, female under 35)

"Ik zou het op zich niet heel erg vinden om iets in te leveren maar dan moet het niet teveel zijn want ik moet natuurlijk ook m'n hypotheek en m'n vaste lasten betalen dus iets inleveren zou ik wel kunnen handelen." (Interview 3, Functional Management, male, between 35 and 55)

"Want hoe ziet de financiering eruit, iedereen gaat minder uur werken en wordt het salaris dan ook minder of staat er een vergoeding tegenover als je minder gaat werken. Ja, in het mooiste geval natuurlijk het salaris behouden, maar ik zou er zelf wel wat voor over hebben om water bij de wijn te kunnen doen. Ja ik zou dolgraag m'n salaris behouden maar ik snap ook als dit echt doorgaat zes-uurige werkweek of 30 dan dat je ook wel beide partijen wat water bij de wijn kunnen doen zeg maar." (Interview 5, Project Manager, female, between 35 and 55)

"Ik vind het best wel een lastige ik denk dan dat nog meer de balans moet zijn in sturen en het salaris." (Interview 6, Account Manager ICT, male, above 55)

"Ik denk dat je per uur iets meer gaat verdienen maar het lijkt mij raar als een werkgever 2 uur per dag totaal compenseert in die 6 uur want dat zou dat heel apart zijn dan wil iedereen wel 6 uur werken dus er moet een bepaalde balans zijn dat je weet ik veel de helft van die 2 uur per dag erbij krijg aan salaris dus dat je er wel iets op achteruit gaat maar je gaat erop vooruit met je tijd dus dan zou dat wel een baat kunnen zijn." (Interview 6, Account Manager ICT, male, above 55)

"Net zoets als met het pensioen, dat je zelf een deel inlevert maar je krijgt er ook een deel voor terug. Ik denk anders dat het niet zou lukken." (Interview 17, Client Manager, male, above 55)

3.3 Organizational needs

One of the requirements identified in the theoretical problem analysis is the organizational needs. Other requirements as well as outcomes of the six-hour workday could depend on the organizational needs and goals. Moreover, identifying the organizational needs is related to step 1 of the Regulative Cycle, which is identifying the initial problem. The initial problem was identified in chapter 1; however, this section explores the initial problem further as part of the empirical problem analysis. Thus, in this section, the administrative goal and vision is discussed in relation to the employee needs regarding the six-hour

workday at the Municipality of Amsterdam. In addition to findings regarding the outcomes and requirements of the six-hour workday, other results were found as well, which could add new insights into the six-hour workday, worktime flexibility and New Ways of Working in general.

3.3.1 Administrative needs and vision

Good employer practices

From an interview with the political assistant to the Alderman (GroenLinks) who initiated the research, the incentives of putting the six-hour workday in the Coalition Agreement became clearer. It appears that different Dutch coalition parties, namely ‘GroenLinks’, ‘Partij van de Arbeid’ and ‘Socialistische Partij’, are interested in the six-hour workday. This is a response to previous experiments, among which the one at Svartedalen in Göteborg, Sweden. The main reason for this curiosity is the improvement in the balance between work and life of the participants.

From the coalition’s point of view, the six-hour workday is perceived as a working condition in the context of attractive employership. Since the vision as described in the labor market strategy of 2018-2020 is to be “the best and most favorable employer”, attractive employer practices are a crucial part of this strategy. It was concluded that employees increasingly evaluate employership positively at the Municipality of Amsterdam, from a 6.3 in 2015 to a 6.8 in 2018. Investments in attractive employership are made through sustainable employability, absenteeism, employee vitality, employee mobility, talent development, continuous learning and development and inclusion. Next to that, investments are made in updating the performance evaluation cycle, the competency guide and the overview of job categories within the Municipality of Amsterdam. The six-hour workday is closely linked to these subjects and would contribute to attractive employership.

Improving the balance between the work domain and life domain

An example of a program regarding attractive employership is ‘Het Nieuwe Werken 020’ or ‘HNW020’. This is an implementation program of New Ways of Working at the Municipality of Amsterdam. It allows employees to work more flexibly with regards to time and place, if possible. This includes a refurbishment of the buildings in order to create flexible workspaces, a timeframe to be allowed to work between 07:00 and 22:00 and the possibility of working at home. The intention is to focus more on findings than on tasks. It is clear that this program is intended to create more flexibility within the work domain. This will be discussed further in 3.3.2 ‘Organization culture and HNW020’.

Within the context of attractive employership, for the coalition, the six-hour workday is a means to improve the balance between the work domain and life domain of the employees at the Municipality of Amsterdam. In particular, this will benefit caregivers and women. The incentive is to maintain the current salary of the employees. Next to that, they wish to be cautious about the job demand, since this could increase if the six-hour workday is not implemented properly. The coalition is aware of other advantages of the six-hour workday, such as improved health and productivity. Their focus, however, is on work-life balance.

3.3.2 Employee needs

From the two focus groups comprising of a total of 16 employees, 20 interviews, 14 emails and 40 responses on intranet, the following findings are described regarding the employee needs. The findings in this section are sorted by concepts that could be identified from all the findings combined.

Work-life flexibility

The most prominent topic brought up by the respondents during the interviews and focus groups, as well as in the written responses, is that of worktime flexibility. Although respondents regard worktime reduction positively, they express the desire for the option to determine their own worktime and place

regardless of the total amount of hours they work. This means that, in the case of implementation of worktime reduction, they would prefer to work 30 hours per week rather than a set amount of hours per day.

"Ik denk dat het allerbelangrijkste is dat je vrijheid hebt waar en wanneer je je werk doet en dat dat misschien nog wel belangrijker is dan die 6 of 8 uur. Maar dat je gewoon echt kunt zeggen van nou ik heb vandaag lekker kunnen doorwerken ik heb in 6 uur m'n taak volbracht en ik ga weg. Dat dan niemand is die zegt nee denk om je uren, ik bedoel, het inklokken is nog niet zo lang overall afgeschaft." (Focus group 1, participant 3, male, between 35 and 55)

"Wat ik zelf heel belangrijk vind en dat is altijd een discussie binnen zeg maar binnen bedrijven of organisaties balans tussen privé en zakelijk. Maar ik zeg zelf balans tussen privé en zakelijk, als je mij meer vrijheid geeft zeg maar dat ik mijn tijd zelf kan indelen ja dan dat is gewoon prima. Want stel vandaag zeg ik oké ik kom naar kantoor van 9 tot 12, maar bijvoorbeeld om 12 uur ga ik weg maar als ik thuis ben ga ik door met werken van 4 tot 8 en dat is een soort vrijheid. Want dat is wat echt nodig is snap je." (Interview 1, HR-Controller, male, between 35 and 55)

"Kijk eigenlijk ben ik geen voorstander van 30 uur per week werken. Ik zou zeggen maak duidelijke afspraken met jouw medewerker over wat er moet gebeuren en klaar. Dan heb je een soort jaarplanning en hoe ik hem invul is gewoon echt aan mijzelf. Dat ik aan het eind van het jaar of op een moment kom ik gewoon terug met hier dat is gewoon gerealiseerd. Als blijkt dat bepaalde producten of resultaten niet gerealiseerd kunnen worden ja dan moet je gewoon tijdig melden waarom niet. Dus ook op de manier van het organiseren dan zit ik niet vast echt aan die 30 uur maar dan heb ik meer vrijheid. Dan zou ik meer kiezen voor de vrijheid dan voor 30 uur er week. Dus dan op die manier bijvoorbeeld dat maakt niet uit dan ben jij gewoon." (Interview 1, HR-Controller, male, between 35 and 55)

"Ja dat is het grappige he, de zes-urige werkweek is heel flexibel, dus daar moet je dan ook flexibel mee omgaan met hoe jij dan je uren indeelt. Want het zou best wel kunnen zijn dat je bijvoorbeeld 's ochtends 3 uurtjes werkt, dan even 4 uur privé en dan weer 3 uur, zo zie ik ook de zes-urige werkweek. Het is niet om ik zie hem dan niet als een blok, zou wel mooi zijn maar dat je als je laat weten wanneer je waar beschikbaar bent dan maakt het niet uit hoe je dat verdeelt. En als het maar wel binnen kantoortijden is dus niet dat je nou ja dat maakt eigenlijk niet uit, als je het maar laat weten." (Interview 6, Account Manager ICT, male, above 55)

"En ik denk dat je als je uitgaat van een andere gedachtegang dat je eigenlijk zegt van ik werk niet 30 uur per week maar ik ben 30 uur beschikbaar, dat je dan heel anders met elkaar over werk praat." (Interview 13, Policy Employee, male, under 35)

"Nou ik herken me slecht in jullie verhalen, ik werk flexibel ik start om 7 uur, collega's om half 10. Wij mogen wel thuiswerken dat hebben we gewoon vastgelegd en we zorgen dat we er maandag om 9 uur er wel allemaal zijn zodat we onze weekstart kunnen hebben dus wij zijn al heel flexibel. Ik vroeg me ook af of het wel nut had voor mij want wij werken al flexibel en ik heb daardoor ook gewoon zelf uren ja weggegeven zeg maar dus ik werk gewoon 28 uur ik kan het financieel veroorloven." (Focus group 2, participant 3, female, between 35 and 55)

From the responses, two types of worktime flexibility can be distinguished, namely flexibility by preference and flexibility by possibility. Preferences regarding worktime flexibility seem to correspond with the age category employees are in. Though most of the employees expressed this desire for worktime flexibility, their preferences differ among three age categories: under 35, between 35 and 55 and over 55. In general, respondents in the first group prefer to spend some of their time on education and training. Commonly, respondents in the second group would like to bring their kids to school first and go to work later in the morning, to then go home early in the afternoon, pick up the kids from school and work some more at night. Overall, employees in the third group want to take it more slowly, start working halfway

through the morning and go for a long walk during lunch break. In addition, there are many other variations of a preferable workday, which makes sense, since preferences in general logically vary between people. Besides grouping the preferences, no solid conclusions can be drawn as to what kind of schedule to implement for the six-hour workday, except for facilitating worktime flexibility according to employees' preferences.

“Maar net als waar met levensfase bewust personeelsbeleid over gesproken wordt, he dat je meer of minder uren nodig hebt als je met jonge kinderen, als je net van school komt dan wil je wel dan heb je nog energie en dan komt de periode met jonge kinderen, dan wil je misschien wat meer thuis, op een gegeven moment zijn die kinderen oud genoeg om voor zichzelf te zorgen, dan kun je weer wat langer gaan werken en naarmate je dan naar die pensioengerechtigde leeftijd komt zou je dat moeten kunnen afbouwen dat je ook echt door je werklevens heen en is die 6 uur ook eigenlijk ook niet goed voor iedereen.” (Focus group 1, participant 3, male, between 35 and 55)

“Ja dat heeft dus niet mijn voorkeur nee, dus ik ben meer voor het flexibel inzetten van die uren, die 30 uur en dat je die dan zelf gedurende de week of 4 of 5 dagen wat je zelf prettig vind dat je hem zo verwerkt zeg maar. Of 6 dan dan heb je 4 keer 6 als je 24 uur werkt of die 6 die je nog overhebt zou je dan of 's avonds of op je vrije dag flexibel in kunnen vullen.” (Interview 5, Project Manager, female, between 35 and 55)

“Voor mij wel maar daar in zou ik heel erg flexibiliteit wensen. Dus ik heb kinderen dus dan is het voor mij heel erg onhandig om eerder te beginnen. Maar het kan wel zo zijn dat mijn man de kids naar school brengt en ik begin om 8 uur of om 7 uur al en kan ik weer eerder thuis zijn en dan zou ik het ook weleens doen dat je 2 uur thuis werkt dus je begint om 7 en bijvoorbeeld tot 9 en fietst dan naar het werk als je dan geen afspraken hebt dus dan zie je alleen maar heel groot de hele tijd flexibiliteit knipperen, dus dat is eigenlijk het belangrijkste.” (Interview 5, Project Manager, female, between 35 and 55)

“Als ik op een gegeven moment denk van nou ik moet 's middags wat doen dat ik van half 8 tot 2 aanwezig ben en als dat een keer minder belangrijk is dat je bijvoorbeeld van 11 tot half 6 kunt werken dus het moet wel schuifbaar zijn.” (Interview 12, Functional Management, female, between 35 and 55)

“Ik spreid de uren meer dus ik merk dan dat ik makkelijk zeg maar ergens tussen 8 uur 's ochtends en 11 uur 's avonds het werk doe en dat ik vaak zeg maar op tijden dat het buiten niet interessant is dus als ik 's middags een boodschap doe. Want juist dan is dat handig, dan kan je dat niet 's avonds op kantoor inhalen want om half 7 moet je echt het pand uit. Dus het maakt niet uit waar ik werk, maar ja thuis is het geen enkel probleem en dan zeg ik van ik heb nog wel een klusje en ik ga van 8 uur 's avonds tot 10 uur/half 11 nog wat doen en dan kan je het op die manier ja wat flexibeler. Zeker in de winter ja het licht even naar buiten en 's avonds als er toch niks aan is nog wat dingen afmaken. En het is gewoon heel prettig voor zeg maar kleine klussen echt met een begin en een eind dat waar ik even niet gestoord mee wil worden ook voor nakijkstukken werkt het thuis veel makkelijker dan op werk als je.” (Interview 12, Functional Management, female, between 35 and 55)

“Maar als voorwaarde dan wel dat je flexibel mag en kan schuiven qua uren. De reden is het is werk gerelateerd ik heb piekperiodes en dan werk je meer om een deadline te halen end at is je eigen keus, maar het kan ook zo zijn dat je ergens een vrije dag voor nodig hebt en ja die aantal vrije dagen worden toch hartstikke weinig dus je kan ook zeggen dat je kan zeggen ik kan ook een keer 2 keer 9 dus wat je wil werken en dat heb je nu ook al dat is dan thuiswerken.” (Focus group 2, participant 5, female, above 55)

The second type of flexibility is flexibility by possibility. In 3.2.1 'Target groups', a distinction is made between job categories. Correspondingly, from what the employees themselves state, the same two job categories can be distinguished: employees who have a high amount of autonomy over their worktime, place and activities, which are mainly knowledge employees, and the employees who are bound to a schedule, which are mainly production employees. Examples of the first group are policy staff and management. These employees state that they already have a high level of freedom and autonomy.

“Wat je natuurlijk als je de vrijheid hebt om je tijd in te delen kun je ook zeggen van nou met een gemiddelde van 6 uur zeg je van ik maak een keer een lange dag op kantoor dan heb ik die reistijd ook voor niks gemaakt en de andere dag werk ik lekker thuis en dat je gewoon echt zelf kan indelen.” (Focus group 1, participant 4, female, between 35 and 55)

Formally, knowledge employees are allowed to work between 07:00 and 22:00, and at home if possible. However, they report not making much use of this in practice. This will be discussed further in the section below called “Organizational culture and HNW020”. Examples of the second group of employees (production employees) are counter staff and enforcement staff. As opposed to the first group, they are bound to a schedule, which determines their worktime and place as well as their activities.

“Nee, eigenlijk niet, absoluut niet, uitvoering wordt ingeroosterd. Alleen bepaalde beleidsafdelingen bijvoorbeeld mensen met een kantoorfunctie die nauwelijks of geen klantcontacten hebben of buiten de deur hoeven te zijn die kunnen een vrije indeling maken, maar bijvoorbeeld stadsloket en handhaving die hebben er niets over te zeggen.” (Focus group 1 participant 7, female, under 35)

“Nou ja omdat onze directeur vindt dat wij klantencontact moeten hebben. Nou was het maar zo, bestond 80% maar uit klantencontact, maar er hangen ongelofelijk veel suffe administratieve processen aan vast. Dus hij vindt ja we kunnen wel eens een dag thuiswerken maar structureel een dag in de week (niet) zou mij echt lucht geven. Dat vind ik vrij apart terwijl het binnen Amsterdam zo onderdeel is. Zorgt voor grote frustratie op de werkvloer hier en daar.” (Focus group 2, participant 1, male, between 35 and 55)

These employees express the need for more flexibility. These findings imply a desire of production employees for more flexibility *within* the work domain and a desire of both production and knowledge employees for more flexibility *between* the work and life domain. Hence, in addition to employees feeling that the six-hour workday will allow for more work-life balance, they mention worktime flexibility as an additional way to improve their work-life balance. This indicates a discrepancy between the administrative needs on one hand and the employee needs on the other. They both want to enhance work-life balance, however the means are different. Enhancing work-life balance by flexibilizing worktime will be added to the ‘employee needs’ in the empirical solution.

Next, other concepts in relation to employee needs and worktime flexibilization will be discussed. These concepts are displayed in the empirical solution in figure 10 as ‘employee needs’.

“Dus aan de ene kant ben ik er helemaal voor want ik geloof in een flexibele organisatie en dat men heel veel mensen lang niet iedereen blijft van keuzevrijheid, en tegelijkertijd denk ik voel ik ook de uitdaging van maar hoe houd je het bedrijf dan gaande.” (Interview 16, Facility Manager, female, between 35 and 55)

“Ja en organisatie breed zou je je hele organisatieconcept veranderen, mag je dan ook tussen 7 en 10 vergaderen en hoe vindt je de balans tussen aan de ene kant ruimte creëren en aan de andere kant meer rust. Het wordt een spanningsveld als iedereen maar werkt wanneer het uitkomt betekend voor andere mensen dat ze altijd moeten werken.” (Interview 15, Team Facilitator, female, between 35 and 55)

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“Ja mensen die het gevoel hebben dat ze altijd moeten reageren op een mail en mensen die heel goed zijn in afbakenen. En dat wordt wel vergroot hoe meer je gaat spelen met het aantal uren dat mensen hoeven te werken of waarin ze het mogen doen.” (Interview 16, Facility Manager, female, between 35 and 55)

Autonomy and responsibility

Two additional topics that can be identified from the interviews and focus groups regarding worktime are autonomy and responsibility. In a similar vein as flexibility, in general, the knowledge employees recognize that they have a high amount of autonomy and responsibility within the work domain, although the level of autonomy and responsibility varies depending on the type of manager they have.

“Het is wel zo dat als ik echt structureel weken heb waarin ik meer gewerkt heb dat ik dat wel compenseer en dan neem ik wel eens een middag vrij of en dat kan ook heel makkelijk, daar hoeft ik me bijna niet voor te verantwoorden. Ik hoeft alleen maar te melden dat ik er niet ben. Voor de rest is er niemand die dat zit te turven.” (Interview 18, Work, Participation and Income employee, male, above 55)

“Ik heb een leidinggevende die aan resultaatsturing doet dus niet aan aanwezigheidsmanagement. Die zal ook nooit vragen waar hang jij uit en als je zegt van joh ik ga even naar huis eerst sporten en dan maak ik daarna de notitie af dat ze je dan aankijkt van waarom vertel je me dit als die notitie morgenochtend maar in mijn mailbox zit, hoe je het doet is aan jou.” (Interview 16, Facility Manager, female, between 35 and 55)

“Ik kan het helemaal zelf indelen. Ik voel me ook heel erg ja bevoordecht wat dat betreft. Dat betekend aan de andere kant dat ik mijn eigen werk ook goed moet organiseren dus ik moet af en toe wel kijken van goh zijn dat wel de goede dingen die je doet.” (Interview 14, Engineering Bureau employee, male, above 55)

“Ik denk dat het belangrijk Is dat je de eigen verantwoordelijkheid van de werknemer dat he daar veel zwaarder op zal moeten inzetten. Dat je dus veel meer aansturingslagen moet weghalen en dan zal ik veel liever zien dat je daar gewoon een soort coach in plaats van manager aan verbindt.” (Interview 14, Engineering Bureau employee, male, above 55)

The production employees, however, perceive a low amount of autonomy and responsibility.

“Een leuk voorbeeld is we hebben de externe schoonmakers in vaste dienst genomen zodat ze ook overdag aanwezig zijn vanuit een empowermentgedachte. Maar ondertussen zijn ze lang niet zo blij, hun autonomie zat in ‘s morgens en ‘s avonds schoonmaken en overdag vrijheid.” (Interview 16, Facility Manager, female, between 35 and 55)

Thus, there is a noticeable difference between knowledge employees and production employees, this time with regards to the level of autonomy and responsibility they are granted. Again, worktime control appears to be related to job category. Next to this, there is a difference between the amount of autonomy and responsibility that managers allow, thus there is no clear overall policy. In general, it seems that granting employees more autonomy and responsibility over the time, place and activities within the work domain and between the work and life domain is akin to allowing them more flexibility. Autonomy and responsibility will be added to the empirical solution in figure 10 as ‘employee needs’.

Trust and control

Two additional topics that can be identified from the interviews and focus groups are trust and control, which appear to be linked to worktime, flexibility, autonomy and responsibility. Two types of trust could be identified, based on the findings; trust between managers and employees and trust amongst employees.

“Dan betrek ik het ook weer op de thuiswerkdag, het is precies hetzelfde als in het begin dachten mensen van ohja een thuiswerkdag is eigenlijk een soort van verkapte vrije dag maar dat zegt ook weer iets over de persoon zelf dus dat ga je niet winnen. De ene vindt zoets van ja als je een thuiswerkdag hebt dan ja daardoor kom ik toe aan mijn boodschapjes doen of even een wasje draaien en dan doe ik in de avond misschien wat meer en dat moet kunnen want je bent dan toch thuis en aan de andere die vind dat echt niet kunnen dus die discussie ga je misschien nooit winnen maar ik denk dat het voornamelijk belangrijk is dat

je dat ventileert met elkaar en dat met elkaar uitspreekt zonder dat je scheve gezichten krijgt.” (Interview 9, Facility Coordinator, male, between 35 and 55)

“Ja niet om mijn collega’s af te vallen maar ik kom het wel eens tegen dat ik denk jij zou wel iets harder mogen werken of je komt binnen om 10 uur en je gaat om 3 uur wat helemaal kan als dat zo is he misschien moet jij ’s ochtends wel naar de tandarts ja dat kan ik doe het soms ook als het een drukke week was of als er niet zoveel werk is maar toch hoe voorkom je dat dat structureel wordt, dat iemand wel zeg 36 uur betaald wordt maar eigenlijk 26 uur werkt.” (Interview 14, Engineering Bureau employee, male, above 55)

For control, it is about shifting the control from the management to the employee and finding a balance. Again, the knowledge employees are granted more trust and control than the production employees, since the latter are bound to a certain schedule and certain activities.

“Ja klopt, of ik het werk hier doe of daar, of ik 30 uur werk of 36 uur maakt niet uit waarom gewoon het gaat eigenlijk om bepaalde afspraken. Heb je de resultaten gaald, de afspraken nagekomen en dat je manager geen klachten krijgt van de buitenkant. Ja dat is het. Dat maakt ons werk makkelijker maar voor primair proces niet.” (Interview 1, HR-Controller, male, between 35 and 55)

“En dan moet ik ook zeggen dat vind ik wel heel prettig van deze werkgever dat ik die vrijheid heb. Dat ik kan gaan en staan waar ik wil en dan ik het in kan delen zoals ik het zelf wil. En dat staat en valt natuurlijk met vertrouwen. Als men het gevoel heeft dat ik er een potje van maak dan zal ik misschien wel een keer bij iemand binnen geroepen worden maar dat is me tot nu toe nog nooit gebeurd.” (Interview 19, Salary Advisor, male, above 55)

Thus, there is an indication that trust between employees is low, and, moreover, knowledge employees are granted more control than their production counterparts. Trust and control seem to be linked to flexibility, autonomy and responsibility as well as job category. Trust and control will be added to the empirical solution in figure 10 as ‘employee needs’.

Organizational culture and HNW020

Another concept that came up in relation to worktime is HNW020. This program was introduced in section 3.3.1 ‘Improving the balance between the work domain and life domain’. From the focus groups and interviews, it became clear how employees view this program, which was later discussed in a meeting with the Program Manager of HNW020. First, the focus is mostly on flexibility within the work domain as opposed to between the work domain and life domain. For instance, employees are allowed to work at different desks. However, the open-plan office brings many distractions for employees and it is not always possible to find a proper working spot, while some days offices are almost empty. Moreover, employees are allowed to start working at 07:00 and, therefore, they would be able to finish early or start later in the day and finish in the evening. However, the office is open from 08:00 until 18:00. Furthermore, employees are allowed to work from home one day per week, though this is a privilege and not a right.

“Weet je wat gek is als het gaat om ICT dan hebben we dat gerealiseerd, oké je kan echt overall inloggen binnen en buiten het kantoor en toch gaan we die vrijheid beperken.” (Interview 1, HR-Controller, male, between 35 and 55)

“Kijk waar we hier bij Amsterdam slecht in zijn kijk ik kom uit de commercie ik werk nu 8 jaar bij de gemeente Amsterdam en waar we slecht in zijn is het beoordelen op resultaten, het sturen op resultaten. En waar mijns inziens een zes-urige werkweek essentieel is, is dat je kan sturen en wil sturen op ja de resultaten die je doet.” (Interview 6, Account Manager ICT, male, above 55)

“Focus niet op je aanwezigheid maar meer op ja datgene wat je oplevert.” (Interview 6, Account Manager ICT, male, above 55)

“Vol met prikkels we hebben natuurlijk allemaal van die kantoortuinen, dat is heel druk en ik laat het allemaal over me heen komen, maar vanochtend kwam ik ook op het werk en we zitten dan met 4 bureaus van de P&O adviseurs en 6 bureaus van de accountants nou dat lijken wel kippen het lijken ’s morgens wel vrouwen en het zijn allemaal mannen, nou ik zat vanochtend echt alsjeblieft en dat vind ik soms wel moeilijk maar goed dat is dan het nieuwe werken ne zo hoort het, kom je na 9en dan heb je al geen plek meer.” (Interview 7, Recruiter, female, between 35 and 55)

“Of de werkcomstandigheden als ik kijk hoe wij met ongelofelijk grote groepen in de kantoortuinen zitten dan is alles wat er gebeurd krijg je mee en er zijn mensen die kunnen focussen maar ik hoor zelf veel mensen moppen bij ons op Triade van wat is het rumoerig als je dan een lastig gesprek hebt gehad en geconcentreerd een reportage manken ja ik vind het lastig er gebeurd gewoon teveel. Ik denk dat ik productiever kan werken maar de arbeidsomstandigheden die aan het werken zitten. Thuiswerken dat mag dan weer niet ja dan denk k daar kan je de focus hebben.” (Focus group 2, participant 2, female, above 55)

“Thuiswerken wordt niet gepromooot maar vaak wel omdat m’n team door de hele stad zit weet je vaak van je collega’s niet eens waar ze aan het werk zijn.” (Focus group 1, participant 5, female, above 55)

“Precies, waar die collega dan is dat maakt dan ook niet uit omdat iedereen toch ook aan het flexen kan zijn op andere locaties of thuis.” (Focus group 1, participant 3, male, between 35 and 55)

“En dat zit hem aan de ene kant in het leveren van goede faciliteiten van een stad een pas, het meetbaar maken van bezettingsgraden dat je weet van oh op vleugel 4a is nog een plekje vrij, een slimmere zoek mijn collega als we allemaal flexen, vind iemand dan nog maar eens terug. Oftewel de waar is Henk ‘waar is Henk eigenlijk vandaag’” Dus aan de ene kant wordt er aan de instrumenten gewerkt.” (Interview 16, Facility Manager, female, between 35 and 55)

“Ja ook die vormen als de een het niet ziet zitten en de ander zegt ja prima krijg je meer gelijkheid. En het is er nu al op berekend, er is 0,7 werkplek. En er zijn ruime kantoortijden en het kantoor is daarbinnen kort open, maar je mag niet thuiswerken. Nou ja maar het is dat zou wel fijn zijn dat je ook een soort ja dat je uitgangspunten hebt en dat iedereen dat omschrijft en pas als je zegt van nou dat is zo tegenstrijdig met het werk nou dan moet je dat bespreken. Omdat het zo’n contradictie is en dan kun je zeggen van dit en dat past echt niet bij je werk.” (Focus group 2, participant 3, female, between 35 and 55)

“Ja je hebt altijd dinsdag en donderdag zijn de vergaderdagen wat is de reden nou woensdag nemen mensen vrij met kinderen en vrijdag zijn heel veel mensen sowieso die nemen dan een roostervrije dag als je 4 keer 9 werkt of wat dan ook. Dus wat betekend dat dan dat de concentratie van het aantal vergaderdagen is altijd op dinsdag en donderdag en op maandag en vrijdag kun je een kanonskogel door het kantoor schieten en dan doe ik meestal bureauwerk maar dat werk kan ik ook ergens anders doen. Dus in die zin is voor mij als ik een keertje woensdag iets kan doen is handig om die uren naar de andere dagen kan schuiven. Want ik wil namelijk dat is ook een leuke je kan ook 2 keer 8 en 3 keer 6 doen want je kan ook die 6 uur al doen he haha.” (Focus group 2, participant 4, female, between 35 and 55)

“Ja de onderbezetting in ieder geval niet en overbezetting vraag ik me in elk geval ook af omdat in de praktijk mag je gewoon overal naartoe he er is niemand die zegt als jij voor grond en ontwikkeling werkt dat je per se op Weesperplein 8 moet zitten. Je mag in elk pand tuurlijk je hebt geen pasje het is niet altijd makkelijk maar strikt genomen kan het. Desondanks zie je juist dat mensen op een kluitje gaan zitten.” (Interview 16, Facility Manager, female, between 35 and 55)

“En mensen die dan elders in de stad beginnen of later dan 9 uur beginnen die hebben dan een plek dus het scheelt in de werkplekvoorziening.” (Interview 7, Recruiter, female, between 35 and 55)

Second, the intention of HNW020 is that it can be applied when possible. Application is possible for knowledge employees, but not for production employees, since they are bound to a schedule, which

determines worktime and place. Therefore, this program currently only has potential benefits for the 5000 knowledge employees. Moreover, with the way the program is designed and implemented, the 10.000 production employees are automatically excluded from the benefits of this program, while, in the first section of 3.3.2, it is identified that these employees particularly express a desire for more flexibility.

Third, HNW020 requires a change in working culture, which has not fully taken place yet. Again, knowledge employees recognize they are granted a lot of flexibility, although working at a different time or place than usual is not the norm.

“En dat is wel geaccepteerd he iedereen vind het heel logisch dat er niemand is op vrijdag dat vindt iedereen heel normaal maar als je om 16:00 zegt van ik ga naar huis m’n dag zit erop naar m’n kinderen ofzo ja dat voelt op z’n minst een beetje ongemakkelijk. He want dat is een soort norm die we niet hebben. Je gaat niet om 16:00 naar huis wat is dat nou 17:00 is al een beetje van ja dus daar zit ook iets en daar zal die pilot wel in kunnen helpen dat het normaal wordt of gecommuniceerd.” (Focus group 2, participant 3, female, between 35 and 55)

“Ik heb genoeg flexibiliteit, maar op een ander tijdstip of plaats dan gebruikelijk werken levert scheve gezichten op van m’n collega’s is dus niet zo gewoon en wordt niet zo geaccepteerd.” (Interview 5, Project Manager, female, between 35 and 55)

“Hetzelfde als met locatie zie je ook met tijd, die vensters zijn van 7 tot 10 en toch zijn de mensen van 8 tot 5 aanwezig en verwachten dat ook van elkaar en anders krijg je rare blikken.” (Interview 3, Functional Management, male, between 35 and 55)

“Nou als dat de norm wordt, want nu heb ik toch het idee ik doe eigenlijk iets wat nog niet, ik doe het omdat ik vind dat ik dat kan doen, ik ben verantwoordelijk genoeg zeg maar om mijn eigen uren te kunnen indelen, maar het voelt nog niet als van het is ook volledig geaccepteerd door de omgeving dat ik het op deze manier doe. Terwijl ik het wel heel belangrijk vind.” (Interview 5, Project Manager, female, between 35 and 55)

“Ik vind dat we ook veel meer naar een cultuur moeten dat je elkaar veel meer afrekent op de dingen die je doet of hebt gedaan of die je moet doen dan je bent op dit tijdstip hier en je mag pas dan en dan weg. Dat is gewoon zo niet meer van hoe het nu is en hoe het zou moeten vindt ik.” (Interview 5, Project Manager, female, between 35 and 55)

“Er zijn eigenlijk twee managementscholen, degenen die beoordelen op input en degenen die beoordelen op resultaten.” (Interview 15, Team Facilitator, female, between 35 and 55)

“Dat is ook een kwestie van communicatie en transparantie, dus ik heb ook aangegeven van vandaag zit ik hier en ik houd er niet echt van om op hetzelfde plekje te blijven dus ik flex graag op andere locaties en ik ontmoet graag andere collega’s, andere takken van de organisatie om mijn netwerk uit te breiden. Een andere persoon die wil heel graag op dezelfde plek blijven zitten met dezelfde collega’s en in het begin hadden ze er heel erg moeite mee want ze hadden zoiets van ja we zien jou nooit en waar ben jij. Dus ik denk ja het staat gewoon in m’n agenda en je kunt gewoon m’n agenda openen dus daar begint het in eerste instantie mee. En we hebben gewoon een bord waarop ik dat dan ook nog noteer want ja anders moet je eerst mijn agenda openklikken en dat is teveel handelingen voor sommige mensen. En we hebben ook nog een weekstart waarbij je dat kan uitspreken. Dus ik denk van nou er zijn drie momenten waarop je een soort transparantiekanaal, een communicatiekanaal van waar je uithangt en ik denk dat dat ook bij heel veel mensen nog moet landen. Bij m’n eigen collega’s merk ik dat dat toch nog wel wat wennen is van ja je bent wel collega maar we zien je haast nooit.” (Interview 8, Client Manager, male, under 35)

“Ik denk dat dat goed moet kloppen en ik denk vooral dat in de hoofden van de collega’s de switch vooral mentaal moet, dat je weet oké we gaan nu echt op een andere manier werken.” (Interview 13, Policy Employee, male, under 35)

“Het betekend ook denk ik een veel plattere organisatie. Veel dynamischer, veel minder uitgaande van nee ik ben de baas van die en die is weer de baas van die dus die moet dat doen ik denk nu vaak al wat maakt het eigenlijk uit wie de baas is over wie want we moeten ons eigenlijk verantwoordelijk voelen voor bepaalde taken.” (Interview 13, Policy Employee, male, under 35)

“Ja maar je krijgt er ook een heleboel vrijheid voor terug en eigenlijk is er toch niemand die oplet of ik er nou daadwerkelijk 36 uur ben of 40 want ik wordt al op m’n resultaten afgererekend dus in die zin is er in zekere zin een non-issue behalve dat mijn innerlijke Calvinist vind dat ik 40 uur aanwezig moet zijn omdat ik 40 uur werk. En dat spanningsveld want aan de ene kant kan het dus al lang dus waar hebben we het over en aan de andere kant hebben we een soort innerlijke bravigheid en bedrijfscultuur die maakt dat je daar geen gebruik van maakt. En dat roept vragen op van wat willen we nou eigenlijk.” (Interview 16, Facility Manager, female, between 35 and 55)

“Nee dus ik denk gewoon even uitgaande van mijn vakgebied de kenniswerkers in de ruimste zin dan werkt al bijna niemand fulltime dus het naar elkaar zoeken alle problemen die bij 5 keer 6 zouden komen doen zich nu ook al voor, omdat we dus al een enorme diversiteit in werken zit en ik denk dat op aansturingsniveau het misschien juist wel heel erg goed kan zijn. Maar dan krijg je wel rooster puzzels en en dat dat dus veel meer zit in dat als je zegt van we willen als organisatie flexibeler dat het dus veel meer gaat over cultuur, veel meer gaat over hoe werk je nou flexibel samen en zorg je dat je elkaar niet uit het oog verliest als je binnen het dagvenster. We hebben een waanzinnig groot dagvenster, in theorie kan ik elke dag 3 uur beginnen en om 10 uur ’s avonds denken nou klaar en ’s morgens lekker gaan sporten. He ik doe het niet.” (Interview 16, Facility Manager, female, between 35 and 55)

“Omdat het dus heel erg afhankelijk is dat gaat ook over leiderschapscultuur en ik ben in de gelukkige omstandigheid dat ik een leider heb die daar denk nou doe je ding en als het niet gaat dan hoor ik het wel, maar ik ken ook in mijn directe omgeving leidinggevenden die daar op een andere manier op sturen en het gaat ook over inderdaad niet je handdoekje op je bureau leggen en het de hele dag claimen en die gedragscode dat is nog wel een uitdaging waar ook het programma nog niet echt een oplossing voor is.” (Interview 16, Facility Manager, female, between 35 and 55)

“In mijn beleving, ik doe het omdat ik het gewoon zelf belangrijk vind, maar het is niet dat ik daar gewoon in the open over communiceer.” (Interview 5, Project Manager, female, between 35 and 55)

“Dat ik een goed gevoel heb bij het team, dat we ook geen scheve gezichten naar elkaar toe krijgen.” (Interview 6, Account Manager ICT, male, above 55)

“Nou ja wij hebben die vrijheid in uren wel ik neem ook wel wat vrijheid als ik om half 6 wakker ben en kan niet meer slapen log ik vast een uurtje in dan heb ik die vast geschreven zo ga ik er ook wel weer mee om maar de een doet het meer dan de ander en daar moet je ook niet teveel woorden aan vuil maken. Als je het voor jezelf kan verantwoorden en je doet je werk goed dan.” (Focus group 2, participant 2, female, above 55)

“En dat maakt het afhankelijk van het soort manager dat je treft.” (Focus group 2, participant 3, female between 35 and 55)

“Ja en dus ja dat vanuit facilitair oogpunt denk je oké dus voor een minimaal aantal uren per dag moet je de maximale bezetting faciliteren, dat wordt een spanningsveld en dat komt ook omdat we een redelijk traditionele kantooromgeving hebben. Je komt binnen, je claimt je plek en je zet je tas op je bureau je gaat de hele dag vergaderen maar je tas blijft daar liggen en dus een kantooromgeving is best statisch dus zelfs hier in de stad die flink op de schop genomen. Met als gevolg dat je dus op die piekbezetting ook echt piekbezetting hebt omdat er een bepaald gedrag aan vast zit.” (Interview 16, Facility Manager, female, between 35 and 55)

“Ja dat is een soort gevolg van parttime kijk iedereen werkt 36 uur en dan zijn er mensen die 4 keer 9 werken of om de week een dag vrij dus je hebt sowieso al een heel groot aandeel mensen die een dag per week vrij is en dan heb je ook nog een heel groot aandeel van mensen die parttime werken tussen de 24 en 35 dus dat dus eigenlijk werkt het bedrijf alleen maar op maandag, dinsdag en donderdag haha en er zit dus ook geen sturing op allemaal autonoom en zelf bepalen en dus er is heel weinig regie op dat gebied.” (Interview 16, Facility Manager, female, between 35 and 55)

“De gewoonte en ook nou ja je hebt ok niet zoveel alternatieven als je niet de hele dag je zoot wil meesjouwen dus da moet je op het moment dat je zo’n ik denk dat het kan werken maar dat je dan ook heel erg moet nadenken over je kantoorconcept, hoe ga ik mensen aansturen dus dat je dan wel een totaalverhaal moet hebben.” (Interview 16, Facility Manager, female, between 35 and 55)

“En de theorie is natuurlijk altijd dat gedrag heel erg of heel dicht dat dat wat je doet heel erg dicht zit op jouw werkomgeving dus de motivatie om een plek bezet te houden is heel anders dan de motivatie om binnen het pand te werken.” (Interview 16, Facility Manager, female, between 35 and 55)

After gathering these findings, a meeting with the Program Manager of HNW020 was scheduled. During this meeting, the three findings above were compared to the internal evaluation of HNW020 in 2017, which they appear to be in line with. It says (1) there is no consensus on what flexible working is; (2) it lacks commitment from different management layers; (3) there is an outdated working culture and management system; and (4) not all managers implement it the same way. Here is a possibility for improvement regarding facilitating more flexibility between the work and life domain for employees. Thus, this is potentially a way to create more flexibility between the work and life domain, corresponding to employee needs. Organizational culture will be added to the empirical solution in figure 10 as a requirement of the six-hour workday, while the witnessed shortcomings of HNW020, amongst other concepts, form the basis of the alternative solution presented in 4.3.

The empirical problem analysis identified expected outcomes as well as options and preferences for the requirements, identified in the theoretical problem analysis. Next to this, it adds requirements and context specific variables of the six-hour workday, which are displayed in figure 10 on the next page. In addition, the empirical problem analysis gives more insight into the initial problem as the administrative goal and vision are about improving work-life balance by *reducing* worktime, while the employee needs are about improving work-life balance by *flexibilizing* worktime. This indicates a discrepancy between the administrative goal and vision on one hand and the employee needs on the other. In conclusion, the *cause* of the problem does not only appear to be long working hours, but also lack of flexibility, autonomy, responsibility, trust and control, in particular for the production employees but also for the knowledge employees. Therefore, the *solution* could be worktime reduction, but also worktime flexibilization. This will be discussed further in the next chapter.

3.4 Empirical solution

The empirical solution is displayed on the next page and is based on all the variables identified in the empirical problem analysis. Three context specific variables that were accounted for are gender, age and job category, which were also added to the empirical solution and will be discussed further in 4.1 ‘theoretical contributions’. The regular text is from the theoretical solution and the text in cursive adds the variables identified in the empirical problem analysis. The variables displayed in regular text were derived from both the theoretical and the empirical problem analysis, except for ‘duration of working lives’ as a societal outcome, which is therefore left out of the empirical solution.

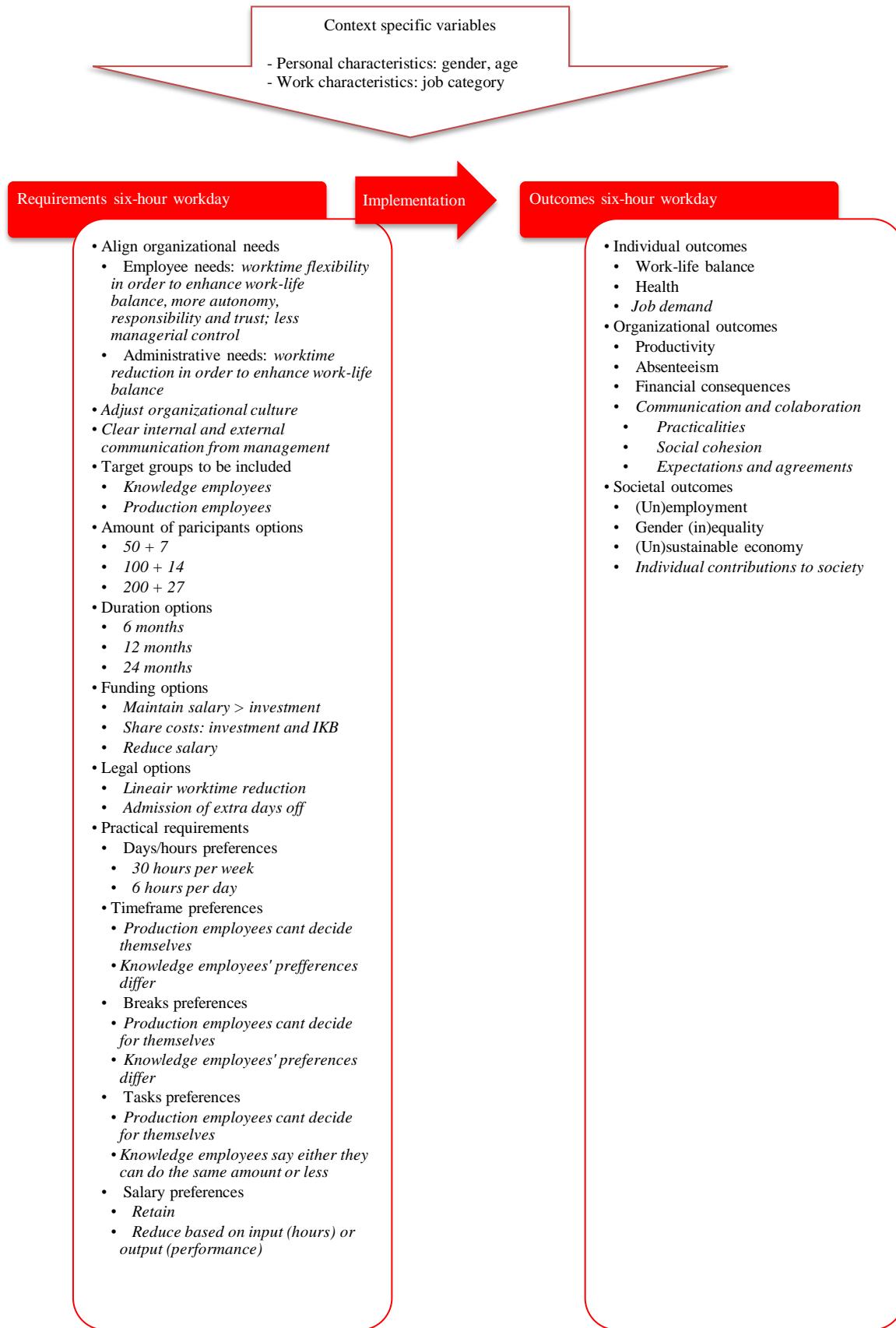


Figure 10. Empirical solution

4. SOLUTION DESIGN

The current chapter is the solution design, which is the third and final step of the Regulative Cycle that is included in this thesis. This chapter is based on the findings from the problem analysis in step 2. The chapter is structured as follows. First, theoretical contributions will be discussed, based on a *comparison* of the findings from the theoretical and empirical problem analysis in order to determine what this thesis adds to theory (4.1). Then, the final solution is presented, based on a *combination* of the requirements and outcomes from the theoretical solution and the options and preferences (regarding the requirements), as well as expected outcomes from the empirical solution, specified for the Municipality of Amsterdam, in order to form a solution, which is theoretically supported but adjusted to the specific organization. This includes a set of requirements for the implementation of the six-hour workday and an assessment scheme for the evaluation of the outcomes of the six-hour workday as an answer to the initial problem (4.2). After that, an additional solution is added regarding New Ways of Working and worktime flexibility, since there appeared to be more to the initial problem than was known before this thesis was conducted (4.3).

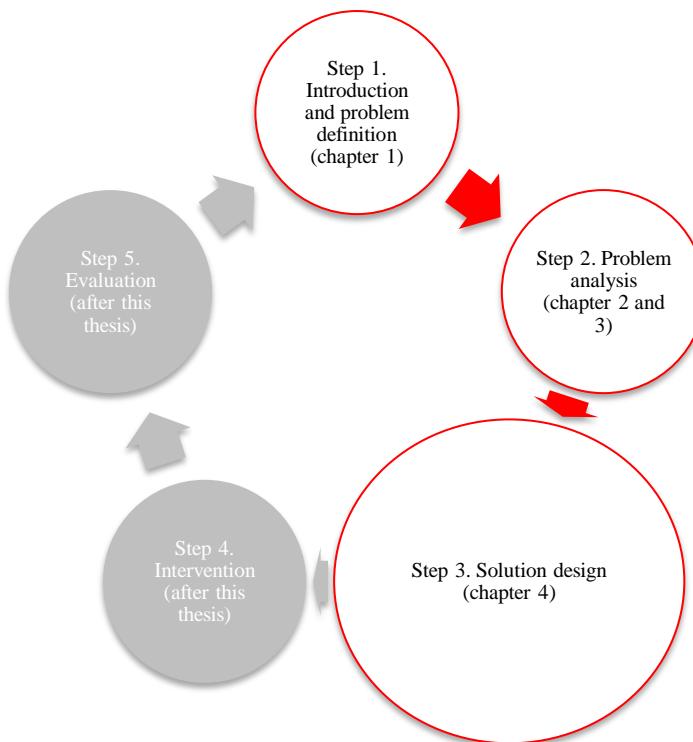


Figure 11. Adjusted Regulative Cycle step 3 (Van Strien, 1986)

4.1 Theoretical contributions

This section compares the findings from the theoretical problem analysis with those from the empirical problem analysis. As presented in the theoretical problem analysis, previous research established certain requirements and outcomes of the six-hour workday. Drawing upon previous research, this thesis identified the options and preferences for each important requirement as well as the outcomes specifically for the Municipality of Amsterdam in the empirical problem analysis. The findings from the empirical problem analysis in the current thesis make different contributions to theory. First, the empirical problem analysis adds three requirements to theory. Second, overall outcomes expected by employees at the Municipality of Amsterdam correspond with outcomes established in the theoretical problem analysis. Next to this, the empirical problem analysis does add three outcomes to theory. Third, it implicates three context specific variables that play a role, namely gender, age and job category. However, all the variables added from the empirical problem analysis should be tested first, in order to draw definite conclusions

about them. Therefore, the findings simply give an indication of possible outcomes and important requirements. The six-hour workday could later be implemented with these requirements, and the outcomes could be evaluated.

4.1.1 Requirements

In the theoretical problem analysis, requirements were identified, while in the empirical problem analysis, possibilities and preferences of the Municipality of Amsterdam regarding these requirements were discussed. These are all displayed in figure 12, which is the final solution. Next to this, three additional requirements were identified in the empirical problem analysis. First, respondents mentioned that if worktime reduction will take place, management should communicate clearly to employees within the organization, as well as people outside the organization, in order to prevent resistance. Second, they mentioned that the organizational culture should be adjusted if the six-hour workday is implemented, since they view the program of HNW020 as only partly successful due to the unchanged organizational culture

Alignment of the organizational needs is the third requirement added. To elaborate on this, the initial problem was briefly identified in step 1, while the initial problem was explored further in the empirical problem analysis, by identifying the organizational needs. This revealed the administrative goal of enhancing work-life balance by worktime *reduction*, while the employees desire to improve work-life balance by worktime *flexibilization*. Additionally, employees expressed a desire for more autonomy, responsibility, trust and control in the workdomain and between the work and life domain. This revealed a discrepancy in the organizational needs, and therefore ‘aligning the organizational needs’ is added as a requirement. This will be elaborated on in 4.3 ‘alternative solution’, since it is *related* to the problem central in this thesis, though it is not the *focus* of the thesis. In conclusion, the empirical problem analysis adds to theory ‘clear internal and external communication from management’, ‘adjustment of the organizational culture’ and ‘alignment of the organizational needs’ as requirements for the implementation of the six-hour workday.

4.1.2 Outcomes

First, regarding the outcomes on an individual level; employees do recognize an imbalance between the work domain and life domain due to long working hours in combination with the amount of unpaid work. Therefore, dividing the time more equally between both domains indicates an enhancement of the work-life balance. These findings are consistent with literature. Next to this, employees think that if working hours would be reduced, they would feel less burdened on both a physical and a mental level, which implies enhanced health. Also, they think they will have more time for healthy habits such as cooking and playing sports. This is also consistent with literature. However, some employees are concerned that job demand will increase, if they have less time to deliver the same results. Job demand is indicated in theory as well, though not explicitly, and it is therefore added to the empirical solution.

Second, regarding the outcomes on an organizational level; some employees expect to be more productive, which is in line with theory. However, the findings indicate that production outcomes depend on job category, which seems to be true when examining previous pilots as well. This means that the effects of worktime reduction on production depend on the category the job belongs to and the accessory characteristics such as worktime control. Moreover, efficiency seems to be related to productivity, and both efficiency and productivity are important variables in literature with regards to the history of worktime reduction. Furthermore, since employees expect to be less sick and need less time off for private appointments, they think they will be less absent. This is coherent with literature, which states that, in general, personal illness and family related issues count for 56 per cent of absenteeism (Cascio & Boudreau, 2011). In addition, worktime reduction will have financial consequences, like the increase of employee costs. An indication of these consequences, such as costs and benefits for organizations, is not yet specified in literature. Lastly, employees think communication and collaboration (which includes practicalities, social cohesion and expectations and agreements) could be affected if they start working less and thus have less social interaction. Social cohesion came up in previous pilots, though communication and collaboration were not mentioned in literature explicitly. Therefore, this is added as a

fourth variable to the organizational outcomes. Also, communication and collaboration could, in turn, influence productivity, for example. However, this is beyond the scope of this thesis.

Third, regarding the outcomes on a societal level. Both employees and theory mention more gender equality, less unemployment (costs) and a more sustainable environment and economy as a consequence of worktime reduction. However, employees suggest that more gender equality would occur under the assumption that men will spend their extra free time on unpaid work such as the household and care for children or parents, as opposed to other activities. If this is not the case, and more so, if women do spend their extra free time on unpaid work, this division will get more skewed. This implies that it would be beneficial to look more in depth into gender equality. Next to this, employees did not mention ‘longer working lives’, while this was mentioned in literature. Furthermore, employees added individual contributions to society as a possible outcome, such as caring for elderly or disabled people and doing charity work, which was not mentioned in literature. In conclusion, the empirical problem analysis adds job demand, communication and collaboration and societal contributions as outcomes of the six-hour workday to theory, which could be evaluated after the implementation of the six-hour workday.

4.1.3 Context specific variables

Regarding the context specific variables, no explicit differences were found for groups with different genders and age categories, which makes sense, since this is an explorative research. However, some indications can be given regarding the mediating or moderating effects of these context specific variables. First, findings do indicate that, generally, women are the ones taking care of the children. However, men express the desire to have time off to spend with their children.

Furthermore, employees from different age categories have different preferences. For example, employees below 35 prefer time for education, employees with children (mainly between 35 and 55) prefer time in the morning and evening to spend with them and employees above 55 prefer a slow-paced schedule. These are different preferences; however, what they have in common is that employees in every age category prefer to have time off to spend on duties and hobbies they might have outside the work domain.

Moreover, the current thesis distinguishes two job categories based on characteristics such as worktime control, namely production employees and knowledge employees. In previous pilots, this was not done, and only one type of job category (either knowledge employees or production employees) was included. The current thesis indicates that making this distinction is important, since production employees are bound to place and time; they are not able to influence their production in the way knowledge employees can, which could potentially influence this outcome and others, and possibly requirements of the six-hour workday. Job category is mentioned in literature, though it is not specified. Thus, the current thesis indicates that certain context specific variables, namely gender, age and job category, could potentially play a moderating or mediating role in the relationship between requirements and in the outcomes of the six-hour workday. This is in line with theory. However, these have not yet been determined, and no framework including these and other context specific variables exists.

In conclusion, the empirical problem analysis adds ‘clear internal and external communication from management’, ‘adjustment of the organizational culture’ and ‘alignment of organizational needs’ as requirements for the implementation of the six-hour workday. In addition, it adds ‘more autonomy and responsibility’ and ‘more trust and less managerial control’ to the employee needs. Also, it adds ‘job demand’, ‘communication and collaboration’ and ‘individual contributions to society’ as outcomes of the six-hour workday to theory, which could be evaluated after the implementation of the six-hour workday. It also indicates context specific variables, namely gender, age and job category. Autonomy, responsibility, trust and control are not only linked to worktime reduction but also to worktime flexibility and New Ways of Working. This will be discussed further in the alternative solution in 4.3.

Thus, the findings of this thesis have different implications for worktime reduction literature. First, they imply that more requirements are important in the implementation of the six-hour workday than is yet established in theory. It also implies that, while evaluating the outcomes of the six-hour workday, researchers should consider multiple levels, namely individual, organizational and societal outcomes. It

also implies that the outcomes differ depending on the level of implementation. For example, implementing worktime reduction on an organizational level would have different implications for gender equality and employment than implementing it on a national level. This suggests taking on a broader view on the outcomes, not limited to the individual and organizational level. The financial discussion regarding implementation of the six-hour workday at the Municipality of Amsterdam focuses on financial feasibility. However, the financial costs and benefits for one organization differ from the financial costs and benefits for the country, such as unemployment costs and health care costs potentially being reduced, and the unemployment rate dropping, which would improve the economy, and therefore wages would increase as well as buying power. This also implies that it is important to expand the financial discussion outside the organization. Furthermore, this thesis adds other outcomes that could be tested, such as ‘individual contributions to society’. Moreover, different mediators and moderators should be taken into account while evaluating the outcomes, such as gender, age and job category. Worktime flexibilization and New Ways of Working were initially not the focus of this thesis. However, the findings of the empirical problem analysis indicate that (1) the initial problem can be different from the actual problem, (2), the employee needs could differ from the administrative needs, (3) these should therefore be aligned and (4) the domains of worktime reduction and worktime flexibilization and NWW should be combined, in order to gain new insights into these phenomena. Therefore, the findings do not merely contribute to literature regarding worktime reduction, but also to literature regarding worktime flexibilization and New Ways of Working.

4.2 Final solution

Next to theoretical implications, this thesis also has practical implications, mainly for organizations that want to experiment with the six-hour workday. These practical implications focus on the requirements for the implementation and the evaluation of the outcomes of the six-hour workday, and are based on the final solution. In this case, the practical implications are tailor-made for the Municipality of Amsterdam; however, they could be applicable to other (public) organizations as well. An alternative solution is presented regarding worktime flexibilization, since the initial problem identified in step 1 was elaborated on in the empirical problem analysis.

Based on the problem analysis in this thesis, the Municipality of Amsterdam is advised to start the pilot six-hour workday they are considering. This would be a suitable solution to the problem the organization presented in the first chapter of this thesis, also with regards to the financial resources available to the organization. The theoretical problem analysis indicates that the six-hour workday has multiple positive outcomes. However, when implementing the six-hour workday, certain requirements are needed, and when evaluating the six-hour workday, certain variables should be taken into account. Therefore, in line with the request from the Municipality of Amsterdam, this thesis developed a set of requirements (appendix VII) and an assessment scheme (appendix VIII), and additionally a plan of action (appendix IX), a prerequisites and risk analysis (appendix X), a calculation model (appendix XI) and an hours registration form (appendix XII).

The final solution is based on the theoretical and empirical problem analysis and combines the theoretical solution with the empirical solution. With regards to the outcomes, the possible outcomes identified in the theoretical as well as the empirical problem analysis are combined and all included, since these could be researched in order to determine whether these are indeed outcomes of the 6-hour workday. Regarding the context specific variables, the same applies. Looking at the requirements identified in the theoretical problem analysis, different options identified in the empirical problem analysis were chosen in order to specify the requirements of the implementation of the six-hour workday to the Municipality of Amsterdam.

The final solution is presented in figure 11. The left part contains the set of requirements for the *intervention* (step 4 in the Regulative Cycle), while the right part forms the basis for the assessment scheme for the *evaluation* (step 5 in the Regulative Cycle). The top part contains the context specific

variables, which should be accounted for in both the intervention and the evaluation. The advice in the next section is based on this final solution.

4.2.1 Requirements for implementation (VII)

Regarding the set of requirements for the implementation, the following should be taken into account. First, the organizational needs should be aligned. Currently, the administrative need is to enhance work-life balance by worktime reduction, while the employee need is to enhance work-life balance by worktime flexibilization. Moreover, employees desire more autonomy, responsibility, trust and control. The overlap is in the enhancement of work-life balance, though the opinions on how to accomplish this differ. Therefore, organizational needs should be aligned with each other, before work-life balance is enhanced, either by worktime reduction, worktime flexibilization or a combination of both, and before providing more autonomy, responsibility and trust and reducing control.

Second, the organizational culture should be adjusted to the mindset that goes along with the six-hour workday. The organization failed to do this with the implementation of the HNW020 program, and therefore it was not fully implemented. If the organizational culture is not aligned, the implementation could possibly be obstructed by a conservative organizational culture.

Next to this, management should communicate clearly, both internally and externally, in order to prevent resistance. When the Municipality of Amsterdam announced they were going to conduct research on the six-hour workday, employees as well as citizens of Amsterdam reacted in both positive and negative ways. This resistance can be minimized by clear communication.

Furthermore, when implementing the six-hour workday, it is important to make a distinction between knowledge employees and production employees, since requirements and outcomes could differ for these groups. Therefore, two target groups should be included, namely knowledge employees (function families 1 to 6) and production employees (function families 7 to 13). This is based on certain characteristics they have, such as autonomy and control over their worktime, workplace and activities. To elaborate on this, production employees are bound to worktime and workplace by a schedule, while knowledge employees are not, and therefore have more autonomy. This has several implications for the implementation and evaluation of the six-hour workday. This means reducing the worktime of production employees would lead to gaps in the schedule. In order to fill these gaps and keep productivity at the same level, additional employees need to be hired, which increases employee costs, but also creates jobs. At the same time, if knowledge employees are able to eliminate distractions and work more efficient, their productivity will increase. If knowledge employees manage to realize the same work in a day of 6 hours as they usually do in a day of 8 or 9 hours, no additional costs need to be incurred. However, it is important hereby to make sure their workload is oriented to the available time with regards to job demand, since job demand might increase as a consequence of having less time available for the results they have to obtain.

Additionally, the amount of participants depends on the amount that is recommended and the amount that is (financially) possible. From the theoretical problem analysis it appeared that at least 100 employees should take part in the six-hour workday in order to be able to properly evaluate the outcomes. For the Municipality of Amsterdam, this means 33 knowledge employees and 67 plus an extra 14 production employees. Moreover, the duration of the 6-hour workday also depends on the duration that is recommended and the duration that is (financially) possible. From the theoretical problem analysis it appeared that the six-hour workday should at least be implemented for 12 months to be able to properly evaluate the outcomes. This amount of participants and duration would require an investment of 910.000 euros for the additional production employees. The personnel costs will increase simultaneously with the increase of production employees included in the six-hour workday and the increase of the duration. This is where the budget is important in order to determine whether it is possible to include 100 employees. However, financial benefits such as reduced absenteeism costs could occur as well. For the Municipality of Amsterdam, a 1% reduction of absenteeism results in savings of 1 million euros per year. An expectation of a reduction of at least 0,1% absenteeism could cover these costs.

Regarding legal realization, granting extra days off would be the least complicated and costly. Organizational are already allowed by law to do this, and regular hours are less costly than overtime. If employees start working 6 hours per day, each employee that participates needs 288 hours off per year.

Then, with regards to decisions on the funding for the three different options identified in the theoretical problem analysis, the one most applicable to the Municipality of Amsterdam is sharing the costs, since the organization wants to keep the costs as low as possible, while it would not make sense to cut wages. These decisions will influence the requirements as well as the outcomes, particularly the financial outcomes. If the six-hour workday pilot involves 100 employees (33 knowledge and 67 + 14 production), takes 12 months and is legalized by extra holidays, it requires an investment of 910.000 euros in personnel costs for additional production employees and costs 288 hours off for current employees who are participating. To elaborate; for the knowledge employees, no extra costs are involved (if they manage to work more efficiently and therefore achieve the same productivity in 6 as in 8 or 9 hours); they each work 288 hours less per year, of which 144 can be paid by their IKB (Individueel Keuze Budget) and 144 can be compensated by the organization through hours of vacation. For the production employees, the same applies, though an additional 14 employees should be hired in order to fill spillover hours. Since each production employee costs 65.000 per year, this is a total of 14 times $65.000 = 910.000$ euros. This is an investment of 910.000 euros, which could be covered by a reduction in absenteeism of 0,1%.

Regarding the practical requirements; since this involves the six-hour workday, it is logical for employees to work 5 days of 6 hours. At the Municipality of Amsterdam, employees are allowed to work between 7 am and 10 pm. However, most employees start between 8 and 9 pm and take a 30-minute lunch break. Therefore, it would make sense to start between 8 and 9 am and add 6 hours and 30 minutes, which makes a workday last from 8 am to 3.30 pm. This does correspond to the administrative means of worktime reduction, though it does not correspond to the employee need of worktime flexibilization identified in the empirical problem analysis. This will be discussed further in the alternative solution.

In addition, the tasks should be adjusted to the available worktime and the extent to which employees are able to work more efficiently, in order to prevent an increase in job demand. To elaborate, given that 12% of worktime at the Municipality of Amsterdam is considered non-productive and employees work 36 hours per week, this would mean that there are 4,5 unproductive hours in a workweek per employee. Usually, they break the 36-hour workweek down into 4 days of 9 hours or 4 days of 8 hours plus 1 day of 4 hours. On average, employees would be working 5 days of 7,2 hours per day; this translates into 51,84 minutes per day of unproductive time, which is almost an hour per day. This means that, per day, employees have 6,3 productive hours, and per week they have 31,5. This is a less than 20-minute difference with the 6-hour workday and less than a 2-hour difference with the 30-hour workweek. This suggests that, of the 17% difference between the 36-hour workweek and the 30-hour workweek, 12% is unproductive time. Therefore, if distractions can be eliminated and thus employees can work more productively, worktime can already be reduced by up to 12%. This leaves an actual worktime reduction of 5% instead of 17%.

Lastly, the salary should be retained, since it does not make sense to reduce worktime and salary simultaneously, which would equate to employees working part-time. If productivity can indeed be maintained, it would make sense to also retain salary. However, this requires a different measurement on which the reward is based; it should then be based on results rather than input of time and effort.

4.2.2 Plan of action (IX)

In order to implement the six-hour workday, the following plan of action could be followed. The first step would be to decide, based on this thesis, whether to start a pilot six-hour workday or not. After presenting this thesis to the Department of Personnel and Organization, this project will be picked up on by them and presented to the Alderman who is responsible for the Department of Personnel and Organization. The Alderman could decide to ignore the solution, to use the solution and start the pilot or to use the alternative solution presented in 4.3. Assuming the Alderman will decide to start the pilot six-hour workday, the following is recommended.

Regarding the practical design of the pilot 6-hour workday, the selection method will be chosen in collaboration with an internal or external researcher, the assignment of participants to the control group or the intervention group will take place, qualitative and quantitative ways to collect data will be specified and measuring moments will be identified. The researcher will be responsible for the technical research aspects of the pilot. Next to this, two teams will be chosen who will adopt the six-hour workday, one of knowledge employees and one of production employees. An example of a team of knowledge employees would be the Department of Personnel and Organization, the Department of Work and Safety or BIA. An example of a team of production employees would be the Department of Work, Participation and Income or a city hall desk. The managers and employees in these teams will be informed and the practical realization, including working more efficiently, hiring additional employees, (re)designing the functions and teams and determining the actual six-hour workday, will be discussed during working sessions. With these teams, the practical feasibility and ways of working more efficiently will be discussed. The managers of these teams will be responsible for the practical aspects of the pilot.

After that, baseline measurements of the variables mentioned in the assessment scheme should take place. The advice is to take these measurements at different moments during the year in order to control for variables that could influence the outcomes, such as busy periods and more fatigue in the winter season. These measurements could be done based on the assessment scheme.

After this, the pilot six-hour workday could be implemented and measurements at different times during the pilot should take place. Thereby, it is important to measure the variables at the same moments as the base measurements in order to control for variables that could influence the outcomes. An example is to make employees keep a daily journal for one week, each time recording variables included in the assessment scheme. Next to this, a questionnaire could be filled out each time.

In the last phase, which takes place after the completion of the pilot, the findings can be evaluated and a decision can be made whether to implement the six-hour workday or not. The pilot can be evaluated based on a comparison of the baseline measurements and measurements taken during and after the pilot. When it appears there are significant differences between these measurements, and other variables can be controlled for, it can be concluded that the pilot affected the variables for which these differences are identified. Then it could be determined whether these differences are positive or negative, and conclusions can be drawn regarding the extent to which the six-hour workday resolves the problem, while also considering financial means. Based on these conclusions, it could be decided to either implement or not implement the six-hour workday permanently, as well as what adjustments should be made before the permanent implementation.

4.2.3 Prerequisites and risks analysis (X)

Before implementing the six-hour workday according to the requirements and following the plan of action, the following prerequisites and risks should be taken into account. In order to guarantee the greatest possible success of a pilot six-hour workday, meaning to be able to objectively and representatively identify outcomes and increase the chances of success, some prerequisites are applicable. There are also certain risks to the pilot six-hour workday that need to be taken into account. The prerequisites are different from the requirements, in the sense that the requirements apply to the implementation, while the prerequisites should be accounted for before the implementation.

First, regarding the legal feasibility, a six-hour workday seems legally feasible in two ways. The first option is a linear reduction of worktime via the CLA. This means that 30 hours per week is the new fulltime and all additional hours and rest need to be adjusted to this. The second option is granting extra days off via the CLA. This means, for the Municipality of Amsterdam specifically, 288 hours or 48 extra days off per employee. It is important for the Municipality of Amsterdam to thoroughly explore these options and make sure it is legally possible before designing the actual pilot.

Second, regarding the financial feasibility, the implementation of the six-hour workday requires an investment in order to cover the expenses. As calculated before, a six-hour workday would cost 910.000 per year for the Municipality of Amsterdam, due to the choices that are made regarding the requirements. This entails employee costs. These costs can be funded either by the organization alone, by

the employees alone through salary reduction, or by the organization and employees together. The employees could use their IKB for this, which would give them 144 hours off, while the organization would need to add another 144 hours. Next to costs, the six-hour workday could also have financial benefits, such as reduction of absenteeism costs and increased productivity, which should be tested. It is important for the Municipality of Amsterdam to determine whether this budget of 910.000 is available, and whether the IKB and additional hours are available as well, before designing the actual pilot.

Third, regarding the practical feasibility, the six-hour workday would be practically feasible if employees could perform the same amount of work in 6 hours as they usually do in 8 or 9, provided they are able to (1) work more efficiently or (2) receive support from additional employees. Hereby, it is important that job demand is principally in tune with the time available to employees for work. For knowledge employees to work more efficiently, the work will be evaluated with the teams before implementing the six-hour workday, and distractions will be eliminated. Distractions could be reduced by, for example, making two concrete working arrangements: (1) stay away from internal distractions such as social media, news websites, WhatsApp, interaction and checking the inbox and (2) eliminate external distractions such as unnecessary meetings. For production employees, additional employees could be hired to support them. This is needed for primary process employees, and possibly knowledge employees if it appears that, despite working more efficiently, they cannot perform the same amount of work in 6 as in 8 or 9 hours. It should be discussed in detail with the included teams whether and how the pilot can practically be realized, whilst in the process of actually designing it.

Fourth, it should be guaranteed that employees will not work more than 6 hours per day, in order to not distort findings. This way, effects can only be attributed to the six-hour workday and not to other factors. This could be guaranteed by tracking the time spent on their computer account. If an employee does work longer, for example if there is an emergency or if leaving work will negatively affect service, this should be recorded in order to be able to account for this while evaluating the findings. Data from time spent on the account can be evaluated in order to determine the actual worktime of employees.

Fifth, it is important to create an internal and external basis for support, since the six-hour workday will possibly provoke reactions from inside as well as outside the organization. A plan should be geared towards clear communication, via which channels, how employees and citizens can reach out if they have questions before designing the pilot further.

Sixth, a red button should be available in order to terminate the six-hour workday if there are certain consequences, such as problems incompletion of the work or bad service. This button can be used in order to go back to the 8- or 9-hour workday and restore the consequences. This could provide valuable lessons, after which the six-hour workday could be implemented again if the risk is accounted for that time. Note: some effects will be negative, such as job demand, which is not by definition a reason to terminate the experiment, as these findings are important for the evaluation of the six-hour workday, aside from positive findings.

Then, for the risks analysis, three main risks were identified upfront. These are purported to be the only risks; after implementation of the pilot other risks could be revealed as well. First, if it appears employees are not able to work more efficiently and thus not able to provide the same results in 6 hours as they used to do in 8 or 9 hours, productivity could go down. For production employees, this is expected and can be accounted for by hiring additional employees, while for knowledge employees, this can be managed by evaluating their work now and facilitating tools to eliminate distractions and work more efficiently. A decrease in productivity could have consequences for the realization of the work. This could be fixed by hiring additional employees, which will be done in advance for production employees. The other two risks involve the two possible negative outcomes of the 6-hour workday, namely increased job demand and disturbed communication and collaboration.

Second, another risk appears when employees are not able to work more efficiently but they have to meet their findings and therefore job demand increases. This is a possible outcome of the 6-hour workday. However, it should be determined when to use the red button because of job demand. This mainly affects knowledge employees. It could be accounted for by hiring additional employees. It is

important with regards to the production that, in principle, job demand is aligned with the time that is available to employees for work.

Third, when employees work less, there would possibly be less social interaction, which could negatively affect communication, collaboration and social cohesion. This is a possible outcome of the 6-hour workday. However, it should be determined when to use the red button because of communication and collaboration. This again mainly applies to knowledge employees, since these factors are crucial for them to perform their work. Long term effects are not known and could be researched, though this can be accounted for on short term by examining DigiWars, where short daily meetings maintained formal communication, and communal lunch maintained informal communication. If the prerequisites can be fulfilled and the risks can be managed, it is wise to start developing the pilot six-hour workday further.

4.2.4 Evaluation of outcomes (VIII, XI, XII)

Regarding the evaluation of the outcomes, the following variables should be taken into account: (1) on an individual level: work-life balance, health and job demand; (2) on an organizational level: productivity, absenteeism, financial consequences and communication and collaboration; and (3) on a societal level: gender equality, unemployment, sustainable economy, duration of working lives and contribution to society. Also, context specific variables should be taken into account, which are gender, age, partner, amount of children, job category and worktime control. To support the evaluation, the assessment scheme was developed, including different measurement instruments, as well as a calculation model and hours registration form. Both the calculation model and hours registration form consist of formulas in Excel, where the data can be filled in, in order to get an outcome.

Thus, a pilot six-hour workday is promising, while costs are an area of concern. In order to gain insight into substantial costs and benefits specific to the Municipality of Amsterdam, the advice is to start a pilot six-hour workday. All documents regarding the implementation and evaluation of the six-hour workday can be found in appendices VII through XII.

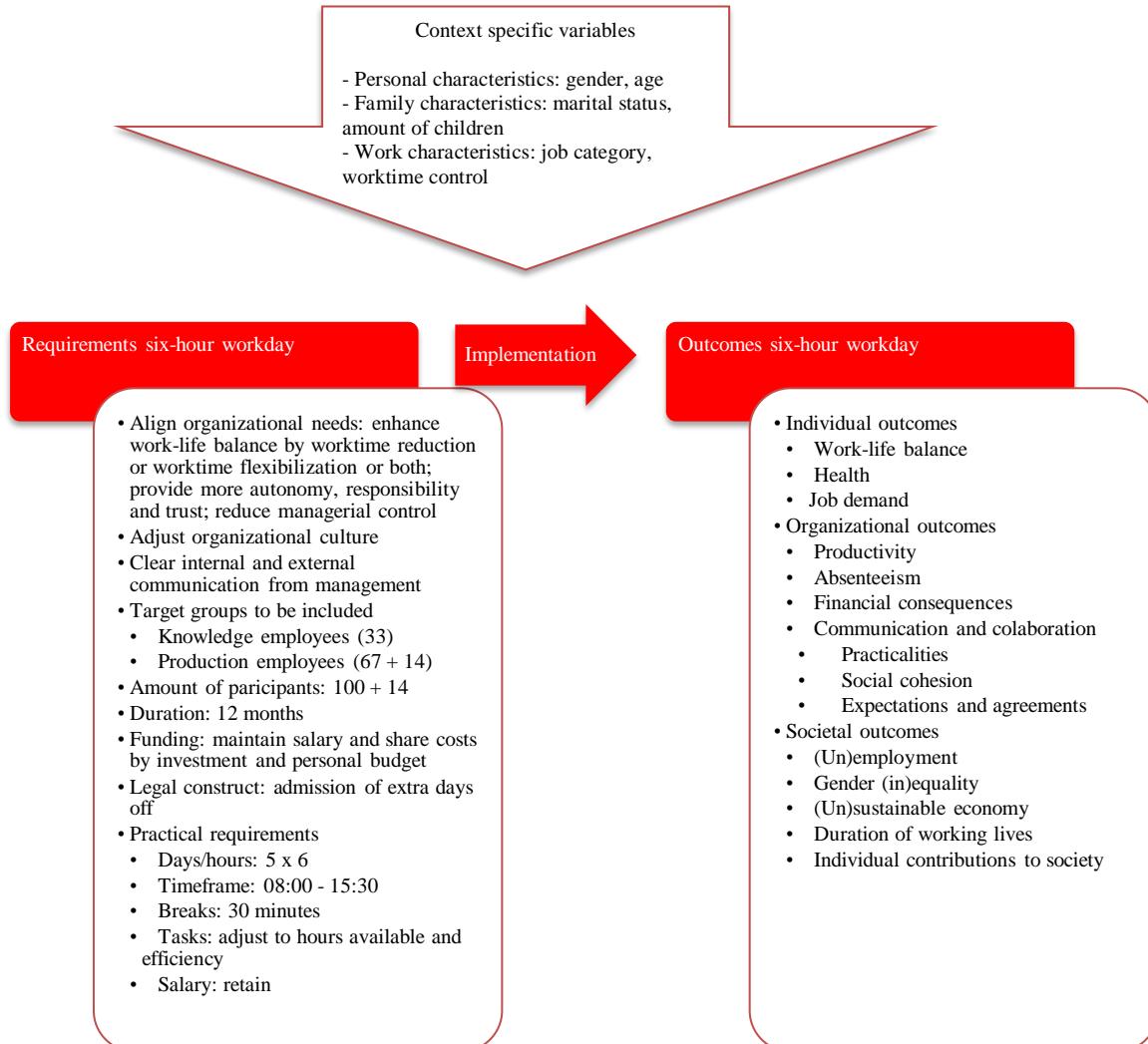


Figure 12. Final solution

4.3 Alternative solution to enhancing work-life balance

This thesis identified the initial problem as work-life imbalance in step 1 of the Regulative Cycle. During the empirical problem analysis in step 2, reducing work-life imbalance appeared to be in line with the organizational needs, namely both the administrative and employee needs. However, the means by which the administration wants to achieve this is worktime reduction, while employees express the desire for worktime (and place) flexibilization, which is another means of enhancing work-life balance. Worktime reduction and worktime flexibilization, both means to enhance work-life balance, can be considered related to each other, but can also be looked at separately. In this thesis, they are explored separately. This is because they are both complicated constructs. Moreover, if they were implemented simultaneously, it would be hard to distinguish the results that can be attributed to worktime reduction from the results that can be attributed to worktime flexibilization during the evaluation. Thus, the 6-hour workday can include a flexible element, though it is not recommended to the Municipality of Amsterdam as part of the final solution of this thesis.

It appeared that the Municipality of Amsterdam made an effort to meet the identified employee need of worktime flexibilization by introducing the HNW020 program. However, shortcomings of this program were identified, which imply discrepancies between the intention and implementation. First, the focus is mostly on flexibility within the work domain as opposed to between the work domain and life domain. Second, this program is not applicable to production employees, as a requirement to take part is

to be able to work independent from time and place, which is not possible for production employees, although they particularly express the desire for more flexibility. Third, HNW020 requires a change in organizational culture, which did not occur. This is evidenced by knowledge employees, who are formally granted a certain degree of freedom, not making use of this freedom because they feel managers or coworkers would not understand why they do this. Thus, this program fails to provide the flexibility employees desire.

The shortcomings of this program can be seen as an opportunity to respond to employee needs and provide more worktime flexibility and thereby enhance their work-life balance. This could be an alternative solution to the problem identified in this thesis. To expand the HNW020 program, the Municipality of Amsterdam could conduct a pilot with self-scheduling. This would take away the constrain of being in a certain place at a certain time, particularly for production employees, thereby including them in the program and providing flexibility *between* their work and life. Knowledge employees would benefit from a culture change toward more flexible ways of working, which would then provide them with more flexibility *between* their work and life as well. On a practical level, this could be facilitated by, for instance, keeping the building open between 07:00 and 22:00 instead of 08:00 and 18:00, and promoting working from home.

Thus, HNW020 can be expanded by not only creating flexibility *within* the work domain, but by expanding this to *between* the work and life domain, for *both* knowledge and production employees. This will enhance their work-life balance and is related to the most prominent point from the employee needs, namely worktime flexibility. Experimenting with self-scheduling appears to be a plan of the Municipality of Amsterdam already, which is encouraged by this solution. In conclusion, work-life balance can be enhanced by worktime *reduction*, but also by worktime *flexibilization* between the work and life domain.

5. DISCUSSION AND CONCLUSION

As discussed more in detail in the previous chapter, this thesis has the following implications. First, the current research implies that more requirements and outcomes play a role than yet established in research. Additionally, it implies that implementation of the six-hour workday on different levels might have different results, such as costs and employability. In relation to this, it calls for a broader view than organizational level, such as industry or national level. Furthermore, it confirms suspicion that different mediators and moderators such as age and gender play a role in the relationship between worktime reduction and outcomes. In relation to this, this thesis distinguished knowledge employees from production employees in regards to the implementation and evaluation of the six-hour workday. Moreover, it indicates that employees could work more productive in their current way of working, which could be realized by eliminating distractions such as reducing time for meetings. It also suggests that there are relationships between the dependent variables; such as better work-life balance could result in less absenteeism. Next to this, it confirms that the initial problem does not have to be the actual problem and that the organizational needs within one organization can differ. Additionally, it suggests a relationship between worktime reduction and worktime flexibilization within the phenomenon of New Ways of Working. Last, it implies carefully that some way of worktime reduction in reality might already have taken place, however it has not yet been formalized.

There are different limitations to this thesis. First, the findings in the theoretical problem analysis focus on worktime reduction in general, rather than the six-hour workday in particular. Second, this thesis focuses solely on the design of the intervention, rather than the intervention and evaluation itself, since the first three steps of the Regulative Cycle were followed. Therefore, the findings and conclusions presented in this thesis are not solid conclusions, but rather merely indications. Regarding the sample, two thirds of the respondents were knowledge employees, while two thirds of the employees at the Municipality of Amsterdam are production employees. Knowledge employees are thus more represented in the sample than production employees are. Also, the sample consisted of employees who were willing to participate, which might make the results more optimistic in general. Next to this, since this is a case study, the findings cannot be generalized to other organizations. They do however give direction to other (public) organizations that want to experiment with worktime reduction. Last, since this thesis takes a qualitative approach, the researcher could have influenced results in the empirical problem analysis. Therefore, including two researchers instead of one could have enhanced reliability of the results.

Building on limitations and implications of this thesis, different recommendations for further research can be made. First, the six-hour workday could be implemented and evaluated with regards to the different requirements, as well as possible outcomes. Overall, more pilots could be conducted in different types of organizations in order to contribute to gaining a holistic view of the phenomenon. The set of requirements for implementation of the six-hour workday proposed in this thesis, which can be found in appendix VII, could function as a foundation for this.

Second, further research could develop a theoretical framework, which does not exist yet, including design options, outcomes, mediators and moderators. This framework could then also be tested; for example, the evidence for a more sustainable economy and longer working lives is not very strong and could thus be tested. Thereby, the interaction between the variables should be tested as well, such as health and work-life balance or health and absenteeism. The theoretical solution developed in this thesis, found in figure 6 could be used as a foundation for this.

In particular, additional research could test the job categories mentioned in this thesis. Similarly, researchers could identify other job categories and compare the differences between the job categories with regards to the requirements as well as the outcomes of a six-hour workday. This can be done either for different job categories within one organization or across different organizations.

Moreover, with regards to the outcomes of implementation on organizational level, further research could test outcomes on other levels besides the three levels distinguished in this research (individual, organizational and societal level), for example outcomes on a team or departmental level. Further research could also test the outcomes of implementation on a larger scale, for example on industry or national level, and the corresponding societal consequences as well.

Furthermore, no general assessment scheme exists so far. Therefore, the assessment scheme developed in this thesis, which can be found in appendix VIII, could be tested for validation. It could then be adjusted and used for further evaluation of pilots with the six-hour workday.

Next to this, further research could develop and test a table or formula to calculate the costs. This would serve as a cost calculation tool to calculate the costs of the six-hour workday for an organization. The calculation model developed in this thesis, which can be found in appendix XI, can be used as a guideline for this.

In addition, this thesis established that, of the 17% worktime reduction that is required to reduce the 36-hour workweek to a 30-hour workweek at the Municipality of Amsterdam, 12% is unproductive time. Therefore more research into *actual* worktime, both at the office and at home, as well as *actual* productivity, might give insights into whether worktime reduction in reality has already taken place by increasing other activities besides work during worktime. If this appears to be the case, research could focus on formalizing worktime reduction, as well as how to implement it in practice.

Last, further research could look into the relationship between worktime reduction and worktime flexibilization as part of New Ways of Working. Should employers both reduce and flexibilize worktime? Maybe employees have a need for more flexibility with an 8-hour workday, but not with a six-hour workday? Or a more radical question: should employers let go of the concept of worktime all together? In relation to this, researchers could experiment more with other alternative working schedules, such as the compressed workweek, in order to gain more knowledge about what would enhance the current situation of working hours, and challenges that go along with it. Thus, this thesis gives way to many interesting research questions.

Upon completion of this thesis, a few concluding remarks can be made. This thesis calls into question the sustainability of contemporary work patterns, since it goes along with different problems such as work-life imbalance and burnouts. Upon the beginning of this thesis, the six-hour workday seemed promising, however research on this topic is still in its infancy. Therefore, the goal of this research was to advise researchers as well as practitioners on engaging with the six-hour workday by providing a theoretical overview and tools for implementation and evaluation, namely a set of requirements and an assessment scheme. Correspondingly, the goal in this research was to identify important requirements and possible outcomes of the six-hour workday. Since this research was conducted in the name of and in collaboration with the Municipality of Amsterdam, a larger interest was in place. This thesis is part of the first six-hour workday experiment on a large scale in the Netherlands. It attempted to connect the scientific domain with practice and thereby intended to contribute to the debate about negative effects of long working hours and positive effects of worktime reduction, with the ultimate goal to contribute to solving problems accompanying contemporary work patterns.

As presented in the theoretical problem analysis, previous research established certain requirements and outcomes of the six-hour workday. Drawing upon previous research, this thesis identified the options and preferences for each important requirement as well as the possible outcomes specifically for the Municipality of Amsterdam in the empirical problem analysis. Based on the implications that this thesis makes, a few remarks can be made. First, the six-hour workday is promising, since it has benefits on an individual, organizational and societal level, such as enhanced work-life balance, decreased absenteeism and reduced unemployment. However, costs are an area of concern. Since it is a potential solution to work-life imbalance and in order to gain insights into substantial costs and benefits specific to the Municipality of Amsterdam, the advice is to start a pilot six-hour workday. Although other ways in order to enhance work-life balance, such as worktime flexibilization, can be explored as well. To support the Municipality of Amsterdam with the six-hour workday and answer the research question, a set of requirements and an assessment scheme were developed. These are complemented by a plan of action, a prerequisites and risks analysis, a cost calculation formula and an hours registration form. These documents can support the implementation and evaluation of the six-hour workday.

In sum, this study contributes to research on the six-hour workday, which is still in its infancy. Thereby it hands researchers as well as practitioners a tool that could support them in conducting

experiments on the six-hour workday. Based on a case study, it gave additional insights into the phenomenon as well as suggestions for further research. Altogether, this thesis represents an effort toward a potential solution to problems accompanying contemporary work patterns.

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Appendix I. Overview previous pilots

Table 2*Overview previous pilots*

Organization	Requirements	Outcomes	Follow-up	Notes
Göteborg retirement home (Sweden, Bengt Lorentzon)	23 months, 68 assistant nurses, 5 x 6 hours, another care home used as a control group (56 nurses)	Costs for the City of Göteborg were about SEK 12,5 million a year (same salary, hourly wage rises). Payroll went up by 22% because they hired 15 FTE to compensate for the loss of working hours, which in turn created 15 new jobs, unemployment costs went down by SEK 6 million, productivity increased, half as much sick time as those in the control group, improvement of 3,8% sick leave, 2.8 times less likely to take time off, 20% happier, more energy in both work (for the residents) and private time	Pilot was concluded according to plan after 23 months	Funded by municipal taxes and government grants; in order to boost morale, health and work- life balance
Perpetual Guardian (manages trusts, wills and estate planning, New- Zealand)	32 hours per week, 240 staff, march and April 2018	78% of employees feeling they were able to successfully manage their work-life balance, an increase of 24%. Jarrod Haar, professor of HRM at Auckland university of technology found job and life satisfaction		Academics studied the trial before, during and after its implementation, collecting both qualitative and quantitative data. It was conducted in an attempt to give employees better work-life balance, and help them focus on the business while in

		increased on all levels across the home and work front, with employees performing their jobs better and enjoying them more. Stress levels decreased by 7%, while stimulation, commitment and a sense of empowerment at work all improved significantly with overall life satisfaction increasing by 5%.		the office on company time and manage life and home commitments on their extra day off. Employees were included in the design of the experiment, as to not negatively impact productivity. New Zealand's workplace relations minister, Iain Lees-Galloway found it very interesting
Amazon (US)	Teams of a few dozen part-time employees work 30 hours per week (Mon-Thurs 10-2 + additional flex hours) for 75% of their wage, same benefits of 40-hour employees	Productivity did rise, it could help encourage more female employees who tend to take on more household and child-care responsibilities than men in the domestic sphere	They currently offer job openings for 30 hours a week	The teams work on tech products within the HRM division of the company, they have the option to transit to full-time if they choose, team members will be hired from inside and outside the company
Treouse (online learning platform)	32 hours in 4 days from the start, Mon-Thurs, 9-6, so 52 extra days off per year	Productivity	Not clear	The owner says it takes concentration, dedication and a zero tolerance approach to distractions
Reusser Design (India)	4 x 10, 6.30 – 5, Mon-Thurs	Get the same done, even a little more productive (more concentration time + effort to minimize distractions means more productive days)	“a little more productive”	They rotate team members to be available on Fridays
Utah State	4 x 10 Mon-Thurs, thousands of employees		Not saving as much money as they hoped (a	They did the experiment in order to improve

			2010 legislative audit showed the savings never materialized, in part due to a drop in energy prices) and residents were complaining about not having access to services on Fridays.	efficiency, reduce overhead costs and concerns emerging at a time when budgets are tight and resources are dwindling. Conclusion: better suited for local than state governments.
Finnish municipalities (17) experiments, different sectors (health, social services, administrative, library, technical and legal services)	2008, 5 x 6	Decrease work-family conflict		94% women, average age 43 which corresponds to the average age in the municipal sector, actual numbers in the report by Anttila, Natti and Vaisanen (2005)
Toyota (Goteborg, Sweden)	36 mechanics, working from 6-12 and 12-6, fewer and shorter breaks, less traffic when traveling to work, 2002/2003 until now	Productivity, health, happiness and profits (25%) have risen, staff feel better, there is lower turnover and it is easier to recruit new people		Before introducing this, customers were unhappy and staff were stressed and made mistakes
Brath (internet startup in Sweden)	six-hour working days from the start (2013), 22 staff in total in 2 offices	Productivity and profits have reportedly risen, attracts and keeps better staff, the fastest growing company in SEO in Sweden as far as the owner knows, the employees feel they actually care about them by caring enough to prioritize their time with the family, cooking or doing something else they love doing	Produces as much if not more than its competitors do in eight days	The boss says they have to be very creative and could not keep that up for 8 hours
Fiumurdus (Swedish app)	September 2014, more about		Focus more and be more efficient	all about focus and motivation

developer)	motivation and focus and not doing the same amount of work in less hours, time more valuable than money, banned distractions like phone calls and social media		
Sahlgrenska University Hospital (Sweden)	89 nurses and doctors, six-hour schedule, 2015	Fewer employees have called in sick, more surgeries have been performed and patients have experienced shorter wait times, in other words likely resulted in extra lives saved	Hired 15 new staff members to make up for the lost hours (which officials admit was expensive)
Net Brussels (public sector organization with 2.500 employees)	With retainment of salary	Hope to create 400-500 jobs for low educated by letting people work less (many of 100.000 jobless inhabitants of Brussels are low educated). They hope no one has to pay for it so they retain their salary and add 400-500 salaries but they also have 400-500 less unemployment costs	Initiative from the minister of Economy Didier Gosuin. They say they will not introduce this as the national norm but rather per sector/function, since for example in hospitals in Belgium there is a shortage of nurses so the same tactic would not be successful there
Agent Marketing (Liverpool, UK)	6 x 5, December and January 2016, 9-4 with a mandatory 1 hour lunch break, 14 staff members in total	Felt more refreshed and energized, more free time, more positivity in the office. Drawback: coding takes a long time and six hours is not enough for the websites they	Aimed at boosting well-being and efficiency

		build		
Digiwars (digital marketing agency with 11 employees based in the UK)	9.30 – 15.40, 11 employees taking part, working 45 minutes and taking 5 minutes breaks	Life enhancer (less tired, more relaxed), efficiency improver, many positive socio-economic implications, employees feel they benefit more than they compromise		Lund University report
Tower Paddle Boards (surf lifestyle company with 10 employees)	Since June 2015, 5 x 5 (08:00 – 13:00)	Made it to the 5000 list of fastest growing companies with a 40% increase in sales and will hit 9 million in sales end 2016. They believed if they took the resource of time away, everyone would figure out how to be more productive. When you have less time you tend to leave stuff out that does not matter	They still work 25 hours a week	5% profit sharing plan to get employees to focus on output (production) rather than input (number of hours worked), they used improved technology, video tutorials for customers and all sorts of things in order to reduce the burden on the team
IG Metal (German labor union)	From 35 to 28-hour workweek and 4,3% pay rise, covers 900.000 employees, right to return to fulltime work			
Kiruna (mining town in the north of Sweden)	6 hours a day in order to align working lives of men and women, professor Birgitta Olsson of Lund University, 1989-2005, home care for the elderly	Good investment in improved well-being for the community according to the professor (more people in jobs, better health, better working conditions)	In 2005 when power passed from left to right it was reversed and staff went back to 8 hours. Political decision, they said it was too expensive	Measuring the cost of such schemes is complicated, Olsson says – it is hard to distinguish whether savings on sick leave, for example, are down to shorter working hours or other factors. Moreover, with more people
Stockholm city council conducted a trial in care centers for children, older people and those with disabilities from			Due to lack of data proving its worth	

1996 to 1998		What happened when they went back to 8 hours?	working, unemployment benefit payments are cut, but the savings accrue to the state, not the municipality that bears the cost of hiring more staff.
Provo (one of the largest cities with more than 100.000 people; part of the Utah State experiment)	4 x 10, Mon-Thurs, 7am to 6pm (extended working hours)	Improved employee morale and seems to save money	May be more effective at a local level than with a state government, because more close to the people as I understand it
El Paso (Texas, US)	4-day workweek, 800.000 employees, summer 2010 and 2011	Positive impact on productivity and saved them money (more than 400.000 dollars annually, primarily because of lowered utility and fuel costs), not many complaints about offices being closed on Fridays, some online solutions in place	They were thinking of implementing this year-round
KPMG (U.S.-based employees)	4 x 10 (compressed workweek), 2009	Employee satisfaction goes way up when they have control over their time, and it increases employee morale, productivity and retention.	
France 35-hour workweek	Country-wide, 35-hours per week, designed to stimulate job creation of 350.000 in its first five years (2000)	Unemployment rates soar above 10% and productivity which showed an initial increase is declining, still the labor force remains among the most productive in the world	

Femma (Belgium)	4 x 7,5, 2019, for one year	
Kellog's	4 x 6 hours instead of 3 x 8, 1930- 1985	Hired hundreds of new people, production costs plummeted and employees operated more efficiently
Tata Steel &Samhoud (Consultancy Agency)	Flexible worktime 250 employees are allowed to manage their own worktime	
Werktuin 040, TRIMM, Makava, Slingshot, Basecamp, Skelleftea	Undetermined	Undetermined
	Undetermined	Undetermined

Appendix II. Focus group 1 guide

The goal of the focus group is to identify different opinions and perspectives on (1) the requirements for the implementation of the six-hour workday and (2) the possible outcomes of the six-hour workday in regards to the different variables mentioned in the theoretical problem analysis, and additional variables added by the participants of the focus group. This will be done by asking two open questions, letting the participants give their input, and later including the variables from the research model in the discussion as well. Data will be collected on post-its with a different color per focus group. A guiding question for the focus group is: will this focus group contribute to answering the question from the Municipality of Amsterdam? Technical aspects, such as the duration of a pilot, will not be included in the focus group, since these do not require opinions. Instead, these kinds of questions will be answered based on literature and experts, such as finance employees.

Tabel 3*Focusgroep 1 draaiboek*

Tijdstip	Activiteit	Onderwerpen	Variabelen
Vooraf	Mail met info verstuurd op maandag 12-11✓	Doel, toestemming om audio op te nemen, alvast nadenken over onderwerpen	
09:55 – 10:00	Voorbereiding: 5 vellen ophangen, plakband, 2 blokjes plaknotities (4 kleuren), pennen, naambordjes met naam, pepernoten		
10:00 – 10:05	Aftrap Pieter, uitleg Lisalotte	Doel afstemmen met verwachtingen	
10:05 – 11:00	Aanvang deel 1 (eerst 5 minuten brainstormsessie door middel van plaknotities schrijven in stilte, daarna plakken op de flipboards per functiegroep en sorteren per onderwerp, daarna 50 minuten discussie over de verschillende onderwerpen)	Vraag 1: Hoe zou je een zes-urige werkdag inrichten? (PowerPoint slide)	<ul style="list-style-type: none"> - Onderwerpen vanuit de groep - Minder dagen werken of minder uren werken? - Hoe laat beginnen? Hoe laat eindigen? Hoe zit het met pauzes? - Verplicht of vrijwillig? - Taken behouden of verminderen? (i.v.m. werkdruk) - Minder uren werken, dus minder salaris? Salaris op basis van uren of per volbrachte taak/andere meetwijze?

11:00 – 11:55	Aanvang deel 2 (eerst 5 minuten brainstormsessie door middel van plaknotities schrijven in stilte plaknotities schrijven in stilte, daarna plakken op de flipboards per functiegroep en sorteren per onderwerp, daarna 50 minuten discussie over de verschillende onderwerpen)	Vraag 2: Wat zouden de gevolgen van een zes-urige werkdag zijn (individueel, organisatie, maatschappelijk)? (PowerPoint slide)	- Onderwerpen vanuit de groep - Individuele gevolgen: werk-privé-balans, gezondheid, verzuim - Gevolgen voor de organisatie: productiviteit, kosten, besparen - Maatschappelijke gevolgen: verhouding man/vrouw en werkgelegenheid
11:55 – 12:00	Afronding	Bedankje	

Opmerkingen:

- Plan B: voor ronde twee eventueel discussie per onderwerp en niet eerst met plaknotities
- Doel: verzamelen van meningen en perspectieven door middel van twee brede, open vragen. Het gaat in eerste instantie om de onderwerpen de deelnemers zij zelf aandragen binnen het ontwerpen en de uitkomsten van de zes-urige werkdag. Daarbij is het echter onvermijdelijk om verschillende variabelen vooraf vast te stellen i.v.m. het onderzoek. De bedoeling is eerst brainstormen op een efficiënte en effectieve manier, waarna de dialoog centraal staat. Het gaat om het aanleveren van ideeën en een discussie op basis daarvan. Daarbij wordt de data uit de brainstormsessie *binnen* de groepen (functiefamilies) verzameld door middel van plaknotities, terwijl de opname de discussie en met name de interactie *tussen* de groepen (functiefamilies) vastlegt.
- Wanneer is de focusgroep geslaagd: als een breed scala aan meningen en perspectieven is geïdentificeerd (van de vier functiefamilies) op zowel de vier de ontwerpvariabelen, als de vijf de uitkomstvariabelen en aanvullende variabelen vanuit de deelnemers en als iedereen aan bod is gekomen.
- Toetsvraag: gaat deze focusgroep leiden tot het oplossen van het vraagstuk zoals we dat eerder in de opdracht hebben uitgeschreven?
- Betreft het een technisch aspect (bijvoorbeeld hoe lang gaat de pilot duren) beantwoordt het dan vanuit de literatuur, gaat het om een mening, neem dit dan mee in de focusgroep. Hetzelfde geldt voor de vragen vanuit het college zoals bij welk organisatieonderdeel, dit kan het beste worden beantwoord aan de hand van de analyse van de focusgroep.

Appendix III. Focus group 2 guide

Tabel 4*Focusgroep 2 draaiboek*

Tijdstip	Activiteit	Onderwerpen	Toelichting
Vooraf	Mail met info versturen	Doel, toestemming om audio op te nemen, alvast nadenken over onderwerpen	Toetsen van de praktische haalbaarheid voorafgaand aan de pilot om knelpunten voortijdig te kunnen ondervangen welke de praktische haalbaarheid van de pilot mogelijk zouden kunnen belemmeren en dus om de kans op succes van de pilot te vergroten.
12:55 – 13:00	Voorbereiding: flipboard, 2 blokjes plaknotities (4 kleuren), pennen, naambordjes met naam, snack		
13:00 – 13:10	Aftrap door Michael, uitleg Lisalotte, voorstelronde deelnemers	Doel afstemmen met verwachtingen	
13:10 – 14:00	Aanvang deel 1 (5 minuten brainstormsessie door middel van plaknotities schrijven in stilte, daarna plakken op de flipboards per functiegroep en sorteren per onderwerp, daarna 45 minuten discussie over de verschillende onderwerpen)	Vraag 1: Zou je deelnemen aan een pilot zes-urige werkdag? Waarom wel of waarom niet? Als jij, je collega's of de afdeling deel zouden nemen, waar zouden de knelpunten zitten? Wat heb je nodig om deze te overkomen? (wat kan de organisatie doen om bij te dragen aan het praktische succes van de pilot)	- Onderwerpen vanuit de groep - Knelpunten - Wat heb je nodig
14:00 – 14:50	Aanvang deel 2 (5 minuten brainstormsessie door middel van plaknotities schrijven in stilte plaknotities schrijven in stilte, daarna plakken op de flipboards per functiegroep en sorteren per onderwerp, daarna 45 minuten discussie over de verschillende onderwerpen)	Vraag 2: Hoe zou je een zes-urige werkdag aanpakken t.o.v. een 8 of 9-urige werkdag? Vanuit het oogpunt van je eigen functie en/of afdeling, wat zou jij kunnen doen om de zes-urige werkdag praktisch haalbaar te maken? Kijk o.a. naar takenpakket, samenwerking, communicatie. (wat kan de medewerker doen om bij te dragen aan het praktische succes van de pilot)	- Onderwerpen vanuit de groep - Aanpak - Samenwerking - Communicatie - Takenpakket (productiviteit, efficiëntie, beoordeling, beloning) - Autonomie en verantwoordelijkheid - Vertrouwen en controle
14:50 – 15:00	Afronding	Bedankje	

Opmerkingen:

- Toetsvraag: draagt deze focusgroep bij aan het oplossen van het vraagstuk zoals we dat eerder in de opdracht hebben uitgeschreven? De bedoeling is dat deze focusgroep bijdraagt aan een van de toetsingscriteria welke is opgenomen in het toetsingskader, namelijk, ‘praktische haalbaarheid’. Hoe kunnen organisatie en medewerker bijdragen aan de praktische haalbaarheid van de pilot zes-urige werkdag (vanuit de expertise en het perspectief van de medewerker)?
- Doel: toetsen van de praktische haalbaarheid voorafgaand aan de pilot om knelpunten voortijdig te kunnen ondervangen welke de praktische haalbaarheid van de pilot mogelijk zouden kunnen belemmeren. Dit zal gedaan worden door middel van het verzamelen van meningen en perspectieven aan de hand van twee brede, open vragen omtrent de bijdrage van de organisatie aan een praktisch succesvolle pilot enerzijds en de bijdrage van de medewerker anderzijds. Het gaat in eerste instantie om de onderwerpen die de deelnemers zelf aandragen omtrent de haalbaarheid van de pilot zes-urige werkdag. Daarbij is het echter onvermijdelijk om verschillende variabelen vooraf vast te stellen i.v.m. het onderzoek. De bedoeling is eerst brainstormen op een efficiënte en effectieve manier, waarna de dialoog centraal staat. Het gaat om het aanleveren van ideeën en een discussie op basis daarvan. Daarbij wordt de data uit de brainstormsessie *binnen* de groepen verzameld door middel van plaknotities, terwijl de opname de discussie en met name de interactie *tussen* de groepen vastlegt.
- Wanneer is de focusgroep geslaagd: als een breed scala aan meningen en perspectieven is geïdentificeerd (van elk van de vier functiefamilies) aan de hand van variabelen die door de deelnemers zijn aangedragen omtrent de praktische haalbaarheid van de pilot zes-urige werkdag.
- Betreft het een technisch aspect (bijvoorbeeld hoe lang gaat de pilot duren) beantwoordt het dan vanuit de literatuur, gaat het om een mening, neem dit dan mee in de focusgroep. Hetzelfde geldt voor de vragen vanuit het college zoals bij welk organisatieonderdeel, dit kan het beste worden beantwoord aan de hand van de analyse van de focusgroep.

Appendix IV. Interview guide

Doel interviews: inventariseren hoe de zes-urige werkdag leeft, maar ook überhaupt wat er leeft rondom en gerelateerd aan dit onderwerp.

Bestaande uit twee delen gemeten op verschillende variabelen: input rondom de vereisten voor de implementatie van de 6-urige werkdag en input rondom de mogelijke uitkomsten. Doel van het interview: **achterliggende redenen** van bepaalde meningen/perspectieven openbaren.

Introductievragen

1. Kennismaking, korte uitleg, anonimiteit en toestemming geluid opnemen
2. Functie: borend bij functiefamilie: management/beleid/handhaving/uitvoerend
3. Geslacht: man/vrouw
4. Leeftijd: 35-/ 35 – 55/ 55+

Extra vragen aan het management:

- Wat zou een pilot zes-urige werkdag betekenen op deze afdeling?
- Waar denk je dat een pilot zes-urige werkdag aan zal bijdragen op jouw betreffende afdeling?
- Wat is wenselijk qua omvang? Denk hierbij aan welke afdelingen, hoeveel afdelingen en hoeveel medewerkers er mee zullen doen.
- Hoe lang kan de pilot duren, wat is haalbaar?
- Is er een bepaald budget voor in gedachten?

Deel 1: Hoe zou je een kortere werkdag inrichten?

5. Als je 30 uur per week zou werken, zou je dan liever minder dagen of minder uren werken en waarom? Kies je voor de auto of trein als je in de trein een half uur of uur mag werken?
6. Tussen welke tijdstippen zou je willen werken?
7. Zou je met een werkdag van 6 uur pauze willen of niet? Wanneer en hoe frequent zou deze plaats moeten vinden? Wat moet de duur van deze pauze zijn? Wat zou de invulling van de pauze zijn? (Bijvoorbeeld moet iedereen verplicht weg bij het bureau, verplicht samen zijn of verplicht naar buiten.)
8. Wat betreft de taken en verantwoordelijkheden, zouden deze gelijk moeten worden verminderd met het aantal uren of is het mogelijk hetzelfde te blijven doen of zelfs meer in kortere tijd omdat je bijvoorbeeld fitter en productiever bent? Op gezondheid en productiviteit komen we in deel 2 weer terug. Wat zijn nu de belangrijkste taken van jouw functie of misschien wel op de afdeling? Waar zou je op kunnen besparen?
9. Wat betreft het salaris? (Zou dit gelijk met het aantal uren moeten worden verminderd (6 uur betaald), gelijk blijven (8 uur betaald) of zou dit samen moeten worden gedeeld (7 uur betaald)? Zou je nog wel per uur moeten worden betaald of bijvoorbeeld per volbrachte taak? Of op een andere wijze?)
10. Laatste vraag: als er op de afdeling waar jij werkt een pilot zou komen, waar moet je dan absoluut aan denken of waar zouden problemen kunnen ontstaan, wat heb je nodig?
11. Kun je de situatie schetsen op de afdeling, hoeveel mensen werken er, hoe vind het overleg plaats, etc.
12. Zou dit alles voor iedereen moeten gelden of zou iedereen hier persoonlijke afspraken over mogen maken?

Deel 2: Wat zouden de gevolgen van een kortere werkdag zijn voor jou, voor de organisatie, maar ook voor de maatschappij?

13. Wat zou de zes-urige werkdag voor impact hebben op jou?
 - a. Wat zou de zes-urige werkdag voor impact hebben op je werk-privé balans? Doorvragen - Denk hierbij aan je werktevredenheid (aantal uren inclusief overwerk, fysieke en mentale eisen van het werk, flexibiliteit, controle over werktijd, wisselende of onregelmatig uren) versus tijd en energie die je overhoudt voor privé (partner ja/nee; aantal kinderen). Werk je thuis door na het werk? Of ben je in gedachten vaak bezig met je werk? Wat is de rol van onbetaald werk hierin voor jou? Verricht je veel onbetaald werk zoals huishouden, zorg voor kinderen, zorg voor ouderen, vrijwilligerswerk, anders? Zou je als je meer tijd hebt meer werken of wat anders doen zoals familie/vrienden/hobby's? Hecht je meer waarde aan een hoger inkomen of meer vrije tijd?
 - b. Wat zou de zes-urige werkdag voor impact hebben op je fysieke en mentale (stress) gezondheid? Doorvragen - Ga je tijdens/na een lange werkdag nog gezond eten koken of maak/bestel je liever iets snels en ongezonds? Sport je regelmatig en zo ja, heeft de lengte van je werkdag invloed op de beslissing om te gaan sporten of niet? Is er een verband tussen de frequentie dat je je ziek meldt tijdens een normale werkdag of een zes-urige werkdag? Denkend aan het aantal uren slaap dat je per nacht nodig hebt, heeft de lengte van de werkdag hier invloed op? Heb je het gevoel dat je na je werk genoeg tijd hebt voor herstel?
14. Wat zou de zes-urige werkdag voor impact hebben op de organisatie?
 - a. Wat zou de zes-urige werkdag voor impact hebben op je productiviteit? Doorvragen - De input is tijd (6 uur) + energie (hoe uitdrukken, meten?). Waar zou je je resultaten in uitdrukken? Focus op meten van input naar resultaten? Zou je meer of minder van deze resultaten leveren op een zes-urige werkdag? Bij de input kun je denken aan minder tijd, maar misschien meer energie dus daardoor zelfde resultaten of betere resultaten in minder tijd? Hangt waarschijnlijk ook af van de taken (zelfde, minder of meer), zal waarschijnlijk gaan over werkdruk. Ben je productiever in de ochtend of in de avond (i.v.m. tijdstip van werken)? Denk je dat de kwaliteit van je werk omhoog of omlaag zal gaan (bijvoorbeeld minder tijd, maar minder moe)?
 - b. Wat zou de zes-urige werkdag voor impact hebben op de kosten/opbrengsten? Doorvragen - Zou er bijvoorbeeld aanvullend personeel nodig zijn om de taken te kunnen volbrengen, ook i.v.m. 'openingstijden'? Zouden er minder kosten zijn doordat minder mensen afwezig zijn (bijvoorbeeld door familiezaken/ziekte)?
15. Wat zou de zes-urige werkdag voor maatschappelijke impact hebben? Doorvragen - Denk hierbij bijvoorbeeld aan de verdeling man/vrouw (bijvoorbeeld in plaats van parttime kunnen vrouwen nu 'fulltime' (30 uur) werken wat beter te combineren is dan 40 uur) en de werkgelegenheid en kosten die hiermee zijn verbonden. Files?
16. Laatste vraag: ben je over het algemeen optimistisch of niet over de zes-urige werkdag?

Einde: bedankje

Appendix V. Planning

Table 5
Thesis planning

Week number	Regulative Cycle	Activity	Appointments
Before start internship	Step 1. Introduction and problem identification Step 2. Problem analysis (theoretical problem analysis)	Reading of scientific articles and books regarding the topic	Meeting with the Director of the Department of Personnel and Organization and the Manager and two Organizational Advisors of the team of Organizational Development
Week 46: 12-16 November	Step 2. Problem analysis (empirical problem analysis)	Focus group 1 (8 employees) + coding	15 th focus group 1
Week 47: 19-23 November	Step 2. Problem analysis (empirical problem analysis)	Interviews (20 employees) + coding	19 th 2 interviews 20 th 2 interviews 21 st 1 interview
Week 48: 26-30 November	Step 2. Problem analysis (empirical problem analysis)	Interviews (20 employees) + coding	26 th 2 interviews 27 th 2 interviews 28 th 1 interview
Week 49: 3-7 December	Step 2. Problem analysis (empirical problem analysis)	Interviews (20 employees) + coding	3 rd 2 interviews 4 th 2 interviews 5 th 1 interview
Week 50: 10-14 December	Step 2. Problem analysis (empirical problem analysis)	Interviews (20 employees) + coding	10 th 2 interviews 11 th 2 interviews 12 th 1 interview
Week 51: 17-21 December	Step 2. Problem analysis (empirical problem analysis)	Focus group 2 (8 employees) 2 + coding	17 th focus group 2
Week 52, 1, 2, 3, 4, 5, 6	Step 2. Problem analysis (empirical problem analysis)	Write chapter 3 (empirical problem analysis)	
Week 7, 8, 11, 12, 13	Step 3. Solution design	Write chapter 4 (solution design)	
Week 14: 3 April	Concept thesis	Write discussion and conclusion	Green light meeting
Week 15, 16, 17, 18	Finalize thesis	Write final version and prepare presentation	
Week 19: 6 may			Officially hand in thesis
Week 19: 9 may		Prepare presentation	Colloquium

Appendix VI. Coding tree

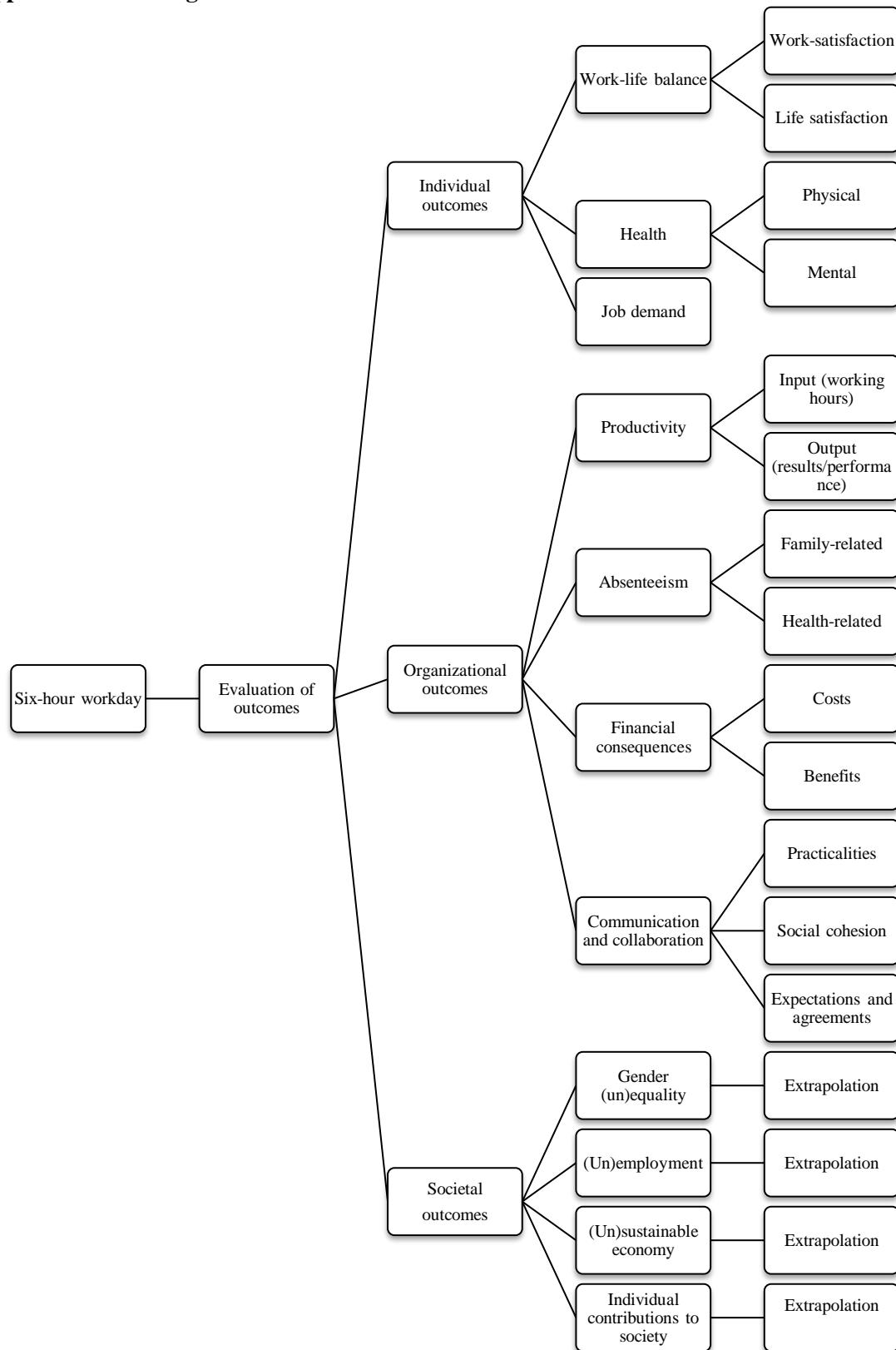


Figure 13. Coding tree evaluation of outcomes

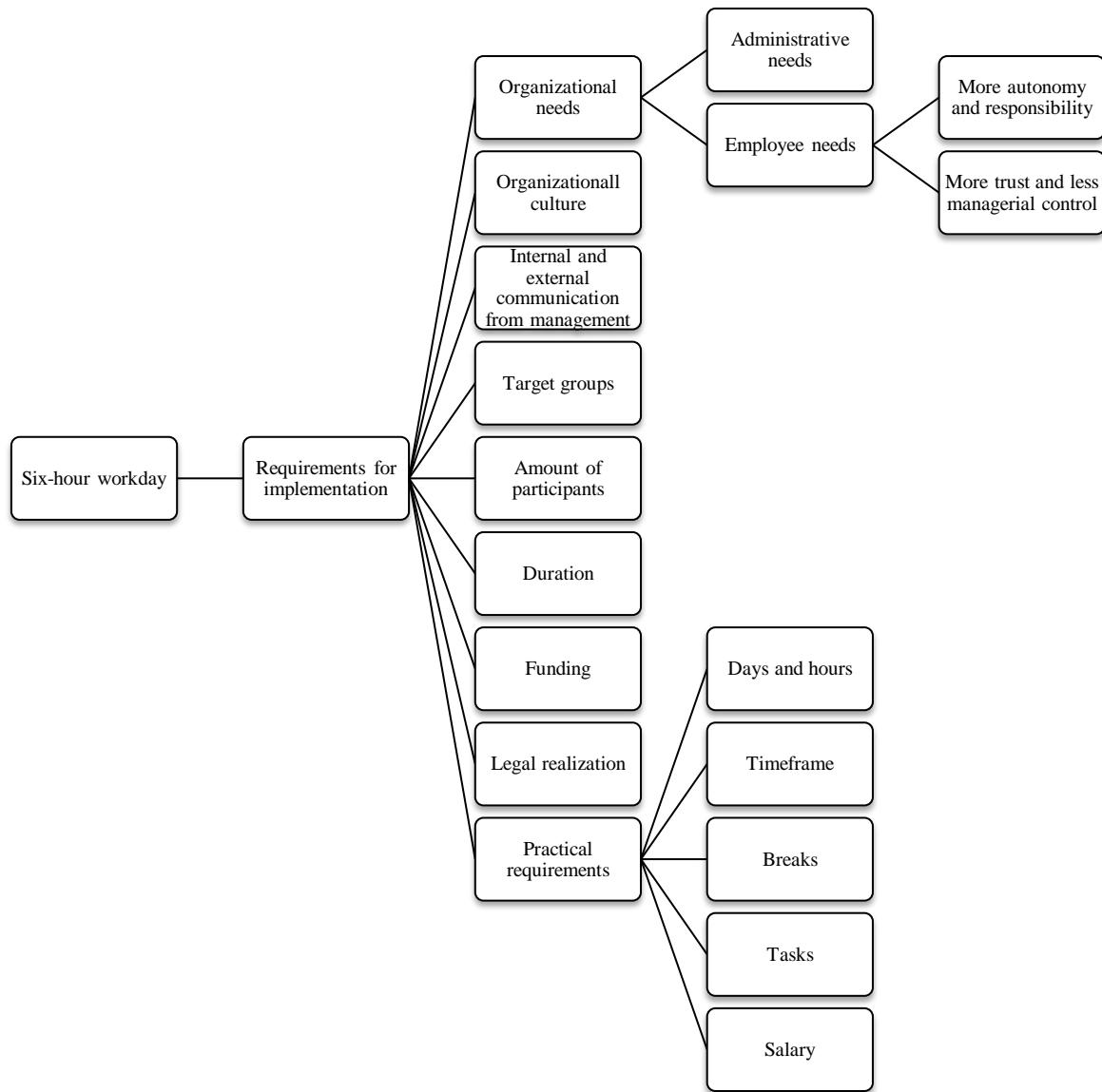


Figure 14. Coding tree requirements for implementation

Appendix VII. Set of requirements for the implementation of the six-hour workday

In the table below the overview of the requirements for the implementation of the six-hour workday is presented.

Table 6

Set of requirements for implementation

Requirements	Choices
Align organizational needs	<u>Enhance work-life balance by worktime reduction and flexibilization.</u> <u>Thereby provide more autonomy, responsibility and trust and reduce control.</u>
Adjust organizational culture	<u>To the mindset of working less</u>
Clear internal and external communication from management	<u>About the six-hour workday at the Municipality of Amsterdam</u>
Target groups	13 function families <u>2 groups: knowledge employees and production employees</u> 1 group
Amount of participants	50 (17 and 33 + 7) <u>100 (33 and 67 + 14)</u> 200 (67 and 133 + 27)
Duration	6 months <u>12 months</u> 24 months
Legal realization	Linear worktime reduction <u>Grant extra days off</u>
Days/hours	<u>5 days of 6 hours</u> 4 days of 7,5 hours
Timeframe	<u>Work 6 hours between 08:00 and 15:30</u> Work 6 hours between 07:00 and 22:00
Breaks	15 minutes <u>30 minutes</u> 45 minutes
Tasks	Retain <u>Adjust to time available and ability to work more efficient</u> Reduce
Salary	<u>Retain</u> Reduce
Funding	Organization responsible <u>Organization and employees responsible together: 144 hours paid for by IKB and 144 hours off granted by the organization</u> Employees responsible

Appendix VIII. Assessment scheme for the evaluation of outcomes of the six-hour workday

Onderstaande tabel is een weergave van het toetsingskader welke kan worden gehandhaafd bij de evaluatie van de pilot zes-urige werkdag. Hierbij is onderscheid gemaakt tussen de verschillende functiefamilies welke worden beoordeeld op verschillende toetsingscriteria. De verwachtingen zijn gebaseerd op uitkomsten van voorgaande pilots en verwachtingen specifiek voor de Gemeente Amsterdam. De daadwerkelijke effecten kunnen pas na afloop van de pilot worden vastgesteld. Wel kan op basis van tabel 7 worden geconcludeerd dat een pilot een investering in personeelskosten vergt. Voor een exacte berekening van de kosten verwijs ik u graag naar de rekentool in bijlage XI, welke is ontwikkeld in samenwerking met HR-Control. Hier staan echter ook (financiële) baten tegenover, zoals een besparing van 1 miljoen euro op een vermindering van 0,1% verzuim.

Tabel 7

Toetsingskader inclusief toetsingscriteria en verwachtingen per groep voor de evaluatie van de uitkomsten van de zes-urige werkdag

Toetsingscriteria	Primair Proces	Staf/Overhead	Meetinstrument
Wat is het effect van de zes-urige werkdag op de medewerkers?			
Wat is het effect van de zes-urige werkdag op de balans tussen werk-privé van de medewerkers?	Verbetering	Verbetering	Tevredenheid met het werk versus tevredenheid met privé. Daniels & MacCarraher (2000) work-life checklist in the manual on work-life balance of the Work Foundation
Wat is het effect van de zes-urige werkdag op de fysieke gezondheid van de medewerkers?	Verbetering	Verbetering	
Wat is het effect van de zes-urige werkdag op de mentale gezondheid van de medewerkers?	Verbetering	Verbetering	Warr (1990); Campbell (1976)
Wat is het effect van de zes-urige werkdag op de werkdruk die medewerkers ervaren?	Geen verandering	Verhoging	
Wat is het effect van de zes-urige werkdag op de organisatie?			
Wat is het effect van de zes-urige werkdag op de productiviteit van de betreffende afdelingen?	Geen verandering	Stijging (wanneer productiviteit behouden moet blijven maar dit lastig blijkt)	Subjectieve en objectieve productiviteit, input in uren vergeleken met resultaten
Wat is het effect van de zes-urige werkdag op het verzuim op de betreffende afdelingen?	Daling	Daling	Zoals momenteel wordt gemeten door de organisatie
Wat is het effect van de zes-urige werkdag	Stijging personeelskosten (14 x	Geen kosten (wanneer productiviteit behouden	Zoals momenteel wordt gemeten door de

op de kosten die kunnen worden toegerekend aan de betreffende afdelingen?	$65.000 = 910.000)$	blijft en dus niet daalt)	organisatie, zie appendix XI voor rekenmodel
Wat is het effect van de zes-urige werkdag op de baten die kunnen worden toegerekend aan de betreffende afdelingen?	Daling verzuimkosten (0,1% = 1 miljoen)	Daling verzuimkosten (0,1% = 1 miljoen)	Zoals momenteel wordt gemeten door de organisatie
Wat is het effect van de zes-urige werkdag op de communicatie en samenwerking tussen de medewerkers op de betreffende afdelingen?	Minder	Minder	Zoals bij DigiWars
Wat is het effect van de zes-urige werkdag op het imago van goed werkgeverschap?	Verbetering	Verbetering	Medewerkertevredenheidsonderzoek
Wat is het effect van de zes-urige werkdag op de maatschappij?			
Wat is het effect van de zes-urige werkdag op de werkgelegenheid in Nederland?	Stijging	Geen verandering	Aantal medewerkers aangenomen = aantal toegenomen banen
Wat is het effect van de zes-urige werkdag op de werkverdeling van betaald en onbetaald werk tussen mannen en vrouwen?	Verbetering	Verbetering	Deelnemende medewerkers + hun partners
Wat is het effect van de zes-urige werkdag op de duurzaamheid van de economie?	Duurzamer	Duurzamer	Extrapolatie
Wat is het effect van de zes-urige werkdag op de duur van het werkleven?	Verlenging	Verlenging	Met zijn medewerkers die met pensioen zouden gaan langer blijven werken omdat zij nu 6 in plaats van 8 of 9 uur per dag werken?
Wat is het effect van de zes-urige werkdag op individuele bijdragen aan de maatschappij?	Verhoging	Verhoging	Met zijn deelnemende medewerkers meer zorgtakken op zich gaan nemen of meer vrijwilligerswerk gaan doen?

Verschillen de effecten voor mannen en vrouwen?

Verschillen de effecten voor medewerkers in verschillende leeftijdscategorieën?

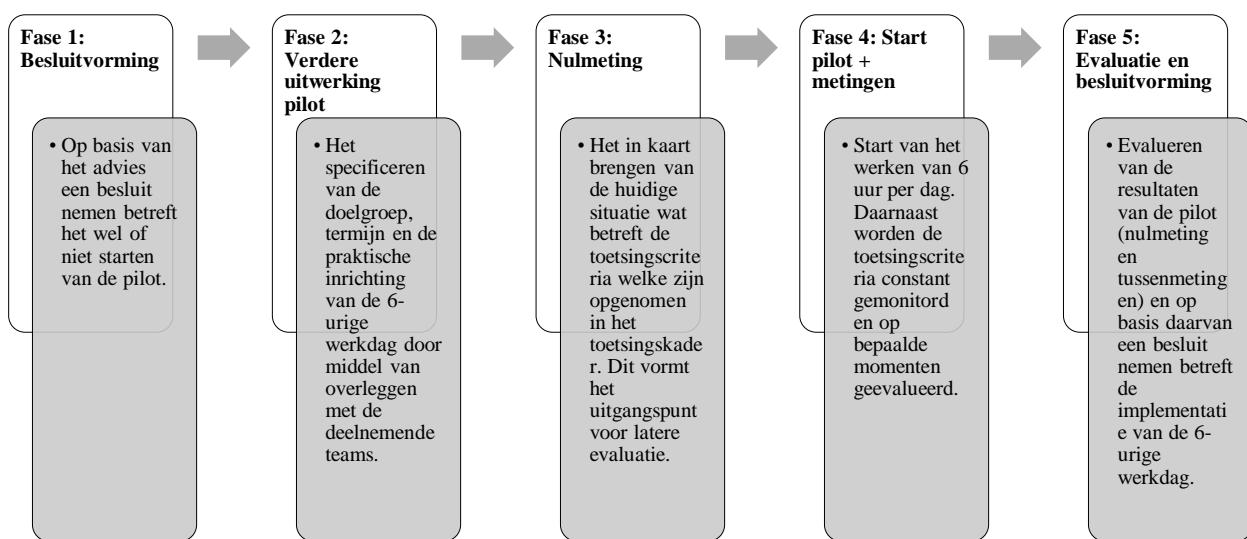
Verschillen de effecten voor medewerkers met partners?

Verschillen de effecten voor medewerkers met kinderen?

Verschillen de effecten per functiefamilie?

Verschillen de effecten voor medewerkers met een verschillende mate in controle van hun werktijd (en -plaats)?

Appendix IX. Plan of action



Figuur 15. Plan voor actie

Toelichting fase 1

De Directie P&O zal dit advies oppakken en na aanpassing presenteren aan de wethouder. Verantwoordelijke voor besluit: Wethouder P&O. Besloten kan worden (1) het advies voorlopig aan de kant zetten, (2) het initiële advies opvolgen en te starten met een pilot zes-urige werkdag of (3) het alternatieve advies opvolgen en starten met een pilot zelfroostering voor medewerkers in de uitvoering. Er vanuit gaande dat besloten wordt met de pilot 6-urige werkdag te starten wordt onderstaande geadviseerd.

Toelichting fase 2

Hierbij zal in samenwerking met een interne of externe onderzoeker de selectiemethode worden gekozen, de toewijzing van de deelnemers aan de controlegroep of de interventiegroep, plaatsvinden, kwalitatieve en kwantitatieve manier van datacollectie worden gespecificeerd en zullen de meetmomenten worden bepaald. De onderzoeker is verantwoordelijk voor alle technische onderzoeksaspecten van de pilot. Daarnaast zullen twee teams worden gekozen welke deelnemen aan de pilot, een in de uitvoering en een in de staf/management. Een voorstel voor de uitvoering is WPI of een stadsloket (met roosters). Een voorstel voor staf/management is de Directie P&O, BIA de afdeling Werk en Veiligheid. De managers van deze teams zijn verantwoordelijk voor de praktische aspecten van deze pilot. De managers en medewerkers in deze teams zullen worden geïnformeerd in werksessies en met deze teams zal de praktische haalbaarheid en efficiënter werken worden besproken. Onderwerpen die zullen worden besproken zijn het aannemen van extra medewerkers, het inrichten van de functies en de teams en hoe een 6-urige werkdag eruit ziet. Hier kan eventueel een stagiair bij worden betrokken; de programmamanager van HNW020 heeft contact met de Universiteit Utrecht, wat wellicht een mooie match is.

Toelichting fase 3

In deze fase vindt de eerste meeting plaats, welke voorafgaat aan de pilot. Aangeraden wordt dit op verschillende momenten in het jaar te doen, om te controleren voor andere variabelen zoals drukke en minder drukke periodes en wellicht meer vermoeidheid in de winter. Deze metingen kunnen worden gedaan met behulp van het toetsingskader.

Toelichting fase 4

Zodra de pilot verder is uitgewerkt en de nulmeting heeft plaatsgevonden kan daadwerkelijk gestart worden met de pilot. Hierbij is het belangrijk te evalueren op dezelfde momenten als de momenten in de nulmeting. Een voorstel voor een kwalitatieve meting is om medewerkers dagelijks een dagboek bij te laten houden voor een week, over de onderwerpen uit het toetsingskader. Daarnaast kan iedere week een vragenlijst worden ingevuld. Ook kunnen de variabelen op een kwantitatieve manier worden gemeten.

Toelichting fase 5

Op basis van de nulmeting en tussenmetingen kan de pilot worden geëvalueerd. Als blijkt dat er significante verschillen zitten tussen deze metingen kan worden geconcludeerd dat de pilot een effect had op de aspecten waarop deze verschillen zijn geïdentificeerd. Vervolgens kan worden gekeken of deze verschillen negatief of positief zijn en kan geconcludeerd worden of de pilot voor de Gemeente Amsterdam rendabel is. Dit zal gebeuren op basis van in hoeverre de zes-urige werkdag een oplossing biedt voor de disbalans tussen werk en privé en of dit strookt met de financiële middelen die de Gemeente Amsterdam tot haar beschikking heeft. Op basis van deze conclusie kan een besluit worden genomen om de zes-urige werkdag wel of niet te implementeren en kan worden bepaald wat er aangepast moet worden voor de implementatie.

Appendix X. Prerequisites and risks analysis

Om een succesvolle pilot zes-urige werkdag te garanderen, dat wil zeggen het op een objectieve en representatieve manier identificeren van de voordelen, risico's en tevens de kosten zo laag mogelijk houden, zijn een aantal randvoorwaarden van toepassing. Deze hebben overlap met de drie 'requirements' die nadruk vergen, namelijk juridische, financiële en praktische haalbaarheid. Daarnaast zijn er aan de uitvoer van de pilot risico's verbonden. Deze hebben overlap met twee negatieve uitkomsten welke moeten worden voorkomen, namelijk toename van de werkdruk en afname van de communicatie en samenwerking.

Randvoorwaarden

1. Juridische haalbaarheid: een pilot met zes-urige werkdag kan op twee manieren juridisch worden gerealiseerd.
 - a. Optie 1: lineaire arbeidstijdverkorting via de cao. In deze situatie is 30 uur per week de nieuwe voltijd en moeten alle overuren en inhaalrust op die 30 uur worden afgestemd.
 - b. Optie 2: toekenning extra vakantiedagen via cao. Dit kan door de organisatie, de medewerkers of gezamenlijk worden gefinancierd. Medewerkers zouden hier bijvoorbeeld het IKB voor kunnen inzetten. Er zijn 36 extra vakantiedagen nodig (288 uren) om tot de 30-urige werkweek te komen. Medewerkers kunnen in de huidige regeling 18 dagen (144 uur) extra vakantiedagen verkrijgen via het IKB. De overige 144 uur zouden door de organisatie kunnen worden gefinancierd.
2. Financiële haalbaarheid: een pilot of de implementatie van de zes-urige werkdag brengt naast baten ook kosten met zich mee.
 - a. Pilot: berekend zou een pilot ongeveer 910.000 euro per jaar kosten. Dit betreft een investering in personeelskosten (en goed werkgeverschap). Voor een exacte berekening van de kosten verwijs ik u graag naar de rekentool vanuit HR-Control in de bijlage.
 - b. Daarnaast zijn er ook financiële en niet-financiële baten verbonden aan de zes-urige werkdag.
3. Praktische haalbaarheid: een pilot is praktisch haalbaar wanneer medewerkers door efficiënter te werken en/of ondersteuning van extra medewerkers hetzelfde werk in 6 als in 8 of 9 uur kunnen verrichten. Het is hierbij belangrijk dat de werklast in beginsel in balans is met de beschikbare arbeidsduur.
 - a. Efficiënter werken: voor aanvang van de pilots zal met de teams welke meedoen het werk worden geëvalueerd en verstoringen worden geëlimineerd. Bij de Gemeente Amsterdam staat 12% van de tijd als niet-productieve uren (de pauzes buiten beschouwing gelaten). Voor een medewerker die 5 dagen van 7,2 uur per dag werkt (36 uur per week) komt dit uit op 51,84 minuten niet-productieve tijd per dag. Als we dit kunnen minderen door verstoringen te elimineren wordt het verschil tussen 7,2 en 6 uur per dag kleiner. Afleidingen kunnen worden weggenomen, door bijvoorbeeld het maken van twee concrete werkafspraken. (1) blijf weg van interne afleiding in de vorm van: social media, nieuwssites, WhatsApp, onderlinge onderbrekingen, inbox checken. (2) Elimineer externe afleiding, in de vorm van overbodige meetings.
 - b. Extra medewerkers ter ondersteuning: bij voorbaat nodig bij primair proces om gaten in het rooster op te vangen en eventueel nodig bij staf als blijkt dat zij ondanks efficiënter werken hetzelfde werk niet verricht krijgen in 6 als in 8 of 9 uur.
4. Voor de meetbaarheid worden medewerkers geacht ook daadwerkelijk niet meer dan 6 uur per dag te werken. Hierdoor kan worden uitgesloten dat bepaalde effecten optreden om andere redenen dan het 6 uur per dag werken. Mocht een medewerker onverhooppt langer werken wordt sterk aangeraden dit aan te geven zodat hier in de evaluatie van de resultaten rekening mee kan worden gouden. Dit kan worden gegarandeerd door middel van tijdschrijven.

5. Intern en extern draagvlak creëren: de pilot zes-urige werkdag zal zowel binnen als buiten de organisatie reacties oproepen, zoals ook met de aankondiging van het onderzoek naar de pilot is gezien. Het is hierbij van belang zowel intern als extern te informeren om eventuele weerstand te minimaliseren.
6. Rode knop beschikbaar: indien de pilot een negatief effect heeft op de realisatie van het werk, zal de pilot worden afgebroken en wordt terug gegaan naar 36 uur per week. Andere effecten zoals verhoogde werkdruk zijn bruikbare resultaten en binnen proportie in principe geen reden om de pilot af te breken.

Risicoanalyse

1. Als blijkt dat medewerkers niet efficiënter kunnen werken en dus niet hetzelfde werk kunnen verzetten in een dag van 6 uur als wat zij normaal in een dag van 8 of 9 uur doen, is het een risico dat de productiviteit omlaag gaat. Voor de medewerkers die werken met een rooster wordt dit verwacht aangezien zij weinig autonomie hebben in het indelen van hun werk en tijd en plaatsgebonden zijn. Voor medewerkers in de staf zal hun werk geëvalueerd moeten worden op efficiëntie en eventueel tools gefaciliteerd moeten worden om efficiënter te werken. Het verlagen van productiviteit kan gevolgen hebben voor de realisatie van het werk. Dit kan worden opgevangen door het aannemen van extra medewerkers, wat voor het primair proces op voorhand zal worden gedaan. Het is hierbij van belang dat de werklast in beginsel in balans is met de beschikbare arbeidsduur.
2. Een andere risico als blijkt dat medewerkers niet efficiënter kunnen werken is dat de werkdruk verhoogt. Dit is met name een risico bij medewerkers in de staf om bij a) genoemde punten. Dit heeft tegenovergestelde effecten dan verwacht, met name op individueel niveau. Dit komt bijvoorbeeld naar verwachting de balans tussen werk en privé en de gezondheid niet ten goede. Dit kan worden opgevangen door het aannemen van extra medewerkers, wat voor het primair proces op voorhand zal worden gedaan. Het is hierbij van belang dat de werklast in beginsel in balans is met de beschikbare arbeidsduur.
3. Wanneer medewerkers minder uren werken kan de communicatie tussen hen verminderen en kan dit de samenwerking belemmeren. Dit geldt met name voor kennismedewerkers; voor hen zijn samenwerking, sociale cohesie en communicatie cruciaal. Dit kan tevens gevolgen hebben voor de kwaliteit van het werk, evenals het werkplezier. Dit kan op korte termijn worden opgevangen door een voorbeeld te nemen aan DigiWars, waar korte dagelijkse meetings de formele communicatie in stand hielden en gezamenlijk lunchen de informele communicatie ten goede kwam. Effecten op lange termijn zijn niet bekend en kunnen daarom worden onderzocht.

Als kan worden voldaan aan bovenstaande randvoorwaarden en garant gestaan kan worden voor beheersing van bovenstaande risico's, is het verstandig een pilot met de zes-urige werkdag te starten.

Appendix XI. Cost calculation model

Schaal	Loon euro	in Samenstelling fte	Minder uren (6-uur) in uren	Benodigde extra capaciteit in fte	Kosten extra capaciteit in euro
01	€ 35.100,00				
02	€ 38.300,00				
03	€ 41.700,00				
04	€ 44.000,00				
05	€ 46.300,00				
06	€ 48.700,00				
07	€ 53.600,00				
08	€ 60.900,00				
09	€ 68.800,00	67,0	402,0	13,4	€ 921.920,00
10	€ 76.500,00				
10A	€ 82.000,00				
11	€ 87.400,00				
11A	€ 93.000,00				
12	€ 98.600,00				
13	€ 106.600,00				
14	€ 116.200,00				
15	€ 126.800,00				
16	€ 137.900,00				
17	€ 149.000,00				
18	€ 161.200,00				
Totaal		67	402	13,4	€ 921.920,00

This is an example, please see Excel file to use this tool.

Appendix XII. Hours registration form

URENREGISTRATIEFORMULIER

DATUM:	NAAM:	VULT ZICH AUTOMATISCH				
CATEGORIE	TIJDSTIP EN TIJDSDUUR					TOTAAL
	dag 1 19-11	dag 2 20-11	dag 3 21-11	dag 4 22-11	dag 5 23-11	
DEELPROCES 1: AANVRAAG BEOORDELEN						#DEEL/01
1 ANVRAG BEOORDELEN	0	0	0	0	0	0
2 CONTACT RC	0	0	0	0	0	0
3 CONTACT KLANT	0	0	0	0	0	0
4 HERSTELTERMJN MAKEN	0	0	0	0	0	0
5 RAPPORTEREN SOCRATES	0	0	0	0	0	0
6 OVERDRACHT HANDHAVING	0	0	0	0	0	0
						0
DEELPROCES 2: AANVRAAG AFHANDELLEN						#DEEL/01
7 ANVRAG AFHANDELLEN	0	0	0	0	0	0
8 TOETSEN AANVRAAG	0	0	0	0	0	0
9 OVERTMAKEN GELD	0	0	0	0	0	0
10 BO RAPPORTAGE MAKEN	0	0	0	0	0	0
11 VASTSTELLEN RECHT OF SCHULD	0	0	0	0	0	0
12 AFMELDEN DERDEN	0	0	0	0	0	0
13 BESLUIT MAKEN	0	0	0	0	0	0
14 OVERDRACHT HH	0	0	0	0	0	0
						0
ANDERS: VALT BUITEN DE 6 UUR						#DEEL/01
15 PAUZE	0	0	0	0	0	0
16 PROJECT	0	0	0	0	0	0
17 TRAINING	0	0	0	0	0	0
18 COACHING (EIGEN)	0	0	0	0	0	0
19 ADMINISTRATIE (PNET)	0	0	0	0	0	0
20 REISTJD	0	0	0	0	0	0
21 OVERLEGGEN	0	0	0	0	0	0
22 REST	0	0	0	0	0	0
						0
TOTAAL	0	0	0	0	0	MINUTEN
					#DEEL/01	UUR

TOELICHTING

DEELPROCES EN CATEGORIE BINNEN DIT PROCES

TOTAAL HORIZONTAAL: OPTELSOM VAN MIN. PER CATEGORIE

TOTAAL VERTICAAL: < OF = 1 UUR (60 MIN.)

TOTAAL RECHTS ONDER: < OF = JOUW WERKMINUTEN PER DAG

OMREKENTABEL
MINUTEN NAAR UREN

60 MINUTEN	= 1 UUR
120 MINUTEN	= 2 UUR
180 MINUTEN	= 3 UUR
240 MINUTEN	= 4 UUR
300 MINUTEN	= 5 UUR
360 MINUTEN	= 6 UUR
420 MINUTEN	= 7 UUR
480 MINUTEN	= 8 UUR
540 MINUTEN	= 9 UUR

LEGENDA

CONTACT = MAIL + BELLEN

GESPREK = FACE-TO-FACE CONTACT

OVERLEG = TEAMOVERLEG, NETWERKOVERLEG, BILA

CASUÏSTIEK, CASELOADGESPREK, INTERVISIE

REST = ALS JE HET ECHT NERGENS ANDERS KWIJT KUNT

This is an example, please see Excel file to use this tool.