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ANALYSIS OF FLEXIBLE WORK TRANSFORMATION BASED ON ORGANIZATIONAL CHANGE AND PERFORMANCE MODEL

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Analysis Oof Flexible Work Transformation Based on Organizational Change and Performance Model

Örgütsel Değişim ve Performans Modeli Baz Alınarak Esnek Çalışma Dönüşümünün Analiz Edilmesi

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ABSTRACT

Organizations have to make structural changes due to technological developments, economic changes, or legal regulations. These organizational changes are seen as necessary for organizations to survive and improve their performance. While sometimes these transformations are only about one dimension, their impact is on the entire organization. It is seen in the literature that most of the change attempts have negative consequences. As a result, loss of performance, intention to leave the job, low motivation, and physical and psychological health deterioration happen. Flexible working has remained on the agenda throughout the pandemic process and has become a model preferred by organizations. The transformation to alternative working arrangements can affect employees' work life, not limited solely to time/space flexibility. This transformation may carry changes in internal communication, employee wages, and benefits. This thesis is a qualitative study that includes secondary data analysis. The analyzes are based on Burke & Litwin's (1999) Organizational Change and Performance Model. The Organizational Change and Performance model is an open system theory that explains the effects between variables with cause-effect relationships. This model consists of twelve variables. The thesis examines the transformation of flexible working practices in the technology, oil-gas, and energy sectors as an organizational change.

ÖZET

Organizasyonlar, teknolojik gelişmeler, ekonomik değişimler ya da hukuki düzenlemeler gibi sebeplerle yapısal değişimler yapmak zorundadırlar. Bu değişimler organizasyonların hayatta kalması ve performansını arttırması için gerekli görülmektedir. Bu dönüşümler organizasyonların sadece bir boyutuyla ilgisi olsa da etkisi tüm organizasyonu etkilemektedir. Literatüre de baktığımızda, değişim girişimlerinin bir çoğunun olumsuz sonuçlandığı görülmektedir. Bu durumun sonucunda da çalışanlarda performans kaybı, işten ayrılma isteğinde artış, motivasyon düşüklüğü, fiziksel ve psikolojik sağlığın bozulması gibi etkiler görülmektedir.Esnek çalışma ülkemizde yaşadığımız Pandemi süreci boyunca gündemde kalmış ve organizasyonlar tarafından tercih edilen bir model olmuştur. Özellikle Teknoloji sektörü, sahip olduğu dijital altyapı ile birlikte esnek çalışma düzenlemelerini geçişi daha kolay bir şekilde yapmıştır. Organizasyonların yaşadığı bu dönüşüm, sadece çalışma yerinin ve zamanının değişimesi ile sınırlı kalmayıp, iletişim şekilleri gibi organizasyonun yapısını, yan haklar gibi organizasyonun sistemini de dönüşüme zorlamıştır. Esnek çalışmanın dönüşümü organizasyonları çok yönlü şekilde etkilemiştir. Bu tez ikincil veri analizini içeren nitel bir çalışmadır. Analizler Burke & Litwin'in (1999) Örgütsel Değişim ve Performans Modeline dayanmaktadır. Örgütsel Değişim ve Performans modeli, değişkenler arasındaki etkileri neden-sonuç ilişkileri ile açıklayan açık sistem teorisidir. Bu model on iki değişkenden oluşmaktadır. Bu çalışmanın amacı teknoloji sektöründe varlığını sürdüren firmaların esnek çalışma uygulamalarına geçiş ile birlikte ortaya çıkan dönüşümü incelemektir.

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INTRODUCTION

Organizational change is one of the strategies applied by companies to survive or to grow. Organizational performance is the basis of organizational change. This change affects employees in many ways. Maheshwari and Vohra (2015) stated that organizational change affects employees positively and negatively, while the adverse effects of change on employees are felt more. Some of the reasons for the negative impact of change on employees are uncertainty and stress. Kotter and Schlesinger (2008) define organizational change as a stressful event and state that employees generally develop a resistance to change and sabotage the change due to this resistance. These attitudes of employees towards change are also directly influential on the performance of the organization. In addition, the employee may develop undesirable behavior patterns in this process. "Dark Side" behaviors are magnified during periods of change, leading to increased absenteeism, higher turnover, adverse effects on the psychological and physical well-being of employees (Cortina, Magley, Williams, & Langhout, 2001; Rafferty & Griffin, 2006), higher levels of job disengagement (Ace & Parker, 2010), lower rates of job satisfaction and motivation (Burnes & Jackson, 2011), higher rates on the manifestation of aggressive behaviors towards others (Griffin, & O´Leary-Kelly, 2004), resulting in lower productivity and efficiency in the organization (Burke & Litwin, 1992; Kusy & Holloway, 2009), and an overall failure to adopt the new changes. Dark side behaviors are those behaviors that are injurious to human welfare, having an indirect and direct cost on the employees and the organization as a whole (Griffin & Oleary-Kelly, 2004). When we look at the situations where organizational change may be the cause, we see that the change process can be pretty complex and challenging and that this process should be carried out in a very detailed and careful way.

Organizational change emerges as an essential phenomenon in all sectors, especially with the development of technology. Among the types of organizational

change, we can show downsizing, mergers and acquisitions, senior management changes, technological infrastructure changes, and business practices. Although all organizational change types have different characteristics, all changes affect culture, structure, human resources systems, and leadership styles. Therefore, for a change to be successful, many organizational components must be included in this change. For a successful organizational change, in addition to the well-planned change process, employees must be convinced of this plan and show the necessary change in their behaviors. The most crucial factor that enables organizational changes to be successful is the overlap of organization-employee interests. Organizational change will not be sustainable if either favors organizations or employees.

When we look at the history of flexible working practices, organizations prefer them because of economic reasons. Particularly in times of financial crisis, flexibility in terms of employment has been selected by organizations. Today, especially with the development of technology and the increase in globalization, flexible working seems to be practices that increase productivity for both organizations and employees, have positive contributions to the well-being and physical health, and positively affect the financial performance of organizations. Whitehouse (2007) found a positive relationship between accessibility to flexible working arrangements and perceived financial performance.

The concept of flexible working also refers to organizational change. Gittleman (1998) explains that flexible working is organizational change. Organizations transform themselves into a more flexible structure to be successful and continue their lives by increasing international competition and rapid changes in technology. At the same time, flexible working is recommended to protect employees and organizations from the harmful effects of other organizational change practices. For example, Jackson et al. (2009) suggests flexible working practices as an alternative to prevent the adverse effects of downsizing, which is a type of organizational change.

When flexible working transformations are examined, this change is not limited to the way the organization works. It affects the technical infrastructure of

organizations, human resources functions, organizational cultures, the relations of colleagues with each other, the transformation of leadership processes, and many other factors. Organizations that prefer flexible working practices, on the other hand, need to transform not only their working styles but also organizations to implement this change successfully.

Flexible working has many positive effects on both organizations and employees. While many factors are affected by this change in flexible working transformations like other types of organizational change, they also affect the change. Organizations that want flexible working transformations to be successful must also manage the transformations of these critical factors.

In the current research, the analysis of flexible work transformation based on "the Burke-Litwin Organizational Change and Performance Model" will be investigated using the data from "the Flexible Working Management System Development Project: Supporting Standards and Practices for Business Continuity and Employee's Psychological Well-Being" (FW Standards Project). In this project (Işık, Yenisey, & Kantur, 2021), 81 private and public institutions acted as stakeholders, where 53 interviews were conducted from 26 institutions between 20.07-21.09.2020 in the qualitative phase. The managers responsible for the operation (n=27) and human resources management (n=26) participated in the in-depth online interviews.

This thesis aims to examine the flexible working transformation according to "Burke-Litwin Organizational Change and Performance Model" by using 22 interviews from 11 stakeholder organizations in the FW Management System Project.

CHAPTER 1

LITERATURE REVIEW

1.1. Flexible Working Arrangements

Flexibility is seen as one of the basic concepts of modern working life (Bird, 2015). However, the concept of flexibility, which has become popular in recent years, includes different strategies (Lewis, 2003). Flexibility for organizations is an instrument used to become more adaptive and more competitive in ever-changing economic conditions (Way et al., 2015). Alternative working arrangements allow people to be more flexible in their work and careers (Hill, Grzywacz, et al., 2008). In addition, flexibility can also help employees balance their work with their personal lives (Ferguson, Carlson, & Kacmar, 2015) develop their careers (Moen & Sweet, 2004).

Cameron and Garrett (2017) define flexibility as options that allow employees to work outside of their traditional and standard job description and boundaries, basically according to different models such as work, time, and place work.

Cohen and Single (2001) use many terms interchangeably in the literature to describe flexible working arrangements. To date, some of these terms are flexibility in the work environment (Hill et al., 2008), flexible schedules (Kossek et al., 1999), flexible employment (Abraham, 1990), atypical employment (Mihail, 2003), non-standard working arrangements, or contingent employment (Polivka, 1996). Flexible working arrangements differ from the traditional office and working hours employees, including weekend work, shift work, overtime, annual work contracts, part-time work, job sharing, flex time, casual/casual work, fixed-term contracts (Egole, 2020); it offers alternatives such as home-based work, remote work, and compressed workweeks to its employees (Stavrou et al., 2010). Possenried and Plantenga (2011) group these arrangements into three main categories: flexibility in scheduling working hours, flexibility in the workplace, and flexibility in the length of work.

Flexibility in scheduling working hours; teleworking includes flexible time, job sharing, progressive retirement, contract work, part-time work, and term work (Omondi & Obonyo, 2018). Flexi-time is seen as more feasible for white-collar and senior workers than for blue-collar workers. Even those working in service and manufacturing jobs seem to have less opportunity to apply this model than those working in other sectors (Kossek & Distelberg, 2009).

Flexibility relates to the workplace and includes employees working outside of their physical, organizational environment. Teleworking has satellite offices, neighborhood work centers, and mobile workers. Workplace resilience involves employees working from a site outside of organizations' physical work environments. Teleworking includes satellite offices and mobile workers (Kurland & Bailey, 1999). Sánchez and Carnicer (2002) define workplace flexibility as a flexible work schedule that allows employees to work in various locations, typically using information and communication technologies (ICT), while workplace flexibility reduces commute time organizations. On the other hand, they stated that it provides an opportunity to reduce the need to acquire urban office space.

Research on flexible working arrangements can be divided into two categories. One tradition examines flexible working as a measure of productivity or efficiency (e.g., Dalton & Mesch, 1990; Krausz, Sagie, & Biderman, 2000). The other research arm is the work-life balance side, which deals with reducing work-family conflict or improving work-life integration more than productivity and different organizational outcomes (e.g., Barnett & Hall, 2001; Friedman & Greenhaus, 2000; Grover & Crooker, 1995; Hill et al., 2001; Kossek & Ozeki, 1998; Lewis, Smithson, Cooper, and Dyer, 2002; Prutchno, Litchfield, & Fried, 2000; Smith & Wedderburn, 1998). Chung (2009), on the other hand, argues that although flexible working arrangements may be preferred separately, organizations and employees often combine these flexible working models.

Some flexible work arrangements have a long history, such as part-time work, compressed workweeks, annualized hours, workplace flexibility, and flex time, depending on employee needs and demands (Krausz et al., 2000).

The increased emphasis on flexible working practices based on high trust and gender equality is among the drivers of change. In addition, thanks to new technology, it offers more opportunities to work from home than other types of flexible working (Evans, 2000). Nevertheless, although traditional forms of work are gradually associated with flexible working arrangements with pioneering employment practices and other advantages (Lee, McDermid, & Buck, 2000), organizations are insufficient in implementing these flexible working policies (Golden, 2001).

Pitt-Catsouphes, Matz-Costa, and Besen (2009), although there are many types of flexible work, organized the types of flexible work into five categories; (a) work hours, (b) work schedules, (c) workplaces, (d) time-off, and (e) other company-specific flexible option.

Flexibility in working hours may include working part-time, reduced working hours in a working year, job sharing, and gradual retirement. Flexibility in work schedules can have compressed work schedules, irregular shifts, and different work start and end times. Working at home for a certain period or working out of offices or work sites can be given as examples of flexibility in the workplace. Parenthood, paternity, parental leaves, paid or unpaid leaves for education, training, volunteering, and paid or unpaid paid leaves are among the leave flexibility options (Pitt-Catsouphes et al., 2009).

Table 1.1: Five Types of Flexible Working Practices

Five Types of Flexible Working Practices	Examples
Flexibility in working hours	Part-time work, reduced working hours in a work year, job sharing and gradual retirement, earnings from overtime
Flexibility in working schedules	Compressed working schedules, working in a non-regular shift, different starting and ending times of work
Flexibility in workplaces	Working at home or working in a different location than the work location at a particular time
Flexibility for time-off	Maternal, Paternal, parental leaves, paid or unpaid leaves for education, training, or volunteering, and paid or unpaid sabbatical leaves
Other company-specific flexible options	Changes the job within the organization by reducing workload and earnings, control over breaks

Source: Pitt-Catsouphes et al., 2009

1.1.1. Flexible Working Schedule

Flexible working arrangements are an alternative to traditional work, formal or informal, that empowers employees to choose when, where, and how long to work (Lewis, 2003). Schedule flexibility is a flexible working arrangement that includes employees' time at their jobs, start and end times, and flexible working arrangements. There are essential hours that every employee must be active (Baltes et al., 1999). Voydanoff (2004) stated that the flexible working schedule is a resource that separates these two phenomena that regulate the boundaries of working life and family life. Organizations where encouraging scheduling flexibility was perceived as having high adaptability (Casey & Grzywacz, 2008). Studies have shown that working schedule flexibility provides a positive differentiation, especially in critical areas such as productivity, absenteeism, and job satisfaction (Casey & Grzywacz, 2008).

1.1.2. Flexible Working Hours

The concept of “flexible working hours” attracts attention from academics and organizations to solve various problems with the remarkable progress in technology tools (Lewis et al., 2009). Goudswaard and De Nanteuil (2000) define

types of flexible working hours in general as (a) numerical flexibility (e.g., work on demand), (b) geographical flexibility (e.g., outsourcing), (c) functional flexibility (e.g., job enrichment), and (d) temporal flexibility (e.g., night and shift work, part-time, overtime,). However, when flexible working arrangements are examined from a technical point of view, various alternatives other than this classification emerge: part-time, shift swapping, sabbaticals, self-rostering, homeworking, job share, term-time working, compressed week, time off in lieu, flexitime, annualized hours, overtime, sub-contracting, zero-hours contracts, mobile working, and hot-desking (Torrington et al., 2005). Chung and Tijdens (2012) stated that flexible working hours consist of part-time, extra work, long-term leaves, job sharing, and shift work.

1.1.3. Telework

Teleworking is an alternative form of work popular with increased information technology tools, technological developments, and an unconventional management approach (Davenport & Pearlson, 1998). The concept of telework is defined as the work carried out outside the employee's office or production facilities, in a place where the employee does not have personal contact with his colleagues but can communicate with his colleagues by using the developing technological tools (Di Martino & Wirth, 1990). The great interest in remote working led to the emergence of the term "telework" in the 1970s to refer to the concept of working outside the office (Nilles et al., 1976). It has been suggested that this virtual organization, which will emerge with the widespread use of teleworking, may be the next stage in organizational change (Chesbrough & Teece, 1996; Davidow & Malone, 1992; Handy, 1995; Peiperl & Baruch, 1997).

Although the concept of telework has been discussed for many years, researchers have not agreed on a universal definition (Moon & Stanworth, 1997). Experts have defined teleworking in many ways. Telework can take the form of part-time or full-time work from home; it can take mobile work; it can take the form of working from a remote office (Huws et al., 1990). However, it is wrong to view this as the only fixed form of employment (Cross & Raizman, 1986). All definitions of telework have in common issues: first, there is no single place where office work

can be carried out, and secondly, IT tools are crucial for teleworking (Negroponte, 1995).

Many organizations now provide teleworking opportunities alongside other flexible working options, and one of the main reasons for this is that organizations can save money (Lewis & Cooper, 2005). With the development of technology, teleworking has become easier for organizations to offer flexibility. It is also seen to reduce organizational costs and increase productivity while maintaining work-life balance and staff well-being (Lewis & Cooper, 2005).

Twentyman (2010) stated that approximately 85% of job seekers would have been more likely to stay in their former companies if it was possible to work with flexible working practices. In a way that supports this situation, Madsen (2011) found high job satisfaction scores in remote workers. Wheatley (2012) reports that those working from home have high satisfaction scores. Wheatley (2012) stated that this might be related to the flexibility of working hours and leaving the commute time to the employees. Wheatley (2012) also found that remote work can create extra time for other activities. The time is not always reserved for the employee himself, especially for women; it is full of housework. When the boundaries between work-life balance collapse, work and non-work lives can become blurred, working hours and lack of free time can become a bargaining point between employers and employees (Allvin et al., 2011). Noonan and Glass (2012) say that teleworking can positively affect employee productivity and reduce absenteeism, may be a motivating factor for employees to stay in the organization, but may not improve work-family conflicts. Other researchers, again, for teleworking, have been associated with mixed decisions of employees in their organization (De Sivatte & Guadamillas, 2013), although there is not always a positive relationship (Moen et al., 2011),

Much of the current research has focused on the outcomes of teleworking for both individuals and organizations and the factors that affect successful implementation (Kelliher & De Menezes, 2019). Remote work has often been associated with increased productivity (Martin & MacDonnell, 2012). On the other

hand, some studies have stated that remote working reduces the interaction of employees, reduces knowledge sharing within the team, decreases cooperation and creativity, has potential consequences that may have detrimental effects on performance (Thorgeirsdottir & Kelliher, 2017). Studies examining other results that telework may affect other than performance have positively correlated with teleworking and job satisfaction (Possenriede et al., 2016). Gajendran and Harrison (2007), on the other hand, argued that the perceived autonomy after teleworking would differ according to gender, and the experience of remote work may be more effective in women since women participate more in domestic and care activities (Gajendran & Harrison, 2007). Wood et al. (2018) also found an indirect link between job satisfaction and remote work due to autonomy and supportive experience from their managers. It has also been found that organizational commitment is related to remote work (Martin & MacDonnell, 2012).

It has been found that stress and work fatigue are lower when employees gain autonomy (Allen et al., 2015). On the other hand, Anderson et al. (2015) found that more positive results were reported when employees worked remotely, comparing their well-being on the days they worked remotely (telework) with those on the days they were at work. These well-being results were attributed to better work-life balance and greater employee autonomy (Wardenaar et al., 2010)

1.1.4. Workplace Flexibility

Workplace flexibility is defined as the employee's preference to change where, when, and how long they work with their consent and the organization's approval (Lazarus & Folkman, 1991). Hill et al. (2008) define workplace flexibility as the opportunity for employees to choose when and where they work and argue that workplace flexibility should be seen as continuity. Shockley and Allen (2007) distinguish between using flexible working arrangements and using workplace flexibility. According to Allen (2013), in workplace flexibility, employees choose where and when they work. Andreassi and Thompson (2008) argue that organizations cannot use workplace flexibility policies offered to their employees when they think they will negatively affect their careers.

Canibano (2011) argues that workplace flexibility will yield the most favorable results when there is harmony between the flexibility offered by the organization and the flexibility desired by the employee. Many researchers state that the results of workplace flexibility are not limited to the employee-organization relationship and affect work-life balance (Radcliffe & Cassell, 2015). Greenhaus and Powell (2012) observed that work-life balance increasingly influences employees' work-related decisions and preferences for workplace flexibility. Workplace flexibility is becoming a popular exercise in many organizations and is necessary for contemporary business life (Halpern, 2004). Many researchers use workplace flexibility as an essential variable in models and analyses related to individual, family, work, and community outcomes (Jacob, Bond, Galinsky, & Hill, 2008). In terms of organizations, workplace flexibility is one of the instruments that companies use to make themselves more attractive. For example (Hill, Hawkins, Martinson, & Ferris, 2003) stated that multinational companies put workplace flexibility at the center of their global strategy to attract talent, motivate employees, and keep employees with the company. In the US Senate, it was stated that workplace flexibility could produce positive results for organizations and employees. Therefore, it will become one of the hallmarks of good management practices (The Center on Aging & Work, 2007).

Workplace flexibility affects employees positively (Bruck et al., 2002) and organizations (Boyar et al., 2003). While the positive implications for employees are clear, this is a strategic issue based on being competitive in the market and potentially reducing employment costs (De Cieri et al., 2005). However, Benveniste (2000) states that flexibility practices are about changing attitudes and organizational culture. Rennar (2007), on the other hand, claims that flexibility in the workplace can be achieved by changing work ethics and training and communicating with employees about flexible working.

When the literature is examined, workplace flexibility has been handled in two different ways. The first of these is workplace flexibility from an organizational perspective. The organizational perspective strives for the implicit or explicit goal

of workplace flexibility to let organizations adapt to changes in their environment (Dastmalchian & Blyton, 2001). The organizational perspective includes dynamically adjusting workforce size by using contract or contingent workers instead of full-time workers (Huang & Cullen, 2001). Alternative work organization practices such as evaluating employee performance by colleagues and job rotation are also included in the organizational perspective (Horrigan & Joyce, 1998). From a corporate perspective, such flexibility may be considered incompatible with the interests of those employed, especially by unions (Ng & Dastmalchian, 1998).

The second perspective on workplace flexibility is called the employee perspective. This perspective can define workplace flexibility as the degree to which an employee can choose where, when, and how long work is performed to organize their professional life (The Center on Aging & Work at Boston College, 2007). The employee perspective is that employees are human resources and have essential life needs outside of work. Therefore, it is assumed that when individuals perceive that they can better meet their needs by flexibility in their working life, they will be more motivated, organizational commitment will increase, and productivity (Hill, 2008). Parallel to this judgment, Galinsky, Bond, and Hill (2004) found that when organizations make it easier to achieve workplace flexibility, they can better meet their employees' needs on and off the job. As a result, their organizations are positively affected.

1.2. Flexible Working and Performance

Flexible working has been shown to increase employee health and well-being and benefits, reduced turnover, and improved employee performance (Critchley & Bambra, 2010). Ortega (2009) observed in his study that managers resort to flexible working arrangements because they are concerned about the performance of their employees. He stated that flexible working practices have a positive relationship with performance.

Flexible working has attracted significant research interest. Studies analyzed relationships with organizational and individual performance, employee attitudes,

health, and well-being (Menezes & Kehliler, 2016). According to Clarke and Holdsworth (2018), flexible working arrangements can boost individual and team performance if employee involvement increases; nevertheless, flexible working arrangements affect organizational and individual performance through organizational commitment to flexible working. On the other hand, Bal and De Lange (2014) state that flexible work practices are not related to employee engagement; but affect job performance. Gajendran, Harrison, and Delaney-Klinger (2015) state that flexible working (remote working) positively influences individual effectiveness in performance. However, it is reported that this depends on the employee's relationship with the manager, while it is reported that employees exhibit higher performance with workplace flexibility.

From an organizational perspective, there is evidence that flexible work arrangements can improve performance (Konrad & Mangel, 2000). Schein et al. (1977) found that the introduction of flexible working hours did not harm productivity. In a meta-analysis, Baltes et al. (1999) reported that flexible work schedules positively affect productivity. Whitehouse et al. (2007) found a positive relationship between flexible working arrangements and perceived financial performance.

Baltes et al. (1999) and Valverde et al. (2000) found that flexible working practices have a positive relationship with the profitability of organizations, and organizations have become more competitive in the market. Drago and Golden (2006) argued that flexible working arrangements could increase the profitability of organizations by attracting job candidates who are experts in their fields and improving the performance of existing employees. On the other hand, Konrad and Mangel (2000) examined the effect of flexible working on productivity and they discovered that the effect on productivity is dependent on employee characteristics, with those with a more professional job perception and women performing better in workplaces with higher employment rates. They found that it increased a lot. Studies examining the effect of different flexible working practices on organizational performance have found that flexible working practices have other

effects on performance (Menezes & Kelliher, 2011). Meyer et al. (2001) showed that remote work is positively associated with organizational performance, while job sharing is negatively related to organizational performance. The research states that most managers think that employees cannot adapt to flexible working. Still, because of increased productivity after starting to work remotely with Covid-19, managers started considering flexible working to be implemented on a larger scale following the pandemics (Mercer, 2020).

A case study of British Telecom, known for offering flexible working practices to its employees, reported that flexible working practices resulted in productivity gains of up to 20% on performance (Mahajan & Foggin, 2006). Stavrou (2005) found that flexible working is associated with improved performance perceptions of employees.

Eaton (2003) found that flexible working arrangements were positively associated with individual performance, using a sample of 1030 professional and technical employees in a US firm. In a study of 3580 employees by the Cranfield School of Management (2008), most flexible workers and their managers reported that flexible working positively affects employee performance. In another study, employees who evaluated themselves reported increased performance while working flexibly (Bailey & Kurland 2002). On the other hand, some researchers stated that although there is no significant relationship between flexible working practices and employee performance, flexible working arrangements can reduce costs for organizations and may be popular for employees. For these reasons, positive employee outcomes can increase performance (Bloom & Van Reenen, 2006). The meta-analysis findings show that flexible working arrangements positively affect employee performance (Baltes, Briggs, Huff, Wright, & Neumann, 1999; Gajendran & Harrison, 2007).

1.3. Organizational Change

Organizational change is a permanent phenomenon for organizations and has a significant role in the survival and success of organizations (Kotter & Schlesinger, 2008). Daft (2014) explained that a new idea or process coming from

inside or outside the organization triggers an organizational change. Moran and Brightman (2001) define organizational change as the organization's constant reorientation to keep up with the changing demands of customers. Lunenburg (2010) stated that organizations must quickly adapt to many of these facts in the face of a change in government laws, production and process innovation, market changes, and changes in the labor market. If this adaptation does not occur successfully, it will cause a negative employee experience, especially for the employee. Organizational changes are also defined as tools that can occur in different areas, such as technology, marketing, cost strategy, and leadership (Sofat et al., 2015). Because organizations and ways of doing business are constantly changing, the efforts of any organization or a leader to maintain stability or the status quo will be fruitless (Daft, 1999). Van Tonder (2004) argues that change in the business environment is crucial and progresses rapidly. This idea is supported by Applebaum et al. (1998), arguing that the speed of change is a requirement of the modern age. Therefore, organizational change is an indispensable feature of organizational life and a part of almost daily actions. Organizations that oppose or fail to change are left behind and face the possibility of seriously compromising their sustainability (Cummings & Worley, 2001). Some researchers argue that planned change occurs when a shift in power between pro-change and unwilling forces (Czarniawska & Joerges, 1996; de Rivera, 1976).

On the other hand, other researchers show that a successful and planned change requires employees' readiness for change, senior management's determination, employee support, and an organizational culture open to change (Weber & Manning, 1998). The proposed theoretical perspective developed by cognitive researchers suggests that the way members of the organization perceive changes in the environment and prepare for this change is the key to understanding organizational change (Meindl & Porac, 1994). This theory argues that the key to successful organizational change is altering individuals' perceptions and corporate members' processes to interpret the modifications (Hinings & Greenwood, 1980). Many organizational change efforts may fail to reach their goals, and a significant

stress factor for employees is the uncertainty and difficulties in adapting (Burnes, 2004; Higgs & Rowland, 2000; Hughes, 2011).

Ackerman (1997) identified three different types of change: developmental, transitional, and transformational. Developmental change is planned or unplanned for an organization that renews existing aspects of an organization by renewing its skills and processes. Transition change aims to achieve a known goal that is unlike the current plan. Transformational is a rigorous approach to change that deviates from the assumptions made by the organization in terms of structure and processes, culture, or strategies.

1.3.1. Reasons for Organizational Change

As Macmillan (2004) pointed out, according to Tetenbaum, there are six underlying reasons why change occurs in organizations. Some of the listed changes are:

a) Advanced technology has metamorphosed ways of communication, markets and led to the growth of online industries.

b) The world has become a global village; the world is now considered as one community

c) Swelling competition in various markets

d) Introduction of new ways of doing businesses and new practices

e) Technological changes bring about an increase in speed in businesses.

f) The complexity of work within organizations requires faster and practical solutions.

1.3.2. Effects of Organizational Change on Employee

In organizations, both negative and positive effects on the employees during the change period, but the negative impacts felt by the employees during the change period are more likely to be felt (Maheshwari & Vohra, 2015). Adverse effects experienced by employees are stated by Stuart (1996) as stress, low morale, anxiety, loss of direction, lack of loyalty, and lack of employee commitment. However,

some positive effects are seen in studies (Hill et al., 2012). The stated positive effects are increased job satisfaction and motivation (Bennett & Durkin, 2000).

1.3.2.1. Negative Effects

During the organizational change processes, anxiety, uncertainty, fear, and stress can arise among employees (Ronnenberg et al., 2011). Vandenberghe et al. (2004) stated that the consequences of stress are related to an employee's well-being and can be directly or indirectly related to health. In addition to physical and mental health problems, differences in routine habits, changes in work and private life balances, health-related fatigue, depression, digestive issues, back or neck pain, headaches, sleep and concentration problems may occur in employees (Vandenberghe et al., 2004). In this process, changes may occur in the habits of the employees; some of these may include starting to smoke, drinking alcohol, taking sleeping pills or antidepressants, and changes in other employees' attitudes (Vandenberghe et al., 2004).

It is seen that the relationship between organizational change and organizational commitment is affected by uncertainty about organizational change, loss of control, and fear of failure (Ashford, Lee, & Bobko, 1989). For this reason, the size or scope of organizational change affects the degree of such feelings and affects organizational justice and well-being in shaping individuals' reactions to change (Caldwell, Herold, & Fedor, 2004). Even the change that can improve the current situation of the employees may cause the employees to have difficulty adapting to this new phenomenon and may create concerns about failure, compliance problems, and uncertainty in the short term (Fedor et al., 2006). Many factors can affect employees' motivation, such as job satisfaction, organizational commitment, and job meaningfulness (McKnight et al., 2001). Situations that may cause low employee motivation may be dismissals, high turnover among employees, uncertain expectations, employee-employer contract disputes, leader changes, and lack of personal development (Hui & Lee, 2000).

1.4. Organizational Change Models

1.4.1. Prosci's Organizational Change Model (ADKAR)

ADKAR is the abbreviation of five consecutive steps that must be passed for an organizational change to reach its goals and be successful (Hiatt, 2006). Prosci Research (2004) monitors the three stages of organizational change: preparing for change, managing change, consolidating the change, and evaluating the employee's perspective and where employees are unsure of or having problems with the change assess the process. It is designed to manage from there. ADKAR model argues that this change will not be successful unless all the factors in the organizational change process are successfully implemented. (Hiatt, 2006).

1.4.2. ADKAR Model Components

a) *A- Awareness of the need for change:* The ADKAR model proposes that a proper understanding of the causes of organizational change is key to successful organizational change. Hiatt (2006), the ADKAR model of change, argues that this step is explained by reasoning and thought processes of the change needed. This stage includes determining the organizational change planned and the driving factors that create the need for change (Bedser, 2012).

b) *D- Desire to participate in and support the change:* The desire for organizational change is related to the attitude of the employees who will experience change about how the proposed organizational change will affect them (Hiatt, 2006). After understanding the necessity of change and understanding the impact of organizational change on the organization and themselves, individuals begin to support organizational change (Bedser, 2012).

c) *K -Knowledge on how to change:* Readiness for change is the third element of the ADKAR model and is related to individuals affected by organizational change about organizational change. This information is divided into two sub-categories: what needs to be changed in the organization in organizational change and how it will affect the organization after this organizational change occurs (Hiatt, 2006).

d) *A- Ability to perform during and after the change:* Evaluating the change experienced at this stage is not sufficient alone. Still, it is also crucial to what extent individuals are qualified to realize this change in Hiatt's organizational change process (Hiatt, 2006).

e) *R- Reinforcement to sustain the change:* The last stage of evaluating organizational change preparation is when the parties agree on whether the planned change is sustainable or not and understand whether the change proposed by individuals is sustainable (Hiatt, 2006).

1.4.3. The Three Step-Model of Change

Kurt Lewin proposed the Three-Step model of change in 1947 as one of four different interrelated elements encompassing the organizational change approach as field theory, action research, and group dynamics (Burnes & Cooke, 2012). This model focuses on the conditions that direct or prevent the behavior of individuals in the organizational change stage (Kritsonis, 2005). From an organizational perspective, driving forces facilitate change by directing employees from their current behaviors to targeted organizational change. In contrast, restrictive forces prevent organizational change by pushing employees in the opposite direction (Burnes, 2004). The current behavior of the employees is seen as a stable state of equilibrium (Burnes, 2004).

a) *Unfreezing:* According to Lewin (1947), a successful organizational change project encompasses three stages, and the first stage, called unfreezing, involves weakening existing organizational behavioral forces.

b) *Moving:* Unfreezing is not the solution to be achieved; instead, it activates the learning process (Schein, 1996). In this process, all change is faced with resistance forces. Individuals must evaluate all the strengths associated with change, thus revealing an adoptable change phenomenon through more viable options (Lewin 1947).

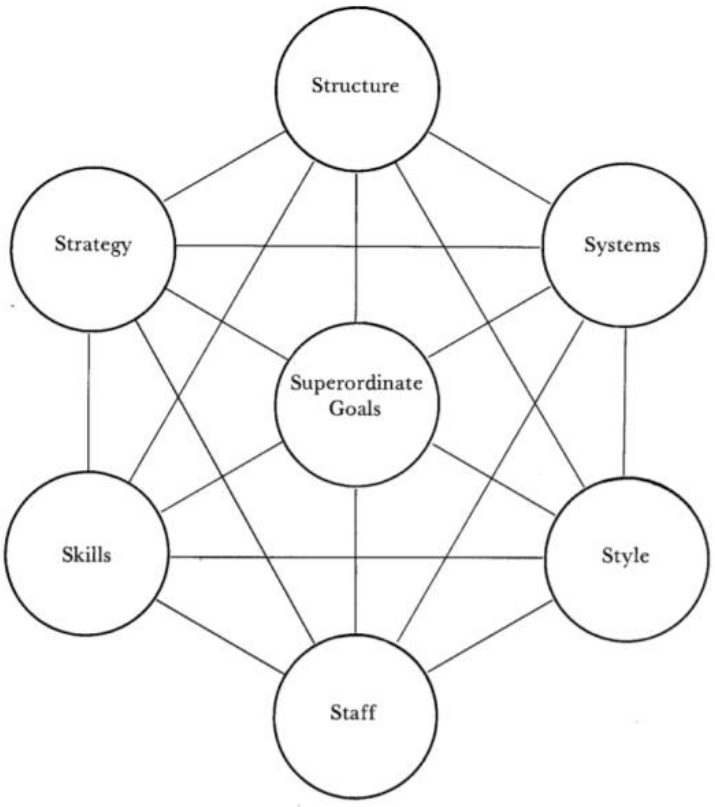
c) *Refreezing:* Refreezing is the final stage of the Three-Step model. The most crucial purpose in the refreezing phase is to prevent the gains obtained

with organizational change from returning to the conditions before the organizational change period (Okemba, 2018). In order to avoid the return to the pre-existing situation, organizational change should be realistic and a phenomenon that provides employee-organization harmony (Schein, 1996). The refreezing stage includes changing the organization's culture and rules to continue its life (Cumming and Huse, 1989).

1.4.4. McKinsey 7S Model

The McKinsey 7S model is an organizational change model created by both Tom Peters and Robert Waterman. The model comprises structure, strategy, systems, skills, style, staff, and shared values. For an organization to function effectively, there must be mutual cohesion and interconnection between the seven components. It is a model that applies to all stages of organizational change in the organization (Waterman. & Peters, 1980).

Figure 1.1 McKinsey 7S Change Model



a) *Structure*: The structure theory suggests that structure can segregate tasks and integrate them with specialization (Timoshenko, 1926). In practice, he means that as the number of staff in an organization continues to build, the rate of interactions intended to make things work in the organization increases. Therefore, for survival, it is mandatory to decentralize the organization for size and complexity to marry (Du Pont, 1921).

b) *Strategy*: The element of strategy in this model is suggested that an organization should ensure that other factors (vision, mission, and values) are aligned with business strategy (Chandler, 1962). Short-lived methods have proven useless for companies, but they are likely to play an important role when adequately aligned with the other six elements (Okemba, 2018).

c) *Systems*: The continuation of an organization's life includes situations from economic status to human resources. On the other hand, systems are

a phenomenon that maintains business continuity or disrupts activities in an organization and therefore is an essential element of change (Waterman. & Peters, 1980). Successful system changes result in tremendous organizational success and effectiveness (Okemba, 2018).

d) *Style*: This element deals with senior management (Okemba, 2018). What the management says for the employee is very important, but what matters is the actions of the managers (Peters, 1980). Mintzberg (1975), Managers' actions must be in line with desired organizational change.

e) *Staff*: This element covers the human resources, recruitment process, training, motivation, and rewards that determine the number of employees. (Jim Collins, 2001) Companies that use their employees correctly move their managers to a more competitive environment by increasing employees' skills through appointed mentors and short programs (Okemba, 2018).

f) *Skills*: Robert and Peters (1980) mention that as no other concept covers this element, it is included in the model to help a company overcome significant challenges. Organizations have often characterized individuals while neglecting the business itself. Therefore, skills help describe organizations based on their lines of duty, what they do best (Okemba, 2018).

g) *Superordinate Goals:* This element is the guiding concept and values in the organizational context. They form the core of the whole idea behind an organization's existence. Shared values guide employee behavior and company actions. A meaningful change step leads the organization to a positive trajectory and towards the desired direction (Okemba, 2018).

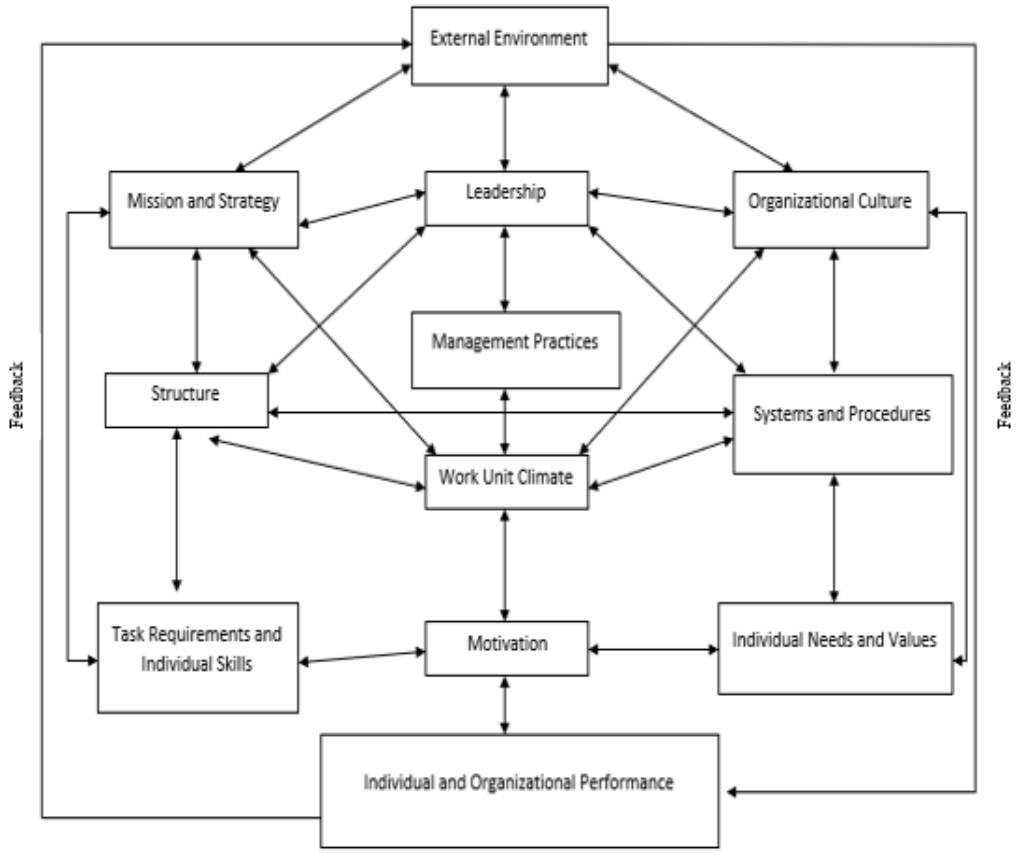
1.4.5. The Burke-Litwin Organizational Change and Performance Model

Researchers advocating the organizational diagnostic model agree that organizational performance should be viewed from a systems perspective, using a multidimensional approach to identify the factors that affect the performance and overall effectiveness of the organization (Cummings & Worley, 2005). In this

context, it has been seen that the Burke-Litwin model (Burke & Litwin, 1992) creates a conceptual framework that defines the relationships between different elements of the organization and the context of this relationship, and the effectiveness of the organization (Cummings & Worley, 2005). Given the complexity of organizational elements, change models such as the Burke-Litwin model classify key organizational dimensions that lead to data collection and diagnosis of the situation (Chawane et al., 2003). According to Burke and Litwin (1992), change models should not be prescriptive but provide a tool to diagnose, plan and manage change.

The Burke-Litwin model (Burke and Litwin, 1992) is a model that predicts the behavior and performance results of employees and the organization. According to Furnham and Gunter (1993), the Burke-Litwin model is the best known and most influential model for understanding the role of organizational climate on job performance. French and Bell (1999) think that organizational change and performance models play an essential role in understanding planned change. The Burke-Litwin model (Burke & Litwin, 1992) emphasizes two different organizational dynamics: the daily interactions created by human behavior or the organization's climate. The second is about human transformation processes that lead to sudden "changes" in behavior. Transformational processes are necessary for effective change in an organization's culture (French & Bell, 1999).

Figure 1.2 Organizational Change and Performance Dimensions (Burke & Litwin, 1992).



Transformational factors refer to areas where organizational change is caused by environmental factors and therefore requires entirely new behavior sets on behalf of organizational members (Burke & Litwin, 1992). According to Burke and Litwin, the external environment influences the transformative factors defined as organizational mission, strategy, leadership, and culture. The transformation factors affect the factors defined as organizational structure, systems, management practices, and climate. Both factors affect each other and ultimately affect individual and organizational performance (Chawane et al., 2003).

The Organizational Change and Performance Model have the following dimensions:

a) *External environment:* While environmental impact or situation affects the organization's performance, such factors include new market

competitions, financial conditions globally, political/governmental factors, and customers (Burke & Litwin, 1992).

b) *Mission and strategy:* It is what the organization (a) senior management and what the organization believes to be its mission and strategy, and (b) employees believe is the organization's raison d'etre (Burke & Litwin, 1992). Even just having a written mission is essential for organizational effectiveness (Pearce & David, 1987).

c) *Leadership:* This element includes employees' perceptions of managerial practices and values (Burke & Litwin). As the model shows, a distinction is made between leadership and management. This difference is also embraced by Bennis and Nanus (1985), Burke (1986), and Zaleznik (1977).

d) *Culture:* Deal and Kennedy (1982) describe organizational culture as the way we do things here. Schein (1983), on the other hand, made this definition a little more comprehensive and said that culture is the sum of the overt and hidden rules, values, and principles that are enduring and guiding organizational behavior.

e) *Structure:* The structure is the arrangement of functions and employees according to certain levels of responsibility, decision-making authority, communication, and relationships to ensure the organization's mission and strategy (Burke & Litwin, 1992).

f) *Management Practices:* Management practices are what managers do in standard times to use their employees and other resources to execute their strategy (Burke & Litwin, 1992).

g) *Systems:* The system factor covers many areas within the organization. Systems are standardized policies and mechanisms that facilitate work, primarily in reward-punishment systems, performance evaluation programs, target and budget development, and control areas such as human resource creation (Burke & Litwin, 1992).

h) *Climate:* Organizational Climate is the standard ideas, expectations, and emotions that affect the relations of employees with their bosses, with each other, and with other units (Burke & Litwin, 1992).

i) *Task Requirements and Individual Skills:* They are behaviors necessary for the effectiveness of the task, including the specific skills and knowledge required by employees to accomplish the work for which they are responsible (Burke & Litwin, 1992).

j) *Individual needs and values:* Specific psychological factors motivate and value employees' actions or thoughts (Burke & Litwin, 1992).

k) *Motivation:* Motivation is the behaviors that arouse the tendency of individuals to persist in taking action towards their goals until satisfaction is achieved (Burke & Litwin, 1992).

l) *Individual and organizational performance:* The visible result of the employee's work and the output and result and the indicator of effort and success resulting from this effort (Burke & Litwin, 1992).

1.5. Research Question and Objectives

This thesis is secondary research that used qualitative data from a large-scale funded project conducted during the Covid-19 outbreak in Turkey. In this period, interest in flexible working arrangements has increased, and organizations quickly adopted alternative work arrangements. The “Flexible Work Management System Development Project: Supporting Standards and Practices for Business Continuity and the Psychological Well-Being of Employees” (FW Standards Project), funded by TÜBITAK, was carried out during the pandemic (Işık, Yenisey, & Kantur, 2021). This project claims that flexible working needs to be managed by systematically structured management systems like quality, environmental safety, occupational health, and safety. The project aimed to develop a management system model for flexible working, which will help organizations form a structure that would promote employee psychological well-being and organizational resilience during the time and space-free working. Interviews conducted between 20.07-

21.09.2020 with the managers from aviation/travel/tourism; fuel oil/ gas production/ energy/ metal; fashion, medicine; technology/telecommunications; cargo and banking/insurance/finance companies. Participants were managers with executive roles in operational and human resources management; 53 interviews were conducted with participants from 27 companies.

Accordingly, the current thesis uses the "FW Standards Project" dataset, as shortly explained. Secondary data analysis was conducted on 22 interviews from 11 companies in the fuel/gas production/energy/ metal/technology/ telecommunications sectors. "The Flexible Work Standards Project" classified the industries as highly affected and less affected by the pandemics crisis (Işık, Yenisey, & Kantur, 2021). The current secondary research thesis designated the fuel/gas production/energy/metal/ technology/telecommunications sectors, assuming that the pandemics were not adversely affected. It is believed that the flexible working transformations of the companies operating in these sectors are closer to the flexible working transformation that can be implemented after Covid-19. The inclusion criteria based on these two sectors brought 11 companies and 22 interviews to elaborate on their organizational change processes.

"Burke-Litwin Organizational Change and Performance Model" was preferred to analyze the flexible working transformation in this thesis as the deductive framework for coding, i.e., further data analysis. Furthermore, the organizational change and performance model being an open-system theory, argues that change will be affected by the external environment. Therefore, the interaction among the following organizational and individual features of "Burke-Litwin Organizational Change and Performance Model" was used as the master themes for deductive coding:

a) External environment
b) Mission and strategy
c) Leadership
d) Culture
e) Structure
f) Management Practices
g) Systems

h) Climate
i) Task Requirements and Individual Skills
j) Individual needs and values
k) Motivation
l) Individual and organizational performance

Therefore, the 22 interviews used in the thesis study were deductively coded to the Burke-Litwin Organizational Change and Performance model's mentioned features. Today, environmental effects play a triggering role for organizations to change. The most significant example of this can be given as Covid-19. Again, in this model, the variables affect each other and are affected by each other. The model presents these effects in the context of cause-and-effect relationships and explains these relationships. Burke-Litwin Organizational Change and Performance model was preferred for examining flexible working transformation. These features differ from other change theories and models mentioned in the literature.

CHAPTER 2

METHOD

Eleven companies and 22 interviews picked from "The FW Standards Project" (Işık, Yenisey, & Kantur, 2021) dataset formed the input for the current secondary research that aims to deepen the understanding of the organizations' change during the pandemics.

2.1. Selected Interviews and Participant Characteristics

While 11 of the 22 participants are managers in charge of operations, the other 11 are human resources managers (male=9, female=13). Two people were interviewed from each company, a human resources manager and an operational manager. Thus, a total of 22 participants from 11 different companies were reached.

Table 2.1: Demographic Information of Participants

No.	Sex	Age	Education Level	Department	Number of employees in her/his team
1	M	57	Other	Human Resources	11
2	M	53	Undergraduate	Operational	50
3	F	34	Master's degree	Human Resources	327
4	M	38	Undergraduate	Operational	15
5	F	32	Master's degree	Operational	2
6	M	34	Undergraduate	Human Resources	5
7	F	42	Undergraduate	Operational	30
8	F	42	Undergraduate	Human Resources	10
9	F	46	Master's degree	Human Resources	20
10	F	49	Undergraduate	Operational	Missing
11	F	44	Master's degree	Human Resources	24
12	M	35	Undergraduate	Operational	60
13	F	30	Undergraduate	Human Resources	4
14	F	44	Undergraduate	Operational	3
15	F	58	Master's degree	Operational	Missing
16	M	32	Master's degree	Human Resources	3
17	F	41	Master's degree	Human Resources	7
18	F	35	Master's degree	Human Resources	4
19	M	48	Undergraduate	Operational	5
20	F	45	Undergraduate	Human Resources	240
21	M	38	Undergraduate	Operational	4
22	M	43	Undergraduate	Operational	25

Participants in higher ranking positions were preferred. Because they are in a situation where they can be a decision-maker or helper in their organizations, it is desired to place the research on more solid foundations. The mean age is 41.8, and the age range of participants is between 30 and 58 years.

Looking at the distribution of educational background, 59% of the participants have a bachelor's degree, while 36.4% have a master's degree. In addition, 4.5% of the participants have an associate degree or below. The average number of employees working for the participants is 42.45, and the number of employees varies between 2 and 327.

2.2. Instruments

Interviews within the scope of "The FW Standards Project" supported by TÜBİTAK were used in this thesis (Işık, Yenisey, & Kantur, 2021). In this project, semi-structured questions were asked to the participants responsible for operations and human resources management.

The questions were about the changes experienced by the organizations during the pandemic period, the preferred flexible working practices, the technological infrastructure and equipment needed to maintain flexible working, the training required for flexible working. The way that units were determined to switch to flexible working and flexible working preparations for the post-pandemic period were also questioned.

2.3. Procedure

This study is a study that includes secondary data analysis. Interviews with the Gas-Fuel-Energy and Technology sector within "The FW Standards Project" (Işık, Yenisey, & Kantur, 2021) were used in the thesis study.

The ethics committee approval had already been received for the original project; however, additional approval was obtained for the current thesis research that specifies the permission to use dataset from "The FW Standards Project" ethics

committee approval (Işık, Yenisey, & Kantur, 2021). The dataset provided 22 interviews, the shortest with 28 minutes and the longest 68 minutes.

2.4. Data Analysis

Secondary data analysis was carried out using the interviews of the Fuel-Gas-Energy, sectors from the interviews held within the “The FW Standards Project” (Işık, Yenisey, & Kantur, 2021). These interviews were analyzed using the MAXQDA 20 program with the Deductive Qualitative Content Analysis technique. Analysis was conducted based on “the Burke- Litwin Organizational Change and Performance Model” by following a deductive path.

Each dimension specified in the Burke-Litwin model was treated as a theme. As a result of different themes that do not fully comply with the code system due to the nature of the qualitative analysis, the top theme of "NEW CODES-OPERATION" and -NEW CODES- HR," the beginning of the template code system, has been added for these newly released open codes. These left-out codes were re-evaluated after the deductive coding process was completed.

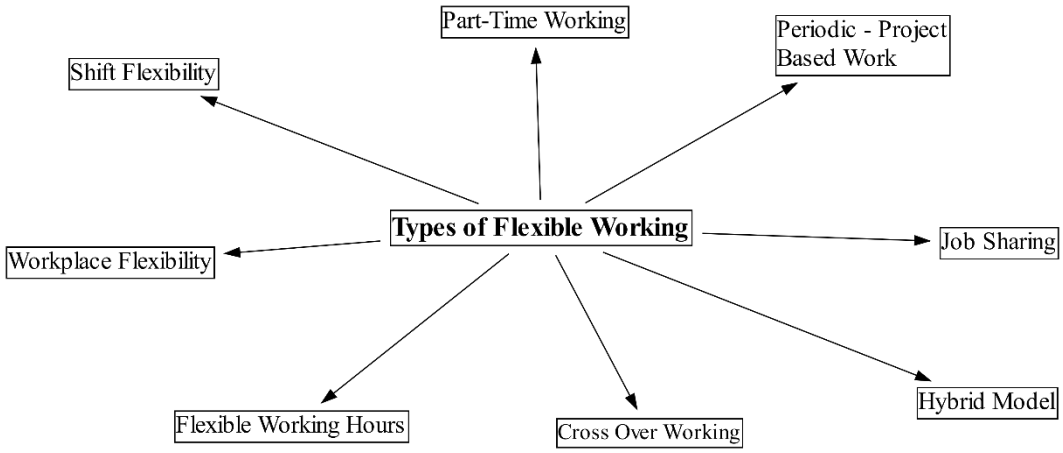
CHAPTER 3

RESULTS

3.1. Types of Flexible Working

There are many types of flexible working practices applied in our country and the world. While these practices can be shaped according to the preferences of organizations and individuals, flexible working practices may differ from country to country since some types of flexible working do not have a legal basis in all countries. In the interviews, the participants talked about some types of flexible work practiced or applicable in Turkey.

Figure 3.1 Types of Flexible Working



As seen in the figure, eight types of flexible work are mentioned in the interviews. Among these types of work, the most preferred type of flexible work in Turkey has been workplace flexibility. Organizations have also used workplace flexibility as working from home in general. The fact that working from home is more well-known than other types of flexible working and its practice in our country is older may be among the reasons why this flexible working practice is widespread.

Another type of flexible working is working with flexible working hours. Flexible working hours is one of the models used more in our country than other

flexible working practices. In the interviews, our findings show that flexible working hours can be used in office-based work, which is called traditional work, and in other flexible working models. The application of flexible working hours includes the employees adjusting the starting and ending times.

The third flexible working model is periodical-project-based work. This flexible working practice is generally preferred in technology-software companies. The participants stated that the organizations receive different projects periodically and prefer this flexible working practice to work with experienced employees for each project. Employees also prefer this flexible working practice.

The fourth flexible working model is shifting flexibility. This working model is generally seen in blue collars in our country. It was found that blue-collar workers cannot benefit from many of the flexible working models. In addition, it has been found that this model can be applied mainly to white-collar workers working in the production sector.

Hybrid working, which is the fifth flexible working model, is a type of flexible working that has become more popular by organizations after flexible working practices became widespread in the interviews. In the interviews, the participants who thought that only working from home would negatively affect the organization stated that combining the hybrid working system with office-based working and working from home is ideal.

The sixth flexible working model is the Job-sharing model. This flexible working practice is one of the rare applications in our country. Two employees work in a reduced-hours or part-time model for a full-time job in this flexible working model. In the interviews, it was noted that this flexible working model is challenging for Turkey due to the economic conditions.

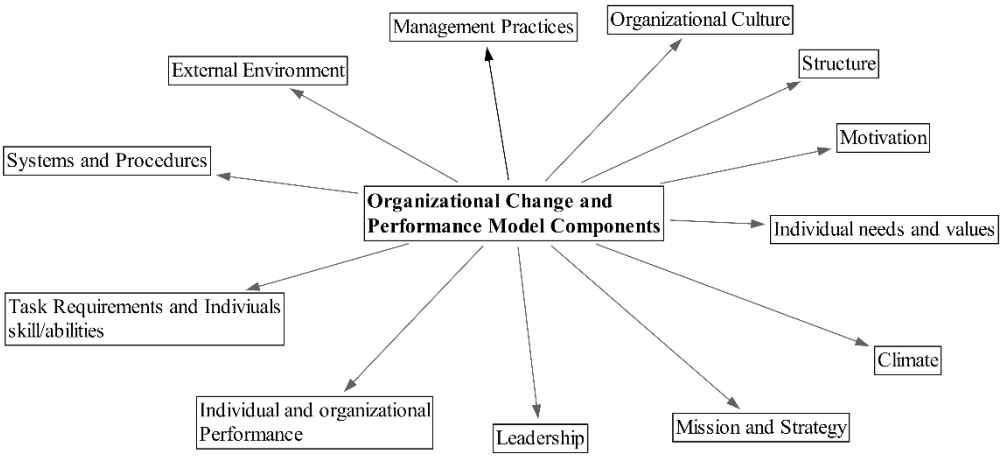
The last model is the cross-over working. This working model is generally preferred by individuals working in the technology sector. In this working model, employees work outside the company they work for on certain days in another company with fixed-term contracts. Participants stated that this working model

could be widely applied in Turkey's technology sector in the future. However, in the interviews, it was found that especially organizations would not favor this working model.

3.2. Organizational Change and Performance Model Components

The Organizational Change and Performance model is an open system theory that explains the effects between variables with cause-effect relationships. This model consists of 12 variables. Moreover, these variables will appear as top themes in the findings.

Figure 3.2 Organizational Change and Performance Model Components



3.2.1. External Environment

The impact of environmental factors can be destructive or stimulating for organizations. While the Covid-19 process, exceptionally experienced, has mobilized organizations to transition to flexible working, other factors affected by Covid-19 also required organizations to take certain precautions.

The views of the participants who expressed their opinions on the effect of environmental factors on flexible working in the interviews are as follows: “We

were already following this process before. As I said, we accelerated the transition to flexible working after seeing the situation that Italy and France went through before us."

> "We have created a guide called the fight against Covid-19. We established an organization to combat Covid. We created these documents in English and Turkish. We also shared them with our stakeholders. We warned our suppliers. We have also created guidelines on how our suppliers will be treated in case of any suspicion of Covid."

One participant stated that the units that will switch to flexible working would be determined according to the needs of the market by showing the customers as external factors:

> "We will decide according to the needs of the market. In other words, we cannot employ an employee flexibly when the customer says I want to see him/her."

3.2.2. Mission and Strategy

The missions and strategies of organizations affect the efficiency of flexible working. It is expected that the organizations, which determined their vision and strategy as the sustainability of this working system and the physical and psychological health of their employees, will complete the flexible working transformation: "During this period, we asked ourselves questions to determine our strategy. How flexible working can be efficient, how can it be managed, how can it be administrative regulation."

Another participant stated that her organization prefers to switch to flexible working after determining a strategy and following these steps, rather than hitting to flexible working immediately:

> "If we are going to switch to flexible working order, we need to be able to offer this to our current colleagues. In other words, we have to say that you can switch to a flexible working system if you wish. Later on, we think that we should offer this opportunity to our newly recruited friends."

Participants stated that their organization sees flexible working as an opportunity to reduce costs:

> “Yes, as an organization, we can also implement this as a home office. In other words, there must be a correct method that will reduce our costs as well.”

> "People no longer need very big and very crowded offices. They can do the same work on one hundred square meters, not on an area of three hundred square meters. In other words, company owners or senior management saw that flexible working could be beneficial when they would think cost-oriented in many ways. They hadn't seen the benefits of it before, and no one had dared to do such a thing. But now it seems that it is. So there is no obstacle left."

Another participant stated that the vision of the organization necessitates flexible working: “We, as the management, talked about it. After a few years, the location of the employees will no longer be important in the IT sector.”

Another participant stated that the mission of the organizations should not be to supervise the employees in the flexible working system constantly:

> “I will say it very clearly, even when working remotely. We run the company like a police state. Because if you cannot determine the right performance and indicators for people, you are trying to measure the performance of employees by measuring their arrival and departure times. During the remote working period, you set a rule for your employees not to leave the city you live in. I say it from my friends around me because I know, and we watch in amazement. This is a top-down perspective. In other words, you have to manage the performance that you cannot measure with such drastic measures.”

Under the theme of Motivation, there are two sub-themes: Keeping in contact with the employee and emphasizing the health of employees

3.2.2.1. Keeping in Contact with the Employee

The participants mentioned that one of their companies' strategies is to stay in constant contact with them in the interviews. A participant on this subject:

> ““We applied very important surveys to the employees. The purpose of the pass survey is with 7-8 questions, how do people feel, how connected do they feel with other teams, do they think they have everything to do their job? Can the company still stay aware of its priorities? We do pass surveys where we ask them.”"

3.2.2.2. Emphasizing the Health of Employees

Participants state that with the transition to flexible working, the company's mission is to take actions to protect the physical and psychological health of employees:

> “In this process, we focused more on our employees rather than a change related to work. In other words, we gave priority to their psychological and physical health. “

3.2.3. Leadership

As a result of the analysis of the interviews with the participants, it was seen that three different sub-themes emerged under the Leadership theme.

The issues that managers need to show Leadership also show differentiation with the transition to flexible working. It is necessary to understand that flexible working conditions may differ for each employee and establish better communication. Participants expressed their views on this issue as follows:

> "The manager should have healthy communication with the employee because everyone's home environment is very different. Not everyone may have a room reserved for them to study, and there may be a working mother with her two-year-old baby in the living room. So that's what we observed during this period. Therefore, he will understand and listen to this situation

between the manager and the employee and will support his employees to create the most healthy working environment."

Participants leaders are expected to encourage and strengthen practices to be developed to make flexible working more productive:

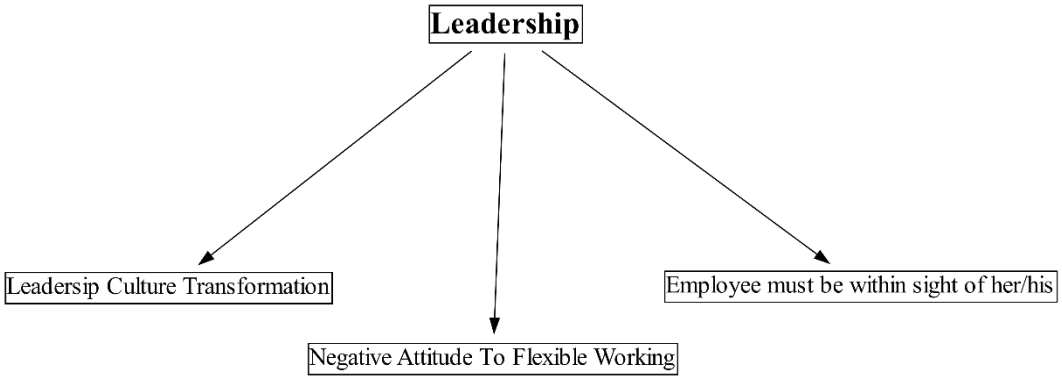
> "Leaders will have very important roles in developing their team's competencies for flexible working to be efficient and encouraging their team to work in flexible working order. We, as a company, follow global directions at this point. We are in the position of followers locally, we do not build the strategy, but some minor training is shared with the managers. We offered some suggestions on how managers should treat employees and what they should pay attention to when managing their teams."

> "We have a leadership team where we do all the strategy together. And we have a very serious engagement. When flexible working came to the fore, one of our finance directors said, 'What will we work from home, how will I follow them?' As a result of the work done, we have overcome these problems."

It is expected that some of the responsibilities that the leaders should undertake in the organization will diversify. For flexible working to continue efficiently, employees need to trust their leaders. The flexible working period is a time when leaders must instill confidence in their employees:

> “As a leader, can you create such an inner environment? Can you support the tools needed for employees to work flexibly? Can you come up with tools that will strengthen employee loyalty and interaction? Can you offer equal opportunities to the employees with whom you create flexible working opportunities? I think these are fundamental issues.”

Figure 3.3 The Code Map for Leadership



There are three sub-themes under the theme of leadership: Leadership Culture Transformation, the Employee, must be Within Sight of Her/His, Negative Attitude to Flexible Working.

3.2.3.1. Leadership Culture Transformation

When the working models are changing, the organization's leadership culture should also change in this period. When this transformation is completed, the possibility of the flexible working transformation being successful will increase.

> "We are working on the purpose of the leadership team. Where do they want to stand in this change? Do they want to lead? Do they want to design the future? We have a very beautiful cultural transformation that supports this. One is experiment learning, and the other is creating the future. Very good work is being done here to create a future, and it has an impact on its culture."

> "It is always in our plans to move the leadership culture forward. But at times, this was not possible. I can say that especially after this flexible work, each manager needs to take on a role that will make them feel that they are more with them in terms of coaching their team and guiding their employees."

3.2.3.2. Negative Attitude to Flexible Working

Interviews showed that the leaders are the significant factor in the failure of the flexible working transformation or the pain of this transformation. This transformation will be more difficult, especially in a leadership culture that believes in traditional work.

> "The main obstacles here are the mindset of leadership; that is, managers do not believe in working from home. I see this as the basic mindset. In other words, they have an approach that there is no way to work from home."

3.2.3.3. Employee Must be Within Leaders' Sight

In the interviews, the dominant leadership culture in the organization directly affects the managers and employees. It is stated that if a company's leadership culture supports traditional work, managers do not think differently: "Generally, Turkish managers want to see their employees in the office."

3.2.4. Organizational Culture

For organizations, organizational culture is one of the most critical dimensions when it comes to organizational change. Organizational culture both affects and is affected by other dimensions in this process. For any change to be successful, the organizational culture must be compatible with this change, or steps must be taken to change the organizational culture during the change. One participant talks about the teams established for this change as follows:

> "We created it with Agile squad to make flexible working efficient. I think this new period will be very different inside.' there are people from 12 different departments on this team. They are studying how flexible working should be. We are working hard."

Another situation is the high probability of opposing voices within the organization during such significant change periods, increasing employee anxiety. The opinions of a participant on this subject are as follows: "It was critical for us that what our global president said and that of the managers in the organization in Turkey overlapped and had the same tone. The messages we gave were important."

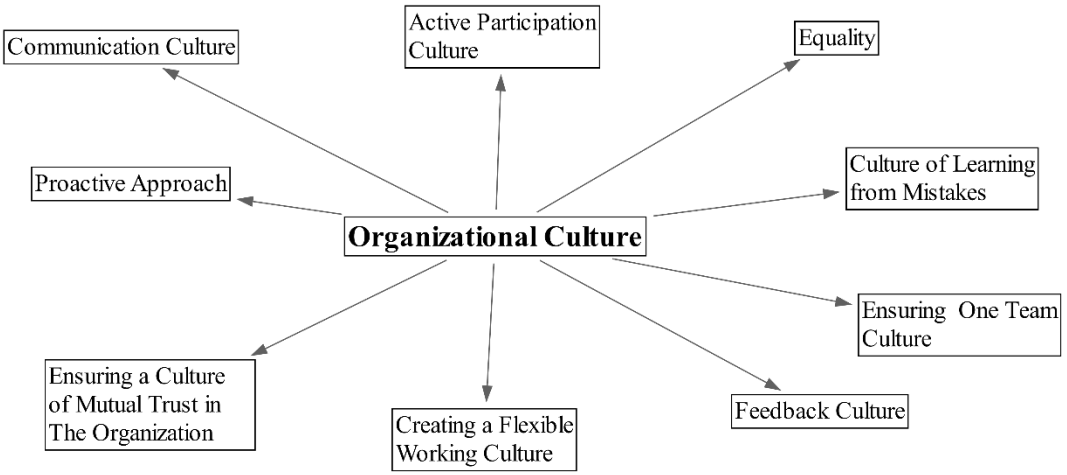
In the interviews, it was seen that applications were made during the flexible working period not to change the company's values. One of these:

> “Because the place where we are strong as a company is the company culture. Employee engagement and commitment to the company. Therefore, we certainly do not want this remote work to weaken these parties. That is what we are trying to strengthen and work on practices and actions.”

In the changes that come with flexible working, it is normal for employees to feel away from their companies. However, one participant stated that communication with employees is kept very tight to prevent such situations:

> "There were weekly meetings. We shared the situation very transparently here. We said, create channels platforms, share your suggestions, and write whatever comes to your mind. Give feedback, maybe there is something we did not think of, but you see. That is why we, in general, are a company that communicates very closely with the employees and listens to the voice of the employees very closely."

Figure 3.4 The Code Map for Organizational Culture



Under the theme of Organizational Culture, there are nine sub-themes. These are the sub-themes as seen in Figure 3.4: ensuring “one team culture”; culture of learning from mistakes; feedback culture; communication culture; ensuring a

culture of mutual trust in the organization; creating a flexible working culture, active participation culture, and proactive approach, equality.

3.2.4.1. Ensuring “One Team Culture”

Along with flexible working, the separation of employees is one of the problematic outputs by organizations in this process. For this reason, organizations want to keep the collaboration culture alive in this period of change. Regarding this, a participatory team culture: "Of course, it would be great if we could keep and protect the opportunities, such as being able to come together, which is a necessity of being a team here."

One of our participants stated that a flexible working team culture could not be fully achieved, no matter how much it was desired, and that the feeling of being a team should be developed by going to the offices from time to time:

> “If these people are going to be a team, for example, why do we need video chat? Sometimes I think people want to see. In other words, people want to use their five senses to the maximum. Seeing your colleagues and seeing their mimics emerge as a need. To overcome this, for example, I think it would be beneficial to come together for some team meetings.”

Another participant defends the idea of going to the offices from time to time:

> "One of the most important conditions for flexible working to be productive is to be close with employees. We have a coffee chat every day. We try to create a team feeling, but it's not like in the office. Therefore, the fact that everyone is not at the same time reveals the feeling of someone who is wondering if I missed something."

3.2.4.2. Culture of Learning from Mistakes

The flexible working process is new to many organizations but also relatively unknown to most employees. Mistakes are inevitable throughout the

process. Interviews showed that it was learned that learning something from the mistakes made will strengthen flexible working even more. A participant on this topic:

> “In short, I think it will be an advantage to learn from mistakes. This is one of the most important things we try to do at XXX. Second, we can extract learnings from it by revealing the failure. We should try to learn from mistakes so that we can create added value.”

3.2.4.3. Feedback Culture

Feedback is vital for both organizations and employees. While the positive feedback given to the employees by the organizations has positive effects on the performance of the employees (Fredrickson, 2001), it will be a very favorable situation for the employees – the organization if the organizations receive feedback from their employees.

With the transition to flexible working, there have been events that organizations cannot appropriately manage. The feedback culture that comes to the fore here will provide a facilitating effect to solve these problems. A participant on this subject:

> "We may not have been very loyal to working hours at first when working remotely. But lately, I think we've been keeping that balance by warning each other and giving feedback."

Another participant mentions that online meetings have become better thanks to the feedback received about meeting times:

> “The online meeting order should be in the form of a one-hour meeting and a break. We received feedback from the employees that the length of the meeting hours was not healthy, and we thought about how we can manage this business better. As the management team, we shape it with the feedback from the employees. For example, we prefer Zoom over Skype in some meetings.”

One participant mentioned that employees would receive feedback on whether their positions are suitable for flexible working and that feedbacks will be effective in their decision: “I will meet with all employees and get feedback from them. As a result, I will plan which position should work flexibly in the new world. Because we need to do this.”

3.2.4.4. Communication Culture

The development of the communication culture will ensure solid bridges between the organization and the employees in this change process. One of our participants on this topic: “As the management, we managed this process through communication by informing the employees through online environments.”

Another participant stated that they communicate with the employees in any way they can; therefore, the bond between the employee and the organization is kept strong:

> “In this period, we have created an incredible communication strategy, both via e-mails, closed-circuit screens, and SMS.”

3.2.4.5. Ensuring a Culture of Mutual Trust in The Organization

Establishing a bond of trust between the employee and the organization is very important. In particular, one of the reasons behind the success or failure of such transformation periods is trust. Therefore, Manager-employee trust will play an essential role in the success of this system in the flexible working transformation. One of our participants expressed their opinions on this subject: “When we research how the company manages the flexible working process, I understand that employees feel more positive; that is, they trust the company.”

> “There is an adjustment period for both the manager and the employees, but when mutual trust is established, flexible working has become much more efficient.”

Another participant mentioned how vital trust is in this transformation:

One participant stated that there should be a trust bond between the employee and the manager in flexible working order, and if this bond is not formed, this working system will be damaged:

> "A colleague of mine from my team was at the bank yesterday. He had a loan-related business, he got connected from the bank, and we had our phone call from there. I had no idea that he was going to the bank. So we talked there. So it's about the responsibilities of those people. If we could not make that call, the person in my team would take the call to another hour, and he would still make that call. You know, flexible working should be built on a relationship of mutual trust."

3.2.4.6. Creating a Flexible Working Culture

In this transformation process, flexible working also needs to create its own culture. Creating a flexible working culture is very important for maintaining and increasing employee and organizational performance, ensuring the well-being of its employees, and making flexible working an even better working system. A participant on this topic: “If companies do not have a flexible working culture, it will have to be created.”

> “I think that steps should be taken to realize management and employee-based coordination in the flexible working decision. First of all, I believe that since the culture of remote work is very foreign to us, it would be more beneficial to take action to ensure that this culture is internalized and created in people.”

3.2.4.7. Active Participation Culture

Flexible working is a prevalent working order today, but not every organization has to switch. No matter how much this work order has organizational and individual advantages for an organization, there will be a possibility that the transformation attempts without the opinions of its employees will fail. For this reason, organizations have to provide active participants in the employees' decisions in deciding on flexible working and carrying out flexible working.

"But the feedback we get from the teams, we feel very good in the flexible working model, which creates flexibility for us during the day. Sometimes we work, sometimes we stop, but we are on the job. There is no need for all of us to be in Istanbul. We used to be in 6-7 places, and now we are in maybe 30 places. Our general manager was in Ankara today and in Bodrum yesterday. My colleague in my finance team is in Antalya. Like I'll probably be somewhere else tomorrow. Therefore, when that demand came from everyone, we decided very easily."

Another participant stated that the employees' desire to work from home and flexible working were influential in the flexible working decision:

"The teams sought the ideas of their employees within themselves. We sought his ideas both in terms of working styles and motivation. There were two different responses. First of all, working from home is a great advantage, but for example, some of our friends with children also preferred to work from the office. Even during that shift period, they always preferred to come. Therefore, these returns changed according to the situation of the people. Some employees had more difficulties due to social isolation. Therefore, the attitudes of these employees towards flexible working may change according to the living conditions of the employees. But two days a week, the home office application emerged as a general view. '"

3.2.4.8. Equality

A review of the flexible working literature reveals that there may be some inequalities during flexible working practices. In such cases, employees do not prefer to work flexibly. This perception of inequality negatively affects organizational and individual performance. In the interviews, the attitudes of the participants about equality in flexible working are as follows:

"Managers need to be careful about equality. One employee in the team of managers is lucky, and the other employee is unlucky. It should be a system that can be applied to everyone. I think equality is important."

"If there is going to be flexible working, I think it should be for everyone. I mean, even positive discrimination is discrimination, in my opinion. I support female employees with children, but I don't need any extra support. Women don't need this to appear as criteria. For this reason, if there is no special period and flexible working conditions are discussed, it should be equal for everyone."

3.2.4.9. Proactive Approach

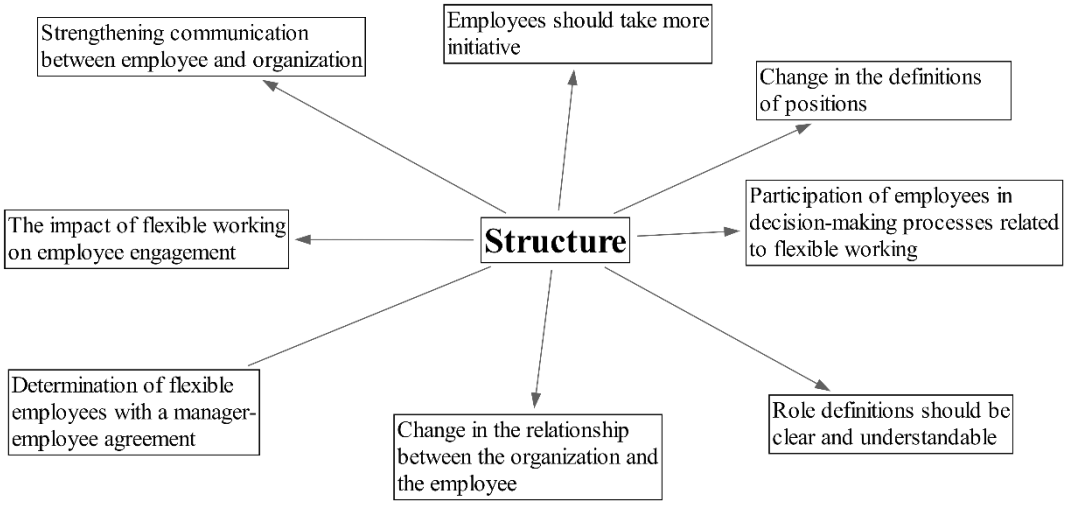
The proactive approach offers organizations the chance to plan and calculate the challenges this plan may face. Organizations that follow a proactive approach can solve application problems experienced during the transition to flexible working more quickly because they are prepared. Thus, they maintain the trust of the employees in the flexible working system. A participant about this issue:

"All the head office employees worked from home before switching to flexible working, and we saw that this process went very well. We had a few problems. We took precautions for these problems and gave it to the whole company to work the following week flexibly."

3.2.5. Structure

Under the theme of structure, there are eight sub-themes. These are the following sub-themes (in Figure 3.5.): change in the relationship between the organization and the employees; the impact of flexible working on employee engagement; change in the definitions of positions; employees should take more initiative; determination of flexible employees with manager-employee agrees; role definitions should be clear and understandable; strengthening communication between employee and organization; participation of employees in decision-making processes related.

Figure 3.5 The Code Map for Structure



3.2.5.1. Role definitions should be clear and understandable

The roles of the employees in the flexible working period should be defined clearly. It has been said that if these definitions are not clear, the performance of the employees may not reach the desired level. A participant's words on this subject are as follows: “Role definitions need to be clarified. Roles need to be defined much more clearly; since face-to-face communication with employees is decreasing. Therefore, role definitions need to be reviewed here as well.”

3.2.5.2. Employees should take more initiative

The participants stated that the employees should take more initiative to transition to flexible working order in the interviews. One of the participants explained his opinion as follows: “Employees need to be guided so that they can take initiative were necessary for their work. We had an autonomous system, but the flexible working process also supported autonomy.”

3.2.5.3. Change in the definitions of positions

With the employees starting to work outside the traditional order, different needs of the organizations have begun to emerge. New positions born with flexible working can also be counted among these needs. A participant on this subject:

"The job descriptions of some roles have changed, or new position needs have arisen, and we have fulfilled these position needs by bringing inside friends to the roles. Therefore, with the transition to flexible working, different aspects began to emerge in terms of career planning, roles and units began to emerge that we had never thought of before."

3.2.5.4. Change in the relationship between the organization and the employee

In constant communication in traditional work, individuals have to maintain contact in the same building far from each other by establishing more effective relationships with flexible working. In particular, the relationship between managers and employees has become even more critical with the transition to flexible working. Addressing this issue in the interviews, the participants expressed their thoughts as follows: "Due to remote working, we may have problems communicating with employees. Therefore, we need to take actions to increase and improve communication."

"I held two meetings a week with my team. Someone to listen to them., What problems are they having? We did it for a little more conversation. The other one was more about work. We tried to listen to the employees."

3.2.5.5. Participation of employees in decision-making processes related to flexible working

Organizations are committed to seeking the opinions of their employees on how to run the business, along with the autonomy they give to employees with flexible working. Employees who have a say in decision-making can increase their commitment to the organization. Participants explain their ideas about employees having a say in decision-making as follows:

"Employees may need to take the initiative while working flexibly. No matter how much the work is planned, some issues arise in the instant work process and need to be decided. "

"A survey was conducted with the participation of all directors in the company for flexible working after the pandemic. The result obtained indicated the intention to continue this flexible working. We concluded that it would be sufficient to come together to get socialized. The employees' opinions were also taken on this issue, and about ninety percent of the company thinks that flexible work should continue."

3.2.5.6. The impact of flexible working on employee engagement

One of the participants' reservations about flexible working was the loss of employee engagement in the interviews. Participants argued that actions should be taken to strengthen this:

"For us, employee engagement is critical. Even if employees work remotely, it is crucial to keep the employee energetic and to feel that they belong to the company."

"The number one issue we need to change and improve right now is employee engagement. It was much easier to establish that bond when you were physically in the same environment. Second, how can we differentiate these engagement activities? This is important. Maintaining that motivation and connection is very important. When it comes to HR, there is a lot of paper and signature work. There may be a project where we can do these a little more systematically."

3.2.5.7. Determination of flexible employees with a manager-employee agreement

For flexible working to be efficient, the employees must want to work in this working order as much as the organizations support this working style. Since there are many flexible working models, choosing the most suitable working model for the organization and the employee will make it easier to achieve the desired results for the organization and the employee. The opinions of our participants on this subject are as follows:

“I think employees should have a say in determining flexible working because otherwise there is no flexible working, only alternative working. Yes, the working hours are somewhat alternative according to the determined working style, but it is flexible, the hours determined by the employee and the manager are better.”

“The situation we have experienced is that an agreement must be reached between the employee and the manager for flexible working.”

"So, a few meetings were held on Zoom, and the managers evaluated the process for their units. It was discussed whether these units could carry out flexible working. Weekly meetings continued. But at the meetings, we got everyone's opinion. We also conveyed our views to our employees."

One participant stated that with the spread of flexible working, employees would also start to have a say in flexible working arrangements:

“It used to be at the discretion of the manager. If your manager approves, you could work flexibly on certain days, but now their perspective has changed. Because people understood that everyone could work flexibly in the same way.”

3.2.5.8. Strengthening communication between employee and organization

As organizations experience flexible working, they have realized that the communication link between employees and the company should be maintained. Therefore, they have taken some actions to protect and even strengthen this bond. Below are the opinions of the participants on this issue:

"Everybody gets their coffee. Let us sit down and talk about the day. For example, such applications can be added to the daily agenda to keep the social part of the business alive."

“It was necessary to introduce new communication methods. Previously, we did not have an online meeting culture. We held all meetings face-to-

face. Therefore, I can say that the most important factor for us was to develop the online meeting culture and remote team management."

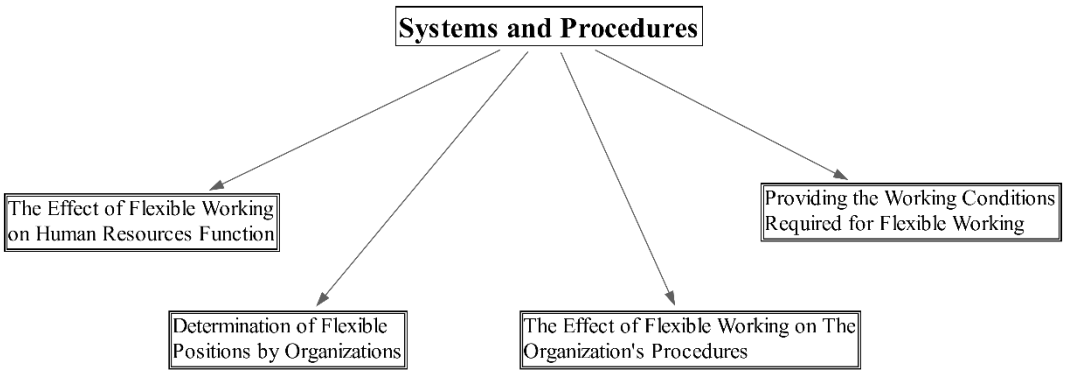
"Communication has become essential to us. I think it has become important for all companies. What and how you communicate with the employee is very important. Our strategy is transparent communication at this point."

3.2.6. Systems and Procedures

System and Procedures represent organizations' performance systems and human resource management approach, policies, and procedures.

Under the theme of System and Procedures, there are four sub-themes. These are the sub-themes as seen in Figure 3.6: the effect of flexible working on human resources functions; providing the working conditions required for flexible working; the effect of flexible working on the organization's procedures and determination of flexible positions by organizations.

Figure 3.6 The Code Map for Systems and Procedures



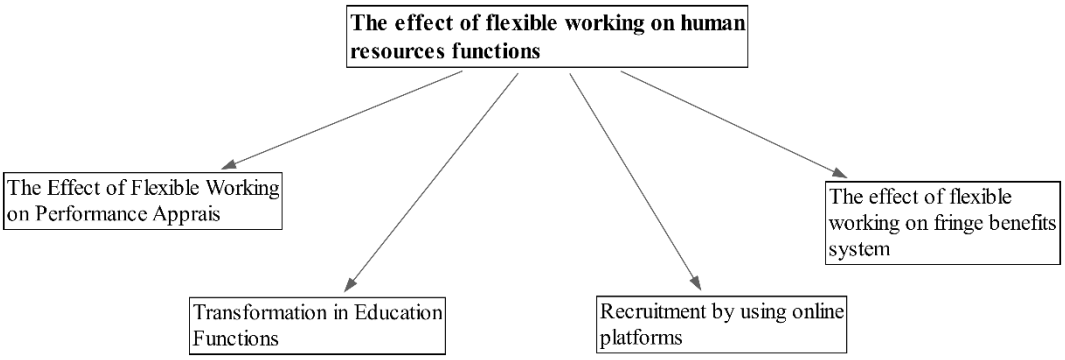
3.2.6.1. The effect of flexible working on human resources functions

As a result of the analysis of the interviews with the participants, it was seen that five different sub-themes emerged under the theme of transformation in Human Resources Functions. The human resources functions were highly active and led the

transformation in this process. A participant in the change of positions in human resources with flexible working:

> "Almost everything has changed in human resources with flexible working. We started working remotely. All of our friends have been working from home in this way for five months. It is a minimal number, or almost no one is coming to the office. Because we only accept those who come to complete their work. We are trying to provide opportunities for those friends to work from home as well. The biggest change was the shift to flexible working. Of course, to all leaders in terms of this mindset. It has brought a serious change. Our digitization speed is very high because we take more serious steps towards becoming more technological than a classical operator. This has accelerated our digitalization much more. Let me give an example. For example, recruitment processes in HR have been digitized since the first week. In other words, as a mindset, this business came out of the crisis management mind very quickly. We were doing our interviews physically, and they were translated online. We had some applications. They were changed online. The second change is onboarding. We turned it into a digital onboarding for five months. We recruit people and initiate the digital process remotely. Several digital apps have entered our lives. Third, the education side. Education was something we have been using for one year to change up-skill and out-skill content. However, it has been completely digitalized. Instead of stopping the training for the last five months, we have been doing it completely digital. Online education is managed in the form of virtual classes, communities where people come together. Therefore, we have converted many pieces of training on the learning and development side to digital. Apart from that, we also made changes on the communication side. I can say the following in my personal experiences with the feedback I received. Although we could not get together at the office, we came up with a communication agenda that created much engagement even though we came in the last five months."

Figure 3.7 The Code Map for The Effect of Flexible Working on Human Resources Functions



3.2.6.1.1. Recruitment by using online platforms

One of our participants working in Human Resources stated that they have adapted to this system with the flexible working of their organizations and are recruiting online. He also expressed the change in recruitment procedures with the transition to flexible working with the following words.

> "Normally, we were posting our advertisements, receiving our applications, physically inviting them to the office, conducting interviews, and we always had assessment centers for passers-by. We give cases, and we make role plays. Apart from that, we were inviting him to the office once again, we were observing. All these processes are now done entirely on online platforms. We also have an app before the person comes to work. We start onboarding with this app. We provide that application to accompany that person for 90 days. Instead of bombarding the person with information, we post weekly content. We provide from basic information to more in-depth information. Let me give an example, we recently hired a CFO, and we did online onboarding. No one physically saw him in this process, but he worked with us for three months. We have hired two directors, and they have been working with us for 1.5 months. So, they did not see anyone. But, we handle our leadership meetings with them."

Another participant stated that they adapted to the new system quickly and ran without interruption with flexible working.

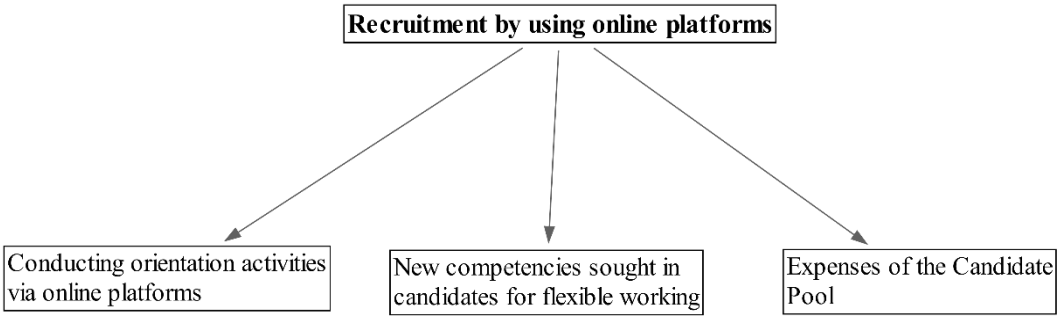
> “Let me give an example. Recruitment processes in Human Resources have been digitized since the first week. After a few weeks, we started to think about turning this into an opportunity and using it more effectively. As a result, we manage the recruitment processes end-to-end digitally.”

In the interviews held with the participants, it was stated that the online job recruitments were not different from the traditional recruitment, and the individuals who joined the organization quickly adapted.

> "We even recruited for the manager position. It was our first experience, and she had not met her colleagues face-to-face for months. However, we did the entire orientation process online in a very convenient way. He easily made acquaintance meetings and information meetings with everyone and adapted very quickly. So he adapted much quicker than I expected."

Although the participants say that the recruitment system adapts easily to flexible working, it seems inevitable that some improvements should be made to work more effectively. It has been observed that some tests, mainly applied to candidates, need to be developed more. One of our participants: “We have already done online tests for recruitment during flexible working, but I think that enriching the measurement part would be a plus for online recruitment.”

Figure 3.8 The Code Map for Recruitment by Using Online Platforms



a) Conducting orientation activities via the online platform: During Flexible Working, organizations continued to recruit. One participant stated that some new employees who started to work had problems with adaptation. While all employees were working flexibly, these new employees also switched to flexible working, and new employee orientations had to be online.

> "I think that new employees have adaptation problems. Because instead of asking a quick question to a friend next to you, you need to call now. There is anxiety because he is starting a new job. "

Another participant stated that the orientation process is very critical and used the following statements:

> "We also had an important orientation process, such as sending them the equipment they can work with, making them feel part of a team and making them work in that team."

b) The effect of flexible working on the candidate pool: In the interviews, they gained some advantages that they did not encounter in the traditional working period, together with the fact that the organizations preferred flexible working practices. One of these advantages is the expansion of candidate pools for organizations. In a study conducted during the pandemic, organizations define flexible working after Covid-19 as an opportunity to expand their talent pool (Mercer, 2020). With flexible working, opportunities to employ suitable candidates for the position they seek have emerged from different districts, different cities, and even different countries. One of our participants:

> "Currently, when you are looking for a candidate for a job position in a place like Istanbul, you can find an excellent candidate, but this candidate may be living on the other side of the city. There is the problem of commuting, or this candidate, who is experienced and competent, may even live in another city. I think that such problems will disappear with flexible working."

Another participant stated that home-work distance would not be seen as a problem for candidates with flexible working practices:

"As a human resources manager, I believe that in the future, the candidate's living far from the office will not be a problem or will not be considered as a fundamental criterion."

c) New competencies sought in candidates for flexible working: Participants say that the recruitment system has entered a new era with flexible working and that some sought-after core talents will be important in selecting candidates. The first of these abilities is self-study disposition. Participants think that individuals with a tendency to work individually are preferable. It is stated that the second core skill sought in the new period is the predisposition to digital work. During flexible working, information technology tools will be the tools that employees use constantly.

For this reason, the participants said that the inclination to digital work would be an essential competence in the new period. The third and last core ability is the tendency of employees to work remotely. The participants say that some employees are not suitable for remote working and happier employees in office life. For this reason, remote working competence will play an essential role in candidates who are sought for a flexible position.

3.2.6.1.2. The effect of flexible working on the fringe benefits system

With the transition to flexible working, it is foreseen that some changes will occur in the employees' fringe benefits. This issue was also mentioned many times by our participants in the interviews.

Regarding fringe benefits, one of the participants said: “Some changes have been made in the flexible working process as company management and human resources, regarding wages and fringe benefits.”

Another participant said that new fringe benefits would appear in different forms and expressed his opinion on these fringe benefits:

"If the employee does not have the internet at home, he/she will have to have internet connection or different fringe benefits such as supporting the employee's bills because he/she works at home will come up. These side rights never existed until now. Some companies provide an internet

connection to employees' homes. It covers part of the electricity bill. I think such different side rights will come to the fore."

The following three major issues emerge in this theme:

a) ***Organizations provide meal support to their employees:*** Participants agree that with the transition to flexible working, organizations should continue providing financial support for lunch if this was already in their benefits package. They envisage that the meal card or meal provided at the workplace should be applied to all flexible working employees in the same way. One of our participants on this subject:

> "I think an important point here is that we conducted surveys in the company, we held focus groups on what kind of flexible working model should be. If you provide meal or meal card service to your employees in the traditional working order, you must continue to provide this service in flexible working order as well."

b) ***Supporting organizations to create a physical workspace for their employees:*** In organizations that switch to working from home, the working areas of the employees need to be arranged. In the interviews, our participants said that after they switch to working from home or remotely, the necessary equipment should be provided to make their employees' homes or places suitable for work. A participant on this subject:

> "So, employees need an office chair, laptop, keyboard or a mouse that fits their wrist. According to the results, an internal survey determines these needs, and a budget is provided for these areas."

Another participant stated that their company provides support to their employees regarding office supplies.

> "Working from home, for example, provided desks to employees who did not have a desk at home. As a working environment should be prepared for their home as per the company procedure, the company provided support for this."

c) ***Meeting costs emerging from working flexibly:*** With the preference of flexible working practices, especially with the spread of working from home, employees have started to use their homes as workplaces, and they have started to use electricity, water, or heating equipment in their homes during working hours. One of our participants summarized the policies of the companies in this case as follows:

> "Even if someone uses his home as an office, some different payments regarding fringe benefits must be mandatory for companies. Some of the electricity he uses in his house has to be paid for by the companies. I think certain frameworks should be drawn on such fringe benefits."

d) ***Providing internet bill or internet connection support to employees is critical:*** Remote access tools used with flexible working, online meetings, internet connection are of great importance. In the interviews, the participants also mentioned that the employees of the organizations should be supported on the internet.

> "We also provided internet bill assistance. If they already have internet, we paid their bills; if they do not have internet, we paid for them to have an internet connection. Because the internet is essential, flexible working cannot be sustained without an internet connection."

Another participant stated that as a company, they support their employees with the internet costs:

> "We supported the employees who do not have the internet at home to have an internet connection at home. We tried to comfort the employees by providing mobile internet facilities to the employees who have problems with the internet."

e) ***Providing the hardware support needed for flexible working:*** Employees need technical equipment while working flexibly. It has been observed that organizations provide this technical equipment to their employees to fulfill their responsibilities. A participant commenting on this matter: "There were those who preferred desktop computers, and we sent this

hardware to them. We transported the office appliances, cameras, headphones, and chairs to those who needed them at home."

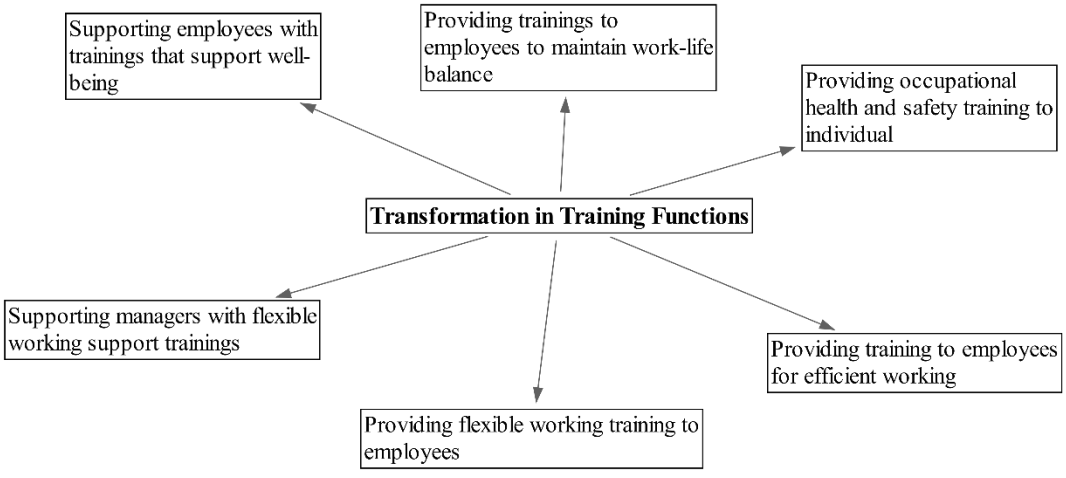
Companies that move from traditional to flexible working may need training on many issues. In these new working types, the needs of the employees will also differ. One of our participants expressed his thoughts on this subject: "The importance of online training will continue to increase. As a company, we will invest more in this area."

Another participant mentioned the pieces of training needed: 'Developing managers on the education side will be more important. Managers will need to be aligned with flexible working rather than standard classroom training."

3.2.6.1.3. Transformational Training Function

Training functions emerged with the following sub-themes.

Figure 3.9 The Code Map for Transformation in Training Functions



a) Providing flexible working training to employees: An operational manager who participated in the interview mentioned that employees who experience flexible working after traditional work need some competencies to work flexibly effectively, so training flexibly can be organized. The participant expressed his thoughts: “Remote working requires training because it is a different culture. There must be discipline in flexible work.”

Another participant stated that training on flexible working and digital platforms that individuals should use is necessary and that thanks to this training, employees' productivity can be increased by working flexibly: “Employees should know how to use online platforms. So he should be getting training on that.”

The participant, who is a human resource professional, states that training is necessary for online meetings to be more efficient: There is the topic of "virtual meeting effect". It is imperative to create interaction when meeting digitally. Therefore, there should be training on virtual meeting effectiveness."

b) Providing training to employees to maintain work-life balance: One of our participants working on the operation side talked about the deterioration of work-life balance among flexible working experiences. He states that the working hours of individuals, especially when working from home, shift to very late hours, and training may be necessary in this regard: “The private life of flexible working individuals has been completely violated. Everyone is online on skype, and everyone is working until bedtime. So, there is a need for such training.”

c) Providing training to employees for efficient working: When employees experience flexible working, they may find it difficult to adapt due to some aspects of traditional working. One of them is the issue of efficient working. Employees who are constantly online and encounter a way of working that they have not experienced before may need to work efficiently.

One of our participants, who stated that there was a need for efficient working training, expressed his ideas as follows:

> "There should be training on how to separate home and work life, how to manage time appropriately, and how to work efficiently at this time."

d) Supporting employees with training that supports well-being: Although flexible working practices bring many advantages for employees and organizations, they also reveal some disadvantages. Situations such as not being able to meet the socialization needs of the employees, lack of communication with their colleagues, feeling lonely, or feeling physically tired may occur. Participants also suggested some training to avoid such situations. For example, a participant working in the operational field expressed his ideas as follows:

> "We gave online physical training classes, yoga, and pilates classes to keep the employees' physical activities alive while they are at home. Apart from that, we have translated the dietitian interviews about healthy eating online. Again, we had training on family relations."

e) Supporting managers with flexible working training**:** Flexible Working has been fundamental for managers to communicate well with their employees and prevent communication accidents. However, establishing the right expectations about the employees and making the proper work distribution are the issues that can challenge the managers after flexible working. One participant made the following judgment related to the need for training on flexible working: "I think that managers need training on how to set their priorities, how to control their team, how to provide flexibility to their employees, how to balance the physical and mental health of employees."

f) Providing occupational health and safety training to individuals who will work flexibly: With flexible working, accidents in the workplace will lead to homes or other working places. Therefore, employees' problems related to ergonomics are also related to occupational health and safety. A participant on this subject: "I think that there is a need for occupational health

and safety training in flexible working so that employees can prevent occupational accidents at home.”

3.2.6.1.4. The Effect of Flexible Working on Performance Appraisal and Reward Systems

The performance evaluation system applied in traditional work should be updated again and the transition to flexible working. In the interviews, the actions of the organizations regarding the performance systems during the flexible working period were frequently mentioned:

> "Of course, it is important to set checkpoints. So, are things being delivered? Because the important thing for us was the delivery of the works, what time was it? But, apart from that, did he get up early in the morning or work in the evening? It does not matter if he worked from home or outside. It is important to get the job done."

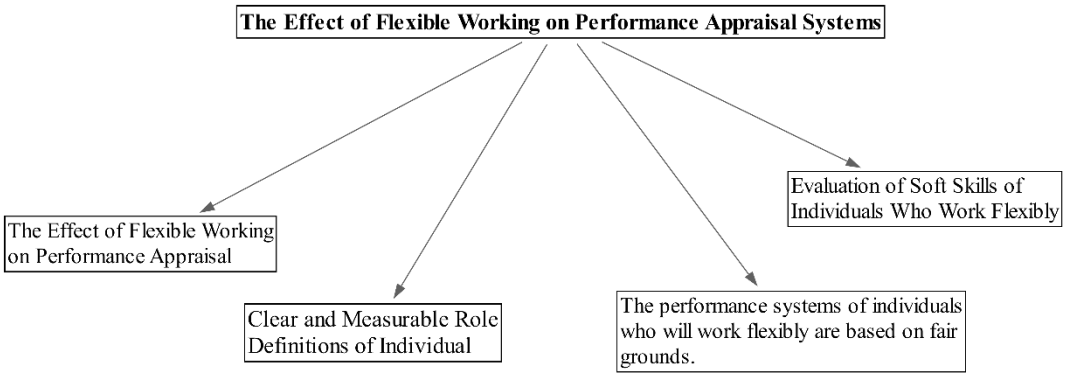
One participant stated that the performance of employees in flexible work could be evaluated with a more structured performance evaluation system:

> "A more structured output performance monitoring is needed. As far as I know, performance evaluation is once a year. Of course, these will be much more difficult when we sit down with someone we work remotely with once a year and decide their performance. That's why I think that there should be performance criteria that include much more measurable metrics and are much more clearly defined, and systems should be created in which people can be followed."

Some participants said that if the performance system to be restructured during the flexible working period has stringent rules and constantly monitors the employee, their commitment to their organization will decrease:

> “When we look at our employee profile, if we use a follow-up system and try to impose such a working model, this will probably seriously damage our employee loyalty. We have no such intention.”

Figure 3.10 The Code Map for The Effect of Flexible Working on Performance Appraisal



a) The Effect of Flexible Working on Performance Appraisal Systems: A participant, who is an operational manager, described the way they followed during the flexible working period for performance evaluation as follows:

> "Yes, we do individual performance monitoring. We form a team, and we define the people in the team. When you enter the Project tab, as soon as all the steps to be done in the project are listed one by one, you associate them with the people, assign them a due date, and as soon as you assign them as you need to complete this work by this time, the system can both report the unfinished works to you and identify the works that are completed early and provide you with your management via the dashboard. "

A human resources professional participant, on the other hand, says that performance should be evaluated based on outputs in the flexible working period:

> "Some companies are working with targets, but we are progress-oriented. Can they fulfill what is desired and give those outputs, rather than where and how many hours people work? We are evaluating that."

b) Clear and Measurable Role Definitions of Individuals who Will Work Flexibly: One of the crucial issues in evaluating the performance of flexible working individuals is that the roles become defined and specific. Defined

roles make it easier for employees to understand what is expected from them while making it easier for managers to evaluate performance: “If I know what I want in my employee and what she/he should do, it is none of my business whether she works at home, works in a cafe, or works outside.”

Another participant also expressed in support of this view: "Because we know the desired outputs from our colleagues' positions in remote access or remote work, we have had the opportunity to perform performance evaluation more positively in this sense."

c) Evaluation of Soft Skills of Individuals who Work Flexibly: Strong communication with flexible working has become more critical than traditional work. One of our participants:

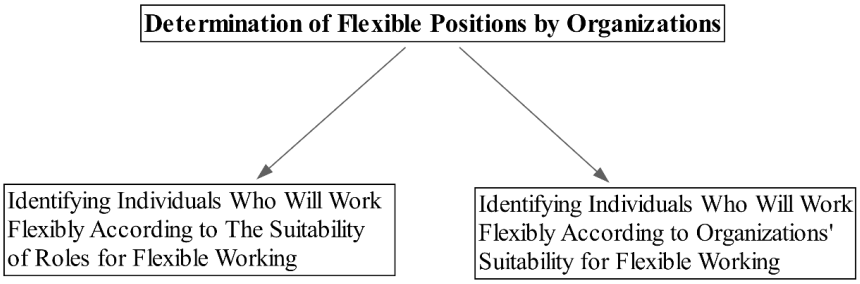
> “Most companies hold performance evaluation meetings every six months or once a year. For example, it draws attention to the extent to which some people participate in social activities. If it is low, decisions can be made for the employee to improve their presentation skills.”

d) The Performance Systems of Individuals who Will Work Flexibly are Based on Fairgrounds: Our participants stated that great attention should be paid to the fairness of performance evaluations of flexible employees: “The workload of the employees and the functions of each of the employees should be known by the department managers. However, this can make it difficult to be fair when measuring performance.”

3.2.6.2. *Determination of Flexible Positions by Organizations*

There are some decision-making processes in organizations that prefer flexible working practices. One of these decision-making processes is the criterion on which flexible personnel will work. Some participants argued that almost the entire organization could switch to flexible working in the interviews, while others argued that some departments could be transitioned. In addition, it was mentioned that the employees' characteristics and personal needs should be taken into account in the transition to flexible working.

Figure 3.11 The Code Map for Determination of Flexible Positions by Organizations



3.2.6.2.1. Identifying Individuals who Will Work Flexibly According to The Suitability of Roles for Flexible Working

A Human Resources professional participant stated that almost all of the organizations could work flexibly during the flexible working period:

> "Ninety-five percent of the companies I saw during the flexible working period were able to work from home. This is a huge number. Within this ratio, there are different departments from accounting to finance, from customer service to marketing. He sees that every department can work from home with this technology infrastructure under the following conditions. As I said in the future, companies can run all their business from home. "

Another participant mentions that there are positions that can run their business from home, but there are positions that cannot:

> "There are jobs that can be carried out from home, and there are jobs that cannot be sustained. Work that can be carried out from home has already shifted to working from home. It is impossible to pass operational works in the field that cannot be carried out from home."

Another participant stated that there would be segmentation between positions in flexible work:

> "In that sense, I think that while the flexible working rates of those working at the desk will be at the highest level, the flexible working rates in

production will be at the lowest level. For example, an employee working in occupational health and safety needs to be in the field and may not be able to work from home."

Some participants stated that a business requirement-based determination is the most accurate method during the determination of individuals to work flexibly:

"Is there a need for a person to come to work or not when deciding to transition to flexible working? According to the question, people who will switch to flexible working were determined. We are a company of 3000 people. We analyzed what percentage need to come to the office based on business requirements, and we identified for how many we cannot create any flexible working opportunities."

Another participant stated that even in business requirement-based segmentation, people who will come to work would not have to come to their work every day:

"We do not tell people who come to the office due to business requirements to come to the office every day. We ask how many days you need to come. In other words, there is no such thing as coming to the office every day, and it will come with certain frequencies. It looks like we can offer serious flexibility to almost anyone."

3.2.6.2.2. Identifying Individuals who Will Work Flexibly according to Organizations' Suitability for Flexible Working

Participants mentioned that the practices are sometimes unfair since employees in some departments do not work flexibly even if their departments are suitable for remote work:

"Office-based employees switched to flexible working, but our shipping offices or our terminal did not switch to flexible working. Our stations are open. Therefore, we continued in those areas, but working models and changes occurred on the human resources side."

While determining flexible positions during the interviews, it has come to the fore that applications can be made for the characteristics and needs of the employees:

> "I think we will have to go beyond the standard rules for all employees with flexible working. So there may be a general principle in flexible working. But I say what a colleague need is a different flexible working style. Suppose an employee comes to me and says that I have to take care of the child during the day and I have no one to leave. That's why I attend daytime meetings for a maximum of three hours, but I prepare reports all night. I think this is acceptable. At least, I think accepting it this way and working on it will make us stronger."

The views of another participant also support this fact:

> "Personal needs are very important; for example, I have two children. I'm taking it somewhere in the morning, or my wife works far away, and I have to stay at home. Can people balance their work-life with their home life? Can we evaluate them by looking at their output? We're trying to understand that."

3.2.6.3. The Effect of Flexible Working on The Organization's Procedures

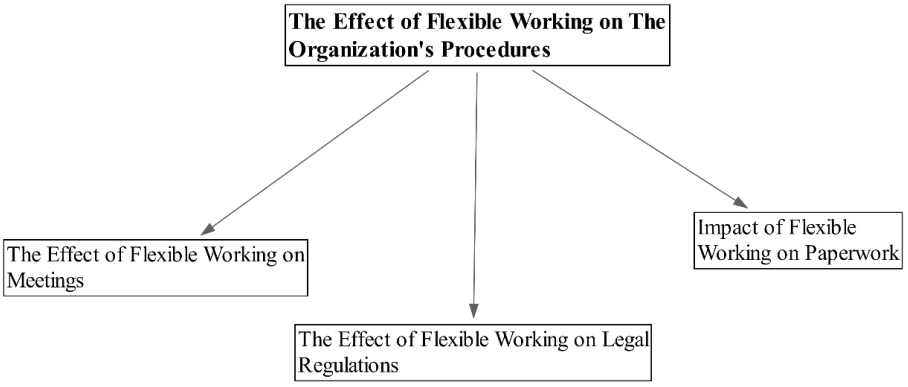
With the decision of the organizations to switch to flexible working, it has been seen that some procedures continued in traditional work are not suitable for flexible working. Cases such as paperwork, wet signature requirement, or dress codes attract attention.

Those cases, such as wet-signature processes, which do not experience offices with flexible working problems, are a problem for employees. One participant gave information about how they overcame this problem: "If critical signatures are required for some signing processes, we sent the documents to the executives' homes for them to sign."

Companies have tried different ways to prevent problems due to changing working styles and establish healthier communication with their employees. A

participant on this subject: “Of course, we saw our shortcomings in this regard, and we took such an action, thinking that it would be more beneficial to create a web portal and announce all communications, works, procedures in the company through this portal.”

Figure 3.12 The Code Map for The Effect of Flexible Working on The Organization's Procedures



3.2.6.3.1. The Effect of Flexible Working on Meetings

With flexible working, it is seen that online meetings replace physical meetings. Our participants described this transformation as follows: “We held all of our meetings over Skype and online platforms via zoom.”

Another participant made a statement in support of this view: "While using the online meeting tool only in international meetings, we have now started to use it even in the same building."

Online meetings, which are now a standard with flexible working, affect employees and organizations differently. A human resources professional on this subject:

> “For example, the meeting management here, and our employees were complaining a lot about the general meeting management. Because it was more challenging to find a meeting room in the physical environment in the past, it was not easy to find those meeting rooms and ensure that everyone can arrange themselves appropriately. Still, we also know that we are

constantly meeting because of the online environment and that the employees complain a little more about this. In other words, you can hold meetings instantly from any medium without the need for a physical environment, both an advantage and a disadvantage."

3.2.6.3.2. Impact of Flexible Working on Paperwork

While paperwork in offices can be carried out physically in traditional work, flexible work needs to change. In the interviews, it is seen that organizations also have ideas in this direction:

> "Even in the auditing of the accounting department, auditors want to see printed papers. This can be achieved with CD, but it is not enough. They want to see it on printed papers. Therefore, we need to develop for this to happen."

Some organizations have taken steps to transform paperwork. As an example of this: "We have turned some paperwork that requires physical approval into e-mail confirmations."

Another participant, regarding the transformation of paperwork:

> "Paperwork is still at an important point, especially in well-established sectors. It is also necessary for these works to turn into soft copy and be done with digital approvals, digital signatures, and digital security processes. Along with flexible working, there seems to be a need for a change in this regard as well."

3.2.6.3.3. The Effect of Flexible Working on Legal Regulations

Even though organizations are moving to flexible working, there is a need to improve the legal regulations designed according to the traditional business model and flexible working inclusive. Legal uncertainty can negatively affect organizations and employees and even complicate the transition to flexible working practices.

One participant also expressed this uncertainty. Some opinions on this are as follows: “How will the labor law regulate flexible working? How will it define working from home, remote working, and other forms of flexible working? We do not know the answer to any of them." Another participant highlighted that “There is no flexible working regulation. You can legally work from home, and it defines it, but there is no regulation including what must be followed.”

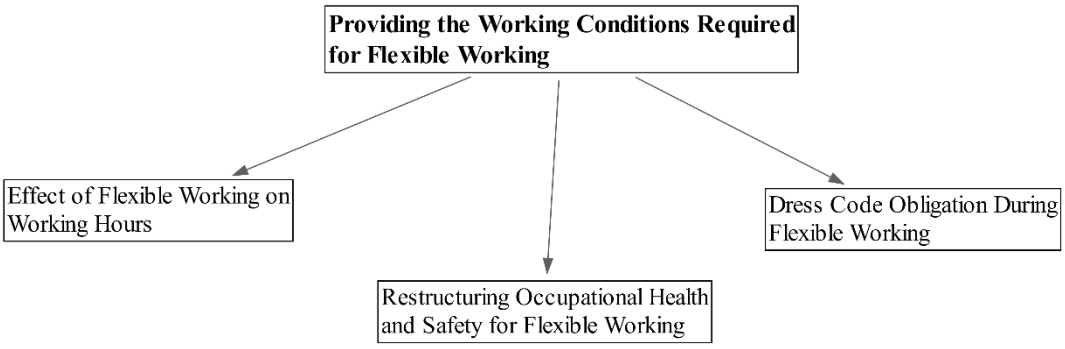
> “We can manage flexible working within ourselves, but is there a study on this in the labor law? Because employees create an office space in their home. There may be billing charges. There may also be a rental expense related to this. These situations need to be clarified. “

A participant working in a technology company said that if there were no legal obligations, working from home would continue ultimately because organizational productivity increased: “Unfortunately, if there was no legal obligation, we did not have any problems regarding the efficiency of working from home. There were no complaints from the employees either.”

3.2.6.4. Providing the Working Conditions Required for Flexible Working

In the traditional working period, while the employees' office arrangements and dress codes were under specific rules, the necessity of changing these rules has emerged with the transition to flexible working. In addition, it is seen that organizations must make some updates in their working conditions. One participant explained the working order that should be together with flexible working as follows: “Employees have to be able to attend meetings if their phones are available. When they are called, they have to answer and be available to their e-mails. They should not lose their ties to the system.”

Figure 3.13 The Code Map for Providing the Working Conditions Required for Flexible Working



3.2.6.4.1. Dress Code Obligation During Flexible Working

In traditional work, employees go to their workplaces by paying attention to certain dress code practices. However, the interviews revealed that this dress code application lost its validity with flexible working and caused some problems. A participant on this topic:

> "Even if working from home, there should be a dress code, especially in video meetings, and the employee should comply with it. More precisely, they should not break the company's dress code that will not shake the person. On the other hand, they should determine a dress code, especially during interaction with customers and third parties. In online meetings, the layout of their rooms has to be accordingly."

3.2.6.4.2. Restructuring Occupational Health and Safety for Flexible Working

Since occupational health and safety has been developed by taking the traditional working type, there is an uncertainty about this issue regarding the employees who switch to flexible working. Therefore, necessary steps must be taken to correct this situation. One of our participants on this subject:

> "Just as there are many precautions we are taking at the office right now, it is necessary to make sure that people provide them at home or not. We

provide as much training on this as possible. We share information, but the simplest are computer cables and adapters that go from place to place. Some things can create a lot of physical problems. People should pay attention to these things.'"

Another participant mentioned the importance of ergonomics:

"I think ergonomics is again the most important thing because one way or another, you cannot provide the working conditions in your office one hundred percent. So the chair was taken, but your table may not be suitable. People can work at home sitting for longer hours. You know, since there is no sociability in that office, he sits in the morning, maybe he finds the evening without even getting up. These may cause problems in the future."

The uncertainty of the legal framework in this regard is also one of the issues mentioned explicitly by the participants:

"Another important issue in flexible working is the legal framework. How will occupational health and safety work here? Of course, these are the questions that come to our minds."

Some organizations have taken quick action regarding these regulations. One of our participants on this topic:

"It may be necessary to explain the human resources strategies together with the occupational health and safety dimension and financial strategies. Since our company's primary priority is occupational health and safety, we quickly determined remote working practices. We have taken actions on the safety of the working environment in the home of our colleagues who will work from home, the adequacy of the information processing tools they use, and their comfort in the home environment."

3.2.6.4.3. Effect of Flexible Working on Working Hours

Participants generally stated that while working flexibly, employees should have "joint working hours". In other words, they say that although space and time

are flexible, certain hours should be defined for all employees to reach each other. A participant on this topic:

> "If there will be flexible working, the employees cannot work at the time they want. Whether at home or elsewhere, they must be ready in the system at certain time intervals. The company should also determine those hour intervals. It has to be standard hours where everyone is accessible."

> "The joint working hour needs to become a principle. For example, someone who works from home can work the hours he wants, but the company must have identified common working hours. Because if you are working as part of a team, this team needs to be a joint working hour."

Some participants said that their employees could use flexible working hours to improve their performance:

> "So, some employees are not very productive in the morning, they work better in the afternoon or evening. In fact, for years, we have forced such people to work at full performance from 09.00 in the morning. Maybe that was not the right thing. Therefore, since everything is about personalization technologically, I think it would be more efficient and meaningful to personalize the working models and flexible working."

Again, the participants also expressed the system where employees decide these flexible working hours and are autonomous in choosing these hours: "A structure where employees manage their working hours may be more reasonable. Taking breaks on their own can be an advantage for employees."

3.2.7. Management Practices

With organizations' decisions to transition to flexible working, managers have become the ones who regulate the relationship between senior management and employees. However, the thoughts of the managers about flexible working seriously affect the efficiency of this working style. In the interviews, our participants underlined that many management practices need to be considered on flexible working. Some of those:

"The manager should play an important role in the distribution of work. If it is very clear who will do what, if the manager behaves like the orchestra conductor and sets up his team and distributes the responsibilities, I think there will be no problem. I think this is the most important issue."

"Delegation of responsibility and testing. Checking the responsibility allocated instead of the hours worked Because when you check whether it works from eight to six o'clock, you cannot get the answer to whether the most important thing for you is done. All the work is properly distributed to those responsible, and their follow-up is done in a work phase. I think a system should be established to do this."

Another manager stated that she took on more than one role with flexible working:

"Yes, I feel some deficiencies in myself while working flexibly. The roles between technical management and administrative management are constantly changing. I have read both blogs and articles to follow the current situation on how to manage these processes."

Another participant stated that with the transition to flexible working, managers should observe employees much better:

"For me, my chance to observe people's emotional states or reactions is gone. Some of the decisions I make due to my position may have direct or indirect effects on people. I can normally observe this in the office environment. Moreover, maybe at some points, I had a chance to make second and third contacts, have more private conversations, and tell them to understand, digest, or overcome the situation. Now we do not have such a possibility when working remotely. That is why people's observations have become much more important."

"When I think long-term, how can I keep the interaction with such a large team alive, or how can I get to know a new member of my team during this

process, if I were a new manager who joined the team. I would have a much harder time working flexibly."

3.2.8. Working Unit Climate

In the interviews, it was stated that flexible working arrangements could affect the communication between their colleagues. Some employees cannot interact with their colleagues in flexible working arrangements, and therefore their productivity may decrease. However, it has been stated that different flexible working practices in the organization may be negatively affected, and the working unit climate may be adversely affected by this situation:

> "There are employees who miss the office environment and are fed by that Interaction. Because some people feed off of face-to-face communication in the office, sociability increases their productivity. As I said, some lost their motivation because they could not find interaction in the office."

It was also stated that due to the sense of discipline in the office, efficiency increases:

> "When some employees come to the office, there is a perception that we have to work hard here, and of course, the perception of discipline and work becomes very different when they work under supervision, that is, with the leader of the team, with their senior colleagues."

One participant mentioned that they tried to preserve the feeling of "being a team" during the transition to flexible working as well:

> "Especially during the flexible working process, we tried to establish the 'one team' setup more, including offices abroad."

One participant mentioned that the issue of their colleagues is crucial to them and stated that they do not want to lose it: "One of our strongest dimensions in the employee loyalty surveys conducted by our company is 'the colleagues'. We do not want to lose that."

Some participants, on the other hand, have an opinion contrary to these views. For example, one said that with flexible working, inter-employee relations improved, and they became even more creative:

> "They could not do that when they were in the office. They held brainstorming meetings, and they held R&D meetings to see what we could produce. They cannot do this in the office. They do not have much energy left. We are aware that the performance of some units decreases while they increase the performance at some point. But, this is due to environmental factors. Environmental factors affected these performances."

Another participant stated that flexible working could prevent conflicts in the office, and this will have a positive impact on the working unit climate:

> “At the same time, we can think that employees who have conflicts with their friends in the office in the context of office policies, experience communication accidents, miscommunication and mobbing can work more safely in their own homes.”

In the interviews, the most hesitant issue of the organizations about the working unit climate was the damage to organizational justice. As a result of the employees who can and cannot work flexibly think this is an injustice, problems such as decreased organizational commitment and performance declines might occur.

> “There is no flexible employee in our unit. Since our office is an R&D center, we have our fingerprint reading system at the entrances and exits. That is why everyone works in an office environment. We generally work with an experienced team that knows each other. When you employ someone who works flexibly, perception of injustice among other colleagues may oocur.”

> “The first issue that management will address is the sense of organizational justice. When it comes to flexible working, how are the employees at the

workplace affected, and how is the blue-collar affected? These situations need to be analyzed well."

"The aim of the organizations should be to establish a good balance of remote work in the sectors required by both office and fieldwork. Because those who work in the field should not enter into psychology as if other employees are working from home while I am in the field."

"On the other hand, the office that uses it will be certain. It needs to continue in factories with seven to twenty-four operations. A perception of inequality should not be created there."

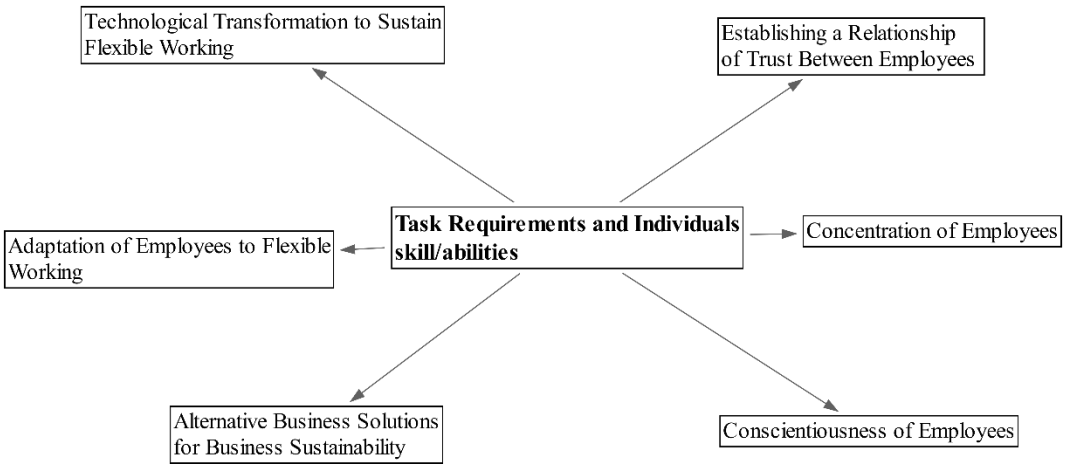
"I think flexible working is an important issue that needs to be managed. While one team works flexibly, the other team's inflexibility can cause problems."

3.2.9. Task Requirements and Individuals skill/abilities

Task Requirements and Individuals skill/abilities represent the characteristics and personal abilities and work-individual harmony required for the effective performance of tasks.

Under the theme of Task Requirements and Individuals skill/abilities, there are six sub-themes. These are the sub-themes as seen in Figure 3.15: technological transformation to sustain flexible working; conscientiousness of employees; concentration of employees; alternative business solutions for business sustainability; establishing a relationship of trust between employees and adaptation of employees to flexible working

Figure 3.14 The Code Map for Task Requirements and Individuals skill/abilities



3.2.9.1. Adaptation of Employees to Flexible Working

A participant about Adaptation: adaptation has been a concept used to help employees get used to the new order as they transition from traditional to flexible working. Participants thought that employees should get rid of some of their old habits during traditional work and adapt to the new system to flexible working.

> "I think there is a lack of employee awareness. First of all, employees need to adapt to this system. He has to get up in the morning, have his breakfast and sit in front of the computer. If they adapt to this and adopt the, I work from home strategy, and it can be a very nice system with technical support."

Finally, a participant from the fuel sector mentioned that employees working from home should adapt to the technological tools they need to use: "There are teams that switch to flexible work such as marketing, sales, and accounting, just like our friends in the head office. They are not software-based or IT-based, but they have adapted very quickly."

3.2.9.2. Alternative Business Solutions for Business Sustainability

It is pretty natural that some problems arise in the transition from traditional work to flexible work. With these emerging problems, organizations can produce alternative solutions for the continuation of business continuity. In the interviews, one participant said: “There was a problem with the signed documents, but we solved it again because we gave printers to the houses, we provided printers for employees, which is authorized to sign. “

Another participant stated that they had a paperwork problem and explained how they solved it as follows:

> “If a hard-copy signature is required, the company divided it into a day or two and organized it by coming to the houses and getting signatures from home. So, frankly, we were able to manage the process without ever having to go to the office.”

3.2.9.3. Concentration of Employees

In the interviews, the participants said that one of the skills employees should have in flexible working is concentration and focused work. The reason for this is that many variables can disrupt employees' attention in the flexible working order.

> “Speaking on concentration, some work better at home, but for others, there are many distractors at home. The employee must be able to provide this discipline himself. He needs to create a working environment in the house.”

Another participant expressed his thoughts about concentration as follows:

> “I mentioned a module where the start and end of working hours are entered. As this module is imposed on employees, people can say that I finished my job.”

3.2.9.4. Conscientiousness of Employees

When the data obtained from the interviews were analyzed, it was said that individuals working in flexible working order should have high conscientiousness:

> "Some issues need to be clarified in flexible working. Meeting times need to be clarified, how many meetings will be held per day or when to take a break. For example, I had colleagues, including myself, who attended two meetings at the same time. On the one hand, I think we have lost our ability to focus on the subject. In other words, there must be a serious discipline. Cell phones must be turned off when entering the online meeting."

> "Discipline is essential. It is important to be able to work by knowing their responsibilities and complying with deadlines. So she/he has to have self-discipline."

Participants believe that one of the skills that individuals to work flexibly should have is responsibility. However, they felt the need to take responsibility from two perspectives. The first of these is the correct distribution of responsibilities in teamwork. In other words, a system in which managers will be more active and distribute the necessary responsibilities to the right employees. The second is that employees are responsible for the work they have to do. One participant stated this situation as follows: "It is vital that the work to be done is properly distributed to those in charge, that the follow-up of these works is work-based and that the responsibilities are distributed to the team."

3.2.9.5. Establishing a Relationship of Trust Between Employees and The Organization

Participants say that another critical issue for flexible working to be efficient is the trust established between the manager and the employee. They think that if this bond of trust cannot be established, the employee will not demonstrate their entire performance: "Managers' and employees' trust and the mutual agreement regarding flexible working is required. So what does the manager expect from the employee? What does the employee expect from the manager? In expectations, it is

necessary to shake hands mutually, understand each other well, and give mutual trust.”

3.2.9.6. Technological Transformation to Sustain Flexible Working

The most important of the necessary conditions for flexible working to be efficient is to ensure technological transformation. Organizations also declare that they provide technological transformation with the decision of flexible working transition. If there is not enough technological transformation in an area that the employee needs, full efficiency cannot be obtained from flexible working. Our participants expressed their thoughts on technological transformation as follows: “The technical infrastructure should be very solid, and there should be no shortcomings of the employees in terms of hardware.”

> “It is essential to have a particularly good video and audio communication tool. Based on these, a good internet connection is required. As we are a telecommunication company, we had less difficulty in these matters. All of our employees have 4G sim cards, and they can connect from anywhere."

> “We took quick action regarding the phones. We diverted the existing desk phones to the personal phones of the employees.”

Although organizations think they have completed the technological transformation, they have experienced some disruptions during flexible working. One of these glitches:

> “These can be just one employee, or they can be as a team. There were times when we had problems with the speed of the internet at home. It is rare for employees living in Istanbul, but we have seen that video calls are very poor in this area. Employees are having trouble with video communication. So, for now, these can be considered okay. But, of course, it does not seem possible for an employee to work without a video call. That is why there are basic infrastructure problems around here. We are ignoring these at the

moment, but we recommend that employees attend meetings with their cameras on, at least if their internet connection is strong."

Some organizations, on the other hand, had started to use communication tools that they had never used before, along with the transition to flexible working: "We did not have the means to hold a joint conference call because flexible working was not very common in our company culture."

"Also, license increases were required in online meeting platforms. Because normally, such applications are planned to work for a maximum of two hundred people online, but now we are using up to three thousand people. Our licenses have surpassed that."

"We started using new meeting programs, such as Webex, Zoom, Teams."

The interviews showed that organizations made efforts to improve their infrastructure in this process: One of our participants expressed her opinion on this issue as follows: "But the point of view of the organization is that to switch to remote working, and your technological infrastructure must first be fully digitalized, meeting the needs of the employee."

Participants stated that offices would become smaller when flexible work is widely implemented, and employees will no longer have their desks in the offices. Going to offices from time to time would be sufficient:

"The hiring team only goes to the office to interview eight candidates. They do not need to come to the office for this. Instead, they must come to the office by making a reservation through an app. In this way, teammates and managers are also aware of who will be coming to the office."

Participants stated that employees need to connect remotely (VPN) in the flexible working process, and organizations make necessary investments in this direction: "So, for productive work from home, employees need a VPN connection. We can provide remote access, and we have a partner program, such as our accounting program or preparing and submitting proposals that

we create on our own. So we gave them access, and we gave that authority to certain people."

Despite the technological transformation, employees have experienced many problems. Therefore, organizations needed a robust technical support team to overcome these problems: In this regard, a participant stated that the organization should strengthen their technical support teams as follows: "Technical support is required for remote access. The technical team that will provide this service in the company should be strong."

One of the steps of technological transformation is updating the hardware. Therefore, companies have to provide the necessary pieces of equipment to their employees. Participants also stated that these pieces of equipment were provided:

> "In addition to computers, technical equipment such as monitors and headphones were sent to the employees' homes. As a result, we created office comfort at homes within the first month."

> "First of all, an urgent decision was taken with the IT unit. After that, the laptop computers were purchased for those who did not have a laptop."

> "In particular, a joint decision was made with the IT unit on the mobile work of an employee. As a result, an employee was allocated to deliver these laptops to the employees' homes and installed them."

Although the organizations tried to make the necessary improvements to their employees in technical / hardware, some disruptions also occurred. As a result, our participants have these bugs:

> "We had a problem at the power plant. Our redirects are down. However, we told all customers and dealers that they can inform us via e-mail and SMS system and that they can reach us through field managers and send e-mails."

> "Some of our friends gave less efficiency in flexible working. One of the reasons for this is, as I said, in the beginning, we had the problem of not having a laptop to provide remote access to each of our friends."

3.2.10. Individual Needs and Values

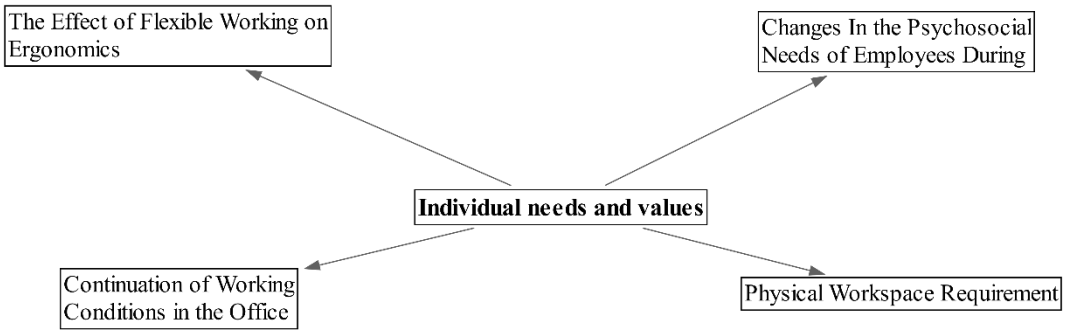
With the transition to flexible working, the needs of employees differ from traditional working. These differences may be elements that organizations must meet, as well as elements that employees must change. The participants mentioned these needs that emerged during the interviews as follows:

> "Employees who wanted to work by drawing started using drawing tools. For example, some of them, especially experienced friends, bought physical boards to their homes, and we saw that they made narrations on them. In other words, solutions can be found to many issues with different creative perspectives."

> "For example, we saw that in our own company, when we say that everyone can take their lunch breaks whenever they want, for example, someone can do it at home, but who cannot. So, it would be beneficial to set some standards, especially to protect the employee."

Under the theme of Individual Needs and Values, there are seven sub-themes. These are the sub-themes as seen in Figure 3.16: continuation of working conditions in the office; physical workspace requirement; the effect of flexible working on ergonomics; changes in the psychosocial needs of employees during and autonomy

Figure 3.15 The Code Map for Individual Needs and Values Theme



Some participants mentioned that employees need more personalized, flexible working models. They stated that the reason for this is that each individual has different lives and that a standard flexible working model will not fully meet the needs: “Since everything is now about personalization in terms of technology, I think it would be more efficient to personalize working models together with flexible working.”

The participants stated that it would be beneficial to personalize flexible working by taking into account the characteristics of the employees:

> “Personal characteristics can be taken into account in the determination of individuals who will work flexibly. For example, I observed in the company that female employees with children under the age of eighteen can work from home. As such, such personal criteria may also be taken into account.”
>
> “Some employees prefer to work on their own. It increased efficiency for some employees, and it caused panic at first for some employees. Personal characteristics are important here, and not everyone can achieve the same efficiency.”"

3.2.10.1. Continuation of Working Conditions in the Office

In the interviews, the participants stated that it is necessary to incorporate the positive aspects of traditional working instead of destroying traditional work habits for flexible working to succeed. One of these features is the continuation of the working conditions in the office during flexible working. Participants believe that flexible working will thus be more productive: “The standards of the working environment need to be created, the office work settings must be created and maintained at home as well.”

3.2.10.2. The Effect of Flexible Working on Ergonomics

Participants on ergonomic transformation: in the interviews, the participants stated that ergonomics came to the fore with flexible working. Organizations attach great importance to ergonomic transformation due to employee health and

employee productivity. In the analyzes made, ergonomics has been a phenomenon that has found its place in many subjects:

"It has been a priority for us to be able to ergonomically provide the office working conditions of our employees at home."

"We tried to bring the needs of the office to the home as much as possible. Because if employees stand in front of a computer screen for 8 hours, they should also be comfortable ergonomically."

"Apart from that, we have taken steps on how to support our employees ergonomically regarding working from home."

"We sent office chairs home for those who wanted them. We said that they could set a certain amount and purchase IT equipment. So, we supported them about working from home."

"As I said when they were working from home, we tried to pay attention to them and offered them opportunities in order not to cause an occupational disease related to the chairs, computers, and monitors they were sitting in."

"Flexible work is not just a desk job, and it is work done at home or remotely. Moreover, under normal working conditions, whatever the rule is, it should be applied. In other words, it is like getting up from the desk from time to time."

3.2.10.3. Physical Workspace Requirement

Another need of employees in flexible working order is access to office equipment. For the work to be productive, the employees must have all the facilities:

"If the employee will work flexibly, there will be equipment such as tables, chairs, and computers, all of which should be provided as standard by the company. "

3.2.10.4. Changes In the Psychosocial Needs of Employees During Flexible Working

In the interviews, the participants stated that the organizations should make an effort to meet the psychosocial needs of the employees. Furthermore, they stated that the provision of psychosocial needs would return to the organization as efficiency:

> "Psychosocial support of employees, in addition to working efficiently, returns to the organization as efficiency. There should be motivation training as well."

3.2.11. Motivation

As a result of the analysis of the interviews with the participants, it was seen that three different sub-themes emerged under the motivation theme.

With the transition to flexible working, it has been an important issue for organizations to motivate employees who have moved to a different period from traditional working. Organizations see that motivation has a high relationship with a commitment to the organization in this process. Therefore, they pay attention to activities that motivate employees and increase their commitment to the organization in their practices. The participants expressed their views on this issue below:

> "We have also increased engagement activities more than ever to increase motivation."

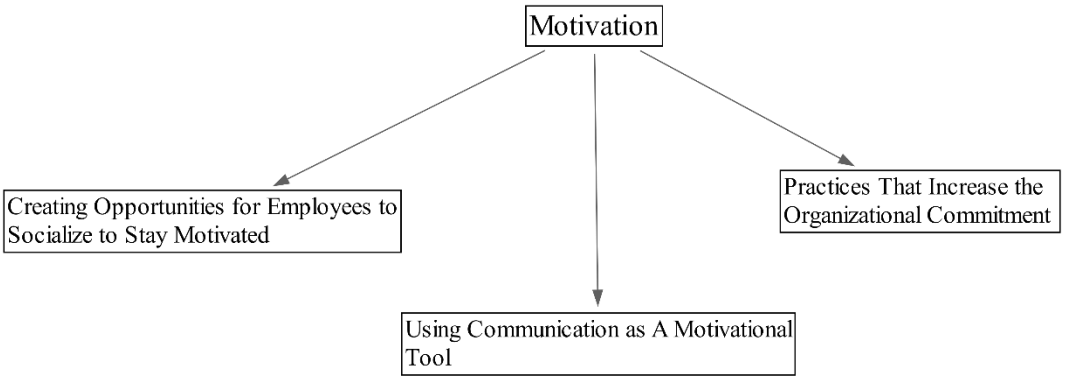
> "We held meetings with wide participation. They were meetings to keep motivation high."

Another participant stated that the sustainable continuation of the flexible working system would automatically provide motivation:

> "It is necessary to adjust the performance criteria in a way that motivates the employee. In other words, for flexible working to progress healthily, the

right performance criteria should be set, and the right performance criteria automatically bring motivation."

Figure 3.16 The Code Map for Motivation



3.2.11.1. Using Communication as a Motivational Tool

Participants cited factors such as being away from their friends and low interaction as the leading factors that reduce the motivation of employees during the flexible working period. Analyses have also determined that organizations hold meetings for daily conversations to keep the bond between employees tight and increase their motivation. In this way, organizations have used communication as a motivation-enhancing method.

"We prefer Zoom over Skype in some meetings. Because at least we can see each other face to face even if the side does not side us on Zoom. We talk about our routines, and these meetings increase motivation."

3.2.11.2. Practices That Increase the Organizational Commitment of Employees

One of the essential issues that the employees emphasized in the interviews was the decrease in the employees' organizational commitment to the flexible working system. Organizations included engaging in activities in their schedule to increase loyalty during their flexible working transformation. The opinions of a participant who has not yet made these applications are as follows:

"I wanted so much to do these applications, but I could not. Even if it is just chatting talk, I think it will have a positive effect on employees. A meeting

where everyone comes to buy their coffee and talk about daily routines: these meetings also provide socialization. I think such meetings will increase the commitment to the organization."

3.2.11.3. Creating Opportunities for Employees to Socialize to Stay Motivated

When the data obtained in the interviews are analyzed, it is seen that one of the main reasons for the decrease in the motivation of flexible employees is the need for socialization of individuals. For example, in a study conducted during the pandemic period, most employees stated that they wanted to spend more in-person time with their colleagues, although they wanted flexible working to continue (Bohan et al., 2021). Many participants share this idea and argue that the socialization needs of the employees should be met for flexible working to be sustainable. You can find the ideas of the participants below:

> "It is necessary to separate that time when people spend time with each other. Because it is needed right now, everyone sees each other with their families, but everyone misses being face-to-face with their teammates in the office."

> "The problem with flexible working is that some employees need to socialize at the office."

> "Because some people feed off of face-to-face communication or conversation in that office. Some people are motivated by that sociability."

> "It is difficult to maintain remote employee bonds and try to keep employee motivation high, as the Istanbul office is also closed at the moment. My biggest fear is that the bond between the employee and the institution has started to break, motivation has started to decrease."

It is thought that organizations will take steps to solve this problem in the future, as the motivation of the employees decreases due to the need for socialization. In the interviews, the participants think that with flexible working,

offices will now be used as areas where employees can socialize rather than working areas:

> “We have friends who have nothing to come here except to have a coffee and chat with people.”

> “Employees should go to the offices to socialize, to spend time with their colleagues.”

In the interviews, the organizations held virtual celebrations on the special days of the employees in order not to break the relationship between the employees and to increase the motivation throughout the flexible working experience:

> “We are currently doing events online. We also do birthday celebrations online. Apart from that, we sent cakes to everyone's home. This has been a serious operational process for us. Finding a restaurant brought us a serious workload, but these were more motivating factors for the employees.”

3.2.12. Individual and Organizational Performance

As a result of the analysis of the interviews with the participants, it was seen under the theme "Individual and Organizational Performance," there are two sub-themes: Organizational Performance and Employee Performance.

There are many reasons for organizational change, but basically, organizational change is used to continue the organization's life or for better performance. If this organizational change does not have a corresponding performance in terms of performance, the change may not take place as desired. Although flexible working also plays a role in increasing the well-being of individuals, performance needs to increase in some respects to become attractive for organizations.

In the interviews, the participants said that the performance increased when they supervised the performance of the employees during the flexible working period. A participant:

“We also measured productivity KPIs across the company. We have observed that our productivity has increased significantly there as well.”

Another participant says that more focused work is one of the factors that increase performance:

"Yes, we can work more focused. We have avoided many unnecessary meetings. Normally it is much easier for someone to interrupt you while you are at work, but in flexible work, this is unlikely. If there is something worth seeking out, you start getting in touch. I guess these are the factors that increase efficiency."

When the data in the interviews are examined, it is understood that the organizations can work efficiently from home, and there may be no need for an office. Thus, we can talk about both an increase in individual performance and improved organization's financial performance. In this regard, the participant:

“This process has proven to all companies that it is possible to work efficiently remotely. To give an example from me, when I am at the office, I can complete a job in two or three hours, while working from home, in half an hour, you can work with a much higher concentration. I do not think we are going back to the office at all after this time.”

A participant who said that it takes time to achieve productivity due to some problems experienced during the flexible working period:

“It has not always been easy to do things online. I can say that its efficiency also settles over time.”

3.2.12.1. The Effect of Flexible Working on Organizational Performance

In the interviews, it has been reached that flexible working has many advantages for individuals and organizations. While these advantages vary according to individuals and organizations, it can be said that basically, both factors are positively affected. From an organizational point of view, the improvements in work discipline were considered advantageous for flexible working. A participant

on this topic mentioned that “Flexible working brought discipline to the employees.”. Other views are as follows:

> “While employees are inclined to take breaks more often and interrupt work more often while working in offices, research shows that employees who work at their own homes take fewer breaks and can work with more focus. I also agree with this research.”

> “When you were in the office, you could start a conversation with someone even while going from one meeting to the next. Alternatively, someone had something to ask you, especially when they were a human resources employee. There were more delays to meetings. Now, if the meeting starts at ten, everyone connects to that link. Those who have another meeting leave this meeting on time. Therefore, I also think that the number of meetings has increased. Because now it has become very easy to connect and invite via the link. He used to come to you, he was asking something, now he needs to send an invitation, so the number has increased, but I think the discipline has increased. In other words, being late for meetings has decreased. Employees have become more disciplined.”

Data analysis also proposes that the relations with customers improved as well. A participant on this topic:

> “While working flexibly, we need to make an extra effort to have a tighter communication with the customer. Therefore, some different features need to be considered. For example, because there are correspondence and online meetings, things may take a little longer than usual.”

One of the effects of flexible working, albeit indirectly, on performance is that it increases the opportunity of organizations to reach more qualified candidates by expanding the candidate pool. A participant on this subject:

> “While we used to focus only on people living in Istanbul, we can now focus on candidates both in Turkey and abroad. So actually, our pool of candidates

has expanded. In this respect, I think this is an advantage for all sectors. We will be able to reach someone who is more qualified."

Another advantage that organizations will gain with flexible working is that the financial performance of the organizations is positively affected by this working system. One of our participants expressed this situation as follows:

"There are many advantages of having meetings online. In other words, people living in different cities of Turkey used to come to Istanbul for a half-day meeting. In this period, the fact that the meetings are online has been an advantage that saves us time and money."

Some participants, on the other hand, stated that they are considering evacuating one floor of the offices of the company they work for and saving on rental costs with the following words:

"For example, we have a five-floor office, and we are planning to save some costs by renting one floor to a different company."

"We can do the same working style not only in an area of three hundred square meters but also in an area of one hundred square meters. So in many ways, if we think about cost, the owners or senior management saw that this could happen. No one had dared to do such a thing before. But now it has been seen that it is possible to work flexibly."

"As we do not need offices, we save some costs. In this period, our company can save more than 60-70 thousand Liras per month."

Another participant explains the possible savings of companies as follows:

"What are the benefits of flexible working for the company? There are service, electricity, office expenses, energy, food, and office investment costs."

3.2.12.2. The Effect of Flexible Working on Employee Performance

As mentioned in the literature, studies investigating the relationship between flexible working and performance; found a positive relationship between flexible working practices and performance. Although many factors feed this relationship, it is possible to talk about such an increase in performance. In the interviews with the participants, the results supporting the literature were reached. A participant on individual performance during flexible working:

> "So there are such demands from our employees. A new model is appealing to people. On the other hand, this is a model that we want. Because we found the second product in a 15-year-old company in this period, in other words, the company that found one product in 15 years found the second. This is very valuable to us."

Some participants stated that they observed an increase in the individual performance of employees during flexible working. Some of these views are as follows:

> "We did not expect this much. We have seen that even people who work more office-based can work from home without any problems."

> "People who have more concentration problems in the office and do their work much more slowly, concentrate more at home, work better, and complete their work in a shorter time. "

> "We had much hesitation in the first days. We were worried if the communication between the managers and the teams would be disrupted, the communication between the teams would be disrupted, and whether it would be possible to work efficiently. But, we saw that we started to work much more at home than we were at the office."

When the relationship between flexible working and performance is analyzed, although it is observed that performance increases during flexible

working in general, the employees' differences affected their performance. A participant on this subject:

> "A friend of ours said that while the whole office is working from home, I cannot work at home. I have to work in the office. He kept coming and going to the office for another week."

Another participant stated that families with children might be adversely affected by flexible working:

> "As I said in terms of concentration, it is not very comfortable to work with younger children, but those with older children or those who do not have children at work can also work more concentrated."

A participant stated that some employees got motivated by interactions in the office:

> "Some friends are nurtured by interaction in the office, so there were those who lost their motivation and performance because they could not find this interaction during flexible working."

CHAPTER 4

DISCUSSION

Considering the results obtained from the deductive analysis of interviews with 22 participants, organizations need to transform in many areas to realize the flexible working transformation successfully. This research examined the transformation of flexible working based on the "Burke-Litwin Organizational Change and Performance" model. Looking at the findings obtained as a result of the qualitative analysis, it was found that the emerging themes were positively or negatively affected by organizational change and their relations with each other. As Burke and Litwin (1992) mentioned in the organizational change and performance model they created in 1992; this study also revealed that this model is an open system. As can be seen from the flexible working transformation model you see below, this transformation model, which has a complex structure, also reveals how carefully the organizational change needs to be implemented.

According to the results, there are preferred flexible working practices in Turkey. The most preferred flexible working practices are (a) working from home, and (b) flexible working hours.

First, the analysis revealed the main criteria to produce a positive performance as working from home. We can list them as follows:

a) Technological and hardware systems should be ready to work from home and sustainability of flexible working. Providing these is the responsibility of the organizations. In the analyses, organizations are expected to provide employees' internet connections, VPN connections if necessary, and equipment such as computers, chairs, work desks. Provision of this equipment is vital for efficient, flexible working.

b) Another necessary condition for the efficient execution of flexible working is adapting the organizational culture to flexible working. It is imperative for the employees to feel comfortable working flexibly, trust their

organization, and not hesitate to make mistakes in this transition period to achieve the desired performance.

c) Another critical factor is the manager-employee agreement for flexible working. In the interviews, it was found that some organizations made flexible working decisions themselves and did not give the employees the right to speak. This will be a complicated situation, especially for employees who do not want to work flexibly. Moreover, this uneasiness will affect other employees as well.

d) In the interviews, it was found that the performance measures of the organizations using flexible working practices will change. The analyses show that the employees' performance tracking systems and the monitoring of the entry and exit times of the employees during work from home will not affect the performance positively. For this reason, it is seen that a performance system focused on output and deadlines will be more suitable for working from home.

e) It was found in the analysis that one of the most important problems of individuals working from home is socialization. Organizations need to take in-house actions to socialize their employees.

Second, flexible working hours is another flexible working practice that suits white-collar employees. However, flexible working hours differ from working from home as it is actively used with office-based working. Considering the findings, the application of flexible working hours in office-based work remains the differentiation of the hours of entry and exit. In contrast, flexible working hours combined with working from home bring some adverse effects for the employees. One of these negative effects is the deterioration of work-life balance. In its report, Bohan et al. (2021) state that while productivity remains the same or increases for many employees during the pandemic period, it has a cost, and the employees' work-life balance is damaged during the pandemic. In the interviews, we see that the employees had difficulty maintaining their work-life balance with flexible working. Therefore, it would be beneficial to determine flexible working conditions

and restrict daily working hours to eliminate this problem. Still, when we look at the situations where the managers pay attention to ensure the work-life balance of their employees, it is seen that these employees have fewer problems than the employees who pay more attention to the work-life balance of their managers.

When the interviews were analyzed, the Burke-Litwin Organizational Change and Performance model is compatible with the experiences of transformation to flexible working described in the interviews. At this stage, it would be correct to examine the findings in two factors, as in the Organizational Change and Performance Model. The first of these factors is “transformational factors”. The second is “transactional factors”.

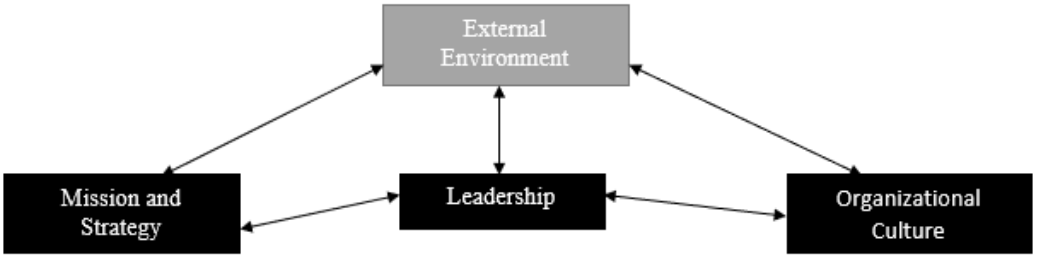
Transformational factors are the factors that form the basic structure of an organization. Moreover, they relate to the organization as a whole. On the other hand, transactional factors can change quickly but are not as effective as transformational ones. When we look at the “input” and “output” factors in the Organizational Change and Performance model, the “input” factor is the external environment. In the external environment, experiencing organizational change is a triggering factor. This factor may be the increasing market competition of organizations, changing customer behaviors, technology, legal regulations, and the Covid-19 process we are experiencing.

The “output” factor is “the individual and organizational performance factor”. This factor is a measure of the organizational change experienced by the organization. The individual and organizational performance factor measures the organization's profitability, efficiency and customer satisfaction, and the productivity of its employees, which is the main factor affecting the external environment.

When the output factor and transformational factors are searched in the interviews, it is seen that the external environment factor is the driving force of change, and flexible working practices are preferred by changing the way organizations work. Apart from the pandemic, this factor is expected to play an essential role in spreading flexible working and determining flexible working

positions. Customer demands and market conditions will play a role in determining the prevalence of flexible working and flexible working positions. Thanks to this flexible working experience, we can say that flexible working will become more prevalent with the contribution of technology. However, whether legal arrangements are made or not seems to be an essential external environmental factor affecting flexible working practices.

Figure 4.1: Transformational Factors



When the Organizational Change and Performance model is examined, the transformational factors are mission and strategy, leadership, and organizational culture. As in the model, these three transformational factors require the acquisition of new behavior sets by the organization members due to the change caused by environmental effects. As a result of the analysis of the interviews, findings consistent with the model were found in three transformational factors.

With the effect of Covid-19, there has been an increase in organizations' decisions to switch to flexible working. With the influence of this external environment, some changes have occurred in the mission and strategies of the organizations. Many of the missions and strategies of the organizations in the traditional working period contradict these alternative working types and negatively affect the organization's efficiency. For this reason, it has been inevitable that there will be changes in the mission and strategies of organizations.

Organizations should incorporate the principle of “providing employees with autonomy" in their mission and strategies and “emphasis of employees’ health”. Covid-19, which has been the catalyst for the transition to flexible working for many organizations, has caused organizations to increase their efforts to protect the health of their employees. While these studies were only about protection from Covid-19 per flexible working, the studies varied as the employee experienced flexible working. When we look at working from home, which is the most preferred flexible working form, it is understood that employees must pay attention to their ergonomics. Organizations have organized e-meetings to help employees protect their psychological health as well as their physical health. Thus, they wanted to make their employees feel that they are not alone.

Another mission and strategy that changes with flexible working is the concept of “keeping in contact with employees.” One of the biggest problems employees have difficulty with during the flexible working period is communication and interpersonal relationships. Employees who had to change their communication patterns with their colleagues and managers shared their problems with the management. As a result, organizations have created contingency plans to stay in constant communication with employees because decreasing contact with employees will weaken organizational commitment and decrease productivity.

Moreover, organizations have seen that they have saved major operational costs. Thus, due to the impact of flexible working, “cost savings” has been seen as a mission and strategy by organizations. Consequently, organizations' perspectives on flexible working practices have changed, and it has been seen that flexible working should continue after Covid-19 due to the effects of increasing organizational performance.

With the transition of organizations from traditional working models to flexible working, the existing concept of leadership had to transform. Along with the change in working styles, the behavior and approaches of the leaders towards their employees have also changed. In the interviews, this change was named "leadership culture transformation." It is seen that a leadership culture that

addresses the requirements of flexible working will be directly related to the productivity and performance of flexible working.

In the interviews, there were also findings that leaders should experience transformation. If leaders do not transform in the situations mentioned in these findings, flexible working cannot be expected to reach the desired level. Leaders need to change their perspective of “employees must be within my sight". The findings showed that the change is not realized at the desired level in the organizations where this view is dominant. As a result, problems may be observed in the productivity of the employees.

Another issue that needs to change is the “negative attitude to flexible working”. It is seen that especially the leaders who do not believe in the efficiency of working from home do not have a positive attitude towards flexible working. In the interviews, it is seen that in such organizations, after Covid-19, the traditional working style will be returned without even seeking the employees' opinions. Although the possible risks of this situation include the flexible working period, it may also cause the employees to exhibit negative attitudes towards their organizations after flexible working. Moreover, with the spread of flexible working, employees in organizations that view flexible working negatively may prefer other companies where flexible working is applied.

The interviews highlighted five main characteristics leaders should have during the flexible working transformation:

a) The leader should create a healthy communication environment.

b) The leader should encourage her/his employees to work flexibly.

c) The leader must give confidence to her/his employees.

d) The leader should provide equal opportunity to her/his employees..

e) Along with flexible working, the leader should also coach her/his employees.

It has been observed that the employees' productivity who received support from their leaders for their flexible working increased during the flexible working process. It is necessary to have a healthy communication environment where employees can express their demands to eliminate the problems and deficiencies that may arise during the change. In addition, it has been observed that the leaders make their employees feel confident during the flexible working period, which facilitates the transition between traditional and flexible working. Employees adapt more quickly to new working styles. Another feature is that leaders create equal opportunities for their employees in flexible working practices. The same flexible working practices must be offered as an option, especially for female and male employees. In the interviews, it was seen that some organizations only granted this right to women as parents. This situation is expected to harm organizations in the long run. The last feature that leaders should have is that they should approach their employees like a coach. The new way of working will bring new problems. For leaders to overcome these problems, they need to listen to their employees and be with them on the way to get used to this new way of working.

Organizational culture is one of the factors affected usually by the change. Due to its nature, changes in organizational culture affect other dimensions, especially the change itself. Interviews underlined the fact that the corporate culture is influenced by the mission and strategy, and leadership. Organizational culture transformation can be divided into the transformations required to reduce the adverse effects of flexible working and the phenomena that need to change due to flexible working.

If we look at the organizational culture transformations required to reduce the potentially harmful effects of flexible working, the first is the "culture of being a team" transformation. Participants stated that with the transition to flexible working, employees distanced themselves from each other, and therefore the team culture was damaged. Participants are afraid that communication between employees will weaken, and communication between the organization and employees will weaken this culture. Since the current team culture cannot be

preserved in flexible working order, this culture must be transformed. Although this transformational new concept of “team culture” aims to increase the socialization and communication of the employees and the organization over the internet, it is expected that the activities to be held in the offices or other physical areas will also contribute to the organization this cultural transformation.

The change in “communication culture” is the second organizational culture transformation required to reduce the adverse effects of flexible working is change in “communication culture”. Participants noted that one of the differences between traditional work and flexible work is the changes in communication. It has been observed that the employees’ contact with their teammates and leaders should change in this process. Participants stated that there were communication weaknesses within the organizations at the beginning of flexible working practices. In the traditional working period, the employees communicated with their colleagues and leaders in casual chats or spontaneous conversations. This situation disappeared during the flexible working period. For this reason, a transformed communication culture is required in the new working order. To strengthen the bond of communication, organizations plan meetings with no meeting agenda besides weekly routine meetings.

The third organizational culture transformation required to reduce the adverse effects of flexible working creates a culture of equality in flexible working practices. It is necessary to evaluate the culture of equality from two perspectives. The first is to offer flexible working practices equally to employees who can work flexibly, without discrimination. It is seen that some organizations offer flexible working opportunities according to gender criteria by discriminating between men and women. It can be said that such approaches have many adverse effects, especially organizational commitment. Another problem with the perception of equality in organizations is the prejudices in evaluating flexible and non-flexible employees. The participants mentioned the existence of positive biases that individuals who did not work flexibly working more and stated that this would affect the equality within the organization.

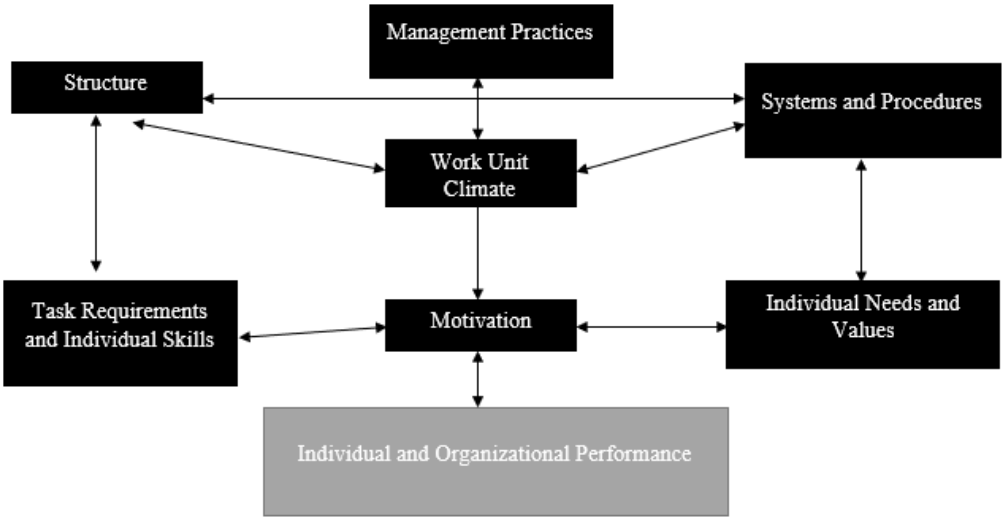
The concepts that need to change in the organizational culture after flexible working is experienced are generally the concepts for increasing the productivity of flexible working and protecting this culture. For flexible working to succeed at the desired level, both employees and organizations will have mistakes during the flexible working transformation. While the employees' mistakes are related to the way things are done, the organizations' mistakes are related to the approach to flexible working or executing this working style. Creating a culture of learning from the employees' errors and failures is very important in terms of the sustainability of flexible working and its effect on performance. To extract the facts to be learned from mistakes, organizations need to encourage employees in this regard. For organizations to compensate for their mistakes in this process, employees' feedback and active participation in decisions are required. Flexible working is expected to be more efficient by employees and organizations if employees are included in the decisions made and give feedback to the results that emerge from these decisions.

"Trust" between employees and the organization plays a vital role in the flexible working transformation. The findings show that the employees feel that the organizations are confident in themselves work more disciplined and more efficiently. It is a must for organizations to trust in the flexible working period. The concept of "trust" has a significant impact on the transformation of leadership culture. It is seen that managers who do not trust their employees have a more oppressive attitude to control the employees and constantly monitor them. This situation is met with great dissatisfaction by the employees. This may lead to significant problems, especially organizational commitment, in the future. The characteristics that corporate culture should have made leadership transformation necessary.

Transactional factors, on the other hand, are more related to the operation of the operation. It is influenced by operational conditions rather than leadership. The change in these factors occurs when the transformational factors are also affected by this change.

The Organizational Change and Performance model defines transactional factors as "management practices, structure, systems, work unit climate, motivation, task requirements, individual skills/abilities, individual needs and values."

Figure 4.2: Transactional Factors



Transformations in the mission and strategies, organizational culture, and leading institution of the organizations necessitated changes in the units that provide the operational functioning of the organizations. One of the changes in the structure of organizations is the changes in the role definitions determined according to the traditional working style of the employees. Analysis depicted that those changes are affected by modifications in the organizations' mission and strategies. For example, providing more autonomy to the employees affected the restructured role definitions and flexible working. It was decided to make role definitions where the employees could take more initiative.

With the transition to flexible working, another concept that organizations attach importance to has been "communication". Organizations believe that employees must establish healthy communication with their teammates and leaders to keep their functions healthy. The participants also stated that the disconnections

in contact increased during the flexible working period. They indicated that they were worried that these disconnections would weaken the bond of the employees with the organizations. When the interviews were analyzed, it was seen that it was necessary to communicate an organizational culture to strengthen the communication between employees and organizations. However, employees' clear role definitions will also reduce communication accidents. With the effect of leadership transformation, there are also transformations in employee relations. It can be said that the basis of this transformation is communication. One of the issues for flexible working to be efficient is the employee preference for this working style. While making this transformation, organizations need to involve employees in this process and consult employee ideas instead of spending the entire company on flexible working to be efficient. Each employee's characteristics are different, and may not prefer flexible working. The critical point here is to decide who will work flexibly or in the traditional style with the manager-employee agreement.

One of the critical effects of flexible working transformation on organizations is the transformations experienced by support functions such as human resources. These systems, designed according to the standard working order, must adapt to this new order to realize the flexible working transformation. Human resources transformation is significant for employees to better adapt to flexible working practices. For example, with the changes in recruitment, online interviews take physical interviews, and organizations organize online orientation programs for newly recruited employees. Employees who start online recruitment start working with their colleagues even though they do not physically see them. When the interviews are analyzed, it is seen that online recruitment is made during the flexible working period. In this case, the employees do not experience a loss of productivity. However, the development of a hybrid recruitment procedure will be more positive in terms of efficiency. With the transition to flexible working, it is expected that changes will occur in the qualifications sought in candidates. In the analyses, these features tend to digital work, the propensity to work long and individually.

Along with the flexible working transformation, a change can indirectly affect organizations' performance. For example, organizations can now recruit employees from different cities or countries, thanking flexible working. This situation is seen as a factor that will indirectly increase performance, as it provides the chance for organizations to find the best candidate.

With the transition from the traditional working order to the flexible working order, the change became necessary as the fringe benefits provided in the old working order of the companies could not be adapted to the flexible working order. For example, it has been revealed in the analyzes that the most preferred flexible working practice in Turkey is working from home. For this reason, it is seen that organizations allocate budgets with certain spending limits to provide their employees with a physical working environment in the office. Providing a physical working environment for employees increases efficiency and protects employees from physical discomfort from ergonomics. Another example of the fringe benefits that have changed with the flexible working transformation is that the companies cover the bills such as electricity, water, and internet. This change is seen as a right of employees who use the resources at home for their organizations. The interviews mentioned that giving these rights would increase the employees' loyalty and play an essential role in attracting new employees to their organizations. Finally, it is seen that the supports such as meal cards that exist in the standard working order should also continue in the flexible working period.

One of the necessary conditions for flexible working for organizations and employees is that the training function should be compatible with flexible working. One of the critical reasons for the change in the training function is training to reduce the harmful effects of flexible working. In the interviews, it is seen that one of the biggest problems that the employees will experience is the problem of socialization. This situation negatively affects the well-being of the employees. For this reason, the participants emphasized that well-being-supportive training is essential. It is observed that employees have difficulty in establishing a work-life

balance with flexible working. Although companies instilled in their employees to maintain their work-life balance, these suggestions did not show success.

Another issue that compels companies legally is the occupational health and safety; evaluating occupational health and safety during flexible working. For this reason, it is essential to have training aimed at maintaining a work-life balance. This training is also necessary for employees to pay attention to workplace occupational health and safety flexibly.

One of the most crucial question marks about the transition of organizations to the flexible working system is how to measure performance. Performance measurement systems in the traditional period cannot evaluate these alternative working styles well enough. When the interviews were analyzed, it was found that it was necessary to experience radical changes in the performance evaluation system. It is seen that the new performance system should first be built on fair foundations. Knowing the role definitions of each of the flexible employees and defining the necessary criteria accordingly will make this performance management fairer. Another essential change in the performance system is the development of an output-oriented performance system. The interviews show that the output-oriented performance system is more suitable for flexible working practices. Participants believe that work with a deadline and evaluated according to work done is the most appropriate system for flexible working practices. Another critical issue mentioned by the participants is that more emphasis is placed on evaluating soft skills such as employees' communication skills while evaluating performance. Communication is seen as one of the critical elements in the success of flexible working practices. Soft skills should play a more critical role in the performance system to identify the employees who need to improve.

Organizations have begun to identify positions that can work flexibly and not flexibly with the flexible working transformation. The sustainability of the companies was taken into consideration in the determination of these positions by the participants. They mentioned some critical points to be considered in these evaluations. The first of these is the determination of flexible working positions

according to the requirements of the job. In this way, positions that cannot work flexibly will work flexibly in a hybrid form.

Another critical point is the role of the market's expectations, to which the organization addresses determining the positions that can work flexibly. For example, participants stated that flexible work is not possible for customers who want to communicate face-to-face.

Another critical point in deciding flexible positions is to take into account the personal characteristics of the employees. For example, personal preferences or the employee's lack of a physical environment to work flexibly will effectively determine individuals who will work flexibly. The "equality" criterion, one of the necessary criteria for flexible working to be successful and included in the organizational culture transformation, also plays a vital role in determining the positions to work flexibly. Participants expressed different opinions about whether all or some of the employees should work during flexible working. The reason for these different views is related to the issue of organizational justice. The general opinion is that individuals who cannot work flexibly should be adapted to this system in some way, and even if they cannot apply flexible working models such as working from home and working remotely, it is necessary to provide organizational justice by providing other flexible working models to applications.

After determining flexible positions, there are some steps that organizations have to take for employees to work efficiently in this new way of working. The first of these is the determination of working hours to protect the work and life balance of the employees. With the transition to flexible working, the prolonged working hours and the emergence of problems are among the findings. For this reason, organizations have to limit their daily working hours. The second step is to adapt occupational health and safety to flexible working conditions.

With the transition to flexible working, it has become inevitable to change the procedures applied by companies. In particular, the wet-signature requirement in official paperwork has forced companies to realize this transformation, but companies have solved mainly this signature problem through e-signature. One of

the expectations of organizations, especially about flexible working, is legal regulations. Participants, who stated in the interviews that there is no clarity on how flexible working will be in the laws, expect regulations from the competent authorities.

Along with the leadership transformation, some transformations must be experienced in management practices. Management practices can be called the practical version of leadership transformation. Implementing the practices that will enable employees to adapt to this transformation is needed. Three primary management practices come to the fore in the analysis of the interviews.

a) Distribution of responsibility

b) Output oriented control

c) Having a chance to make better observations by communicating with employees more frequently

Because the employees communicate less with their teammates and managers than the traditional work with flexible working, the correct and fair distribution of the responsibility given to the employees can prevent the problems caused by the decrease in communication. Another management application is the output-oriented control system, which is also mentioned in performance management. Another problem that flexible working can create is that managers' chances of observing employees decrease. So, again, managers need to engage in activities that increase communication to monitor the employees well with leadership transformation. Participants suggest more non-business meetings for this to happen.

In the interviews, the participants stated that there might be a lack of communication due to flexible working, decreasing employee performance and commitment. For the flexible working transformation to be successful, it is considered necessary to change the organizational climate. These changes are given below:

a) Interaction with colleagues in the office

b) One Team

c) Organizational Justice

In the interviews, the participants talked about some critical steps to strengthen the organizational climate. One of these steps stated that employees would use the offices to spend time with other employees.

The organizational change also affects the perception of organizational justice. In conditions where all individuals cannot work flexibly, it can be expected that organizational justice will be damaged. Participants stated that not to damage the perception of organizational justice, all employees should be offered options, albeit different flexible working models.

Changing employees' job descriptions and adding the skills required for flexible working to their skill sets are needed for effective flexible working. Participants reached a consensus on the skills that employees should display. According to the participants, employees should have high discipline, responsibility, concentration, and adaptability. The interviews emphasized that with the transition from traditional work to flexible work, employees should work more alone and that employees with these four skill sets can work quite efficiently.

The participants stated that while listing the steps organizations should take for flexible working to be efficient, they first said the mutual trust should be established. Employees need to have confidence that their organization will provide all kinds of opportunities for efficient working during flexible working and confidence that employees will work efficiently. One of the most necessary processes to sustain flexible working is technological transformation. Flexible working is a way of working within the technological possibilities. To maintain flexible working efficiency, organizations need to provide basic infrastructure to their employees. These can be internet connections, remote access connections such as VPN, technical equipment such as laptops and headsets. Without a healthy technical infrastructure, organizations do not have a chance to succeed during the flexible working period. Participants also stated that they first analyzed their

technological infrastructure before transitioning to flexible working, and if it was insufficient, they switched to flexible working after improvement.

With the transition to flexible working, the needs of employees have emerged. During the traditional working period, these needs, which companies meet, are also needed during flexible working (predominantly working from home). The most important of these needs is the continuation of office working conditions in flexible working. Looking at the flexible working practices in Turkey, the most preferred flexible working is working from home. Employees must have their desk, laptop, chair, and other office equipment when working from home. If these are fully met, employees will not be productive enough during flexible working.

Moreover, these deficiencies will reduce the motivation of the employees. Another need of employees is ergonomics. Participants mention that complaints about low back and neck pain have increased with the transition to flexible working. This indirectly reduces the efficiency of flexible working. Therefore, organizations need to pay attention to ergonomics.

When the findings obtained in the analyzes are examined, it is seen that the employees have problems in socializing during the flexible working period. Some employees even said they want to go back to the office, primarily because of socialization problems. Socialization is crucial for employees, and organizations have to take the necessary steps to solve this problem. In the interviews, non-work meetings and office meetings are considered as the solution to this problem.

Motivation is an essential factor for organizational changes to be permanent. Therefore, organizations have also made efforts to motivate their employees during the flexible working period. Organizations have seen communication as a motivating tool to motivate their employees. It is seen that communication is a motivational tool for employees. Participants mentioned that daily non-work conversations motivate employees. At the same time, an increase in the employees' organizational commitment has been observed in the communication studies and socialization studies carried out to increase the motivation of the employees.

One of the primary purposes of organizational change is to increase organizational performance. In the Organizational Change and Performance model, the performance factor is also included as an output factor. In the analysis, all other factors express the desired output, that is, the necessary transformations to increase the performance. In the analyzes made, it was seen that it would be more accurate to divide the performance factor into two.

The first of these two dimensions is organizational performance. The analysis portrayed those flexible working increases productivity and has positive effects on organizational performance. A participant from the technology sector mentions that the second product was released in this period throughout the company's history during the flexible working period. Another contribution in terms of organizational performance is financial savings. Organizations can save a great deal, especially on office investments. This will positively affect the financial performance of organizations. Another factor that indirectly increases organizational performance is the expansion of the candidate pool. Thanks to flexible working, companies will be able to recruit employees from different cities or countries. With the expansion of the candidate pool, companies will choose the best candidate for themselves.

The second dimension is individual performance. When the analyzes are examined, it is seen that the employees' productivity increases with flexible working. In addition, an increase in concentration, increase in productivity, increase in work discipline, and increased customer relations were observed among employees. This increase in the performance of the employees also affects organizational performance. If the flexible working transformation is carried out successfully, the outputs will be highly positive.

Transactional and transactional factors in the Organizational Change and Performance model are also included in the thesis. The analysis shows that the transformation of flexible working affects all dimensions in the study.

Transformational factors emerged as the basic dimensions of change that organizational change would shape the organization. With the change of transformational factors, it will be easier for organizations to reach their goals.

On the other hand, transactional factors are affected by transformational factors. Transactional factors such as systems, individual needs, and values, along with the change of organizational culture, mission, and strategy, leadership is also significant for successful flexible working. In the analysis made, it is seen that especially human resources transformation is one of the critical facts for the success of the organizational change.

Organizational change continues after the flexible working decision in organizations. In particular, some negative consequences that arise with the experience of flexible working affect organizational change. The need for socialization and the lack of communication between employees and their managers can be given as examples. In the analysis, it is seen that these two situations are an opportunity to make the change permanent rather than failing the organizational change. During organizational change, feedback from individuals exposed to this change is critical for organizational change to be permanent and successful.

4.1. The Implication of Current Research

This study is vital in revealing how the organizations' flexible working transformation is carried out, which factors affect this transformation, and which are affected by the change. One of the most significant contributions of the study is that it is a guide that establishes a link between theory and practice on the flexible working transformations of organizations and maps this transformation. It emerges with research on how change affects an organization and its employees.

Another contribution of this study is to understand how important it is for "performance" evaluations to be transformed. In the study, it is seen that performance is affected by many factors. These factors directly affect both organizational and individual performance. The study revealed that the result-oriented performance system and flexible working practices could harmonize with each other.

Another contribution of the study is that it examines individual performance and organizational performance by bridging their common aspects and addressing their different aspects during this flexible working transformation. In this way, performance indicators can be clearly defined. As a result, organizational performance and individual performance can be melted in a pot, and a more positive organizational culture can be created for both the organization and the individual. However, another significant contribution that emerged from the research, the performance indicator, is the factor called “soft performance indicator”, which contributes directly to organizations and indirectly to individuals. With the flexible working transformation, new opportunities will arise for organizations and individuals. These opportunities are expected to be shaped around financial gains for organizations and psychological well-being for employees.

4.2. Limitations and Future Studies

The sample was selected from the participants who have a management role for the research. A study can be done for future studies that include participants who do not have a management role.

The organizations that are the subject of the research are of medium-large size. A study can be conducted involving small-sized organizations. In addition, choosing different sectors for research can be measured how flexible working practices specific to different sectors in Turkey affect organizational change.

Another limitation of this study is the lack of quantitative analysis due to the data analysis methodology. A quantitative and qualitative analysis should be used together in future studies. Thus, whether the transformational and transactional factors mentioned in the Organizational Change and Performance model will vary from culture to culture and the relationship's strength can be found.

In addition, this study showed that flexible working transformations are affected by many factors and affect many factors. Therefore, investigating each of the factors in the research with the flexible working transformation will allow a better analysis of the flexible working transformation.

CONCLUSION

The current study focuses on analyzing the flexible working transformation in organizations according to the organizational change and performance model. The interviews show that flexible working has become more prevalent in Turkey. The analysis showed that the demands of organizations for flexible working practices would increase with the coming of legal regulations related to flexible working. The technological and legal infrastructure fitting to flexible working plays a significant role in the organizations' preferences to transform to flexible working. Organizations with insufficient technological infrastructure cannot provide effectiveness in flexible working.

With organizations' flexible working transition decisions, organizations will be affected by this decision in many ways. It has been seen that organizations face many problems during this organizational change. When we look at the analysis, it is seen that the feedback has an essential effect on overcoming these problems and making flexible working effective. The concept of flexible working is an organizational change that affects the company, managers, employees, and senior management. For the flexible working transformation to be successful, all these dimensions must be interrelated and affect each other. Therefore, flexible working should be a process that addresses the ideas of all these factors.

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Appendix

Interview Quastionnaire English Version

Questions for the Operations Manager	Questions for the Human Resources Manager
What has changed during the pandemic period, compared to the days when things continued naturally?	
How did you manage the operations in the field during the pandemic period?	What were the changes encountered and applied management strategies in the field of human resources management during the pandemic period?
What kind of technological infrastructures (software, hardware, etc.) were needed to enable business continuity during the pandemic?	How did you manage the processes within the scope of human resources management?
What kind of a path was followed for the required technological infrastructure and the development of this infrastructure?	Recruitment, training, etc. Are functions maintained? How?
Have you consulted the opinions of the employees? How?	
What are your thoughts on different flexible working models applied during the pandemic period?	
If we return to pre-pandemic conditions, will flexible/home work continue?	Which was chosen as the most suitable flexible working method for your organization in terms of human resources management?
How will the segmentation be done if there are those who can/cannot switch to flexible working among the positions?	Why is that?
In this context, how can an approach be followed that will take into account the characteristics/needs of the employees?	

Questions for the Operations Manager	Questions for the Human Resources Manager
What are the sine qua non for digital infrastructure that will make flexible working effective?	
Do you foresee that the flexible working style can be continued after the pandemic?	Do you foresee that the flexible working style can be continued after the pandemic?
In your opinion, what are the obstacles to the viability of this working order and what are the principles that should be especially considered for your sector?	In your opinion, what are the obstacles to the viability of this working order and what are the principles that should be especially considered for your sector?
If a system standard on Flexible Working Management were to be developed, what are the features that such a standard should have?	If a system standard for flexible working management were to be developed, what are the features that such a standard should have?
If a system standard on Flexible Working Management were to be developed, what are the features that such a standard should have?	What should be included in its scope? What should be defined in order to manage flexible working effectively?
What should be included in its scope?	What are your “preparations” for flexible working after the pandemic?
What should be defined in order to manage flexible working effectively?	
What are your “preparations” for flexible working after the pandemic?	

Appendix 3

Interview Questionnaire Turkish version

Operasyondan Sorumlu Yönetici için Sorular	İnsan Kaynaklarından Sorumlu Yönetici için Sorular
Pandemi döneminde, işlerin doğal olarak devam ettiği günlere göre ne değişti?	
Pandemi döneminde sahadaki operasyonların yönetimini nasıl sağladınız?	Pandemi döneminde insan kaynakları yönetimi alanında karşılaşılan değişikler ve uygulanan yönetim stratejileri neler oldu?
Pandemi süresince iş sürekliliğine olanak sağlayan ne tür teknolojik altyapılara (yazılım, donanım vs.) ihtiyaç duyuldu?	İnsan kaynakları yönetimi kapsamına giren süreçlerin idaresini nasıl gerçekleştirdiniz?
Gereksinim duyulan teknolojik alt yapı ve bu alt yapının gelişimi için nasıl bir yol izlendi? Çalışanların fikirlerine başvurdunuz mu? Nasıl?	İşe alım, eğitim vb. fonksiyonlar sürdürüldü mü? Nasıl?
Pandemi döneminde uygulanan farklı esnek çalışma modelleri (evden çalışma, dönüşümlü çalışma, rotasyon/farklı işte görevlendirme, iş gücünü kaydırma/yönlendirme, izin kullandırma vs.) hakkındaki düşünceleriniz nelerdir?	İnsan kaynakları yönetimi açısından kurumunuz için en uygun esnek çalışma yöntemi olarak hangisi seçildi?
Pandemi öncesi şartlara dönülecek olursa, esnek/evden çalışmaya devam edilecek mi?	Neden?
Pozisyonlar arasında esnek çalışmaya geçebilecek/ kısmen geçebilecek / geçemeyecek olanlar varsa segmentasyon nasıl yapılacak?	

Operasyondan Sorumlu Yönetici için Sorular	İnsan Kaynaklarından Sorumlu Yönetici için Sorular
Bu kapsamda çalışanların özelliklerini/ihtiyaçlarını da dikkate alacak bir yaklaşım nasıl izlenebilir?	
Esnek çalışmayı etkili kılacak dijital altyapı için neler olmazsa olmazdır?	
Esnek çalışma şeklinin pandemi sonrasında da devam ettirilebilir olduğunu ön görüyor musunuz?	Esnek çalışma şeklinin pandemi sonrasında da devam ettirilebilir olduğunu ön görüyor musunuz?
Sizce bu çalışma düzenin uygulanabilir olmasının önündeki engeller ve sizin sektörünüz için özellikle dikkat edilmesi gereken esaslar nelerdir?	Sizce bu çalışma düzenin uygulanabilir olmasının önündeki engeller ve sizin sektörünüz için özellikle dikkat edilmesi gereken esaslar nelerdir?
Esnek çalışma Yönetimine dair bir sistem standardı geliştirilecek olsa, böyle bir standardın sahip olması gereken özellikler nelerdir?	Esnek çalışma yönetimine dair bir sistem standardı geliştirilecek olsa, böyle bir standardın sahip olması gereken özellikler nelerdir?
Kapsamına neler dahil edilmeli?	Kapsamına neler dahil edilmeli?
Esnek çalışmayı etkili şekilde yönetebilmek için neler tanımlanmalı?	Esnek çalışmayı etkili şekilde yönetebilmek için neler tanımlanmalı?
Pandemi sonrası “hazırlıklarınız” nelerdir?	Pandemi sonrası “hazırlıklarınız” nelerdir?

Etik kurul onay formunun orijinal versiyonu basılı tez içerisindedir.

Appendix 2 Ethics committee Approval

ETİK KURUL DEĞERLENDİRME SONUCU / RESULT OF EVALUATION BY THE ETHICS COMMİTTEE

Covid-19 salgını nedeniyle İstanbul Bilgi Üniversitesi İnsan Araştırmaları Etik Kurulu, 2020-2021 Güz döneminde teslim edilecek lisansüstü tezlerin onay yetkisini ilgili etik kurul alt komitelerine devretmiştir. / Due to the Covid-19 outbreak, Istanbul Bilgi University Human Research Ethics Committee has transferred its approval authority to the Ethics Board Sub-Committees organized within each graduate program. Thus, the graduate theses to be submitted in the fall semester of 2020-2021 should/must get the approval of the Ethics Board Sub-Committee within their own graduate program.

ETİK KURUL ALT KOMİTESİ DEĞERLENDİRME SONUCU / ETHICS BOARD SUB-COMMITTEE EVALUATION RESULT

Bu bölüm lisansüstü tez araştırmaları için ilgili Etik Kurul alt komitesince doldurulacaktır. / This part to be completed by the Ethics Board sub-committee responsible for graduate dissertation studies.

Başvuru Sahibi / Applicant: Yasin Kuzdağ

Proje Başlığı / Project Title: **Analysis of Flexible Work Transformation based on Organizational Change and Performance Model**

Değerlendirme Sonucu/ Result of Evaluation

1.Herhangi bir değişikliğe gerek yoktur. Veri toplama/uygulama başlatılabilir./ There is no need for revision. Data collection/application may commence : _____

2. Ret / Application Rejected : _____

Reddin gerekçesi / Reason of Rejection : _____

Değerlendirme Tarihi / Date of Evaluation: 04.06.2021

Unvanı, Adı, Soyadı / Title, Name, Surname:

İmza / Signature: