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The American University in Cairo
School of Global Affairs and Public Policy

SMART WORKING CONDITIONS AND EFFICIENCY AT THE WORKPLACE
A COMPARATIVE STUDY BETWEEN THE AMERICAN UNIVERSITY IN CAIRO,
AND THE UNIVERSITY OF CALIFORNIA, BERKELEY

A Thesis Submitted to the
Department of Public Policy and Administration
in partial fulfillment of the requirements for the degree of
Master of Public Policy and Administration

By

Samah Abdel Geleel Hassan

Spring16

Dedication:

To the loving memory of my parents,

To my greatest blessing, to the reason of all happiness, to Shams El Din El Hajjaji!

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List of Abbreviations:

- AUC The American University in Cairo
- UCB The University of California, Berkeley
- SW Smart Work
- ILO International Labor Organization
- Amcham American Chamber of Commerce
- eWork Electronic Work
- KM Knowledge management
- BPR BUSINESS process engineering
- SWC Smart Work Center
- DTI Department of Trade and Industry
- CIPD chartered Institute of Personnel and Development
- IMF International Monetary Fund
- HR Human Resources
- ICT Information and Communication Technology
- FLSA Fair Labor Standards Act
- OECD Organization for Economic Co-operation and Development
- WEF World Economic Forum

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The American University in Cairo
School of Global Affairs and Public Policy
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Smart Working Conditions and Efficiency at the Workplace
A Comparative Study between the American University in Cairo and the University of California,
Berkeley

Presented by: Samah Abdel Geleel Hassan

Supervised by Dr. Hamid Ali

ABSTRACT

This research is the first comparative study on Smart Work, specifically in academic institutions. The study uses the University of California, Berkeley as a benchmark to investigate the context and perspectives of smart work, and how best practices can be extended to AUC, as well other universities. Smart work proposes that when employees are able to tailor their working arrangements to fit personal commitments, they can create a motivated workforce, and produce the highest quality of work. Smart Work is not less beneficial for the academic institution, than it is for the employee. It helps achieve job satisfaction, in addition to institutional goals. Smart Work does not pose any conflict between personal wellbeing, and economic growth.

Smart Work is based on three main factors. Policy making is essential for identifying the right framework that best suits employees' needs and helps them achieve efficiency at the workplace. Secondly, implementation of policies is beneficial in many ways. It ensures that customer needs are met, encourages assessment and monitoring tools to warrant improved productivity. Finally, management support increases trust with the employer, since it eliminates inequality within the workforce. Support of the management is a clear sign that the university has the best interest of the employees in mind, through offering flexibility, benefits and professional development opportunities. This creates a strong sense of loyalty, and job satisfaction retention of the best caliber of employees.

Empirical evidence on the various forms of smart work can be identified as: "providing employees with flexibility is associated with positive outcomes in terms of health and well-being, as well as positive institutional outcomes such as increased productivity, staff retention. Conversely, denying workers control over their work schedules results in negative well-being outcomes" (Tucker and Folkard, 2011, page 34).

Chapter one

Smart Work - Introduction and Literature Review

1.1 Introduction

A job does not merely satisfy financial needs and material belongings, it most of all fulfills human, social and psychological needs. Jobs “fulfill human needs by shaping personal identity, securing social status and giving structure and purpose to daily life (Black 2008; Waddell 2006)”. Flexibility is essential in today’s work environment, where the focus is more on business results, rather than on face-time. Casey, J.C. and Chase, P. (2004) state that a great responsibility lies now on management to support and implement the new work culture. It is true that they cannot grant privileges all the time, but “when they can, they should.” (P.6)

Juggling various roles within long working hours affects the quality of life for individuals. Average employees work between 35-70 hours per week, leaving little for everything else. Evidence suggests that not having access to adequate working conditions impairs personal health, and jeopardizes personal safety. Finding the balance between the various roles we all play is a daily challenge, more so for working couples who have social and personal roles to play, in addition to professional ones. Under the national work-sharing programs, enterprises were encouraged to share work, avoid layoff and offer wage supplements.

Looking for alternative work arrangements, this research plans to cover the gap in the application of Smart Work, especially in academic institutions. This comparative study is conducted between one of oldest universities in the Middle East (founded in 1919), and the University of California, Berkeley (founded in 1868). The research has used The University of Berkeley as a benchmark to offer more insight on best practices and work procedures to be used at AUC, and also the private sector in general.

The research has used the University of California, Berkeley as a benchmark of procedures and application to better understand the case of Smart Work. It has investigated key definitions, motives, challenges, as well as best practices. This is done with the hope of applying Smart Work at the American University, the public service, and other aspiring academic institutions.

Academic institutions are increasingly called upon to offer employees the freedom to organize their careers: the where, what and how of their job demands. They should contribute positively to family responsibilities, career progression, as well as access to company benefits for employees.

The International Labor Academic institution (ILO) clearly indicates that “if properly structured, smart work can accommodate family and social needs of workers, while meeting enterprises’ business requirements.” This approach to accommodate both employer/employee’s best interest has been reflected in Recommendation No. 116, which encouraged the development and implementation of a “set of guiding principles for the implantation of [smart work, which may be used as the basis for practitioners to advise individual client academic institutions”.(page 35)

In order to keep employee satisfaction, as well as retain skilled labor, universities maintain certain standards of continuity of their business. At universities, Smart Work is not an automatic right; rather it requires approval and is left to the discretion of senior management, and the institution’s guidelines. The University assesses requests based on personal merit, as well as the best interest of both the business and the employee.

Feedback from the University of Stanford indicates that the work environment has majorly changed from a “sleepy academic” culture, to a more performance-based one. Offering Smart Work makes up for lacking monetary benefits and other perks. In the UK, the University of Sheffield indicates that Smart Work is offered to “improve business efficiency and productivity; improve the balance between life and work; create a positive and inclusive environment and to create a happy and health workforce.”

Interviewee 4 (in a personal communication, July 2015), has indicated that tending to the personal needs of employees, creates a stress-free environment. This is a major attraction point for students and faculty to be among a supportive staff body. If the management handles employees as output-producing machines, it loses wins their loyalty, commitment and efficiency.

The research shows working conditions and how their effect extends way beyond working hours. It indicates that once individual needs are accomplished, economic growth and stability are sure to happen.

1.2 Research Problem

The Egyptian Labor Law (article 80) indicates that working hours should not exceed 8 hours per day, or 48 hours per week. However, in many cases work obligations override others of personal, social and civic nature, thus creating conflict between work and non-work obligations. This research examines to what extent the elimination of such conflict leads to increased efficiency among employees, specifically in educational institutions.

The main idea is to investigate how increased autonomy of employees' work schedule and creating work/life balance is linked to organizational commitment, and improved performance. It is vital that we study smart work in the context of AUC, and use what has been learnt to extend to other academic institutions.

1.3 Thesis Statement

Conflict between work and non-work work has been a source of deliberation and a bone of contention within academic institutions and other organizations for years. Often times, stress and devoting time and energy to job requirements alone, have made it difficult for employees to fulfill significant caregiving, social and civic-centric roles.

Smart Work came to resolve the underlying conflict. Educational institutions realized that responding to work/life grievances, and offering employees' autonomy over their working conditions involves major positive consequences. As a result, smart work has been put at the core of the institutional strategy to improve the quality of employees' lives, and create that balance.

Efficiency does not come with presentism alone, there are several motivational, and psychological factors that join to formulate that positive and efficient work environment that universities strive for.

1.4 Research Objectives

The purpose of this study is to investigate efficiency and applicability of smart work in educational institutions in the Egyptian context. Utilizing opportunities and overcoming disadvantages of smart work will serve the best interest of individuals, employers, community, as well as the economic growth at large.

The purpose of this paper is to investigate to which extent smart work improves employee performance, and how this arrangement can be generalized across universities. Smart working is about being productive without the agony of physical fatigue and mental stress. Smart work indicates the use

of improved business structure to execute targets and improve outcomes. Using the latest communication and information technology helps give more time to talent and skills towards better production. Additionally, it helps in having virtual teams, academic institution and customers facilitates interaction, loyalty to the university, and optimizing productivity and overall satisfaction.

Looking at this policy from the employers' perspective, the research reinforces the adoption of smart work, in order to streamline employee behavior towards the new working environment. It will also offer employees confidence, trust and guidance to reach an effective work policy. The research plans to answer how successful are employers in turning the smart work into an incentive for achieving university goals.

Finally, findings will provide successful examples of countries and/or academic institutions in applying the new work culture. It is interesting to note that successful implementation of flexibility is not limited to large academic institutions. The 2014 National Study of Employers indicates that even small businesses allow employees more control over their schedules, thus more job satisfaction. This will act as a guiding tool to improve applicability and efficiency of work arrangement at AUC, as well as in other educational institutions in Egypt.

1.5 Literature Review

1.5.1 Conceptual Framework

Researchers, policy makers, HR specialists, and business owners had tackled and conceptualized Smart work, each from their own perspective. Some studies focused on how Smart work can help inclusion of women in the labor market, achieve gender equity, combat unemployment among other interests. Other research has tackled how Smart work can be granted without bias to race, religion, class, or employment type and level. Policy makers have worked to create an adequate framework that enables employees improve productivity, and equip employers with the required tools towards institutional goals.

This research propagates that advantages of Smart work are diverse, and are essential in resolving various issues of public concern. They include the absence of traditional jobs, high unemployment rates, property rationalization, as well as long commutes within traffic congestion. Research indicates that Smart work enhances smarter operation, economic growth, and overall wellbeing. Thus, smart innovation touches upon employees, the academic institution, and in most cases on both. This research supports the idea that well-defined goals, efficient monitoring and assessment tools, produce no less efficient outcome than that of the regular 'typical employment' patterns.

Smart work emerged with the beginning of capitalism. During the early 20th century, most industries contracted workers, rather than hired them directly. Workers' mobility was naturally high under these circumstances. It was not until World War I that the defense industry identified a need to administer in-house training for its employees. Japan took the lead in starting the tradition of direct employment on long-term based contracts.

Morsi (2002) develops the concept of Smart work by stating "it is important to merge academic institution's objectives and benefits, with employees' personal and professional commitments." He adds that "the best way to face the rapidly changing business demands, and maintain the competitive edge is for academic institutions locally and globally to incorporate smart work in their working policy." (American Chamber of Commerce, 2002))

European research websites on Smart work have studied a wide spectrum of evolving work practices to conceptualize the new work environment. In an article, the author refers to Smart work as "a term currently in vogue to describe the range of changes enabled by greater flexibility combined with greater use of information and communication technologies. This combines flexible work options with changes to the way work is organized and delivered. This is often necessary to liberate the business from the constraints of place, time and paper and allow staff to work more flexibly. The article confirms that main components that characterize Smart work are flexible schedules, locations and types of employment. (*What's in a Name?* January, 2013)

Kowski (1991) further indicates that Smart work depends mainly on three concepts: the institution, the location and technology. More than 60% of the definitions of smart work are based on a combination of at least two of these concepts. Smart work and the use of technology indicate institutional change, thus defined as "...work carried out in a location where, remote from central offices or production facilities, the worker has no personal contact with co-workers there, but is able to communicate with them using new technology" (P.139)

According to Smart and Flexible Working (2013), Smart work as a concept, is one of several types of Atypical Employment. Atypical employment is used as a catchall for 'any form of employment that does not match the standard concept of normal employment (Mückenberger 1985; Keller/Seifert 1995; Rudolph/Schröder 1997). It regards atypical employment, not as a weak rival to full-time employment, rather as a condition where certain key factors are used such as: an employment contract, social insurance, working hours and corresponding pay.

Stanford, N. (2012), states that Smart work allows employees to work more efficiently, more productively and increase cost-efficiency, while juggling various roles. She adds that Smart work refers to “the new ways of working made possible by advances in technology and made essential by economic, environmental and social pressures.”

While initially smart work has been introduced to combat unemployment, it was found to be a great way for capacity building, both for professional, as well as community-centric responsibilities. The literature review will identify two main educational institutions, in regards to smart work. The study will focus on the applicability of the arrangements, the rate and reasons behind successful implementation in academic institutions.

Business Transformation Activities further conceptualizes smart work. It identifies how academic institutions adapt to new a working environment that include paperless offices, Business Process Re-engineering, as well as setting up virtual teams. Furthermore, the ‘Work Anywhere Possibilities’ refers to the ability to perform job duties, using technology-enabled practices, while being location-independent

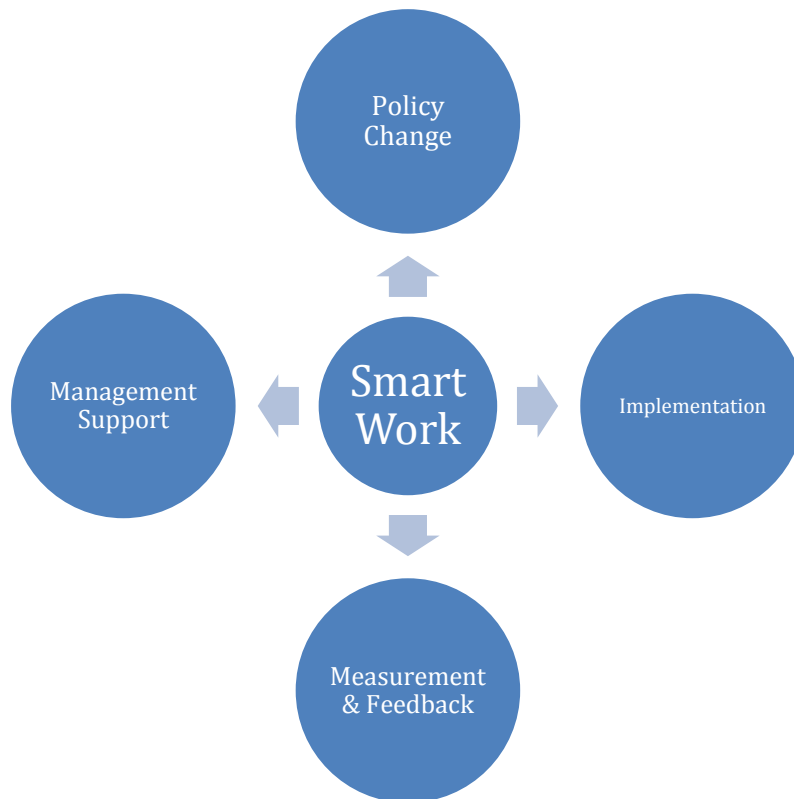


Figure 1: Conceptual framework of Smart Work

Figure 1 indicates the major components contributing to Smart work. Most importantly, there is a need for policies that enable employees to adjust their working time and place. Some countries limit

flexibility to gender-specific and caring employees; while others allow it to any employees seeking change. Surveys indicate a higher take-up of changing work arrangements, since they neither affect salaries, nor cater to a certain segment of employees. Focusing on the implementation of policies paves the way to an easier shift to efficiency and productivity.

Lake, A. (2014), explains the concept of Smart work as a working condition that relies heavily on technology that transcends over location barriers. He adds that several new terms have marked the new environment, such as: Flexible Working, Work shifting, eWork, Job sharing, smart work, and Telework. He maintains that other phrases have been coined to pinpoint the changing social needs of workers, such as ‘Family-Friendly arrangements’, and ‘Work-Life Balance’. He concludes that major changes in social structure, advances in information technology, and management strategies shape the new working environment. (P.310).

Smart work has been coupled with less physical monitoring, and an increasing level of trust between the worker and the employer. Shifting to Smart work entails better assessment measures, monitoring workload, and evaluation of work results. The completion of this cycle leads to potential employee wellbeing, as well as a prosperous continuity plan for the employer.

Evidence shows that the new paradigm has substantial positive impact on the personal attitudes of employees towards work. It has improved how employees better collaborate and produce within a more efficient work environment.

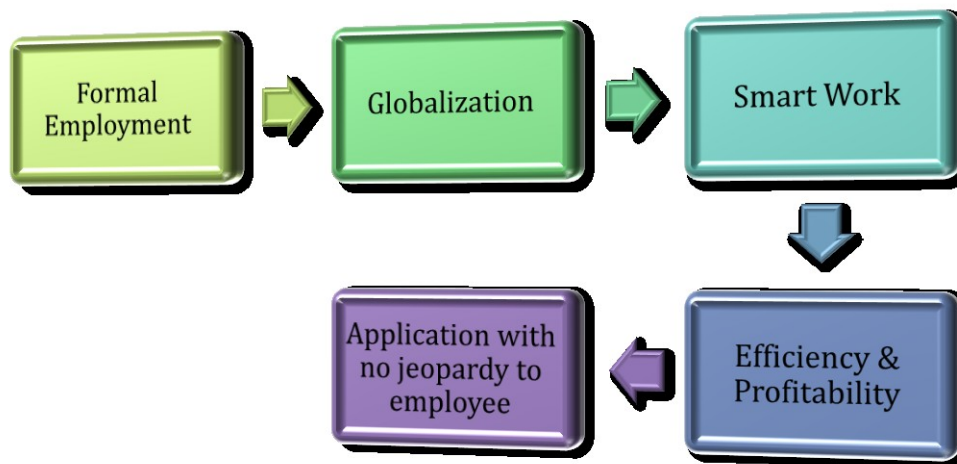


Figure 2. Progression and Development of Smart Work

Figure 2 sums the research’s progression from Typical Employment to Smart work.

After World War II, politicians established the framework of international trade, and broke down borders hampering trade, creating globalization. Globalization has opened up doors to exchange

Information and Communications Technology, science, products, and significant inventions that were created in the United States and Europe. Since then, various international bodies and various agreements have been set up to oversee globalization (General Agreements on Tariffs and Trade, The World Bank, and the World Trade Organization.)

Reduced transportation cost, cancelled tariffs, and trade zones with minimal or no tariffs have marked the onset of globalization. There was then the need to create and sustain a healthy and dynamic global economy. Globalization introduced a degree of volatility and graduate structural change. The challenge for policymakers now is to minimize instability and improve living standards through rising productivity and employment (IMF, 2015).

Golden (2011, page 5) categorizes smart work that affect enterprise performance, into two main groups: “Those [smart work arrangements] that enhance individual or productivity, and thus directly restrain unit labor costs of production; and those that improve employee health and well-being and satisfaction with the job or life, without raising current labor costs, and thus [result in] a long-run suppression of labor costs, to the extent that it saves the relatively more hidden costs associated with job dissatisfaction and human capital investment.”

The necessity emerged to face rapidly evolving business demands, and maintain the competitive edge. The answer was to incorporate smart work, when more leading businesses had to connect across various time zones, and prioritize asynchronous communication (Seiter, C., 2015). Initially, academic institutions outsourced their operations to cover the time difference. Eventually, academic institutions realized the need to slash cost, maintain profitable operations, and convert to smart work.

Following Globalization, Business Process Re-engineering (BPR) was introduced in the 1980s. It was designed to question old styles of managing work, abolish wasteful processes and outsource non-core activities. BPR is mainly redesigning core business process to achieve substantial improvement in “productivity, cycle times, and quality” (Bain & Company, 2015). Research indicates that BPR proved great success in migrating to better connectivity, and better compliance with customer needs.

The main idea behind Workplace in light of Smart work is ensuring that the work gets done most efficiently, from the most efficient location. Maintaining a high level of communication, together with a high level of trust are needed to enhance final product; albeit the location. Academic institutions work on improving the efficiency of their core practices, as well as integrate information technology to become a tool that overcomes barriers of time and place.

The new Workforce requires more agile skills, as well as well-informed workers of Information technology and communication tools. Smart workers should be able to work without much, or no director supervision, as well as help create a positive working environment and improve productivity. Studies show that workers offered Smart work fare much better and report better output and wellbeing. A satisfied Workforce leads to self-actualization, and fulfillment, which eventually leads to business growth.

1.5.2 Background

Smart work is a new paradigm that emerged to combine new management styles, improved work strategies, as well as greater employee autonomy. The new paradigm has a substantial impact on personal attitudes of employees towards work. It affects how they communicate and collaborate towards a more efficient work environment. It is ‘a set of practices that build an optimal workforce, match between resources and demand, increases productivity, and improve talent attraction and retention.’ (The Agile Future Forum, 2013)

However, smart work cannot be discussed without identifying the backbone, autonomy. Autonomy is the principal component of smart work and may take one of many forms, from setting one’s schedule, choosing how employees do their work, to working from home. Employees who have the freedom to make accountable-for choices, are happier and more productive. It specifically yields better productivity ‘when the work is complex and requires more creativity’. In a routine job, autonomy doesn’t produce the same impact. However, autonomy increases job satisfaction, which leads to other positive outcomes (Gagné, 2011).

Autonomy of working conditions and applying any of various options improve cost-cut for office space, decrease long commutes and enhance overall health of employees. Saving on real estate offers an alternate and additional resources to offer employees extra training, better ICT communication facilities that all work towards business success. The constant call for the new work culture has encouraged leading academic institutions to place smart work philosophy at the heart of the institution’s design.

Taking a broader view of the concept of work, the term is generally used to refer to ‘either activities involving mental or physical effort for a particular purpose, or the place where such activities are carried out’ (Felstead, A., Jewson, N., Walters, S., 2003), hence the classification of workplaces indicating the kind of activity carried out. For instance, an office is the place where non-manual, non-physical work is performed. Conversely, a factory is where manufacture of goods takes place.

According to CIPD report (2014), the scope of smart work is divided into three main categories: time, place and work. Flexibility in time denotes variations in scheduled work hours that branch out into daily and traditional flextime, and compressed workweeks among others. There have been adjustments in the number of hours worked per week or per year (i.e., summers off, or reduced hours during off-season). Flexibility in time offers those with educational and other interests enough free time to pursue education targets, where they are allowed sabbatical leave and leave time. Definitions vary but major components remain stable.

Smart work is a term used to describe a number of ways, where employees are offered increased autonomy and control over their working schedules. To this end, academic institutions offer accessibility and the convenience of various communication facilities, in order to achieve institutional targets. Such flexibility has been proved to increase efficiency, and collaboration among team members, either physical or virtual.

Business owners and HR specialists have produced a myriad of definitions of 'smart working'. It was agreed that is contextual and is a product of the 'driver', why is it used in the first place. It places great importance on the desired outcome, what it is made to achieve, in addition to what intervention has been put in place to achieve its goals.

Moreover, Smart work was further divided into two categories. Standard flexibility, which grants employees autonomy over their working time and place. Strategic flexibility tackles the higher goals of the academic institution, rather than individualized needs of employees. It focuses on the long, rather than the short-term goals. It tackles what and how work is done towards bigger institutional goals. Strategic flexibility is proactive, not reactive since it intervenes at the systems level (Olmsted, 1997; Campbell & Koblenz, 1997; Bailyn, Rapoport, Kolb, Fletcher, et al., 1996).

Restructuring the work processes refers to work redesign and job restructuring to increase output efficiency and reduce low value work (Pitt-Catsouphes, 2003; Sloan Foundation, 2003). Smart work is more about output and the quality, then working hours and office space. Multiple surveys indicate that flexible working is a way of operation that empowers employees to be productive within innovative business initiatives.

Academic institutions cater to the multi-dimensional expectation of their stakeholders (employees, as well as investors equally). Smart work is a new paradigm emerging to combine a new management style, improved work strategies, as well as greater employee autonomy and freedom.

Previous literature indicates that smart work has a great capacity of overcoming geographical and institutional boundaries that long existed in the traditional centralized enterprise setting. Smart work can be performed “on-line” or “off-line”, it may constitute only part of the worker’s job, and may be carried out by self-employed workers or employees.

Christophe Baret, C., Lehdorff, S., Sparks, L., (2000) have alluded in their book to a survey carried out in 1984, involving around 10,000 respondents in Germany, France, Italy, and the United Kingdom. It indicated that out of an employed population of 90 million, 13 million wanted to utilize smart work.

The department of Trade and Industry (DTI) has conducted a survey on work-life balance among employers, as well as the types of smart work. 95% of organizations indicated that at least one of smart working types has been in use. However, it is worth noting that existence of smart arrangement neither means the awareness of such a benefit by employees, nor its implementation by the management.

In highlighting smart work, Samuel J. Palmisano says “On any given day, worldwide, one third of our people is not at an IBM location - they are working onsite with customers, are telecommuting or are mobile.” (P.3). IBM has relinquished the stringent and decadent concept of work. Employees collaborate on how work gets done, but not so much on where it gets done. He adds: “Smart work Options allow our workforce to serve customers as never before.” One of the major reasons why academic institutions have resigned to the increasing public demand for flexibility is their gain of public image. Offering smart work gives employees ownership over their working schedule, and creates trust and loyalty between the employee and the employer.

In conclusion, the literature review is the first comparative study on higher education. It has specifically studied two of the oldest academic institutions in Egypt and the U.S. The literature has used The University of California, Berkeley as a benchmark and a destination point. UCB ranks 1st among public schools in the U.S. One of the directives of this comparative study of Smart work is to assess current shortcomings of Smart work at AUC, and identify ways to mirror recommended strategies and best practices at AUC.

1.6 Methodology

The study has used the qualitative research method to investigate ways to encourage universities maintain work/life balance for employees. Using qualitative method was essential to draw complex aspects of applying smart work. Although the study has used plenty of numeric data, it developed the concept and hypothesis through qualitative research.

The study has solicited feedback from a non-random target population. It was directed to draw feedback from a specific stratum of the management, including executive financial and administrative managers, program directors, and associate deans among others. The study has used the Position/Authority approach to collection and analyzing data of smart work both at AUC, and UCB. Participants were used based on their rank and professional experience in academic institutions. At AUC the research has included program directors from the 10-most populated programs at AUC (by degree), in addition to a number of senior management personnel at UCB.

Senior administrators and graduate program directors are a great source of unbiased information on how employees react to smart work. Their continued observation determines to what extent Smart work contributes to job satisfaction and involvement in the work process. They can determine how these factors contribute to better performance and productivity.

Additionally, the research was purpose-specific, where participants shared their perception, points of strength and challenges of Smart work. This was meant to narrow down the research methodology and help participants focus on the context and motivation behind applying Smart work.

To ensure a safe and private environment of information shared, interviews were drawn in a private (non-group) setting. Information has identified the management intake and how Smart work impact the growth of the academic institution. On the other hand, it has determined the employees' concerns and highlighted areas of improvement. For this reason, the data collected was handled with privacy and confidentiality to avoid conflict between the employer and employees.

1.6.1 Data Collection and Instrument

Personal interviews were the basic instrument for drawing primary data. Interviews offer a more relaxed environment for follow-up questions, and probing. They allow freedom of expression, since respondents are more comfortable expressing themselves orally, than in writing. Questions used in the interview were open-ended to stimulate more discussion, and allow employers to share their experiences, especially in more complex questions.

The interviews questioned to what extent employers were comfortable in applying Smart work, and what they considered the main trigger for efficiency and productivity. On the other hand, they depicted how employees participated in institutional growth, while achieving personal well-being.

As for the research span, the research interview was cross-sectional, where data was collected within a recent (10-15 year time frame) in the history of applying smart work. The interviews did not collect

longitudinal data over past periods. Secondly, the high response rate, the freedom to probe into deeper insight, as well as observe behavior of respondents was another reason for using this method.

Secondary data was drawn through library resources, journals, reports, digital articles, and theses. The interview guide has posed a number of questions that examined the changing location of work, how working conditions can make or break work-family balance, as well as smart work from the perspective of the employer.

1.7 Research questions

The demand for smart work has been on the rise since the 1990s. There are several internal and external factors that influence the application, and degree of flexibility offered through smart work. Respondent feedback and research findings determine the impact of smart work arrangements both on the individual's wellbeing, as well as on the academic institution's growth fronts. Below are the main questions that will reflect in the main argument of the research:

1. To what extent does governance, (policies and mechanism for implementation) support the enactment of smart work?
2. What can academic institutions do to create and maintain a family-friendly work environment?
3. How can smart work generate efficiency, improved productivity, and institutional growth?
4. How does Egypt compare with the international experience in applying smart work?

Chapter Two

Employment and Smart Work Policies in Egypt, With Focus on the American University in Cairo

2.1 Background

Any work environment has controllable factors, and non-controllable factors. The management can control work strategies, and encourage performance. However, it cannot control unforeseeable circumstances that happen to employees, Smart work is there to strike that balance. Academic institutions cannot expect employees to be present 100% of the time, but it can help them produce, equally effectively, while being away from the office. Applying Smart work selectively and within boundaries can help the management accommodate talent and keep retention high.

Egypt has been provided policy guidance under the ILO Convention 181, in order to improve regulation, and increase labor market flexibility. More policy work needs to be done to complement the initial labor reform in Egypt in 2003, as stated by Ahmed, G. (2010).

In principle, adopting smart work is not feasible without a legislative and institutional backbone. It is only then that academic institutions are able to accommodate employees' needs. In Egypt, multi-national institutions have taken the lead in applying smart work. However, it is important that individuals and academic institutions alike be aware how smart work empowers productivity under innovative business strategies.

What Egypt requires right now is a cultural change, a fresh perspective of how academic institutions look at efficiency, and productivity. Balancing personal and professional interests is beneficial for both the employer and the employee. They complement, rather than conflict with one another. It is evident that "one-size fits all policy" is not the best solution anymore. Employees differ, together with their skills, abilities and professional training. Academic institutions know that their profitability, does not happen in isolation of employees' wellbeing.

This research propagates that the answer to many challenges in the administrative and logistical set-up lays in smart work. In Egypt, with limited resources, environmental impact, long commutes, and lacking technological advancement, it is by far a necessity to adapt to the new work demands.

The policy that regulates smart work exists, however, governance still lags behind. Even though many academic institutions in Egypt have the policy for smart work, few actualize it. Reasons vary between lacking ICT resources, administrative constraints, as well as fear of abuse. According to Staff 1 (in

personal interview, July 2015) policy should be communicated, transparent and encouraged. He added that the employer and employee should be in unison regarding, goals, results and impact of smart work.

Shedding more light on policies and guiding principles at AUC, interviewee 1 added that HR often times deliberately hides certain benefits from employees for fear of abuse. To remedy this, he stressed that policies should be clearly stated, and applied in a transparent, fair and systematic way. He adds that it is important that the employer keeps best interest of his employees in mind. It is his role to encourage productivity and efficiency, as long as it does not go against clearly stated regulations.

Staff 6 in personal interview in Cairo, June 2015, stated that universities should incorporate smart work into their policy, especially for fields that do not require constant presence in the office. She gave examples of Media, digital television, software editing and graphic designing. She added that ICT progression plays a major role in offering support to alternative arrangements of work. However, she added that smart work options should be given to support job demands, rather than personal and family care demands.

Speaking on policy, informant 3 stated that academic institutions should offer disciplined integration of data on smart work as part of the policy, which will create an aware community willing to migrate to the new culture. Secondly, she added that regular training and information workshops (info sheets with options and implications) should be incorporated into the policy. Offering well-defined goals helps both employee and employer to know the value and impact of their efforts. Finally, she stated that if this process is done selectively and within boundaries (not offered to more than 10% of the working population), it will become fruitful for everyone involved.

Taking focus to a broader level, the research tackles how Smart work is viewed at the national level. Attia (1999) investigated the significance of social variables and their impact on quantitative and qualitative productivity of employees in Egypt. She focused on formal and informal regulations, specifically in industrial work environments. She divided the variables into two main categories:

(1) Academic significance: where she introduced some theoretical concepts, such as productivity, morale, job satisfaction, as well as regulatory climate. (2) Social significance: where benefit is drawn from recommendations, and where solutions are set to face existing social dilemmas. In this case, she referred to the improvement of the overall economic condition, resulting from high morale and job satisfaction among workers. Attia used the 'social survey' method both to eliminate social problems, and to enrich the research conducted. She has further studied working conditions of employees, in order to further understand the working environment, and its effect on productivity.

2.2 Smart work in Egypt

All participants of the study have agreed on a certain number of factors that make the criteria for selection of employees. The most important criteria are:

Nature of the job is the main determining factor on whether or not the employer offers smart work options. Certain jobs require constant face-time and accessibility, which makes it hard to accommodate the employees' request for smart work, unless there is provision for placement and backup. Interviewee 6 stated that undergraduate; graduate students and faculty members outnumber staff members. Their presence is vital for completion of work tasks, hence it becomes rather difficult to allow them smart work facility.

She adds that part-time staff is not included in the count of staff, since this option is given only to full-time employees. Additionally, the department chair's assistant is in charge of budget planning, faculty travel and students queries, which minimizes her chance of landing smart work options.

Moreover, work ethics is vital for a sense of trust with the employee. Interviewee 4 adds that among various employees, he chooses to offer smart work to certain employees over others. This is due to the fact that certain employees have solid work ethics that prevents them from abusing the new work options. He adds that his assistant works from home even while on leave, and comes to office when and if there is a need for her help. He added that the factor of work ethics is supplemented by the manager's assessment of the employee's abilities as well.

Another major criterion for applying Smart work is health concerns. Health care compensation (especially in the US) is a major cost item and concern for any academic institution's agenda. Employees, especially in the case of home working, should abide by rules of an ergonomically workspace at home. Failure to convince the institution of such commitment, Smart work shall not be granted.

Using laptops without paying adequate attention to ergonomics, leads to various health problems, eventually to be undertaken by the management. Interviewee 7 added “. . . The management wants to see seriousness on the part of the employee to abide by this regulation. In some cases, the University of California, Berkeley, sends an ergonomics assessor to verify the smart work request. If the working space is not ergonomically set-up, the smart work request is denied. Funds are available and employees are encouraged to put in their requests, which are assessed by professionals.

2.2.1 Goals

Most advanced-thinking academic institutions are goal-oriented and result based. In varying degrees, they have no regard for location, nor believe in the confinement of an office space. As long as work is done efficiently and yields the required results, this is their main concern. Many researchers say that some academic institutions use outsourcing, and divide tasks to reach goals efficiently and within deadlines.

Experts in the field of Smart Work reiterate that clearly defined goals are essential for best results of institutional strategies. Interviewee 7, in a personal interview in California, has identified two main goals behind implementing smart work. She stated that the long-term goals are meeting institutional goals, while-short goals, what matters is meeting deadlines, producing efficiently in a positive work environment, and without making mistakes.

2.2.2 Application

For successful implementation of Smart work options, academic institutions are increasingly required to revise employee configuration, and institutional capacity. Academic institutions should equip employees with various tools of staff support, and mentoring required to perform their job tasks efficiently. Devoting a great deal of time and resources to strategic planning and customer support, should be balanced by ensuring employees' wellbeing and work/life balance.

By so doing, academic institutions profit by ensuring fewer turnovers, less operational and administrative cost, and most importantly maintain the quality of work. Applying Smart work offers the employees the benefits that most fit their needs. Recently, some benefits have proved more valuable to employees than money, and this happens through Smart work options.

The application of Smart work is a great option for finishing assignments at the employee's leisure, in a location conducive to his or her comfort and abilities. Tarek Morsi (2002), professor of economics at Cairo University stated in an Amcham report that the business environment in Egypt is now conducive to the new work arrangements. He added that alternative arrangements is a great channel for "relieving communication and transportation frustration."

2.2.3 Process

The process for applying Smart work is pretty straightforward. Employees approach their direct supervisors with their requests. Applications are examined based on the nature of the request, which are the employee's work ethics, the availability of back-up staff, and guidelines for using the new work arrangement. Interviewee 8 stated that it is essential to have applications examined and reviewed by a committee. She added that it is not preferred to have employees held hostage by their supervisors'

partiality and personal inclinations. She added that the assessment and feedback of the direct manager will be taken into consideration by the committee, but the whole process should be channelized.

Samir Younis, (January, 2002- Amcham Report) managing director of a top business career development center in Cairo, says “flexi-hours is the vehicle to increase productivity and results in employee satisfaction.” One local brokerage employee commented:” I think Smart work is conducive to making people work harder, when workers don’t feel pressured by time constraints, they end up working more.” Offering flexibility at the workplace helps academic institutions hire high skilled employees, who are otherwise unavailable for full-time commitments.

2.3 Transition to Smart Work in Egypt

Open ended contracts, pension plans, day care facilities, and health care benefits have all made typical employment the most sought-after type of employment in Egypt. However, over the past 20 years, several factors came to play to mark a gradual change from typical to atypical employment. The most significant of these factors is globalization. It has posed an imperative for change to cope with the increasing customer demands across various time zones, global trade, as well as competitiveness. Globalization has manifested itself in the breaking down of trade and economic barriers, as well as a fast growing service industry. Regular 9-5 jobs were no longer the answer!

Smart work in Egypt fits the needs of many people. Firstly, it enables the youth to pursue educational careers, while being part of the labor force. Early inclusion of the youth into the labor market enriches their professional vision, and reflects positively on their longer-term goals. Students can also make a living through the various options of Smart work to support their education goals. Students make up for scheduled absences of full time employees, job-share, and help with university event planning on part time basis.

Moreover, introducing Smart work for senior employees is a great options; where academic institutions can benefit from their extensive expertise, and vision. Senior employees are a great example, since they have accomplished their family duties, and are more focused on university goals. They are able to give their undivided attention to creativity and productivity at the workplace. Contrary to the old image of decreased stamina and unwillingness to cope with the new work demands, senior employees are a great asset for educational institutions that offer Smart work option. Smart work is also a great opportunity for phased out retirement, for those who wish to give more time and attention to their social and community obligations. It allows them to work at convenient intervals to fit their needs; while handing down job responsibilities

Historically, females in rural areas of Egypt have received fewer years of education, to either support their families in household chores, raise their siblings, or to save money for their brothers' education. Women in many cases over the years were less educated and were thus less able to have full-time employment. Before the introduction of Smart work, it was either full-time employment or none. This was the main reason why more women were inclined to be employed by academic institutions that offered Smart work options. Evidence shows that Smart work has proved more beneficial, and was likely to happen among women than men.

With Smart work, female employees can tend to their child-care and elder care responsibility; while being employed. It does not curtail their work opportunities to weekly hire, shift work, and casual employment anymore. Smart work ensures they enjoy the same benefits as regular full-time employees without being penalized for tending to their non-work duties. Women in Egypt have been forced out of the labor market for years. For decades, full-time employment was believed to bear negative effects on family-formation and other personal responsibilities. Family, elderly and childcare came at the top of priorities for female employees, unlike male predominance in full-time employment.

2.4 Atypical Employment

2.4.1 Definition

Regrettably, atypical employment was for long stigmatized for hosting 'bad' types of unskilled jobs (Tilly, 1996). Atypical employment meant, for many, the polarization between 'good' and 'bad' jobs (Lowe and Krahn, 2000; Tilly, 1996). However, with the increasing participation of knowledge industry professionals, the image has changed. Atypical employment was shown in a more positive light, creating credibility and attraction towards atypical employment.

ILO defines atypical employment as work that is performed under varying degrees of objective (legal), and subjective (particular) characteristics of security. It is non-conforming to the classical model of one employer, open-ended contract, working hours of 35/40 per week. Atypical employment is characterized by low stability, low pay, high labor turnover, and most importantly limited access, or even exclusion from the social security system. Evidence shows that employees, who practice atypical employment at the short-term, will invariably live in fear of unemployment at the longer term. It is largely centered on various factors including: labor market demands, legislation and the social and economic makeover of the country. (ILO, 2011)

According to the World Economic Forum (2014), many European countries have worked to implement legal reform in order to incorporate flexibility and liberalize many forms of employment. This has

created a two-tier labor market, one that holds a group of protected workers, while the other practices uncertainly of atypical employment.

Figure 3 has made the distinction between internal and external flexibility within universities. Internal flexibility deals with utilizing the workforce to best fit needs of the institution. It regulates the fluctuating working schedules, and the varying start and end and break time of employees, outside core work hours. Internal flexibility also examines the work structure and eliminates non-core responsibilities, while leaving the number of employees untouched. The main objective of utilizing Smart work is connecting pay to result. It is no longer the physical presence of employees; rather their efficiency and skilled output.

On the other hand, external flexibility uses measures such as hiring and firing, fixed term contracts, as well other types of atypical employment. Since external flexibility deals more with the business environment, academic institutions help employees improve their labor-market skills to integrate and be more efficient.

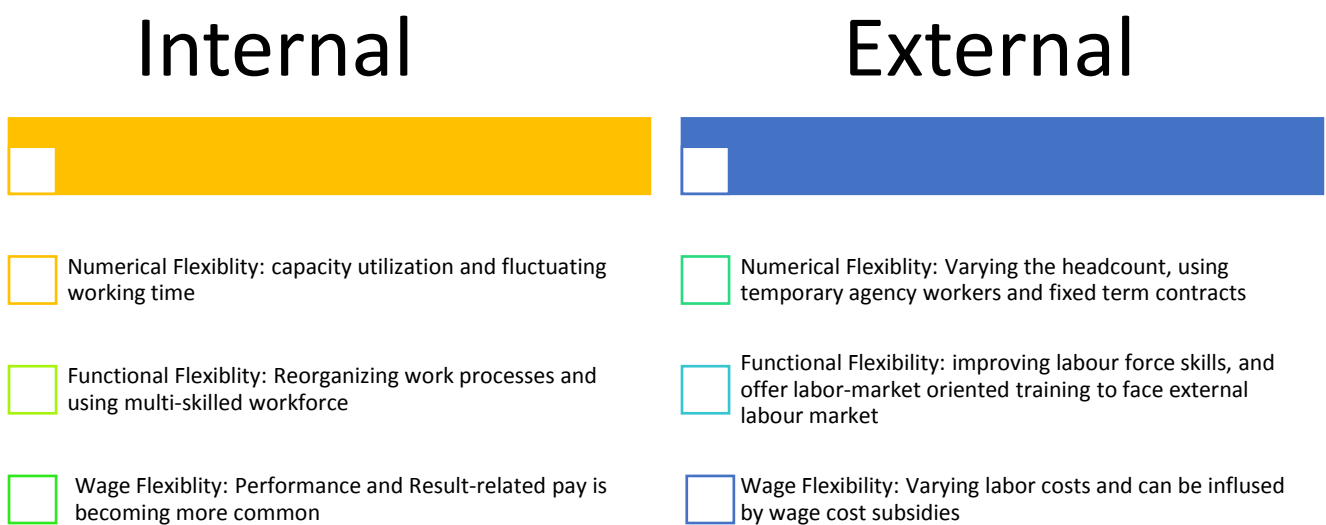


Figure 3: Internal and External Flexibility

<http://www.econstor.eu/bitstream/10419/78944/1/755843568.pdf>

Using workers for short periods and for specific tasks have proved beneficial over the years. Educational institutions used them to reduce hiring cost and maintain a flexible labor force, creating an employee-job match (Katz et al, 1999). However, with the increasing number of professional in the knowledge management *-effectively capturing, and distributing knowledge-*, media and finance industries, the image of atypical work has changed. Professionals have chosen to partake their professional expertise in a way suitable to tend to other commitments and pursuits. The Centre for

Economics and Business Research (2014) indicates that 96% of knowledge workers in the UK utilize smart working conditions, potentially adding £ 7.1 billion to British economy. Hence, atypical employment is no longer a way out of unemployment or poverty. Atypical employment has become a matter of personal and professional choice.

In an erratic and unsafe economic environment, academic institutions looked for new ways to adapt to these changes. They used revised HR measures to adapt to the new changes, and increase flexibility. (Martin/Nienhüser, 2002).

Universities adopt structural changes, and new employment patters with increasing economic instability. The degree of flexibility is unique to every educational institution. Therefore, atypical employment “... forms part of the range of human resources measures that a company can deploy to increase its flexibility (Martin/Nienhüser 2002).”

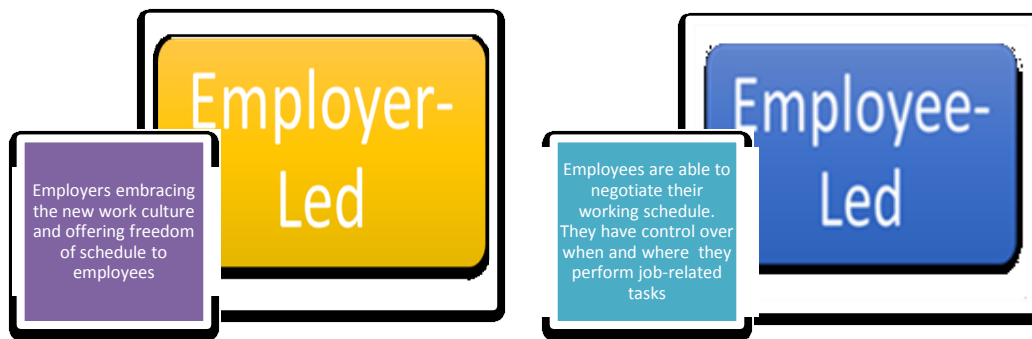


Figure 4: Types of Flexibility at the Workplace

Handbook of Work-Life Integration among Professional: Challenges and Opportunities.
<http://www.amazon.com/Handbook-Work-Life-Integration-Among-Professionals/dp/1781009287>

According to Burke, R, Major D., (2013), smart work, working time, and flexibility at the work refer to “the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks” (P.270) Figure 4 shows that flexibility at the workplace has been divided into two types: the first is “employer-led” indicating the employer’s inclination to offer and implement smart work, while the second is “employee-led” (ibid, P.29) where the employee is able to negotiate his/her working schedule.

Studies show that employer-led variability indicates a negative impact on the health and overall wellbeing of employees. Conversely, employee-led variability showed positive effects, not only related to health and work–life balance, but also to institutional performance. ILO studies show that it is possible for employer-led and employee-led flexibility to “co-exist in more or less equal measure”.

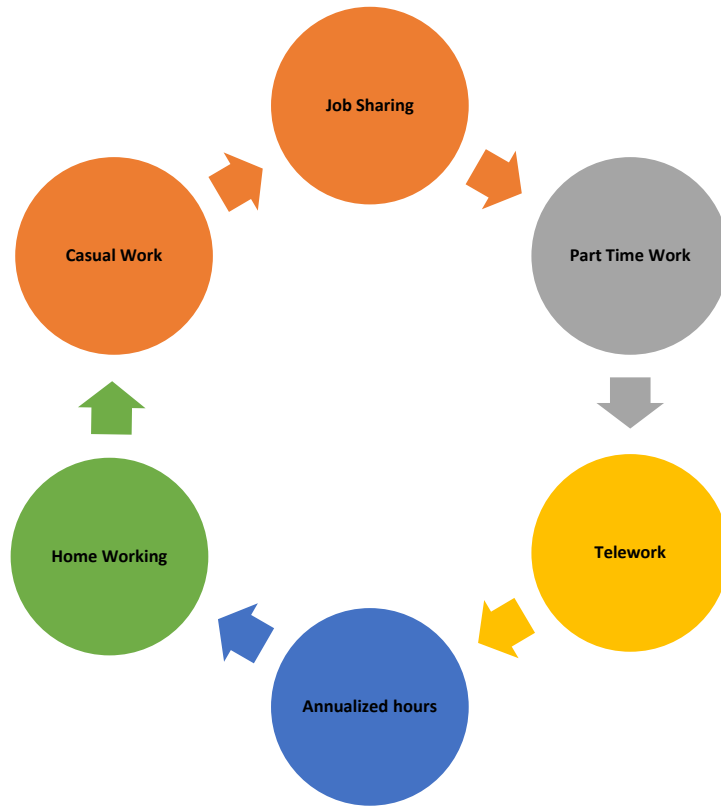


Figure 5: Types of Atypical Employment

www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/meetingdocument/

2.4.2 Types of Atypical Employment

To face fierce global competition, it was important that workers had more freedom and control over their working schedules, and locations. A use that is beneficial both for the worker, and the employer. Working towards more efficiency had to be done in a manner and place convenient for the worker. Working in locations outside the workplace could be done from home, client-based office, or satellite offices (telework center).

On one hand, working in preferred locations help employees catch up with their required pace of work, and workload volume. On the other, the academic institution must ensure continuity and execution of the university’s plans, constant customer support, uninterrupted accessibility of employees, as well as better efficiency.

Working off-site is a great solution for cutting down on cost, commuting, and stress; while at the same time helping the university reduce operational and administrative cost of permanent office space.

a. Job Sharing:

Job sharing is when the employer restructures one full-time job, and makes a clear division of responsibilities between both employees. The employer also provides logistical adjustments, and both employees may work separately for two days of the week. They may work together for a day to streamline the workflow, each committing to at least 20 hours per week.

This arrangement was created to respond to persistent demand by unions to reduce the number of working hours worldwide. Minimizing the workload meant sharing the total working hours among many employees, thus fending off unemployment, and creating additional jobs.

b. Part-Time Work:

Part-Time Work Convention of ILO in 1994 (No. 175), defines a part-time worker as: “an employee whose normal hours of work are less than those of full-time workers.” It is known to be an agreement that allows the employee to limit the duration of his employment to a certain period (a year, or six months).

The convention was introduced to improve employment standards, and ensure equality between part-time and full-time workers. It mandated equality, pension benefit, family care leaves, as well as training and career advancement opportunities. Some benefits, though are applied ‘pro rata’ in proportion to the hours worked, and based on employer discretion.

Schedules of part-time employment vary according to the number of hours, and the distribution of hours across the working day, month or year. Various governing factors come to play, such as country conditions, labor laws, pay, and benefits. This is why the Fair Labor Standards Act (FLSA) has not constituted an exact definition of part time employment. Definitions are left for the employer’s policy, and are often stated in the employer’s handbook

c. Tele-work:

Tele-work, is a work culture where employees use IT and telecommunication tools to replace work-related travel. Academic institutions, on their part, need to offer constant accessibility to data records to facilitate accomplishment of work tasks. It allows employees to engage in a number of schedules and locations for optimal efficiency and productivity. Workers perform their tasks from a number of

locations, such as: home, a community telework center, or from a client's base. Telework is the second most popular working arrangement after flexible working hours. 'Telework' is the term used in Europe, while 'telecommute' is used more often in the U.S and Canada.

d. Annualized hours:

Annualized hours: is where the number of hours is calculated annually. The worker is then requested to work 1,900 hours per year, based on personal preference and work demands. Within this arrangement, the maximum hours of work per day is 12; while the maximum number per week is 40.

e. Homeworking:

ILO defines home working as carried out by people who "work from their homes or from other premises of their choosing, for payment, and which results in a product or service specified by the employers." It can be combined with other types, such as smart hours, part time work, as well as term-time working. Home workers can work in one or more institutions; however, they do not own the business they work for, thus they differ from being self-employed. (Home Work Recommendation, R.184)

It takes many forms: it can be voluntary, based on request of the employer, on full-time or part-time basis, on ad hoc, or informally. Among various benefits, home working has been the answer to rising operational and commuting cost. Home-workers have been regarded, mistakenly as low-skilled laborers. However, an increasingly growing body of high skilled employee, this has changed.

f. Casual Work:

ILO defines casual employees as "characterized by informality, uncertainty, and irregularity." In General, 'casual' indicates "the absence of a firm commitment to the duration of job offered by the employer." (ILO-1993, para.14 (e) the longer hours and the longer service an employee works, the less likely he/she is a casual worker. There have been legal concerns about unfair treatment against casual workers. Some employers are inclined to abuse the employer/casual-worker relationship, where they minimize their obligations, while maximizing worker obligation.

	Most of the Time	At least once a week	At least quarterly	Less often but on occasion	Never
One of the University's core offices	45	6	5	7	36
One of my University's sites - not my core office	7	7	8	18	61
In a co-working office with employees of other institutions	7	2	4	6	81
At the same desk	64	6	1	2	26
In the car	2	3	3	5	87
On the commute	3	4	4	9	80
At a library/café	1	1	3	6	89
From home	7	14	10	17	51
Customer/client site	10	5	6	15	65

Table 6. Places Where Employees Prefer to Work (%)

http://www.CIPD.co.uk/binaries/hr-getting-smart-agile-working_2014.pdf

As shown in Table 6, on one hand working in preferred locations helps employees catch up with their preferred pace of work, and workload volume. On the other, academic institutions encourage the execution of institutional goals, and uninterrupted employee accessibility.

2.4.3 Principles

According to McEwan, A., (2013) Smart work is based on three major principles, they are: outcome, Trust, and communication. She states that it requires “a shift in mindset from the traditional 9–5 with an hour for lunch, to much more nimble thinking that recognizes nothing is static. It’s about give and take, starting with the principle of mutual trust and that people are accountable for their role in

delivering the best service. Smart work is about finding a fair balance of what works for the firm and the team, as well as the individual meaning.” (P.25)

Within smart work, the focus has shifted from visibility of work processing within the conventional workplace, to production and output. Mutual trust transitions employees to a culture, where they are committed and loyal, and are there because they are motivated and content. Finally, an open channel of communication on institutional goals and expectations of output is key among senior management, middle management and team members.

2.5 Case study of Smart Work – The American University in Cairo

AUC has incorporated various smart work arrangements in its policies and procedures’ manual. The manual is issued under the auspices and authority of the President of the American University in Cairo, and is updated every two years. Smart work is granted to some employees at the discretion of senior management and under defined circumstances. Permission to options of remote work is granted for cases longer than one week, and for employees who wish to perform their job tasks outside the workplace. The selection Criteria are:

- 1- Personal Interaction with Customers Should not be one of the job holder’s tasks
- 2- The staff member should not be an assigned emergency- situation worker
- 3- The job holder must be technologically prepared to smart work, and his tasks portable
- 4- Staff member’s absence should not affect the overall functionality of the work operation
- 5- The staff member should not be handling sensitive information
- 6- Permission to remote work is granted by direct supervisor
- 7- The supervisor must attest to the employee’s sense of responsibility and efficiency
- 8- The employee must be present 3 times each week in either of the two campuses

2.5.1 Conditions to the policy

In fall 2008, the 7.8-acres of down town campus of AUC was moved to a new 260-acre campus in New Cairo, with an estimated population of 2.5 million people. Spearheaded by 50 move captains, 40,000 cartons, 5,000 computers, and 500 boxes of lab supplies were transported in 170 custom-designed carts to the new location. The new campus holds 136 classrooms, 145 science and engineering labs, 55 non-science labs, in addition to 727 faculty and staff offices.

It was not possible to set up a campus of this size in the heart of town, so it was constructed in the outskirts of Cairo. AUC has set up an intricate transportation system to bring faculty, staff and students

from 18 pick-up points daily. Reaching New Campus has increased for some people from 25 to 109 minutes, about 3-4 fold, taking about 10% of total personal and family time for employees.

Additionally, long commutes lead to burnout and exhaustion. It was the cause for obesity and lack of physical exercise. Studies show that negative effects of long commuting include motion sickness, claustrophobia, nausea, back pain, stiff neck, and high blood pressure. Additionally, long commutes take their toll on civic-centric activities, and merging with society. The lack of this activity increases feelings of exclusion and creates depression.

<u>Area</u>	<u>How far from Old Campus (Km/ Trip)</u>	<u>How far from New Campus (Km/ Trip)</u>
Maadi	11.3	36.1
Heliopolis (1)	15.6	31.1
Heliopolis (2)	8	32.6
Nasr City	14.2	23.2
Giza	5.8	39.8
Zamalek	7.7	34.5
Agouza	4.6	39.9
Mohandessin	5.9	42.8
6 th of October	41.1	71.5
El Rehab	31.6	9.9
Moqattam	10.6	33.1
Shoubra	7.3	40.7

Table 7. Difference in Destination (in kilometers) between old and new campuses

<http://dar.aucegypt.edu/handle/10526/2217>

Table 7. Depicts the increase in commuting distance and time from the old to the new campuses. Respondents from Agouza bus route report that reaching New Campus has increased from 30 to 109 minutes, about 3-4 folds (distance in km shown above). This long commutes takes about 10% of total personal and family time for employees.

This unnecessary waste of time, effort, and resources creates time-pressure to perform various duties for employees. The inability to perform non-work duties puts pressure on employees and their partners in an attempt to reshuffle home and care responsibilities, eventually creating conflict. Multiple forms of atypical employment can replace commuting time. It compromises quality time with loved ones, minimizes the chance to do challenging work, or be an active member of society. Wellbeing of employees and inclusion in society creates loyalty,

The move to the new campus and the long commute has marked an obvious change in the working conditions of AUC. The increasing work demands and restructuring employee structure have added to more pressure within the working environment. To ensure maximum employee satisfaction and strike Work-Life balance, AUC has designed an employee-friendly working policy. The aim of which was to create a performance-based environment, restructure monitoring and assessment tools, achieve maximum productivity, and maintain wellbeing of employees.

2.5.2 General Benefits

AUC offers additional benefits to employees. It provides technical and IT support to employees, including a laptop, both hardware and software support, and access to job-based technical systems. It is worth noting that AUC grants full monetary security to employees who work remotely. Salary and benefits are by no means affected by the smart working arrangement, which satisfies both the employee and employer needs.

As clearly indicated in the AUC staff and procedures manual, AUC offers benefits to male and female employees equally. In addition to leaves, social and healthcare benefits, it offers paid and unpaid maternity leaves and day care facilities. This facility is offered to mothers who wish to balance their family obligations with their work demands. The benefits that AUC offers are:

1. Reduced Hours for Child-care and Hardship Situations
2. Leave without pay
3. Emergency Absence and Leave
4. Day care facility
5. Group life insurance
6. Retirement benefit
7. Medical coverage
8. Tuition benefits
9. Maternity Leave

Sorour (2011) has conducted a research study on Family-friendly working conditions at four organizations in Egypt, representing different sectors of labor market. They are: The American University in Cairo, The International Labor Organization, The Ministry of State and Administrative Development, and ITWORX. Sorour has focused on the American University, and applied the survey on human resource specialists, managers, directors, as well as employees.

The goal of her research was to identify the various needs for family-friendly work policies, and investigated how they can be extended to the formal labor market in Egypt. She stated that the absence of such policies creates conflict in employees' work-life balance, and added that enforcing implementation of policies will be improved through policy reform.

She highlighted the fact that work-life balance depends, above all, on the willingness of the organization to accommodate employees' needs. She has also summarized her research findings in two main points:

- The level of employment should not affect management's decision to offer flexibility
- Policies that affect pay (part-time work, reduced time- seasonal work) are not preferred in the Egyptian labor market. Smart working conditions and remote working are the most preferred options, as they produce the same amount of productivity, while maintaining the same remuneration.

Women are usually the majority of recipients of such a service, since they are the main providers of family and elder care. She added that such flexibility will greatly increase employees' chances of being effective players in the labor market economy.

Sorour has focused her study on the following research questions:

- Do gender and employment level affect the application of these policies?
- Do different types of work that employees practice affect the application of these policies?
- What are the factors that influence the management decision to apply these policies?

Respondents agreed that fulfillment of family obligations have helped maintain their career path, without compromising other needs. They concluded that that flexibility created a relationship of trust and accountability between the employee and the employer.

Khamis (2013) has tackled flexibility and productivity in Egypt from a social angle. He studied the impact of social interaction among employees (both positively and negatively), and how this contributes to improved performance. He maintained that improved social relations play a major positive role in achieving professional goals. Khamis added that decision-making; information sharing, communication, as well as psychological and moral support are some of the benefits drawn from focusing on the social perspective.

However, interviewee 9 stated that offering smart work options should not be a way to solicit the employee's efficiency. It should be offered within guidelines not as a carrot to individual employees. It is a way to get work done efficiently and systematically.

Regus' Director for North and West Africa, Thierry Vernet stated, "Hiring and retaining top talent is an age-old priority for successful businesses, but not all companies can afford to offer golden bonuses or mouth-watering salaries while remaining competitive." Vernet added that successful businesses should avoid "incurring recruitment agency costs and the inconvenience of starting the hiring process." Increasingly, employees in Egypt have been naming smart working conditions and remote work as their most preferred work arrangement.

The report (2014) indicates that 70% of Egyptian employees reported that Smart Working conditions are the main incentive that encourages them to accept one job over another. It adds that 61% respondents confirmed that Smart Work options improve staff retention.

Maher, A. (2013) states that Egypt, among other developing countries, have recently started a shift to Smart Work and remote employment. This is due to a number of reasons. First is the technology-based advances that allow employees perform their duties in non-typical hours. Secondly, the growing needs to balance work/life obligations to decrease the tension in an already stressful life style. Finally, she added that choosing Smart Work came as a result of the management's focus on efficiency and output; rather than time spent in the office.

Maher also focused on the advantages and disadvantages that face the Egyptian labor market in implementing remote and virtual work arrangements. Her study focuses on the period after the 25th of January Revolution, both in private and governmental bodies in Egypt. She states that the unemployment rate in Egypt has reached 13% after the Revolution. (Egypt's Central Agency for Public Mobilization and Statistics, 2013)

Maher adds that advantages of Smart Work are plenty, the most important of which is enhancing efficiency. She adds that supporting decentralization, and managing overhead cost in expensive developed country is another major advantage. She gives the example of Xerox, achieving a "31% cut in total costs from using the Telework system." Moreover, the balance that workers achieve through Smart Work, by saving time and money, is vital for their wellbeing and satisfaction. She adds, "a two year pilot project at New York telephone showed an average of 43% productivity increase per participant." (P.2)

Cutting cost is one crucial factor in the university's finances, hence comes the importance of retention of skilled and efficient staff. She adds that there are some categories that require special care in regards to retention: women after maternity, the physically challenged, as well as senior managers near retirement. She adds that Smart Work helps in the economic development, and creation of employment opportunities in rural and under developed countries, such as in India, Sri Lanka, and Tanzania. (P.3)

Trust is one of the main crippling factors why employers refrain from offering Smart Work options in Egypt. However, if educational institutions fail to re-tool their practices, they will miss the mark of financial gains that come a lean and flexible workspace. (Meeting the Future of Work, 2012). On the other hand, employees equally experience mistrust in the 'new hire' process. While academic institutions have cost-efficiency, and profit in mind, they need to adopt HR policies and technology-based work practices. Egyptian educational institutions should increasingly think of ways to encourage employees to use alternative workspaces.

Very few academic institutions so far have been associated with social and environmental responsibilities. It is important to note that Smart Work is all about inclusion, self-worth, and productivity. In Egypt it is opportune to realize that benefits of Smart Work touch on finances, IT, HR, as well as real estate. What the Egyptian labor market requires at this crucial point of change is aligning itself with revised work patters, recruitment processes and stronger alignment with immediate job scenarios.

Ashoush, El Sayed, and Younes (2015) have revised definitions, advantages and disadvantages in their article. They divided Smart Work into three main categories: First: Flexibility in work load, where businesses reduce workload to match reduced working hours, in exchange for reduced pay. Second: flexibility in the workplace, where workers decide most convenient location for performing job tasks. Last: flexibility in working time, where employees have the freedom to determine their own schedules; while maintaining a band of core time specified by the employer. Core time, is that which the employer brings together employees to discuss progress, ideas and bottlenecks. (Volume 7, number 1). Smart Work has been adopted for a number of reasons: to combat employment, re-introduce women to the labor market, as well as gender equity

Chapter Three

Smart Work – The International Experience

3.1 Components of smart work

Employees in the US and Europe have high expectations to determine the locations and devices of their choosing to perform their jobs. The management of many companies has been grappling with the challenges work mobility is introducing. Universities have roped in many divisions to rise to the new IT and security challenges. In the US, academic institutions have been uptight about productivity, and refuse to compromise the quality of work and productivity. This old school is more comfortable in monitoring their staff physically. This to a great extent reflects negatively on employees' morale, and feeling of appreciation by the management, as indicated by interviewee 5.

Studies show that in a mobile work environment, employees are inclined to do their work from non-office locations. They face an initial handicap of the right tools to help them perform their jobs. Organizations, on the other hand, have been struggling to provide new technologies that maintain security of data and applications. The solution to employees and business owners' needs was near, the 'mobile workspace. The mobile workspace is an "always-connected work environment wherever people go."

Globally, smart workspace helps employees stay connected, collaborate, and share information whenever they need. With the help of simple and secure access to data, employees are happier and more productive when they decide when and where they do their job tasks.

The US has been preceded by the UK in the percentage of employees who prefer location-independent arrangements. Employees report that mobile locations help them become more collaborative, and communicative with their coworkers. Smart Work helps employees dedicate more attention to job-related tasks, and overcome office interruptions. Consequently, it helps employees grow personally, partake in civic-centric activities, and become an active and healthy member of society

According to the Executive Office of the President Council of Economic Advisers (2010), both the House and Senate have passed bills aimed at enforcing federal Telework mandates. More than two dozen federal, state, and local laws aimed at encouraging this practice have been proposed, and in many cases enacted, over the last two years. In 2009, twelve members of Congress urged the House Transportation Committee and House Committee on Energy and Commerce to include Telework

incentives in the nation's energy and transportation laws. In March of 2010, the White House Conference on Workplace Flexibility put its stamp on the importance of these strategies.

TechCast, a think tank at George Washington University, forecasts that 30% of employees in industrialized countries will use smart work arrangements (2-3 days of Telework) by 2019.. The Telework Improvement Act of 2009 has encouraged The House and the Senate to pass bills to reinforce Telework mandates.

Versteegh, R. (2009) states that globalization mandates a constant pressure of travel and transportation. He adds, "Frequent commuting combined with the necessity to improve the quality of our lives, are the main reasons why we need to change the way we work". He adds that since the current usage rate is unsustainable, there is a need to resort to alternatives that will increase efficiency and enhance the "impact of technology on collaboration."

He added that Smart Work Center (SWC) offers "a flexible and user-centric work space with enhanced communication technologies and a community-inclusive service setting, designed to improve employee collaboration and productivity." He summarized his idea of smart work as "wherever, whenever: work space follows the worker." He has divided SWC into two main categories, as follows

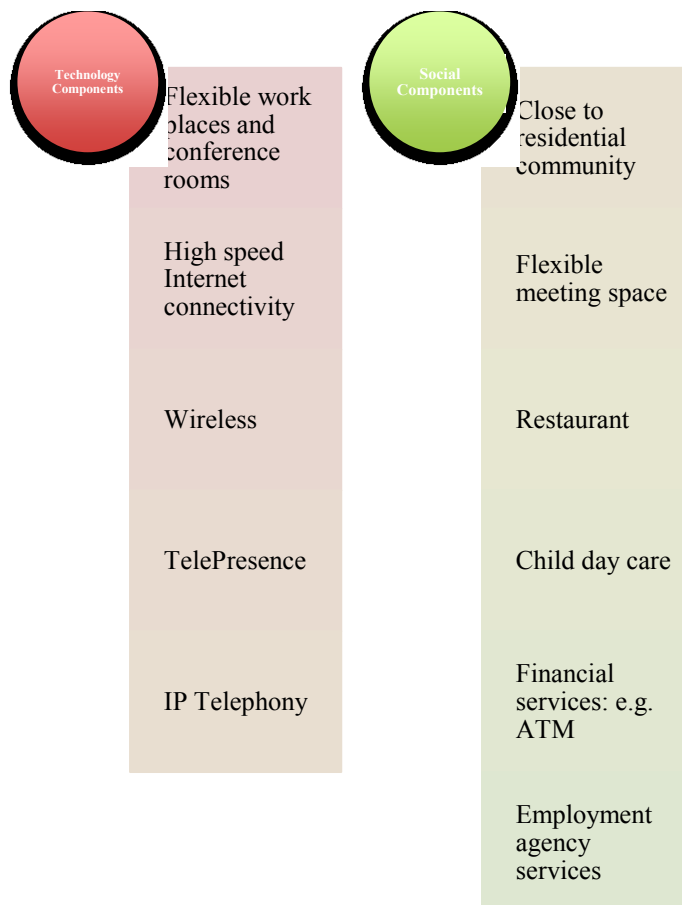


Figure 8: Smart Work Center – The Integrated Services Concept

<http://www.pourlasolidarite.eu/sites/default/files/r.vertseegh.pdf>

Montero, P. (2010), author of *The Anywhere Office*, states that “72% of U.S. employees say that flexible work arrangements would cause them to choose one job over another.”

Citrix Solutions, a global mobility management organization has worked extensively, designed and implemented programs that support smart work. Citrix has conducted research and interviewed many experts who helped implemented smart work practices. It has come up with best practices, and detailed analysis for those institutions that wish to implement smart work.

Citrix has summarized their research findings into some major management questions. They explored the reason why institutions turn to smart work. Secondly, if organizations turned to smart work, what are the required tools to secure best results? It concluded by soliciting advice from successful leaders to aspiring organizations.

3.2. Case Study of Smart Work - The University of California, Berkeley (UCB):

This research has investigated various edges of Smart Work in Egypt, its applicability, benefits and limitations. Furthermore, the study examines Smart work at the international level, and taking the experience of The University of California, Berkeley (UCB), to mirror that of Egypt. The research has tackled smart work from the perspective of senior administration officials at UCB. The research is using this example to further understand implications and gaps between both institutions.

Bearing in mind the difference in culture, this study aims to investigate how smart work functions in different contexts. Comparing policies, employee profile, and criteria for selection will highlight similarities and differences, and how Egypt can improve current legislation. The University of California, Berkeley (UCB), is the number 1 public university in the world, as well as Number 3 Global University. The University has 170 academic departments and programs, as well as 350-degree programs. According to fall 2014 statistics, total enrollment of undergraduate students is 27,126; and 10,455 graduate students. Academics, UCB (2016).

The University of California hosts a number of distinguished faculty member body, totally 1,620. Among them is 7 Nobel Prize holding current faculty members, as well as 29 Nobel Prize holders of Alumni. Faculty body includes 4 Pulitzer Prize holders, as well as 3 Field Medals holders. There are 144 members of the National Academy of Sciences, in addition to 77 Fulbright scholars. Additionally there are 235 faculty members who are fellows of the American Academy of Arts and Sciences. The University offers a wholesome experience to students and faculty, with focus on civic, cultural and

sports activities. UCB teams won 87 national championships. Teams won 103 gold, 47 silver, and 33 bronze Olympic medals. By the numbers, UCB, (2016).

Additionally, UCB undergraduate students engage in off-campus public service projects and projects annually. Most interestingly there is 17% population of freshmen who are first generation college students. The libraries of UCB hold a total of 12 million book volumes, and the ratio of faculty to student is 1/17. (UCB, 2016).

Smart Work is not new to UCB, many faculty members have changed their working schedules to accommodate their travel, home working or other academic obligations, even before the use of phones. Senior administrators and staff members have followed suit to ensure productivity, while away from campus, or on business-related trips.

The working population of UCB is offered various Smart Work conditions. The two most used arrangements are 'Fixed Arrangements', and 'Variable Arrangements'. Fixed arrangements are offered to permanent employees who establish a stable alternative schedule to match professional, and non-professional needs. In contrast, variable arrangements offer erratic daily, weekly, monthly, or annual fluctuation in working schedules. Berkeley HR (UCB, 2016).

Even though Smart Working conditions depend mostly on the employment type, a large percentage of employees currently use one type or another of Smart Work. Some employment types and positions cannot support Smart Work Options, however for the most part, institutional guidelines, rules of equality, as well as management discretion are the main criteria. Faculty and administrators who are allowed Smart Work, choose to work hours non-conforming to the 8:00-5:00, with an hour lunch break at noon.

Most employees at UCB prefer fixed arrangements of some kind. Adopting regular patterns makes the balance between work and life more manageable, and easier to accomplish. Making use of even the simplest form of flexibility at the workplace makes a huge difference in 'harmonizing responsibilities both at work and at home.'(Managing HR, UCB).

To regulate Smart Work and other workplace arrangements, UCB provides its employees with performance standards and assessment tools to help them improve their efficiency and productivity. According to Chapter 8 of the HR manual at UCB (2016) these tools are:

- i. *Desk manual*: a great resource of information, especially if you have more than one employer doing similar tasks. It offers definition of procedures, and how to handle if jobs need to be

performed in a certain way. They are developed jointly by the employer/employee and updated according to changes,

- ii. *Work rules*: while they manifest in regulations, policies and laws, they are made to determine the action to be taken by a supervisor in certain cases. UCB uses work rules for direct employee guidance outside ‘specific, work-related performance standards for their position. ‘When and if managers need to add new or changing existing rules, they are encouraged to consult with the Labor Relations Unit in the Human Resources Office at UCB. Work rules should be clearly defined, reasonable, beneficial to employees, as well as enforceable.
- iii. *Working Hours*: Smart Work options take many forms other than regular 40-hour work week. UCB has successfully incorporated many variations of irregular work options under Personnel Policies, and Collective Bargaining Agreements. The wide variety of Smart Work options are:
 - a. Fixed full-time schedules: such as arriving at 7:30, leaving at 4:00, with a half hour break
 - b. Flexible Schedules: this varies arrival time between 7:00 and 9:00, and departure between 4:00 and 6:00.
 - c. Compressed Work Weeks: this entails working fewer days and increasing daily working hours (10-hour day working)
 - d. Part-Time Work
 - e. Job-Sharing
 - f. Part-Year Work: such as 9-10-11 months appointments, intermitted by one up to three months furlough per year
 - g. Telecommuting: in which employees of UCB work from home or any other agreed location, while using the various communication and electronic means
- iv. *Attendance*: allows corrective action or counseling to employees, in case of repeated tardiness or absences that obstructs workflow.
- v. *Personnel Files*: UCB maintains such files with utmost confidentiality, accuracy and timeliness. The University ensures proper handling; otherwise, it may risk breaching of privacy and the threat of lawsuits.

According to the main Human Resources webpage (2016), the previously mentioned job aids achieve certain and major benefits. First, they provide continuity and equity, while implementing policies and procedures. Second, they offer employees the ability to operate with some independence. Lastly, they free time for other management possibilities.

Various academic institutions, where many employees enjoy smart work practice were asked whether they would agree to a regular office work plan, to which they all agreed that they would look immediately for other jobs. Academic institutions are able to retain both types of high-caliber: those who are unwilling to relocate, and those who wish to locate away from central institutions.

Johnson Controls, a global technology and industrial leader based in the US concludes an image of the Smart Workplace of 2030. They indicated that institutions will see a competitive work environment focused on collective intelligence, innovation and creativity. Furthermore, since smart work will be the domineering facet of conducting work, their reports indicated that ‘the hive’ will be the permanent location of work. Eco Office will become the intelligent growth zone, and public spaces would develop to support the community of workers. It would now become the norm for employees to meet and collaborate outside the working space. They summarized key issues that will change with smart working conditions as follows:

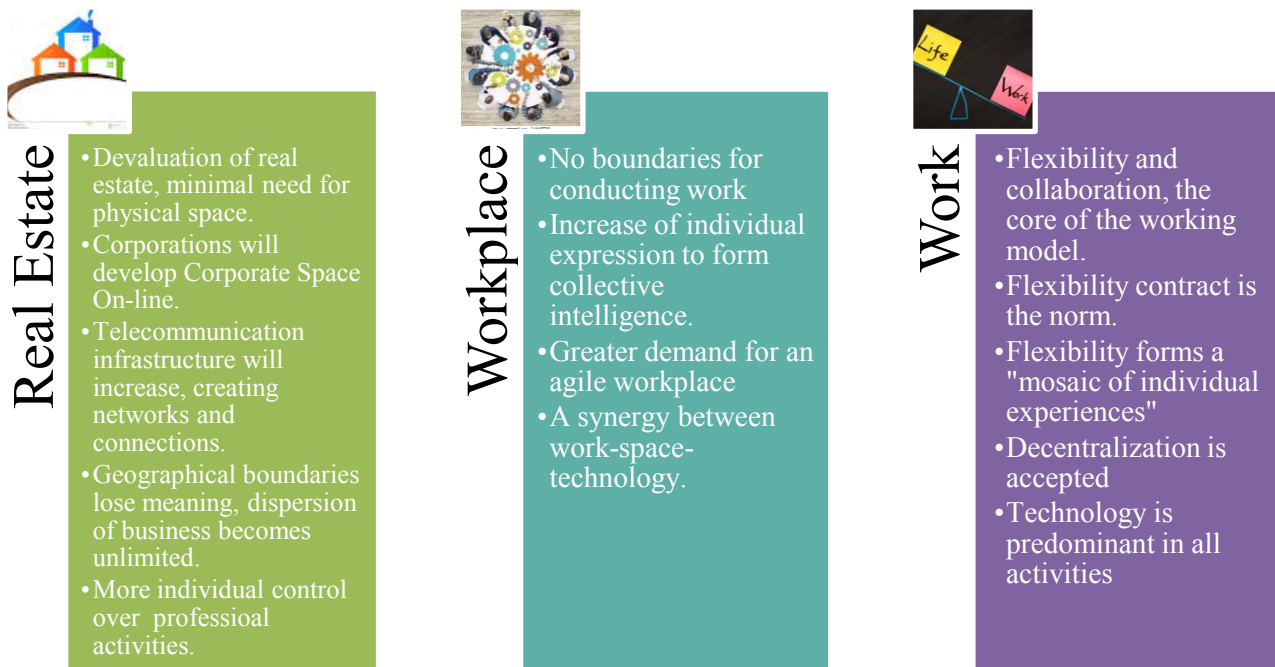


Figure 9: Smart Work in 2030

www.johnsoncontrols.com/content/dam/WWW/jci/be/global_workplace_solutions/global_workplace_innovation/downloads/Futures_Workplace_2010_The_Smart_Workplace_in_2030_report_summary.pdf

Allvin, Michael (2011) recalls Manuel Castells' (1996) call for smart working conditions as “the information technology revolution”. Castells meant that the rise in Communication and information technology has offered a great solution to processing information irrespective of the place. The evolution was steady and fast, where satellite transfer was more available, computer capacity increased, and computers became more portable.

3.3. Enabling the new culture of Smart Work

Primarily, academic institutions should understand the current work culture, followed by identifying a strategic direction, and values that represent and highlight positive impact of the new work culture. Finally comes the most critical of factors: behavioral change of employees. Setting up the new work culture requires executive-level patronage and transparent communication across tiers. Collaboration between Human Resources IT, Real Estate, finance and communications divisions is vital while launching the new culture. It is this collaborative effort that will support the strategy and make it work. The new culture is usually monitored over a period of 6 months to trouble shoot any economic, technological or legal issues that might arise.

Moreover, speaking of factors that encourage academic institutions to apply smart work, Interviewee 1 states that within financial constraints that the University is going through, monetary compensation is not an option to reward excellence. He adds “It is my role as a manager, to look for alternative ways to encourage my staff in a way that suits their preference. Another factor is to create and sustain an environment of good faith and trust. It is important to put smart work to good use to get the work effectively, and with minimal direct supervision.”

According to comparing salaries of UCB with other institutions or businesses in the local market, shows that UCB employees make less. They are able to make 4-5,000 \$ more per month, if they chose to move to other jobs. However, there are other factors that our team benefits from. Team spirit and opportunities for professional development and are emotional beliefs that we cannot put a dollar value to.” Below is the summary of many factors that encourage migrating to the new work culture, as stated by HR specialists, distributed-work experts, Business consultants, and thought leaders. They are as follows:

i. Strategic Planning

It is vital that academic institutions make clear their strategic intent, declares their business targets, and announce their competition plans in innovative ways, over a specified time frame. It is essential that this plan is clearly understood by all employees to be able to work consistently towards the desired

goals. Definitive plans should be communicated in writing, the work plan shared and announcements of how the new work environment is measured. Changing the work culture is not just about moving around the workplace; it entails serious institutional and cultural changes.

James Ware J., and Charles Grantham (2010) report an organization (2,000 employees) that decided to 'go mobile' right after the weekend. It was no surprise that the move crashed. Adopting new working environment requires phasing out, in addition to the amalgamation of skills, knowledge, and human resources.

In his article 'Proven Practices by Successful leaders, (2010) Phil Montero, Founder of The Anywhere Office states, "Too many organizations stumble into flexible work on an ad-hoc basis, and then adapt to it only when they realize that it's happening. The transition is often gradual, and without premeditation. Their approach to working as dispersed, virtual teams is born of need, and typically they just make use of the tools available, as their people are increasingly required to work together across greater time and distance. Successful academic institutions make sure their managers are trained in how to lead remote employees and take a deliberate approach and strategy."

ii. Re-design Work Practices

Working on-site allows easier communication and better mentoring. However, with the new work culture different practices come to play. Dirks, G. (2010) of Teletrips, Inc. states that "When everyone's in the same place, it is easy to make up for process deficiencies or errors; people can walk across the hall, or convene an emergency meeting on a moment's notice. Obviously, that just cannot happen when the workforce is dispersed all over the place." Evidence suggests that educational institutions begin to see the desired productivity output 15-18 months after launch of the new program.

To cope with the new work environment, academic institutions are expected to modify their measurement and reward systems. It is now more important to measure the outcome, rather than monitor employees' activities. Even though work in many cases gets done; however, 'going mobile' has its own requirements.

iii. Collaborative Technology

Experts have pointed out that technology tools are now made available as consumer products in North America. Universities also have their own IT support system, as software, hardware and technical support. It is vital that educational institutions give employees enough freedom to test new technology (under supervision), and before the actual launch of the program. This gives them the confidence to work without the stress of learning new programs.

Since working options may differ under smart work, different tools and different knowledge need to be applied. Within the new culture, technology does not merely imply basics of communication; but the use of technology consistently and aggressively.

iv. Training and Corporate values

“Executives need briefings, managers need education, and workers need training.” A Thought Leader

Formal training is the best way to equip teams with the required tools and demands of the new work, and helps make a successful transition. Training handholds team members throughout the change that should be gradual and calculated. It is essential for employees, to learn to perform alone, as well as for as for managers to learn to focus on performance management and results.

Corporate Values: is the guiding tool directing the academic institution’s internal conduct, as well as its relationship with customers, partners, and shareholders? Regular focus groups of employees should be held to put mission into words, and to inform them of what is expected of them. This creates a sense of collaboration and commitment towards institutional goals.

Chapter Four

Advantages and Disadvantages of Smart Work

4.1 Advantages

4.1.2 *Employee Advantages*

Authors of the Work shifting Benefits (May 2010) state: “Half-time home-based work could save employees between \$2,000 and \$6,800 per year—the result of reduced driving and fewer work-related expenses. That adds up to over \$170 billion a year that could go toward savings or be spent elsewhere in the economy. Time saved per employee would total almost 2 workweeks a year” (p.12)

Employees who are not confined to an office space face less interruptions, is less distracted, and enjoy a higher degree of concentration, hence more productivity and efficient output. According To Jonathan Spira, J., Feintuch, J., (2005), employees admit to wasting two hours a day (not including lunch and scheduled breaks). Flexibility of schedule and work times allow better time management and more control of work-related activities

- Flexibility of working time allows employees to work when they are most productive, and creative;
- Having ownership of one’s schedules makes the boundaries between work and non-work activities rather blurred; allowing in more working hours;
- Reducing travel time, long commutes and health-related problems and costs
- Reducing gas cost and maintenance expenses increases personal savings;
- Using atypical forms of employment reduces work-related expenses (taxes-union and membership costs- meals- professional license costs- professional journal subscription)
- Time directed to other societal or personal benefit.
- Smart working conditions allows more time for society-centric activities, enhancing social inclusion and leading to better morale;
- Time and effort dedicated to child and elderly care, achieving better balance between work and family life. This will additionally reduce daycare and elderly care expenses.
- Using any of smart work options does not mandate relocation to expensive nearby neighborhoods
- Enhance professional and personal skills as a learning experience of working independently
- Emphasize the individual, rather than the academic institution, as a tool of control and productivity

4.1.3 *Employer Advantages*

- Real estate portfolio: Traditional offices are expensive and difficult to scale down. Smart work can slash down related costs of purchase, lease, electricity, supplies, maintenance, and taxes. Companies can consolidate inefficient workspace, when the traditional need for office space is eliminated.

- Absenteeism: disrupts clients, and reduces productivity. It incurs cost of employee redundancy and staff replacement. Smart work enhances personal health and loyalty thus saving academic institution's unnecessary cost.
- Retention of talent: Keeping turnover at bay is one of the top non-financial concerns for any university. Hiring new employees is a costly process that entails replacement cost, training, as well as lost productivity. Retention of good staff is an added benefit for the overall corporate intelligence.
- The diversity of the workforce enhances competitiveness and efficiency
- Expands pool of peers and enhances networking, collaborative fact-finding and decision making
- Eliminates task backlog and slashes down on overtime
- Advanced use of mobile technology enhances data flow, and provides accurate view of performance and progress, hence the ability to exceed customer expectations
- Gaining real time access to data, placing orders, updating the university's system, ensures proper documentation

4.1.4 Community Advantages

- Reduce pressure on public transportation and roads, reduce maintenance of roads and highways, improve emergency responsiveness due to uncongested roads, and renders daily commutes an option
- Mobilize the academic institution towards more commitment and responsiveness towards the community
- Increase environment protection and achieve 27% of Canada's 2020 goal for GHG reduction (Oil Price Net, 2010)
- Reduce oil and gas imports, as well as energy generation cost
- Lower traffic injuries and deaths and saves related cost
- Increase productivity of non-workers by reducing travel time, congestion and stress

4.2. Disadvantages

4.2.1 Employer Disadvantages:

Smart work has gone a long way in benefiting both the employer and employee... it has gone from an option to a necessity. However, Barriers to implementing workplace flexibility arise when either the employer perceives that there may be costs or inconveniences associated with implementing flexible work arrangements that outweigh the advantages, or when employees perceive that taking advantage of available flexible work options may have negative consequences in terms of their position within the University. (Boston College Report)

According to the National Study of Business Strategy and Workforce Development (2014), employers reported major concern over the abuse of smart work policies (42.3%), the reactions of clients (41.2%),

difficulty with supervising smart work employees (40%), decreased productivity (40.6%) as well as worry of unequal treatment of employees (40.1%).

According to Barriers to Flexibility (2014), HR managers in US. State agencies have reported that the most common barriers to flexibility are: (52.3%) difficulty of supervision, worry of unequal treatment of employees (50.8%), reactions of clients (49.6%), abuse of policies (49.2%), and co-worker resentment (41.3%). Interviewee 6 states that one of the biggest disadvantages and fear of any educational institution is abuse of the privilege of smart work. She knows of instances of employees

	All	Private sector	Public sector	Voluntary sector	SMEs	Large
Operational pressures	49	47	52	53	43	53
Technological constraints	28	26	20	38	22	32
Consistency in quality of work	26	30	8	16	24	27
Negative managers' attitudes, for example fear of present	19	16	15	29	8	26
Fairness of policies across categories of staff	18	17	17	22	14	21
None	13	13	20	10	20	8

taking up other part-time job to make extra living.

Table 10: Barriers to Workplace Flexibility (WF) %
http://www.CIPD.co.uk/binaries/hr-getting-smart-agile-working_2014.pdf

A US survey of highly qualified women in 2014 indicated that 35% of them reported that smart work is not put to right use in their workplace due to “various aspects of their institutions’ cultures that effectively penalize people who take advantage of work-life policies.” (2014)

- i. Resistance to Change

Change in the academic institution is by far one of the most daunting tasks, and the most challenging is the change of culture. Employees resist change for a very simple reason: fear. Lovecraft of HP said: “the oldest and strongest emotion of mankind is fear, and the oldest and strongest kind of fear is fear of the unknown.” Resistance to change and fear of the unknown keep employees and universities entangled in their comfort zone. That way they are outgrown by other universities that yield to changing technology and strong competition within the global economy.

Interviewee 7 indicates that generational differences create a form of resistance to transition into the new culture. The older generation is usually skeptical and fails to see advantages of Smart Work. She added that nobody is to interfere in the way she compensates her staff members with other arrangements is not something to be interfered in. there are instances of confidential medical cases. As a manager you should not share too much as long as it does not go against policies. The number of employees, the various types of arrangements and how often is strictly for my staff and me. She added that as long as offering Smart Work conditions does not negatively impact other units, it is up to her to handle.

ii. **Disrupting Hierarchies and Lacking leadership:**

The shift to smart work supported by the network-oriented business strategy has created disruption to the traditional structure. It has shifted the old ‘command-and’ control’ order, into a ‘connect-and-collaborate’ management. Data has become more fluid and the need to centralized line of command seemed to dissipate. This indicates a challenge to old-school managers who might show considerable resistance to the new culture. Staff 3 (in a Personal interview, June 2015), stated that if AUC created a clear policy, the community will be fully engaged in the new plan, efficiency will increase, At this point, the management will be the entity encouraging more diverse work options, rather than show resistance.

iii. **Lacking Leadership:**

Leadership is what gives substance and meaningful support to the decision for change. When team members receive ‘Luke-warm’ support from their management, the move loses its credibility and is doomed to fail.

4.2.2 Employee Disadvantages:

- i. Discontinued learning: Some academic institutions have long experience with change, while others enjoy stable work practices. For universities, which are neither case, continuous learning and adaptation to the new environment must not cease.

- ii. Deficient Collaboration: It is a major responsibility of the management to set up collaborative support from all disciplinarians. When certain divisions are not included, this creates resistance and dooms the transition a failure
- iii. Generation Overlap: The workforce is rich with generations that work together simultaneously. Each generation brings about its definition and its own vision of how work should be done. It is thus the role of the management to unite the institution's culture, as well as understand and accommodate various perspectives into a unified business strategy.

Chapter Five

Conclusion and Recommendations of Smart Work

5.1 Research Findings

This main focus of this research was investigating the application of smart work at AUC, and other educational institutions in Egypt. The study has also investigated similar experiences at the University of California, in order to further understand how Egypt stands within international standards.

The research shows that the work culture in Egypt faces three main challenges that stand in the way of implementing Smart Work at a large scale. Firstly is deficient trust, and fear of abuse of Smart Work options by employees. Old school management believed in ‘visual queuing’ of employees, making sure employees adhere to the limitation of time and space.

On the other hand, employees complain of being constantly monitored, their output inspected, and their concerns overlooked. Employees are denied any freedom in controlling their own working conditions and their mode of productivity. These conditions automatically trigger feelings of resentment, inhibition, and eliminate loyalty and commitment to the academic institution.

Direct managers play a major role here in identifying employees who require close monitoring, and those who are able to accomplish their tasks with little or no management interference. The third crippling factor is when HR employees feed this environment of mistrust and fear, by keeping some advantages hidden from employees. By so doing, they practice lack of transparency, discrimination, and segregation among employees. They mistakenly believe that they are serving the best interest of the academic institution; while in fact, they feed negative feelings in the work environment. Even though many universities advertise smart work as a company policy; it is not fully implemented, either for fear, and resistance to change, or lacking of skills and resources.

5.2 Recommendations:

After consulting with various resources, and using the University of California, Berkeley, as a benchmark, this research offers ten recommendations for application by the American University in Cairo senior administration. This is an attempt to adopt and make use of best work practices taken from the international experience.

First: AUC should must hold information session on updated labor laws, together with opportunities for Smart Work offered. Employees cannot benefit of something they are unaware of. Even though

academic institutions are required to declare alternative working conditions, it is equally important that employees try to establish that work-life balance for themselves.

Second, AUC should illuminate all discriminatory factors among employees in offering Smart Work. Feedback from respondents indicates that smart work should be applicable to all employees, irrespective of gender, employment type, or position in the employment hierarchy. It is true that women were always the main care-giving members of the family for child and elder care. However, according to Employer Resource Guide (p.7), there is an increasing number of male employees who take part in care giving responsibilities now. Transparency of smart work policy is key. Transparency indicates equity and instigates collegiality. The policy should be available to all employees, clearly indicating goals and measurement tools.

Third, Respondents agree that smart work is an environment of result-based and goal oriented achievement. Thus, the policy should clarify that smart is granted on a trial period (for a period from 3-6 months), and can be revoked if objectives were not met. The policy should indicate that offering smart work should be cyclical and interchangeable among employees.

AUC should increase the level of trust and communication between employees and senior management. Trust breeds job satisfaction, a feeling of community, and eventually leads to successful institutional goals. Management officials in the AUC need to break free of that most crippling factor that stands in the way of productivity, mistrust and fear.

Moreover, research indicates that smart work should be part of the policy, rather than a carrot stick to solicit employees' best performance. It should be an intrinsic part of the overall policy.

Fourth: AUC has been a major 'employer of choice' since its inception in 1919. Offering advantages and various non-monetary perks has been a major attraction point. To many new prospective employees, money is no longer the main deciding factor to join AUC. Offering day care facilities, professional development opportunities, health and social care options all act as major attraction points. Additionally, AUC is one of the institutions that are family-work friendly, non-discriminatory in application of policies. It allows freedom of expression of workplace concerns, which makes a positive impact on employees' choice. All respondents agree that there are some needs that cannot be measured against a dollar value. Many employees are drawn to the advantages offered, while others feel inhibited to leave their current jobs for fear of not finding similar working conditions.

Fifth: One of the main deciding factors for offering smart work is the nature of the job, being accessible to offer support to students, faculty and staff is the most deciding factor of offering Smart

Work. Some organizations fail to accommodate Smart Work requests for failing to fulfilling this condition. The process is managed by HR (being equipped with job descriptions) to demarcate jobs that require office presence. Conversely, jobs that involve original thought and creativity are met with no objection from management or direct supervisors.

Sixth: Setting goals and clear policies is not enough. AUC needs to adopt new tracking devices and assessment tools of productivity. This helps in evaluating outcomes in collaboration with IT and HR offices. Checking progress is essential to evaluate whether migrating to the new work environment is successful and beneficial to employers and employees. Results are to be shared with staff members in order to share success and work on challenges that remain in the face efficiency at the workplace.

Seventh: The main concern of senior management at AUC is to fulfill job tasks with the highest quality, and within least time and resources. Meeting immediate needs of employees, and adhering to work procedures, creates harmony between the employer and employee needs. Smart work is there to enhance cooperation and produce efficient results, rather than create conflict of interest.

Eighth: with the increasing layoff and fiscal constraints in recent years, AUC should encourage employees' potential to explore further personal and professional opportunities. This will be achieved through clear rules of promotion, transfer and compensation.

Ninth: Health-cost is a major expense item on AUC's agendas. Especially, in the case of home-working, employees should prove that the workplace of their own choice is ergonomically equipped to carry out job tasks. Failure to do that draws concerns over employees' health, and the anticipation of medical and insurance coverage. Additionally, workplace stress should be minimized. Employees at AUC need an amount of flexibility to be able to balance work-life balance.

5.3 Conclusion

This research has spread the basic definition of a job, various aspects of typical and atypical employment, as well as the professional and emotional accomplishment that accompany work. Every employee is expected to be efficient, having solid work ethics, and punctual in meeting institutional goals and deadlines. However, employees usually have other non-work duties and needs to fulfill. Conflict happens when one type of demands overtakes the other. It happens when employees are expected to achieve professional success, at the expense of family-care, civic centric, as well as personal care responsibilities.

This research, among others, has shed light on the advantages and disadvantages of Smart Work. Experts summarize a wholesome work experience by placing focus on two major elements. First is the

business context, where academic institutions identify business goals, scope of project, and ways for improvement. The second is the players, in this case, the university, the system, as well as the employees. Experts see that we can and should develop an aerial view of business, taking focus away from input, output, engagement and retention.

Locally, Egypt has been functioning on top-down management for decades, a management system inflicted with major flaws. Dr. Sherif Kamel has summarized the condition of the working environment in Egypt by saying “the public sector is data rich, but information poor. The well-informed management specialists do not join forces with decision makers, leaving the public sector dismantled and run by considerations other than public interest. It is important that different norms be applied now.” Saying it, (the Strategic Public Sector Decision Making in Egypt, 1998, p.5)

Once major factors are achieved, collaboration becomes of no less importance. Successful implementation of Smart Work requires input and collaborative effort from HR, Facilities Management, IT, Business Development, Finance and other divisions. Once collaboration is part of the system, commitment, ownership and collegiality will lead the way to success. Eventually, smart work boils down to vision, trust and formal training. Managers shall be trained to evaluate and measure performance based on output, while employees shall be trained to learn new tools and enhance new skills.

The research described that equilibrium in employees’ lives is no less important than cost efficiency, and institutional strategies. It indicated the importance of how employees should feel that cared for by the university. This care happens through professional development, equal opportunity, and offering various non-monetary incentives. Besides, it shows examples of how universities breed a healthy work environment, through collaboration and efficiency. A renowned team-work spirit educational institution is by far more appealing to new applicants. Additionally, the increasing need for smart work options show that money is no longer the only consideration, and other factors are indispensable. Universities ensure employees’ full commitment, loyalty and efficiency through mutual trust and collaboration, leading to best professional, personal and economic results.

The research concludes how many professionals have taken the lead in choosing smart working conditions. This is mainly because their busy schedules did not allow them to share their expertise on full-time basis. Smart work has additionally contributed, in a big way, to the inclusion of marginalized workers into the work place, among which the disabled, women and young workers. It has provided them with greater independence and the ability to proceed with better professional opportunities.

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1. Appendix 1:

Smart Working Conditions and Maintaining Work Life Balance: Interview Guide for Employers

Background Information

Name:

Position:

Number of Employees:

I. Policy

- 1) Are you aware whether the institutions offers smart work options?
- 2) Do you know what they are?
- 3) Is Smart Work applied as part of the general policy, or is it applied informally?
- 4) Are you staff members aware of the policy?
- 5) What would be the most important factors that encourage / discourage implementation?
- 6) Do you believe there certain policies that you need to enforce or eliminate to implement smart work? (Example: smart work should be applied formally within a policy, in order to steer the decision away from the supervisor's personal inclination

II. Management:

- 7) Would you say 'gender' plays any role in your decision to apply smart work?
- 8) If you choose to apply this policy, have you experienced any kind of resistance from senior management?
- 9) Do you know of any examples of other universities that successfully implemented smart work?
- 10) What do you think are the tools or the policies that they stressed on?
- 11) As a manager, what is your goal from applied smart work? (Increased productivity, retention, high morale, loyalty)
- 12) How does offering smart work establish any organization as an 'employer of choice'?
- 13) In what way does it compensate for low pay and lack of professional-development, plus other benefits?
- 14) Do you feel there is an underlying conflict of interest between the employer and employee's best interest?
- 15) If you feel such a mismatch, whose best interest wins?
- 16) As a manager what are the advantages of smart work?
- 17) What are the disadvantages and challenges to its implementation?

III. Employees:

- 18) Which employees in your opinion are eligible, for smart working conditions?
- 19) Have you witnessed any indicators of changed productivity (positive or negative) due to flexibility?

- 20) What would you say is the connection between smart work and productivity?
- 21) In what way do you think employees' wellbeing is important?
- 22) How does smart work affect the employee-employer relationship?
- 23) What kind of impact does smart work have on customers? In your case students and faculty?
- 24) Would you rather have smart work as a 'carrot stick', or would you rather have it as part and parcel of the university's policy?

Appendix 2.

Survey sample: 10 Most-populated Graduate Programs (by degree) at AUC

Student Count	Major	Degree
70	MBA	MBA
70	MPA	MPA
66	POLS	MA
56	ICED	MA
55	JRMC	MA
50	MPP	MPP
49	CENG	MS
48	BIOT	MS
41	ARBS	MA
39	LLM	LLM
37	CSCI	MS
37	TAFL	MA
35	CHEM	MS
35	FINC	MS
33	TESL	MA
32	MENG	MS
31	MGA	MGA

Student Count	Major	Degree
30	ECNG	MS
29	CNPS	MA
29	MEST	MA
29	NANO	MS
29	SOAN	MA
24	SSDV	MS
24	PHDS	PHD
24	ECLT	MA
18	MPPA	MPPA
18	ECID	MA
17	PHDE	PHD
16	GWST	MA
16	PHYS	MS
16	TVDJ	MA
14	ENVE	MS
12	IHRL	MA
12	RCSS	MS
11	EDUL	MA
11	CMES	MA

Student Count	Major	Degree
11	CMRS	MA
11	ECON	MA
11	PHIL	MA
10	EGCO	MA
10	CMPS	MA
5	CENG	ME
5	MENG	ME
2	ENSD	ME
2	MCMP	MC
2	RCSS	ME

** The active figures above are from active (non-census) data sets necessary for accreditation*

** They are not for official reporting*

** They include all students registered in course(s) for the term specified*

** They are based on the students' tuition residency*