The crucial importance of public sector undertakings to the economic development of the country needs no emphasis. After the achievement of Independence it was decided to make India a strong and viable economic power. Public enterprises have been chosen as instrument to fulfill these objectives. With the result public enterprises in our country have received respectable antiquity in our Industrial policy. Much of this research has demonstrated statistically significant relationships between measures of HR practices and firm profitability. While these studies have been useful for demonstrating the potential value created through HR practices, they have revealed very little regarding the processes through which this value is created.

In addition, the vast majority of studies examining the relationship between HR practices and firm performance have been entirely cross-sectional in their design. Again, while providing useful information, such designs are somewhat problematic. In essence, cross-sectional designs preclude making any causal inferences regarding the direction of the relationship. So, while we may believe the HR practices are driving firm performance, we cannot rule out that the reverse is actually the case. Thus, the purpose of this study is to examine the relationship between HR practices and organizational performance in a way that improves the causal inferences that can be drawn.
Recent accelerated globalization of business enterprises have created conditions where availability of educated employees has been significantly strained, putting increased demands on the existing skill sets of the local population. These changes and developments in the economic environments and advances in technology have also created opportunities for the educational establishments and training providers, and have enabled them to extend their products (e.g. course offerings, degree granting authority, occupational training, professional recertification, etc.) using a multitude ways and different delivery systems, giving wave to the concept of “distance education” and bringing educational systems and technologies to where the potential student populations are.

The economy has transitioned to what some call the Age of Information – an economy in which gross domestic product is increasingly dominated by services. Services permeate every aspect of our lives. We use transportation services; restaurant services; hotels; electricity and telephones; postal, courier and maintenance services; services of hairdressers; services of public relations and advertising firms; lawyers; physicians; dentists; stockbrokers and insurance agents; movie theatres; and swimming pools and Disney-style theme parks.

The twentieth century was the age of machine; the twenty-first century will be the age of people. Buzzwords like globalization, empowerment, cross functional teams, downsizing, learning organizations and knowledge workers are changing the way of
life of managers and the way they manage people. The shipping industry is a prime example of a globalized industry now attached loosely to national sovereignties. Shipping differs from other examples of global business, such as fast-food chains and the auto companies, in that its physical capital is itself movable in a way that a burger kiosk or car plant is not. Due to this feature of the industry, strategic and human resource management has a mobile dimension not shared by the general run of manufacturing and transport industries.

**New Corporate Strategies**

New corporate strategies and processes are required to deal with an industry which is being reshaped through market consolidation and shifts in the balance of world trade. Managing people is not a matter of manipulation. It is about working with your staff and colleagues (human resources) on a partnership basis to achieve the strategic goals of the organization. The most important contribution management needs to make in the 21st century is to increase the productivity of knowledge work and knowledge workers. Human beings are not bulk goods. They come in different shapes and forms. To attract and retain people, we have to treat them as individuals. Today’s employees are more questioning and demanding. They are confident enough to air their concerns, grievances and aspirations. Brainpower dominates modern organizations. It is their essence. We are increasingly competing on competence. People can make your organization, your products and your service solutions unique. How you manage and lead people and how you organize your operations, determines whether you succeed and there is only one valid definition of business purpose, i.e., to create a
customer. Excellent companies are close to their customers; other companies talk about it and the excellent companies do it. One must define one’s business not in terms of product made or sold but in terms of what needs of the customer are satisfied, i.e., in terms of what service is provided to the customer.

Job Analysis

Job analysis is the process of obtaining information about jobs i.e. information about the tasks to be done on the job, as well as personal characteristics (education, experience, specialized training) necessary to do the tasks. Job analysis are essential for sound HR management as they provide a deeper understanding of the behavioral requirements of jobs in turn creating a solid basis to make job-related employment decisions. Change in profile of jobs is happening speedier than in the past and absence of job analysis data can cost organizations dearly. Hence, job analysis exercise should be conducted at regular intervals. The process of analyzing and identifying the need for and availability of human resources for organization to meet its objectives is human resource planning. Human resource planning is not only concerned with hard issue of acquiring the right number of personnel but also with the soft issue of quality of manpower including creativity, innovativeness, flexibility, risk taking and problem solving.

Recruitment
Recruitment is a form of business competition. Just as corporations compete to develop, manufacture and market the best product or service, so they must also compete to identify, attract, and hire the most qualified people. It demands serious attention from management, for any business strategy will falter without the talent to execute it. Recruitment and selection occupy attention of employers since these activities involve: (a) addition of manpower and hence, and (b) additional cost. The step immediately succeeding the selection is placement. Placement refers to the actual procedure wherein an individual is assigned with a job. It also involves assigning a specific rank and responsibility to an employee. This decision is taken after matching the requirements of a job with the qualification of a candidate.

Socialization is the process by which an individual learns to appropriate the values, abilities, expected behaviors, social knowledge essential for assuming an organizational role and for participating as a member of the organization.

Companies must develop customer-oriented workforce to deliver service quality. After hiring the right people with the right attitude, companies must train them for the purpose. For providing quality service, employees need ongoing training in the necessary technical skills and knowledge and in process or interactive skills. Training might take a variety of forms in organizations but all must view it as an important investment for future success.

Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period. Performance management is not just a once-a-year assessment; effective managers incorporate performance review and feedback as part of their day-to-day communications with employees.
Performance appraisal can identify employees who should be retained, and a pay-for-performance compensation plan can be applied appropriately to reward and encourage high and average performers to remain with the company. Appraisals continue to be used widely, especially as a basis for tying pay to performance.

If competencies are the wheels for managing knowledge work, rewards (both extrinsic and intrinsic) are the engine. Compensation is the foundational rewards that are primarily financial in nature and satisfy financial needs for income. Rewards bridge the gap between organizational objectives and individual expectations and aspirations. Effective, organizational reward systems should provide four things: a sufficient level of rewards to fulfill basic needs, equity with the external labor market, equity within the organization, and treatment of each member of the organization in terms of his or her individual needs. A fringe benefit is an indirect reward given to an employee or group of employees as a part of organizational membership.

On account of their enormous costs and the financial commitment which is made for the future, benefits planning has become a critical component of HR planning processes. The application of skill or competence leads to performance and performance is the criterion for evaluating effectiveness. Therefore, a pay-for-competence program enhances productivity and product quality, reduces absenteeism, turnover, and accident rates.
Career Development

A career is a sequence of positions held by a person during the course of a lifetime. It comprises of a series of work-related activities that provide continuity, order and meaning to a person’s life. This is an objective view of a person’s career. There is also a subjective element in the concept of career. A career consists of the changes in values, attitudes and motivation that occur as persons grow older. A person’s career is shaped by many complex factors, e.g., performance, education, experience, influential parents, caste links and a certain amount of luck. Career planning shapes the progression of individuals with an organization in accordance with assessments of organizational needs and the performance, potential and preferences of individual members of the enterprise.

A career development system is a formal, organized, planned effort to achieve a balance between individual career needs and organizational workforce requirements. Diverse workforce (diversity) refers to the co-existence of people from various socio-cultural backgrounds within the company. Diversity includes cultural factors such as race, gender, age, colour, physical ability, ethnicity, etc. Dynamic companies look for people who are different from us because the diverse workforce may bring different talents, interests, and viewpoints. The basic concept of managing diversity accepts that the workforce consists of a diverse population of people. It is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilized and in which
organizational goals are met. Attitude surveys are a valuable way of involving employees by seeking their views on matters that concern them. Attitude surveys can provide information on the preferences of employees, give warning on potential problem areas, diagnose the cause of particular problems, and compare levels of job satisfaction, commitment and morale in different parts of the organization. Attitude surveys are developed by consulting firms, academicians, or others. They can also be custom-designed to address specific issues and concerns in an organization. But regardless of the type of surveys used, only surveys that are valid and reliable can measure attitudes accurately.

Globalization and Human Resource Management

There seems to be a wide ranging agreement among HR scholars and practitioners alike that HR in the Future will be increasingly global. Virtually no firms, large or small, irrespective of industries, are today shielded from the impact of globalization. Competitive threats and, in particular, opportunities are more and more global. The ever expanding scope of global competition is forcing a continuous reexamination of how Human Resources can best support the rapid pace of business globalization. Firms competing in the global environment are facing a multitude of new demands on their organization and people, often being pushed simultaneously into several contradictory directions. In response, the new global organizing paradigm is centered on complementarities, not on trade-offs, on management process, not on organizational structure and procedures. It symbolizes a shift away from traditional
and static structural solutions to global business challenges, towards an acceptance of the global organization as a fluid and evolving dynamic network.

In order to survive and prosper in the new global competition, companies are embracing global integration and coordination, but at the same time must push for local flexibility and speed. Global companies have to nurture global organizational learning by stimulating creativity, innovation and free-flow of ideas across boundaries, but also advocate a disciplined and methodical approach to global continuous improvement. To succeed in global competition requires an open and empowered organizational climate, but also a tightly focused global competitive culture.

In a global competitive arena, the sustainable competitive advantage will depend less on the strategic planning debates inside the corporate headquarters, and more on the behavior of employees across all regions of the world. When the handful of proven competitive recipes is well known the key to success is the organizational capability to execute. If global organizational capability, intrinsically linked to people issues, is the principal tool of competition, it is only natural that HR in the future should become the pivotal partner in the globalization process.

Paradoxically, in spite of the value-adding opportunities for HR contributions to competitive advantage driven by the demands of business globalization, in many companies today the HR function is still perceived not as a full partner in the globalization process, but perhaps even as its principal obstacle. The ethnocentric and
parochial HR systems and policies inherited from the past and focused on a single country or a select group of employees, are all too often the most common barriers to the implementation of effective global organizational processes.

The challenges facing the global Human Resource function are formidable, but so are the opportunities to make a difference. However, the cornerstone for HR leadership in the globalization process is its capacity to become a global role-model. Unless the HR function is seen as a "living example" of, for example, how a global organization recruits, develops, and rewards people, how it stimulates and supports global networks, and how it makes decisions that integrate global and local perspectives, it may be difficult to gain the credibility to influence others.

Resolutions and subsequent five year plans. Today, public enterprises in our country cover a wide range of activities that is at once vast and varied. Public enterprises have been assigned a very important role in the economic development of the country. Taking into account the role of public sector, governments at all levels have been providing constant encouragement to growth of this vital sector. The investment made, their growing number and diversification of activities are unprecedented and high hopes have been developed from the performance of this sector.

However, the general assessment is that management of the public sector undertakings are working at a loss with few exceptions. BHEL is one such public sector with excellent track record of excellence performance, high quality of productions, meaningful diversifications and a leader in the market. In addition to several factors, one of the most significant factor is the positive and progressive
policies pursued by the management in relation to the human side of the enterprise. The BHEL is considered to be a model in so far as there have been no strikes, very little amount of inter-union rivalry and excellent working conditions. While several factors might have contributed to the general performance, personnel management and industrial relations strategy pursued greatly contributed to the performance of the BHEL.

In this study which pertains to BHEL unit at Hyderabad an attempt has been made to present a descriptive-cum-analytical study of the organizational, structural procedures and process in regard to industrial relations. An attempt has also been made to assess the impact of the industrial relations system on the actual working of the BHEL. The BHEL Hyderabad Unit opted for the three-tier structure of the industrial relations machinery, i.e., shop level, plant level and the joint committee. The three-tier structure has been successfully functioning in the unit. From inception, excepting in only few cases, there have been no major disputes or lockouts. There is good relationship existing between the management and workers. The study highlighted the fact that trade-union leaders representing different ideological groups have expressed their full satisfaction with regard to working of the present industrial relations machinery in the organization. Due to constant efforts of the management and labour, BHEL Hyderabad unit turnover target of Rs. 600 Crores, by the end of this decade. In the framework of its continuous efforts towards modernizing technology and diversifying its product range, BHEL, Hyderabad is planning to acquire new technology for manufacture of Gas Turbines with its complete systems for application in oil, gas and petrochemical industries.
The BHEL is having a unified organizational structure. There are 13 operating units in the entire country. All the units are governed by the Board of Directors and a chairman and Managing Director. Each unit is headed by a General Manager or Executive Director who is assisted by a large number of competent personnel. It was observed that competent persons were installed at various positions, with a view to create a climate of trust and confidence, adequate care has been taken by the management to go for well defined personnel policies and practices, services of competent personnel have been obtained to ensure sound industrial relations machinery and to pay adequate attention to matters pertaining to employee welfare and safety. Relations between management and labour have been very cordial as revealed by the present study. By and large, the management has been very responsive and positive in their attitude and approach in resolving the employees problems.

Testing of Hypothesis

The scheme of workers participation in management is working well at BHEL. There is a joint committee at the apex level consisting of the representatives of the management and trade unions of all the units of the country. It has been playing a crucial role as far as the major decisions are concerned. Moreover, it is supervising the work of shop and plant councils in a satisfactory way. The study observed that management has been given proper representation to the shop council and the plant
council. Some of the routine matters were discussed both at the shop and plant level.
Both the management and workers representatives are responsible for the successful implementation of the workers participation in management. One of the unique features that exists in BHEL has been that those unions having only ten per cent following have also been given representation on this forum, besides providing corresponding representation to central trade union organizations of INTUC, AITUC, CITU and BMS in proportion to the following of their affiliates in different units. Thus, no section of trade-unions has been ignored in the process of their participation in the management.

The present study revealed the fact that the BHEL has given a wide scope for the workers participation in decision-making process. But it was observed that most of the workers representatives are not capable to participate in the decision-making process. So, the present study suggests that proper training should be given them unrelation to industrial relations policies and procedures, personnel policies and practices, collective bargaining and grievance procedure.

Taken as a whole the participative management has given very encouraging results – both management as well as trade unions. But the study highlights the fact that workers representative have not been showing keen interest and management has not been able to secure enthusiastic worker participation due to lack of trainings. The study suggests that management may evolve workers education programmes with a view to educated the workers on several aspects of industrial relations. The decision making
process and often administrative, legal and financial implications have to be made known to workers. This would go a long way in ensuring meaningful participation from workers side.

The BHEL has adopted good grievance procedure. The grievances are settled at five stages, i.e., Foreman, shop Manager or Senior Engineer, Chief Personnel Manager Grievance Committee, and the General Manager. In most of the undertakings the Grievance Machinery is having three stages. In order to redress the grievances Machinery is having three stages. In order to redress the grievances in quicker way, the BHEL has adopted the Five stages of Grievance Machinery. It was found that the majority of the grievances were settled at the stage I and stage II and stage III. Only few cases were referred to the Grievance Committee. The present research study highlighted the fact that when compared to the other industrial undertakings, the numbers of grievances are quite negligible in the BHEL unit.

The number of disputes is also quite negligible in BHEL Hyderabad unit. This has been mainly because of the comprehensive industrial relations machinery provided in the enterprise. Service conditions of employees are excellent in BHEL. Trade unionism has developed on healthy lines. The present study highlighted that there are 16 registered trade unions, and two recognized unions, even though there is no scope for the inter-union rivalry. In BHEL most the unions are affiliated to the Indian National Trade Union Congress.
By and large, management has been very sympathetic and considerate towards the employees demands. Most of the problems were settled across the table through discussions, negotiations and dialogue rather than through confrontation or show of strength. Several agreements signed between management and workers are a clear indication of the cooperation and understanding between the two sides. The BHEL is providing more number of welfare facilities, without any doubt it can be stated that the BHEL unit of Hyderabad has emerged as a model in respect of labour welfare programmes. The benefits extended to the workers are of high order and there has been general appreciation of the managements efforts by the workers as well as the labour unions. It is hoped that BHEL could be one of the first public sector undertakings which would evaluate labour welfare as a part of management grid.

Employee welfare schemes provided by the management have shown tremendous improvement in the rate of production, productivity and quality of products and service. The welfare measures initiated by the management have received full cooperation from the workers and their leaders. The study revealed that employee welfare measure have been receiving the attention of management at all levels and substantial funds have also been allocated for this purpose. On an average the BHEL has been spending about three hundred rupees on each employee for purpose of providing various welfare measures.
There was no doubt that safety measures at BHEL have paid much dividends. Over the last ten years, there has been an appreciable decrease in the accident rate in all units. BHEL has succeeded in making its factories safer places to work in it takes pride in the fact that by safeguarding its own assets, it has been able to further the interests of the country. It was observed that every BHEL unit throughout the country has the same happy situation to report. In recognition of its intensive safety drive and the resultant decrease in accidents, BHEL has received a number of National and State awards – a measure of the Nation’s faith and its safety measures. An interesting aspect of employee safety in BHEL has been that management has been providing both statutory as well as non-statutory measures to protect and safeguard its human resources.

The study confirmed that industrial relations in BHEL have been very satisfactory providing for the satisfaction of management as well as workers. The grievance machinery participative forums, and joint committee along with elaborate welfare and safety measures in the organization have succeeded in ensuring a climate of trust and confidence. The environment is very congenial and has succeeded in ensuring industrial peace, satisfactory production results and motivate the employee at all levels to give their best. However, there appears to be need for creating some positions at the middle – level in the management cadre with a view to further gear up the employee-employer relation and boost up employee morale.
The study suggests that a regular scheme of workers education may be evolved and adopted for purposes of educating may be evolved and adopted for purposes of educating workers’ representation. Since a training would enable the workers to comprehend different aspects of industrial relations. In addition such training would make the employee participation more meaningful and rewarding.

It is further suggested that management may appoint study teams to suggest more vigorous system of employee training, participation and motivation. Taking into account the vast expansion, the staff requirements at various levels may have to be examined in detail. Employee representation may have to be involved in evolving new work standards, work norms and welfare and safety measures in the organization.

Conclusions and Suggestions

The objectives of human resources policy pertaining to labor personnel is to anticipate the demand for various skills and to have programs in place that will ensure the availability of employees when needed. Workers employed by a multinational enterprise are usually local. Their primary concerns in working for it are job security and benefits. In spite of the legislation and restrictions, most companies have, as regards the hiring of expatriates, offset labor shortages by hiring workers from third party countries. This great variety of nationalities in the work force makes human resources management even more difficult. Moreover, in the event in which the local labor force is not sufficiently trained, the firm may fly local workers back to the home country for appropriate training programs. Compensation is usually the best means
for the firm to attract the best local workers. Multinational companies often pay host-
workers wages which are significantly higher than local average and provide better 
working conditions. The superior level of wages in multinationals is due to:

- Higher productivity level comparing to national enterprises.

- The high-skilled, experienced and trained workforce.

- Trade unions’ possibility to make some pressure on corporations.

Both academics and practitioners have the belief that there are interrelated practices 
within the department of human resource that seem to characterize companies that are 
effective in achieving competitive success through how they manage people.

Every organization decides which practice is most critical for achieving its goals, 
depending on its particular technology and market strategy. For an organization it is 
possible to do all of these practices and be unprofitable and unsuccessful, as well as 
to do few or none of them and still be successful, as the workforce is not the only 
basis of success, although it is increasing in importance.

Managing the workforce effectively is not always equally essential to competitive 
success. Whether one needs the performance of all employees or only the 
contribution of few talented individuals varies according to the nature of the 
technology involved. Thus, some industries and technologies require the effective
performance of everyone in the organization in order to be successful, while others rely primarily on discontinuous breakthroughs in products or processes by one or more individuals. However, in both situations, it is important to recognize that the practices are interrelated, allowing a positive synergy effect. Further on will being mentioned briefly which are the policies and practices for managing human resources?

- **Employment security**

  Security of employment is the sign of a longstanding commitment by the company to its workforce. There are norms of reciprocity that means that this commitment is supposed to be repaid.

- **Selectivity in Recruiting**

  Security in employment and reliance on the workforce for competitive success mean that the human resource management must be careful to choose the right people at the right place with the right skills and in the right time. Recruiting has an important symbolic aspect: If someone goes through a rigorous selection process, this person feels that he or she is joining an elite organization. Thus there are already created high expectations for performance and the message sent is that people matter.

- **High Wages**

  If a company wants to recruit outstanding people and keep them, paying more is helpful, although not absolutely necessary. High wages tend to attract more applicants permitting the organization to be more selective in its hiring. This
selectivity is important in finding people who will be committed to the employer and are going to be trained.

- **Incentive Pay**

In our society of these days where quality of life is more important, people are not motivated just by money. Recognition, security, fair treatment matter more and more. However, it is true that money is necessary in order to enjoy the quality of life. Therefore, if people are responsible for enhanced levels of profitability of an organization they will expect to receive a certain share of the benefits.

- **Information Sharing**

On the one hand, gain sharing requires information sharing, and secondly, if people are supposed to be a source of competitive advantage, they must be well informed about what the management expects them to do in order to be successful.

- **Participation and Empowerment**

Sharing information is an important prerequisite for encouraging the decentralization of decision making and for broader worker participation and empowerment in controlling their work process.

- **Teams and Job Redesign**

The traditional hierarchical organization provides: monitoring and supervision to ensure that employees do their duties and coordination across interdependent tasks. Even if employees are empowered, the need for coordination and some monitoring
remains, as organizations are independent systems. Autonomy can not mean that people do whatever and whenever they decide to do it.

➤ **Training and Skill Development**

For an organization it is not enough to have only people empowered to do changes and improvements in products and/or processes but they should also have the necessary skills to do it. If people are to be given more information about operations, they need skills in employing the received information to diagnose and analyze problems and suggest solutions and improvements. That is the reason for that training is such an important part of quality improvement programs.

➤ **Multi Skilling: Cross- Training and Cross-Utilization**

There are several benefits of people doing several jobs. Having the possibility of doing multiple jobs can make work more interesting and the work life more challenging. Besides motivational effects, multiskilling is increasing the perspective of employment security, as it is easier for a company to keep people at work if they have multiple skills and can do different tasks.

➤ **Symbolic Egalitarianism**

Symbols that separate people from each other are a barrier to decentralizing decision making, using self-managed teams and succeeding in gaining employee’s commitment and cooperation. Therefore, many companies, known for the fact they are achieving competitive advantage through people, have introduced different forms of symbolic egalitarianism. This concept is meant to signal to both outsiders and
insiders that within that organization there is comparative equality and there is not a
strict division in two groups: some think and others do.

- **Wage Compression**

  Wage compression is related to the fact that people working in teams follow a
  common path and therefore the reward received should also be comparably. Wage
  compression is distinct from incentive pay that means that people are rewarded either
  individually or in group for their performance. The effect of pay compression is
  efficiently gains by reducing interpersonal competition and enhancing cooperation.

- **Promotion from Within the Organization**

  This practice encourages training and skill development because the availability of
  promotion opportunities within the organization binds employees to employers and
  vice versa. An advantage is that people who reach management positions began their
  carrier-path in the company in a low position and advanced step by step, so they
  know something about the business, the technology and the operations they are
  managing.

- **Long-Term Perspective**

  Achieving competitive advantage through the workforce, it takes time to accomplish.
  In general, companies are short-term, profit-oriented and seem to forget that time is
  required in order to implement employment practices that will ensure them
  competitive success on the long run.
Measurement of the Practices

Measurement is a critical component in any management process and therefore valid also for the process of managing the workforce of an enterprise. Measurement provides a feedback pertaining to how the organization is implementing various policies. Then, measurement ensures that what is measured will be noticed.

Overarching Philosophy

Having a view of management or an overarching philosophy provides the possibility of connecting the various individual practices into a coherent whole. It also enables people in the organization to persist and experiment when things do not work out immediately. Moreover, it helps explaining what the organization is doing and justifies it.

Wok-Life Balancing

People’s lives are getting busier all the time. Employees today are often juggling work and family responsibilities, demands on their time for education, sports, community service and/or leisure and may at times feel dissatisfied with the quality of both their work and personal lives. Faced with the constant struggle to balance work responsibilities with personal commitments, they are looking to their workplace to provide some relief, support and practical solutions to their busy and stressful lives.
Organizations recognize that they need to attract and retain good people and have them working productively as that can be a source of competitive advantage. Therefore, companies should be researching the expectations of their employees to understand their issue and values.

- **Absenteeism**

  The best way to address absenteeism and reducing absence rates for all groups is to provide work-life balance measures. These include policies, programs and practices pertaining to workplace flexibility, reduction of working time, leave and benefits, and dependants care initiatives.

- **Recruitment and Retention**

  As a result of the competition for talent, the ageing workforce and the shrinking of the labor pool, the recruitment costs rose sharply. Estimates from HR professionals and consultants indicate that to recruit a new staff member it would cost a company between two and four times the annual salary for the position. Considering this fact it would be prudent for business to implement necessary safeguard polices to avoid extra costs.

- **Motivation and Loyalty**

  Employees’ work-life balance has an impact on their commitment to an organization. Balancing the needs of work and personal life is the most or second most important attribute in a job. The need for balance is valued higher than remuneration.
➢ **Productivity**

Customer-client commitment is based on a positive experience with representatives of the organization they are dealing with. Employees who report that they have achieved work-life balance are more satisfied and more willing to ‘go the extra mile’ for their employers.

➢ **Identifying the Benefits in the Company**

When an enterprise is developing its work-life business case, it is important to consider the tangible and intangible benefits. First of all, the work-life strategy has to be linked to the organization’s goals and objectives in order to be able to consider afterwards all the possible benefits that could arise from implementing the company’s strategy, such as the potential for increased service coverage if some employees arrive earlier and others stay later, the possibility to meet customer demand due to greater flexibility, improved employee health and well-being and so forth.

A few of the most important and frequent forms of flexible work will be mentioned as follow:

➢ **Flexi-time** lets people choose when they work, usually outside the agreed core times. This means staff can vary their start, finish and break times each day.
- **Staggered hours** means employees can all have different start, finish and break times. This allows employers to cover longer opening hours. It also offers employees more flexibility, as long as they’re consulted first.

- **Time off in lieu** is when employees take time off, in agreement with managers, to make up for extra hours worked. It’s often used to compensate employees who attend meetings in the evenings.

- **Compressed working hours** lets people work their total number of hours over fewer days. For example, you can work full time hours over four days a week instead of five, or work nine days a fortnight instead of ten. With shift-working, employers can extend the use of their plant or facilities by letting staff work one after another through a 24-hour period. Some businesses are realizing that longer opening hours and more flexible shifts mean everyone has more choice.

- **Shift swapping** lets staff negotiate their working times and shifts amongst themselves, but have to keep the needs of the business or service in mind.

- **Self-rostering** involves working out the number of staff and type of skills needed each day, then letting employees put forward the times they would like to work. Shift patterns are then compiled, matching staff preferences to the agreed staffing levels as closely as possible. Self-rostering is used in some hospitals and care services.
- **Annualized hours** means that total working hours are calculated over a year rather than a week. This means people can work according to the peaks and troughs of activity over the year.

- **Job-sharing** involves two part-time employees sharing the duties of a post normally done by one. Job-sharing divide pay, holiday and other benefits.

- **Term-time working** makes it possible for permanent employees to take unpaid leave during school holidays.

- **Working from home** has been made easier due to new technology. It is possible for all kinds of work (assembly work, sewing or providing a personal service to paid consultants working with new technology).

- **Breaks from work** are often due to maternity or parental and paternity leave. But some employers also offer unpaid career breaks and sabbaticals.

- **Flexible and cafeteria benefits** include childcare information or vouchers, funding and time off for learning, pension or insurance contributions, laundry services, use of staff facilities, and in-house medical and dental care. ‘Cafeteria benefits’ means a person can pick and choose those benefits that best suit their needs.

- **Tele-working (on-call work)** involves working at home, and using a telephone and computer to keep in touch with work.