CHAPTER – II
LITERATURE REVIEW

A number of factors are required to be taken into consideration while designing a workplace that is fundamentally, an integral part of the work itself, besides the tools of work. For developing a conductive workplace, awareness is required about the manner in which workplace puts impact on behavior and the manner in which behavior propels the performance at workplace. Different spaces have different characteristics. Understanding of workplace is increasing, based on this belief. Space performs various functions and people work differently. People work individually, jointly and collectively and therefore, need to interact with others. This necessitates varying workplace solutions [Genevieve Giuliano et, al., 1999]. A research was conducted on behalf of the architects, covering 200 business managers of the UK. They supported the contention that improvement in the workplace would lead to an increase of 19% in productivity of employees and 17% of the individuals. As such, workplace improvements have impacts on the overall economy.

2.1. DESIGN & LAYOUT AND FLEXIBLE WORK ARRANGEMENT

The research surveyed 2000 employees working in office in the USA. 90% of the answerer believed that improved layout and design of workplace bettered the performance in workplace. The responding managers and employees were asked the emphasis of physical environment of the workplace. Employees expressed their views that effective use of space in having a workplace bestows to their efficiencies and is thus the most important aspect of workplace environment. Managers emphasized on the issues of privacy and flexibility in the workplace. But, insisted upon inclusion of visual appeal and personal comfort, while designing their workplaces [Barry P. Haynes et, al., 2007].

The research puts focus on the relation between internal environment and productivity in offices. Friction among technically skilled employees is the main reason for intellectual brain drain that negatively affects the organizational performance. An Occupational Stress Indicator (OSI) was applied in the study and it was established that a well-designed work environment would avoid the ‘Brain Drain’ [Hill et, al., 2001].

2.1.1. Flexible Work Arrangement (FWA)
FWA may be explained as benefits provided by an employer that allow the employees, a specific level of control over the place and time the employees work. And the time is beyond the normal working hours. Studies conducted indicated that FWA facilitates integration and overlapping of work assignments and family responsibilities in time and space. This in turn leads to a positive spillover and achievement of a healthy balance between work and family. Basically, flexibility denotes adaptability to constraints arising in certain context. Besides, it is a tool for strategic management. FWA relieves the employees of their psychological pressure, particularly if their income earning through their occupation gives value and image to them in their family as well as social domains. In India, highest priority is accorded to family ties. Therefore, FWA is important in Indian context. [Tammy D. Allen, Ryan C. Johnson, Kaitlin M. Kiburz, Kristen M. Shockley et, al., 2012]

To manage work and family roles work flexibility is introduced in many firms. In an analysis, there is a clear clarification of meta-analysis, which explains the relation between flexibility and work conflict. It also includes work interference with family vice versa. In case, an employee is constrained to forgo his or her career options or personal likes that might adversely impact the individual or the family of the concerned employee. Under such circumstances, employees seek for emotional balance with regard to moral and psychological support. This in turn leads to loss of focus on balance between work and personal life. Pressure of work, along with lack of centrality diverts the attention of the employee into non-work areas which in turn leads to manifestation of negativity by the employees. Besides being a necessity, employment is viewed as a source of personal satisfaction.

FWA includes flexibility in timing of work schedules, sharing of job with others and compressed work week. These facilities enable employees to have some control over the place and time of their work. If the daily schedule of work is made flexible, employees enjoy better control over their hours of work. This in turn enables them to respond positively to emergent situation arising in the family. They can meet responsibilities of home during non-core hours without affecting the rush hours. Thus, the commuting time is reduced. As such, FWAs are based on perception of reduction of tardiness, absenteeism and employee turnover. Findings from studies indicate that FWAs effectively enable individuals to integrate their job responsibility and family responsibilities, within the ambit of their personal time and space. Ultimately, an amenable balance is achieved between work and family. [Michael V. Avcarian et, al., 2012]
According to the 2011-12 Study of Employers conducted by the Work Institute and the nonprofit Families and Society for Human Resource Management, 77% of companies surveyed said that they now permitted or encouraged flextime, up from 65% from 2005. Nearly two-thirds reported that they allowed employees to work occasionally from home, which is a significant increase from 34% prior to the recession seven years ago. Employees are also finding it more acceptable to turn down overtime hours. Now, 45% of employers surveyed said they give their workers a say in whether or when they will put in extra hours, which is an increase of 29% since 2005.

2.1.2. Information Technology (IT)

Contributes about 16% of India’s GDP and is the fastest growing industry in India. It is now reckoned with as a powerhouse of technology. India has been getting global recognition as Research and Innovation hub. Incidentally, IT is fast growing globally too, creating scope and opportunities for innovative ventures and wider employment opportunities. Therefore, business tends to grow consistently. With the increase of employment opportunities, employees related issues are also getting increasing attention. There is increasing demand for work culture that calls for round the clock work. Consequently, issues arise that are related to balancing of work life and deviations in work culture.

Liberalization and globalization have been dragging business houses into international market environment. They are thus exposed to increasing competition in the market. For getting edge over the competitors and for maintaining sustainability and growth, they have to adopt more innovative ways of optimizing productivity and reaping the benefit in the shape of higher profitability. FWA is one such innovative technique of HR management that has been beneficially adopted by the IT sector. The benefits come in the shape of curtailment in employee turnover, reduction in rate of absenteeism, improved employee morale, increased employees involvement (EI) and better employee commitment (EC).

The innovative HR strategy of FWA aims at optimizing deployment of employees and providing flexibility at workplace [Hill et, al., 2001]. FWA is a benefit provided by employer to the employees as an incentive for motivating employees to control over their time and place of work so that they work beyond the normal working hours [Hill et, al., 2003]. A number of studies conducted in this regard have revealed that FWAs facilitates integration and overlapping of job responsibility and family responsibility. This is in contrast to the traditional rigidity in working time for entry and exit.
By allowing flexibility in working arrangement, HR could be managed strategically to the advantage of both the employer and the employee. Whereas employees get relief from psychological pressure, employers get more working hours which otherwise would have been lost under rigid work schedule.

In India, family bondage is accorded with the highest importance. A person takes up employment not only earning through occupation, but also as a mark of value and image in family and social life. Thus FWA carries more significance in Indian context. It can be illustrated thus. In case an employee is constrained to part with his or her career or personal attachment, some kind of adverse impact may be put on the employee or the family. In such situations, an employee seeks for emotional balance with the aid of psychological backing. As a result, the concerned employee might fail to put focus on keeping balance between work and personal life. [Hyman et.al, 2003] noted that if more pressure is put on the employees or if there is no centrality of work, employees may tend to divert their attention to non-work areas.

A person seeks to get suitable employment as a matter of basic economic need for the individual as well for the family. Besides, the secondary objective of the employee is to get satisfaction of utilizing the personal skill, knowledge and traits and of getting status, recognition among his friends, relatives and the society. Rigidity in work arrangement may constrain an employee to achieve the secondary objective. FWA provides the required liberality to the employees to have certain extent of control on the place and time of their work. Employees are allowed flexibility in their work schedules. Besides, they get facilities for communicating over phone, sharing of jobs and a compressed week. As a result, employees can exercise control over their time and place of work to certain level.

If the daily work schedule becomes flexible, employees realize to have more control over their working hours. Consequently, they can afford desired time to attend to the emergent call from their families. Thus, contrary to the conventional rigid work arrangement, employees are not constrained to be at work when some urgent family responsibilities are required to be carried out. They can avoid the rush hour and thus reduce the time in commuting. The resultant effects on the organization are curtailment in absenteeism, tardiness and employee turnover. The resultant effects on the employees are integration of their job and family responsibilities, within their personal time and space. Basically, flexibility in workplace denotes job assignment in different mode.

In the industrial sector of India, Information Technology (IT) is growing at a very rapid pace. It contributes to about 16% of India’s GDP. The IT industry in India has grown into powerhouse of technology and gives India the status of a globally recognized hub research and innovation. IT is globally
growing at the fastest pace giving rise to new ventures and more job opportunities. Business is growing consistently. Time is the scarcest resource. In order to make full utilization of time, a new work culture has emerged in the recent past that calls for round the clock working. Employees of IT sector are therefore put to more challenges in balancing their work with their personal life. And the solution is Pliability in Work Arrangement (FWA).

Studies made recently exhibit that FWA is mutually beneficial both to the employer as well as to the employees. While employees get job satisfaction, employers reap benefits in the shape of reduction in absenteeism, higher commitment by employees and reduction in turnover. For instance, a study was conducted by Boston College Center for Work and Family, covering 6 large companies. It was reported by 70% of the managers that FWA impacts productivity positively or very positively. 68% of managers and 89% of employees reported that FWA makes positive impacts on the quality of work. 79% of managers and 82% of employees responded that FWA plays positive roles in retention of employees. Employees of different departments of the same organization responded differently about FWA.

It has been observed that the main deterrents to flexibility were nature of the supervisors and work. In the context of increasing competition, the societal need is for maintaining a skilled workforce. At the same time, employers need to keep a flexible workforce. Eventually, problems arise in balancing in these two diverging factors. It has been empirically evidenced that there is limitation in providing opportunities and training for the part-time and temporary employees. Lack of benefits includes sick leaves, intermittence and impermanence. In order to compensate this lack of benefits for temporary workers, additional loading has to be borne in the shape of increased rate of hourly wages. These cash out benefits are to be paid in kind, as long-term welfare of the employees. In totality, each of these FWAs have their own pros and cons; both for the organization as well as for the employees. Therefore, any FWA advantageous to the one may not prove to be the same for the other.

Additionally, it has been observed that as a matter of usual HR management, wellbeing trade-offs are caused by two reversing well beings; increasing the psychological well being and decreasing the physical wellbeing. Certain practices cause to increase control and job satisfaction of employees. At the same time, they may adversely affect their health by creating overload, fatigue and strain. It is therefore pertinent to consider all these aspects while implementing any tool of FWAs. FWAs yield positive outcomes for the organization such as diminished employee turnover, and enhanced job satisfaction. A meta-analysis conducted demonstrates that FWAs have positive impacts on productivity, satisfaction with work schedules and overall job satisfaction, whereas, it has negative association with absenteeism.
While studying the HR related matters in the IT sector, the concept of psychology has received much attention within the work psychology for conceptualizing the relationship between the organization and the individual [Guest & Conway et, al., 2002]. The increasing individualization of employment is the main cause for the current focus on this innovative concept of FWA. This is so because, organizations are put to understand the ways of fostering positive emotional ties with their employees, in a situation where employees believe that they are meted with the treatment of commodities [Wilmot et, al., 1993]. The study focused on the effects of employees’ psyche, mainly because it explains the development of variables such as negative attitudes and behavior [Kessler et, al., 2000].

Reasons that are attributed to psychological problems have been investigated into through various studies that focused on psychology from employer’s point of view. Employer’s views and implicated contextual factors were taken due account of. It has been implicitly assumed that ‘mutuality’ can be achieved by focusing on the means for making the expectations of the employers, compatible with those of the employees. It also minimizes the importance of the pluralistic nature of the organization. Considering the pluralistic aspect, differences between the expectations of employers and employees arise mainly because of their individual psychology. Lack of adequate communication between them is another reason for the differentiation. Moreover, employers and employees occupy different positions, in relation to each other, within the organizational and social structures, that are also responsible for the difference in the expectations. From an explicit pluralistic point of view, it may be argued that larger processes adopted by the society and organization are required to be analyzed in more details in such situations.

### 2.1.3. Travel Impacts

Flexibility in working hours reduces congestion in the peak period of traffic. Employees can share riding with others to commute to the office. Flexibility in the use of transit leads to saving of average 7 minutes per day per employee [Ewing et, al., 1993]. If the shifts are staggered, peak period trips could be reduced. In particular, organizations with large employees can make an estimated saving of 20 to 50% per hour of vehicle commuting trips by adopting FWAs such as flexi-time and Tele work. Flexi-time plays an important role in program related to Commute Trip Reduction. Compressed Work Week (CWW) leads to reduction of total vehicle travel [Cutr et, al., 1998]. Another survey conducted over commuters observed that automobile commuting can be reduced by 7 to 10%. It is considered the most effective strategy of reducing commuting trips [Apogee et, al., 1994]. Yet another finding estimates that CWW can cause to
reduce up to 0.6% of VMT and up to 0.5% of vehicle trips in a region observe that CWW results in significant reduction in total commuting time of the employees and also reduces the time they are required to devote to their household activities and for their sleep [Giuliano et, al., 1995]

2.1.4. Work-Life Balance Program (WLBP)

Other studies indicate that CWW may moderately reduce total vehicle travel because they make additional trips during no work days. CWW may also encourage some employees for moving further from site of work or for driving instead of sharing a ride [R. Baral et.al, 2003]. Maintenance of balance between work & life has become a matter of great concern both for the researchers and business leaders because of the changes associated with it such as in contemporary demography, technology, market and organization. However, no academic efforts has been put for drawing out a overall picture of the benefits yielded by Work-Life Balance and Programs (WLBP), adopted by organizations in India. The current paper aims at understanding the present status of WLBP in Indian organizations, basing on extant literature, primary and secondary data. The secondary objective is to identify its future prospects.

Prior to the implementation of WLBP, HR managers are required to be cautious about the challenges associated with the program [Tseng, Fang-Tai et, al., 2012]. It is required to make a framework for reduction of working hours in the field of management. Three types of working hour reduction have been identified by the author; namely a) the trade union led reduction, b) government led reduction and c) the company led reduction. Focuses have been put on the government led reduction because it calls for tremendous challenges for employers. A conclusion can be drawn by suggesting for a compensating strategy package, constituted of change strategy of the organization that may include working hour arrangement, work process improvement and change in the ethics of working. It may also encompass wages in the policy of status quo, for helping employers to overcome the impact on labor costs and productivity. Four proposals are submitted for further studies.

2.2 IMPACTS OF FLEXIBLE WORK

Workplace is a part of work itself. Space has different characteristics, performing different functions. People have their own way of working. Besides working individually, they interact with others too, that calls for different solution related to workplace. It has been stated that a strong relationship exists between social support and balance of work-family. Overall productivity increases by 19% if workplace is improved and individual productivity increases by 17%. For efficient working, employees prefer
improved workplace. Managers prefer privacy and flexible workplace, associated with personal comfort and visual appeal.

There would be a better understanding of labor market performance only by knowing the bondage between the employer funded training and improving flexible forms of employments. There is advancement in trade-off idea for the description of potential market failures regarding flexible workers employment. The either things like incidence and intensity in relation to training related to employer fund is the main evidence of trade-off. The survey revealed that there is an average of 50% to 80% less intense training in flexible work than normal workers. The male employees were the one who suffered more from trade-off. Reduction in human capital of the workforce is significantly exercised in production of flexibility is suggested in the survey. [Mirko Draca and Colin Gree et, al., 2013]

FWA is an effective tool in the hands of management that eases out employees of their psychological pressure, particularly if they consider their employment as symbol of value and image, besides considering it as a source of earning. In case an employee is constrained to sacrifice his career or personal likings, it might negatively impact the individual or the family. Under such circumstances, the employee seeks for emotional balance through psychological backing and consequently, loses focus on work-life balance. Employees tend to intrude into non-work areas when pressurized by organization and absence of centrality of work. Such intrusion is mark of negativity in the employee. Presently, employees look work as source of personal satisfaction besides, the necessity of life. FWAs provide flexi time work schedule, communicating over telephone, sharing of job, CWW etc. With these facilities, employees enjoy some level of control over the place and time of their working. Flexibility in daily work schedule provides more such sense of control and the employee is enabled to quickly respond to the emergent calls from his family. At the same time, the employee can meet the responsibilities at home during non-core hours. Simultaneously, commuting during rush time could be avoided, thus bringing down the time involved in commuting between home and workplace.

2.2.1. Positive Impact of Flexibility on Employees:

Flexibility is one of the most influential mechanisms of the business. It has a remarkable positive impact on the commitment of its employees and such is commitment is higher in case employees who have right to use flexibility when compare to those who do not have it and they get exhausted with the work. However a busy employee is worried about producing quality work and considers that he or she may have a chance in the organization. "Research by the Corporate Leadership Council" has come to a
conclusion that “the improvement in commitment for every 10% can enhance an employee's level of prudence and carefulness of effort to 6% and performance by 2%; but when it comes to highly dedicated employees the level of performance should reach at a 20% higher level than compared to non-committed employees”.

According to “Hewitt Associates research” opines that “the companies having the growth of double-digit, possess 40% or more highly engaged employees and whereas highly disengaged employees who have reached at 46% which is very fewer than single-digit growth companies.”

2.2.2. Examples of Cases:

In the survey of Deloitte, a question was asked about whether the managers would grant and provide its employees adequate flexibility to meet their personal or family responsibilities or not. 32% of employees who decided and agreed that they had right to use the flexibility which attained at their higher commitment levels of the company than those who do not possess an accessibility of flexibility. The Survey of “AstraZeneca employees” found that commitment scores were reached to 28% higher for employees who were utilizing the flexibility facility when compared to other employees without flexibility.

2.2.3. Results and Findings of Survey:

A study of 2002 data from the “Families and Work Institute's National Study of the Changing Workforce” showed that the employees who are using 13 percentage of specific flexibility measurements more access will have more workplace flexibility and they not only become more busy and more engaged in their jobs but also come dedicated and sincere to their current employers about their performance of job functions—show loyalty and eagerness for doing hard work that is to be required to help their employers to be succeed."

‘The Centre for Families, Work and Well-Being’ found that encouraging employees working flexibly really improved the dedication of its employees at small businesses. One of the owners of a small multimedia company stated that” A lot of time we end up work after being done for past regular hours to meet deadlines of the employer. “There's no way we can see people doing like that and not letting them to be free and flexible in their working hours in other ways."
In a large retail stores of the U.S. workers and managers are offered flexibility on hourly basis. There are two significant ways regarding workplace flexibility which is being contributing to employees when engaged in. The First one is, when store managers are to respond quickly or paying attention towards the requests of employees’ connected to the flexibility, if it done employees put their efforts to reach their targets of jobs and would like to go for extra mile and benefits of the company.

Second, the managers should take the responsibility and accountability towards the quests of the work flexibility seems to encourage and produce a good results. When the requested flexibility is given to its employees they will be more keen and enthusiastic towards their work, in turn, they also wish to be flexible with their company and help and support the manager when they are asked to help out.

2.3. IMPACT ON EMPLOYEES HEALTH

There is a crucial contribution of IT/ITES industry in the economic growth of the nation taking into consideration the reached global market and now it is in the advantageous position and also attracted foreign investors only because of this IT/ITES industries.[SCOM,2008] All the benefits are only due to generation well-being. Gross Domestic Product [GDP], employment generation and foreign exchange earnings. Indian excellence has Due to stressful environment all the employees in this sector are facing health related problems. Near about 20 to 30 percent of the IT/ITES employees are facing psychological problems like depression and stress disorders. 56 percent of them reported headache; 52 percent physical symptoms of stress; 45 percent with digestive upsets; 25 percent are addicted to drugs, alcohol and tobacco; 70 percent irritability; 62 percent mood swings; 56 percent had bad temper. Due to above reasons these IT employees spend very less time with their family and social movement is less. There is no relaxation and recreation which leads to both mental and physical illness. This illness is a reason to fluctuations in emotions which are a reason to decrease in the firm’s productivity. In earlier days this stress were ignored by all psychologist but now-a-days it is considered as a serious problem.

This aspect was an inspiration to Jhon D. Mayer and Peter Salovoy to move further and coin a word optional Intelligence. The popularity was given by [Daniel Goleman et, al., 1998]. This resulted in usage of EI as a yard stick in many firms for developing and recruiting employees. It also helps to predict who is the most efficient and who inefficient employee is. EI includes technical and intellectual abilities relating to their job efficiency and also emphasizes on skills related emotions. It impacts are on both professional
and personal success. Providing Healthy work culture by improving efficiency of work place is the main aim of EI.

Analysis made by Safety investigates and Federal Institute for Occupational Health, on how to design the flexible hours which can eliminate the negative impact on psychosocial well being and health. ‘Flexible working’ can be defined as “working arrangements allowing the flexible working time for both the employer and employee with a continuous choice regarding the working duration.” The definition stands to include just regular working time arrangements such as full or part time work. A categorization of flexible working time model figure outs 4 key elements:

- Unevenness of temporal distribution;
- Unevenness of length;
- Determine the arrangement of working hours;
- Predictability.

### 2.3.1. Methodology

Based on the analysis from an Internet study and a company survey, the former forms were sent to 18 companies and 680 employees in the following sectors: services (call-centre), retail trade, telecommunication, publishing, manufacturing, public administration, and health. The replay rate of the 2,199 questionnaires or the forms issued was 32%. 539 responses were used for the internet based study and analysis from various sectors. The questionnaire or the forms on the Internet was same as that used in companies. The various organizations and press declared its publication, any person could respond on Flexible working time arrangements.

The supposal is that too positive outcomes are displayed by the company based study and whereas the Internet based study displays negative results, cause of an underlying selection bias.

### 2.3.2. Unevenness of working time:

Both the company and internet studies explained the equal risk patterns, both those vary in terms of length and temporal distribution, as the result of de-synchronization of start and end timings of work, effected the individual’s health, which lead to deviations and disturbances in individual’s life. Damages were caused by high unevenness and/or lack of affect on individual organization of working timings.
Effects of social de-synchronization and biological include conflicts and health problems in work life balance.

Closely associated to the unevenness of working time is foregone conclusion of working hours. A resolved degree of predictability, reliability, and planning of working hours can help in avoiding a negative impact.

2.3.3. Working time possession

The consequences of highly variable working time are presiding over by the possession of the employees in the individual organization of their working hours, leading to low health risks.

Sleeping disorder is more dominant in the circumstances of highly variable work timings than of more regular timings. The impact was very stronger for the ones who lack influence on their working hours. The workers most frequently experience a higher intense of nervousness, a cold, neck pain and back, bowel disorders and stomach.

The improved autonomy and an individual’s influence on his/her has somewhat compensated the impact of working in variable timings. To make it more compensated workers need to acquire the knowledge on how to manage working time autonomy in a reasonable and responsible manner.

2.4. LINK BETWEEN FLEXIBILITY AND PERFORMANCE

Many authors consider flexibility in organization as essential in the backdrop of the rapidly changing global environment. This is in view of the expanding flexible work, finding way into the developed economies, since 1980 [Burt & Mark et, al., 2010]. This changing scenario has been demanding for desired changes in the work environment which in turn has constrained the organizations to accept adaptability for ensuring their success, growth, survival and sustainability. Every working domain of organization has been subjected to close scrutiny in order to identify the scope and need for adopting flexibility. In context of Human Resource management, the analysis defines Flexible Work Practice (FWP). It describes a number of practices adopted employment that are distinguished from the traditional ways of employment such as provision of fixed salary on a permanent job contract basis. Other terms have been used to describe such practices like alternative [Polivka et, al., 1996; Powell and Mainiero et, al., 1999]. Non-standard [Kalleberg et, al., 2000], or a typical [De Grip et, al., 1997]. These new features are in total divergence form the traditional means of employment.

Considering from the employer’s point of view, flexibility may denote effective adaptability of prevalent human resources and the changes in the work environment in an organization; as called for to
meet to the changing demands and diversification of products [Albizu, et, al., 1997]. For addressing the impeding challenges emerging out of the flexible work arrangement, those responsible for managing and conducting researches are required to know the diversity hidden beneath this commonly used term. As per [Atkinson et, al., 1984; Pfeffer and Baron et, al., 1968; Treu et, al., 1992] have drawn out four forms of flexibility on the basis of the facets of the work that need flexibility.

**These may include the following:**

a) Rewards payable to workers,
b) Wages, reward or financial flexibility,
c) Place of work,
d) Flexibility in geographical locations,
e) Flexibility in function of the employees,
f) Number of employees and their working hours and
g) Numerical flexibility.

Different consequences arise in an organization, due to adoption of any or all of the employment related practices. Human Resource Management Literature has made extensive use of financial flexibility. There are many international journals dealing exclusively on compensation of personnel. The current article focuses on the rest three flexible practices.

2.5. **LOCATION FLEXIBILITY**

Flexibility in location denotes the variability of physical entity of the place in relation to activities carried out by the worker. Employees are permitted to work from their respective homes. They are also allowed to move and work in two different locations, or at another office under the same organization, client or supplier. Work arrangement independent of location also denotes that a group of employees is required to meet at the same location for carrying out a joint project. The rapid development of Information and Communication Technology (ICT) has to a great extent supported the expansion of practices related to flexibility of location. This may include working through telecommunication, working, based at home or virtual teamwork [Steijn et, al., 2004].

1. **The Business Case for Workplace Flexibility**

Job Killer," These are the words you are most likely to hear spoken by most American CEOs when faced with proposals to ordain friendly-family work policies. This was genuine in the combats for gave
maternity leave & earned sick days, and increases in the minimum wage even workplace flexibility. Certainly, there are exclusions. As a matter of fact, the exclusions are the employers who, had best – in point of fact better than their challengers – by benefitting their employees. If we want to make a new schedule for family or work contracts, employees and employers have to take a seat at the same table and make out their common gains. Working families have a better chance to "have it all" – job, a family and in a family well-disposed workplace. In the same way, businesses are better placed “quintessential” benefit and worker dedication when they can develop a family well-disposed workplace.

It's become impossible to anticipate employers to provide workplace flexibility because of a notion in gender equality or bosses want to be good to workers. Employers conceive, and justifiably so, that it is their job to make money. The challenge confronting recommends for reasonable family or work policies is to furnish proof that these policies are money-spinners; they can promote the key point over the long term. It's not as difficult a sale as one may think.

Workplace flexibility can be a strategically used as a business tool for dealing today's workforce, rather than a valuable new gain. The gain most often fall to both employers and employees because the most competitive possession for any business today is not how many hours they have worked, but how much knowledge and skill each worker brings to task. Proof has collected that the power to pull and hold the talent increases benefits and decreases costs thereafter, increasing stockholder confidence. Sparing can be significant. Recently, James Wall drew back vice president for human resources and diversity at Deloitte, became alerted when the company's investment in training and recruiting women vanished because of the blabbermouthed pipeline. Going through the list of 110 candidates for contract he found only eight women. After compelling a multiyear program to modify the cultivation about family or work policies, the no. of women eligible for contract rose to 42. He told me that the cost of turnover ratio in knowledge intensive business is somewhere between five and seven times the salary of the person at the point they leave. He figured that a 1% drop in turnover will result in a $2 million decrease in costs. If you dropped it 6%, you were talking about the real money. Whenever we run these computations to our collaborators who were serious skeptics and even they say that may he need to pay nearer care or tending, because there's something?

What ever that is true for Deloitte's extremely competent workforce may also be true for many entry or first level employers when employees and found that without further contribution in training, these workers would lack the skills to do fundamental work. A competent worker, irrespective of the job analysis, remains cherish. If the profits of workplace flexibility choices have been already proven, why
businesses are not rendering them more? Partially, it's an outlook. For one thing, we are stuck in a schmaltzy.

Norman Rockwell on Sunday, on one fine Evening portrait of the American family which impersonates father walking out of the door, briefcase in hand, while mother, wearing a jumper, waves bye-bye from the room access, with one perfect child on the both sides. That is the way it was portrayed, and that is the way work stays on, with the effrontery that there is at least a wage earner taking care or managing the family. He can work for long hours without worry about the population at home, because care taker mother is there to look after the kids, Grandmother and broil apple pie. The family’s social organization has changed in a very impressive manner since those apparently perfect days, because now a day’s 92 percent of families, both mother and father come off to work, or a single parent, walks out of the door by holding the hand of the bambino. However, the workplace has hardly agitated from its traditional constellation. But on one thing, we need to change our belief that work-time and the no. of hours worked are indispensable to increase the profit ratio. To make work flexible for the employees, it is not only important to change our attitude about who is a good workers and bad workers but we also have to civilize managers at all levels to distinguish the difference between the quality of work produced depending on the number of hours worked. More analysis, adapted to each person’s business endeavor, will be required, but we do not need to wait to assert whatever the common sense has already told us. A worker who ever knows that her/his employer is able to understand that she has obligations outside of the workplace and will make adjustments to facilitate the employee to meet their needs, will be everlastingly thankful. That feeling will be able to take the form of increased dedication and reduced turnover, with a pay off in increased productivity. The United States is an outlier when it comes to family-friendly policies. For example, out of 189 countries, the United States is one of three that does not bid some form of paid gestation leave and the other two are Papua New Guinea and Swaziland. We acknowledge that the chance to have workplace flexibility is the first consequence for working women, from the women who are in top management positions to the periodical workers. Progressively the call for more majuscule flexibility is repeated by men as they accept a greater contribution of taking care of the kids, the aged, as well as, Even though only some of the buying at, the preparing, and the cleansing and dentist appointments. The ultimate profit of flexibility for an employee is to have some operated over one's life. When Anne-Marie debacle left the number three post at the State Department because of her need to spend time with her son going through a difficult adolescence, she didn't go back to being a professor at Princeton to put an apron on. She went back to a demanding position teaching a full course load,
traveling writing books, speaking, and appearing on television. But she had what she wanted most, the ability to say "no" when necessary, the ability "to work things out" when there was a conflict between her family and her work. Women who do not have the power to negotiate on their own to get the same flexibility that Prof. Slaughter has, will continue to need understanding bosses, and most importantly, work in a culture that sees flexibility not as a special favor, but as the normal way of doing business.

Flexibility can take many kinds, including the programming of hours worked admitting break and shifts schedules, the number of hours worked such as flexible time and part time, and the place were the work has done, such as telecommuting. With the help of growing mundaneness of technology, the chances for work-place flexibility are eternal. Irrespective of how flexibility is attained, at different levels of employee's lives, in various work situations, there is one essential value that under lies them all. There has to be belief between the employee and the employer. The excogitation of time clock, to be sure, was grounded on a lack of belief. It was assumed that people, would betray on how much time they had really put in. It is not uncommon to be fired for coming late to work. It is time to exempt the tight ordinances that many businesses(many of which denounce government regulations) enforce on their workers, and start to book at results/profits. Productivity cannot be more solely measured by how one works, where one works, or how much one works. The countries that succeed in holding women in their workplace are most probably to continue to spring up and prosper. According to the World Economic Forum (WEF), it is a simple mathematics that it is the time for a new communication to start, but not as calling out match words like "job killer", but with a reasonable dialogue. The focus must and should on the eudemonia of the family as it exists now-a-days on the workplace and it must turn to tomorrow. Our shared aim is to enable both dads and moms to be the good care givers, good providers and to move businesses towards more competitiveness and benefit. If we sit at the same table, we are sure to find some common ground.

2. Workplace Flexibility as Business Case:
The employers can gain lot of benefits and financial competitive advantages in these present days economy only if they provide facility of flexibility to their workers in order to how and where their respected to work to be done.

For maintaining and recruiting the employees workplace flexibility is considered to be a powerful instrument. While considering various job offers almost for the fourth of the U.S. workers, balance of flexibility and work life both are the major factors.
1. According to a study in 2009, for 72.6% of workers, workplace flexibility was considered as more profitable that would certainly helps them to prefer and select different job options.

2. Nearly 81.3% of workers desire most flexible work options. They would like to be used by them only if they find any positive results and atmosphere at workplace.

As per the recent analysis made in year 2000, 71.5% of men aged about 21 to 29 stated that they would desert some pay, only just because of spending some more time with the members of their families and 84.8% of workers both male and female, in their 20s and 30s, reported in favor of family and friendly work schedules.

3. According to the survey of three hundred human resource managers the two-thirds of employees identified and showed interest towards family caring policies and considered as the most significant factors in attracting and retaining its employees.

4. In a 2008 survey of low-income, hourly workers and their managers, more than 80% of employees identified workplace flexibility as an important factor in both accepting a job and remaining with an employer.

5. Almost 80.4% of the managers reviewed and said that workplace flexibility heightens their ability to enroll employees, while 85.4% aforementioned that the flexible workplace policies ameliorate their ability to hold back talented employees.

6. Flexible work arrangements make for healthier workers and happier. In an analysis made in 2009, 90.2% of workers aforementioned that workplace flexibility bestows to their quality of life to a “moderate” or to a “great” extent.

7. Balancing the Work and life is the second best prognosticator, after economic security, of a worker’s quality of health, frequency of sleep problems and level of stress.

8. The employees who utilizes the flexible workplace arrangements and benefits enjoy considerably good physical health and mental health than compared to other employees who do not posses this opportunity.

9. This positive effect is experienced by the low-income workers even more strongly than higher earners.

10. The employees’ opinions regarding over workload can be reduced by utilizing proper flexible workplace policies
11. Flexible work policies can also minimize and reduce stress and strain which is the main cause of unscheduled absences of the employees, and it a factor for producing high turnover, which costs U.S. employers about $400 billion per year increased healthcare arrangements and alternate expenditures.

12. An analysis of 1000 employees’ about 32-year-old identified that 47% new cases of depression and anxiety were found just because of stressful work.

13. Whereas another study revealed that employees have healthier lifestyles because of having work flexibility in their lives.

14. In case of low-income workers who suffer from stress and exhaustion is 45% lower with flexibility than for those who don’t have it.

15. According to the study done by IBM employees in the year 2010, proposed that to balance work and family life in case of telecommuting workers is very easy. Telecommuters who work for IBM are also willing to work additionally for nineteen hours a week before facing the same level of disagreements or conflicts with managing work and family when compared to the employees who do not telecommute.

16. Flexible work hours provided to the employees can give an opportunity to its employees for picking up their children from school daily which can lighten or minimize the stress levels of employees not only that they can spend some time with their children after school.

17. An estimated one third of the However workforce experiences such as stress or pressure may cause and resulting in decrease of productivity and increase of absenteeism or non-attendance that can be added up to $470 to $1,200 in terms of its costs per employee per year.

18. The 2007 study recommended that the health of employees’ families can also be benefited and improved if they are facilitated with Flexibility.

19. If employees are flexibility in their work schedules they can freely sit down to dine with their children as well as with their wife at home every day and can fetch their children to visit doctor whenever it is needed.

20. Two recent studies identified that worker who takes care of their old aged members of family would feel and experience the higher stress levels than the workers who do not have elder care responsibilities.

21. Workplace flexibility would help its workers to deal with or overcome the stress by giving family care.
22. With flexibility, workplace disturbances or interruptions and absenteeism are to be reduced effectively. Because absenteeism can cost over one and a half million per year for big employers.

23. As per 2009 study estimation, nearly 35 million full-time workers also become as unpaid family caregivers.

24. The U.S. employers have to suffer more than $6 billion a year, because of increased absenteeism by the employees for family care giving whereas partial absenteeism can cost employers an extra $2 billion a year.

25. The interruptions occur during working times because of care giving responsibilities are estimated an additional $6.2 billion a year for its employers.

26. Workplace flexibility is one of the most effective means of reducing unplanned absences from work—in one study, 64.2% of workers who use flexible work arrangements said that their absence from work became so less and thanked for those arrangements.

27. The low-paid employees and their managers did a survey in year 2008 which found out that 75.4% workplace flexibility had an affirmative influence on absenteeism.

28. It’s only Telecommuting that can cut absenteeism by nearly 60.2%.

29. Flexibility is very useful and helpful to avoid high attrition rates, and to protect millions of dollars of employers each year workplace. For this each employer has to bear the cost of 150.2% of salaried employees’ yearly salary to restore him or her. For an hourly employee, turnover costs the employer anywhere from 50.5 to 75.5 percent of the employee’s annual pay.

30. The replacement of the workers is estimated to the cost more than $6.6 billion per every year for the U.S employers who have to bear the total expenditure of workers who leave from the workplace every year because of family care giving and responsibilities.

31. Employees those who are utilizing the flexibility at workplace arrangements would like to stay with their existing employers for at least the next year.

32. 30% of low-income workers who have flexibility likely to leave their current employer after two years than those who have nothing.

33. The Detroit Regional Chamber’s flexible work policies have increased employee retention rates from 75.5% to approximately 90.5%.

34. Costco, which mentions flexibility as a key welfare it has achieved a rate of turnover that is one-third of the industry’s average of 65.4%.
35. The describing firm of Deloitte & Touche has calculated savings of approximately $42.5 million in turnover related to costs in 2003, thank you to the firm’s flexibility programs.

36. Workplace flexibility assists businesses rise by increasing organization’s productivity and stockholder returns. Employees with accession to flexible work agendas tend to have more eminent job satisfaction and seem to be more willing to work hard to help their employers get succeed.

37. Employees with flexibility are probably to be extremely engaged and to experience they have interest in their organization. Commitment among low income workers with flexibility is 50.3% higher than among those who have none. Than $5.1 billion a year, as partial absenteeism costs employers an additional $2 billion a year.

2.5.1. Flexibility strategies: a combination of variables

FWA May be explained as benefits provided by an employer that allow the employees, a specific level of control over the place and time the employees work. And the time is beyond the normal working hours. Studies conducted indicated that FWA facilitates integration and overlapping of work assignments and family responsibilities in time and space. This in turn leads to a positive spillover and achievement of a healthy balance between work and family. Basically, flexibility denotes adaptability to constraints arising in certain context. Besides, it is a tool for strategic management. FWA relieves the employees of their psychological pressure, particularly if their income earning through their occupation gives value and image to them in their family as well as social domains. In India, highest priority is accorded to family ties. Therefore, FWA is important in Indian context. [Tammy D. Allen, Ryan C. Johnson, Kaitlin M. Kiburz, Kristen M. Shockley et al., 2012] To manage work and family roles work flexibility is introduced in many firms.

In an analysis, there is a clear clarification of meta-analysis, which explains the relation between flexibility and work conflict. It also includes work interference with family vice versa. In case, an employee is constrained to forgo his or her career options or personal likes that might adversely impact the individual or the family of the concerned employee. Under such circumstances, employees seek for emotional balance with regard to moral and psychological support. This in turn leads to loss of focus on balance between work and personal life. Pressure of work, along with lack of centrality diverts the attention of the employee into non-work areas which in turn leads to manifestation of negativity by the employees. Besides being a necessity, employment is viewed as a source of personal satisfaction.
FWA includes flexibility in timing of work schedules, sharing of job with others and compressed work week. These facilities enable employees to have some control over the place and time of their work. If the daily schedule of work is made flexible, employees enjoy better control over their hours of work. This in turn enables them to respond positively to emergent situation arising in the family. They can meet responsibilities of home during non-core hours without affecting the rush hours. Thus, the commuting time is reduced. As such, FWAs are based on perception of reduction of tardiness, absenteeism and employee turnover. Findings from studies indicate that FWAs effectively enable individuals to integrate their job responsibility and family responsibilities, within the ambit of their personal time and space. Ultimately, an amenable balance is achieved between work and family.

[Michael V. Abcarian et al., 2012]

According to the 2011-12 Study of Employers conducted by the Work Institute and the nonprofit Families and Society for Human Resource Management, 77% of companies surveyed said that they now permitted or encouraged flextime, up from 65% from 2005. Nearly two-thirds reported that they allowed employees to work occasionally from home, which is a significant increase from 34% prior to the recession seven years ago. Employees are also finding it more acceptable to turn down overtime hours. Now, 45% of employers surveyed said they give their workers a say in whether or when they will put in extra hours, which is an increase of 29% since 2005.

- As we have already seen in the previous paragraph, companies seek different answers to their changing environment. Some of these answers can be defined as the ‘flexibilisation’ of labour.
- We have seen policies of outsourcing through the use of subcontracting, the hire of temporary labour, the development of shift work, the use of short-term contracts, as well as trends to increase the polyvalence of the workforce. These forms of ‘flexibilisation’ are not always isolated, but can be found in combination with each other or as a development in time.
- In the research framework developed for this study, we aimed at investigating all forms of ‘flexibilisation’ in the case studies. [Martínez-Lucio and Blyton et al., 1994] define flexibility as the freedom to vary or adjust the quantity and quality of the labor input in response to changes in demand.
- They identify four types of flexibility: functional or task flexibility, numerical flexibility, temporal flexibility and wage or financial flexibility. In their definition, functional flexibility is ‘generally used to refer to the adaptability of skilled employees to utilize a broader range of skills’, while task
flexibility relates more to ‘semiskilled and unskilled workers performing a wider range of tasks’. Numerical flexibility is in generally used to signify management’s ability to vary the amount of labor in response to changes in demand (achieved, for example, by the use of short term contracts or ‘hire and fire’ policies, and by ‘externalizing’ work via the use of subcontractors).

- Temporal flexibility involves varying patterns of working hours to reflect variation in demand. Wage or financial flexibility involves, among other things, ‘a shift from uniform and standardized pay structures towards more individualized systems incorporating a greater element of variability, reflective of performance’

- With this definition, they actually follow the definition proposed by [Atkinson et al., 1984], who identifies three types of flexibility: functional flexibility, numerical flexibility and financial flexibility. Functional flexibility, can be said as, ‘employees can be deployed anew smoothly and quickly between tasks and activities.’ Numerical flexibility can be said as, ‘headcount can be rapidly and easily increased or decreased in line with even short-term changes in the level of demand for labour.

Atkinson makes a distinction between a core of the company, where the emphasis is on functional flexibility; and a periphery driven by a numerical perspective. Moving to the periphery numerical flexibility becomes more important. As the market grows, the periphery expands. He describes several peripheral groups, with the externalized tasks in the outer ring of his model.

2.6 FUNCTIONAL FLEXIBILITY

Functional flexibility denotes the capability of organizations to internally meet the need for any kind of labor without going in for external source. This multi-functionality is enabled by keeping a labor force that could carry out a variety of functions and making the labor moving from one place to another [Michie and Sheehan et al., 2005]. For this, workforce needs to be developed in such a manner as to deal with exceptional situations, effectively. This in turn needs initiative and creativity and can be facilitated by ICT. As per [Paauweet et al., 2005], e-HRM can be adopted for helping people to be ever ready for change. They need to encourage online training and learning various activities. This they can do through group discussions and communities of practices.
1. Functional Flexibility
2. Performance of tasks beyond job
3. Methods
4. Training for and performing jobs other than own
5. Training to move jobs within organization
6. Working ‘beyond contract’
7. Problem-solving.

2.7 PROPOSALS REGARDING EXAMINING OF FLEXIBLE WORK ARRANGEMENTS:

Think about the following points to evaluate your ability to implement the proposal successfully. If an employee asks you to support and agree to a proposed flexible work arrangement.

- At first you should consider the department’s goals and commitments, dedication, including customer service expenses, safety, and security.

- Consider whether the productivity of employee’s and their overall work record reveal their capability to accomplish the terms of the proposed arrangements or not.

- Decide the cost of equipment and its availability and whether it is needed to be purchased, or not

- If you would like to consider and agree with telework proposal, analyze the its plan and procedures and guidelines whether to establish arrangements or not.

- If the employee needs to use his or her home computer, to evaluate the unit’s the employer must be sure about the employee’s home computer is effectively secured and that it will not be a threat to information of department’s or the University’s security or computing resources.

- Reviewing of union contract and discussing any questions with the Consultant of Human Resources is necessary if the employee is covered by a union contract.

- The employee’s proposal needs be responded in a timely manner.

- Explain your opinions and decisions to your employer on the basis of your analysis of the impact of proposal on department operations, and/or the work record of employee’s in your department.
2.7.1. Managing of Flexible Work Arrangements:

The following points need to be considered to develop a plan to manage and evaluate the work of individuals effectively in flexible work arrangement:

- Ensuring about perfect, clear communication and responsibility about the proposed plans.
- If the arrangements provide flexible hours or various work locations when the employee will be indicated about the days and times and he should be informed and be available on site for meetings and able to communicate directly with other team members.
- Assessing of leave record keeping proposition with the employee.
- Set up the arrangement on a pilot basis with a selected review period. Because either the employee or supervisor can finish the arrangement during the pilot period.
- It is important to be sure that if an arrangement causes any reduction in the scheduled work of employees you can’t give any guarantee to return it to the previous schedule outside of the trial period.
- There must be clarity and surety among all the parties they should understand the terms of the arrangement, before it is implemented; its continuance depends on the effective working arrangements of both the employee and the department.
- The relevant details of all arrangements must be documented, which includes schedule working hours and, performance plan with measurable results, and a review schedule and should provide the employer with a copy.

2.7.2. Flexible Work Arrangements and Work–Family Enrichment

Hence, on the basis of Greenhouse and [Powell’s et, al., 2006] model, it is possible that flexible work arrangements may play a key role in the resource generation process, thereby increasing work–family enrichment. Past research has shown that flexible scheduling increases perceptions of control over work and family matters, and this, in turn, lowers work–family conflict [Thomas & Ganster et, al.,1995]. It is also possible that employees generate resources by having flexible work arrangements, making them better equipped to handle work and family demands. To date, only one study has explored how work–family enrichment use is related to enrichment. Contrary to expectations, [Wayne et, al., 2006] found that family friendly benefits use did not predict work–family enrichment. However, this lack of findings may
be related to the fact that their sample did not widely use the available McNall, Masuda, & Nicklin family-friendly benefits. Moreover, they used a total benefit usage score that was based on a variety of family-supportive benefits (i.e., information and referral services for child care, special care services and resources for caring for elderly parents or handicapped persons, child care subsidy, flextime, job sharing, flexible spending accounts, telecommuting, part-time work) rather than more specific types of flexible work arrangements. Wayne et al. urged researchers to “continue to examine the availability and use of various formal policies in isolation and in conjunction with one another to determine their relationship with enrichment”. Thus, in the present study, we focused on two specific types of time flexibility. The availability of flextime and a compressed workweek schedule may indicate overall organizational support for employees and their families [Allen et al., 2001].

This idea is consistent with signaling theory [Spence et al., 1973], which suggests that observable actions by the organization (e.g., having flexible, family-friendly policies) may be interpreted as a signal of more unobservable characteristics such as care and concern for employees on behalf of the organization. [Wayne et al., 2006] also pointed out that flexible work arrangements may generate more perceptions of control over work–family matters, thereby increasing positive attitudes at work that may transfer to more positive affect at home [Greenhaus & Powell et al., 2006]. Thus, we predicted the following: Hypothesis 1 (H1): The availability of flexible work arrangements (i.e., flextime and compressed workweek) will positively relate to perceptions of work–family enrichment.

2.7.3. Outcomes of Work–Family Enrichment

As previously mentioned, to establish the importance of enrichment to organizations, it is necessary to link work-to-family enrichment with work-related outcomes. Thus, we examined the relation of work-to-family enrichment to two outcomes: job satisfaction and turnover intentions. First, job satisfaction is defined as the appraisal and feelings one has toward the job [Locke et al., 1976]. Studies have found that people who report greater work–family enrichment were more likely to report higher job satisfaction [Aryee, Srinivas, & Tan et al., 2005; Balmforth & Gardner et al., 2006]. Second, turnover intentions are defined as a conscious and deliberate willingness to leave the organization [Tett & Meyer et al., 1993]. The relation between work–family enrichment and turnover has been somewhat mixed. For example, Balmforth and Gardner found that greater enrichment was related to lower turnover...
intentions, but Gordon, Whelan-Berry, and Hamilton (2007) did not find support for this relation, suggesting that more work is needed to clarify this relation. Following Greenhaus and Powell (2006), resources acquired at work (e.g., flexibility) may result in better performance at work, which has the effect of the Journal of Psychology creating more positive affect at work, ultimately transferring to more positive affect in the family domain (i.e., work-to-family enrichment). In turn, individuals experiencing more positive emotions about their work should experience higher job satisfaction and lower turnover intentions. Going beyond the definition of the term enrichment, social exchange theory (Blau et al., 1964) can be used to better understand these relations. According to social exchange theory, when favorable treatment is perceived by one party, the other party feels obliged to reciprocate (Rhoades & Eisenberger et al., 2002). Applying this to the work-to-family interface, when employees perceive that their organizations are helping them manage work and family roles, the norm of reciprocity compels the return of favorable treatment often in the form of favorable attitudes such as more positive feelings about the job and the organization (Aryee et al., 2005; Wayne et al., 2006). Thus, we predicted the following: H2: Work-to-family enrichment will positively relate to job satisfaction. H3: Work-to-family enrichment will negatively relate to turnover intentions.

2.7.4. Mediating Role of Work–Family Enrichment

As previously mentioned, we were also interested in the mediating role of work-to-family enrichment in explaining the relation between flexible work arrangement and (a) job satisfaction and (b) turnover (see Figure 1). Thus far, we predicted flexible work arrangements to be related to enrichment, which, in turn, we expected to be positively related to job satisfaction and negatively related to turnover intentions. It is also likely that flexible work arrangements are related to both job satisfaction and turnover intentions. For example, Baltes’ (1999) meta-analysis found that both flexible work schedules and compressed workweek schedules had a positive effect on job satisfaction. (Allen et al., 2001) also found that flexible benefits were positively related to job satisfaction and negatively related to turnover intentions. Similarly, Batt and Valcour (2003) found that access to flexible scheduling practices predicted lower turnover intentions. Signaling theory (Casper & Harris et al., 2008; Grover & Crooker et al., 1995) may also explain why flexible work arrangements influence attachment to the organization Flexible:

• Flextime
• Compressed workweek
• Job satisfaction
• Turnover intentions

Relations among flexible work arrangements, work–family enrichment, and organizational outcomes. McNall, Masuda, & Nicklin 67 in the form of increased job satisfaction and decreased turnover intentions. As previously discussed, the availability of flexible work arrangements may signal that the organization cares about the well-being of its employees (Grover & Crooker). Ryan and Kossek (2008) suggested that work-life policies are linked to various organizational outcomes through perceptions of inclusion (i.e., in which an individual feels accepted and valued). Organizations promote inclusion by fulfilling personal needs (e.g., for a flexible schedule) and signaling the organization’s values (e.g., family-friendly workplace; Ryan & Kossek). Taken together, it follows that flexible work arrangements will lead to job satisfaction and turnover intentions through perceptions of work-to-family enrichment. Thus, we predicted the following: H4: Perceptions of work-to-family enrichment will mediate the positive relation between the availability of flexible work arrangement and job satisfaction. H5: Perceptions of work-to-family enrichment will mediate the negative relation between the availability of flexible work arrangement and turnover intentions.

Number of forms of arrangements of flexibility can be taken from fundamental flextime arrangements to inventive child-and eldercare arrangements.

- Since Flextime is a system employees can choose their starting and quitting times from a range of available hours depends on their choice. These periods are generally at the end of significant times during which most businesses can take place. Formerly regarded as a rare, progressive workplace arrangement, it is now normally practiced in a wide range of industries.
- The standard work of an employee for a week is compacted into less than five days compressed under this arrangement. The most common embodiment of the compacted work for a week is 5 to 10-hour for a day in week and three to 12-hours per aday or if arrangements are given employees workfrom 9-or 10-hour per a day over two weeks and are compensated with an extra day or night time off.
- Generally telecommuting is the most practicing example of flexible employment. ‘Flex place’ is a term which includesa variety of arrangements in which employees can work from home or some other non-office locations. Job sharing under these arrangements, the duties and responsibilities of one full-time position can be shared by two people willingly and the salary and other benefits of that position can be allocated between the two individuals.
Layoffs can be avoided by the increasing use of sharing these arrangements. It will allow companies to reduce hours and salary for a part of their workforce temporarily.

Expanded Leave is another choice given to its employees for providing greater flexibility. Because these extending periods of leaves away from work do not cause employees losing their rights. These Expanded leaves can be given either on a paid basis or unpaid basis, which are used for different reasons; including, community service, education, family problems, and medical care (the last two aspects are now largely covered by the terms of the Family and Medical Leave Act).

Retirement facility under these arrangements can also given, under this the employee and employer would come to an agreement to a specific schedule in which the work commitments of full-time employees are gradually reduced over a period of months or years.

In case of older employees who are willing to continue work on a part-time basis, with no fixed ending date are facilitated under Partial Retirement arrangement.

Even though some larger companies have stated good results are gained with pilot initiatives in this area work and family arrangements are still considered to be very rare and uncommon. But some employers generously provide assistance and a degree of assistance to their employees especially in the areas of childcare and eldercare. The best known of this arrangements are house facilities for taking care of the children of employees.

"Employers see that the availability, affordability, and accessibility of good child care which has a bottom line impact," by Diane E. Kirrane in Association Management.

The reasons for absenteeism, lateness, interruption, and stress-related health problems. Are because of lack of quality child care. On the other hand with sound child care arrangements the aspects like, reliability, good self-confidence, and inspiration are formed within the employees which play a crucial role bring positive results that derive from safe, stable, developmentally.

Flexible work arrangements-Advantages:
Most of organizations have identified that there are some benefits and profits if telecommuting and flexible work arrangements are provided for their employees, they are:

- Rejuvenate the maintenance and recruitment.
- Self-confidence, dedication and efficiency or output encourage and support and preference to personal work style
- Decrease pressure or stress levels through the capacity of balancing the work and as well as personal responsibilities
- Reduce non-attendance and lateness
- Improve the coverage and strategies of department
- Develop potentiality for more office space options
- Invigorate the transport facilities and parking options
- Assist in providing uninterrupted time for increase a innovative, or highly detailed work
- Make the best use of utensils or equipment
- Prepare effective schedule to overcome peak workloads
- Strengthen cross training

2.7.5. Flexible Work Arrangement - Disadvantages:

Flexible work arrangements have not only some clear advantages but also some disadvantages like negative impacts on businesses. As per the critics point of view misunderstanding of arrangement can have a negative impact on business.

First of all, owners and managers of organization need to identify whether the flexible work arrangements are always suitable for all type of people, jobs, or businesses or not. Telecommuting and other "flexible place option” arrangements, can be unsuccessful or disastrous if used by employees who are not interested to continue a full day work but doing their personal works such as watching TV for pleasure or reading books and housecleaning, etc.

In the meantime, other companies, observed that at different hours employees are found sometimes inside and sometimes tout of the business therefore this leads to increase of the cost that means no employee can come until 9:30 a.m., a state of affairs that forces customers and vendors to cool their heels until then and this will be resulted in the suffering of customers as well as manufacturing output. In case of the last aspect flex time is really a difficult one to fit for many manufacturing companies. The human resources consulting executive Mr. Terry Mc George in an interview with The Milwaukee Business Journal said that “Most factory operations are depended on each other by being present there; especially they really need to be there at the same time when you would talk about the concept of work-cell team manufacturing."

Critics also argue that because flextime arrangement managers in fact frequently face difficult situations. Martha H. Peak said in Management Review that “for its family-friendly flex is embraced too
often” “when managers try to put into action this arrangement, they would discover that to be reasonable, because flex requires them to treat different employees differently."

Peak stated that flex is a basic facet of family caring and is a necessary for competitive companies, but it takes more than a statement in the policy manual to institutional flex. It takes new methods to assess job.

Many employers have observed these companies, and flexible policies are also summarized in the employees’ manual but its execution is left up to them

2.7.6. Job Satisfaction with Flexible Work Arrangement

For many of us, the idea of having a job that is truly satisfying – the kind where work doesn’t feel like work anymore – is pure fantasy. Sure, professional athletes, patrollers, and golf pros may have found a way of doing what they love and getting paid for it. But is there actually anyone out there who dreams of sitting at a desk and processing paper, or watching products fly by them on container or working to solve other people’s problems? There is. Do you remember the world before -Google? Parents would go off to work each morning, very early, dressed in a suit and tie, 9 am starting time, hurriedly drinking coffee or tea before running out of the door. This is what professionals do. If you worked for a corporation then, odds were that you worked a set schedule, wearing the formal uniform. Enter Google. I wasn’t old enough to apply for jobs during Google’s rise to the top, but when I did start looking for a job, I was already aware of Google’s reputation as an amazing place to work. But were the rumors really true? Could people wear flip-flops? And bring their dogs to work? And play volleyball at lunch? I watched the movie, the internship and then Google’s office and I found out that the rumors were indeed true. Employees zoom around the campus on bikes, eating free food, dressed in whatever they felt like, I decided that you could have fun, be informal, and still work at arguably the most successful company in the world.

It is my firm belief that employers should implement policies like informal dress code and flex time whenever possible. I’m not alone in this — many studies have shown that these benefits can reduce stress, increase employee longevity, and even ensure that people are available at a broader stretch of time over the day.

For example, a study at Durham University in the U.K. reported that flexible working initiatives that “equip the worker with more choice or control, such as self-scheduling or gradual or phased retirement,
are likely to have positive effects on health and well being.” In particular, the study showed improvements in mental health, sleep quality, sleep duration, and alertness during the night when employees had more control over their schedules. Having flexibility is also one of the biggest morale boosters an employee can have. These benefits aren’t just good for employees; they’re great for companies, too. What’s more, when people don’t have to commute every day or during peak times, they can work more hours with ease or be available at a broader stretch of the day, and be less exhausted from the hassles of commuting. More and more businesses are modeling themselves after Google, and companies are starting to realize that happy employees are the best thing for the bottom line.

Newer companies (PushCV:D) seem to have embraced a culture where these benefits are implemented frequently, and I think that is why more and more young people are avoiding the large rigid corporations of the world for jobs at startups. More people are realizing that a slightly lower salary or less stability is sometimes a worthy trade-off for a more fun-filled and flexible lifestyle that allows you wear jeans all day, and sleep a few extra winks when you need to. These policies are great indicators of a corporate culture that is more open and progressive, and one where there is a large amount of trust between employees and their management.

2.8.0. WHY FLEXIBILITY IS NEEDED?

According to latest studies stated that for both employers and employees, job flexibility can provide several benefits which include a better job contentment, that can prevent absenteeism, enhance dedication, and improve turnover. For example:

- As per the Work & Family study of six large companies at Boston College Center, 71% managers and 88% employees stated that working under flexible arrangements had an affirmative or positive effect on output or productivity of companies;
- 88% of employees and 66% of managers reported that the quality of work of employees would also be increased with a flexible work arrangement.
- However 77% of managers and 81% of employees specified that flexible work arrangements had positive effects on the continuation of the employees.
As per the opinions of the employees at MIT a very high preference was given the job flexibility arrangement by considering it as a tool for developing the job satisfaction as well as the quality of life of employees.

According to Massachusetts Institute of Technology, Center for Work, Family & Personal Life: more than half of the staff members, including, administrative, supportive and researching staff, thought that flexible full-time hours were valued policies.

At MIT nearly half of managerial, supportive, and the staff members of researching areas believed that workplace flexibility on full time hours basis was identified to be the first or second most priority giving program.

For continuation of employment at MIT, about three-quarters of non-academic staff members specified that they had been given the flexibility at workplace to manage their work as well as personal or family responsibilities.

WFD Consulting, Inc., which helped MIT’s Council on Family and Work in the year 2001, about a research on “Quality of Life survey” came to a conclusion that, of all the programs and policies recommended in the survey, flexibility is recognized as the one which is highly appreciated and preferred by the staff.

Dr. Lotte Bailyn, the Professor of Management and Co-Director of the MIT Workplace Center, remarks about some American companies: “most American companies get their work planned by way of the cultural expectations instead of managing the work as per the needs of the task, in not surrounding areas or someway employee must always be present at work, even when the job does not require it.” Employers feel difficulty with a variations between the arrangements of the workplace the lives of their workers. Since of the family and other responsibilities a fewer mismatch workers are identified as uncreative in some workplaces for which changes are to be made.

Having no idea about the benefits or advantages of flexibility and options its implementation is unquestionably reduced to its use. In addition, for taking some individual decisions and balancing the necessities of the employees, flexibility requires positions like supervisors/managers. This is certainly be a very complicated cases task, in these cases one guide has been considered to help out both supervisors/managers and supervisees in deal with them.

2.8.1. Establishing of Flexible Work Environment:
The following are the guidelines, recommendations or suggestions proposed by business professionals or experts regarding companies which are about to be set up with flexible work arrangements, and are soliciting to a move to a flex environment.

2.8.2. Do Research:

At the outset employers need to do research about the advantages or disadvantages of providing flexible work arrangement in their company. Because the needs and operating surroundings of every company are very different; If a neighboring company get succeeded with just because of flexible arrangement that does not necessarily mean that it will also suitable for your company. A necessary component of any decision. Hence before come to take a decision a detailed research into the requirements and forces from both the processing and the employees side regarding careful evaluation of the qualities of the business's work force should be taken onto consideration seriously.

However if company is blessed with a committed, diligent and more hardworking employees case of its workforce they will be more predictive and fruitful with a flexible environment than is burdened with unmotivated employees.

Kirane stated that work-home problems may affect the company and its staff. If it possible, evaluate the future needs of the work force and labor pool. Resolve the problems which occur in case of privacy.

2.8.3. Guidelines:

Preparation of guiding principle and systems of flexible plan administration that:

1) Pays attention to business needs, and
2) Examines equality and intellectuality

Barney Olmstead and Suzanne Smith, are co-authors of the book “Creating a Flexible Workplace” “How to Select and Manage Alternative Work Options”, suggested that the creating process include various steps to make sure of that new policies are well-matched with aims of present companies. Problems such as eligibility, application processes, reversibility, and changements to the employee status should also be noted tcomplains about partiality or inequitable treatment. Kirrane
noted that to avoid division of staffers partially who have school-aged children and those who don't, know about general terms such as work-life and flexible work arrangements are gaining favor”.

2.8.4. Proper Training:

The policies and the usages of flexible time arrangements should be known and educated to its employees then only feel happy comfortable by using them. Olmstead and Smith clearly reported that can only be taken place only if the arrangement of company is promoted actively and employees ought to know that participating in such programs or initiatives will not harm their career.

According to HRM magazine and a mid-990s report by the Catalyst research organization indicated that this can be a noteworthy restriction: “by management and by co-workers who have more conventional style of working arrangements the flexible scheduling are recognized as bad for one's career. A job-sharing partner or part-time employee cannot be treated as committed one.

Positive full-time experiences of employees depend on the educational and cultural ethics of the employee's organization. In some organizations, people who are having less traditional schedules have been understood that as destroying their career. Employees are not always workers who need to be at peace and free from worries. The supply materials as well as training programs for managers are to be conducted. The companies who wish to implement flexible work policy must also develop it.

Actually, managers, other personnel and projects are the people who must change or adjust according to flexible work environment. Shelley stated that “the managers of companies ought to improve a new set of skills of its employees which Workplace flexibility requires. Managers have to deal with by viewing and defining the work done by worker on site. If a worker happened to spend eight hours in the office then the boss would believe that person did eight hours of work that day. However, with flex time and other progressive facilities managers are to build certain new skills of the employees that will highlight work flow and output efficiency. Kirrane opined that "Managers have to come up with an innovative style thinking by instilling in his employees inspiration and enhancing their performance standards". "Employees may need to be prepared for superior flexible tasks."

2.8.5. Controlling:
If it the profits of your company either financially, strategically to reach its production goals flexible work arrangement is only one which is worthwhile. A key to be sure of maintaining a control over the arrangement is necessary. In shaping flexible work, employees and work teams would also be very cooperative and helpful in preparation of guidelines, but at the same time companies should be cautious of entrusting too much control of it. However the owners and managers need to be sure that all business considerations shall remain in their hands and in case of taking of supreme decisions or run discussions regarding business keep the ultimate control regarding flexible work arrangement remains with them.

2.8.6. Assessment:

On regular basis the flextime work arrangement should be evaluated and assessed. Now-a-days, number of businesses introduce and implement programs like workplace flexibility but which are failing rather than examining the arrangement and making significant necessary corrections, they throw up their arms and ask their managers and qualified employees alike to redesign their duties, responsibilities, preferences, and plantings in order to adjust or modulate the flawed arrangement. Other companies, in the meantime, start on first-class arrangements that lose their effectiveness over time because of negligence. Instead, business managers and owners ought to concentrate on constant growth and development and the areas which are to be paid attention while implementing workplace flexibility programs, just as they do their every duties. Sheley opined that "Fine-tune the program," "The estimation process will help at least in providing some of the information essential to make alterations that makes a workplace flexibility program the best possible way to benefit both the Organization and as well as its employees."

Locations of Flexible Work:

Home, satellite offices and working on the move little availability which are included in the Flexible work locations. The following are the advantages of having flexible work location

**Benefits for the employees:**

- Increases the control over the work when it is done. For example, an employee may choose to make use of his/her time by spending with children in the afternoon and would like to work in the evening
- Spendless time for travelling to and from work.
- Tries to run away from the daily disturbance of the office atmosphere
- Can have an enhanced balance between work life and home life
- Small office room, and less furniture or less equipment are required.
Only limited parking spots are needed
Decreases absence or lateness
Improves output because of less disruptions or interactions between colleagues

**Significant management principles for flexible work place arrangements:**

The main objective of planning and implementing flexible work arrangements is to be sure about work that is to be done so quickly in the most efficient and proficient way, from the most effective location. Here are some suggestions to help make sure of successful implementation of flexible-work arrangements:

- There must be a two-way flow of communication between the management and the worker, who is at a distance, and the distance worker and their other colleagues by managing a high level ways communication. This is especially essential if an offsite employee is working on their own.
- Using different channels of communication like face-to-face, telephone and fax e-mail. However face-to-face communication plays effective role to bring the best results and to focus on tasks of management with inspiration, team building, performance managing and bring in changes in the work or the association with the employee.
- Telephoning communications can be more effectual for planning, preparing, evaluating
- E-mail is not only best way for quick contact but also a good method to confirm discussions or conversations
- Informal procedures are needed to become more formal. For instance, remarks, comments expressions and ideas made over lunch break or by the water cooler sometimes may be sent to off-site workers by e-mail.
- Plan and prepare with a well organized confidence. But depending on face-to-face conversations always results from disorganization and incompetence with managers who use up their time
inresponding to situations and resolving problems that would not occur often if work is well organized.

- Make sure of off-site workers whether they are availing training and other promotion chances because for all employees career growth is very significant irrespective of the company they work for. Be cautious of about "out of sight" may mean "out of mind".

- Make sure about proper orientation programs for staff members that work in the offices so that all the employees - in spite of their work location – can be benefited.

- A good relationship and team building skills must be encouraged between on-site and off-site employees by welcoming employees who work at home to have a special lunch, or participate in training or other activities.

  It is better to ask employees who work at home to keep in touch with them in order to understand the realities of the workplace and coverage office situations occasionally.