CHAPTER –III

STUDY OF FLEXIBLE WORK ON ORGANIZATIONAL PERFORMANCE

3.1 AN OVERVIEW OF IT/ITES COMPANIES IN INDIA

In general, the Indian B P Os are found exhibiting structured, formal and rationalized systems of HRM favorable to practices relating to employment in economies other formal sections [Budhwar et, al., 2006]. A strategic role has been assumed by the HRM and various practices of involvement of employees and work commitment is observed [Raman et, al., 2007]. The HR measures that are found in common are formal, practice of structured selection and recruitment, performance appraisals that are timed on a regular basis, and systems of associated compensation (Performance bonuses), also, training that specializes on needs base [Budhwar et, al., 2006]. The latest researches highlighted the raising interest in different HR dimensions that includes, a team leadership that is supportive, providing for cultural activities and facilities and recreation and different programs of employee “involvement like meetings, in “town hall schemes for suggestions and involvements of the committee [Budhwar et, al., 2009; Noronha and D’Cruz et, al., 2009] drawing notice of the significance of occupational and employment branding in BPO employees management.

The titles for jobs like “process executive and various corporate membership global symbols convey the building of self –identities in work and employment. Apparently, these kinds of identity rulings emphasizes on attachment of organizations [Alvesson et, al., 2004]. Nonetheless, the model of BPO is challenged by the increased level of attrition continuously and leading a lot of observers to look for new therapies that include part- time working options and much flexible rosters, using markets of internal labor that are greatly developed and related planning of career, and co-operation of an improved labor market in comparison to competitor employer [Bhatnagar et, al., 2007; Raman et, al., 2007; Budhwar et, al.,2009]. The systems of high performance work in talks influenced to further consider the suggestions and also a few of the present plans (HPWS) [Appelbaum et, al., 2000; Huselid et, al.,1991; Arthur et, al., 1994] and particularly in applying this construct to western 6 call centers [Batt et, al.,2002,2000,1999; Hutchinson et, al., 2000; Batt and Moynihan et, al., 2002; Russell et, al., 2008; Kinnie et, al, 2000a, 2000b]. In the notion of HPWS there still exist a few differences [Combs et, al.,2006] in call centers domain, systems of incentivized remunerations, team work and relatively
skilled work are the feature that are consisted in HPWS [Batt et al., 2002]. Activities of active team building are added to these initiatives by other researchers too (for example, programs of cultural workplace), security of employment and system of targeted training [Hutchinson et al., 2000; Kinnie et al., 2000]. Most of HR’s literature states that adopting these kind of policies will increase the retention of the employees and similarly the performance of the organization. Furthermore, in the paper literature is referred in measures and conducts theoretically.

Our interest in this article is if these sort of arguments concerning retention within extremely divergent situations that India presents where labor market characteristics and labor force demographics has a considerable difference from the ones existing in the developed economies in the west, [Arzbacher et al., 2002; Richardson et al., 2000; Bristow et al., 2000; Belt and Richardson et al., 2001]. Presently, different employee retention and HR initiatives relation in many differing BPO situations are not tested in details. Therefore, much of the preliminary analysis concerning process of work and HR in BPO/call centers in India presumes a function that is exploratory and 6 mostly descriptive evidence is its base [Budhwar et al., 2006; Taylor and Bain et al., 2005, 2006]. Many times the focus of survey research obtained is on the occurrence of different practices of the HR in BPO in comparison to the operations of the in-house call center operated in the Western economies where the variations effect on rates of attrition [Bat et al., 2006]. The required width is supplied by the current researchers; though, its basis is one pointed, managerial interviews, observations. Compressing of organizational experience to a single voice is the issue here [Delaney6 et al., 2000]. Most probably, because of the difficulty to gain BPO workforce access, in the survey research concerning BPO the voices of employees is highly missing, hence, a possible bias of down top is lent by these studies. For the time being, an attempt made by some studies for tapping the HR perceptions of employees in call centers in India depended on extremely small customer service representative samples (CRSs) [Shah and Bandi et al., 2003; D’Cruz and Noronha et al., 2006] or on less employees stretched over huge number of organizations [Budhwar et al., 2006].

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. 66% of managers and 88% of employees described that FWA makes positive impacts on the quality of job. 77% of managers and 81% 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 pliability were quality of the work and supervisors. 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 [Willmott 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.

3.2 WORKING CONDITIONS IN INDIA - AN INTRODUCTION

The Indian IT segment provides employment to millions. However, each firm has its own way of functioning and hence employees will be fortunate enough to get the finest place of work and the best employers? When the place of work is excellent, the employees are free to accomplish their ideas that they have and take pleasure in their work. However, high competition, aims, sales and tight schedules and the targets of revenue have a different influence on employees as such a rush in work brings in stress and then it is left up to the firms to keep their employees satisfied. How many organizations do really satisfy their employees and enable them in sustaining their balance of work life? Where stress and pressure exists, as employees have their personal lives and with the heavy work load and high competition and heavy demands by firms the need to balance this life becomes more crucial, hence in these highly competitive days work flexibility has become the working people’s new mantra, which looks like productivity is improving through flexibility. According to the employees, the one among the best advantage that they come across while working in a competitive environment is flexible working hours. There are amendments in the companies HR policies due to the realization of the advantages of flexibility in time and different choices are offered to the employees. Flexible working hours arrangements make working convenient as it ends the limitations that timings bring to the environment as it introduces “staggered begin and end time” to the company (in other words flexi-time). Staggered begin and end time helps the employees in choosing their time of coming and going as per the limit put forth by their appropriate Award, such as the normal working hours (for example, Monday-Friday 6 am - 6pm) and are subjected to which ever limits obligatory during the main hours of an organization, that is, allotted time periods in a day that the employees have to be present at work (for example, between 10.00 am – 4.00 pm).when an employee works in surplus of the normal time required authorized is Accrued time (for example, 38 hours in a week or 7.25 hour in a day) worked in regular hour spread (working beyond the regular hour spread might draw time off in lieu (toil) or overtime depending on the provisions for awards.

In the present environment of competitiveness it is not any more affordable for the organizations to waste their workforce potentials. In the workplace environment of the employees there are major factors that highly affect the performance and motivation level. The environment of workplace which is put in proper place creates an impact on the morale of the employee, engagement and productivity – being
negatively and positively. Changes in lifestyle, life/work balance, fitness and health are not only a coincidence that the new programs address — the main factors that were not considered previously are now being the major advantages — which presently are the basic concerns of the possible workers and regular practice that majority of the companies admire. In an attempt in motivating employees, there are numerous practices the companies implement like, agreements to security of employment, salary based on performance, assisting in balancing family and work, and also different modes of sharing information.

Other than motivation employees require ability and skills to perform their work efficiently, therefore, an essential input for a lot of organizations in the process of production is to train its employees. The environment of workplace in most of the industries is not safe and healthy. Such as, workstation that is inadequately designed, lack of ventilation, unsuitable furniture, improper lighting, too much of noise, measures of safety are not sufficient in case of emergencies of fire and deficiency in equipments of personal safety. Employees working in this kind of environment have higher possibilities of getting occupational diseases and the performance of the worker is affected. Therefore, there is a decrease in the productivity because of environment of the workplace. Being a broad area of the industry where the workers face critical problems in their workplace such as physical factors and environmental factors. Therefore, providing facilities for increasing the performance level is difficult. Further flexibility in employment and HRM, HRM practice Flexi-time; work Arrangements, in order to maintain life quality and job satisfaction in the workers is a significant resource, based on a survey recently conducted. Due to numerous advantages, managements support and encourage flexi-work arrangements when the organizational and individual needs are met.

By considering the firms like IBM to McDonalds, large and small, employee flexibility in working has become the buzzword; It has been observed that established companies promote flexible working arrangements as an integral part of their employee value proposition. Bigcorporates’ are often found bragging about flexible working hours or telecommuting, however it is the relatively new companies that are the true champions of flexibility. However, several managers expressed reservations about balancing productivity with flexibility. Some of them include:

- Doubts about employees being sincere when working from home?
- Doubts about employees wasting their time chatting.
- Doubts about getting the job done by others (outsourcing)
It is said that flexible work conditions spurs creativity & innovation thereby enhancing productivity, however, challenges differ based on the stage in the company’s life cycle; this can be addressed as follows:

For manager it is critical to understand that the employee values flexibility the most. Even more than benefits and perquisites. As such, flexibility is most important. It is however important to ascertain the specific needs and preferences of different employee segments. Institute role models: there are a few dependable, loyal employees. They may not be stars but their commitment makes their impact. It is necessary that these employees be made role models. So that others reinforce these values. This helps in mentoring and helps enhance discipline.

3.2.1. Define accountability:

One common mistake made is that overall expectations to the team are communicated, but they fail to set specific accountability for each task. It is important that clear responsibilities for each specific deliverable is set guidance given and tracking completion. At an early stage, there is the need to ensure that an employee understands what is expected from him. This can be addressed by having a weekly team meeting where employees talk about their accomplishments and their plan for the next week. This brings accountability, Create ownership: employees must understand that when flexibility is given, it is their responsibility to ensure that they do work; they expect their teams to be self-starters. However, most often even equity often fails to motivate employees and create ownership. This is one way of building organization vision and mission one needs to connect to the innate passion and desire. In conclusion we can state that equity may be used to reinforce the ownership message but don’t trivialize it by doing the math on it.

3.2.2. Encourage clarifications:

Most employees end up procrastinating. Also, they will spend their time on trivial tasks or even worse, wasting time in the guise of flexible working. For example, Employees may even tend to get defensive when questioned about surfing the internet while a particular deliverable is due. This may be due to the unclear nature of the tasks assigned to them. Realizing that you are the chief mentor, and the onus is on the manager to guide the team, he must encourage clarifications and watch out for fatigue. By understanding the employment deal, entrepreneurs can make the mindset transition from worrying about shirking to leveraging flexibility. Role models will create a culture of commitment. Creating accountability will also help employees know what has to be done and how it is to be done, this
Combined with a sense of ownership and more clarity will not only create happier employees but inspire innovation and drive productivity.

3.3. DEFINING ARRANGEMENTS OF WORK

Work arrangements are defined as, where, how and when work is completed. Arrangements of flexible work are substitutes to traditional workplace, the traditional work day or normal work week. Individuals are enabled to adjust to the changes in circumstances with flexibility. With these substitutes the employees get help to balance their work, retirement planning and personal commitments, and at the same time fulfilling the objectives and requirements of the business. In addition, managers/supervisors may utilize these flexible schedules like instruments for promoting productivity, increase in job satisfaction, and developing leadership and management skills. Retaining and recruiting precious workers can be improved by these same alternatives. Interestingly, today workplace characterization is of two contrasting trends. One is, the employees have freedom in their dressing and acting.

The other is, there is an increase in the micromanaging tendency of the management. Even though these two aspects are different they relate to each other. The higher tendency for micromanaging can possibly explained, since the younger employees show themselves as not dedicated or serious employees in manner in which they act, dress or speak. The management’s activeness should be to not merely define the workplace environment physically and make it favorable to the employees, but also revise its methods suitable for its workers. This is referred to varying aspects such as behavior, ethics, professionalism, commitment, employee interpersonal relation and drive. Today’s managers should revise the manner in which they function so that these aspects are changed effectively. They should concentrate highly to control these work environment factors and not micromanaging. Therefore, she/he must: grant enough of authority to the workers, encourage teamwork.

3.4 WORK PERFORMANCE IMPACT

The tendency of micromanaging should be limited by the managers, whereas, show confidence in his or her team members capability and trust in their efficiency of work. In case the subordinates are treated as professionals by him/her then there will not be any grounds for them to not behave in that manner. In such attitudes loyalty and trust is promoted within the workers that will encourage an
improved team work. In addition, developing ownership sense regarding the organization, by developing an environment of work that will increase the workers productivity is very important to increase profits of the corporation, small business or organization. The management principle states precisely and in what manner to increase the workers center of productivity in two main places of focus: infrastructure of work environment and personal motivation. A lot of supervisors and managers strive with a wrong thinking that the performance level of the workers at work will depend proportionately on the payment of the employees. However, in most of the instances this could be right, a number of surveys about the employees show that it is not true. In reality, bonus and increase in salary with regards to performance, in a lot of cases, are short-termed and are limited. Bonus is shortly considered as entitlement and not as incentives. The workplace environment quality of the employees has the highest impact on the workers motivational level and consequent performances. How strongly they connect themselves to the company, particularly, in the environment that is direct, influence greatly their rate of errors, innovation level, collaborating with rest of the workers, absenteeism and finally, the period for which they will continue working. A lot of analysis prove that majority of the workers have left their organizations due to their association problems with the direct managers or supervisors. The factors that have highest significance regarding the environment of workplace which may cause disengagement or engagement. There exist some other factors that may influence the performance such as, physical and environmental factors. Closely considering each of these factors greatly helps to ensure if the workers are applying the expertise they achieved in the training programs when they go back to their place of work. India has gradually begun to adopt a good practice of employment that is, flexible Working hour. There is a chance of being online through webcam or telephonic conference.” The employee hails freedom with flexible working hours that in turn creates them to be highly creative and responsible. It does not only mean working far from office, but it means working with the ability of being more productive.” A specified time period should be there in flexible working hours at which every worker is supposed to be present at work. This could assist in solving problems, organize sittings, follow up and interact. In this context Organizations must fix a time common for all, when they are supposed to work together. Nevertheless, workers should devote a certain time in the office in order to create an effectual team building feeling that is possible only by interacting. An excellent team could be built by plenty of interactions with the team and by setting clear goals,” It provides effective management and leadership, Clear chain of command, Available and accessible supervisors, Effective time management, define clear purpose, goal and roles for employees, Provide proper orientation, Nurture team work, Develop peer support networks, Educate employees about
problems, Mechanisms to identify stress jobs, adequate breaks from work, avenues for help within the organization, networking with outside agencies to provide help and counseling, both for stress and mental disorders. The employee benefits are manage workload, time management, Effective workload-management, Develop a balanced lifestyle, Proper diet, Avoid junk food, caffeine, tobacco, alcohol, Adequate exercise, Adequate sleep and rest, Develop affiliations [social, societal, spiritual, Keep contact with social supports, Stress reduction techniques, Relaxation, deep breathing, yoga, meditation, Recreation [music, other entertainment, exercise, time with family and friends]. About 59% of respondents opt that flexible working, costs less than working in normal working hours. It also helps in rapid growth of the organization. Nearly one-fifth of the global business that is near about 21% believes flexi work is an asset to the company. Eight out ten employers in a firm said that their employees has a enhanced motivation and job satisfaction and improvement in their work life balance but the priority was given to staff productivity. Flexi work is regarded as a solution in garbing attention of wider talent pool and helps in employing most talented employees of remote regions. The above concept is accepted by one fifth of corporate firms. Lack of trust is the major obstacle for implementation of flexible work in many organizations.

3.4.1. High performance working systems:
Economic development or more specifically, accomplishing a return on investments needs a matching workforce growth and workplace excogitation strategy.

Labels which are used to mark research on this relation include work systems like:

1. high performance
2. high involvement
3. high commitment and

The mutual thread within these kinds of workplace excogitation, According to Appelbasum, Gittell and Leana (2011) the holding and accomplishing high levels of performance adopts a non negative workplace environment and practices that develop and vantage employees’ cognition and power to create value. As the particular practices need to be made-to-order to fit different organizations and occupations, they usually include training, selection, incentives, mentoring, partnership based on labor management relations, knowledge sharing, and other portioned out decision making mechanisms. These
practices show more effect when they are enforced together and in performance with new capital or technological investments. (Appelbaum et al., 2010).

Investigators have documented the encroachment of high performance work practices on efficient outcomes such as manufacturing quality, worker productivity, financial performance, customer service and profitability, and a broad array of other performance outcomes (e.g. Huselid et al., 1995; Appelbaum, Bailey, Berg & Kalleberg et al., 2000; Michie & Sheehan et al., 2005; Kleinknecht et al., 2006; De Menezes et al., 2010; Gittell & Ba et al., 2010; Vergeer & Kleinknecht et al., 2011; Zhou, Dekker & Kleinknecht et al., 2011). Even though some studies have detected mixed results considering performance deviated from these work practices, and from many other analyses it has been detected that these work practices explicate substantial performance differences among many industries (Combs et al., 2006; Boxall, 2012).

The proof is trenchant: sustaining and achieving world-beating levels of performance needs an incorporated approach to working capital investment. Investment as introduction of new engineering’s and effectuation of high performance workplace practices made-to-order to the specific industry and technology. Contract-makers can support the growth and widespread acceptance of such practices by connecting them directly to the economic or to the technological investments that are made to affirm a sustainable way for economic growth. [Appelbaum et al., 2010].

3.4.2. PERFORMANCE

From the Netherlands, Pot (2011) talks about 3 studies on the non negative relationship between performance and workplace. A first research within 655 Dutch SMEs showed that the companies with workplace development projects have achieved higher financial results and productivity compared to companies that do not enforce this type of projects. Nevertheless, the outcomes concerning quality of working life have not been assessed exclude for employment which in most of the cases had increased. Another analysis consisting of 935 Dutch companies of various sizes in unlike private business sectors, has compared to non-gregarious work place companies and the social work place companies covering accomplishments associated to either flexible organization, dynamic management, external cooperation or working smarter, regarding their increase in turnover, perform better, regarding innovation, productivity, and profit and market share, new clients and reputation. The third analysis concerns the “Netherlands Employers Work Survey” (in Dutch: Werkgevers Enquête Arbeid) (NEWS) 2008, which appeared into four aspects of workplace like product market improvement, strategic orientation, working flexibly and
smart organizing among 3569 employers with 11 or more employees (Oeij, Dhondt & Korver et al., 2011b). Organizational performance, assessed as a combination of a profit, increase in turnover and labor productivity throughout the last two years, was importantly better in companies with more activities in workplace. This is also the case for the four different aspects of social workplace. Employers in workplace companies were more content with the terms of employment and HR practices in their organizations, compared to those in non-innovative organizations (Pot et al., 2011) states that this research indicates that workplace may positively affect organizational performance, and that simultaneous improvement in quality of working life and productivity is possible, in particular in the case of strong employee participation.

3.4.3. New trends in FWA in India:
For most professionals, asking for flexible working hours has often been looked down upon and signals a career break and maybe even derailment from the career path. However, in the new age knowledge economy, flexible working has become more prevalent and recognized as a way that can actually benefit both employees as well as employers.

Flexible working is a type of working arrangement which gives an employee the flexibility on how long, where and when the employees work. Thus, the flexibility can be in terms of working time, working location and the pattern of working. There are different ways of working flexibly among which the most common are job sharing, working from home, part time work, compressed hours and flexitime.

For most professionals, asking for flexible working hours has often been looked down upon and signals a career break and maybe even derailment from the career path. However, in the new age knowledge economy, flexible working has become more prevalent and recognized as a way that can actually benefit both employees as well as employers.

According to a recent study by Regus[1], almost 80% of companies globally and in India offer flexible working options to their employees – either in terms of hours or location. Businesses are recognizing that flexible working is not only important for older workers but is becoming a part of the value proposition that they offer to their younger employees as well. It helps an organization in remaining lean and cost effective which can be a significant source of competitive advantage. Over 75% of respondents in India feel that going flexible allows for higher revenue generation and productivity.
Apart from making business sense, flexible working is also being recognized as having significant advantages for the employees. A recent article in Economic Times highlights some of these advantages such as improved employee productivity, increased retention and work motivation. For an employee, it is a signal that the firm not only recognizes their contribution to work but is also cognizant of their needs and aspirations and thus, actually motivates them to perform better and increase commitment. These benefits have convinced employers of the important business implications of implementing flexible work practices and over 51% of firms surveyed by Regus intend to hire more freelance workers in the coming year.

This trend is gaining prominence not just in India, but globally as well. A recent endorsement of this is the session on ‘Flexperts’ at the recently concluded World Economic Forum in Davos led by Geraldine Chin Moody[3]. The session was based on using technology to match business needs with those of ‘stay at home’ mothers and was attended equally by both men and women highlighting the growing importance of working flexibly and independently for the modern employee. However, the trend of flexible working is still considered acceptable only for senior level professionals and is yet to gain popularity at all levels. It also faces certain barriers from within the organization and outside.

One of the main barriers to implementing flexible work is operational pressures. Other roadblocks include maintaining customer service requirements and the ability of the manager’s to effectively delegate and manage flexible workers. From the perspective of the employee, major issues include the nature of work and attitudes of other employees and line managers[4].

Thus, only providing an option of working independently without ensuring that the organization is ready for it is not a good step. It needs to adapt to this growing and inevitable trend instead of being a mere formality.

For today’s professional, this trend signals the beginning of a period of freedom and choice. It enables one to be in better control of their career without compromising on their personal or family commitments. An organization is also benefited with lower costs and improved productivity. Thus, working flexibly is not a passing trend but a stable and accepted way of working that is here to stay.
In the future ahead the flexibility is not single sided conversation. All the firms both big and small are interested in increasing profitability and productivity by introducing flexibility into their firm. More than 80% of Indian companies are conforming that their productivity is increased only due to flexibility. A survey conducted on 500 business managers proves that there is a connection between productivity and flexibility. Mainly Indian national capital has overtaken the per capita of financial capital by means of flexibility. Nearly 84% of New Delhi’s senior managers believe that firms’ productivity is increased by flexi policies. 77% Mumbai and 74% of senior managers in Pune also declare the same.

3.4.4. Other Findings:

1. 87% Respondents of Bangalore declare flexibility in their firms in case of time and location. 2.88% Respondents of Hyderabad conform that their company’s productivity is directly proportional to firm’s flexibility.
2. Nearly 84% of New Delhi respondents declare that flexi work improves their Productivity.
3. More than 92% of Pune respondents conforms that many number of employees
4. Go part time during their job tenure.

A company called‘Accenture’ has implemented flexi work which included collaboration tools and innovative communication, to help their employees to balance their work and overcome challenges successfully.

The various flexi policies introduced in ‘Accenture’ are Flexi time schedule, Fly backs, Tele commuting, Job sharing, part time arrangement and client side flexi work and extended home location. Flexi work schedule: In this employees can change their core hour according to their convenience without disturbing the regular work hours. Employees can work fewer than five days or change start and ending timings.

3.5. PART-TIME ARRANGEMENT

The arrangement in which employees work for fewer hours per normal working day or fewer days in standard week. The reduced work load is designed in such a way that it suits the total number of working hours.
3.5.1. **Job sharing arrangement:**
It is a distribution of work between two part time employees to complete the total working hours. Telecommuting /working from home: This arrangement helps the employee to work at home and away from Accenture office. It helps in reducing time, stress and costs including fixed office space.

3.5.2. **Fly-backs:**
This type of flexi work improves work life balance of employees by offering them to fly back home from office location. It is suited mostly for consulting professionals. Even it includes flying to any other destination other than home.

3.5.3. **Client-site flexi work:**
It is applicable to those who work at client site for long hours. All the needs of these employees are fulfilled to balance work and personal life. In this flexi work the firm balances both client and employee needs.

3.5.4. **Full week at home:**
Flexi work provides an opportunity to an employee to start the work from mid of Monday to early Friday afternoon to enjoy long weekend. But the total number of working hours is not disturbed.

3.5.5. **Extended weekends within home location:**
In this flexi work the employee divide five-day work week. He/she work four days near the project site and fifth day at home or any alternate location.

3.5.6. **Extended home/client location:**
Only by changing the timings of working hours by prolonging the period of time at the client site or extending time period at home office or any other location without disturbing standard working hours.

3.6 **ITES COMPANIES IN INDIA**
NASSCOM supports the software industry in India (The National Association of Software and Services Companies). Presently, NASSCOM’s IT companies are more than 1000 in India. The very 28 latest reports has been used to the top third party ITES-BPO companies in India, for the year 2010-11 as our selections base. Revenues were the basis of ranking. Fifteen companies were considered in the report
of NASSCOM and their list is given too, at the report’s conclusion. According to NASSCOM’s sheet of industry facts, there was a growth in the ITES – BPO sections in India by 37% in the year 2011 – 2012 (ITES- BPO).

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3.6.1. Genpact:
Is extended throughout America, Europe and Asia, Genpact provides its services globally. India is where it has its largest occurrence, having almost about 20,000 workers. Its formal name is GE Capital International Services; Pramod Bhasin formed Genpact in 1997 with 300 workers and currently facilitates North America, China, Europe and India. A broad variety of services are provided by Genpact, starting with Content management to insurance and Banking.

3.6.2. Overview:
Technology management a business process are lead globally, the company Genpact is chosen by employees, partners and clients throughout the world. Genpact, at all times has shown the manner of outperforming by powering the enterprises that are intellectual. Management services and business process is led worldwide by Genpact, powering its clients with intelligence by using process throughout the enterprise in carrying out operations that are smarter, making decisions that are smarter and using smarter technologies.
Genpacts Smart Enterprise Processes [SEPSM] framework is a unique scientific procedure in combination with an in-depth domain expertise in various industry verticals that bring about superior business results.

3.6.3. WNS Global Services:
Started in Mumbai in the year 1996 as British Airways’ call center, There has been a growth in WNS by strategic acquisitions turning out to be a leader in providing BPO services in places beginning from Finance and Healthcare to customer service and research. Most of the company’s shares are held by Warburg Pincus. ADR (American Depository Shares) were issued by the company, in July 2006, the
The company began its trade on New York Stock Exchange. Wipro BPO: This Company 11 23 11 has established itself for leading CRM and BPO processing transactions at back office. In the year 2005, it resorted to reorganizing some of its strategies and carried on as a service provider of mixed, both non-voice and voice driven business from a completely voice based provider of service. Data Management, HR Processing and Mortgage Processing are the services that it provides.

3.6.4. Overview:

The No.1 provider of process solutions, technology and integrated business on a global platform is Wipro Technologies. Wipro Technologies provides services globally that delivers business solutions driven by technology fulfilling the clients strategic objectives. The definite requirements of the industries are delivered solutions by 40+ Centers of Excellence the clients are delivered with business values that cannot be matched, by a mixture of process quality framework, service delivery innovations and excellence by Wipro.

The company to be the world’s first software services company being CMMI Level 5 certified and the first to achieve IEEE Software Process Award outside USA is Wipro. The need of business requirement as well as technology, to enable the organizations in leveraging leading-edge technologies for improving businesses are addressed by Wipro’s entire series of IT services. The range of services is stretched from application services of enterprises (ERP, CRM, SCM and e-procurement) to solutions of e-business. A variety of industries that includes, Telecom, Utilities and Energy, Finance and Entertainment and media will carry on serving and are served by Wipro enterprise solutions. In terms of revenue, Wipro Technology Infrastructure Services [TIS] being the biggest service provider of IT infrastructure of India, having customers and people greater than 200 in Japan, Europe, US and more than 650 in India. Its power of expertise is more than 6500 technical specialists and high tech BS 15000 certified infrastructure for supporting operations.

The services provided by Wipro BPO begin from management of customer relationship, processing of transactions from back office till industry specified solutions. The main factor for delivering services in an approach that is integrated in order to provide increasing value throughout the process of the customer’s relationship. A phased approach is involved in 11 10 standardization processes, optimization process and process re-engineering the real value by understanding the business strategies in details required by the technology. Business today requires partners who have knowledge about technology and strategy at the same time. Cross – industry consultation services will enable in crafting a vision and later a framework of specific technological and practical business that will turn
the vision into actuality. The competencies of consulting have stretched in consulting of process, business, technology and quality.

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3.6.5. Wipro’s achievements:

The 1st provider of IT services that belonged to India to get the award of Gold-Level Status in Microsoft Windows Embedded Program, world’s first PCMM level 5 company of software, greatest independent service provider of R&D of the world, the first company of IT services that used Six Sigma, the 1st to be BS15000 certified due to its Global Command Center, includes in the first 3 off shore providers of BPO services globally, in the listings of IAOP-Fortune Global 100, it is the only Indian company to be one of the ‘Top ten global Outsourcing Providers’.

3.6.6. HCL BPO: HCL BPO

Began functioning in 2001, and has turned out to be a business unit having the highest importance in HCL. It serves 450 clients globally, the fortune 500 companies are 15%, retail, financial services and insurance are covered by the HCL BPO. It carries out its operations in UK, Malaysia and India through its 8 units and also provides its services in different other languages apart from English.

3.6.7. Overview:
HCL Technologies Limited established its division HCL BPO in the year 2001, which had around 13,200 specialized employees functioning from the Northern Ireland and India. Throughout India, Malaysia and UK there are 14 centers of delivery which HCL BPO operates. The company’s revenue is $220.9 million. Multilingual supports are also offered by HCL BPO in eight Asia, Pacific and Africa Collection (APAC) languages and 8 European languages. The focus of HCL BPO is on sections such as financial 24 services and retail banking, telecom, manufacturing and HI-tech, insurance, publishing, entertainment and media. HCL Technologies founder, chief strategy officer and chairman is Shiv Nadar. Presently, HCL technologies’ the most important investment and strategic business is represented by HCL BPO. The current operations of HCL BPO are carried out differently from Malaysia, Northern Irelands and India.

Depending on the attributes and assets mentioned below, the BPO’s focuses and commits itself. Relationship and Global client base – An approximate of HCL Technologies base of global relationship comprises of 454 clients, includes 61 Fortune 500 organizations, where the potential and propensities of outsourcing sectors are very high like IS/IT/Financial Services, Retail, Insurance. Global Presence and Reach – HCL Technologies’ operations are carried out from 15 countries through 20 localities from Asia Pacific, Europe and USA, that deploys around 100 customer relationship managers (out of which more than 70 are placed in USA.) responsive and effective management of client relationship is ensured by this network.

3.6.8. Related Technology Domain Expertise

HCL technologies developed professionalism extensively in a broad variety of mainstream and emergent technology domains. Numerous such domains are directly related to the broad variety of services provided by the BPO, Example of such are, SCM /CRM/ ERP/ Workflow and imaging etc.

3.6.9. Relevant Industry Practices

Apart from Technology Domain Expertise, numerous Industry practices have also been developed by the HCL technologies that include funds management, Banking, Insurance, and Retail. In addition to Technology Domain expertise, HCL-T has also developed a number of Industry Practices, including Banking / Funds Management / Insurance / Retail. Funding & Scalability – the funds to carry out the functions by HCL's BPO Services is fully created from internal resources, that enables in swift ramp up
infrastructures of delivery in various countries and locations also important improvements in quality, security and reliability in the deliveries.

3.6.10. Job description:

- To update and manage clients & customers database.
- To solve customer queries.
- To ensure every unsolved error, complaint and inquiries passes to the subsequent level for assistance.
- To act like a basic line for every customers service queries.
- To handle the inquiries and report to the authorities concerned.
- To adhere totally to the procedures, complaints and systems of escalations.
- To undertake the various responsibilities according to the requirements of the Assistant Manager.

With 1435 employees HCL Business Services launched (formally HCL BPO Services) in 2001. HCL Technologies Limited pioneered the third Party BPO (Business Process Outsourcing) industry in India. 24x7 business services are provided by HCL, multi-lingual and multi-channel support in eight languages of Europe. More than 1,500 experts function from 26 centers of delivery throughout UK, US, America, Europe and APAC. The main sectors in industry like, health care services, financial services, telecom, utility and energy, CPG and retail, manufacturing, publishing and media, logistics and public services are the focus of HCL Business services. Apart from delivering specific solutions to vertical industry, the following horizontal solutions of cross industry are provided by HCL Business Services: Human Resource outsourcing, Accounting and Finance outsourcing, knowledge Process Outsourcing, Customer Relationship Management, Supply Chain and Technical Support Services management (SCM). HCL-Technologies also pioneered the delivery of multi-country and business model of the platform.

Having the experience of the industry for more than a decade, and customers of Fortune Global 500 and Fortune 500 today, HCL has pursued a radical level of maturity where a transformational BPO that is a new BPO form is being evolved that involves multi and full process outsourcings. The strategic decisions for evolving of holistic business service model from the traditional contact center model is for an effective addressing of the expectations and necessities of the global BPO customers. For providing the advantages of a total experience of outsourcing to its customer’s, HCL leverages its strengths into IT.HCL’s Next Gen BPO services Vertical aligned strategy with horizontal centers of Excellence 15 49 15solutions
leading to improvement and innovation where the arrow head is transformation. End to end service offering bringing together people, technology and process Delivering through Integrated global delivery centers a collaborative approach of business partnership of value based pricing and flexible business models, Delivering from Employees First Customers Second [EFCS] platform.

3.6.11. ICICI One Source:
A promotion of ICICI group, to suit just right for its name ICICI One Source delivers BPO services that cover nearly every industry vertical such as retail, media, financial services etc. the calculation of the contact center services is 70% of the present business. Throughout US, Northern Irelands and India they have 12 delivery centers.

3.6.12. Overview:
One of the India’s leaders in BPO services is ICICI One Source whose total service professionalism has been proved towards the consumer industries that includes retail, financial services, utilities and telecom. The life cycle management chain of the customers is entirely spanned by the One Source business processing solutions customizing the business research and analysis of the customer acquisitions, fulfillment, customer care, collections and billing.

The results of its delivery standard worldwide are longstanding multiple relation with the clients with Fortune 500 and FTSE 100 companies. The well structured and established methodologies, techniques and tools of ICICI One Source increase the value to the business of the clients. Its commitment is towards the quality and was the first company in the world to be awarded COPC-2000 certificate for processing of back office and the 1st BPO Company belonging to India to achieve BS 7799 certification. Having 8 centers of delivery and the present number of employees throughout these centers is more than 5000, from which 7 are based in India’s main metros Delhi, Mumbai and Bangalore and one in Amherst, New York. Having marketing terms with UK and 15 52 11 16 US. The top most business process management company in the world is first source (formerly ICICI One Source).

In the list of offshore companies of outsourcing, it is at the 3rd rank in Business Week’s ‘Hot player’, the company came into existence in 2001. Its centers throughout UK, US, India Philippines and Argentina has 17000 employees. The chief executive officer and the managing director of the company is Amanda
Mukerji. There was an increase in its revenues by 53.3% in comparison to the previous year, and for 31st March 2008 its revenues were Rs 12988million.

3.6.13. 24/7 Customer:

This Company was formed in the mid 2000, currently having more than 7000 employees around 9 delivery centers worldwide, Los Gatos, California are its Headquarters, its efforts are to be customer – centric. A life time management system has been developed by the company in order to deliver value to many organizations. It is a company that processes business outsourcing that provides technical support and customer service from contact centers in the Philippines and Guatemala, India. It has eleven delivery centers worldwide, customer lifecycle management services are provided by 24x7customer to the clients that includes back office services like claims, preparation of the documents, billing and processing. Logistics, technology and telecommunication sectors, financial services, and insurance are catered to by the company. CCF award was achieved by the company for being the Best Non-European Call Center for 2007. Featuring in Global Outsourcing 100 IAOP, 2008.

In concern to the growth of the employee, it main areas of focus are; individual learning, career growth and employee care. Under employee care the following are include: security, insurance, parental interaction, recognition and awards and so on. Leadership development, management education and developing the employees overall career are included in Learning. In order to be at the customers service the 24x7 works throughout the clock 11 20 25. The BPO services (Business Process Outsourcing) are provided by the company that includes technical support and customer service, by almost 10 contact centers in Philippines, India Guatemala and China. By 24x7 customers, the clients can not just outsource customer interaction but back office service like processing of claims, preparation of documents and billing. The target of the company is the clients from retail, financial services, and telecommunication, travel and technology sectors. The investors are Sequoia Capital.

The co-founders of 24x7 customers are P.V Kannan the CEO and Sanmugam Nagarajan the chief People Officer in the year 2000. In order to assess the ‘knowledge workers’ studies, key occupation is the designation of the software professionals. 9 and they also bring forth the WLB matters that they regard as ‘vanguard’ of the latest systems of work. And the manner in which they separate life and work is not very clear in comparison to the different traditional occupations. The working hours for software employees is long, however, there may be possibilities of them for expecting arrangements of flexible work along with increased autonomy degrees and their hard works being liberally acknowledged.
Information Technology (IT) is one among the most rapidly rising sector of business that contributes an extraordinary rise in the Indian economy from the 1990’s. Recently in the previous years, Business process outsourcing (BPO) / Information Technology Enabled Services (ITES) Indian sectors are the centre that draws the attention of several western research studies (for a detailed analysis of twenty one studies) see, [Budhwar et, al., 2006]. According to the statement from a report by NASSCOM (National Association of Software and Services Companies,2006) the contribution of the IT-ITES sector in the year 2006 is 4.8% of GDP and had expectations of achieving $60 billion target in exports in 2013. According to [Budhwar et, al., 2006], the revenue expectation of India before 2014 is $148 billion; therefore, more than 3.7 million persons need to be recruited in the industry.

As the reason of consideration is recruitment, an increase in issues concerning engagement of the employees in this sector is due to the attrition in the sector [Bhatnagar et, al., 2007]. Therefore the focus of the current analysis is on them – professionals of software – where it has been considered that the border of life and work as indistinct and puts efforts in finding the observations they have with regards to WLB.


The Survey finds that flexi-working employees are happier and more productive, most corporate have introduced the concept chiefly to reduce costs and boost profitability, but with flexi-working resulting in happier, more productive workers, more companies are enthusiastically taking to it. With the knowledge that 80 per cent of Indian companies are reporting an increase in productivity due to flexible working practices and 80 per cent are directly linking their increasing revenues to it, the trend can only increase. When a recent study by workplace solutions provider revealed that Delhi is ahead of Maharashtra capital Mumbai in flexible working trends, it is in southern India that flexi-working is most popular. On the parameter of flexible working Bangalore ranks first with 87 per cent of those surveyed saying their employers are quite liberal in allowing them flexi hours. Hyderabad follows with 86 per cent respondents having more flexible working hours.

The survey covered 500 senior business managers across Delhi, Mumbai, Pune, Chennai, Hyderabad and Bangalore. In the capital, 84 per cent of managers opined that productivity in their companies increased as a result of flexible working hours against 75 per cent in Mumbai. However, in Hyderabad
which has the highest percentage of managers 90 per cent attributed their increased productivity to flexi-time.

The flexible working practices are linked directly to greater revenue generation and increased productivity mainly in Indian businesses. Majority of business hubs in India are gaining benefits from flexi work. Moreover there is drastic increase of 84 per cent of productivity in IT sector. These firms by introducing flexi work they are giving more importance to life than salary. The mobile and flexible working schedules are adopted by generation next. The famous survey of Cisco proved that 40 percent of students in addition to it 45 percent of employees are interested in lower pay salary with more flexi work benefits than high paid salary with low flexi benefits. The above tool has job retention benefits. A survey conducted in UK shows for enhancement of economic growth three quarters of working employees and two thirds of employers are interested in implementation of flexible work practices.

Globalization of flexibility is a very near future ahead, even the survey report by Valerie Jarrett, a senior advisor and assistant to Barrack Obama the US president reported that $15 billion per year can be saved on implementation flexibility. As expectations and demands on workforce are increasing day by day part-time arrangements are becoming most common for working mothers, freelancers. Even generation Y employees are opting for multi-job employment.

Regu’s survey states that 79% of Indian corporate increased their productivity by implementing flexible policies, while 77% linked increasing revenues to flexi-working. Any state whether it is Mumbai or Bangalore all corporate firms are opting flexi work.

Table 3.1. Example of Functional Flexibility in France & Britain:

<table>
<thead>
<tr>
<th>Percentage of workplaces</th>
<th>France</th>
<th>Britain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train the employees with the required skills needed for them to move to different types of jobs</td>
<td>51</td>
<td>36</td>
</tr>
</tbody>
</table>
valuable moving of employees’ is significant as per the recruiters or owners | 35 | NA
---|---|---
Invigorating the multi level skills of employees’ is very essential according to its recruiters or employers | 73 | NA
Employees doing their jobs other than their own | 50 | 70
Problem solving groups | 50 | 25

| FLEXIBLE SCORE (0-4) using general changeable |
|---|---|---|---|---|
| 1 | 19 | 40 |
| 2 | 31 | 13 |
| 3 | 22 | 41 |
| 4 | 30 | 11 |

**Table 3.2: Measures of Functional Flexibility at Workplace**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>% workplaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced chief employees got trained in different skills needed to move to various jobs</td>
<td>26</td>
</tr>
<tr>
<td>Percentage of main employees formally trained to perform their duties of jobs except their own</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>1.2%</td>
<td>41</td>
</tr>
<tr>
<td>2.2-40.3%</td>
<td>33</td>
</tr>
<tr>
<td>41.2-60.4%</td>
<td>10</td>
</tr>
<tr>
<td>61.5%+</td>
<td>21</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of main employees who in fact do their jobs instead of their own work at least once a week</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2%</td>
<td>39</td>
</tr>
<tr>
<td>2.2-40.3%</td>
<td>37</td>
</tr>
<tr>
<td>41.3-60.2%</td>
<td>6</td>
</tr>
<tr>
<td>61.5%+</td>
<td>22</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Majority employees who are either trained to do their jobs or doing their own works or the employees who really do their assigned jobs other than their own at least once a week</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Got trained but not doing frequently</td>
<td>31</td>
</tr>
<tr>
<td>Doing on a regular basis but not trained</td>
<td>8</td>
</tr>
<tr>
<td>Got trained and doing regularly</td>
<td>11</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A response from managerial side states that during working hours employees may be asked to help the managers indifferent ways which is not indicated in their job description.</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>agree strongly</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>37</td>
</tr>
<tr>
<td>Agree</td>
<td>54</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Neither agree nor disagree strongly</td>
<td></td>
</tr>
<tr>
<td>% of core employees who work officially in selected teams</td>
<td></td>
</tr>
<tr>
<td>0%</td>
<td>43</td>
</tr>
<tr>
<td>2-60%</td>
<td>12</td>
</tr>
<tr>
<td>61%+</td>
<td>48</td>
</tr>
<tr>
<td>SCORE OF TEAM (0,7)</td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>43</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>4</td>
<td>23</td>
</tr>
<tr>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>NFF (0,7)</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>2</td>
<td>17</td>
</tr>
<tr>
<td>3</td>
<td>19</td>
</tr>
<tr>
<td>4</td>
<td>25</td>
</tr>
<tr>
<td>5</td>
<td>21</td>
</tr>
<tr>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>7</td>
<td>4</td>
</tr>
</tbody>
</table>

Notes: **NFF (0,7) preservative scale scoring each time includes:**

- The experienced employees who are very important and trained in various skills preferred and wanted to move to other job positions.
• Some of core employees who have been officially trained to do their jobs other than their own;

• Some of core employees really do their jobs instead of their own business at least once a week;

• HR manager strongly agrees with the opinion that “employees may frequently ask at our workplace to help the managers in many ways which are not mentioned particularly in their job description”.

• Some main employees would like to take part in elected teams officially: some non-managerial employees who would like to participate in problem-solving groups for one year.

SCORE OF TEAMS (0, 7) preservative scale scoring each time: In case teams covering 61%+ core employees, the members depend on each other to be able to perform their work more confidently, and tasks/roles would go around the members of team, in addition to this there is a great chance available for members to appoint their own team leaders, and they together can decide or come to a decision about how efficiently work is to be completed, as well as teams will also be given proper responsibilities for producing excellent products or services.

EXAMPLE: 2

A temporary study by the employees has identified some common and widespread features characterizing TE. Women at an young age with low professional rank, belonging to minority status having a background of low level of education and an incompleted work history likely to increase the possibility of TE (Bielenski & Bernhardt, al., 1999; Campbell & Burgess et, al., 2001; Hipple, et, al., 1998; Kalleberg et, al., 2000; Zeytinoglu & Muteshi et, al., 2000). The above traits can reflect the general characteristics of labour market subdivisions (Brosnan et, al., 1996; Hudson et, al., 2001).

The basic traits of temporary employees in relation to its employees in Finland are consistent and regular in several ways. In the finished situation, however, there are some features which worth special attention include are;

❖ A higher probability of TE in case of the employees having a level of education i.e. above basic level can be brought.

❖ This is almost opposing to the majority of studies, which is likely to focus on the relationship between low level education and TE3.
Another quality that is worth knowing is ethnicity or mores: In the finishing labour markets, cultural background has not been a proper issue in the examination of TE.

In private sector, the percentage of employees who would like to go on working on a temporary basis is about 24%; the proportion is extraordinarily lower (14-15%).

Table 1 indicates that public services and construction are keener to make use of TE.

As per Table 1 the percentage of fixed-term employees by industry in Finland in 1997 includes (Saloniemi et al. 2002) Percentage of Manufacturing Industry is 9.7, construction is 23.0, transport is at 10.8, trade is at 14.0, Public Services are at 26.8, and agriculture is at 19.0 percentage. The table also exposes the truth that TE is by no means a quality of manufacturing (Employment in Europe 2001, Kauhanen et al., 2002; Saloniemi, & Sutela et al., 2002).

revitalizing the multi level skills of employees’ is very crucial according to its recruiters or employers is about 73 NA, Employees can do their jobs other than their own 50 to 70, Problem-solving groups 50 to 25, FLEXIBLE SCORE (0,4) and finally usual changes are 0 1 2 3 19 40 31 13 22 41 30 11

3.7 NUMERICAL FLEXIBILITY
The firm’s capability of verifying the distribution or the number of work time in a certain time period is numerical flexibility. Such capability may be attained with the change in the quantity of hours that a firm’s employees has worked, with no resort to the labor market externally (such a numerical flexibility is known as internal), or the changes in the quantity of employees employed resorting to the external labor market (also called as external numerical flexibility). The example of internal flexibility are part-time or lessened shift hours working, flexi-time, over-time and contract of annual hours. These practices could be assisted by using HRIS that simplifies the activities schedule of the employees [Hendrickson et, al., 2003]. The term external numerical flexibility is often utilized as a matching word of contingent work arrangements that are said to any job in which an individual does not have an explicit or implicit contract for long-term employment[Polivkaet, al., 1996]. Contingent work is able to adopt many forms, fixed term or temporary contracts, independent, agency employees, subcontracting or even self employed contracts and many more.

**Example of Numerical Flexibility in UK & France**

<table>
<thead>
<tr>
<th>Particulars</th>
<th>UK</th>
<th>France</th>
</tr>
</thead>
<tbody>
<tr>
<td>workers who belong to any kind of temporary agency</td>
<td></td>
<td>21</td>
</tr>
<tr>
<td>Employees who work on permanent agreement basis</td>
<td>30</td>
<td>22</td>
</tr>
<tr>
<td>Additive scale of temporary agency workers and permanent contract employees</td>
<td>61</td>
<td>31</td>
</tr>
<tr>
<td>1</td>
<td>11</td>
<td>47</td>
</tr>
<tr>
<td>2</td>
<td>45</td>
<td>9</td>
</tr>
</tbody>
</table>

Greater use of temporary agency workers in France; more use of fixed-term employees in Britain
Table 3.3: Measures of Numerical Flexibility

<table>
<thead>
<tr>
<th>Particulars</th>
<th>% of workplaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any temporary agency workers</td>
<td>10</td>
</tr>
<tr>
<td>Any employees on fixed-term or temporary contracts</td>
<td>17</td>
</tr>
<tr>
<td>Any people who do work for this establishment at or from their own homes, but are not employees</td>
<td>7</td>
</tr>
<tr>
<td>Any people working for this establishment on a freelance basis</td>
<td>10</td>
</tr>
<tr>
<td>Any activities/services carried out for this workplace by independent contractors</td>
<td>84</td>
</tr>
<tr>
<td>NCORPER (0,5)</td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>1</td>
<td>58</td>
</tr>
<tr>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>8</td>
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<td>4</td>
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<td>5</td>
<td>&lt;1</td>
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<tr>
<td>Any shift working for employees at this workplace</td>
<td>24</td>
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<tr>
<td>Any employees on annualized hours contracts</td>
<td>3</td>
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<tr>
<td>Any employees on zero-hours contracts</td>
<td>4</td>
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<tr>
<td>% of core employees regularly working overtime or hours in excess of the normal working week ether paid or unpaid</td>
<td></td>
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<td>0%</td>
<td>24</td>
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<tr>
<td>1-59%</td>
<td>48</td>
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<tr>
<td>60%+</td>
<td>28</td>
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<tr>
<td>% all employees working part-time (&lt;30 hours per week)</td>
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<td>0</td>
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<td>1-50%</td>
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<td>&gt;50%</td>
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<th>NNF (0,10)</th>
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<td>6+</td>
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**Notes:**
- NCORPER is a linear scale with workplaces which rates employees into following types based on the time they have such as:
  - Employees who work on permanent-term basis or temporary contract basis
  - Temporary agency workers;
  - Freelance based workers
  - Home-workers
  - Independent contractors.

NNF is a linear scale with workplaces which grades employees’ every time based on the time they have as per NCORPER:
  - Employees who work the contracts of annual hours
  - Employees who work on the Shift-basis
  - Employees who work on the contracts of part-time basis
  - Employees work on zero hour contract basis
  - Main employees who work on regular overtime contract basis

Count is based on a question 11 in case of activities or services can be identified on interviewer show-card employees; in case of main employees working on regular overtime. - Count is based on a question 11 with the activities/services acknowledged on show card of interviewer.
3.8 FLEXIBLE WORK AND PERFORMANCE

Drawing of conclusions clearly concerning the Performance and FWP relationship were not allowed by the results that were obtained by the empirical research. The basic reasons of such combined results depend on the trend that pervaded the research on the grounds of strategic HRM: using challenging models to theorize the performance of organization and human resource practice relations [Doty and Delery et al., 1996]. A Universalistic best practice views that defines practice of flexibilities, constantly leading to outcomes that are negative or positive are maintained by various authors. Rests of the authors follow contingent view that moderates the performance and flexible practices relationship.

In conclusion, the suggestions by configurationally view are, combination of some practices of human resources leads in configurations where the results of synchronized actions results positively, especially when configurations like these are constant with the strategic orientation of the firms. With a consideration of such alternative views, an overview that is synthesized is offered by the preceding sections with regards to the latest empirical research with FWP using firms’ relations.

3.9 UNIVERSALISTIC VIEW

There are a few universalistic relationships among performance of the organization and all the practices of work that are flexible mentioned earlier that have been found by the empirical research. Several analyses on Location Flexibility evaluated the effect of telework on the performance of organization as well as individuals. According to [Collins et al., 2005] findings, at individual level the productivity of the tele-workers were higher by 23% in comparison to the office-based workers. The results of these are worthy to be noted as objectives measured towards productivity was used by Collins in the place of self-reported appraisal that much of the existing literature uses, that tremendously has accepted the apparent tele workers advanced productivity [Kurland and Bailey et al., 2002]. In comparison, [Hill et al., 2003] findings disagrees the observation of virtual workers being much productive. As multivariate analyses actually showed being in the virtual office, as opposed to being in a different work venue, to be a significant predictor of poorer job performance. [Stavrou et al., 2005] findings, the working based from home and tele working related positively with joint index of productivity, profitability and service quality, and negatively related with the absenteeism of employees. In a financial view point findings, that there are possibilities of the employer may save by the implementation of teleworking, especially savings on office costs, decrease in turnover and increase in effectiveness of the employees.
Though, the findings of [Collins et al., 2005], in complete financial terms, productivity raised as the recurring running costs and costs of set-up of tele working had nearly been compensated and therefore tele working had been almost neutral. According to these contradictory results, assessment of tele working implementation effects is a very difficult task. According to [Verbeke and Illegems et al., 2003], there is a lack of academic and managerial consensus on the relevant benefits and costs of tele work implementation. Furthermore, most effects resulting from tele work implementation are medium term and qualitative in nature. While the assessment of results of telework is done, such long and middle-term effects are not considered. Referring to functional flexibility, the positive performance relation is agreed by the results. For instance, [Bhattacharya et al., 2005] observations, functional flexibilities two major components (behavior and skill flexibility) had positive association on sales return, per employee operating profit and per employee sales. It was also observed that there was a significant relation of skill flexibility with cost-efficiency; however, the behavior flexibility did not have any significant effects. In addition, in public quoting manufacturing of UK and organizations in service sectors found out that the financial performance perceived and organizational innovation had significant positive correlation by increased functional flexibility. This thought was also reliable to [Lepak et al., 2003], as per their findings of depending extensively on the systems of employment on the basis of functional flexibility, turned out to be advantageous for the performance of the organization. The empirical results did not support the external numerical flexibility in contradiction to functional flexibility. However, according to [Lepak et al., 2003] depending on workers under contract connected positively with performance financial measures and the report of [Valverde et al., 2000] was that the greater the proportion of temporary workers present in an organization workforce, the more likely the organization is to report a profit in excess of turnover. However, [Valverde et al., 2000] was not able to locate any relationship that is statistically significant among performance and the quantity of fixed-term contracts, part-time contracts, and annualized hours or subcontracting. In addition, according to [Delery and Doty et al., 1996], financial performance in the industry of banking was positively and strongly related with employment security, therefore, to suggest contingent work, where long-term employment is based on no warranty may harm the performance of the organization. The conclusion of some authors is that introducing numerical flexibility may reduce or even destroy the positive correlation otherwise found between investment in HR and corporate performance [Michie and Sheehan et al., 2005]. Lastly, the relation of internal numerical flexibility with performance appears to be positive. [Kauffeld et al., 2004] after evaluating 27 analyses, observed the productivity of employees, employee absenteeism and job
satisfaction were positively affected by flexible work program. Also [Shepard et, al., 1996] results cited that the productivity was improved by 10% with flexible work time-tables. On the other hand, various numerical flexibility forms affecting dissimilarly on performance is worthy of nothing. Findings of [Stavrou et, al., 2005], called non-standard work patterns [that mostly includes flextime, job sharing, part-time and annual contracts) minimized the staff turnover, whereas, non-standard work hours overtime, weekend work, and shift work] maximized turnover. Stavrou came to a conclusion with these results that, the performance can be positively affected with increased worker friendly practices, but its impact may be adverse when the working hours of the employees are altered by the employer in order to fulfill greater workloads.

3.10 CONTINGENT VIEW

Research that conducted a contingent line view towards flexibility working conditions is scarce and its results reached are not very significant compared to the universalistic framework. In this study contingency will, ranging from organizational strategy, an organizations business activities, to management practices and workforce characteristics.

For example, we look at the telework case [Parez et, al., 2002] found out numerous differing contingency factors and found that managements of smaller, more innovative and younger and with relatively with firms that offered no employee training for its employees were more expectance of reaping higher profits and barriers for tele work. Turning to external flexibility, [vander meer et, al., 2008] points out that the relationship between various factors of the performance and flexibility, strategy of the organizations are a significant factor of contingency, since a negative correlation between pursuing an innovator/quality approach and the use of externally flexible labor was reported.

In addition, contingent employee’s characteristics have been rising as significant factors of contingency.[Lautsch et, al., 2002], points out differences between contingent workers and permanent workers may be less significant than differences between types of 3 contingent work [Connelly and Gallagher, et al., 2003].
3.11 CONFIGURATIONALLY VIEW

It seems that the firms come across a nexus that is significantly conflictive with stability and flexibility in HRM [Dewettinck et al., 2006]. However, the professionals of HR are pressed by the unstable environment to form flexibility in the organizations human resources, in functional as well as in numerical terms. However, if they desire to maintain a motivated and committed workforce, it is important to create some continuity and stability within the firm [Dewettinck et al., 2006]. That is why, for some firms, combining numerical and functional flexibility may be positive, where the view of configuration may be supported. It looks to be that the existing research supports this view of external and functional flexibility [Fernandez-Rios et al., 2005; Ko et al., 2003]. A report by [Lepak et al., 2003] stated that equity returns were high for those organizations that utilized contract work as well as employment based on knowledge (functional flexibility is resembled) in comparison to the ones that made use of just a single or none of the modes of employment. Similarly, the firms performed efficiently by using functional and numerical flexibility forms that were specific, however, combining both was much advantageous for the performance instead of depending on just a single or none of these. FWP of other types seemed to create logical packages too. An example of this is, observations of [Long3 et al., 2001], certain functional and financial flexibility had a tendency of being operated jointly, because a positive, significant relation within the functional flexibility and payment based on group practices were found out by him.

3.12 BALANCE OF WORK-LIFE & ECONOMICS OF WORKPLACE FLEXIBILITY

More than the past half century, American society has changed in an exciting manner. Women have got into the labor force in increasing numbers and gradually families have also started believing on more than one earner to meet the expenses or to make ends meet. Because their children need to be taken to the doctor and aged parents need to be cared, moreover, adults who are more than 25 years old attend school. Hence these changes have resulted in many disagreements and disputes between their work and their personal lives and would cause to face many problems.

They should have promptness, and need to have a hope for more flexibility in the workplace. Therefore the Flexible workplace arrangements can be according to the requisites of an
employee when he works, where he would like to work? or how much does he work? (including vacation after giving a birth to a child or other events of life).

They consist of arrangements such like providing retirement benefits in case of older workers, sharing of job and telecommuting, which permit workers to pull out making plentiful contributions to the workforce while also taking care and attending family and other responsibilities. Flexible working is a kind of working arrangement which offers an employee the suppleness on how long, where and when the employees have to work. Therefore, flexibility can be framed in the deserving working times of in terms of time, location. There are many modes of working flexibly among which the most common are, working from home, sharing of job, working part time, compressed hours and flexitime.

- Labor force comprises one half of women workers in which one-half of families’ grownup are working.
- Family members above the age of 51 were assisted by roughly 46.5 million of Americans as unpaid Primary care providers (PCP’s). Almost one-sixth of engaged people were PCP’s who provided care to a person above the age of 51.
- The second part observes the present status of flexible work arrangements and stated that due to the changing realities of American workers many employers have also preferred that.
- Interactive and logical skills—are that which are to be obtained through post-secondary education. It is more common and vital for persons to continue further education while working.
- When compared to the employees who do not possess required skills may avail less workplace flexibility when it comes to performing their duties with highly skilled workers.
- Flexibility in where to work is less common: only about 17 percent of workers report that working from home happens only least once per week.
- Ultimately, most employers offer their workers the ability to get back to work slowly after an important life event such as adoption or giving birth to a child, and job sharing seems to be less far-away. The economic benefits of workplace flexibility arrangements can come to an end with a discussion.
- Approximately 1/3rd of firms mention limited or costs funds as obstructions to implement workplace pliability arrangements can be minimized. However, the benefits of adopting such management practices can compensate the costs with the reduction of turnover, absenteeism, tardiness, but increases productivity and develops the health of workers.
The profits and costs of implementing Flexible arrangements differ from employers and their businesses of different sizes. Because, about the costs and gains of workplace flexibility practices many employers may perhaps not have accurate information extend beyond the individual workers wider borrowings of such practices economy and policies may benefit more firms and workers, and the U.S. as a whole.

The fact of understanding of the expenses and benefits of flexibility is a lack of data and information on the prevalence of workplace pliability arrangements embarrases. More research is to be done on the methods through which flexibility influences job satisfaction of workers and profits of firms to help policy makers and managers.

In the year 1998, Business Work Life Study (BWLS) investigated that a representative national sample of 1,059 for profit (85.5% of the sample) and nonprofit employers (17% of the sample) with more than 100 employees by telephonic interviews with the directors Human Resource management.

There is a need of open minded attitude towards flexibility from all level managers. They must have control over the employees in execution of flexi work regarding how, where or when the work is done. It is a business challenge, it is not a soft option it is a challenge to the managers. they need to take this option in a right way and show positive response towards the changing patterns, execute them and lead them towards fruitful results. This shows the talent of the manager.

The first step includes business benefits. In execution of these flexi hours a firm needs to bear the cost pressures, tough economic conditions, and recruiting talented employees. These employees in spite of being talented must get a right motivation from the managers in inculcating new flexible options. The priority should be given to quality, maintain the costs and costumer friendly. Due to the change in working hours from 9 to 5 to 24/7, these flexi works are in demand.

There are few laws to help employees to balance the work and family responsibilities. These laws give the right to a parent to ask for flexibility in the work place till the child age is 16; disabled child age is 18 and an elderly relative. The employers must give a proper reason if they deny the request. But most of the firms are voluntarily coming forward in introducing such flexible option at the work place. This is only due to the positive outcome in productivity. The alternative arrangements are made available to all the employees to create fairer working place. Managers will get a powerful weapon to meet the needs of customers and employee.

A representative national sample of 1,051 for-profit (67.9% of the sample) and nonprofit employers (34% of the sample) with 51 or more employees by telephonic interviews surveyed by National Study.
of Employers (NSE) in year 2014 along with web surveys with Human Resource directors. All respondents were offered the opportunity to complete the survey in their favorite mode either through telephonic interview or online survey.

A phone interviews for about 48 minutes between September 13th, 2013 and February 31st, 2014 was conducted by ‘Representatives of Harris Interactive’. For about 38 minutes in length online interviews were also conducted during the period of same time. Approximately 35.5% of the sample was chosen to react by means of telephone interviews and 67.7% of the sample was chosen to reply through online survey.

- About 80 percent of Indian companies are reporting that there is an increasing value in the output with the implementation of flexible working policies and 80 percent of Indian companies are directly connecting their increasing incomes to it, the trend can only be increased.
- As per the recent study by workplace solutions provider disclosed that Delhi the capital city of India, Mumbai the capital city of are availing flexible working styles. In southern India that flexible-working arrangement has become most popular.

- Flexible working policy in case of Bangalore ranks first with 88 percent saying their employers are quite broadminded in allowing them flexi hours. Hyderabad has got 87 percent of employees having more flexible working hours provided by their employers.

- 500 senior business managers were covered over Delhi, Mumbai, Pune, Chennai, Hyderabad and Bangalore. 85 percent of managers in the capital city opined that output of their companies has increased and developed as a result of implementing flexible working hour when compared to 75 percent in Mumbai.

- However, 90 percentages of managers in Hyderabad which has the highest percent certified their increased productivity because of flexible working-times.

- Principally in Indian businesses the flexible policies are connected directly to bring a lot of income generation and increased output. In India most of business hubs are getting advantages from utilizing
flexible work hours. Moreover there is a radical increase of 85 percent in the productivity of IT sector. These organizations by initiating flexi work hours giving more value and priority to life of their employees more than their salary.

- A well-known survey by Cisco revealed that nearly 40 percent of students in addition to it 45 percent of employees, are fascinated and interested in lower paid salary but with more flexible working benefits than high paid salary with low flexible working hours.

- A Study by temporary employees has acknowledged some general and extensive aspects that characterize TE.

- In the majority in industrialized Western economies the basic characteristics of temporary employees in Finland in many ways are steady in the Finnish context, however, there are some aspects which need to be paid a special attention

- There is a higher possibility of TE in case of employees with a high level of education above that of a basic level. This is almost opposing to the majority of studies, which is likely to stress the link between low education and TE.

- Another characteristic worth noticing is social background or ethnicity. In the Finnish labour markets, immigrant workers have been recently, almost a non-existent phenomenon; as a result of which, cultural background has not been an appropriate matter in examination of TE.

- According to the Statistics of Bureau of Labor, the unemployment rate from Sept. 2004 to April 2005 the fielding of 2005 NSE averaged approximately 5.5%. The rate during April to August 2007 fielding of the 2008 NSE averaged about 4.7%.

- The Unemployment rate during August 2011 to January 2012 fielding of the 2012 NSE averaged about 8.9%. The rate of unemployment during September 3 to January 2014 fielding of the 2014 NSE averaged approximately 7.8% since the starting of the depression in 2011. The unemployment rate peaked to the stage of 10%, in October 2009 four months after the official ending of the depression. For a complete review of the trend analysis between 2005 and 2012 of the NSE: by Matos, K. & Galinsky, E. (2012) and The 2012 National Study of Employers. New York: Families and Work Institute.
Refer Galinsky, E. and Bond, J.T. (2009) ‘The Impact of the Recession on Employers’. New York: Families and Work Institute for accessing of the flexibility concept in number of organizations. This percentage signifies the number of employers who know very well about the use of flexible arrangement to some degree.

Approximately 16% of same- couples in the U.S. raising Children. As per the U.S. Census Bureau (2013). Fertility and Family Statistics Branch often ask questions about same- gender Couples Households.

Approximately 94.8% of capability may be attained with the change in the quantity of hours that a firm’s employees has worked, with no resort to the labor market externally (such a numerical flexibility is known as internal), or the changes in the quantity of employees employed resorting to the external labor market (also called as external numerical flexibility).

The example of internal flexibility are part-time or lessened shift hours working, flexi-time, over-time and contract of annual hours. These practices could be assisted by using HRIS that simplifies the activities schedule of the employees [Hendrickson et, al., 2003]. The term external numerical flexibility is often utilized as a matching word of contingent work arrangements that are said to any job in which an individual does not have an explicit or implicit contract for long-term employment [Polivka et, al., 1996] law’s requirements.

Out of the total sample of 1,051 employers 47 were not covered by the FMLA the rest of the employers either they were covered with lacking an eligible worksite (3.2%) or or they were exempted having lack of an eligible worksite (2.2%). At least 50 people need to be qualified to partake in the survey.

The Family and Medical Leave Act, some new reporting requirements under the Affordable Care Act, and the Executive Order 11246 requirement for government contractors to have an affirmative action plan are examples of law and policy that specifically apply to employers with 50 or more employees (though each law or policy may include additional requirements).

We measure representation of women and racial/ethnic minorities both in these specific positions and in the present and pipeline leadership.
It is an important factor that how employees feel about their job and work flow.

Job satisfaction can partially mediate the relationship of personality variables and deviant work behavior.

The research study finding that job satisfaction is correlated with life style and this mutual relation is reciprocal. So, the people who are satisfied with the life trends to be satisfied with their jobs and the people who are satisfied with their jobs tend to satisfied with their life.

This is essential part of information about the job satisfaction is job Performance, which is proportionately related to one another. Therefore it is understood that satisfied employee is a good worker.

It is a clear vision that satisfied worker will to work longer with the organization, where as other employees skip work more often and more like to resign. Nonprofit organizations exclude federal, state and local government agencies as well as publicly-funded educational institutions. This is essential part of information about the job satisfaction is job Performance, which is proportionately related to one another. Therefore it is understood that satisfied employee is a good worker.

However, in case of educational institutions which are to be funded privately and all companies categorized as nonprofit by the IRS, are included in our nonprofit sample with the implementation of the flexibility model in number of organizations.

In order to contrast 2008 information with data from 1998 it is essential to confine the 2008 example to employers with 100 or more than employees—the smallest size comprised in the 1998 sample. Both the 2008 and 2014 samples are of connected to the employers with 50 or more than employees, with no such limitation is necessary. All analyses in this report specifies only about the employers with 50 or more than employees. Consequently the estimation of trend existing in this report is at variance from those which included in the 2008 NSE report.
The estimation was considered after not including respondents with missing data.

Before the implementation of flexibility in various companies and the dispersion of flexibility all over a company, employers must be asked first whether the employees have a right to utilize that program or only few of employees are accessible to the program.

We calculate both the illustration of women and cultural/ethnic minorities on the basis of their exact positions and in the present and leadership.

To calculate the extent to which employers recommend for the helping policies and benefits assessed in the study multi-item outcome scales have been formed. The following are the items which included in the four scales as follows:

The outcome scales for Cronbach’s co-efficient alphas were .78, .64, .67, and .32, respectively. Before including some of them in the outcome of assessment some items ought to be rescaled, and some need to be amalgamated.

In case leaves taken for care giving and health/economic security reasonable aspects need to be consistent (changed to z scores) before combining because responses were balanced in a different way.

3.12.1. Teleworking:

Teleworking came into existence in the mid-70s, after the first petroleum calamity. Following the idea that it was possible to use energy by restraining travels. Shifting of the work was encouraged rather than shifting people (Alixet, al., 2001). The employees were included with various levels in the firms such as junior software engineers, juniors from management side, middle level of management and senior level of management. A total of 40 questionnaires were distributed using a convenient sampling method. However, only 201 employees included to the survey, resulting in a 65.5 percent response rate. The measuring instrument for data collection from the employees is in the form of questionnaires which consists of close-ended questions and few open-ended questions and data was analyzed.

The questionnaire was designed to prove that certain factors do have an effect on job satisfaction. Two types of questions were used for this survey. The first part consisted of closed-ended questions where the
The employee is asked to respond to a statement with one of the following parameters: strongly agree, agree, undecided, disagree, and strongly disagree. The second part of the questionnaire asked the employee to rank the fourteen job satisfiers and dissatisfiers in order of importance to them. The questionnaire begins with a brief explanation surrounding the reason for the survey. Confidentiality was assured to all employees who participated in this survey.

The initial questions on the survey are of a demographic nature to access the employee type responding to the questionnaire. The first set of questions allows the employee to rate different variables of satisfaction. Few questions analyzed 201 employees. (e-Work, 2000)1 No doubt that this development will escalate given that telework depends on the excogitations made on communication and information technologies. In addition, this work organization that aims at optimizing the individual’s autonomy corresponds to the current mood of empowerment within organizations.

In academic research works, telework is often analyzed through a juridical or a country-planning perspective. The changes made by both employee and employer like rising questions where, how and when an employee will work to balance his day to day needs and business needs. Mutual benefits of both employee and employer are the main aim of workplace flexibility.

Policies related to formal flexibility are those which are officially granted on the other hand informal flexible policies are not official written but available on the basis of discretion. The identification of formal work arrangements can be done easily, but they cannot actually meet the needs of employees on the other hand informal work arrangement is ignored which truly satisfy the needs of all employees. For instance Work from home concept.

Workplace flexibility is a modern strategy in adjusting workplace hours, as well as where and how jobs function on day, weekly and monthly basis. This strategy has several advantages, from increasing employee morale and performance to providing employees with a break from the standard 8 hour per day, 40-hour work per week and 160 hours per month. Workplace flexibility also requires great attention to detail in order to operate effectively and efficiently managing the time.
First, we will define our variables telework and the manager employee relationship and make abbreviated literature review on our research question. Second, we will present the preliminary results of a case study including in-depth interviews, document analysis, and direct observation. Employees are reluctant to adopt work place flexibility due to numerous reasons like “face time “ culture ,over workload, demands of customers ,manager skepticism , fear regarding negative consequences in career etc... Few employees are unaware of flexible policies available to them and those employees who have awareness are discouraged from using work flexibility for fear of termination, denial of promotion and disdain from colleagues in sharing their work. More than 41% of the employees are in dilemma to inculcate these flexible works as they feel there might be some negative consequences on their carrier.

This wrong notion was disagreed by Young Boomers and traditionalists. Nationally representative group of highly qualified women conducted a survey and found that 36% of employees feel that flexibility is not usable because organizations penalize those who take advantage of these flexibility policies. 39% women are reporting tactic resistance towards telecommuting, job sharing and part time work. 22% of employees report that organizations have an unspoken rule that, those employees who use flexible policies will be devoid of promotion.
3.13. WORK PLACE CONFLICTS – MANAGEMENT

A group of people will be kept at a work station, and then there is a chance of getting conflict. People with different work habits, cultures, ethics, expression modes. Therefore, it is necessary to establish fair level guidelines which include promotion practices, work scheduling, periodic work reviews. Periodic reviewing of employee responsibilities is necessary to make sure that one or a few employees don’t end up doing a disproportionate share of the work. If it turns out that few workers do less than their share on a continuous basis, one can easily bet the another workers to recognize and reward this and to have some inner feelings about the environment.

So, intervention is must; if the problem is due lack of skills, then the employee needs to be trained. Another note to be taken that if it’s an issue of poor time management or lack of organization, then there are lot of development classes available in those skills; offer to pay for them and strongly urge the employee to attend. When personnel conflicts rising, policies able to resolve these issues. Counseling and other mediation to be provided and make sure these opportunities available for employees and make sure with comfortable. If serious conflicts are there then, that should be taken care by mediation between parties. Finally keep them required mediation smoothly.

3.14. INFLUENCE OF WORK PLACE ENVIRONMENT

Work place is to be designed by taking to various ranges of issues. Generating better and higher performing work place a very generic awareness of how this impacts the behaviors and how it behaves with workplace performance. [Joroff et, al., 2003] explains the relationship between work nature and workplace and states that work place is an integral part of workplace and work environment.

Work place increasing gives an understanding about to build on the place recognition and its various characteristics: It shows and performs different functions and various people work ways. Other category people work differently and individually and they interact with others and it requires different work place solutions. [Gensleret, al., 2005] research explains about of 200 managers’ supports the information that
and workplace improved may increase employee productivity by 20% and as such 17% of their own productivity.

This kind of arrangement gives a huge increase for the economy and it is proven. The same research conducted by Gensler in 2006 for 2000 office employees in USA were found that 90 % they responded for his survey and they believed that better place design for work and work layout gives a better results in employee performance overall. In a Survey conducted [Asid et, al.,1999] on the topic of how about the importance of workplace environment physically between employees and their managers.

So, Work Managers concentrated more on privacy and flexible work places but this included personnel comfort and appearance of visually in work place designs. The study further focused on the productivity and environment at inside in the office and their relationships taking in to consideration of the fact as productivity. It depends on other factors by occupational stress indicator. The link was made with productivity and physical environment as divided in to two main categories.

1. Layout of the office:
The office layout involves with two main arguments: one of those is open-plan against cellular offices, further work process to the office environment.

2. Comfort of the office:
There are mainly 4 points to be considered to start an excellent start in implementing a workplace environment that has the best chance of satisfying technical and professional employees.

- Company audit to be in consideration of control system.
- Characters and characterizes to be implementation and adopting
- Training employees and respective mangers and adopting them for new cultures.
- Taking the feedback and monitoring success rate.

In a survey [Barnard, Janet et, al., 1997], explains about if companies In the year 2009 a survey was conducted comparing state agencies with private organizations for profit and nonprofit organizations. The survey revealed most common barriers in implementing flexible work hours in private sector were: supervision difficulties (51.3%), inequality among employees (50.6), clients and customer reactions
(44.6%), abusing policies (44.6%), co-worker resentment (40.8%), these barriers are low in private sector than the public sector.

3.15. WORK PLACE QUALITY FACTORS: SPACE AND FACILITIES REQUIRED FOR DOING THE JOB:

The factors that influence and decide the Quality of work life are:

1. **Attitude:**
   We frequently hear about a saying that attitude is everything. It’s one that shapes his or her life. Attitude is basically how one assesses on facts like people objects, issues or events. The way that a person thinks, feels and behaves in every moment is called attitude that would affect many things in his or her life. When is determined to obtain an exact job he dreams first should think about whether he or she possesses requisite abilities, ample knowledge, and dexterity and expertise, adequate experience, eagerness, liveliness, passion to learn about new things, sense of belongingness in the companies, concentration in the job, interpersonal skills, flexibility and adaptability to change according the situations, frankness, supporting new ideas, ability to work under pressure, competitiveness, team-spirit and leadership qualities.

2. **Surroundings:**
   The jobs sometimes comprises speaking with different types of customers who have different levels of endurance, behavioral outline, priorities, understanding; or it sometimes it may incorporate working with dreadful machines such as welding and soldering machines, cranes, and drilling pipes. Even animals are to be taken with a maximum safety measures forethoughts have to be detected that requires lot of obsession, concentration of mind, attentiveness, organization of eyes, quickness in instinctive actions, sometimes need high level of tolerance, carefulness, understanding, compassion and control over feelings.

3. **Opportunities:**
   Some jobs provide offers like doing research, learning for self-improvement, enriching skills, recognizing in public, and facilitating latest paraphernalia and space for innovation and exploration, rejuvenating skills and traits and appear to lack of innovativeness. Obviously the earlier ones seem to be more fascinating and very much rewarding also.

4. **Job Nature:**
   For instance, the jobs of a train engine driver, a fire-fighter, a driller in the oil drilling unit, a diver, welder, traffic policeman, construction laborers, miner, deadly mechanics are really a life-threatening
jobs and ought to be conscious in order to face annul any loss of member, or loss of life which is irretrievable. Whereas when it comes to a, pilot, journalist, and a judge have to be more cautious and discreet in performing their duties. a teacher or professor or a CEO, has more responsibilities, accountabilities and commitments towards their duties. However a cashier or security guard cannot be the reason for a loss of wealth, property or money; On the other hand public figures like film stars or politicians cannot misbehave or misuse his or her name and fame and goodwill. Whereas some jobs need to possess decision making abilities, soft skills, leadership qualities intellectuality, capabilities to train and extract work from others; other jobs need foresight, visualization and perfection.

5. **People:**

Some professions need interactions and communication with people like patients, media persons, customers, public, thieves, robbers, children, mentally challenged, physically disabled people, foreign delegates, public figures, gangsters and politicians, and celebrities. In case of dealing with the people in different situations require cool temper, discretion, funniness, discreetness, negotiation, gentleness and sensitiveness. Apart from this at the workplace, everybody has to take care for with 3 set of people they are namely boss, co-workers in the same level and subordinates.

6. **Stress Levels:**

Stress levels need not be directly comparative to the recompenses. Stress or strain is of different types – one is physical stress and thesecond one is psychological or emotional stress. A Managing Director of an organization may suffer from some mental stress, whereas a laborer will have to suffer from physical stress, however a psychiatrist will have to suffer from an emotional stress levels. However when compared to physical stress emotional and mental stress may cause for more harms and damages.

7. **Prospects related to Career:**

Every employee gives much preference to their career development. This is a considerable thing that decides the quality of work life. There are some motivational aspects which lead to a great encouragement towards recognition from the side of management to have an intense curiosity in his or her job. The atmosphere of workplace not only plays a crucial role and contributes to reach organizational aims but also supports for personal development. Employees should be privileged for their ineffective work, extra hard work, and sincerity and at the same time lethargic and careless should be punished properly. This promotes the earlier said employees to work with more enthusiasm; however the later one should be discouraged from being so for enhanced performance.

8. **Challenges:**
The job should propose some exciting situations at least to make it concerned; That alter employees to encourage and support his potentialities, traits and knowledge; whereas the monotony of the job makes a person feel apathetic, dull, wearisome, discontented, tedious and lack of inventiveness and imitativeness. Challenge is the fire that provokes and leads one towards the path of success. A well attained challenging job not only provides the a great repayment when compared to the meager amount of perk but also increases the self-confidence levels.

9. **Growth and Improvement:**

If the employees feel dissatisfied or bored about the organization where he found there is no hope for growth and personal development it is very difficult to keep such brilliant staff with the company and also to find newly talented staff members with experience.

10. **Involved and Reward:**

Risk is a common factor in certain types of jobs by its nature and degree which varies in them. However a reward is a key principle to attract a potential worker to agree to the offer. Reward or recommendation is directly connected to the number of working hours, amount of work, nature and answerability, extending of responsibility, handing over powers, risk involved, authority in the organizational chart, targets, deadlines and predictable commitments, country, industry, skilled manpower of demand and supply and even political dependability and national economic policies. To maximize the productivity the layout physically for an office is a very significant. Here chart 1 shows about the contentment of employees by considering provided of facilities. Here it is studied that about 67% employees feel satisfied about the space and other facilities provided. Majority of them argued that space and facilities are very important.
3.16. WORK PLACE AND RELATIONSHIP WITH SUPERIORS:

In telework conditions, people will react with less success. For instance, if you demand them to prepare customers list and explain them about it in the face to face conferences, and if you ask them to send a mail their list in the next day, on the next morning you will have 90% chance of receiving their list. If you want to do the same thing by talking to them on the phone, if one of them happen to be on the train and unable to lift up the call and make conversation. They tell you “OK!” because they are well-mannered. And here, you would receive 50% of the expected lists. Of course if you just prefer to send e-mail without phoning them, then you will receive only 10% or 20% of the lists. The unwillingness of Teleworkersto attend meetings may be associated to the feeling of control on their activities these measures are often connected with (D’Amours et al., c).

In teleworking business it is observed that a weakened communication is pervaded overall. Because Teleworking do not facilitate its employees to have an informal communication while a formal communication between managers and employees has been taking. In fact, telework also causes a loss of informal communication among the employees there would be a communication gap which takes place in case of teleworking businesses, for instance ‘Coffee break discussion’ would disappear. Hence employees don’t find time to speak to each other and to have friendly conversations as a result there is less possibilities of informal communication. Surely sometime we miss much information. Communication can
possibly be taken place through e-mails or by phone calls but there is no chance of virtual conversation. They don’t have private discussions. So, how do we recreate it? This phenomenon hints were described by Gauthier and Dorin in 1997. It strengthens the fact that most communication comprises a one-way information transmission rather than a bi-directional discussion.

However, it is unpredictably observed that a higher communication between teleworkers and their colleagues than between teleworkers and their managers takes place. First, with team members a regular communication happens straightly or with colleagues from other teams. Salespeople of European sales, situated in the UK often need to work with the international sales located in the US. Hence the virtual teams come out, and gather other with other functional colleagues who are at a distant and regularly keep in touch them to run their everyday activities.

Second, communication may take place directly between a teleworker and his superior situated at distant level than his direct manager. For instance, the teleworker we examine may exchange many e-mails with his direct manager than with the superior of his manager in one morning of home-based telework. The hierarchy incorporated a procedure which is considered to be one of the main beliefs of telework is called an ‘open-door policy’. It is very interesting motivating policy. It says that door is opened for everyone. An employee can with no trouble can go around and see directly the person which interest whatever hierarchical level he has. Sending e-mails can make it possible to communicate his or her superiors by restraining the significance of social status (Rom et al., 1996), and reducing hierarchical distances (Rowe and Struck et al., 1999).

The superiors should support their co-employees and down-level of gathering and resource distribution in order to provide a good job and positive attitude, encouragement for a job well done. It is observed from chart 2 that is 61% and 48.45% of employees responded to maintain a good and healthy relationship with their superiors and at the work place.
3.17. Equality of treatment at the work place

Considering employees in all parts treat equally in workplace, and this motivates employees to do better of their work with good interest in their work environment. By observing the Chart 3 indicated that 62% respondents accepted that they are motivated since they are treated
Equally their workplace,

Figure 3.3: consideration of everyone equally at the work place

3.18. WORKPLACE – COMMUNICATION SYSTEM

Trust builds with proper communication in work place and it promotes a good loyalty between employees and educates better to perform team work and relationship. The above chart shows communication system about workplace. By observing 75% responded about formal communication system at work place.

Table 3.4: The system of communication at the workplace

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>75</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>2</td>
<td>25</td>
</tr>
</tbody>
</table>
3.19. ENVIRONMENTAL FACTORS ARE CONDUCIVE TO WORK

The companies should take care about providing a friendly and comfortable workplace to work. Maximum employees do agree that environmental factors such as lighting and ventilation, temperature, may give negative impact on health conditions. Considering the chart 4, it is observed that 52.2% respondents agree that the environmental factors are highly conducive to work in the study organization.

![Figure 3.4: environmental factors are conducive to work](image)

3.20. IDENTIFYING PROCEDURES TO CONTROL HAZARDS:

There are various procedures for controlling hazards, that has to follow majority for employees, the employees do agree that these procedures should be strictly and able to control at work places and they
agree that it helps to improve working area. According to chart 5, there are 66% responded and agreed that organizations should follow the procedures and able to identify which suits them for control hazards.

![Chart showing responses to identifying procedures and control hazards]

**Figure 3.5: Identify procedures and control hazards**

### 3.21. EMPLOYEE PERFORMANCE ON WORKPLACE INFLUENCE AND ENVIRONMENT:

Factors that affecting attitude of employee at work place:

Employees relationships internally depends upon attitude at work place and other factors also play an important role like shifts, financial factors, over job time, imp- proper job assignment, no control over environment, emotional factors. By considering table 2 the emotional factor is shown one of the major factor which affects attitude of employee where its mean value counted as 4.92.
The non–cognitive abilities that influences the array of demands and pressures with coping of environment. So this causes step-down in productivity at work station. Social relationship is considered second, with mean value 4.80. Therefore on observing the interpersonal relations doesn’t play a critical role at work place in the development and it could not obtain of trust and feelings positively with all employees in the company. So, it may impact employee attitude. 3rd rank has given with mean value 0f 3.99 by employee for control over the environment, so more employees feel that they are not given to control the work flow environment, therefore this may affect attitude and shift system has placed at 4th rank with a mean value 3.91.

Three shifts running company employees are not comfortable with shift system. Therefore this affects employee attitude. 5th rank placed by job assignment with a mean value of 3.59. It defines about duties, goals of company, so job assignment should mention clearly about roles then it won’t affect employee attitude. The mean value of 3.57 for extended work is considered as sixth. Because the organization is extending the work during the emergency period and it does not impact employee’s attitude seriously. Attitude is not impacted by overtime duty for employee, where its mean value observed as 3.23 and considered prioritized, therefore overtime duty will be given when employees are not completed work in time, hence emotional factor play a main role in employee attitude at work place.

Table-3.5: Employee’s attitude at workplace - factors affecting

<table>
<thead>
<tr>
<th>Relationships</th>
<th>Mean</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpersonal</td>
<td>4.788</td>
<td>2</td>
</tr>
<tr>
<td>Environment control</td>
<td>3.98</td>
<td>3</td>
</tr>
<tr>
<td>Shift system</td>
<td>3.90</td>
<td>4</td>
</tr>
<tr>
<td>Factors – emotional</td>
<td>4.91</td>
<td>1</td>
</tr>
<tr>
<td>Assignment of job</td>
<td>3.58</td>
<td>5</td>
</tr>
<tr>
<td>Overtime duty</td>
<td>3.22</td>
<td>7</td>
</tr>
<tr>
<td>Extended work</td>
<td>3.56</td>
<td>6</td>
</tr>
<tr>
<td>Relationships between employees</td>
<td>4.788</td>
<td>2</td>
</tr>
<tr>
<td>Control over environment</td>
<td>3.98</td>
<td>3</td>
</tr>
</tbody>
</table>
One of the significant physical aspects that enhance the performance of employees is the office space available to them. This aspect is shown in the table 3 with mean value 3.06. There is waste of energy and time with these low quality arrangements in the office space. The unavailability of sufficient space leads to ineffective work habits.

The physical aspect which is ranked second place is furniture and furnishing. Its mean value is 2.70. If the maintenance of the furniture is not in a proper condition the employees feel uncomfortable in their work place, which in turn affects the performance of employees. The mean value is 2.21 for the physical aspect named storage of materials which occupies third place. The proper arrangement of materials is made possible only if the storage facilities are in an adequate way. Because of its low mean value it has not much influence on the performance of employees. Lowest mean value of 2.04 is recorded for Interior space. All employees are satisfied and comfortable with this physical aspect. This aspect is useful in increasing the productivity of the firm as it is aesthetic, practical way to purpose intention.

The priority is given to office space which is shown in the following table:

<table>
<thead>
<tr>
<th>Physical Aspect</th>
<th>Mean Value</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office space</td>
<td>3.06</td>
<td>1</td>
</tr>
<tr>
<td>Furniture &amp; furnishing</td>
<td>2.71</td>
<td>2</td>
</tr>
<tr>
<td>Storage of materials</td>
<td>2.20</td>
<td>3</td>
</tr>
<tr>
<td>Interior surface</td>
<td>2.04</td>
<td>4</td>
</tr>
</tbody>
</table>
Work pace made more interested by developing special abilities, required information and authority, providing friendly co-workers, sufficient equipment, visible results, good supervision, well defined responsibilities and as in (table 9). The highest mean value of 8.24 is for the above job factors. Most of the employees are showing job satisfaction as their pay is based on their performance. 6.89 is the mean value for ranked for good pay.

The third position is given to special abilities. The firms are coming forward and providing training facilities to hone the skills of employees. A well defined responsibility is graded fourth place. Clear specification of work motivates the performance of employees. Authority required to perform a task has got fifth place. It has got the mean value of 5.30. The authority given partially motivates working employee to reach defined target.

The sixth position is occupied by adequate information with 5.28 mean values. The information passed in the right way helps the employees to perform their work successfully. Equipment and Sufficient help is ranked seventh having mean value 4.69. So, if the help and equipment provided is in a satisfactory the employee reach the target with a great ease. Eighth place is occupied by Friendly and helpful co-workers having mean value of 4.35. The work place must be more pleasant and promote feeling of happiness and satisfaction like for example providing employees schedules like work from home, flexibility in working hours, memberships in gym, personal counseling relating to their domestic problems, pleasure trips with co-workers.

**Additional issues:**

- Basic start-up costs in addition to duties and time relating to administration.
- Scheduling meetings and training for employees.
- Workload concepts.
- Satisfying customer demands.

**3.22. FLEXIBLE TIME**

This flexi time is an arrangement of core working hours of an employee in advance according to their needs. The arrangements are prior planned by supervisor or employer. Starting time and ending time is intimated so that to reduce confusion and for fast replacement of other employee. In these arrangements total working hours are not disturbed. Working hours vary in a full day work.
For example, if the normal working hours are from 9:30AM to 5:30PM. The employee with flexible work arrangements can change his timings from 7:30AM to 3:30PM. Even he can reduce his lunch break from 90 minutes 30 minutes. Maintenance of correct start and finish timings is mandatory so, as to accustoming their co-workers to changed schedules.

3.23. PART-TIME/REDUCED HOURS

Standard working hours can be reduced based on the employee personal problems like health and other disabilities. This arrangement varies from person to person based on severity of the problem and it may be temporary or permanent. These hours also varies with the type of firm. Employee may lose some of his regular benefits like pension plans and employment insurance. So, each aspect should be examined carefully before executing.

3.24. COMPRESSED WORK WEEK

It is an arrangement for the employees in exchange of a day off. They work for longer periods instead of day off. Compressed work week is initiated either by the employee or the employer himself to enhance the operational efficiency, to reduce every day start up costs, maximize production and improve customer service. The starting and ending timings may change but not effecting the total working hours. Forty Working hours in a week are distributed in the following manner, either 10 hours per day completing in 4 days or working for one extra hour a day and having 1 day off for every 2 weeks.

3.25. TELECOMMUTING

In telecommuting employees work from home instead of regular office campus. The important issues to be considered are details of hours of work and maintaining communication between co-worker and tele worker.

3.26. JOB SHARING

The name itself suggests that it is related to sharing of job, positions or duties between two employees. The benefits related to pay and holidays should be stated beforehand. The most important issues to be considered are arrangement of work and communication between employees. This job sharing is possible only when limited number of positions is available in the firm.
3.27. **ANNUALIZED HOURS**

The arrangement of days and hours of work within confined boundaries for a period of time. This may extend from a week to a month or year. These annualized hours include both flexi time and compressed work weeks which can decrease the required overtime hours. There is an opportunity for an employee to choose their time within working hours. This is best suited to Fields in which there is change in requirements related to seasonal peaks or peak hours.

3.28. **GRADUAL RETIREMENT**

Gradual retirement is a one of the flexi arrangement which helps employees to decrease their working hours or work load for a short period of time in normal working conditions. It is also applicable to those employees who retire abruptly. Training of the replaced employee, new employee’s adjustment or redistribution of tasks among remaining employees is included in this phase. The days with 36-42 work hours per week are distributed into eight-hour chunks from Monday to Friday. There is a drastic increase in flexi hours among the employees who work from different locations and share jobs. These FWA arrangements are beneficial for the right entrepreneurs.

There must be an understanding of the Indian IT industries growth in context among the bigger political economics, as the result of globalization, spreading of new communication and information technologies and the process of liberalization keeps growing. As IT is considered as the development model for India, because of its focus on IT-enabled service and software export, mainly being an economy that is enclave, which is very much connected to the international economy, however, has some considerable connections with the national, regional and local economies as well. Having implication to the kind of service is created by the industry and 19 its broader cultural and social consequences.

The international informational economy that basically provides low-end services contains the industry that outsources software, and this position has given shape to the nature of employment that generates from this segment, in this regard fourth-fifth of Indian companies are able to offer flexible working conditions for their employees. Flexible working conditions tend to provide employees with more convenience and are more beneficial not only to the employee but to the employer as well. Employees gains personal benefits from flexible working hours as their can meet other family responsibilities as well,
when employees find the time out to take care of other responsibilities they feel much more at ease and stress is relieved from their minds, which results in results in higher productivity, this increase in performance gives promotional opportunities to employees and brings in them a more positive attitude. All these things combined brings benefits to the company as the employees performance improves with each passing day, as they feel more relaxed and gain more experience (Monova).

Studies conducted by means of in-depth interviews in Asia comprising of the countries India, China, Hong Kong, Korea, Taiwan, Indonesia, Thailand, Malaysia and Singapore on the flexi work gives a clear picture of flexible work arrangements implemented in multinational companies and a bridge to compare the flexible work practices introduced in different multinational companies. All the political, ideological and cultural perspectives are included. The survey revealed that 57% of firms are following normal flexible work arrangements. [Komarraju et, al., 2006]. All the aspects including social, economical, political and cultural could not be a barrier in implementing flexibility in the company. The survey proved that a strong culture of a firm can overcome any country’s culture.

A survey was done in the year 2010 on about 5 thousands members around the world. However these selected members for participation had particular reward depending on the area and of their area of responsibility. In addition, whereas some members who were selected randomly had been assigned responsibility at various ranks of ‘executive’ ‘top’ or ‘senior’ also partook in the survey. The survey ended up with 700 responses, the rate of response is 14%. In order to provide the most correct data, the final information was prepared neatly by using statistical software, which resulted in 536 total responses.

The example assessment and the responses in general are alike to the ‘World at Work membership’ as a whole. From the managerial level or higher authorities from the headquarters of big companies in USA the distinctive ‘World at Work member’ can be functioned. The number of times or percentage of times a value appears in a data shown in the distribution report is due to the surroundings.

- 4% of organizations propose flexible programs planned while 3.1% offer none of the assessed programs.
- on the basis of ad-, 69 percent of organizations suggest flexible-time plans, part-time plans and teleworking
One percent of organizations recommend part-time plan, considering them as the only flexible programs.

Therefore, a lot of employees may explain about their existing plans as “somewhat flexible”. Hence, an employee may attend the work sometimes belatedly just because of having an appointment with a dentist or may go home before the time just to attend his or her child’s game, or to work on Saturday instead of Wednesday just to go through graduate school exams only with the consent of his or her supervisor/managers. Whenever such respect and belief between employee and supervisor/manager is present then such informal work time flexibilities can become possible therefore all the accountabilities and job commitments be met. These facilities are informal or humble in nature without any significance may have an impact on co-workers, or clients hence a formal appeal in writing by supervisors/managers will not be expected, but are some possibilities an intimate check-ins by the supervisor/manager.

Preparation of formal proposals in this guide is designed for the employees. If the supervisors/managers would like to introduce a different type of arrangement continually, which is different from their normal hours or work location of department or office employees may wish to confer with their supervisors about whether that formal proposal is required or not.

3.29 PRINCIPLES FOR PRACTICING EFFECTIVE WORKPLACE ARRANGEMENT

The objectives of office or department as well as cost efficiency, output, & service to the internal and external clients should be confirmed by the proposed arrangement. The arrangement should be completed without:

- obtaining overtime costs
- constraining usual service hours
- defacing the unit’s effectiveness in continuing its research, service, administrative functions or teaching
Placing too much load on others in the unit, whether individual employees or supervisors/managers or generating troubles regarding, safety, protection, or management.

**The new arrangement should also consider:**

- The work history and work style of individuals and should maintain the necessities.
- The duties of job must be flexible will suit to the flexible arrangement.
- Answerability or responsibility should be taken. and effective communication ought to be taken place to help the successful practicing of the new flexibility arrangement.
- A written proposal and concord should be developed by deciding that the arrangement has reached the expectations of all parties.
- Increasing of employee’s self-confidence, involvement, and commitment towards the organization.
- Concentrating on the reduction of absenteeism and lateness.
- Improving the capacity of recruiting exceptional employees.
- Reducing the turnover of valued staff.
- Allowing employees to work and feel freshness and to take pleasure in working hours when they complete most (E.g. morning person vs. night person).
- Operation for such as extending the working hours for providing customer services by operating from departments.
- Expanding family friendly flexible work agendas with of choice employer.
- Need to deal with flexible workplace arrangement and of its plans and support and strengthen business is a solution to meet organizational challenges.
- Flexible work plan support positive benefits for employees such as self-esteem, and continuation. But, it must be functioning to meet the needs of the business, too.
- Flexible work schedules enable employees to accept challenges and help to balance both life and family friendly relations.
- Companies search for different answers in relation to their changing environment, as we observed the earlier paragraph, some of these answers can be describe as the ‘flexibility of labour.”
Outsourcing Policy by delegating, hiring temporary labours, developing shift work basis or by using short-term agreements, are increase the workforce. These forms of ‘flexibilisation’ are not always separated, but can be seen in the combination of each other or as a development in time.

In the case studies, we intended to examine all the forms of ‘flexibilisation’. Flexibility as defined by Martinez-Lucio and Blyton et al., (1994) is “the freedom to change or adjust the quantity and quality of the labour input in response to changes in demand”.

They recognized four kinds of flexibilities:

- Numerical flexibility,
- Functional or wage or financial flexibility.
- Job flexibility temporal flexibility

According to their definition, functional flexibility is ‘usually referred to as the adaption of skillful employees to make use of a wide range of talents. Whereas job flexibility is connected to ‘semiskilled and unskillful workers who carry outnumber of tasks’.

To indicate the capability management that differs from the amount of labor in response to changes in demand Numerical flexibility is generally used (for instance, by utilizing them on short term agreements or ‘hire and fare based policies, or by externalizing work by means of the use of subcontractors).

Temporal flexibility having different aspects of working hours to reflect changes in demand. Wage or financial flexibility engages among other things, ‘a shift from a regular and consistent pay structures towards more individual systems including greater elements of changeability, effective performance’.

3.30. A PROPOSAL WHICH INCLUDES FEW FACTORS:

Atkinson (1984), who recognizes three categories of flexibility:

- Functional flexibility,
- Numerical flexibility
- Financial flexibility.

Functional flexibility, can be said as, ‘employees who can be organized efficiently and speedily between tasks and activities. Atkinson makes a difference between priorities of the business, where the significance is mainly on functional flexibility; and a margin is determined by a numerical perception. Moving to the margin of numerical flexibility becomes more imperative. As the market grows, the
margin increases. He explains a number of marginal groups, with the external tasks in the outer ring of his form.

3.31. STEPS TO CONSIDER BY THE EMPLOYEE

One can’t predict that nature of those constructs coincides with other companies. the differences between firms and clusters must be read carefully. Secondly, economic and political reasons and cultural differences could not be ruled out. Uneven pattern in findings is one of the differences. the concept of monochromic versus polychromic could not be further explored. Further study is needed in examining other variables to understand FWA so that we can aggregate findings and develops a stronger theoretical rationale to elucidate cross-cultural differences in FWA and Work cultures.

Actual frequency of FWA availability could not be captured. The results of former studies have demonstrated, that the stress of using certain FWAs alleviates the relationship between FWA use and working outcomes [Gajendran & Harrison et, al., 2007]. Though, the objective of our study was to apprehend the adoption of these practices by IT/ITES Organizations and how its availability can transmit signals that direct to different consequences for employees’ experiences and employers. It is also substantial to execute longitudinal studies. Further, it is important to acquit whether telecommuting is optional. For example, if telecommuting is forcibly implemented in few countries to reduce costs of resources, then that leads to negative consequences, so our study totally focused in IT/IES sector companies located in Hyderabad India with respect to FWA.

3.32. ASSISTANCE OR GUIDANCE FROM HUMAN RESOURCES:
Once you have determined on your own the new arrangement to clients, co-workers, and supervisees then find out milestones for assuring progress and measuring success.

3.33. DUTIES OF SUPERVISOR / MANAGER:
Every proposal given by the employees must be responded in a right way. Based on the merits flexi work must be given consideration. If there are any quires it must be clarified by experienced human resource officer. Even regarding health issues the immediate supervisor must respond and balance the
work not affecting the organizational benefits. If there is an unacceptable request, then always suggest an alternative and never discourage employees. A clear explanation is mandatory in case of denial of request.

In case of acceptance of proposal the particular form must be signed by either of them (employee and manager). The changes must be informed to the rest of the staff for smooth functioning of the firm. Every minute aspect regarding communication and further expectations must be clearly defined by the manager. For instance, it’s mandatory that job descriptions and reviews on performance are analyzed annually. All the changes regarding status forms are to be assisted by manager. Frequent meetings should be conducted especially during initial trial period to review success of arrangement. These arrangements must be re-approved at the end of trial period including annual review.

3.3.4. FLEXI WORK: TERMINATION OR MODIFICATION

As being a firm’s decision, the arrangements can be changed or terminated as per requirement. A Clear picture of terms and conditions on arrangements should be mentioned in the beginning.

The following are few points which concentrate on change of termination or modification of flexi work:

1. If the needs of the business are not reached to their expectation.
2. Regarding changes of job requirements.
3. If the performance ratings come down to an unacceptable level.
4. Changes in staffing and current coverage.
5. Shortage of staff which is not expected.
6. If there is negative feedback of a co-worker or client.

The contingency plan and original proposal should be reviewed both at the end of trial period and annually. The changes which are mandatory must be discussed during the trial period. New proposal need to be prepared if there is need of different arrangement. However if there is change in long-term schedule the manager should inform employee. If employees are wishing to move back to standard work timings he/she should give anterior notice to the immediate supervisor or manager.

The concept of increasing hours may not be possible due to limitations in staffing or budgeting. There is very less possibility of standard arrangements for employees if they have reduced hours. A 30 days advance notice is mandatory for the employee and supervisor / manager regarding changed arrangement.
3.35. FLEXI-WORK POLICIES ---KNOWLEDGE

Following are options which come under flexi work arrangements:

1. Compressed work schedule.
2. Scheduling break for learning activates.
3. Work away from office (telecommuting).
4. Staggered working hours.

This part of flexi work includes conditions like presence of employees during the core period of normal working day is mandatory. Duty station will set the core period timings. Completion of Balance working hours is compulsory before or partly after the core period. Compressed work: In this option of flexi work employee will work for nine working days for ten working days. The redistribution of regular working hours permits staff members, to take off last working day.

3.36 SCHEDULED BREAK

Employees willing to attend courses related to their professional development at institutions or universities may request four hours per week and maximum of two days a week. Professional level respondents have very poor knowledge of the flexi work than Director level respondents. They have knowledge of staggered working hours (21%), schedule break (27%), telecommuting (18%), and compressed work week (15%). Only because the awareness is concentrated on higher levels the flexi hour’s policy is not so consistence. The telecommuting can be a successful flexi work only when they are provided necessary equipment and proper means of communication like e-mail or telephone.

Assessment of flexi policy knowledge

The survey showed that most of the employees have very poor knowledge of flexi policies. Employees have 51% of knowledge regarding telecommuting, 47% about schedule break and 37% in case of staggered working hours.

3.37. LEVERAGING THE EXIT MANAGEMENT PROCESS FOR EMPLOYEE RETENTION:

The electronic data processing branch of the worlds “G local”- Global Local Bank, the HSBC Bank, HSBC EDPI Pvt. Ltd. has come out with a customized exit process management where the company collects employee feedback during an exit interview at the time of an employee learning the company and
remains in touch with him/her up to a couple of months taking feedback about the job satisfaction levels of the employee at the new job (if any). This is used for making comparisons and for making the necessary corrections (if any) to the organizations H.R. Policy. The reason for this is two-fold, while on one hand the organization aims at bettering its work environment and creating a conductive work atmosphere so that its employees continue to be associated with it, without leaving and also to prove to the employees that it cares for them even as they leave the organization.

This apart, the company also has a policy wherein an employee leaving the organization can rejoin the organization within a period of two years at the same level, with the same perquisites. It is reported that several employees have availed of this benefit and have rejoined the organization after working at other places in the intermitting. From the organizational perspective, such an employee is seen to add value to it, as he/she is seen as a motivator for the other employees to remain in the organization, besides it also enhances the performance of the team/group through the sharing of his/her experiences increasing employee retention. Thus, peer influence is one of the key retention strategies being adopted successfully in this organization.

3.38. LEVERAGING SELF ACTUALIZATION NEED FOR RETENTION:

The approach to leadership development through personal growth is based on the humanistic assumption that individual employees would like to realize their potential. Most present day corporate HR policies are designed to encourage reflection and gain personal insight and enhance self actualization. Siemens, the conglomerate having presence in more than 190 countries around the globe and having a presence in diverse fields such as Information Technology, Engineering, Manufacturing and Service sectors has a HR strategy which is closely aligned with its corporate goals.
The company endeavors to constantly develop the potential of its employees on a continuous basis and retain them over a long term. The company seeks to achieve this by inculcating a sense of pride and belongingness amongst its employees, in this pursuit; it aims at employee retention by propounding to be an attractive employer and maintaining an outstanding employer brand. It also seeks to develop key strategic skills and capabilities in employees through training and continuing education at the highest level.

The organization has a mentoring process wherein the mentor provides help to the mentee in the areas of personal development, sharing of personal experiences, self reflections besides receiving feedback and suggestions to be forwarded to the organizations HR department. Thus, the company seeks to promote a cordial superior – subordinate relationship based on mutual trust and iron out any employee grievances, which, allegedly is the main culprit in propelling an employee’s exit. Siemens also strives towards promoting and maintaining occupational safety, employee health and promoting a healthy work atmosphere. These measures ensure sustained long term performance and employee welfare. The above mentioned measures, seeks to infuse confidence in the minds of the employee and subconsciously create a psychologically and physically comfortable work environment leading to employee retention.

3.39 CREATING PRODUCTIVE WORKPLACE CULTURE:

A genuine interest of the employees and their representatives to build employment relations based on the way that that workplace runs by participating, where they are presumed to be dedicated to its future success will depend on:

- An open approach to information, so that employees must have a facility of having an extensive of level of information about goals, aims of the organization and also should know the way of attaining them.
• By providing the employees an opportunity of participating to express different ways of their opinions on the things which play a crucial role and these views are taken into consideration at the time of making decisions are made.

• For the avoidance of illness and injury employers and employees must take responsibility together by focusing on the health and safety culture and should participate in preparing health and safety improvements.

• A non-discriminatory or fair mended atmosphere, should be spread where all and sundry is esteemed and would get a chance of participating in every activity to be succeeded – without thinking of their age, background, sexual category, disability, or views.

• Recognizing the methods in which employees can contribute their efforts for the attainment successes and developments workplace.

• Realizing personal or family problems of the employees that they may spread out into the workplace now and then.

• Having an apparent and practical set of prospects about the work.

• A stress on the combined accomplishments of goals and a mutual help for getting the work done in a positive approach.

### 3.39.1 An example for Creation of Productive Workplace Cultures:

Partnership Resource Centre posed a question about whether there is culture present at workplaces in New Zealand which differs from other countries or not? This fact tells us that the organizations of New Zealand are most successful when they identify the exclusively “Kiwi” way in which we do things. But these workplace policies may not work so perfectly in New Zealand as they have worked successfully in other countries.

Some of the characteristic of New Zealanders which needed to be taken into consideration include:

• Giving preference a sense of “belongingness” or a group of people or community.

• A wish to do things in a relaxed way.

• Having the attitude and capability of speaking to and learning new things from anyone without considering status, and a mistrust of hierarchy.
• desiring to understand people personally
• Noticing and recognizing the contributions of employees.
• Taking lots of good will and friendliness into workplaces
• Strongly desire for ‘fairness’ and equality.

The chief element of a productive workplace culture is possibly the maintaining good relationships among managers, unions and workers. An important aspect for developing working relationships is only through positive approach in which an agreement is to be reached to work between unions and managers mutually and actively. A challenging element of the health care sector in which they work totally depending on caring which may be physical and emotional.

Recently many changes have been found from societal and democratic side and increased fulfillment needs and skill deficiencies are few which have an extra pressure on these working areas. Aubert Home of Compassion, a rest home and hospital in Wanganui is one of the organizations experiencing this challenge. It was set up in 1931 with a working staff of 79 in different positions. To produce an optimistic change in building relationships and culture in their workplaces Aubert staff and the relevant unions worked on a project along with the Partnership Resource Centre (PRC) in 2006. The problems which Aubert recognized would comprise restricted and closed workplace communication, mistrust and disagreements between the management and the staff members about relationships, negative public reports and a disheartened, exhausted workforce.

The staff got a clear understanding of the objective and collective dedication by improving and accomplishing the goals of workplace with the procedure of working with the PRC acquaintances over a period of 20 months based on the standards and principles of Aubert.

They initiated new teams with excellent leadership qualities which enhanced the system of sharing information and the skills of problem-solving. In a mutual way they speedily completed collective employment contract through discussions and, with better payments and provisions for union and non-union members. Lastly, major part of staff members stated that they feel more respected and valued and are completely conscious of the activities in their workplace, and enhanced their speed of communication and chances to have contribution into decision-making.

3.39.2 Motivation at workplace
No business man can do great business with considering by him and get all the credit. Motivation plays an important key role for developing leadership, it should present in life function success. To get success he has to motivate himself and stay as leader. An incentive gives employee productive often based on promotions and salary. In recent studies human resources concluded that salary has done with motivation factor optimally.

Additionally, an inspiration and encouragement would work out to treat them moderately. Every employee in relation to the company he is working for as a whole must be given an opportunity irrespective of his or her level by a managerial person to have a sense of contribution in playing a vital role energetically. Faithfulness is another aspect of inspiring workers to increase process of production.

Another significant aspect to make employees work punctually is to respecting, recognizing, applauding employees about their work. The project managers who are so efficient must find out how to educate about this powerful method of motivating workers which is often unnoticed or neglected by managers in the workplace.

3.39.3. Workplace treatments & Culture

Arranging the work culture and place, it may be a new company or not, can be stressful and adopting different aspect of various cultures such as patterns like communication, dress code, hierarchy, work place, and moreover it is importance how an employee working and behaving with immediate supervisors, and co-employees. The work place cultures mismatch individual may lead with fellow workers or even with superiors in many cases, work politics and extra matter splay role and creates major stress.

Interventions with Primary and secondary could stop inauspicious outcomes by eliminating or neglecting external loads, altering the social environment, changing organizational factors, improving individual stress incontinence skills, or matching the physical capacities of the employee with the physical demands of the job.

The previous literature survey explains that few of these approaches are more successful than others. In few studies of medical research explains that not internal loads in the work place environment may act on
the human body to create internal loads on tissues and other anatomical structures. Explore that focus on the decreasing or eliminating of not internal loads that must first to be identify and further to quantify the forces acting and the motions on the individual, including trembling and thermal exposures. Therefore when factors of physical stress identifies then the sources of these loads are ascertained. Re design of work place may include of tools arrangement, materials, equipment, and work doing methods, environment, based on the contributions to the stress identified.

3.40.0. 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]

3.40.1 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

3.40.2. A Model of Work–Family Enrichment:

In the past, one major barrier to work–family research has been the lack of an overarching and integrating theoretical framework (Eby, Casper, Lockwood, Bordeaux, & Brinley et al., 2005). As previously mentioned, work by Sieber (1974) and Marks (1977) offered some insight into the enrichment process. Sieber’s theory of role accumulation argued that people choose to participate in multiple roles for a variety of rewards, such as greater role privileges, lower strain, greater status, and personality enrichment.
Furthermore, Marks’s expansionist approach argued that some roles may generate resources that increase energy, which can be directed in a second role. More recently, Greenhaus and Powell (2006) expanded these findings and provided a comprehensive theoretical framework of work–family enrichment. According to Greenhaus and Powell’s model, enrichment occurs when resource gains in one role (e.g., work) promote improved performance in another role (e.g., family). In this model, resource generation enables improved performance in the other role either directly (i.e., instrumental path) or indirectly (i.e., the affective path).

Greenhaus and Powell (2006) identified a variety of resources that drive the work–family enrichment process, including perspectives and skills (e.g., coping skills, interpersonal skills, respect for individual differences), physical resources and psychological (e.g., optimism, hardiness, efficacy) social-capital resources (e.g., information, networking), material resources (e.g., money, gifts) and flexibility (e.g., flexible work arrangement).

The resource relevant to the present study is flexibility. Greenhaus and Powell defined flexibility as “discretion in determining the timing, pace, and location at which role requirements are met” (p. 80). Thus, the resources that an employee gains in his or her work role (e.g., flexibility) may directly improve his or her parenting role or may indirectly produce positive affect (e.g., enthusiasm, alertness, high energy), which, in turn, benefits the employee’s interactions with his or her family.

The term "Flexible work" refers to work arrangements sequential 8 hour days of work in a week other than the general 5 hours. Job flexibility is significant for many employees and flexible work options can help assert employee team spirit by appropriating employees to meet their personal needs while bestowing to the organization.

Extending flexible work options may also help with employee recruiting and retention. The changes made by both employee and employer like rising questions where, how and when an employee will work to balance his day to day needs and business needs. Mutual benefits of both employee and employer are the main aim of workplace flexibility.

Policies related to formal flexibility are those which are officially granted on the other hand informal flexible policies are not official written but available on the basis of discretion. The identification of
formal work arrangements can be done easily, but they cannot actually meet the needs of employees on the other hand informal work arrangement is ignored which truly satisfy the needs of all employees. For instance Work from home concept.

Workplace flexibility is a modern strategy in adjusting workplace hours, as well as where and how jobs function on day, Weekly and monthly basis. This strategy has several advantages, from increasing employee morale and performance to providing employees with a break from the standard 8 hour per day, 40-hour work per week and 160hours per month. Workplace flexibility also requires great attention to detail in order to operate effectively and efficiently managing the time.

For many employees work flexibility is crucial and these choices would help and develop team spirit of employees by giving employees an opportunity to fulfill their desires or to meet their individual needs while putting the best efforts towards the development of organization. Therefore Expanding flexible work policies may also help employees for recruiting and retention.

When illustrating flexible working choices, the word 'work schedule' is used when talking about arrangements for overtime working employees who are professional staff. The word 'work plan' is used when talk about overtime expected and dedicated staff members. Since to meet the necessities such positions are always estimated to work as needed.

3.40.3. Qualities and traits of Flexible Work Arrangements or policies:

A permanent work timings during which employee is always at work and the starting time of daily work may differ with in a particular range. The ending time of daily work may have adjusted depending on the starting time of the work of that day.
Flexible working arrangements/policies to some extent seem to be complex to administrators, so it is particularly essential and significant to be sure about whether they are properly recognized and comprehend by the employees, managers, and coworkers or not.

For exclusive or extraordinary work requirements the other working arrangements may also be taken into consideration in order to develop unique policies which are suitable to fit. Queries and doubts regarding work schedules or needs are to be discussed with the Human Resource consultant.

3.40.3. Maintaining Records regarding Holidays and Leaves:

Managing full-time or part-time alternative work schedules needs particular awareness. Declared holidays as well as taken leaves should be recorded and kept. Leave accounting problems may have to be regarded.

3.40.4. Instructions or principles for beginning of Flexible Work Arrangements:

The staff member a FWA A proposal regarding for the arrangement of flexibility at work place has to be completed and submitted to the manager for responding or recognition if he/she has a request. The requesting proposal of the staff member will reach through the same procedure, as depicted below, and is examined on its own virtues. However the managers may also begin such arrangements.

3.40.5. How staff should suggest/recommend initiation of Flexible Work Arrangement?

If an employee is interested in a FWA, he should get ready to prepare to have an apparent goal. And he must be sure about one thing that the proposal is reasonable which comprises a strong business foundation for the arrangement. The staff should think the problems which arise from their side and other sides, while writing that really them. After producing and submitting a document to managers they may use it as a basis for the discussion. By having the rights of the process, the staff member may manage to control greater risks for the success of arrangements.

Evaluate your willingness and readiness for FWA and assess the procedures and requirements nature, of job and its description and responsibilities. Think about, and be equipped and prepared to answer different questions regarding how such arrangements would meet targets, and how effectively serve delivery mechanism. The following are few steps to follow:
1. To have meeting with the supervisor/manager to discuss the proposal.
2. changing the proposal after the completion of discussion, if compulsory,
3. Submission of the final outline of the proposal to the supervisor.
4. Make sure about the impact of advantages and disadvantages by calculating the HR Benefits or meeting the departmental administrator or HR manager.
5. When the FWA is accepted, start working with your supervisor to improve its successful plan of implementation
6. Maintain a final copy of outline and a signed copy of the proposal for your records.

3.40.6.: How Managers should analyze a Flexible Work Arrangement Proposal:

Managers of company suppose to understand employees who want to work in the flexible working conditions because of different personal reasons which them. It not also a good thing for the managers to ask and bring a change that would increase the output and the value of organization by working differently.

1. Evaluate and discuss the proposal with the department’s HR representative, HR Client Manager and prepare to have meeting with the staff members.
2. Conferences are to be held with the staff members to talk about proposal.
3. Acceptance or reluctance of the proposal must be intimated to the staff members as early as possible, especially if you are thinking about refusing the request for Flexible Work Arrangements

a. If you agree to the proposal, plan to arrange a conference with the staff members just to develop a plan of execution and to talk about problems relating to promptness. Assess and confirm the prospects and deliverances.
b. If you happen to reject the proposal, arrange a meeting with the staff member to give details about business motivation.

4. Identify various Communicative changes of the department which are necessary for business associates.

5. Observation of the improvement staff member and try to help and stay supportive.

3.40.7. Decisionmaking by the Managers:

Managers of any organization can take decisions about FWAs by assessing the possibilities whether the targets and productivity of business can be met as per the planned arrangement. Managers have to do some work on the proposal about FWA and they need to arrange meetings with the members of staff and consult with HR to come to a value-based organizational decision. To determine the feasibility of that exact arrangement managers consider the following aspects:

- Requirements of organization and department
  - Job necessities
  - background
  - The background and history of employee’s performance and capabilities

3.40.8.: How Managers should start Flexible Work Arrangement?

Sometimes managers may consider implementing FWA as an option for their business planning whenever operations need recruitment review. FWAs as initiated by manager must not be exercised as a system for shifting hours or salary of employees. Based on the business requirements and operational targets Managers must have to take decisions on flexible work arrangement. They need to discuss with their HR client manager when taking into account before implementation of FWAs as part of business needs and targets.