CHAPTER –IV
STUDY OF FLEXIBLE WORK ON EMPLOYEE EXPERIENCES

4.0. BEHAVIORAL IMPACTS OF FLEXIBLE WORKING HOURS

Results based on the behavioral responses concentrate more to flextime and with a system of flexible working hours. Flextime is of particular interest as a passage system is strategy for management that has conceivably cogent impacts on travel behavior, work schedules, traffic congestion, and energy consumption. Even though it raised that flextime has been beneficial to both employers and employee, very little evidence on individual’s activity and travel responses exists. There upon, this research are based on a flextime experiment of development facility, and to design to permit a rigorous assessment of these behavioral impacts and their implications for transportation planning. Likely changes in work planning schedules were observed with a more of employees who shifted their average work arrival times by more than 20min. Individuals also exhibited considerable daily variation in their work schedules. This results shows that employees derive significant benefits from the opportunity to vary work schedules. Initially econometric methods deals that work-scheduling responses to flextime are strongly influenced by life-cycle characteristics, socioeconomic and, savings in travel time, and activity patterns.

Flextime also had a large impact on the journey to work. There are 12 percent of the employees changes modes in response to flextime; for those who shifted mode, there were small net changes in favor of ridesharing and road transport system. As number of employees experienced savings in travel time due to flextime. This money savings are calculated to have caused a 6 percent fuel consumption saving for vehicles driven for jobs. This result recommends that flextime may be an important strategy with respect to reducing energy consumption.

[Michael Cartyet, al., June 2013] In U.K, recent HR survey revealed that 2013 is the year where flexible working policies are operated in most of the companies, but including less number of employees. The survey on these arrangements reveals that 8 out 10 firms have a planned written policy on flexibility. Public sector has more flexi arrangements than private sectors.

Research conducted on UK employees gives a clear picture of flexible arrangements at work place and their plans of government. This survey was conducted on 200 firms bearing five lakh employees.
The survey gives information about major aspects on flexibility in the year 2013 including various types of flexi work in use, policy provision, benefits and problems of flexible working, expectations of UK employers in 2014 and right to request flexi work for all employees.

4.1 RIGHT TO REQUEST THE EXPANSION OF FLEXIBILITY

Employees in millions will have to express right to request the expansion of flexibility as changes made by ministry of law for employment bill of work place relations which was announced by the government would compel the fair work act to expand the right to request flexibility in work to the greater number of employees who are in need of it. A review of an independent panel showed that the Fair work Act previous year found the present day provisions in the National Employment Standards for requisite flexibility. The governments were running adequately, this point was taken fervently by employees and employers and more number of requests is being accepted when they came into existence. Though the committee observed that majority of the employees weren’t aware of rights to ask for the flexibility in work and suggested that employees should be able to use the right. Presently, the right to request flexibility in working hours is confined to parents who are having responsibility for a child under school age or disabled child under 18. Employees who can demand to request flexibility in work will be unfurled to carry:

- Employees Responsibility
- Employees under child care responsibility
- Disabled employees
- Aged employees
- Employees bearing family violence

The bill will be passed by the government to bestow the fair work information statement to each employee to conform their awareness of their rights. The right to request flexibility must be broadened. Australian Human Right commission announced the right to request flexibility to all the employees with children of all ages and to surrounds all categories of family and responsibilities of family and aged. Presently, employers can reject this proposal only on the business grounds. Guidance will be given to both employees and the employers about the Fair work act view. The right to request flexible work arrangements into Australian work place laws was first commenced by labor government. According to Mr. Shorten flexibility in work was introduced as commitment to help the modern families of Australia to balance their family and work. The Fair Work act review Panel findings were meticulously
considered. There is a chance of discussion of employee needs and employers regarding the need for flexibility in work and range of circumstances. In this case both the employee and the employer benefits. If there is no flexibility in work place employee have no other choice than to leave the organization, which in turn affects the economy of the firm as the experienced and skilled employee leaves the job. It takes more than a month for the employer to recruit a new employee as skilled as the previous one. The retention of present employee by providing flexibility in his work leads to benefits in the broader economy. Recommendations by the Review panel will not be commenced in the present stage. Government is trying its best to inculcate this flexibility as early as possible.

4.2. TYPES OF WORK SCHEDULES

4.2.1. Fixed Work Schedule:

A fixed work schedule is a timetable that generally consists of the same number of hours and days worked per week. Fixed work schedules tend to stay consistent once the number of hours and days has been agreed upon by both the employer and the worker. An example of a fixed schedule would be Monday - Friday from 8:30 AM to 5:00 PM or Thursday - Sunday 3:00 PM to 11:00 PM.

i. Flexible Work Schedule:

Flexible work schedules are less rigid than fixed schedules. Employees and employers work together to determine the number of hours and days of the week they are able to commit to. Depending on the employer’s policy, employees may be expected to work a minimum number of hours or be at work at a certain daily block of time, but shifts can often be “switched” with other coworkers in order to satisfy the needs of the employer and the busy life of the employee. Flexible work schedules can vary infinitely, but an example might look like: Monday 9:00 AM - 12:30 PM, Tuesday 11:00 AM to 4:00 PM, Saturday and Sunday 2:00 PM to close.

ii. Full Time Work Schedule:

Full time work schedules often require a commitment of 37 - 40 hours per week. Because of the long hours, most careers with full time schedules are eligible for work benefits. These benefits can include leave, vacation and sickness, health insurance, and different retirement plan options. Full-time schedules can vary from company to company, but Full time work schedule shift the employee must work is usually the same. The most common full time work schedule is normally a variant of 9:00 AM to 5:00 PM Monday - Friday, adding up to 40 hours.
For full-time non-exempt workers, overtime pay occurs when hours worked exceed the established 40 hour maximum. Overtime is paid at a minimum of base hourly pay plus a half of that base pay, also known as “time and a half.” While most full time work schedules are normally the same shift each day, in some cases like retail or smaller boutique stores, shifts can vary, but the number of hours will still add up to 35 - 40. Salaried, exempt employees also maintain a full time schedule, but tend to be compensated at a higher rate, and are not generally eligible for overtime.

4.2.2. Part Time Work Schedule:

A part time work schedule is any schedule less than full time employment. The benefit of this type of schedule is that it allows for greater flexibility to maintain other responsibilities outside of work. Part time work often does not include benefits offered to full time employees, and hours can be erratic and inconsistent from week to week. An example of a part time work schedule could be Monday - Wednesday from 7:00 AM to 11:00 AM and Saturday and Sunday 11:00 AM - 7:00 PM.

4.2.3. Rotating Work Schedule:

Rotating work schedules cycle employees through day, swing, and night shifts. This cycle helps to distribute different shifts between all employees so that no one is stuck with just the less desirable hours. This work schedule is not as common but can be seen in many careers like the military, construction work, roadwork jobs, power plants, and hospitals. These shifts can cycle weekly or quarterly, depending on the type of work required. For many employees, the transition between the different schedules can be tricky. Sleep and eating patterns change and the employee may see their family and friends less because of their rotating schedule.

This type of timetable does have some benefits. Employees are able to spend more time with family and friends during their normal work hours, and may be able to run errands they normally would not be able to complete. Hours can cycle between day shifts (7:00 AM - 3:00 PM), swing shifts (1:00 PM - 9:00 PM), and weekend, night or overnight shifts.

4.2.4. Flexible Working Program and its Benefits for Employees:

By providing the facility of flexible work schedules, employees would obtain these benefits:
There would be advantage for employees to fulfill their family requirements, personal troubles and to carry out the responsibilities easily.

Minimizing of traveling time and petroleum expenditure.

Possibility of being away from the traffic rush hours and the pressures while traveling.

Enhances quality of controlling and managing schedule and working environment.

Decreasing the exhausting levels of employees due to excessive workload.

Permitting employees to work, feel revitalize, and take pleasure while working when they finish most.

4.2.5. **Flexible working policies and its Advantages for Employers:**

With implementing flexible working schedules, employers can have the following benefits:

- Increases the self-confidence and dedication of employees towards the organization.
- Non-attendance and lateness can be minimized.
- Improves the talent of engaging excellent employees.
- Extending customer service in departments.

4.3. **DISADVANTAGES**

- An amount of disadvantages do exist when it comes to working outside of the regular 9-to-5 box.
- Disadvantages of flexible work schedules can include childcare fees increasing due to longer work days. The longer work days can put a physical and emotional strain on employees.
- With the work week extended, outside activities, errands and outings may have to be crammed into one day off. The extension of hours can result in chronic fatigue.
- Conflicts can arise if employees want the same days off.
- Flexible work schedules increase productivity a view of Carol Sladek

However, Employees are facing struggles to manage the pressure between work and life, and when they fail the balance productivity decreases. But if employers implement flexible work arrangements a decrease in productivity can be surpass. It is very useful for some employees, who take their children to school or employees who have to take care of their older parents may cause a delay for the work. In
those situations employees can insist for a change. But having another option of flexibility enables employees to alter their schedules, and then they can confidently face challenges and conclude their responsibilities at workplace.

4.4. SHORT–TERM BREAKS IN EMPLOYMENT OR TIME OFF IN REGARD TO FLEXIBILITY

Part-year work, vacations, sabbaticals, and leaves are receiving less attention comparatively to other flexible work schedules. Flexible work arrangements give employees short-term breaks in their regular job which in turn helps them to retain in the job. The break from the work responsibilities, a part of flexible work arrangements helps the employees to maintain their relationship with the employer, attending the health care needs, subjected to a new skill, overcome burn outs.

4.4.1. Flexibility–Sabbaticals

Flexibility permits employees to take a long paid leave and return back to their jobs after their completion of that time period. These sabbaticals are associated to academic positions as they allow them to improve their skills or academic work or relaxation after hectic teaching loads. This part of flexibility called sabbatical, is less available in private sectors and generally considered on the basis of the performance levels of employees. Most of the companies substantially accepted sabbaticals such as Apple Computers, McDonald’s Corp., Segal, American Express, approximately 1000 Fortune corporations.

Flexi-leaves, leaves, and vacation:

Employees to handle their domestic and personal needs they need leave from work for a period of time; it may lasts from one hour to three hours depending on the severity of the need. Suppose an employee’s mother is sick and she has to attend her, like visiting doctor dropping her home and coming back to work place it to work place it takes more than three hours. Even though if employee is not allowed to take it may lead to disturbed work which leads to inefficient work. The leaves may extend from a few minutes called as intermittent leave, or hours, off from the day to several weeks, months or even longer period. [Ivanovic & Collin et, al., 2006].

The purpose of the leave may be for larger number of reasons like religious demands, military, training for a marathon, short term disability, maternity, and paternity, educational purposes, caring for a sick child or a relative. These leaves may be paid or unpaid. [Alinsky et, al., 2004].

Maternity leave is one of the most common leave. Mandated publicly paid leave is not offered in the industrialized countries among them US is quite unique. There is no legal obligation for the employers
to offer paid leaves, particularly regarding the maternity or child care[Stebbins et al., 2001]. After the birth of the child employed women in US received paid leave for a period of 12 weeks. They are only fifty percent women gaining these benefits. Just a Seven percent of employers granted Paid paternity leave. Comparatively in Canada, employees are granted job protected maternity leave for full or half paid for tenure of twelve months. Paid maternity leave is provided for about fourteen weeks, it can be extended on the basis of partial paid leave if fathers also wish to share the leave in care giving. The Family and Medical Leave Act do not exist in United States of America. This is mentioned as a law where 50 percent of employees are provided unpaid leave and time off of twelve weeks for the birth of the child or adoption of the child. It is also applicable for the employees’ serious health conditions, minor or disabled child or care for a spouse.

4.4.5. SABBATICAL

Sabbaticals come in all shapes and sizes. Flexible time away can be paid unpaid practically paid or even self funded. Some programs require an application, other do not. Sabbatical length may vary but most are from four to ten weeks. And while many companies allow workers an unrestricted time way – meaning they can do whatever they choose- others have spec Fix requirements and objectives. For example some sabbatical programs are geared to toward community service or innovation research

- Achieves personal and career goals
- Intentional reflection is necessary
- Work has a solid coverage plan
- BlackBerry is unplugged to business
- Planned sharing with boss and co-workers
- Planned according to interests & necessary outcomes
- Little input from others seeks input from other sabbatical goers, boss
- Paid with short-term funds needs long-term financial plan
- Little thought to enhancing career/life Purpose is to enhance career/life
- Focus on recovery focus on rejuvenation
- Possible increase in creativity Intentional focus on more creative juice
- Sabbaticals Give employer
- Fostering a team-based service model
- Building your brand as an ‘employer of choice’
- Fostering a healthy work-life balance
- Reducing the cost of turnover expenses
- Retaining experienced talent
- Developing leadership from within
- Generating employee loyalty
- Developing a culture of innovation
- Boosting enthusiasm and productivity
- Managing talent during a recession

4.5 ORGANIZATIONAL BENEFITS
- Provide 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

Few Standard FWA policies in IT sector regarding employment
- 38 hours per week are the maximum weekly hours in addition to extra hours.
- The flexible arrangements in a firm allow meeting personal needs like attending a disabled child, school age children and old aged parents.
Twelve months of unpaid leave for parents in regard to maternity, paternity and adoption leave. Even there is a possibility of requesting leave for more twelve unpaid months.

Four week paid leave annually in additionally one week for shift workers.

Community service leave- voluntary unpaid leave for the service of jury, it can also be paid for only 10 days in this regard.

Long service leave – this is applicable for employees those who are working for longer period.

Public holidays - employees are paid for working on public holidays.

Redundancy and notice of termination- minimum of 4 week notice is mandatory for employees continuously for two years.

Fair work information statement- All the new employees must get familiarized with this statement which includes information about agreement–making, modern awards, termination of employment, right of entry, individual flexibility arrangements, roles of fair work and right to freedom of association.

4.6 SPECIAL FACTORS –FWA POLICIES

Guidelines to assist implementation of FWA

- A transparent, recorded and equitable process of flexibility should be assessed to employee’s. Only excluding some overwhelming reasons. (E.g. essential service delivery, workplace safety, supervision).

- As there is a strong demand from employees to adjust to stress levels there is need of flexibility in the firms. A frequent review regarding flexibility is mandatory.

- To test weather necessary services or outputs are delivered in a proper way the best method is ‘Operational demand communication’.

- Documentation of staff performance regularly is compulsory to observe their competencies by Performance management.

- Specific policy adoption is necessary for smooth accessing of work arrangements in the firm. It helps employees, supervisors and even employers

4.7 PRACTICAL TOOLS TO ASSIST WITH FWA POLICIES

Commute Trip Reduction programme includes alternative work schedule. For developing suitable practices and policies all employees’ employers and labor organizations work together. Official policies
are mandatory as there is a chance of Informal Alternate Work Scheduling. The formal policies must include:

- What are suitable job categories?
- What are required qualities of employees?
- What are evaluation techniques to test employees?
- How schedules of employees’ are determined?
- Frequent review of arrangements.
- Sample contracts and different forms for tracking and establishing Alternative Work Schedules.
- These alternative work schedules might require changes in practices of management for fruitful outcomes in management practices and also evaluating performance of employees.

4.7.1. Employment work schedules:

Working hours along with work location is included in employee work schedules. Well accessed schedules are maintained by employees. Assistance is given to the employees when they are in the office. This is essential for planning of staff meetings and also social events. Hard copies relating to work schedules should be displayed all over the work place.

4.7.2. Planning calendar

An annual calendar covering all 12 months on single page is the easiest way of displaying employee holidays, long service leaves or periods of leave which is extended. This is an inexpensive tool which can be displayed in the office to have a clear picture of timings and holidays for the employees. This calendar helps employees to check their leaves and employee coverage is easily possible.

4.7.3. Employee online calendars

This online calendar can help employees to communicate work schedule among them. But the assessment of the online calendar is must to all the colleagues.

4.7.4. Out-of-office message

A contact number must be displayed on the online time line when the employee is away from the office. This helps smooth functioning of the work.

4.8. FWA POLICIES- MANAGER’S PERSPECTIVE
In managing the staff the role of manager is easy when he follows flexible work arrangements. The time spent by the employee with his manager is also important. A question arises whether to follow hands on or hands off approach. The following are issues which a manager can consider in using flexi hours.

Flexibility in implementation: The manager must be in a position to accept those flexi policies which correctly fits to their employees at the work place.

- What are the busy days and hours of a week?
- What are the less busy days which allow the manager to take some time off?
- Is there any alternative source for replacement of his duties in his absence?
- Is there a possibility for the manager to take care of things from other location
- Is there an emergency contact number available in manager’s absence?

4.8.1. Feedback from supervisor and employees:
Both formal and informal feedback is mandatory to ensure that these flexi hours are working out well for the employees.

4.8.2. Management commitment:
Every day communications with the employees will reinforce commitment given by management. The support is extended further by managers if it shows positive outcomes.

4.8.3. Record keeping: There is a great benefit if the actual working hours are recorded because it provides:

- Exact ‘time worked’ to the supervisor.
- It acts like a record to help any sort of business regarding support of work load and extra staffing.
- Benefits of flexi hours: The introduction of flexi hours into firm benefits organization, employees and managers.

4.8.4. Employee benefits:
These flexi hours assist employee to meet their personal needs like household responsibility and domestic work.

- In commuting time
- Attending their children needs like dropping and picking of kids or attending grandparents.

4.8.5. Benefits for managers/firms

- Staff entitlements and total working hours are not changed.
➢ There is a possibility of attracting most diverse range of employee which includes youngsters, older group, women whom are looking for such flexi hours.
➢ Possibility of extended hours.
➢ Schedules can be overlapped during peak working hours.
➢ Positive staff retention.
➢ Work place facilities and the total equipment are effectively used.

4.9. LEVERAGING THE EXIT MANAGEMENT PROCESS FOR EMPLOYEE RETENTION:

The electronic data processing branch of the world’s “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. Hiring of his/her experiences increasing employee retention. Thus, peer influence is one of the key retention strategies being adopted successfully in this organization.

4.9.1 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.
4.10. The influence of Tele working on the relationship of manager and employee

Interpersonal skills play a crucial role for enhancing and developing good relationships not only among employees but also between employees and employer. The relationship between manager-employee takes place in hierarchy. Apart from maintaining good communication with the managers it is also necessary to continue a healthy relationship with the superiors and subordinates.

Table: 4.1 principles for characterizing telework

<table>
<thead>
<tr>
<th>‘Tele’ changes in relation to</th>
<th>‘Work’ changes in relation to</th>
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<tr>
<td>Work location which includes concentration on the direct control of absenteeism</td>
<td>vastness of knowledge and intelligence</td>
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<td>ICT’s utilization</td>
<td>Internal contacts of organization</td>
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<td>Extra-organizational contact</td>
<td>legal status (salaried, self-employed)</td>
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<tr>
<td>According to the type organization</td>
<td>Kind of arrangement</td>
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<tr>
<td>Telework also changes.</td>
<td>(degree of transference)</td>
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<td></td>
<td>kind of consumer</td>
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<td></td>
<td>kind of manufactured goods/service</td>
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<td>cultural category of organization</td>
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A second definition as stated by Jacques illustrates that first there is a great need of concentrating each one of the individuals before focusing on the organization as according to whole. According to Jacques “management hierarchy isa system which allowsbusiness to make people responsible and answerable in order to complete the allotted work done” (Jacques, et, al,. 1990). In fact, it is completely very difficult to get the definitions of hierarchy.

Most authors normally recognize hierarchy as it is a central part or something which is inevitable or indispensable for any organization. For example, if we consider Tannenbaum, who worked intensely on the system of hierarchy, dealt with many hierarchical problems through its effects on persons emotionally and its uses. According to him, hierarchy is crucial to manage and organize the administration and employees who work for it in a systematic way and it’s important to keep up order, to promote the decisions to be taken by leaders from the top level to the bottom level. (Tannenbaum et, al., 1974). In this research, we will select four factors to distinguish the manager-employee.

- **synchronization**: each members cooperation and involvement and effective communication skills and supportive and combined actions for the growth of organization are always expected good results (Maggi, et, al,. 1996)

- **Distribution of Duties**: distributing the respected duties among the employees as per their positions (specialization) and framing and designing the roles.

- **Examination**: includes identifying and observing the actions and behaviors of the employees by using different controlling styles for measuring and rewarding their performance.

- **Adaptation**: employees become accustomed and familiarize with the system and methods the hierarchical environment they work for. (Tannenbaum, et, al,.1967)

Table 4.2 Different components of dimensions
<table>
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<th>chief dimensions</th>
<th>Sub-dimensions</th>
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| synchronization      | ➢ Communication: It includes methods, rate, and causes in the directions of both up & down and bottom & top and interference of managers in the subordinate’s  
|                      | ➢ Activities: depends on its regularity, which causes cooperation in team work  
|                      | ➢ Organization: rate and causes of meetings and communication                  |
| Distribution of Duties| ➢ Autonomy: subordinates may be given opportunities by the manager to his to make an effort and try with his ideas in the job  
|                      | ➢ Answerability: Whatever activities are done by the concerned persons, responsibility is also to be born.  
|                      | ➢ Distribution of Duties: Whatever official rights given to an individual as per his rank or his job position, just to dispense orders and to supervise people working under him in the hierarchy and for deciding the utilization of resources of organization have to be revealed. |
| Examination          | ➢ Assessment criteria: depending on the nature of aims                         
|                      | ➢ Examination of organization: rate, people involved,                         
|                      | ➢ Outcomes of evaluation: depends on basic payments, extra rewards, permits    |
| Adaptation           | ➢ Approach & attitude towards the / the subordinates / superiors adjusting to the environment  
|                      | ➢ Genuine practices                                                            
|                      | ➢ self-disciplined and self-controlled behaviors,                             |

There is no possibility of communication between manager and its employees with the Tele work facility. It causes a reduction of formal communication which necessarily takes place between employees and their direct manager during regular working hours. However, it is to be developed on understanding basis only. Telework provides a facility to go on communicating distant hierarchical officials, but decreases the professional and societal status which is so important. Telework enhances employees’ individuality.
towards their manager. Answerability for the results is the only thing for the manager to assess teleworkers commitment and performance towards their duties. On the whole, telework minimizes the significance of the communication between the manager and the employee professional life.

Table 4.3. A thesis in relation to the impact of teleworking on the manager-employee relationship

<table>
<thead>
<tr>
<th>Impact on coordination</th>
<th>Individual level</th>
<th>Organizational level</th>
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<tbody>
<tr>
<td></td>
<td>Increasesdedication</td>
<td>Enhances productivity</td>
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<tr>
<td>Coordination impact</td>
<td>Increases work effectiveness</td>
<td>Reduces absenteeism</td>
</tr>
<tr>
<td>Impact on coordination</td>
<td>Reduces lonesomeness</td>
<td>Intricacy in motivating complexity in managing teamwork</td>
</tr>
<tr>
<td></td>
<td>Professional loneliness: lack of information, lack of prop up, less growth and fewer opportunities for promotions</td>
<td>Difficulty in passing knowledge, weakened combined representation, Difficulty in spreading organizational ethnicity</td>
</tr>
<tr>
<td>Impact on distribution of labour and Impact on Evaluation</td>
<td>Lack of manager’s concern</td>
<td>Essential to revitalize new work schedules. Lack of management’s control Difficulty in organizing, and increasing new performance and required procedures</td>
</tr>
<tr>
<td>Impact of adaptation</td>
<td>Having less interest in performing duties due to repetition of tasks</td>
<td>Lack of equality and justice for employees</td>
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The only one factor which affects the relationship of manager-employee is teleworking. It has lot of possibility for the managers to fail in controlling the teleworkers.
In point of fact, telework’s risk basically influence and affect the managers. Middle managers have a tendency of opposing the policy of teleworking, since they connect it with a change in general managerial functions and responsibilities and practices.

A minimized response or feedback from their subordinates, or less controlling authority over them and, will result in a great danger to their professional individuality.

The functions and responsibilities and roles which are common are to be questioned by teleworkers.

The role of supervisors includes giving instructions and directions to the workers, having a control on the implementation of task, controlling rectifying their behaviour and to be more confident about the work has been performed efficiently.

Teleworking completely changes the functions and responsibilities of supervisors. Since there is a lot of distance between he and his employees who are out of reach, sight and hearing the supervisors cannot implement and workout as he used to do.

Hence, for the management it is to observe the teleworkers closely during their working hours, as well as breaking times.

The following are few skills that managers of teleworkers should have to focus on the following aspects.

**Table 4.4 skills, expected from a teleworker’s manager**
required skills and capabilities

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<table>
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<tbody>
<tr>
<td>Coordination</td>
<td>Organizing straight up communication</td>
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<td></td>
<td>promoting horizontal communication</td>
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<tr>
<td>Distribution of labour</td>
<td>classifying answerabilities obviously</td>
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<td></td>
<td>depicting job responsibilities</td>
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<td></td>
<td>adjustment planning</td>
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<tr>
<td>Examination</td>
<td>computable objects</td>
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<tr>
<td></td>
<td>assessment on the basis of consequences</td>
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<td></td>
<td>other than on process or manners</td>
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<tr>
<td>Adaptation</td>
<td>capacity to deal with disagreements</td>
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<td></td>
<td>administration style based on faith,</td>
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<tr>
<td></td>
<td>Involvement and prop up</td>
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- On the other hand, all the managers must have certain required skills along with the teleworkers.
- Hence the major necessities associated with administrative skills connected to telework are to be modified instead of changing the skill of manager.
- Managers always need to motivate the workers instead of controlling them. But in a standard work background, this change is not obligatory.
- Teleworking develops not only the functions of managers but also improves the ability of supervising and with less close regulation.

4.10.1. Pros and Cons of Telework:

The common trend prevailing in multinational companies is teleworking. This part of flexibility is enabling employees to work in remote areas that are far away from main office. This is applicable to those firms which cannot afford much office space or physical space. This telecommuting reduces the travelling time and expenses.

The technology has changed to that extent the clients can directly contact a person sitting at home through telecommuting. The work life balance of an employee is also maintained. This flexible schedule was initially really tough as who needs to see the team and dilemma isn’t uncommon for employers. In today’s competitive job market, job seekers place a high value on companies who provide some form of
flexibility. Offering flexible work hours has become a popular and low-cost way for companies to establish themselves as employers of choice. For starters, letting employees create their own work schedules promotes a better work-life balance. They’ll feel more fulfilled in their personal and professional lives. Plus, when people are able to work when they’re most productive, they’re likely to produce higher quality work.

The result is a happier work force of employees who don’t feel as burned out or frustrated. Furthermore, companies that offer flexible schedules will enjoy more employee loyalty, as employees will be reluctant to give up valued flexibility to take another job. Policies such as flextime, space sharing and telecommunicating can also save companies time and money by reducing demand for office space, facilities and resources — for example, employees work from home and use their own computers.

Companies with workers on flexible schedules can also handle more business at off hours, decreasing employee overtime and allowing them to respond faster to customer needs. Despite all the benefits, and while most businesses would love to be flexible with their employees, there are drawbacks to flex schedules. Without face-to-face interaction and set hours, organizations run the risk of communication breakdown. Employees at companies with flexible work hours may have trouble getting in touch with colleagues, making it harder to coordinate projects, meetings or phone calls.

Leaders may also find it difficult to supervise employees working at different times and locations. “The more employees you have, the more you have to keep track of varied schedules. This leads to another problem — accountability. Because flexible scheduling is based on trust, less motivated employees could use the lax, unsupervised environment as an opportunity to work on their golf game instead of a customer proposal. It’s much harder to hold people accountable when they aren’t in the office every day. And without daily face time, business leaders may struggle to maintain relationships and build a culture where people feel like part of the team. Finally, flexible scheduling policies are not for every company, or every employee.

Some organizations will experience push back from employees who feel more productive working in a typical office setting with traditional office hours. Companies should consider all of these factors when considering flexible scheduling for employees.

Most of the organizations have implemented this telework and got fruitful results. Telecommuting increased by 64% between 2005 and 2009. The present scenario is that every employee has his own demands in terms of flexible working hours. He prefers the part time work rather than the regular hour
job. Of course the companies are filtering out the talented employees. But most of this talented group has their own demands. The companies are providing such flexi policies to retain them in the job. The telecommuting is a part of this flexi policy.

This telecommuting apart from its merits it has its own demerits. As there are two sides of a coin, flexi policy also has its pros and cons. There are few points which oppose the process of telecommuting. Few of the software companies are objecting the telecommuting process. They have their own reasons to support their statement.

Increase in the on-street-wisdom, helps flexible schedules which allows employees to work remotely, that is part time or telecommuting. Once this telecommuting becomes a habit among employees, this disadvantage rear their ugly head. This disadvantage leads to improper rapport with the employees and less job compatibility.

4.11. GOOD FACTORS OF FLEXIBLE WORKING HOURS:

4.11.1. Working at home:
Flexibility of working at home containsa number of benefits. With this facility employee need not to travel into city, thereforehe can get up later. He doesn’t need to wear anelegant dress. He can enjoy listening to music while working. He can watch on TV and can meet his friends in the break time and having conversation with his colleagues as long as the work loses its quality and falls in troubles.(But it is not correct to watch on TV-while working it is either a misuse of energy, or a disturbance.)

Working from homefor two days, or for a week have to be a revitalizing break that prevents travelling from trains, buses, crowds, canteens and annoying associates. The employees may even understandit very easier to do their works in the serenity and peaceful surroundings of their own homes, until their housemates or family members would know and understand that you are busy with the work, and not free and available to them except in urgent situations.

4.11.2. Working on the move
The moment the employees are provided with a laptop, they need not to stay at home or be in the office to finish their daily routine tasks. They canstarttheir work while taking journeyin the train (particularly if you're paid on the hour basis) wherever they are. Therefore they need a mobile internet accessibility in order to be linked with it and to be aware its activities and to send and receive with
company’s email and to do job responsibilities and to run duties smoothly. They can make use of your laptops in the office at the time of meetings along with using worksheets and e-mails that will be better learned and planned and performance will be more effective.

4.11.3. Selection of working hours

When the employees start adapting the policies they can come and go easily and peacefully and can select his working hours that would suit for his style. Once his working hours are fixed by the employers you can go on working where you like and whatever working hours employees prefer to work until it gets done, by keeping in mind one factor that this flexibility will be constrained only if the role of employees would involve visiting clients or receiving of phone calls.

4.11.4. Moving away from the mess

If the office of the company happens to reduce the number of desks once your office reduces the number of desks accessible, most staff members likely to be there without having a desk and ought to acquire and utilize whatever is available when they get there. This is what we call hotdesking.

Hotdesking compels an employee to clear his/her desk once they are completed with it, and must to leave it neatly and tidily for anyone who makes use of it next, that means they have to heap useless papers into reprocess and keep them into a secret waste bins. Therefore they put aside outdated documents.

4.12. BAD FACTORS OF FLEXIBLE WORKING HOURS

4.12.1. Increases of domestic costs

If the company intends to save its various expenses by means of minimizing its office space, and telling the staff to run their duties at home for a couple of days every week, automatically employee needs to bear and incur some amount to meet the cost that company would actually has to bear. For instance, in case of winter season if an employee unexpectedly would wish to heat at least one room of his house while working at home needs to pay an extra charge for utilizing power to keep the room lit and the computer running. Make sure whether the company would wish to pay back to him in the form of compensation for the employees or not.
Home insurance is another distinctive factor that every employee must think about. Usually insurance policies comprise certain terms and conditions according to them, in case of any property of employee which is not supposed to be used to run business activities, purposes, and the claims which employee is about to make may be considered unacceptable or invalid if his insurer happens to find out and come to a conclusion that particular employee is working and using his property for business activities at home. The employees must also ask about the responsible person for the safety of work equipment while it is at his home if it is spoiled or stolen, and conform whether the company would certainly pay for substitutes or not.

The employers are lawfully required to pay business rates on part of the property of employee if he would prefer to work from home, which depends on the degree and regularity of its non-domestic usage. Be sure about whether the company can suggest a good advice about or not.

4.12.2. Nonflexible travelling costs

If an employee prefers to travel by using public transport to reach his office, he may consider that is better to buy season tickets for a week, monthly or year wise that cover a certain period of time instead of its actual usage. This is okay and beneficial if an employee is willing to travel to reach the office only for five days a week, but it is less beneficial if he alters and adjusts his working hours and prefers to work from home two or three days for a week. The only alternative he has at that is either to buy a weekly or monthly ticket which remains unused lot of the times, or stand in a line every day for buying a one-day pass to travel.

4.12.3. No place to sit

Sometimes there will be a small number of desks available to go around if there is a bad situation of calculating number of desks or if some of staff members are appointed to work from home on the certain fixed number of days each week compulsorily. This emphasizes a fact that employees have to finish up their work with inappropriate workspaces, and they remain standing in the most horrible cases.

If an employee is found without a mouse, keyboard and/or monitor to work these reasons are enough to keep them in a very disturbed mood, particularly when it happens regularly. If a company happens to choose and implement flexible working policies, it must ensure whether every team in the company must be properly trained and applying hot desking properly or not. If it does not happen the self-confidence of employees will be damaged.
4.12.4. Using a new desk every day

since hotdesking means a state of an employee in which he doesn’t have a regular desk of his own, when he goes for work he has to take whichever desk is presented or available except when he comes early and gets a desk he likes very early day or reserving a same desk every time through booking system.

Working on a new desk every day possibly with a different chair has two types of drawbacks. First one is employee has to adjust to the desk and chair which he is about to use and set the height of the desk, keep the screen of computer at proper place on the desk he prefers modifying the height and position of the monitor, change the position of the keyboard and mouse and untie the cables, and wires and then fix the chair accordingly it hardly takes one or two minutes or so.

Second one is, the only bad thing if an employee happens to find the desk which was used by another employee yesterday for a formal meal and left unclean with small pieces of food, greasy marks, drops of solid fat or syrup or unknown stuffs dotted and spread around the desk, and unknown stains on the chair. All make the experienced employee feel losing interest.

Hotdesking and working at home are often resulted in other issues which include that people can’t identify so and so employee. This problem often causes the visitor to confuse and wander around the office and enquiring for the employee and receiving varied answers. Unless they are intimate colleagues they can’t give correct answers.

Ensure about the details of the company and its updated address and contact numbers are always needed to get hold of you. Managers need to take the responsibility of putting this into practice by the staff

4.12.5. Reducing communicating Channels

The employees who are working flexibly at home and at different desks, need to be provided accessibility of mobile phones, they must be given a mobile phone for telephonic conversations, because they cannot stay at their desk simply depending on the desk phone. Therefore the only preferred solution is facilitating a mobile phone, which could have a separate number for each member of the staff depending on the selection of suitability which could work out effectively irrespective of different since the employees every time change their location. Whereas some employees will not feel delighted when they are told to
spend working compulsory on mobilephones, as sciencesays long-timeworking on mobile phones is not advisable.

A teleconferencing is another solution for conducting meetings. If the organization wants to convene a meeting with a great number of workers, it is not possible for all of them to travel in just a short period of time for attending that meeting. Hence to make meetings possible, teleconferencing is needed in advance.

A telephonic solution would allow several callers to connect teleconferenceat the same time. This condition may take place with a lot of teams at a time in case of big companies. Being at various places alters the degree of communication between staffand management. However if it is face to face communication staff members can have time to talk and resolvethe problems to come up with solutions. Phone conversations which are hurried or abrupt endings have its own limitations which do not the same level of comfort, when compare to face to face virtual communications.

4.12.6. Problems in arranging a variety of laptops

To make flexible working possible, staff members require laptops whichpermit them for hotdesking and enable them to perform their duties from home. Anappropriate placing arrangement of laptops is practical, to work at a desk. To fix it more expediently and conveniently either to connect or to disconnect them with the keyboard, monitor, mouse, power, network, and speaker cables is always very difficult.

However unluckily, in case of several types of laptops, or each series of different models needs its own style of arrangement process. Because of inappropriateness of different models of laptops, it is impossible to set or fix them on some of the desks. As a result they are supposed to plug or unplug all of the connections of cables to anyway. Therefore it makes them to relieve from docking arrangements altogether.

Through the world, there are commonfixing arrangements of laptops, to some extent which work absolutely with any type or design of laptops. But in most situations it is has been identified that those common fixing arrangements are not found successful which do not work smoothly without problems. Therefore these persistent problems will always cause for creating irritation for hotdesking unless companies forcethe designers or manufacturers of hardware products to produce a standardized docking station to get rid of these problem.
4.12.7. Innovativetechnology

Apart from providing the staff members laptops it’s also an important factor to facilitate them a broadband internet connection for them if they are willing to work from home. Using a VPN connection to get connected to the corporate network securely is expected from them. However these ideas and procedures are well known to people who work in technical areas whereas others do not know about it so they identify them so difficult to understand at first, therefore they need to be trained.

When the employees are working at home, sometimes they face difficulties with their systems so they need to get technical support to solve computing problems. When the employees find the company's expert or service provider, and the broadband supplier, not ready to fix the problem you have with responsibility. In those situations the employee will remain at home without working for many hours or days or weeks.

4.12.8. Health condition & Safety

Laptops are portable they are not weighty some people feel no difficulty for carrying it on their shoulders as well as on their back even when they travel from one place to another to work. Most employees can get rid of the problem of carrying laptops just by using wheeled baggage, but in case of employees who are suffering from persistent joint or muscular pains feel difficult and unable to handle even this. Hence before the manager would finalize the flexible working hours schedule employees of this type are required to discuss these health and safety problems with his manager.

In case of employees who work from need to be provided with a suitable keyboard, mouse and laptop and if possible an appropriate LCD screen monitor too. Because they face problems which occur with posture. If flexible working policy is based on a financial plan within a certain resources these things like these are not supposed to be provided. However the management can’t expect that the staff would go on working continuously at homes for long hours using only the built-in keyboard, display panel and touchpad of provided laptops’.

4.12.9. Home as prison

Working away from the office for one or two days would make an employee feel relaxed and comfortable and he can certainly enjoy the break time only when he prefers to work from home. Unlike this if an employee desires to work continuously from home for a complete week, he may slowly begin to
identify that his home office is just an extension of his place of employment. This will result in a kind of feeling that he is never going to escape from his duties, not only that he can never get rid of the thought of work from his mind. That is why it is strongly suggested that he doesn’t have to fix his computer in his bedroom, or else he happens to see it often there gazing at him when he strives to get into sleep.

Another problem of being at home always is that the employee has to feel loneliness. Social interaction takes place with communication hence the employees need to enjoy social life and maintain good relationships in the outside of working life, if it doesn’t take place, he has to lose interpersonal relationships and find himself missing in the office with his colleagues and a communication gap with his colleagues occurs.

4.12.10. Skepticism

Sometimes manager or the other coworkers may simply believe and doubt some employees who prefer to work at home even if they hard and sincerely for long hours. However if employee is found unavailable during working hours at the office or if he is watched doing nothing in the office under the inspection and observation of his colleagues and managers then such employee is believed that doing nothing. If that employee happens to miss a phone call or unable to respond and send an email without delay, his teammates may start whispering about his slothfulness and indifference although he actually works hard while out of the office. It is really a bad thing that some of his colleagues will think like this. But it’s very simple to blame and find faults in others who aren't able to protect themselves.

4.12.11. Yahoo!’s Tele working decree

The CEO of yahoo sent shock waves into the corporate sector, giving a statement against teleworking. She insisted that working in the office is more important than working in remote areas or working from home. This teleworking will lack communication among the colleagues; there is a lack of rapport with their next hierarchy, there is less possibility of discipline and feel of dedication when an employee is working under teleworking. She also stated that “we need to be one Yahoo!, and it starts with employees physically being together.

4.12.12. Optimal collaboration

For building much greater communities, there should be a physical presence of the employee in the office. There are many magical moments in the company, like sharing meals, chatting, sharing ideas; juniors are guided by seniors, problem sharing, social activities, celebrations of special days, awarding the capable person in the team. So, all these magic is devoid in the process of telecommuting.
The employee working under telecommuting misses all this wonderful moments and he would surely miss the guidance of superiors. The teleconference is not that effective than attending it physically. There are many more reasons to state against telecommuting.

Multinational companies have their own reasons to oppose this process of telecommuting. Many branded company CEO’s were in a dilemma after her statement, according Mayer CEO of Yahoo!, the presence of employee makes a lot of difference in the company’s success, she found that telecommuting employees were not checking into the company even for important discussions. She thought of building the culture of virtual presence from a scratch, as it was considered that telecommuting was employee friendly. She was against the policies of the company, but now-a-days few firms are supporting the statement.

An employee working under telecommuting is devoid of social movement, he feels lonely, he cannot really participate in the live discussions or meetings conducted in the main office, there is no sharing and he might feel so depressed to sit alone at home. The appraisals given by the superiors cannot be shared by his colleagues, he has nobody to tap his back and encourage him. The all above reasons can really affect the productivity of the firm. Many employees may feel this is unfair, unfriendly, backward thinking. This is the new topic in the firms.

4.12.13. Work Schedule Choices and Employee interests

Employee work timings vary from full time work, part time work, job sharing and many. Employees are working hard to reach the expectation of employers. The employers are in need of such employee’s. So, flexi work is very important to retain best employees in their firm. The flexi policies must be motivating and executed successfully. The important aspect is approach towards the employees flexi work must be so motivating that the best employees should retain in the job; they should have greater job satisfaction.

4.13. WORKING WITH A FLEXI SCHEDULE

A Flexi schedule differs from a normal working hours. The stop and start timings are different from the traditional working hours. The main motto behind these flexi hours is work life balance of an employee. The employee gains a lot of benefits by using these flexi schedules. This satisfaction increases the firm productivity. The more the attractive flexi schedules the more the chances of staff retention.
It is completely depended on the firm’s policies, there is even a chance of minute changes in the schedules but that must be intimated to the employees in time to reduce chaos. On the whole these flexi schedules give dual benefits to the employee and employer.

1. **Job Sharing**

Job sharing is nothing but, when two employees share the same job with mutual cooperation. It is a process of understanding between two employees of same qualification and caliber. Both the employees must have good rapport with each other otherwise it may lead to chaos in the project. So, these issues must be dealt very meticulously. Only a good employer in the higher hierarchy can deal with such cases. A good employer is capable of maintaining records and deal with this sort of situation. This job sharing is applicable to students who are pursuing distant education. This is also applicable for those who are in need of extra income.

2. **Telecommuting**

This process of telecommuting is also known as work from home. It is that part of flexibility in which an employee can work away from the main office either full time or part time. This telecommuting is an option for situations like mid day doctor appointment, bad weather days, for adult present in the home for events such as furnace cleaning and furniture delivery. This telecommuting may extend from several days to weeks for most of the employees. The telecommuting is a flexi policy applicable to those employees who have some issues with the regular working hours.

3. **Shift Work**

This is that part of flexible work that permits an employee to distribute his normal working hours, according to his convenience. The very important thing in this shift work is to maintain same number of working hours. The employee should work that confined hours a week but according to his convenience. He can work extra hours for first three days and less hours for rest of the three days. There are few more options like employees can work for full time for four days a take a day off for rest of two days.

The rest of the day’s employee can concentrate on his family. This is also a part of work life balance option; there is a possibility of attending an elderly sick person. He can involve in social gatherings. So, on the whole shift work is a boon on the part of employees who are in need of it. This shift work is not only helpful to but also the firm. As the employee is satisfied with this shift work he gives out
fruitful results in turn enhances productivity of the firm. The more the satisfied employee the more is the productivity.

4. Work as a Temporary employee

The temporary employees are those who have many choices. They are those employees who would like to work only for few months in a year, who never like monotonous 8 a.m.-5a.m., they are interested in flexible hours. The employers feel sometimes at ease in opting to temporary employees than long run employees. There is no need of providing long time benefits, bonus, insurance and other commitments to these temporary employees. There are some talented employees in the company who are in need of a job but are unable to work long hours, for those this option is applicable. In most of the cases the work of temporary employees is up to the expectations of the employer.

5. Part time Employee

Most of the firms afford some employees terrific flexibility. The employees working under part time work less than 40 hours a week. They will not have normal benefits as full time employee. Even few firms are not so beneficial with these part time employees. They are considered as the non-standard benefit to some organizations. Employees work for fewer hours so there is less possibility of attending to the meetings and problem solving capacity is also less.

6. Full Time Employee

The full time employee is an employee who works in a traditional way that is, from 9 a.m. to 5p.m. These employees are very much interested in normal working hours. They are eligible for all benefits a firm provides to them. They have insurance benefits, more leaves and chance to mingle with their colleagues and share their firm development ideas. So even it is treated as a traditional way of working it is standard and long lasting way of working.

7. Employee Negativity

There are many reasons behind the negativity of an employee; it may be related to policies which are not employee friendly, timings of work, over expectations of the employers, over load of work, inequality in the pay and so on. Employers are trying their best to overcome these negativity among the employees but it’s really a difficult task to employer to handle all the problems under one roof. The remedial measures must be employee friendly.
The employer should not impose his solutions so that again that could be a reason to negativity. Every problem should be handled meticulously. The main causes for employee negativity

The survey conducted by Towers Perrin and researchers Gang & Gang, selected 2000 employees and 400 senior Human Resource executives presently working for mid-sized and large-sized companies in Canada and the United States. The participants were tested by a technique called Resonance, this captured participants spontaneous emotional responses in regard to total work experience.

**The important reasons are listed below:**

- **Excessive Work load:** There is a situation in the life of an employee that exceeds all the limits, both physically and mentally. The work load in these corporate firms is leading them towards stress, depression, restlessness, loneliness, suicidal tendency, physically like headache, improper diet, and back pain and so on. All these reasons are given by employees and are considered as the reasons of negativity in an employee.

- **Management ability:** Most of the employees were doubtful about the successful running of the firm in the future. They have their own reasons like, inability of the firm to pay salaries in time, not at all concern about the incentives.

There was no paid time off leaves in the firm, lack of medical facilities, and lack of flexi timings. There was no consideration of talent wise promotions. These are all were the reasons stated in this regard by the employees.

- ➢ The retirement plans were least bothered.
- ➢ Lack of challenge in the work place.
- ➢ Lack of basic amenities in the main office.

The above are few findings in the survey. The employees responded in a friendly way, the data was collected both by personal interview and questionnaire method. Employers challenge in addressing negativity in employees

The best solution to solve the problem of negativity in employees is to know the main cause and provide employee friendly solutions to the problems. Few remedies for this negative attitude of employees
Job sharing: It is the best option to decrease the stress among the employees. For instance if an employee quits the firm suddenly due to some health issues, and there is no time recruiting the other employee. At this juncture there only best option for a employer is to share the work among the other employees who are in the same project. Instead of posing the work on one employee the employer can distribute the work among all the employees equally. It lessens the stress levels of the remaining employees.

Promotions in the firm: The employer must be very careful while dealing with promotions, there are two categories of employees who apply for promotion, first the experienced employee and the next is talented employee. So, the decision making is so tough for an employer whether to choose a talented or experience employee. Even though if it is given to a talented person the employer must have a good reason to explain the later. He should convince the other by stating genuine reasons. Employer should assure the later that he will surely get an opportunity in the next phase.

Regain Employee trust: Employers should assure the employees for their future by providing them some personal benefits like insurance, incentives, there must be a clear in showing their loss and benefit charts. Regaining the trust of the employees is not an easy task for an employer, he should always use the right way and explain the status of the company clearly, and the employee should always be involved in the board meetings to know the exact financial status of a company. This involvement not only regains trust but also motivates an employee to work hard and dedicatedly to the firm.

Salary hike: Employees work so dedicatedly not only for the firm but also for their personal benefits. They want a right salary for their hard work; the increment in the salary is like an incentive to work harder. Employees some times are so frustrated when they come to know that the incentive is given to poor contributors. So, employers should take care of these aspects when giving incentives. Decisions must not be taken on quantity of work but on the quality of work.

If an employer can tackle the situation in the above ways he is not so far in minimizing the potential for employee negativity.

Dealing with Difficulties in regard to Flexi hours:

When new policy is introduced into an organization it takes some time to accustom it to the work place. Many flexi policies are quite opposite to the present traditional system. Sometimes few employees
are reluctant to the policies. They show negative attitude towards these policies. Later when they come to know about the flexi hours and its benefits practically they will surely support it, employees always don’t accept the change immediately.

Employer also faces some hurdles in execution of these flexi hours. The main responsibility is on the shoulders of the employer. The policy can be introduced just by stating it on a paper but the main problem is with its execution. The employer is a person who has to implement and execute these policies. Even employee have share in its execution but responsibility is more on the part of an employer. There are many instances where there is a big failure in its execution and it led to putting an end to the flexi policy. So, to overcome such condition employer should come forward and take some measures in its successful implementation.

There are many flexi policies and each having its execution problem, so, each problem should be studied meticulously and solved. The few aspects which come under this are teleworking.

It has its own benefits, but its planning and execution are toughest tasks. The problems are very complicated but have simple solutions. Employer has to face problems in regard to many aspects like the internet access, and also the regular check of the work, if the employee is in the premises of the main office he will be under electrical surveillance but the employee is hundreds of kilometers away from office. It is a tough task to the employer to give direct guidance for the employee. This problem arises when there is no net access in that particular area.

Employer cannot order employees who are working under teleworking to come and attend the review meetings regularly. So, there is a hands-off approach applied here which is a sometimes unsuccessful in maintaining the standard of the employee.

The best solution for this problem is to recruit an employee who is in area which has good net access; the conditions should be clearly stated while recruiting employees. For instance, employees are supposed to attend the meetings in emergency, they should be available on phone during the working hours, updating the work on regular basis. Clearing the confusion created in regard to the technical issues as soon as possible.

8. JOB SHARING:
The most thought task to share the work equally. In this process of job sharing both employees should have good knowledge of the work shared, if any of these are not familiar with that particular work the total work would be a disaster. So, the best solution is rapport between the employees working in this job sharing. The proper maintenance of records is mandatory. The first part of work should be completed and updated by the first employee, so that there is no confusion for the later. Both the employees should attend regular meetings in regard to work.

9. PART TIME:

The employees working under part time are with some or other commitments in life. They are those employees who interested in completing their further education or having some responsibility of a sick relative at home. This is more applicable to female employees. The female employees who are on long maternity leave and do not want to forgo their job. They want to work at least for part time. In this type of flexi work the employees are not permanent so they lack commitment towards the firm as they do not have any benefits or incentives as regular employees.

The employer finds difficulty in maintaining the records of the employees in and out timings, as they are not stable, they keep on changing. There is a great difficulty for the full time employees to accustom to these part time employees. Great chaos arises at the work place as the half part of the work is in the hands of part time employees. The employer should set some rules and regulations for the smooth running of the work. Implementation of employee friendly rules is mandatory.

The selection process should filter the employees who are incapable at the primary stage so that that would not create a problem later.

Paid Time off:

This is a special benefit an employee gets for fulfilling his personal needs. Paid time is applicable for those employees who are in emergency or to help a sick parent, maternal or paternal leaves and so on.

There are few issues in regard to paid time off, for instance an employee may apply for a fake leave, so in such cases it is the duty of the employer to find the reasons behind the leave and then sanction it. Prior intimation, genuine reasons should only be accepted. The track record maintenance is always advisable. This helps the employer to issue paid time leave without any hassles.
These difficulties mentioned above can be easily solved only by mutual cooperation of the employees and the employer. The employer plays a crucial role in managing the situation tacitly. Rules and regulations framed by the employer should be employee friendly. There are many cases in which only the management is blamed for the mistake. So the employer must implement strict policies to overcome such hurdles. He being in the top position in the hierarchy should choose a good set of employee for each level for smooth running of the firm.

Flexibility itself is a change in normal working hours. So, there is a disturbance in the normal schedules. Introducing new ways for improving the quality of work in employees is nothing but flexibility. In spite of its benefits to the firm it also creates a problem for the rest of the employees who are not using these flexi policies. If the situation is dealt meticulously it would create wonders in the productivity of the firm. Both hands-on and hands-off approach should be used by an employer to tackle the situation.

10. FAMILY AND LIFE CHALLENGES – FLEXIBLE WORK SCHEDULES

Employers show positive response towards life and family advantages of flexible work schedules in regard to employees. There are many reasons where employers consider for their employees. For instance when employee children are sick, for doctor appointment, teachers conferences, and myriad of life and responsibilities of family with which the normal work competes. Employees are not convinced about life and family flexibility advantages. This can be solved only by providing family promoting flexible schedules. Based on the flexi type the employee is asked to work for four days a week with change in working hours, so as to set the timings of the employee to balance his work life balance.

Telecommuting employees have different issues in regard to this flexi hour. The employee who has kids at home is a challenge to them. All parents face a great challenge of taking care of the child in an unusual situation.

The main theme of success is implementation and execution of policy in a systematic way. Eligibility of the employees is needed. The employers must have a regular track record of the employees under these policies or there is a chance of misuse of policies.

The following are the few steps to put a hold on the misuse of policies.

➢ Only genuine reasons should be considered.
- Proper distribution of work.
- Regular follow ups
- Balanced work load
- Impartial decision making.
- Weekly meetings
- Every hierarchy head having the list of the employees under these policies.
- Never disturb the regular work employees.
- Prior check of network settings of the employee work area.
- Prefer virtual meetings than online meetings.
- Displaying the names of the employees coming under these benefits.
- Consideration of emergencies with nominal conditions.
- Appointing a special manager to record the employee names.

**Needs of Employee:**

The employee needs keep changing day by day basing on their circumstances. Every employee has to face different challenges in life. The policies implemented in the firm must suit the needs of the employees in all means. Flexibility in policy making is mandatory as the obsolete policies are no use to the modern employees. Before setting the policies the considering the suggestions of the employees is mandatory.

A questionnaire should be circulated among the employees to extract their needs or a self written list of policies also works out. The priority based consideration will work out. The employee has to accustom to the policy so even the minute detail is given importance. A policy made without considering the necessity of the firm employee is in vain.

All the policies implemented in the firm are not applicable equally among employees. So, employee has his own way of the policy. Employee need to play different roles in his life as a son, husband, father, friend and so on. The executed policies should match his needs.

**Very important needs of the employees**

- Parental care
- Maternity leave
- Paternal leave
There are more occasions where employees need these policies. Consideration of all the needs of employees is a very tough task on the part of an employer, but there is consideration of most of the needs. If the firm is successful in implementing policies according to the needs of the employees it surly shows positive impact on the productivity of firm. The more satisfactory employees always strive hard in development of the firm.

Policy making is very important in a firm. The employee benefits should be given priority. Before the introduction of policies there must be a interaction sessions among all the employees of the firm. This is very important step as it is helpful for the employees to really put forth their problems and views on a particular policy. Implementation of only those policies opted by the employees will surely help them overcome hurdles in implementation of policies.

Both the employees and employers can participate in policy making. There are few policies where the employers are at ease and on the other hand employees are at ease. Taking the combined views into consideration and sorting out the best is on employer. There might be some vague policies opted by employees. So, it is not mandatory to consider all the views of employees. The final decision is only on the part of the employer as they are the financial bearers. There are few financial issues rising out with few policies so, there must be proper care taken to controls the issues and come out with a good policies. Introducing a policy is itself a big thing as it got many issues to be dealt with, for instance a policy which is so helpful for the employees really not be executed due to many reasons like finance ,time, and loyalty of the employees etc..

The policy making is completed only when the execution is in a proper way. There are two ways to make a successful policy making, they are introducing and implementing. So, if the best policy is introduced so
will the execution. The employee friendly policies survive more than others. The employer must be so
tactic in introducing such policies, even a policy which is employer friendly can execute perfectly when
dealt in proper manner.

There are few aspects to be dealt like the interest of an employee the more the interested the more is
successful implementation of the policies. The employer apart from considering all the benefits of the
firm, the proper care should be taken to execute it meticulously. The policy making is always more
strenuous on the part of the firm, sometimes it will outrage the employees which will repeatedly create the
gap among all hierarchy’s.

So, the best way to introduce and implement is to tackle the situation with great ease taking into the
entire consequences one either sides of the coin that is both employee and the employer’s perspective.
The execution of the policies is more important than implementation why because there are many such
policies which are only on papers. So, there must be a good execution plan which really make a policy
come out of the paper and really benefits the employees. All the policies cannot be executed at stretch
.But the priority is to be given to those which are having mutual benefits. Both the employee and
employer should have mutual benefits. Even the employees should come forward in successful
implementation of the policy.

The execution also has many hurdles in its way such as, the financial issues, employee
acceptability, technical issues, and gender issues and so on. The technical issues are like, lack of internet
in the local area and slow access of the internet. So, the aspects like internet and access of net is very
important. So, there are many hurdles in implementation of policies.

The employee problems arise only when there are some hurdles in the management policies. So,
these policies should be ratified and made employee friendly. There are many ways to overcome these
hurdles.

The most important solution is to take some measures as stated below

A perfect manager in the firm is mandatory to implement the policies.

- An employee representative should be appointed to guide the employees in a right way.
- The amenities should be provided in the office and part time workers.
- Regular feed backs from employees in regard to the policies.
➢ Checking the accessibility of the internet in the areas where there are teleworkers or for those employees working from home.

➢ The hands-on approach is very important, as it allows any hierarchy manager to get a clear picture of the policy implementation.

➢ Record maintaining is one of the most important aspects.

➢ Each employee’s track record should be updated.

➢ Daily schedule preparation for all the employees under the policies.

➢ All the paid time off leaves, part time worker details, teleworker details should be uploaded daily.

➢ Frequent meetings with all the employees are mandatory.

➢ All the above measures help employer overcome the hurdles which come in the implementation of policies. This is the most challenging flexi work. This flexi option requires following points to

➢ Tele work one of the largest known flexi works in the present modern fir make it more successful

➢ An employee recruited must be willing to work alone and should be enough capable of managing the internet problems.

➢ There are many aspects which an employer should take care. The very essential aspect is the technical aspects.

➢ The employee should be reliable and known for his honesty.

➢ The employer should have his own limitations regarding the allotment of employees.

➢ There should be tele centers other than main office.

➢ Most of the employers are worried about the technical aspects where the employees are working, the area networking etc.

4.14. TELE WORKING HAS ITS OWN ADVANTAGES AND DISADVANTAGES.

➢ Advantages of teleworking

➢ Employee friendly.

➢ Work life balance is easily maintained.

➢ Employer also has his share in this option.

➢ Increases productivity.
➢ Reduces employee retention.
➢ Increases loyalty among employees
➢ Reduces absenteeism.
➢ Rise in employee loyalty.
➢ Reduce in office space.

4.14.1. Disadvantages of teleworking

As there are two sides in a coin there are disadvantages apart from advantages

1. Confusion among employees.
2. Technical problems are very common.
3. Employee’s inability to attend regular meetings.
4. Decease in hand-on approach.

If this teleworking is handled in a proper way it can overcome all hurdles. Work balance of women workers Work balance is different for women workers. They are engaged in many works in their daily activities. So, balancing work and life is tough task for the women workers. Increase in responsibilities there is lesser concentration of the work. There is always gender disparity regarding the house hold work, women work more than men. Now-a-days women are equally working with men. Even though it is a revolutionary change in the society, women got an additional responsibility both at home and office. Her responsibilities are not properly shared by men, she has dual task in her life. Both of the task need dedication, sincerity, loyalty, honesty in the jobs. Satisfying both the jobs is a tough task for the women.

4.14.2 Employees Experiences & Flexibility

Conflict in work-life balance could be reduced by the employee-oriented flexibility. For instance, Department of Labor (2008) New Zealand conducted a research and observed that employees reported to have a particular Flexible Work Arrangement (FWA), tend to rate their work-life balance highly. The Family Commission conducted another research in this regard and observed that 88% of the respondents having higher flexibility get satisfaction from their work-life balance, as compared to the 52% of respondents having no or lesser flexibility. Data of Statistics New Zealand reveals that those who are employed and are not provided with flexibility in their principal job are prone to express their dissatisfaction with their work-life balance.

Similar study conducted in Australia in 2008 revealed that employees having no FWAs have more likelihood of being subjected to conflicting work-life balance. Other studies ascribe FWAs responsible for yielding positive outcomes for employees.
These outcomes include favorable effect on perception of employees about quality of job, job satisfaction and reduction in work stress and pressure. Literature related to workplace culture elaborately covers the effect of workforce culture. A review made in a latest literature concludes that it is a main determining factor to which the workforce culture can constrain the use of FWAs.

Another research conducted in Australia determines the extent to which workforce culture poses constraints for employees to achieve flexibility. There are a number of factors that deter the flexibility [Hayman et, al., 2009]. These are attitudes and expectation of co-workers and employees, associated with issues such as fairness, managerial support, and sense of guilt and impacts of career. Hayman (2009) observed that the option for availing flexibility alone can’t impact the outcome of work-life balance for employees. A study conducted in the UK observed that perceptions have significant roles to play. The respondents perceived that flexible working put detrimental effects on performance of work and progress in career.

Significantly, the respondents recognized that flexibility in working yields the benefits of work-life balance. Families Commission conducted a research and found a number of deterring factors experienced by employees. These include perception of a culture in the workplace that goes without any support, a perception that income would be reduced with an adverse impact on progression of career. It also included a perception that only highly paid employees were provided with flexibility. Another interesting revelation was that, flexibility may lead to a sense of guilt for taking time off and employees subjected to work harder and for more than normal working hours.

Recently, a small study conducted in the accounting sector in New Zealand reveals the effect of traditionally accepted values and culture within the accounting sector that impacts flexibility negatively. The anti-flexibility factors include a culture of working long hours and children care that are mutually exclusive. The work-life issues, inclusive of FWAs, have remarkable dimension of gender. Review of literature presented by [Fursman et, al., 2008] lucidly elaborates the key issues that emerge, including: Gender differentiation plays significant roles in industries and occupations where men and women get different opportunities for accessing to the FWAs. A number of literatures discuss gender differentiation while making decisions on the basis of the accommodation of needs of the family.
Availability of FWAs in the UK and New Zealand exhibits different attitudes by both the genders. Women tend to request for provision that would affect their total working hours. On the other hand, men prefer to request for flexibility in working hours that do not affect their overall earnings. The work perception changing with genders has called for putting more weight to needs of family, prior to the work.

4.14.3. Impact of Employment related factors

Two surveys conducted in this regard have revealed that most employees consider FWAs as having favorable effect on relationship with employees. The first survey found it to be 69% and the second one, as 58%. The following statistical presentation is worth noting.

i) 63% of employees found FWAs as having positive effect on both recruitment and Retention.
ii) 42% of the employees found FWAs to have positive effect on recruitment.
iii) 42% of the employees found FWAS as having positive effect on retention.
iv) 41% of the employees found FWAs as having positive effect on rate of absence.
v) 38% of the employees found SWAs as having favorable effect on absenteeism.
vi) 30% of the employees found FWAs as having favorable effect on Productivity.
vii) 15% of the employees saw it as having negative effect on the remaining neutral group.
viii) 18% of the employees found FWAs as having positive effect on Customer service.
ix) 67% of the respondent employees were neutral.

x) 16% of the respondents saw to it as having a negative effect.
xi) 21% of the employees found FWAs as having positively impacting The labor costs.
xii) 59% of the employees took FWAs as neutral.
xiii) 20% of the employees took that FWAs were impacting negatively.

Till recently, flexibility has been considered as a perk for employees. A report covering experience of a number of firms briefly exhibits the manner in which employees are benefited by flexibility and the way in which work is accomplished. The work includes reduction in cost, improvement in performance of the organization, financial surplus and value of the value to the shareholders. It evidences flexibility as a vital element for building up strategy for human capital. It is also a strong tool applicable to business and an important part of effective practice for managing.
4.15. TURNOVER

There are employees who experience conflict between their work and family responsibilities. Such employees are more prone to quitting their jobs, compared to those who have no conflict [Johnson et al., 1995]. The following organizations were observed to have reaped substantial saving related to turnover, after they implemented the culture and practice of flexible human capital (FHC).

Ernst & Young made an estimated saving of $17 million, with regard to cost, during the years 1997 and 1998. It adopted flexibility in the arrangement of work and a culture that made it possible for working simultaneously and achieving personal success. Consequently the status of retention of employees improved; particularly with regard to women employees and satisfaction of clients. Earlier, 65% of the employees availing FWAs tended to leave the organization.

i) Corning could curtail its employee turnover, almost by half and consequently could avoid a loss of $2 million in the shape of turnover related cost. It increased the availability of part-time jobs and job-sharing opportunities.

ii) Aetna Life and Causality allowed part-time return after family leave. This way, it could make a saving of $1 million per annum. Moreover, during a period of 5 years, it could bring down friction by more than 50% [Johnson et al., 1995]. Kodak was experiencing that 50% of its woman employees were leaving the Organization after their maternity leave.

But, by amending its maternity leave policy, it could reduce this turnover by 10%. A conservative estimate shows that the real cost of turnover amounts to about 50 to 75% of the annual salaries payable to the employees who leave the organization. Significantly, this cost is 150% of the salary the salaried workers who are still employed with the organization.

For making the turnover cost more realistic, direct costs are added, such as advertisement for appointment, interviewing, appointing, training and orientation of the new employees. Besides, the indirect costs arise due to loss of production, wastage of materials and inefficiencies of the workers, which together accounts for 80 to 85% of the total cost of employee turnover.

4.15.1. Productivity
Productivity starts getting affected right from the moment an employee decides to leave the job and continues till job is filled by a worker who takes time to adapt himself to the working environment and comes to the same level of production as that of the previous worker. In this way, a company having five exempts and five hourly paid workers; paying $60,000 and $25,000 respectively, incurred an annual loss of half a million dollars annually. In fact, this data may be an understatement of the real cost of turnover. The more the skill and knowledge involve, the more time is involved to achieve normal output.

According to the Boston Bar association, only after three to four years of appointment of new attorneys in a legal firm, their rates of billing and legal skills become equivalent to their salaries, perks and overheads apportioned to them. It is only between the fifth and tenth year of appointment of a new attorney that a new law firm starts yielding a margin over the total cost incurred. The formula adopted for computing cost of employee turnover does not take into account the loss of relational capital that include relationships maintained by the employees within and outside the organization. It also excludes other costs such as that incurred due to commission of errors, inefficiencies prevailing during the transitional period of adaptability by the new employees, loss of prospective customer satisfaction and lack of desired extent of progress in respect of continued growth and sustainability. An employee who keeps the key customers satisfied and retained is considered a key employee. Any turnover in respect of such employee, the real cost of turnover will be quite significant.

4.15.2. Health Care Costs

Health insurance is the major element of labor cost which is growing very fast. Health cost could be curtailed by adopting strategies of flexible human capital, particularly when enough resources are available to the employees for meeting the demands they confront and they feel that they can exercise control. Stress and depression add to the health costs where as human capital culture reduces stress. For depressed employees, expenses towards health care are 70% higher compared to other employees. For employees having higher degree of stress, have incidence of 46% higher health care costs. Stress and depression give rise to compound psychic problems that lead to costs 2.5 times higher than the normal employees.
Organizations have to bear an additional 5 to 15% wages cost in the shape of productivity lost due to stress and sub-optimal psycho-social working environment. It is estimated that cost incurred for health care could be curtailed by 16% if these negative aspects of employment are restructured properly. 54% of the workers working in an organization having no supportive work or family policies report burnout, compared to 27% of the employees of organizations, having these facilities.

A study conducted for US companies revealed that flexibility in the scheduling of working hours resulted in reduction from 39% to 28%, in number of employees who reported burnout. A study was conducted among social welfare employees with regard to their psychological exhaustion and significant impact of burnout was observed.

4.15.3. Real Estate/ Facilities Costs

According to the evaluation made by the following company, it can be said that employees could be enabled to communicate over telephones or work remotely; costs related to real estate would reduce considerably. Ernst & Young pursued a policy of encouraging virtual work; which means work at home or elsewhere. The objective was elimination of 1 million square feet out of the total of 7 million square feet that it rents throughout the nation. As per the policy, an employee gets a desk to work, if he/she works in the office for more than half a day. Ernst changed this ratio of 1:1 desk: employee into 1:5 ratios, and could make a total saving of $ 40 million in real estate costs. The unitarily rental charges was $40 per square feet. During 1994, Ernst & Young made a substantial saving of about $80 million with the closure of offices. This means of communication with employees and managers revealed that there was less distraction at homes, compared to that arising at the work place due to a number of avoidable factors such as meetings, chit-chatting with colleagues and frequent intrusion such as telephones.

4.16. LABOR COSTS

Adoption of human capital strategy boosts output per employee and group efficiency throughout the organization and reduces waste caused due to lost work time, poor concentration, and error commission and employee turnover. Cumulatively, these favorable factors lead to reduction in labor cost for the same level of output. The following instances evidence this fact
4.16.1. First Tennessee National Corporation

Increased its Manager: employee ratio and could reduce the incidence of overheads by putting more responsibility and rewards to employees.

4.16.2. Bell Atlantic Corporation

Could avoid a part of its expenses incidental to disability leave by permitting to communicate over telephone. They would otherwise have been disabled to work (Bureau of National Affairs et al, 1982.

4.16.3. Merck

Could reduce the incidence of overtime in its payroll division by 50%, by encouraging use of flexible work arrangement.

4.16.4. A CPA firm

Engaged in providing on-site child care during tax season was enabled to increase the number of staff available and generation of income (Johnson, et al, 1995).

Total labor cost for the same result of earning could be reduced, irrespective of incidence of higher labor rates, salary, benefits, bonuses and other labor related costs. Labor cost is reduced, even in the face of slow-down in work, strikes and thefts. Such negative eventualities occur because, frequently, employees feel disrespected and their interests misaligned with that of the organization.

4.17. QUALITY

Discontented customers, damage to organizational rapport and credibility add to the cost. Attitude of employees too has significant impact. NCR observed that plants with the highest quality reaped the highest ratings for employee job. Employee attitude could be measured by various factors such as security of job, management, performance of company and its goals and objectives along with cooperation it gets from others.

Mistakes committed by employee cost the company too high. A study conducted by the St Paul Companies observed that some employees believe that their work was responsible to cause problems in their personal life. Such employees are prone to commit mistakes that are 30% more compared to 19%, than those who have lesser personal problems related to their jobs [Johnson et, al., 1995].
Data from a focus group in California utility evidences that mistakes costs high. For instance; in an IT company, a computer technician got a call, while working, that her mother accidentally fell and was admitted to a nursing home.

The policy of the company permitted two hour off at midday. Incidentally, this usual permissible time did not suffice for the concerned employee to reach to his mother in the nursing home and return back. That afternoon, her mind was pre-occupied with worries for her mother and inadvertently erased the tape of a computer. The tape related to a case in court. It had to be reconstructed by incurring an expenditure of $2 million [Burud & Associates et, al., 1989].

4.17.1. Legal Costs Organizations

That pursues the practice of flexible human capital strategies, in its real sense, can reap reduction in their exposure to claims on gender differentiation. Some of the strategies are vital, such as legitimizing part time work, time-off during the cycle of one’s career and flexible work schedules (Unbending Gender, Joan Williams). In one of the judgments, the award was $3 million and in another, it was $625,000. In a Title VII disparate treatment case, a female engineer, after the birth of her son was passed over for promotion. She was awarded $3 million. Another employee, after returning from maternity leave, was subjected to increased quantum of work, higher scrutiny of work, non-granting of schedule flexibility and derogatory remarks on her potential pregnancy and her young child. Resorting to legal relief, she was awarded $625,000.

4.17.2. Enhanced Organizational Performance:

Organizational permanenceis augmented by contribution of skilled, undisturbed, undistracted and enthusiastic employees. This could be possible by pursuing Flexible human capital practice, in context of a congruent culture. The following example illustrates its positive impact on growth, sustainability, profitability and market value. Employees with talent and on flexible schedules are more committed to the goal of the organization and provide higher value to customers. These customers in turn, tend to be satisfied and attached to the organization, thus yielding higher sales revenues. An organization pursuing flexible strategies enjoys long term success, innovation and improvement in processes, minimization of overhead,
constructive investment, future-oriented assets, human capital and sustained relationship with customers. Stock analysis makes use of these factors for the evaluation of stock price.

4.17.3. Higher Earning Practices
Higher earning practices recognize value as well as needs of employees which in turn enable the company for growth with regard to profitability, sustainability and revenues; on a long term basis, because it puts round peg on the round whole [Collins et, al., 2001]. The best companies provide higher satisfaction to their employees as well as the customers and reap the market value. Best Companies to work enjoyed double the market return over a period of seven years. There was a correlation between employee satisfaction and shareholder returns. Best companies for Working Mothers with the provision of flexible schedules and telecommunication etc have ratings of customer satisfaction that was 1.7 points higher than others.

This resulted in an increase of 3.11% in market value or $ 22,000 per employee. The study also revealed that market value rose with the increase unemployment. A single percent increase in unemployment resulted in 1.2 to 2.1% increase in market value or $2,400 to 4,200 per employee. A study to assess impact of fear or support, it was observed that support was 3.9 times more impeding.

4.17.4. Telecommunicating:
Telecommuting increases overall profitability. Studies reveal that with 1% increase in number of employees working from home leads to 6/10% increase in profitability. Average firm, profit increased by $ 84 million, as a consequence. The Efficiency Wage theory explains the above market compensation caused due to the opportunity to work from home diminishes employee turnover, absenteeism and tardiness. On the other hand, it increases the productivity and profitability.

4.17.5. Flexible Culture
Flexible Culture results in increase of financial performance. First Tennessee National Corporation has been pursuing employee-oriented culture for a decade, with the principle of flexibility at the core. According to Forbes, in 2001, FTNC was the highest profit making company in the US for the fourth consecutive year. The five year average ROI was 18%. It was ranked fourth among the top bank holding company.
Its annual revenue per share growth rate was 12.5% over the past 7 years (case study on FTN in Lacerating the New Human Capital), [Burud & Tumolo et, al., 2004]. SAS, a private software firm with flexible work culture experienced a double digit growth over the first 26 years of its operation, until 2002. Even during 2002, when other forms sustained losses due to recession, SAS marked an increase of 4.4% in its revenue. Return on Investment (ROI), ROS, ROA and ROE increase with whole-hearted involvement of employees. A study 1000 companies, made by Fortune made a significant revelation. Compared to lower Employee Involvement (EI), higher EI leads to knowledge development, information sharing, empowerment practice, team level pay for performance and better organizational performance.

Companies with higher EI exhibited 25% higher ROS, 34% higher ROA, 26% higher ROI and a 40% higher ROE, in the year 1996. In 1999, the corresponding increases respectively were 66%, 20%, 20% and 14% higher. Those with higher EI exhibited a market-to booking ratio of 1:8 as against 1:0.7 for lower performing organizations. Watson Wyatt; the Strategic Rewards and Work USA conducted research and found that companies with FHC practices have improved retention that yield higher value and revenues for shareholders.

A survey conducted during 2001-02, by Strategic Rewards covered 3 million full time and part time employees of companies, based at the USA and Canada. They represented all major industries. Responses received from them were compared and found that those pursuing effective strategies for retention and consequent lower turnover yielded an average of 5 year returns of 26%. This is in comparison to 9% average return by companies with static turnover and 7% by those with accelerating turnover [Watson Wyatt et, al., 2000].

McKinsey conducted a research on talent management. It evidenced that retention of key employees yielded economic benefits to the organization. More than 88% of HR executives of Top Quintile and 73% of the Mid Quintile companies asserted that they hardly lost employees to their competitors. The Work USA 2000 surveyed 7,500 employees with regard to their attitudes towards their working environment and their employers.

Commitment of employees depends upon a number of factors, such as, effectiveness of leadership, supervisory efficiency, environment of work, adequate technology and resources, compensation and benefits, spirit of team work, effectiveness of work process, communication and decision making, job
content and satisfaction, work-life balance and flexibility, diversity and effective management of performance.

Higher Employees Commitment (EC) leads to higher pay-off period. Companies with higher (EC) return 112%, with average EC return 90% and with low EC return 76% to shareholders within 3 years. Shareholder return is augmented with provision of work life support that includes flexibility. An analysis made by Fortune 500 firms confirms this, once the decision is taken. Shareholders return increased by 0.36% on the very day of taking decision and 0.39% within the subsequent 3 days [Arthur et al., 2003]. Flexible schedules and parental leave facilities lead to increased profit caused by higher sales consequent upon increased performance by the organization. A study conducted over HR directors of 527 companies in the US evidenced that improved organizational and market performance and higher profit and sales could be achieved through better work or family benefits like flexible scheduling and parental leave [Perry Smith & Blum et al., 2000].

It can be concluded that organizations that give weight to their Human Capital and invest judiciously on it with the creation of flexible work culture are enabled to reap higher sales revenues, profitability, sustainability and more value to their shareholders.

4.18 SCHEDULING OF FLEXIBLE WORK:

An employee's work schedule may be a set number of days and hours. For example, a schedule could be Monday - Friday, from 9 am or 5 pm or Wednesday - Sunday, from 4 pm to Midnight. Other work schedules are flexible and may vary from week to week or day to day. Both the hours worked each day and the days worked each week can vary.

There aren't any requirements regarding scheduling and what hours an employee can be scheduled to work, other than the child labour requirements for minors who are under age 18. When an employee doesn't have a set weekly schedule, most companies will provide notification in advance of what their work schedule will be for the upcoming week or weeks. In some cases, when you are hired the company will ask if you have schedule preferences and if there are days that you aren't available to work.

The employees focus more on work in flexible working conditions. It has left back rock solid working hours. Until the job is done every employee should be treated as an adult. [Hernrich et al., 2008]. In regard to work location, duration of work, increased change in timings were set as examples
of schedules of work like flexi time, compressed weeks and tele work. [Jacobs, Gornick & Gornick et al., 2004].

The transformation of work schedules has become a norm in firms. The corporate firms are interested in implementing flexi work in their organizations to lead the firm towards success. It is globalised not only in USA but also all over the world. The survey confirms that from USA to Australia only half of the employees work under standard working conditions. [Golden, et al., 2001][Watson, Campbell, Buchanan and Briggs et al., 2003]. [Kossek et al., 2005; Halpern et al., 2005]. In a statement relating to aperture flexi work can enhance efficiency of employees when it considers both employee and employers interest.

Industrial organizational psychology has an important issue of flexible work schedules only because they concentrate on human resource practices in regard to transforming of nature of work like shifting in labor force, changes in work System designs in response to 24/7 global economy. The challenges before psychologist give raise to new questions like:

- How can we assess the uses of flexi schedules for employees and employers?
- How and when should flexi work schedules be used in retaining and attracting a diverse work force?
- What are plans for socializing talent and managing various schedules around many time zones including face-to-face interaction?
- What are the unique selection tools to trace employees who work well with interaction of technology round the clock?
- What is the structure of training programs to support supervisor motivate and coordinate employees who are having many schedules?
- How can the cultures relating to performance be innovated and contributions precisely assessed in relation to less face-time of employees at work?
- What are crucial coaching programs to decrease work-life conflicts for employees who have work life demands?

The above are few pertinent questions relating to flexibility that concentrate on innovative issues in the field of I-O psychology still to investigate.
they analyzed in their study that young employees answered first two research questions successfully which are related to potential benefits of flexibility, and employees interest in them, than in clearing ensuring fruitful adaptation and implementation of organizational culture and human resource systems. The outcomes of the study are arranged in the following order:

- Overall view of work schedules
- Approach towards theories
- Characteristics of cross cutting and measurement challenges what creates flexi schedule
- Results of performance of employees and organizational benefits.
- The approach relating to implementation of flexi schedules.
- The design criteria is categorized in four ways of flexi schedules in relation to flexi time
- Based on work timings;
- Place or location of work;
- Consideration of total amount of work load.

Activity of work –such as short or continuous work time activity and long or short breaks.

The design criteria mentioned above may overlap and can be used in various combinations to form hybrid flexi work arrangements. There is more focus on the flexi work arrangements used by interest of employees, which connects employee well being, mainly concentrating on individuals in regard to work-life conflicts. Existence of Research stream in relation to poverty and sociology literatures is noted. These show negative connection to worker well-being, mainly when not used by interest in regard to lower wages or forced to overwork.

4.19 FLEXIBLE WORKING HOURS BOOST EMPLOYEES

The modern firms of India are executing flexible work arrangements. In recent times, access through technology permits employees to perform their duties from home. Employers and employees are connected through laptops and mobile phones. Online facility is provided by tele conference or webcam. A sense of freedom given by flexi work makes employees more creative and responsible. The productive way of working is more important in flexi working.
A proper core period is mandatory to maintain start and end timings of the flexi hours. These arrangements would help both employees and employers to solve issues, follow up, interact and organize meetings in time. Common time should be determined for such meetings.

Spending quality time with colleges would cultivate team building among all employees. A good team can only be done by setting goals clearly with team interaction. The long lasting debate always continues in introducing flexible options at the work place. There is a wrong notion in the minds of employers that flexibility options like telecommuting, job sharing, or part time hours diminishes the productivity of the firm.

Latham states that frequently these policies are misplaced. The middle hierarchy supervisors always have a wrong opinion that workers are not working up to the mark in these flexible options. Even if an employee is not good at traditional working hours, then implementation of these options may positively increase his efficiency. The outcomes must rather be concentrated than the inputs.

4.20. **ENCOURAGE ACHIEVEMENT:**

Targets and goal orientated achievements are encouraged more in flexi schedules than normal working conditions. In many cases flexibility enhances productivity only because employees can balance both work and personal life and also meet pre-set goals. The employees have desires like pursuing higher education or taking care of family responsibilities. Few of them may be so talented that firm can’t lose those employees. So these normal working conditions are not suitable for those employees. Flexibility in work is a divine for working mothers and for some workers who have a responsibility at home like young children.

The benefits of flexibility are those who have multiple responsibilities, employees whose work place is far away from their residence, for example people in metro cities. The successful implementation of flexibility is based on organizational culture and needs of customers, size of business and business diversity.
4.21. EMPLOYEE BENEFITS

- 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)
- Have confidantes and open up emotionally
- Practice self awareness

4.22. ECONOMICS RELATED TO WORK-LIFE BALANCE

Flexible workplace policies depend on the capability and efficiency of when, where, or how much one works. They contain various arrangements such as telecommuting, sharing of job responsibilities and elderly workers retirement, which permit and encourage workers to carry on their duties more diligently for the improvement of productive benefits the workplace while also attending to taking care of their family members and other responsibilities.

This report reveals an economic outlook with the implementation of flexible workplace practices and policies. In the U.S. the first part states about the alterations and modifications related to workforce that have improved the inevitability of workplace flexibility.

- The one half of the labor force included woman workers.
In the year 2008, roughly 46.6 million Americans helped out as unpaid Primary care providers (PCP’s) to certain family members who were aged about 51 yrs. approximately one-seventh of hired people were PCP’s who had taken care of persons who were aged above 51.

Since there is an increasing demands for improving and strengthening logical and interactive skills which are compulsory. Most of those skills can be obtained through post-secondary education. This is more very general and significant for many persons to go on studying further educational courses apart from working. While working. The second part analyzes the current state of flexible work arrangements and reports that many employers have conformed to the changing realities of American workers.

On the whole, one-half of employers may permit a few members of his workers to alter their quitting and starting times. However, a report has been stated by one-third of permanent workers according to that, part-time workers do only 40 percentage of by having flexible working hours. This variation between the employer and the employee has described that it would be a reason for most of employers to want to violate showing reluctance towards adapting and understanding the personal wishes of workers but these workers are not conscious of it or it may be lack of proper datagathering.

Unskilled workers are given less workplace flexibilities when compare to the flexible arrangements provided to the extremely skilled workers, especially at the time of performing the work.

16 percent of workers stated that only few employees are given flexible working hours for working from home at least once per week.

Ultimately, at least few workers are provided a facility of going back to work and leaving for home slowly only after an important incident happens in the life of employee such as adopting or giving birth to a baby.

Approximately 1/3rd of organizations talked about the restricted costs or funds are great obstacles to put workplace flexibility arrangements into practice. However, by minimizing and controlling the
lower turnover, non-attendance, to enhance production and strengthen the health of workers the advantages of implementing such management policies can meet and compensate the charges

- In case of different sizes and types of industries the expenses and profits of implementation of flexible working arrangements will be so different. Because, most of employers probably do not possess an accurate data or information regarding the expenses and profits of workplace flexibility policies. Therefore, some of these benefits may cause to improve the relationship of individual workers and its employer, and such adaptation of policies would be more advantageous not only to the workers but also to the firms.

- One of the aspects that embarrass is failure of understanding of the expenses and profits of flexibility policies that is because of lack of proper information data for the adaptation of flexible arrangements. However, firms need to do more research on the methods and plans with which flexibility influences the job satisfaction of workers as well as increase the earnings of company while assisting the policy designers and managers.

### 4.22.1. Future Trends:

The variables that interfere the performance of organization and FWP relationship should be understood well to conduct future researches. Promising results are offered by technological, behavioral and managerial variables. For example, the result of FWP must be improvised performance, depending on the competency of the managers in blended workforce management of permanent and contingent employees, or if there is an understanding of the multi-employer situations implication that various forms of numerical flexibility generates [Rubery et al., 2002].

Using technology adequately may help the organizations in drawing out increased results of FWP. For instance, [Fenner and Renn et al., 2004] gives a suggestion that supplemental work assisted by technology (location flexibility and numerical flexibility combination) if well organized, may increase the performance of an individual. For the adaptation of FWP, the firms must further researches on the ICT functions, and also how the FWP and performance are influenced.