CHAPTER I
INTRODUCTION

Flexible work arrangements replace the monotonous working day and week. Employees get an opportunity to select a different work plan to meet both the family and personal needs. Further, organization may include different work plans to meet their needs. Other benefits also have been considered by various studies. Here are few common findings:

- Motivating experienced employees with increased ability and retain
- Absenteeism reduction.
- It helps to manage employees their responsibilities outside of work.
- Handling of stress, job satisfaction increase, creativity, energy and

Options are available for both the Supervisors and employee with expectations and deadlines. Team work, culture, good communication, organization reciprocate support will help between management and employees make initiative towards work force.

1.1. Flexible Work includes job Satisfaction:
The organization commitment towards employee job satisfaction often leads with absenteeism [Levinson et, al., 1997]. Job satisfaction lacking is a predictor of quitting a job [Alexander, Lichtenstein and Hellmann et, al., 1997; Jamal et, al., 1997].

Workers often may quit from various sectors and vice versa. The movement of changing job from one profession to different profession considered a greener of job satisfaction; this shows a kind relationship of job satisfaction with personnel life status. Good level of job satisfaction are considered in those professions that are enough good in society.

Further age is another factor affecting job satisfaction. Number of studies observed that older employees are much satisfied [Davis et, al., 1988] and found a relationship meaningfully between job satisfaction and age factor.[Hamshari et, al., 1983]. As comparing to age and professional experience [Elia et, al.,1979 ; Hamshari et, al.,1986], and age with educational level [Well-Maker et, al., 1985; Hamshari et, al., 1986]; Salary levels [Vaugan and Dunn in Adeyemo et, al., 1997], sex is another factor to be considered[D'elia et, al., 1979].
1.1.0. Importance of Job Satisfaction with FWA

- It is an important factor that how employees feel about their job and work flow.
- Job satisfaction can partially mediate the relationship of personality variables and deviant work behavior.
- The research study finding that job satisfaction is correlated with life style and this mutual relation is reciprocal. So, the people who are satisfied with the life trends to be satisfied with their jobs and the people who are satisfied with their jobs tend to satisfied with their life.
- This is essential part of information about the job satisfaction is job Performance, which is proportionately related to one another. Therefore it is understood that satisfied employee is a good worker.
- It is a clear vision that satisfied worker will to work longer with the organization, where as other employees skip work more often and more like to resign.

1.1.2 Job Satisfaction through Flexible Work

The approach towards work can be classified in three ways: a job, a career and a passion. The job satisfaction will vary on type of work on which employees are in right now.

- As a CAREER point of view, job satisfaction depends upon job upgrading and job development opportunities. Therefore overall job satisfaction is equally linked with worker status, level and position.
- If one works with a PASSION, then job itself is the major point that decides employees’ satisfaction, without considering money, power and control.

According to the employee expectations, one probably finds satisfaction from the above approaches, and comfortably works with job satisfaction, and help to identity of employee expectations.

1.1.3. Seven ingredients of job satisfaction

The work to be satisfied and identified with the blends of power, status and intrinsic enjoyment, therefore need to work on seven ingredients of job satisfaction.

- Awareness of employee himself.
- The challenge towards job.
1.2. FEW METHODS TO INCREASING SATISFACTION OF THE JOB:

- Considering flexible paths, it is become common for even very small Organization to allow their employees to work with different schedules that do not follow the traditional five workdays.
- Sharing the job with others or part time schedules became very popular in the Organizations.
- Telecommuting: -few jobs can be done by employees who communicate telephonically from home with planning of 2-3 days in a week.
- Performance reviews which are scheduled regularly allow one to get positive feedback and let them know what is expected in the near future.
- To encourage employees – a practice of adoption of doing different jobs and tasks to avoiding routine path.
- Allowing employees to improve and decorate their own workplace.
- Allowing different activities, social activities like arrange lunch, dinner. Etc
- Stress that employees can move up and advance within your small business.
- By making different open policies, employees can feel comfortable by asking different questions and suggesting few recommendations.
- Sponsoring programs for employees for different activates make them interest.

In a study a survey conducted with few questionnaires, the data was collected from selected employees working in Information Technology industry and consulting firms in Hyderabad. The employees were included with various levels in the firms such as junior software engineers, juniors from management side, middle level of management and senior level of management. A total of 40 questionnaires were distributed using a convenient sampling method. However, only 201 employees included to the survey,
resulting in a 65.5 percent response rate. The measuring instrument for data collection from the employees is in the form of questionnaires which consists of close-ended questions and few open-ended questions and data was analyzed.

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

Confidentiality was assured to all employees who participated in this survey. The initial questions on the survey are of a demographic nature to access the employee type responding to the questionnaire. The first set of questions allows the employee to rate different variables of satisfaction. Few questions analyzed 201 employees.

Table -1.1: Sample Questions Analyzed Among Two Hundred Employees

<table>
<thead>
<tr>
<th>Flexible work v/s Job Satisfaction</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Considering about the next twelve months, one how he likes the job and how employee think it is that one will lose his job or be laid off?</td>
<td></td>
</tr>
<tr>
<td>Like mostly</td>
<td>5 %</td>
</tr>
<tr>
<td>Likely – moderately</td>
<td>5.7%</td>
</tr>
<tr>
<td>Not interested</td>
<td>25.3 %</td>
</tr>
<tr>
<td>Not Likely</td>
<td>64.1 %</td>
</tr>
<tr>
<td>Finding another job with another employer with same kind of salary and other benefits</td>
<td></td>
</tr>
<tr>
<td>Easy</td>
<td>27.1 %</td>
</tr>
<tr>
<td>Moderate Easy</td>
<td>32.6 %</td>
</tr>
<tr>
<td>Not Easy</td>
<td>40.3 %</td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Satisfaction v/s job</td>
<td></td>
</tr>
<tr>
<td>Very Satisfied</td>
<td>47.6 %</td>
</tr>
<tr>
<td>Moderately Satisfied</td>
<td>38.2 %</td>
</tr>
<tr>
<td>A Little Dissatisfied</td>
<td>10 %</td>
</tr>
<tr>
<td>Very Dissatisfied</td>
<td>4.2 %</td>
</tr>
</tbody>
</table>

If you were to get enough money to live as comfortably as you would like for the rest of your life, would you continue to work or would you stop working?

| Continue Working         | 70.1 % |
| Stop Working             | 29.9 % |

Job factors – Important

| Important work and feeling of accomplishment | 48.8 % |
| High –Income                                | 21.3 % |
| opportunity for Advancement                 | 18.7 % |
| Being Fired – no danger                      | 7.5 %  |
| Small producing Hours                       | 3.7 %  |
Figure 1.1: Prediction for the next 12 months about how do you think if you lose your job? or be laid off?

Figure 1.2: How easy that it would be for an employee to find a new job approximately with the same income and other benefits with other employer he has now?
**Table 1.2: Respondents’ Profiles**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Characteristic</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td>20-29</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td>30-39</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>40-49</td>
<td>58</td>
</tr>
<tr>
<td></td>
<td>50 and above</td>
<td>17</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td>Male</td>
<td>142</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>58</td>
</tr>
<tr>
<td><strong>Supervisors/ Sr.Staff</strong></td>
<td>Male</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>14</td>
</tr>
<tr>
<td>years of service with current company</td>
<td>Less than year</td>
<td>81</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>---------------</td>
<td>----</td>
</tr>
<tr>
<td>2-5 years</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>6-15 years</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>year of service with current supervisor</td>
<td>less than year</td>
<td>121</td>
</tr>
<tr>
<td>2-5 years</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>6-15 years</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>monthly salary</td>
<td>below Rs 3 lakh/year</td>
<td>152</td>
</tr>
<tr>
<td></td>
<td>Rs 3-10 lakhs/year</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Rs 10 lakh/year</td>
<td>12</td>
</tr>
<tr>
<td>High-test academic qualification</td>
<td>Diploma</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Degree</td>
<td>98</td>
</tr>
<tr>
<td></td>
<td>PG</td>
<td>66</td>
</tr>
<tr>
<td>Position</td>
<td>Programmers</td>
<td>115</td>
</tr>
<tr>
<td></td>
<td>MID level</td>
<td>65</td>
</tr>
<tr>
<td></td>
<td>top level</td>
<td>20</td>
</tr>
</tbody>
</table>
Defiantly salary clears employee needs as well as job satisfaction is also an important factor and so, it is observed to see more than 56% respondents are happy or extremely with satisfaction with their present job positions. While 52% cited that their jobs are very challenging as compared to work–life balance mentioned at particular pain point. While considering last few year’s results, 42% professionals said job is stressful and further 23% of professionals accepted about job security with reference to unemployment considering nationwide and jobs with more stressful. 44% intimated that their company hired people in last year. Coming to the point of job respect in the work place, they admitted 71%.

1.3. WORK PLACE – IN TODAY’S IT / ITES INDUSTRY

Interestingly today work place environment separated by two opposite trends, on one hand management’s character shows to manage micro way increasing and on other hand management giving leeway to employee in what way they address. The above said two aspects acts differently and certainly related. The increased tendencies towards micro manage gives proper explanation about the young employees who defiantly do not present as serious as the way they speak, dress or act. Securing a work at a great workplace is a dream-come-true for most IT professionals. The above said two aspects acts differently and certainly related.
The increased tendencies towards micro manage gives proper explanation about the young employees who defiantly do not present as serious as the way they speak, dress or act. Employees often want to know, what makes an ideal workplace? Many believe a great place to work is one where employees have pride in what they want to do. Some others say money, perks, work-life balance and a well-defined career map make a good IT /ITES industry workplace.

Although the definition of the best workplaces may vary from one person to the other, in any case, the manager plays a big role in making a great workplace. Managers in some of the best IT/ITES organizations often excel in certain areas of people practices such as hiring, inspiring, speaking, listening, thanking, training, caring and sharing. And these traits truly make them stand out

Here are some of the characteristics of a great workplace which tech professionals should know:

1. **Sincere care**: The best workplaces are those where management shows a genuine care for an employee. From providing work-life balance to giving special benefits and counseling employees, the managers in such organizations often communicate freely with their employees and make them feel like a family.

2. **Special recognition**: While monetary benefit matters a lot to an employee, the best IT organizations such as Google, Microsoft and several others provide perks like free lunch, stock options and so on to employees. Research reveals it’s not only about a fair pay, but also in the fair share of profit and recognizing employees that make a great place to work.

3. **Clear communication**: In many IT organizations, communication happens behind closed door. What distinguishes good workplaces is not that managers keep employees informed about important issues and changes, but that employees can ask any sensible question and get a clear answer. Best workplaces also involve their people in decision making, such as seeking and responding to employee suggestions that affect their jobs or work environment.

4. **Reliability of managers**: Research reveals that the best IT organizations are the ones where employees believe their managers are reliable. In other words, despite having great strategies and policies in place, employees expect their managers to keep their promises. Studies show that honest and ethical management helps in retaining employees.

5. **Opportunities for internal career growth**: Career growth is one of the key criteria for employees to rank their workplaces. Facebook for example offers new and exciting opportunities for young employees. The career opportunity should be given to employees irrespective of their caste, gender, and should be without any other biases, believe experts.
The best IT organizations conduct culture audit to assess their people practices. They also have internal forums to recognize the best people managers – a step that inevitably drives managers to practice such a culture.

The management role to be played actively by specifying the physical state at the workplace should be convenient to employees and also it suits management style. So this give reference to changing factors like behavior, professionalism, drive, commitment and ethics and also interpersonal relations between employees. For these effective changes the manager has to change his working style accordingly. The employees has to control these factors for speeding more time about work environment rather micromanage.

Therefore the employee has to share:
- Fair to middling dominance giving to workers
- Assign responsibilities
- Counting accountability
- Team management and team work

The work efficiency should be trusted by team manager and team members. The team manager should curb the importance of micromanage and build the confidence in the team members if one has to treat his/her subordinates as professionals. This kind of attitude helps to promote trust and loyal towards employees and this encourages building a good team work and as well developing a gumption of ownership towards the firm. So, by making a good environment where employees can able to deliver fine productive work so that firm should get maximum profits. These principles of management dictate how to maximize exactly the employee productivity center, by motivating personally about the infrastructure of the work environment.

1.3.1 IT/ITES Factors Effect Environment of Workplace and employee performance
Many functionaries and labors have a mental picture that the employee’s paid amount reflects the performance level of that employee. Even though this could not be true in all the cases, and has shown wrong in a various employee studies. In this study it has been analyzed that there will be a short-term effect on employee due to salary raises and getting bonuses for his/her performance. The more money comes soon to be considered as an “entitlement” but, not as a bonus. The subsequent performance of an
employee and his/her level of motivation will be impacted, by the employee point of view on the workplace. Also, how fast the employee can adjust, mingle and engage the workplace and how he/she increase the innovation level and decrease the error rate. The interest on job decreases the absenteeism. Many studies have shown that employees have left their firms due to the lack to good relationship between employee and his/her higher authority. The factors like environmental and physical have the impact on their performance. To ensure the proper application of employee’s skill learnt during training sessions, these factors need to be considered. Employees are connected in type of surroundings or setting valuable goals and measurable performance of the work flow. It can be done initially between immediate supervisor and employee or else management process methodology. Here are few:

- **Feedback check of performance**: It is the process of employee performance checking regularly based on feedback information and this feedback consists of both positive and negative feedback and further based on this what kind of work doing by employee and how his/her work quality could be improved.

1.3.1.0. **Role Congruity:**

The quality of agreement is required by the employee is to be performed with consisting from joining or as per the organization expectations, this makes employee consistence performance and tasks can be allocation bit easy for immediate supervisor.

- **Processes definition**: The organization gives to the extent to which these differ from each other. Of how job is really carried out by documenting processes and conveying such prospects to employees.

- **Incentives at work place**: It should be motivate for employees to determine in which structure to set for getting rewards, i.e. Formal or informal ways

- **Support of supervisor**: The next supervisors should act as advocates for Employees, further they should take care of distributing work and resources according to their performance level and providing positive attitude, encouragement towards the job completion.

- **Coaching and mentoring**: A better assistance should be provided for employees to perform better in their present role and to get guidance to improve them for future role.

- **Feasibility of applying learned skills**: Theworkloads of organization and individual procedures and manners do not confuse the employees from implementing conventional skills or from practicing recently learned skills.
Aids of job: In order to help to minimize the error rates of the employees at the workplace and make their job easy and the job aids such as, guides, templates, models and checklists are to be provided.

Ecological factors: There is a direct or indirect consequence on the health of the employees in some circumstances like – changeable high temperature, aeration and lighting which may result in tiredness and high stress.

Bodily (physical) factors: Sometimes accidents like, attracting objects or tripping i.e. falling down against something because of overcrowding and poor arrangements at the workplace.

1.3.1.1. Important ways to enhance cultural change in work flexibility:

1. Language matters: Flexibility in work can work out only through proper strategy. It is all about serving the clients, getting work done, and proper management. Work flexibility is not a program on its own but it includes different policies which support the main strategies like timework, compensation.

2. Dual benefits: Both the employee and the employer benefits is the main theme of the work flexibility. The main concepts like rethink, refresh, redefine, reassure and rediscover are a part of flexi work.

3. The proper strategy on flexible work can be successful only when it is anchored in a proper way.

4. Work flexibility is a combination of both formal and informal flexible work Arrangements. The flexi work is just answer to all question tags like when, where, and how employees manage work and manage work.

5. Work flexibility is not a feminine problem, it is related to both women and men who are in this competitive world. This helps employees to come out of hectic schedules and balance both work and personal life.

6. Child care is not only the aspect involved in it, of course it includes all the parents who want to burn out stress by dancing, singing, social involvement and maintain their health? Flexibility also includes all employers who are interested in reducing stress levels of employees and betterment of services.

1.4. WORKPLACE FLEXIBILITY
The changes made by both employee and employer like rising questions where, how and when an employee will work to balance his day to day needs and business needs. Mutual benefits of both employee and employer are the main aim of workplace flexibility.

Policies related to formal flexibility are those which are officially granted on the other hand informal flexible policies are not official written but available on the basis of discretion.

The identification of formal work arrangements can be done easily, but they cannot actually meet the needs of employees on the other hand informal work arrangements are ignored which truly satisfy the needs of all employees. For instance Work from home concept.

- Fair to middling dominance giving to workers
- Assign responsibilities
- Counting accountability
- Team management and team work

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

Many of us, in our lives, at some point, have been a part in organizations that are unbending and pertinacious. You know, the cubicle world — acres of gray carpeting bathed in florescent light. We all know these kinds of work; cultures engender second-rater which blunt the soul. An Organization can able to last being carried off that way, but it won’t rise rapidly. Because talented will not have interest to work there.

One of the most vital factorsthat the leaders, who realized for company’s success is “talent”. Even though one has the bedrock, and in the absence of the right talent, one will just running in place. And to a pull and hold that talent, you have to customize their jobs by working with them. By this we can make people feel comfort and valued and we get high performance as a result. The headstone is to be flexible and cooperate with location and hours.

1.4.1. Reasons of Workplace Flexibility for having Smart Talent scheme:
The benefits of co-operating with talent to contrive their optimum workplace flexibility include:

1. **Buy-in:** Working with people will not impose anything on them but fit their work life, and also gives trust and respect. Enormous better and buy in workplace culture will build when people work with you than for you, by making a serious commitment as working 3 days per week from home.

2. **A Broad Talent Pool:** Talents need not to be in office, productive relationships can be built with talents across the globe or the country. For building the communication we can use intranets, social networks, teleconferencing, project specific groups, and distances become increasingly beside the point.

3. **Caveat:** There is nothing quite like work time, and Creative sparks often fly when people are actually together in a room brainstorming. Telecommuting is a tool to be used judiciously.

4. **Higher Morale:** Workplace flexibility plays a prominent role in reducing absenteeism, increase turnover and productivity. The growth of organization depends on one other concept, i.e. control. Working with talent and flexibility can make them feel valued, trusted and investment in the work.

5. **Smart Strategy:** Many organizations today, view workplace flexibility as no benefit for employee but moving with strategy. The bottom line is that progressive companies have an easier time retaining and attracting talent. People will to offer a lot when they feel that the company treats them like adults and it contains energetic, empathetic, and progressive cultures in it. On a more earthbound level, telecommuting can save costs on utilities, real estate, and supplies. For example, The Unilever company permits 110,000 employees virtually, its entire workforce except for the factory workers can work anytime, anywhere, and as long as the work gets completed/finished.

6. **Value Added:** Work minded employee carry their project with them 24/7, by welcoming new insight or inspiration. Work flexibility provides active life which can help the employee to add value to the job with new ideas, for the employees who are open minded and open to input. It will be a challenge for the managers with the employees who are telecommuting. If we talk about managing telecommuters, balancing workloads and schedules is complicated. But the results are worth it. It is all about treating people like adults. Workplace flexibility is an awful leadership tool.

1.4.1. **Obstacles of Flexibility at Workplace:**
The mutual benefit for both employee and employer is not actually successfully executed the main reason behind this is both the employer and the employee mostly take it in a negative way. In employees’ point of view they perceive that opting for flexibility may have negative results in terms of their status within the firm. In employers perspective they are worried about costs in implementing flexibility.

**Work place Flexibility and barriers of employees:**

Employees are reluctant to adopt work place flexibility due to numerous reasons like “face time “ culture ,over workload, demands of customers ,manager skepticism , fear regarding negative consequences in career etc. Few employees are unaware of flexible policies available to them and those employees who have awareness are discouraged from using work flexibility for fear of termination, denial of promotion and disdain from colleagues in sharing their work. More than 41% of the employees are in dilemma to inculcate these flexible works as they feel there might be some negative consequences on their carrier. This wrong notion was disagreed by Young Boomers and traditionalists. Nationally representative group of highly qualified women conducted a survey and found that 36% of employees feel that flexibility is not usable because organizations penalize those who take advantage of these flexibility policies. 39% women are reporting tactic resistance towards telecommuting, job sharing and part time work. 22% of employees report that organizations have an unspoken rule that, those employees who use flexible policies will be devoid of promotion.

1.5. FLEXIBILITY BARRIERS- EMPLOYERS PRESPECTIVE

“The national study of Business Strategy and Workforce Development “, conducted a survey on employers in the year 2007, reported the below barriers on implementing flexibility at workplace:

1. 42.3% employers always abuse polices.
2. 40.1% have difficulties in supervising all employees using this flexibility.
3. 40.6% employers feel that there will be loss in the productivity.
4. 20% have a notion that they cannot concentrate on employers due to these Flexible policy.

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

There are some costs associated in implementation of flexible work policies:
Paid parental leave or childcare subsides.

1. Facilitating equipment for employees working from home.
2. Cost associated to recruit additional staff.
3. Training cost
4. Maintenance cost for Managers for smooth running of these policies.
5. Productivity cost for temporary filling of employees for absent colleagues post.

1.6. MODERN TRENDS FOR FUTURE FLEXIBLE POLICIES

More number of organizations have implemented flexi polices successfully. These are few measures implemented by them:

1. Well-constructed design
2. Consistency in planning.
3. Control over all the employee actions.
4. The successful implementation depends on shifting of overall culture, norms, and values which cannot be calculated statistically on balance sheets. The above measures helped the organization in successful implementation of flexible policies.

1.6.1. Findings

Approximately one third of the employees agreed in implementation of flexibility in the work place. For instance 56% reported that most of the work teams are familiar with the flexible policies available to them, 50% are comfortable in discussing the needs of policies if flexibility. In the year 2010, 6% of the employer’s plan to provide maximum number of flexible hours when compared to the previous year. These flexible hours include alternate schedules, change in the normal working hours like come in early and leave early or part time, timework, compressed work weeks, summer hours, job sharing, sabbaticals and maternity leaves.

Career building organization conducted a survey with more than 2700 human resource managers in the year 2010 showed the following results.87% of multinational companies need assessment about work-life issues 60% expect to survey their employees and the rest expected to focus on groups Or a benchmarking audit.

1. 50% of companies obtained feedback from human resource managers.
2. The rest will review the promotion, exit data and retention.
3. Most important strategies implemented on work place flexibility in manufacturing sectors are training the employees both the upstream and downstream so as to increase the breadth of training which would familiarize with the inputs as well as the Outputs of the company.

4. This training helps the employees understand how their outputs will be used and how their inputs were created.

5. The above aspects contribute to increase in the organizational productivity.

This innovative practice of flexibility can ensure that other alternative employee can replace the absent employee. There is a notion that flexibility can work in only in large firms and it is not possible in the small firms. On the other hand employers feel that it is more difficult to manage employees who work from home but proper planning can make this easier so, this planning enables them to implement these practices in turn enhancing the productivity. A suggestion from National Study states that, Flexibility is implemented 80% more in larger firms than to the smaller ones.

1.6.2. Existing condition of Work Flexibility in United States:

Maximum number of workers in United States is into traditional way of work environment. The employees have full-time, full-year concept. They have very less control over where and when to work and fewer opportunities regarding time off. In the year 1968 38% children were cared by mother where father was working, but by 2008, only 19% of kids lived under such circumstances. Only due to the increased life span of 1940 people there has been an additional responsibility of the aged or older generation people. The next demographic change is about requirement of skilled employees, which forced the existing employees for the further studies.

The above drastic changes forced the employers of United States to switch on to changes in the work place. The introduction of new trends in work place like providing them flexibility in working hour’s. These changes effect the productivity in a positive way. These flexible options effect on work demands, family and education. The discussion of trends in public and private sectors, including its impact is discussed in flexible options.

1.6.3. Ways to Create Productive Work culture
The true productivity is lacking in the middle market companies due to its larger size, bureaucratic processes, mismanagement of bottom line and inefficient start ups. To improve productivity Latham offers very important tips.

1. The requirement of proper staff is very important. The present day employees are reluctant to over load in work place with the same pay scale. Instead if extra benefits are provided to the employees make them work faster, lessen frustration etc. “The appreciation of importance of goal depends on ownership stem, including what’s-in-it-for-me quotient” this is quoted by Latham. The concept of measurement takes the next place. If the importance is explained in a better way the employees work hard to give out fruitful results.

2. The productivity should not be calculated in terms of quantity of work. The priority must not be given to completion of task faster with skipping most of the work. It should rather concentrate on the quality of work in confined time. The obstacles should be put forth before the employees including the solutions. The best possible ways need to be discussed to accomplish the task in the half of the time given. These solutions can be really a breakthrough in work place productivity.

3. Flexibility at work place is not an enemy. 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.

1.7. ECONOMICS RELATED TO WORK-LIFE BALANCE AND FLEXIBILITY OF
WORKPLACE

The changing trends in the modern society over past half century forced the employers in opting for flexibility in their firms. Now-a-days women are covering half of the work place and their duties have doubled both at the work place and family. This in turn led to a work life conflict as the children and elders in the family need care. These changes force employees to demand more flexi hours at the work place to balance both family and job needs. These may include telecommuting policies, maternity leaves, job sharing and part time work .This helps in enhancing productivity and satisfy employee’s needs. United States workforce is interested in implementing flexible hours at work place. These policies have positive impact on the work environment. The parents and baby boomers need these flexibility options to balance both their work and family requirements. The next section analyzes about the flexible arrangements in the present set of circumstances. There is a lot of variation in flexibility options for different employees, the less skilled workers exhibit less productivity. The majority of workers are willing to return to the same firm after child birth or child adoption or even willing to work from home or shift system.

Only One third of the companies are allowing their employees to work in such conditions. They include the flexibility as compensation to the workers as a part of health insurance and benefits related to retirement. If employees show desirable outcomes after using flexi hours then the employers show positive attitude in increasing the flexibility options in to the firm. The flexible policies reduce absenteeism, healthier employees, enhance productivity. It not only the benefits employer and employee but also increases the economy of the United States on the whole.

Flexible workplace arrangements can be in terms of when, where, or how much one works. They include motley of arrangements such as telecommuting, job sharing, and synced retirement of elderly workers, which allow workers to proceed making productive benefactions to the workforce while also attending to family and other responsibilities.

This report demonstrates an economic view on flexible workplace practices and policies. The first part reports about the changes in the U.S. workforce that have increased the necessity for flexibility in the workplace.
- Labor force consists of one half of Women; in which one-half of families all grownups are working.

- In 2008, approximately 46.5 million Americans assisted as unpaid Primary care providers (PCP’s) to a family member above the age of 51. Almost one-sixth of hired people were PCP’s who provided care to a person above age 51.

- The increasing necessitates for interactive and analytical skills—those for the most part acquired through post-secondary education—means it is more common and important for individuals to pursue further education 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.

- Overall, one-half of employers, at least some workers allowed changing periodically their quitting and starting times. However, less than one-third of full-time workers report – having flexible work hours, and only 40 percent of part-time workers do. This divergence between the employee and employer reports may cause of more employers would be volition to adapt the needs of individual workers but these workers are not aware of it or it may be due to the data collection.

- Less skilled workers have less workplace pliability in terms of the programming the work than highly skilled workers.

- Flexibility in where to work is less common: only about 16 percent of workers report working from home at least once per week.

- Eventually, most employers provide at least few workers the ability to getting back to work gradually after a major life event such as adoption or birth of a child, although job sharing appears less far-flung. The report concludes with a discussion of the economic benefits of workplace flexibility arrangements.
Almost 1/3rd of firms mention limited or costs funds as obstructions to implement workplace pliability arrangements. However, the benefits of adopting such management practices can outweigh the costs by reducing lowering turnover, absenteeism, increasing productivity and improving the health of workers.

The costs and gains of adopting Flexible arrangements differ across employers and industries of different sizes. Because, many employers may not have correct information about the costs and gains of workplace flexibility practices and because some of the benefits may extend beyond the individual workers and its employer, wider borrowings of such practices and policies may have benefits to more firms and workers, and for the U.S. economy as a whole.

A factor embarrassing a deeper understanding of the costs and benefits of flexibility is a lack of data on the preponderance of workplace pliability arrangements, and more research is needed on the mechanisms through which flexibility influences workers’ job satisfaction and firm profits to help policy makers and managers alike.

1.7.1. A Better Flexibility of Work

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

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

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

The flexible options benefits new way of working. These can boost productivity, cut down cost, releasing more potential and motivate employees. British Chambers of Commerce Survey stated that employers implementing these flexible options showed positive impacts on the productivity of the firm. Majority of the firms under this flexi work tactically responded to recession, cut costs in turn retaining of talented staff. This reduces the hiring costs and employee training after recovery. The reduced working hours have different forms like part-time, term-time working and job share.

This can redistribute the normal working hours among employees to overcome obstacles. Many companies have implemented this flexible working hours. For instance Richer Sounds a famous electronic and audio company have implemented a flexi policy of working four days a week when there is very low turnover. This is helpful when there are tough economic conditions. This also avoids repetition of training and hiring expenses and also retains skilled staff.

The increase in productivity and efficiency, improvement in performance, betterment of customer service, employee satisfaction, reduced absenteeism, efficient use of office space, cost savings, better reputation of employer and reducing commuting time by most of employees working from home or satellite office, are the main benefits which come under flexibility.

1.7.2. Balancing Work and Life

This is a burning topic in IT sector. Most of the employees are unsuccessful in balancing both life and work. Balancing is an art; it needs proper planning and successful execution. For an employee it is so tough to manage both work pressure and family problems. There is no individual on earth who is devoid of problems. In this advanced generation he cannot prioritize his problems, he is always in either to concentrate on work or family needs. A person under such circumstances will have stress leading to a disturbed work atmosphere and problems in family relations.

Human being is a social animal, he need to have social movement apart from work and family. These days as he has very less time to spend with his family there is no question of social movement. If
such an atmosphere continues there will be degradation of human relations in the society. There are many cases of suicide only due to this stress. Lack of balance in work, family and social movement is the main reason behind the depression, suicidal tendency, frustration etc,

The concept of work life balance is a part of flexibility. It is a solution to all above problems in life of an individual or employee. This work life balance split the employee time and energy among work, family needs and social movement. In addition to work demands it balance the family, friends, community participation, spirituality, self care and other personal needs.

This work life balance is supported by those employers who institute procedures, policies, expectations and actions which enable their employees to comfortably lead a balanced life.

This work life balance acts as stress buster; it reduces the stress of an employee. He can concentrate on all important aspects which were neglected earlier. This enables employees to reduce pressure at work place.

1.7.3. Obtaining Balance in Your Work and Life

You’ve experienced the challenges of balancing the needs of your work and life. Both work and life are becoming more complex so creating optimal work performance in combination with a balanced life is increasingly difficult. Many employers are taking steps to assist employees to obtain balance in their work and life. But, balancing work and life is never easy even with employer sanctioned flexible work options. You've made work and life balance choices that help you with optimal performance. Share how you balance the important facets of your work and life.

To maintain work life balance employees need to maintain some monetary needs which can be achieved with the help of employer. The employer can provide below opportunities to the employees in successful implementation of work life balance:

1. Paid time off (PTO)
2. Flexi work schedules
3. Company-sponsored family events and activity.
4. Healthy work environment.
5. Efficient management.
1.8. WAYS TO ENCHANCE THE BALANCE OF BOTH WORK AND LIFE

Employee balancing work with life is a very tough task. Employer is the main person to tackle the problem; he is the only source of the employee who can help him out of this situation. If the firm or the employer opts for some policies to work life balance of an employee, this enhances even the productivity level of the firm. So, for the mutual benefits of the employer and employee these policies are mandatory. The important factors to enhance work life balance

1. Proper scheduling:

This aspect of flexibility deals mainly with starting and ending working hours. It is not possible for an employee to come and go at his will. There are confined timings to enter and exit from the office. Tele commuting is a process which allows employees to work two days a week and away from office. The best example is New York City Publishing Company. This company allows their employees to work two days a week through telecommuting. It saves commuting time and expenses for those employees living in Brooklyn, New Jersey. The additional is spent for life needs.

2. Paid Time Off:

This is an opportunity given to the employees from ages, but the advanced paid time off is modified with few changes. This part of flexibility treats employees as adults in opting for leave. The employees are capable enough to decide when, how and why to use paid time off. It helps to eliminate confusion between employer and employee. An employee will have his chart of paid leaves which help him out to count the number easily. The most important thing is the maintaining records. Both the employee and employer must have a copy of list of paid time off.

3. Carry Over of Paid Time Off:

The carry over option in paid time off should be avoided. The employee should not be allowed to carry over his paid time off for charity works or for a co worker who is in need of it. If this is misused there is no meaning in work life balance of an employee. Such intentions should be strongly discouraged. This option is only for the employees who are in need of it.

4. Managers as role models:

The employees working at manager level must prove themselves as role model. For instance, if a manager is on paid time off and still responding through his e-mails. It creates confusion among the rest of the employees whether they need to do email while on vacation. So, all the official and unofficial
meetings should be canceled during this period of paid time off. The employee should not be contacted unless it is emergency.

5. **Unpaid Leaves**:
The unpaid leaves also play an important role. An employee needs few unpaid leaves for life cycle needs. Even though the Family and Medical Leave Act (FMLA) claims 12 weeks of leave, but it is not sufficient for the employees. There are many activities and events which are under unpaid leave

- Premature birth of a baby
- Nursing a grandparent with serious illness.
- Extension of maternity leave.
- Attending grade school to complete studies.

There are many more emergency family needs, desires to explore carrier and life opportunities.

1. **Sponsoring family events and activities for employees**:

   This enhances the qualities like team building, rapport among employees and mingling of families in work events. If the event is exclusive for adults then babysitting should be arranged at the event or elsewhere, this increases the employee attendance. The events under this are picnics, bowling, bonfires, outdoor movies, game centers, ice skating, sports, like football, basketball, a hay ride and many more. This sponsorship helps employees to retain in their job.

2. **Relaxation in long working hours**:

   The employer expects the employees to work for long hours, including weekends. If it is in case of emergency it works out, but expecting the employees to work in the same manner for extended time it may lead to employee burn out or check outs. There should be clarity between the commitment, dedication and over load. Employees cannot sustain an extraordinary level of energy and long over time.

3. **Allowing some cross-over of life needs into work place vice versa**:

   There are some life needs which are to be attended during the work hours. For instance, if an employee wants to talk to his child while at work, and some time for online shopping. There are some emergencies which need to be answered immediately. So allowing employees to attend these emergencies will reduce their stress levels.

4. **Job sharing or Part time work**:
Not all jobs need full time work hours, there are few jobs which can be successfully executed by part time or even it can be shared by their colleagues. Work from home is a new policy these days, most of the employees are availing this opportunity and are happy with work life balance. This opportunity is given to those employees who are in need of it for instance a employee want to continue his further studies he can go job sharing option.

5. **Employer role:**

The employer should create a healthy atmosphere for the betterment of the employees. This enhances the productivity of the firm. If the employee has peace of mind and stress can be reduced and finally the outcome is good.

The above are few ways to create perfect work-life balance of the employees. These ways not only support employees but also enhance productivity of the firm. All the employees can participate in life activities and even concentrate in job.

1.8.1 **Individual Life and Needs of Family during Teleworking**

Teleworking is the most challenging of the flexible work schedules. That enables employees work from while maintaining contact with colleagues, customers, or a central office. It is also called telecommuting. Successful Teleworking requires:

- An employee who is willing to work independently and alone and has the appropriate individuality, traits and characteristics in maintaining a long distance relationship successfully

- An employee who has the ability to sort out his life. (Yes,he may be called for home repairs but he doesn’t wish to respond the call.)

- A manager who is willing to communicate electronically and feel restful in supporting the other employees.

- Level of confidence that the employee who needs to be succeeded by reaching the desired measureable goals and outcomes with the level of support to be given by the manager necessary for the employee to become succeeded
Therefore, teleworking is a recommended policy that applies for teleporting, but it needs the employer’s consent. The employer keeps hold of the right whether to agree or disagree with the employee.

There are some interrupting issues about the arrangements at the childcare centres such as a closed day care or a sick child service. Those situations demand the employees to take a sick day, vacation day or PTO time to parent. Hence in those excusable circumstances employees need to be allowed to use time in half day increments so that they are not suppose to be penalized as childcare is a sharing responsibility. It is not fair enough for an employer who doesn’t permit an employee caring for his or her children while working.

It has been stated by the Researching life and family flexibility schedule that several contentious opinions which include employees in various organizations are allowed to work at home therefore they could spend a great amount time with their children. Whereas the required alternative child care arrangements are being provided in case of other organizations with a well strategic policy for its employees who work from home either part-time or full-time.

Regarding the arrangements of telecommuting to work for its employer, with the strategic policy that an employee can make use of childcare arrangements at the premises of organizations that allow the employees to focus and concentrate completely on their work. Even if their children are at home with a care taker parents can still work continuously without any interruptions yet; they still have much time to spend during lunch and other breaks with their children.

Balancing the needs of the employees’ work and life is really more difficult. So creating best possible work performance in blending with a balanced life is more and more complex. The employers of various organizations are taking steps to their employees in gaining balance at their work place and life style. But, even if the employer would like to sanction and provide all the required flexible working conditions balancing of work and life is not as easy as we think practically. If an employee has made balancing choices of work and life that will help him bring out the best possible performance. So he needs to know how to balance the important aspects of both work and life.
Management of the necessities:

Most things in life are important but few are necessary: identify these. Do not volunteer your time unnecessarily to tasks that are not expressly in your domain. —Pius Omullo (Guest)

Balancing of work and Life in case of women workers:

Planning the time:

Proper Planning about the appointments to meet friends according to the needs in order to reduce wasting of it is required. Therefore the scheduled time on your calendar forces you either being away from work or life, depending on what demands at that situation. Try not to cancel these unless it's really an emergency.

Forget about balance. Invigorate yourself:

One needs to examine his or her activities of life. Examine all the activities of life and relationships to identify those which rejuvenate or exhaust. Find out how is association with work and life in terms of morals, enthusiasm, strengths, and character. Find how good and meaningful relationships are built with like-minded persons will certainly help one to reach your goals proficiently. Put in your energies first on understanding and identifying a common strand of meaning between work and life areas then you can distribute the time more meaningfully. —(Guest) Lydia Fernandez

Making a ‘to-do’ list

Everyday, before you start for the job, make a ‘to-do’ list that includes responsibilities of job as well as the other factors of your life by providing a sufficient time for everything as listed and then, follow them repeatedly.

The best way of attaining balance between work and life is teleworking just to stop wasting of time commuting, for example getting a haircut or cut down the grass or preparing dishes during breaks in the daytimes instead of making small conversations with friends and colleagues. You don't have to run errands during evening times or on the weekend. However, there are also some dangers regarding teleworking. If you're not be careful you can be found yourself on-calls and 24x7 online way. —(Guest) Joel H.
Be rational and Find What Suits and Works for You:

Organizing work, life, and family is absolutely harder than what we expect. As a parent one needs to be modest. It is fantastic, amazing, and the most wonderful experience ever, yet it is difficult sometimes. I need to be more practical, example altering of things on my "To Do" list of everyday from 10 to maybe 3.

Changing to my job situation is another art of being factual for me. When we start looking for jobs seems to be more flexible (telecommuting, flextime, part-time) and get worried when we are unable find anything respectable. So, I started my own site, named FlexJobs.com, just to help people like me who are searching for more genuine, online jobs. It's tough, but I prefer to work from home, where I find flexible hours, and I love it! Because it is so helpful to attain a better work-life balance than if I Flex Jobs.

Forget not to take a break sometimes. The office is always there if you wish to work from home. If you want to do something for pleasure, you feel glad to go back and resume the work "to finish it". Day by day, and in the intervening times the family members get habituated to life without you.

(Guest) Nacheroo

Balancing of Family and Work:

Apart from working full time, taking care of old aged people is completely a great problem, after being married, having children. We have to make time to complete the most important things and responsibilities whom you are more concerned about. Therefore I ought to say "no" to new plans, example cutting back on golf that takes too much time. Yet I willfully make every choice. I must be sure enough for getting adequate sleep!

Telecommuting for the short term:

After working 100% temporarily telecommute for a number of years, I feel to go back to the traditional style of employment become very simple for working responsibly as well as taking care of life. I wish to have a own home, therefore I would utilize the time after the work, to take care of and fulfill the other needs. I apart from working for earning money I should possibly do other things— (Guest) KD
Starting Early:

Every day, I get up early in the morning. The first thing I do is pray for God, and then I do my regular exercises. It really gives me an immense strength for the whole day to carry on my every day duties more vigorously. I feel much better both psychologically and sensitively focus the activities more diligently.

Deal with something you love and like:

I do day time job, which includes three types of self-employed writing jobs really a tough and challenging volunteer (unpaid) job. This day job is all about maintaining fitness and healthy diet, therefore I write writing about what I am doing for my own for getting a good quality and for amusement anyway. I plan to spend my holidays approximately connected to my fitness activity. Because I ought to write about the topics, hence it reminds merealistic faithful to the preparations my fitness plans regularly. My husband is broadminded person about all these. We don't have kids. My day work provides me benefits vacation which is so generous for me and an excellent plan of retirement, so we have personal security to our life when we reach old age, and hope to explore the rest of our lives. That is why it definitely helps for all my extracurricular activities to be prepared by depending on the activeness and healthiness.

Plan, prepare and be flexible:

I have an old relative for whom I need to work and to take care of. He is being watched and observed by a setter whom I arranged sometimes and in this case my husband would like to also help me on his day off. His schedule is extensively different. I ought to plan ahead, for making time for manage with the days when DH gets called into work suddenly or when I am called by the sitter. The best way for me is to go ahead believing that I can do it can make it cause it is the only way by supporting plans especially when things turn into out of my control and I make my plans separately!—(Guest) Connie G.

Saying "No" instead of saying “maybe”.

Sometimes in everybody’s life we just can’t say “no” to if we are asked to do a favour or any help we really hesitate to decline or reject. But I took lot of time to learn to learn how to do this, But In terms of staying prepared and keeping things balanced. Instead of expressing "we'll see" or "maybe” I would like to say just "no" if somebody me to do something because I know I would possibly won't do that. Then I'm not forced to try to constrict something in and the person who asked me is not supposed to be
disappointed when I don't pay attention or interest or don't get whatever is to be was done.—(Guest)

Susan Ward

**Working Days from home:**

The owner of the company for which I work is very kind and generous. In some cases he allows its employees working from home up to two days for every week, and also permits its workers to change and adjust their every daytimetable. Some employees come in at 8:30 and leave at 5:00 and others come in at 10 and leave at 6:30. Normally meetings are held between 10am and 4pm, and they've also arranged a separate system called webinar system in case of employees who prefer to work from home that system enables and facilitates its employees making phone calls from home and following the meetings.

This flexibility really helpful for working parents –and to increase the self confidence levels of the staff members to high when the turnover is low. A set of policies and principles are prepared for employees who are willing to work from home -- they required to be on immediate message and available through phone. Working-from-home days are the most productive and useful days of all, because it's easier to focus and concentrate by avoiding and reducing all the accustomed interruptions and distractions and endless meetings at office. Hence home and work responsibilities will become easier to balance work and life because of these proper strategies and policies.—(Guest) Susan

1.8.3. Balancing of my Plan:

Nearly for twenty I have been working from home. In the beginning I used to felt difficult with a feeling "I wasn't really working with heart and soul" and felt guiltiness if wished to take for 10 minutes for loading the washing machine or felt hesitated to spend a little bit of time for my personal works etc. I never stop doing my work that was main setback and problem. Finally we together, came up with a well planned action with the help of a business associate. I shifted my working space from the dining room to an underused room in the house. I kept all my paperwork, belongings and equipment related to my job in that room. I decided that occasionally I would go back into my home by closing the doors and (for a moment I was permitted back as it was required but had to observe it personally). I left my work behind by clearing the desk and shutting down the system on Friday evening.
Therefore, I am able to balance both work and life like this where as in case of any urgency I would go back to work again and do whatever is necessary, just as I would drive to the office generally. I love and like it by separating the two and I cannot imagine again going back to the office in the evenings.

1.8.4. Flexibility of time:

Whatever the reason may be, employees must prepare a flexible timetable that is in other words also known as flextime, which allows the employees of organization to modify their hours within a definite range of hours and days. Usually employees don’t have a one sized agenda which fits to all to-do list of everyday activities. Many things in the personal lives of the employees they in fact disagree with the standard 9-to-5 hours’ strategy that is from monday through friday.

1.8.5. In what hours is flextime included?

There is neither fixed time that flextime must include, nor are there any lawful and legal requirements to offer its employees to utilize and follow the flextime. It depends on the carefulness of each business whether to choose and offer flextime for the days and hours. If they show willingness to permit its employees with the flextime given to them can include following:

- Monday to Friday, 6 am to 4 pm
- Tuesday to Friday, 8 am to 6 pm
- Wednesday to Sunday, 9 am to 7 pm

It’s very imperative and vital to set a guidelines and strategies which must be followed strictly by its employees and managers regularly and sincerely. Anyone can be offered Flextime, but it must not be different. But in certain situations employers would fix limitations on the flextime. The best place to explain in simple terms a policy like this is “employee”.
1.8.6. Can anyone have Flextime?

There is feasibility for Flextime in case of any job function; however, to the customer- and client-focused employees, it’s much difficult to offer flextime especially whenever it is unpredictable during certain hours. Other businesses can allow its workers to come in a certain number of hours a week because they aren’t on customer - and client-driven. Some industries, which particularly belong to information and technology, can function on a 24-hour basis;

Hence day and night the staff members are needed to be present at the work place. That is why the Flextime Schedule is considered as everyone’s best interest and choice for many employees in different positions.

1.8.7. The benefits of Flextime for giving its employees:

Flextime benefits are considered many for its employees. A work-life balance is the one, which produce the major benefits. The flexible schedule do not suitable for sorts of employees because some employees may have different types of disagreements or conflicts in their personal lives which don’t let them from 9-to-5 days, but just because of their financial status or condition they stay needed to stay in a full time position.

Taking of care children as well as elderly people at home is another second big responsible job for example schooling that creates conflicts with working hours. Some employees by taking the help of their spouse manage childcare schedule, Hence it becomes easy for them for coming early and leaving early to pick up their children from school. But others may be going back to home and may need to leave early for school early to attend regular classes or may have an appointment with a doctor that becomes a reason for them to come in late and leave late on a regular basis.

Avoiding the hurry hour time period of employees is the next benefit of flextime. It includes permitting its employees going on for long journey or travel, for example employee puts any effort to utilize time sitting in traffic is welcome and appreciable. This unpaid perquisite can be kept on staff and will prevent or stop any highly qualified employee from looking for a position which is very closer to his home.
Another bonus depends on the operating costs. It is possible only if the employees work drastically and severely for different hours, by sharing and using the office equipment and space, to save the company’s money. However if saving is not significant, it can help at least to maintain skilled workers while minor savings are offered.

Whenever the employees are provided the flextime facility it permits them to plan their lives around the work more according to their way without giving up or scarifying work efficiency and its productivity. When employees are free to get their personal goals of employees are allowed to be accomplished, while still working on full time basis they can freely focus on doing their jobs with good concentration other than worrying and upsetting about their personal lives always.