

A STUDY ON EFFECT OF FLEXIBLE WORKING ARRANGEMENTS

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ABSTRACT

The Research topic “A study on Effect of Flexible Working Arrangements” is all about identification of the different effects on the employees while following the different flexible working arrangements. Flexible work arrangement is known as flextime and Flexible working days is known as the compressed work week or four days workweek. It is all about workers work full time hours in less than the traditional workweek by increasing daily hours worked. The objective behind this doctoral research is to find the impacts when any employees shifted to the new way of working from normal routine 10 to 7 job. This objective is also justified during the pandemic due to work from home policy and some of the flexible work arrangements ideas used by the companies. And in the labor code of 2020 the government of India is also thinking about 4 working days policy. It also aims to explore Some effects on productivity, stress level, work life balance and retention of employee etc.

KEYWORDS: Flexible Working, Compressed Work Week, Telecommuting, Flextime, Flexplace, Flex Hours.

Introduction

Meaning of Flexible Working Arrangements

The kinds of arrangement are about employees are given the options for scheduling. In the flexible working the hours of day is fixed but the starting and ending time of work will be chosen by the employees. These types of arrangements useful to balance the life of employees.

These different schedules exactly experience of employees about more than typical 9 to 5 kind of job. Flexible work arrangement means alternate schedules or arrangements which are flexible or adjustable from the traditional working patterns. These all arrangements are famous in India because of covid 19 and especially remote work. Now a days these types of working is normal part of new normal working.

A flexible work mainly includes flexibility in the scheduling of hours worked, flexibility in the number of hours worked and flexibility in the place of work. The types of flexible working arrangements are flextime, flexplace, compressed work week, part time work, seasonal work, project-based work, weekend-based work etc.

Research Methodology

The paper is having combination of Descriptive means describes your research and Exploratory research means explore the insight of the general research problem regarding research design and it is on the topic “A Study on Effects of Flexible Working Arrangements.”

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Research Objectives

- To identify employee's perception about the effects of flexible working days.
- To evaluate the effect on stress level of employees.
- To get insight about changes in productivity and performance.
- To study the usefulness in retention and talent management of employees by providing flexible working.
- To analyze Flexible working effects on work life balance.

Literature Review

- **Cook et al., 2020** identifies that there is no gender difference in perceptions of availability of schedule & location flexibility. Fathers are having lower education levels with lower occupational status in private sector with no trade union presence are not availability of FWAs.
- **Atiku et al., 2020** found that IT, Employer's support and safety precautions is having influence on the use of FWA in African countries. For effective implementation of FWAs and enhancement of employee's productivity in African countries is in need of Employer's and IT support.
- **Delle-Vergini, 2017** studies that researcher is questioning only main three things like employee's perspective on benefits of FWA, effects of these merits on employee well-being and FWA affects the turnover of employees. So key findings of these study are having positive correlation between FWA and Lower the percentage of employee turnover.
- **Giannikis & Mihail, 2011** finds that flexible work options attitudes are dependent on gender, employment that sector and the employees who have participated in FWAs are more likely to understand more benefits and less cost regards to the use of work flexibility. On the base of evidence of further analysis, the study found that work life balance benefits are the stronger predictors of participation in flexible work practices.
- **Bhooshetty et al., 2020** predicting the employee's use of flexible work options two factors were found important those are FWA Perquisites and FWA Anxiety. This study also found that married employees recognized strong benefits from using flexible working options. It suggests that society, government and employers should create favourable conditions for outspreading flexible work practices in India.
- **Sanders & Karmowska, 2020** study provides some benefits like high employee performance, job satisfaction and some cons like blurred work/home boundaries, work intensification, professional isolation and organizational injustice. The study results have been intensified by accelerated organizational transition in to FWA because of Covid 19 restrictions.
- **MacHe et al., 2020** Different working conditions were found change in workload and mental demands. So, this study is all about level of occupational stress reduced over the time. And it is revealed that there is a substantial relationship between resources of job, occupational stress and flexible work arrangements.
- **Chandola et al., 2019** Employees who made use of reduced working hour arrangements had low level of allostatic load (an index of chronic stress related biomarkers). This study found that reduced hours flexible work arrangements could empower women who has combination of personal and professional life roles to reduce their levels of chronic stress.
- **Paje et al., 2020** The demand for flexible workplace is increasing day by day. The study revealed that they see reduction in job stress, which effect enhances work life balance and productivity of work while implementing compressed work week. It is very helpful for the employers who wanted to execute in this way and it has a lot more potential pros and cons once institutionalized.
- **Mwebi et al., n.d.** The use of flex time work arrangement has been noted as one of the most widely used strategy in Nairobi central district commercial banks. The research is also revealed that flex time work arrangement is positively related to the performance of employee.
- **Irawan & Sari, 2021** The result of the study shows that amenities and location affect productivity of employees. Based on same by improving health care facilities, sports facilities in order to exercise sustainable environment of working and productivity of employees increased.

- **Giovanis, 2018** These research shows positive relationship between the flexible workplace arrangements and the performance at workplace. Some of the significant factors are like education, age, wage, relations between employee and employer, years of experience and competition are positively associated with the tendency of the flexible workplace arrangement implementation.
- **Stella, 2020** Now a days the organizations are worried about how to balance employees work and life balance with ensuring efficiency in performance. So, FWA is need of 21st century. When organization offers flexible work arrangements to employees because of benefits of this associated with employer.
- **Klindžić & Marić, 2019** Employee driven group of FWA practices was suggesting higher performance of organization. A side besides employer driven practices were negatively related to performance of organization. One of the other important aspects that is work life balance also achieves success.
- **Mungania et al., 2016** This study based on banking industry of Kenya; it shows that flexible work arrangements to employees influence performance of banks. So, it has a positive relationship. So, study is also recommending that managers should provide these FWAs to employees because it influences the performance.
- **Lit Bagnes, 2021** This study examines the workplace flexibility of Filipino virtual home-based worker and make a path for organizational improvement. The results of study revealed that worker believed that they would not incur the cost of career and barriers of administration when they employed under this workplace flexibility. Filipino virtual home-based workers are participated in cognitive and social activities occasionally and all they are rarely engaged their selves in physical activities.
- **Gunaprasida & Wibowo, 2019** Female employees have moderate's relationships between intention of turnover and work life balance due to flexible work arrangement. So, get the work and life in balance female are more demanding the flexible work arrangement more than men.
- **Shockley & Allen, 2007** Flexible working time provides more supports the personal and professional life management. While in workplace flexibility is supporting less work life balance than flex time. As per the survey of employed women, flexible work arrangements highly interfering work and family life.
- **Chen, n.d.** Employee perceived availability of FWA were having positive association with their job satisfaction and organizational commitment. In contrary employer perceived FWA is having moderate association with job satisfaction and organizational commitment.
- **Čiarnienė et al., 2018** Flexible working arrangements regarding research revealed that when it is implemented with preparation and care meeting will serve effectively the need of individuals, demand of the company, and it is advantageous to society as whole though main sustainability dimensions. From the employer and employee perspectives, FWAs are attractive.
- **Wheatley, 2017** said there are positive impacts on men and women on job from use of a number of FWA's. homeworking and part time are positive FWAs of choices of men. In their use of FWAs women are more often in to working reduced hours.
- **Yunus & Mostafa, 2021** research is proving that job autonomy intermediating the positive relationship between flexible working practices and trust in management. FWPs and job anxiety is having indirect relationship through TIM. This relationship is also stronger when high perceived autonomy is there.
- **Bambra et al., 2008** study found that work life balance can easily achieved by the compressed work week and it may be reflecting no adverse effects on health and organization. For Work life balance the compressed work week is good option for organization to go for.
- **Shagvaliyeva & Yazdanifard, 2014** Introduction of flexible working hours brought benefits from both sides. So, it has a positive point of view. This kind of work place flexibility will give the employee time to complete there both personal and professional role. So, this study supports the flexibility at workplace.

- **Kumar & Prof, n.d.** found that many companies in India are now offering flexible working hours because it reduces the overheads. This study shows most of employees are in favour of flexible work arrangements make to retain the employees in the IT industry of India. Out of ten, eight businesses offering the flexible work arrangement report that their staffs have a better work life balance.
- **Abid & Khan Barech, 2017** this study shows the flexible work hours have high impact on the productivity on the performance of employees and also raises work life balance. The findings of research also told that there is less knowledge of this flexible working in the middle and lower level but executives are aware about this flexible work arrangements.
- **Legesse Bekele & Mohammed, 2020** The research shows that increase in the use of flex time schedules and compressed workweek enlarges job satisfaction for Ethiopian national employees of ECA in Addis Ababa. Study also founds that there is no relationship between telecommuting on job satisfaction.
- **Altindag & Siller, 2014** this study shows that there is highly important when it is about service sector, they have to take care about customer satisfaction while introducing flexible working methods. Result of this study is saying that flexible working methods factors including suitability of job for flexibility, job loyalty and attitude towards the flexible working hours immediately affect the performance of employee.
- **Sucharitha, 2010** Flexible working practices shows the lower percentage in burnout of employees as well as health cost. Based on performance, flexible work practices are focusing more to understand the effects of same.
- **Rozlan & Subramaniam, 2020** This research develops that there is relationship between FWAs and Millennials. Implementation of flexible working arrangements as a part of policy for workplace can advantageous both employees as well as employers. And as a most digitalized world FWA is no longer choice but necessity to equip the companies to thrive in the business.

Tabular Form Analysis of Relevant Literature Review

Effects	Findings as Per LR
Stress level	MacHe et al., Paje et al., Sucharitha reserches showing a positive correlation of FWAs and the level of stress. On the other side Chandola et al. founds the mix perspective on same.
Performance	Atiku et al., Paje et al., Mwebi et al., Irawan & Sari, Giovanis, Mungania et al., Abid & Khan Barech has good approach and suggesting there is such effect towards the productivity and performance of employees in terms of flexible working arrangements.
Retention	Kumar, Awasthi et al. suggesting a good retention rate in terms of different flexible working arrangements.
Work life balance	Giannikis & Mihail, Paje et al., Stella, Klindžić & Marić, Shockley & Allen, Wheatley, Bamba et al., Shagvaliyeva & Yazdanifard founds that flexible work arrangements are having positive effect and providing peronal and proffessional life focus in the life of employees.
Job satisfaction	Chen, Legesse Bekele & Mohammed, Altindag & Siller, Rozlan & Subramaniam founds that in most of casess, FWA brings satisfaction towards the job.
Employee's perception	Cook et al., Delle-Vergini, Bhooshetty et al., Čiarnienė et al. provides clear and positive idea about the perception of employees about FWAs. Sanders & Karmowska has some different view regarding the perception of employees regarding FWAs.

Scope for Further Study

- Flexible working arrangements regarding less research done from the side of Indian Context on the base of quantitative and qualitative data in multiple industries.
- International Studies are there on the Flexible working arrangements but it is mainly focusing on qualitative studies thought more quantitative data regarding research is in need to provide the idea about application of this concept in different industries.

Research Limitations

- Taken and cover only 30 research papers and literature review.
- Research Papers which were used as source of data those are very from each other in terms of many geographical context.
- Majority research worked on factors and its impact on research only.

Conclusion

Flexible working arrangements are having advantageous for employees and employers too but every coin has two side and different options has differentiation in benefits and limitations as well. FWA is having benefits of personal and professional life balance, less burden to reach out at proper time in office, stress free environment and much more.

Another Side it has also some difficulties and issues like communication, coordination, technology and boredom etc. Overall, the solution is like company and employee can go for combination of flexible working arrangements which may solve the limitations and provide extra benefits too.

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