FINAL PROJECT

"An Analysis of flexible working hours and its impact on employee's performance and job satisfaction at IT Sector''

Submitted to

DMSR , G. S. College of Commerce and Economics, Nagpur

(An Autonomous Institution)

Affiliated to

Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur

In partial fulfilment for the award of the degree of

Master of Business Administration

Submitted by

Kajal Singh Thakur

Under the Guidance of

Dr. Sonali Gadekar

Department of Management Sciences and Research,

G. S. College of Commerce & Economics, Nagpur

NAAC Re-Accredited "A" Grade Autonomous Institution

Academic Year: 2021-22

CERTIFICATE

This is to certify that **"Kajal Ramchandra Singh Thakur"** has submitted the project report titled **" An Analysis of flexible working hours and its impact on employee's performance and job satisfaction at IT Sector'' ",** towards partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that he/she has ingeniously completed his/her project as prescribed by **DMSR- G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR** (NAAC Re-accredited "A" Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

Dr. Sonali Gadekar   **Dr. Sonali Gadekar**

(Project Guide)   **(Coordinator)**

Place: - Nagpur

Date: - …/…/202

DECLARATION

I here-by declare that the project with title "**An Analysis of flexible working hours and its impact on employee's performance and job satisfaction at IT Sector**" has been completed by me in partial fulfillment of MASTER OF BUSINESS ADMINISTRATION degree examination as prescribed by DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Re-accredited "A" Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Kajal Singh Thakur

Place: Nagpur

Date: …/…/2022

ACKNOWLEDGEMENT

With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to Dr. N.Y. Khandait, Principal, G. S. College of Commerce & Economics, Nagpur.

I am extremely thankful to my Project Guide "Dr. Sonali Gadekar" for her guideline throughout the project. I tender my sincere regards to coordinator, "Dr. Sonali Gadekar" for giving me guidance, suggestions and invaluable encouragement which helped me in the completion of the project.

I will fail in my duty if I do not thank the Non-Teaching staff of the college for their Co-operation.

I would like to thank all those who helped me in making this project complete and successful.

Kajal Singh Thakur

Place: Nagpur

Date: …/…/2022

<u>INDEX</u>

INTRODUCTION

The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work (Chapins, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002). Flexible working condition affects how employees in an organization interact, perform tasks, and are led. Flexible working condition as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and performance level.

The physical workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011).

A large number of flexible working condition studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace performance, they are lighting, ventilation rates, access to natural light and acoustic environment (Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004; Karasek & Theorell, 1990).

Kajal Singh Thakur

Lighting and other factors like ergomic furniture has been found to have positive influence on employees health (Dilani, 2004; Milton, Glencross & Walters, 2000; Veitch & Newsham, 2000) and consequently on productivity. This is so because light has a profound impact on worker's/people's physical, physiological and psychological health, and on their overall performance at the workplace. Ambient features in office environments, such as lighting, temperature, existence of windows, free air movement etc, suggest that these elements of thephysical environment influence employee's attitudes, behaviours, satisfaction, performance and productivity (Larsen, Adams, Deal, Kweon & Tyler, 1998).

Job satisfaction is defined as the effective orientation that an employee has towards his or her work(Saari,&Judge.2004).It describes the feelings or preference of individuals regarding work. Job satisfaction is a very important component to employees in any organization (Frank & Vecera, 2008) Many researchers and administrators have noticed the importance of job satisfaction on a variety of organizational variables (Kreisman, 2002).

Dissatisfied employees are likely to leave their jobs, thus understanding of employee job satisfaction and its contributing variable are important for any organization to exist and prosper (Majidi,2010). Similarly Oplatka & Mimon, (2008) noted that the principal reason as to why job satisfaction is to extensively researched is that it relates to significant association with life satisfaction (Buitendach & Dewitte, 2005), organizational commitment (Cullinah, 2005) and job performance (Buitendanch & Dewitte, 2005)

Flexible working hours :

Flexible working hours refers to the schedule which allows employees to start and finish their workday when they want. This means that employees can come to work earlier or later than the set time

Flexible working hours are work hours outside the standard Monday to Friday, 9 a.m. to 6 p.m. schedule. Depending on your employment contract or your agreement with your supervisor as well as your personal needs, you might work a night shift, part-time or during the weekends. Instead of this being a temporary situation, flexible working hours closely relate to your daily duties.

The traditional concept of flexible working hours is slowly evolving. Some employers offer flexible working hours as a benefit. This is becoming more common in creative industries, where writers and graphic designers may feel more inspired during the weekends or in the evenings. As a general rule though, flexible working hours highly depend on your job responsibilities, your industry and your employer's preferences or needs.

Types of flexible working hours

There are different ways to work flexibly. Here are some common flexible work schedules that you might see employers advertise on a job description:

Part-time: Part-time contracts are widely available for professionals who prefer to work a limited number of days or hours every week

Job sharing: This occurs when two people perform one job, and therefore, split work hours.

Working from home: It's possible to work full-time business hours from home or anywhere else, however, the nature of these jobs usually means that you can be more liberal about your work times.

Compressed time: This work schedule allows you to work a normal 35 to 40-hour week but over fewer days. Professionals that often work overtime, such as pilots and doctors, work according to compressed time.

Flexitime: In this situation, the employee gets to decide when to start and end their workday within the employer's agreed limits.

Annualised hours: In this arrangement, you can work at any time you choose on the contingency that you complete the annual work hour quota assigned to you.

Staggered hours: This occurs when your work hours differ from those of your colleagues. It allows businesses to support operations when there might be a labour shortage.

Phased retirement: When you reach your industry's or company's designated retirement age, you can decide to continue working by reducing your work hours or by opting for a part-time contract.

Benefits of flexible working hours :

Greater work-life balance

When employees have a flexible work schedule, he feel more in control of your personal life. For example, regular business hours might force he to miss valuable time with his family. Sometimes he can get lost in your duties that he forget to pursue personal

Kajal Singh Thakur

development goals outside his career. However, a flexible schedule helps employees prioritise the things that are important to him, such as time with family, a gym routine or even a master's degree to enhance his existing knowledge and skills.

Improves productivity

When employees set his own work hours, he can create a schedule that works best for him. Think about whether employees prefer working in the daytime or at night. Determine if he can draw more inspiration from working outdoors or from a coffee shop. Tailoring employees work style to suit his personality can increase organization productivity. Flexibility gives employees a sense of freedom in a way that makes his job feel less labour intensive.

Greater job satisfaction

Feeling in charge of his personal and professional life makes he feel more valued by company. This, in return, increases his job satisfaction and motivation to perform to a higher standard. When employee have a favourable outlook about employer and his job duties, the desire to prove his potential comes intrinsically. Overall, this can lead to a decrease in employee turnover throughout the company.

Avoid the bustle of the weekdays

When employees don't have to follow traditional business hours, he can enjoy his time and maximise his workday. Simple benefits, such as avoiding rush hour traffic and relishing the outdoors on a weekday, can decrease employees stress levels. It can also lead to a more fulfilling life

Employees Performance

It is encouraging to see a strong positive relationship between flexible working and individual performance for participating organisations. It is also welcome that only a small proportion of respondents in each organisation identified flexible working with a negative effect on performance. How can the findings inform the way organisations view their employee working patterns, and to what end?

Perhaps the key issue for organisations is culture. Policy, developed within organisations and often utilised in areas such as equality and diversity or recruitment and retention, is less of a differentiator between organisations today - the majority offer a well-developed suite of flexible working options and attendant benefits. However, the culture of the organisation will often reflect how far these policies have penetrated. Where employees are cautious, for example, about using flexible working policies because of negative career effects or loss of status, it can be argued that the culture is hostile.

This may be for a number of reasons: there may be overt resistance from some areas within the organisation: there may be a particular cohort of employees who are not comfortable with flexible working as it does not reflect their employment experience, and if these employees are senior figures it can have a disproportionate effect: there may also be other, less direct cultural barriers. Organisational inertia may simply inhibit the development of a flexible culture. Policies themselves may implicitly make flexible working options incompatible with career advancement, with promotion and reward policies, for example, taking as their basis an idealised, full-time, always.

Kajal Singh Thakur

Understanding the relationship between flexible working and performance benefits the organisation in a number of ways. Assessing the quantity and quality of work of individual employees within organisations provides the opportunity to measure the direct influence of flexible working on organizational operations and effectiveness. Consequently, assumptions can be challenged or confirmed, a business case for certain working practices can be more accurately quantified, and the organisation's cultural 'temperature' can be checked with regard to flexible working.

The results of performance measurement have important consequences for the future design of work. Where there is a positive link between performance and flexible working, as shown in this study, organisations can use this information to leverage culture change and plan more effectively for the future visible employee.

 Clarity with regard to the positive effects of flexible working on performance should enable organisations to address any pockets of resistance, and to encourage new thinking about the most effective ways to work. Greater cultural acceptance is apparent when larger numbers of staff from all levels and departments describe their working pattern as flexible, whether formally with an agreed contractual change or informally through agreement with their manager.

JOB SATISFACTION

In order to comprehend the impact workplace flexibility has on job satisfaction, it is best to start with how said satisfaction is measured. It means nothing if an employee's happiness with their work is only speculation. However, there are a few ways employers can better understand the desires of their employees.

One of the best ways to determine job satisfaction is to offer anonymous employee surveys. An anonymous questionnaire is more likely to have honest feedback because there is no fear of repercussions. Like with any anonymous interaction, there will possibly be a few who fail to take it seriously, but those are typically easy to weed out.

Having a suggestion box can be an open ended way to gauge how happy workers are with their jobs. Some might add their name to it, some might not. Suggestions can give employers an idea of whether or not job satisfaction is where it should be, but it is not always as clear as direct questions.

It is also a good idea to simply ask the opinions of employees without beating around the bush or creating a disconnect. A one on one conversation between management and lower level employees can be incredibly eye opening. Not only can employees talk about what they think, but managers should be able to get a read on things from body language alone.

Kajal Singh Thakur

A one on one meeting can be effective, but focus groups offer a different kind of learning opportunity. While many people associate focus groups with marketing new products or determining customer opinions on ads, it is possible to use an internal focus group to understand how employees feel as a whole. It will serve to identify any potential problems and also help to find solutions. An employee focus group also helps the workers to feel heard.

Knowing that these methods gather evidence of job satisfaction, it becomes clear that studies have included employee opinions in questioning the success of flexibility. In fact, one study claims that the availability of flexible work made workers 48 percent Opens in a new tab. more inclined to rate their level of satisfaction highly. That is a huge boost to job satisfaction, but what kind of impact does that make on the job itself?

Workplace flexibility has a big effect on productivity. Not only does overall happiness shine through an employee's work, but a more flexible schedule means that he or she can work at their own most productive hours. While some people get most work done in the morning, other people do their best work in the evenings. Where a standard 9 to 5 workday expects all people to be productive within the same time frame, a flexible workplace allows employees to work when the work will be completed more efficiently.

Kajal Singh Thakur

Along with increased happiness and getting more done at work, employees with flexibility in their jobs also tend to work longer hours. This is likely because workers feel accomplished in getting so many tasks completed in their productive hours, they want to keep going.

When more work is completed because of the fewer sick days needed when employees have flexibility. Since many sick days are taken as a result of employees' kids' illnesses, the ability to work from home or make up missed hours at a later time increases productivity. The efficiency gained with a few simple changes can cause a lot of positive impacts on the business.

Efficiency and productivity go hand in hand. Allowing employees to work at their most efficient times will boost productivity. Since an increase in productivity would inspire any employer to work on improving job satisfaction, it can help to understand how workplaces are incorporating a more flexible business model is possible.

Other Factors of Job Satisfaction

While workplace flexibility plays a huge role in an employee's job satisfaction, there are several other factors that should be taken into consideration. These factors include paid wages, recognition, positive impact, and a job that you want to do or are good at.

Perhaps one of the largest aspects of job satisfaction is pay. Most people want to make more money, but all people want to make the salary that he or she deserves to make. Fair pay is not always present in the world of business. Working a job that fails to meet this standard often leads to a lower job satisfaction score. On the opposite side of things, a position that pays well has the ability to boost satisfaction.

Another boost to job satisfaction is the recognition of a job well done. While this doesn't mean that the employee requires a plaque every time he or she does something good, it does mean that they appreciate the feeling of praise. A compliment on the work completed or a public appraisal of the employee's work often works wonders on job satisfaction.

Working a job that makes a positive impact on an individual or the world makes a positive impact on job satisfaction. Most people want to do some kind of work that helps someone in some way. This might be something small, like helping a customer find the perfect outfit for a big event, or something larger like running a charity organization. Helping people is a widespread desire that takes many forms and always increases satisfaction.

An aspect of job satisfaction that companies are typically unable to change is the employee doing a job that he or she enjoys. Just as a skydiving instructor might get bored sitting at a desk for 8 hours a day, an employee is likely to be unsatisfied if their job bores them. There is a job out there for all personality types, but few companies have the ability to place a current employee in a different job that would work better for them. Sometimes it is best for the employee to seek a career that is better for them.

An employee should also have a job that he or she is good at. While an employer can offer additional training and try to make an employee better at their job, it is not always possible. The last aspect of job satisfaction is that the worker should be in a position that he or she is good at. If you aren't good at your job, it is likely to cause a lot of stress.

Creating a workplace that offers top notch job satisfaction requires a lot of thought and effort. Employees should be paid fairly and recognized for their good work. It should be a job that helps someone in any number of ways. Finally, a workplace that offers high levels of job satisfaction should ensure that the potential employee would both enjoy and be good at the position they interview for. A business looking to improve job satisfaction should desire more than just a body to do the work. A workspace that accomplishes all of this, in addition to workplace flexibility, is an environment that has happy employees.

Workplace Flexibility and Job Satisfaction

Evidence proves that job satisfaction is heavily influenced by workplace flexibility. Measuring the satisfaction of a company's workers starts with listening to the opinions of the employees. While improving job satisfaction should be important to employers, incentive to improve it is found in the increase in productivity that comes with a higher job satisfaction score.

In reaching for a better productivity goal, employers can focus on a few points to increase job satisfaction, and therefore, flexibility. Flexibility can be found in office freedom, scheduling, working from home, part-time employment, and the use of freelancers. The appropriate balance of these aspects will improve job satisfaction levels for most companies.

If job satisfaction improvement is a goal your business is reaching for, there are a few items worth focusing on. Those include fair pay and publicized appreciation, helping others, and working at a job that the employee is good at and enjoys. Attempting to touch upon each of these factors is necessary for improved job satisfaction.

To conclude, workplace flexibility and job satisfaction are two components that are necessary for the best productivity levels. Making strides to improve both aspects are sure to display clear changes in employee attitudes and happiness, as well. In order to have an improvement in productivity, it is recommended to work at both flexibility and job satisfaction.

Kajal Singh Thakur

<u>RELEVANCE OF THE STUDY</u>

In an ideal situation, employees would have a balance between work and personal life commitments. This would result in coming to work on time, leaving work at the end of a working day according to the prescribed working time and a zero rate of absenteeism. The organization would have optimum productivity. However, the current work situation has very high rates of late coming and absenteeism which consequently affects productivity.

Several attempts by management have been made to address the high rates of absenteeism, late coming and absconding within the department, these problems can be referred to as time management problems as they affect an employee's total working hours per week, which should account for 40 working hours/week.

The primary research objectives included determining the overall impact of flexible working hours on employee job satisfaction and performance at IT Sector Services and its impact on the degree of absenteeism, turnover and productivity in the workplace. The information gathered from the research can be used by various departments within the company such as human resources to increase employee performance and productivity whilst allowing for employees to have a work life balance and a high level of job satisfaction. This can increase productivity, reduce absenteeism, decrease frequency of late coming and decrease high staff turnover which in turn results in increased profits and reduced costs for the employer. Using the results from the study, the employer together with relevant departments can look at

addressing areas of low job satisfaction, poor performance, high absenteeism and high turnover rates.

This study intends to identify how flexible work arrangements can lead to higher levels of job satisfaction and performance in the workplace. By allowing various flexible working hours, employers can create a work life balance for their employees and this can help with addressing time management problems.

NEED OF THE STUDY

The need of this quantitative study was to test appropriate theories concerning job satisfaction and performance that relate to flexible working hours and to find solutions to the problems of absenteeism, absconding, late coming and high staff turnovers within IT Sector. These problems adversely affect performance and are an indication that employees job satisfaction are not at an optimum level.

This study determines whether the implementation of a flexible working hours can have an impact on performance and job satisfaction and whether this aids in addressing these problems. A quantitative research approach with a positivist paradigm, using online questionnaires to gather information, will be employed where flexible working hours is the independent variable and job satisfaction and performance are the dependent variables.

The quantitative research provides IT Sectors employees to view how employees in a public corporate environment would like to structure their working arrangements and will allow the employer to form an understanding of how the business benefits from the implementation of flexible working hours .It forms a good basis for understanding the various factors that influence Flexible working hours and how through its use, other organizations have improved their business needs and outputs whilst keeping the employees needs and overall happiness as a focal point.

Kajal Singh Thakur

OBJECTIVES OF THE STUDY

1. To examine the type of working hours in organisations

2. To determine if there is a positive relationship between flexible working condition and employees productivity

3. To determine if there is a positive relationship between flexible working hours and organizational commitment of employees

Kajal Singh Thakur

SCOPE OF STUDY

The focus of the study was to gain an understanding on whether employees who are offered a Flexible working hours are more satisfied with their jobs and hence more productive. Furthermore it looked at whether rates of absenteeism, late coming and absconding are decreased through a flexible working hours. The study looks at the relationship between job satisfaction and productivity and how flexible working hours play a role in this.

The scope of the study is limited through delimitations as this creates boundaries for the study (IT Sectors).This study is limited to IT Sectors employees who is working in work from home job. Findings will be limited to the IT Sectors department. The findings of the research are limited to factors relating to the chosen department, in that specific area, due to the conditions that exists in that department during the commencement of this research hence the conclusion of this research will also be limited to the factors that the department is experiencing which may be related to only that particular department and may not relate to the company as a whole. The types of work performed by employees in different sections within the department can also be a limiting factor as to whether a flexible working hours is preferred or not as certain flexible work arrangements may not suit the nature of work such as a site supervisor working from home.

Kajal Singh Thakur

LIMITATION OF STUDY

1. A limitation to this study was that the participants in the survey participated on a voluntary basis and had the option of dropping off at any time during the survey. It is not possible to conduct research without assumptions.

2. Employees participating in the questionnaire will do so voluntarily thus showing a sincere interest for participation, not because they are forced into it or doing it for selfish gains, this will allow for honest answers to filter through.

3. The criteria for the sample size are appropriate and participants have similar experiences as those employees that did not participate in the survey.

4. Another assumption was that the sample was representative of the population. Factors such as transportation to work and distance to the workplace from home are also considered to be equal as this can result in differences in participants' choices of answers.

5. It was also assumed that all participants understood what was required from them when answering the questions and that all answers from participants were truthful and that participants were not coerced by management or through peer pressure to answer with a particular response.

6. Study is confined and limited only to IT Sector in India.

Kajal Singh Thakur

REVIEW OF LITERATURE

The literature review will delve into the factors that affect job satisfaction and employee performance by looking at past research studies that reviewed similar topics. Productivity is directly linked to job satisfaction and performance. Employees who are not productive are usually not satisfied with their job which affects performance and are more likely to leave their job or be frequently absent from work, resulting in high turnover rates and high absenteeism rates. It is therefore pivotal for employers to place emphasis on employee job satisfaction and performance as these are the key drivers in productivity.

THEORETICAL FRAMEWORK

Job satisfaction varies in definition due to personal experiences, preferences, needs and other factors from one organization to another .Job satisfaction can be explained as an employee's individual feelings towards his job which could be influenced by past and present experiences in the workplace. Harputla (2014) stated that job satisfaction changes from one organization to another due to these varying factors such as job characteristic, working environments and opportunities for employees. Locke (1976) describes job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

HERTZBERG'S TWO FACTOR THEORY

This theory looks at explaining motivation and satisfaction in the organization by focusing on factors of satisfaction and dissatisfaction. Hertzberg's theory links motivation to satisfaction and it also states that the factors that lead to satisfaction are different to those

Kajal Singh Thakur

that lead to dissatisfaction. Furthermore Hertzberg states that motivational and hygiene factors encourage employees to want to perform and also bring about job satisfaction (Hertzberg, 2003). Those factors that relate to job satisfaction are termed motivators or satisfiers. Amongst the many factors that stood out intensely for high levels of job satisfaction was working conditions whereby the environment under which employees work has an effect on the level of pride they build up for both themselves and the work they perform (Syptak, Morsland & Ulmer,1999).

Hertzberg's two factor theory was introduced by Frederic Hertzberg and is closely linked to Maslow's hierarchy of human needs theory. The two factors fall under the dimensions of 10 motivators and hygiene which lead to intrinsic and extrinsic satisfaction respectively. Motivators are representative of recognition, possibility of growth and advancement, responsibility, achievement and work. Hygiene encompasses working conditions, salary, relationships at work and home and job security. Hertzberg believed that job satisfaction could be achieved through factors that were categorized under motivators and that job dissatisfaction was the result of the absence of hygiene factors furthermore job satisfaction does not necessarily result due to the presence of hygiene factors even though the decrease in hygiene factors causes job dissatisfaction (Syptak et al., 1999).

INTRINSIC FACTORS AFFECTING JOB SATISFACTION-MOTIVATORS

Motivators are factors that motivate individuals to perform outstandingly since motivational elements are intrinsically rewarding and signify employees' psychological needs which results in long term motivation and drive (Njanja, Maina, Kibet & Njagi, 2013). Ackah (2015) stated that motivational factors can be grouped as an employee's opportunity to

perform a meaningful task, involvement in important decision making, ability to perform challenging work, being recognized for accomplishment, being placed in roles that require responsibility & accountability and being valued by the organization.

Originally Hertzberg pointed out that intrinsic factors are motivators that result in job satisfaction. Sinha & Trivedi (2014) said that when employees have high levels of job satisfaction, it was a result of motivational factors being present as indicated in Hertzberg's theory. Stinchcomp & Leip (2013) stated that employee turnover was reduced in job environments where employees were respected, appreciated and recognized. Not to mention, recognition and appreciation could be attractive factors that ensure job retention within organizations (Bathnagar, 2014).In addition employee work engagement is positively affected by recognition and appreciation (Choo, Mat & Al-Omar, 2013). Voluntary employee turnover results from a lack of employee recognition (Panaccio, Vandenberghe & Ayed, 2014). There are four main features of jobs that form employee responsibility which are authority to communicate, accountability, self-scheduling and control of resources (Hertzberg, 1974; Hertzberg, Mausner and Snyderman, 1959).

It is important for managers to empower their employees so that they have competent staff within the organization who have the ability to accomplish the job at hand whilst managing their resources with authority and communicating effectively with customers because empowering employees allows for the organization to transfer power to all employees within the organization thereby allowing employees to have authority, control and power (Hertzberg, 1974; Hertzberg et al., 1959; Efferin &Hartono, 2015). Employee empowerment makes it possible for employees to show innovation and through this employee performance

Kajal Singh Thakur

is increased which as a result increases the overall organizational performance (Fernandez & Maldogazier, 2013).

To increase motivation employers must look at intrinsic rewards that are needed by employees like competence, relatedness and autonomy are (Roche & Haar, 2013).Moreover employees who have a high level of autonomy remain attached towards the organization emotionally thus showing higher levels of loyalty (Mowday, 2013; Porter & Steers, 2013).

Learning allows for individuals to grow and advance within their organizations therefore training and development are both essential factors to allow employees to achieve growth and advancement. After all when all employees are trained and equipped with appropriate resources on a continuous basis, employees remain accountable within their allocated jobs

(Hertzberg, 1974; Hertzberg et al., 1959; Maslow, 1943). For this reason leaders within the organization should look at enhancing individual employee job competence through training and development (Garcia, Lajara, Sempere, & Lillo, 2013). It is important to realize business performance, profitability and sustainability are achievable because of competent staff (Elnaga & Imran, 2013).

Results from a study delving into the reasons to leave and the reasons to stay employed within an organization confirmed that significant factors to employee retention are opportunities given to employees to broaden learning skills and to grow and develop professionally (McGilton, Boscart, Brown & Bowers,2013).

Kajal Singh Thakur

<u>EXTRINSIC FACTORS AFFECTING JOB SATISFACTION</u>

Some of the most important parts of an employees work life are motivation and job satisfaction which inherently has an impact on an employee's individual work performance (Solanki, 2013). Since job satisfaction can have an impact on an individual's health, both physically and psychologically, it is important to ensure employees are satisfied at work as a healthy body and mind are essential in order for individuals to perform well at their work tasks (Godfrey, 2014). Observations have shown that quality work usually results from employees who are satisfied with their jobs. Moreover these employ.ees show a higher level of dedication to the organization yielding higher performance levels and retention rates compared to employees who are not satisfied with their job (Arif & Chohan, 2012).

Hygiene factors that could result in employee job satisfaction are supervision, pay, status, personal life, working conditions, job security, co-workers, policies and procedures and personal life (Hertzberg et al., 1959). Moreover it is important to realize that hygiene factors don't create employee satisfaction that lasts over a long period of time even though these factors have a significant impact on motivation within the workplace as these factors include fringe benefits, employee position and status, interpersonal relationships and organizational and administrative polices.

To quantify the level of job satisfaction, using Hertzberg's 1959 motivation-hygiene theory, Employee job satisfaction is commonly associated with economic conditions (Bianchi, 2013). Palanski, Avey and Jiraporn (2014) sought to examine job satisfaction and relationships and concluded that employees who encounter abusive supervision become

Kajal Singh Thakur

more focused on looking for job opportunities elsewhere. Employees voluntarily leave their jobs due to personal reasons such as family conflicts, future growth, employee's perception of organizational culture and the employee's personal development plans (Prottas, 2013).

Furthermore organizational culture and personal characteristics are the main reasons for voluntary employee turnover. Organizational culture encompasses both job satisfaction and pay satisfaction therefore even though employees may be happy with their current job status, when an opportunity of a job which is similar to their current job but with a higher salary is advertised, employees are drawn towards both satisfaction and salary (Awan & Asghar, 2014).

MASLOW'S NEEDS THEORY

The hierarchy of human needs model was developed by A.H Maslow during the time period of 1940-1950 and is one of the most well-known theories used in motivation where Maslow divides human needs into five categories which are Physiological, Security, Belonging, Esteem and Self-actualization. These needs fall into a pyramid structure where basic needs are at the bottom. According to Maslow, when lower needs are satisfied, higher needs such as belonging and self-actualization become more important. Physiological needs are needs that are necessary to stay alive, these are basic needs such as shelter, food, water and sleep amongst other factors that are needed to survive and they fall under the first level of needs.

The second level of Maslow's hierarchy of needs model encapsulates security which includes protection from harm, law, freedom from emotional distress, self-protection.

Belonging or affection needs fall under the third level of the model and are the needs that an employee aims to achieve such as relationships ,love, affection, family and other needs that are linked to the desire of love and friendship. Needs that are desired at work and one's social life fall under the fourth level of the hierarchy under esteem and ego needs which consists of independence, prestige and self-esteem. Self-actualization needs are at the highest level of the hierarchy and focus on developing creativity in the workplace and include finding personal growth, self-fulfillment and development

A core part of Maslow's theory stated that an individual's needs are molded by unsatisfied needs and this is what drives motivation and therefore performance in employees (Maslow, 1943).

ALDERFER'S ERG THEORY

In Alderfer's ERG theory, the needs of existence, growth and relatedness were identified (Alderfer, 1969). Relatedness is compared to Maslow's social and esteem needs as relatedness is explained as the want to keep a good level of interpersonal relationships and this is important for individual development.

The existence-Relatedness-Growth theory follows the hierarchy of human needs theory that was developed by Maslow (1969).It differs from Maslow's theory as there are three categories that are used to classify human needs whereas Maslow's theory has five categories. The categories are existence needs, relatedness needs and growth needs.

Kajal Singh Thakur

Alderfer's (1969) suggests that lower level needs tend to be a large determinant of an individual's motivation especially when an individual is unable to meet upper level needs on a constant basis. It is from this suggestion of Alderfer's that it is visible how ERG theory is different to that of Maslow hierarchy of needs as it suggests that the low level needs must not be completely satisfied prior to the top level needs becoming satisfied as the motivation of individuals move interchangeably between these levels(Ramprasad,2013).

Existence needs are similar to the first two levels of Maslow's hierarchy of needs and encompasses material and physiological needs such as safety, attention, love, food and clothing amongst others.

Relatedness needs are similar to the third and fourth levels of Maslow's hierarchy of needs which includes external esteem, relationships with family, friends and the organization one works in. Growth needs can be compared to the fourth and fifth levels of Maslow's hierarchy of needs and encompasses self-actualization and internal esteem.

<u>VROOMS THEORY</u>

Vrooms theory of job satisfaction viewed the relationship between workplace and personal factors. According to Vrooms formula, the three factors valance, expectancy and instrumentality affect job satisfaction, motivation and performance at work. When these three factors are low, a decline in work performance and motivation in employees occurs however if these factors are high, higher levels of job satisfaction and motivation will occur (Vroom, 1964).Furthermore Vroom declared that by satisfying the needs of employees within an organization, a positive effect on employee performance can be achieved.

Kajal Singh Thakur

SPILL OVER THEORY

Hart (1999) stated that spillover is a process whereby "an employee's experience in one domain affects their experience in another domain." Glowinkowski & Cooper (1986) stated that the occurrence of spillover is due to the actions of one environment affects the other environment. The spillover theory states that employees bear the attitude, skills, emotions and behaviors from their family life into their work role and from their work roles to their family lives (Lambert, 1990).

Positive spillover can be defined as attributes from one area affecting performance in another area and negative spillover is when attributes from one area prevents the fulfillment of demands in another area, both positive and negative spillover have been acknowledged by existing researchers (Allen, Johnson, Kiburz &| Shocley 2013). Spillover theory has a significant influence on meeting work and family obligations either positively or negatively (Chen, Powel and Greenhaus, 2009).

BOUNDARY THEORY

This theory states that individuals are constantly involved in role transformation since they have different roles to portray in their work life and in their family life (Chen, Lai, Lin & Chen, 2005). With regards to work and family roles, individuals cannot have different roles at the same time. It's either they fill the work role or the family role at a specific time not both congruently. Cho, Tay, Allen and Stark (2013) suggest that individuals have a need to integrate the boundaries of work and family.

Kajal Singh Thakur

BORDER THEORY

Border theory considers family and work as 2 separate domains and underlines the understanding of the impact each domain has on the other (Chen et al., 2005).

Although Border theory is similar to boundary theory, it differs in that border theory states that borders do not only fall under psychological categories but also tangible boundaries that separate people, place and time that is associated with work versus family (Desrochers and Sargen,2003).

FLEXIBLE WORK ARRANGEMENTS

Flexible work arrangements assist employees in achieving a balance between work and life commitments and was initially introduced to help employees who were unable to manage their time between life and work due to their personal responsibilities at home such as taking care of children furthermore flexible working practices results in decreased levels of turnover and absenteeism which results in higher productivity and profitability within the organization (PalkiSetia, 2015).

Policies regarding flexibility in the workplace can fall under the categories of time, location, amount and continuity (Kossek, Hammer, Thompson & Burke, 2014).Time relates to when the workforce is required to work and may include flextime, compressed work weeks, flexible shifts and time banking. Flextime allows employees to rearrange their start and finish times whilst still staying within the core business hours of the organization and working the 4o hour week, compressed work week permits employees to work extra hours

Kajal Singh Thakur

during 4 out of 5 days in a week to make up the 40 hour week and to take the 5th day off, flexible shifts allows employees to swop shifts with coworkers based on personal needs and time banking allows employees to bank their overtime for time off when needed (Kossek et al.,2014).Furthermore Work flexibility that is location orientated allows employees to work from home through telecommuting/Telework or to work from a remote office through flexplace.

Varying the amount of work an employee works through part time work is appealing to employees who wish to study, take care of family needs and for employees who have limitations due to age or ill health. (Kossek et al., 2014).Lastly, continuity refers to flexible arrangements and policies that provide employees the provision of temporarily being released from work responsibilities through sabbaticals and leave options. Another policy that falls under flexible work arrangements id Result oriented work environment where an employee's outputs are evaluated on performance not presence (Moss, 2012).

Employees who are offered workplace flexibility become more loyal to their employers thus creating a phenomenon called "a positive social exchange relationship". This results in increased productivity for the organization (Kossek, 2014). In a study conducted by Nienaber and Masibigiri (2012), one of the factors that influenced the voluntary turnover intention amongst South African employees was inflexible and poor working environments. As stated earlier, Vrooms theory of job satisfaction declared that a positive effect on employee performance can be achieved by satisfying the needs of employees within an organization, this is attainable through Flexible work arrangements. Hygiene factors such as working conditions and relationships at work and home fall under Hertzbergs two factor

theory. Through flexible work arrangements employers improve the working conditions of employee which has a positive impact on employee job satisfaction and performance.

Furthermore, Flexible work arrangements can help employees to create a work life balance and therefore improve relationships at work and home which also positively impact on Job satisfaction and performance.

JOB SATISFACTION

Job satisfaction can be described as how well an employee enjoyed performing his job (Saeed,Waseem, Sikander & Rizwan (2014).Employee's personal beliefs, morals, values and ethics fall under personal characteristics in addition to personal values, circumstances and personal situations and also play a role in an employee's decision to find employment elsewhere (Lyness & Judiesch,2014). Edrak, Fah, Gharleghi and Seng (2013) suggested that both employee job satisfaction and performance can be improved in the workplace through intrinsic and extrinsic motivation. High levels of job satisfaction are achieved by people who feel positively about their job whilst those that have negative feelings towards their jobs usually have a low level of job satisfaction (Robbins & Judge, 2013). Armstrong et al.(2014) stated that the attitude of a person towards their job determines whether a person is satisfied or dissatisfied meaning that a person who has positive thoughts and feelings towards his job will be satisfied and a person whose thoughts and feelings are negative towards his job will be dissatisfied.

Kajal Singh Thakur

Successful Organizations usually view their employees as the most important factor to quality and productivity and invest in their employees as a foundation of improvement since one of the main factors that positively affect efficiency and effectiveness within the operations of an organization is job satisfaction (Gupta, Kans, Gupta, Jain & Sharma, 2012). All aspects of work within an organization are included in job satisfaction even aspects that have no direct relationship with the job task itself (Awang, Amir, Osman & Mara, 2013).

Researchers found that a critical driver for employee turnover was job satisfaction caused by hygiene factors as they were the reason for negative emotional reactions amongst employees in the workplace (Pietersen & Oni, 2014). Conversely, motivation and performance increases when there are high levels of job satisfaction whilst turnover, absenteeism and attendance problems decline (Richardson, 2014). According to these prior studies, job satisfaction has a relationship to turnover, absenteeism and late coming. Sukriket (2015) stated that a correlation between job satisfaction and turnover was the most frequent finding where satisfied employees are less likely to leave their jobs compared to employees who were dissatisfied. Moreover employee's productivity, behavior and motivation have been associated with job satisfaction (Dobre, 2013). Yadav and Aspal (2014) stated that employee satisfaction is directly related to job productivity and employee retention. Furthermore Tehseen and Ul Hadi (2015) suggested that higher rates of performance and retention are the result of employee job satisfaction. In a study to examine how employee job satisfaction levels are affected by working conditions, fairness and job security ,experience of professional workplace relationships and pay and promotion, it was found that the most significant factors that lead to job satisfaction were work efficiency, supervision, good relationships with co-workers and pay (Khalid, Irshad & Mahmood,2012).

Uduji (2013) recommended that leaders in organizations should incorporate the needs of their employees into the organizational strategy so that employee dissatisfaction is reduced and employee motivation increased. Moreover when motivation and organizational strategy are aligned, it results in a satisfied workforce. A study examining job satisfaction and organizational commitment between employees who were offered work life programs that encompassed motivational attributes such as telecommuting, health and wellness initiatives and childcare, showed a positive relationship to organizational commitment (Caillier, 2013).

The above research all indicate that motivation and hygiene factors both play an important role in employee satisfaction and if organizations focus on these factors as part of their organizational strategy, levels of absenteeism, late coming and turnover can be significantly lowered . Flexible work arrangements refers to flexibility regarding an employees work location, working times and how much an employee works and is another important factor that can affect employee job satisfaction (Chen,2015).

Gathungu and Wachira (2013) state that the factors of extrinsic job satisfaction are what employers do for their employees to satisfy them at their place of employment. Extrinsic job satisfaction is explained in Hertzberg's 2 factor theory of job satisfaction. According to this theory employers can improve the job satisfaction of employees through company policies and procedures that are favorable to their employees.

Kajal Singh Thakur

PERFORMANCE

Performance can be defined as result orientated behavior (Armstrong et al., 2014). The actions that individuals perform that have a contribution in achieving organizational goals can also be defined as job performance (Campbell & Wiernik, 2015).The employees of an organization are the most important determinant of organizational success, hence organizations continuously strive to stay informed of the status of their employee satisfaction so that both organizational objectives and increased productivity is achieved (Indermun & Bayat, 2013). Watson (2012) stated that job satisfaction stems from intrinsic and extrinsic factors that relate to work values and instrumental values respectively.

Individual performance forms the basis for organizational decisions therefore organizations need to comprehend and recognize how each employee is individually affected by the various factors of job performance (Sonnentag, Volmer & Spychala, 2008). Task performance and contextual performance are the 2 types of individual job performance that researchers have looked at in the past (University of Minnesota Libraries Publishing, 2015; Kappagoda, 2012).Researchers have, however, found new types of job performance, the 3 main types of behavior that forms an employee's performance at work are task performance, citizenship and counter productivity (Robbins et al., 2013). Task performance is when employees execute their duties to contribute in the creation of goods or services, citizenship can be defined as the actions of employees that add to the psychological environment of the environment without expecting a reward such as treating colleagues with respect and counter productivity can be defined as a consequence due to employees performing intentional action that cause damage to the organization such as stealing (Robbins et al., 2013).

Kajal Singh Thakur

Employee performance is related to quality, financing, knowledge management, effectiveness and the developmental growth of the organization as a whole (Platis, Reklitis & Zimeras,2015). In order for improvements to occur at the organizational level, improvement must be made at the individual level (Moccia, 2016). Determinants of job performance are stress, job satisfaction, interpersonal relationships and work attitudes (University of Minnesota Libraries Publishing, 2015).

Hertzberg's two-factor can be used by employers in increasing performance amongst employees. Ghazi, Shahzada & Khan (2013) conducted a study which revealed that the high levels of motivation and satisfaction that is needed to increase performance amongst employees is attained through prioritizing hygiene factors. Hygiene factors characterize an employee's work environment and can lead to job dissatisfaction, which affects performance if organizations don't apply them appropriately.

WORK LIFE BALANCE

Work life balance is relevant to all employees irrespective of an employee's relationship status or whether they have children to take care of as a balance in work and life responsibilities enable individuals to have a satisfied life. Furthermore it was found that a positive relationship exists between work life balance and an employees work performance hence as a result of employees being able to successfully take care of their life responsibilities ,they are able to perform better at work (Palkisetia,2015).

Kajal Singh Thakur

In a study conducted by Varatharaj & Vasantha (2012) that looked at the relationship between job satisfaction and work life balance in woman, it was found that job satisfaction and work life balance have a strong positive relationship and this is further highlighted by Adikaram (2016) whose study revealed that there was a significant association between work life balance and job satisfaction. It is important for employees to be able to manage their work and personal lives in a way that satisfies them (Sturges, 2012). When there is an imbalance to work life commitments, the imbalance is a stressor that can cause health issues which impact on work and life as it can affect an individual's health and wellbeing thus affecting performance at work and an individual's general quality of life at home (Lunau, Bambra, Eilcomo, van der Wel and Dragano,2014). Work life balance is commonly linked to improved performance (Wheatley, 2016).

The importance of work life balance was recognized by the European Union's efforts to successfully combine work and personal life as a new priority (Lunau etal.2014).When work and personal life come together ,it results in work life interference (Kelly, Moen, Oakes, Okechukwu, Davis, Hammer, Kossek, King, Hanson, Mierzwa & Casper,2014). Work life interference can result in work life enrichment which could lead to benefits to the individual (Pedersen & Jeppesen, 2012).

Kajal Singh Thakur

FACTORS AFFECTING EMPLOYEE TURNOVER INTENTION AND ABSENTEEISM

Turnover intention is an employee's contemplation to find a new job within a specific time outside of his organization (Medina, 2012). The employee's consideration to willingly leave his own job is another definition of turnover intention (Issa, Ahmed & Gelaidan, 2013).

Moreover this turnover intention will have an impact on the employee's performance which can have an impact on the position of the organization. Tariq, Ramzan & Riaz (2013) carried out a study on the impact of employee turnover on organizations efficiency and found that the organizations performance was negatively impacted by employee turnover. Moreover organizational performance has a negative and insignificant correlation with employee turnover, salary, workload, work family conflict and work stress. Medina (2013) found that turnover intentions of young adults were strongly influenced by job satisfaction and older aged employees were less likely to move jobs. Furthermore employees with higher educational levels were more likely to seek new job prospects compared to employees with a lower level of education as employees with a lower level of education have fewer prospects of new job prospects.

Several reasons are responsible for employee turnover intentions such as absence of training, poor career path, inflexible and poor work environment, lack of recognition, limited opportunities for promotion, low pay and unchallenging work (Nienbar & Masibigiri, 2012).

Kajal Singh Thakur

They also highlighted that for organizational goals and objectives to be achieved, employees should feel committed and emotionally attached to the organization so that they are efficient and productive at their jobs. In a 2014 Workforce study done by Timeware, 45% of employees said that they were absent from work due to sickness, 20% were absent due to personal problems and 7 % were absent due to hangover. Moreover 57% of employees admitted to calling in sick when they were not sick. Furthermore the research revealed that it would be less likely for employees to be absent if flexible working hours and working from home was offered to them by their employer (Timeware, 2015)

RELATIONSHIP BETWEEN FLEXIBLE WORKING HOURS, JOB SATISFACTION AND PERFORMANCE

The theory that I will use is Hertzberg's 2 factor theory. It was developed by Frederick Hertzberg in 1959 and it was used to study job satisfaction and job dissatisfaction thorough intrinsic and extrinsic factors as discussed earlier. As applied to my study, this theory holds in expecting the independent variable Flexible working hours to explain the dependent variable Job satisfaction and performance.

Flexible working hours include flexible working hours and flexible working locations such as working from home. Flexible working hours are applicable for a large range of employees with varying responsibilities who require balancing work and personal obligations. A study conducted by Ali (2016) found that a significant relationship existed between job satisfaction and several organizational issues such as organizational performance, employee turnover and organizational productivity.Due to the need to create conducive work life balances that emanated from employees needing to take care of children, elderly and balance studies, the

establishment of flexibility in the workplace was certain (Shagraliyera & Yazdaniford, 2014).

Duggah, Ayaga & Dennis, 2014 found a reciprocal correlation between job satisfaction and employee performance whereby people who are satisfied with their jobs are satisfied with life and vice versa. One of the factors that positively influenced the improvement of conceptual and task performance was job satisfaction (Kappagoda, 2012).This was re-iterated by Idermun and Bayat (2013), who established an incontestable correlation between job satisfaction and employee performance, suggesting that job satisfaction was affected by physical rewards as well as psychological rewards. They believed that employees should be rewarded and motivated towards achieving job satisfaction as this will increase individual employee efficiencies which would result in an increase in overall performance being achieved.

Autonomy in decisions that affect the business and an environment that is conducive for work have an effect on increasing satisfaction and an increase in satisfaction levels leads to a rise in performance (Javed ,Balouch & Hassan, 2014). Awan et al.(2014) highlighted that the performance of employees was greatest when they are satisfied with job security, reward systems at work and with their pay packages. Shmailan (2016) agreed that employee performance can be attributed to the strong influence of job satisfaction as satisfied employees are better performers who add to the ultimate success of an organization.

Job satisfaction is one of many factors that have an influence on employee performance (Platis et al., 2015). Funmilola, Sola & Olusola, (2013) also highlighted that the dimensions of job satisfaction independently and mutually predict job performance.

In a study on how workers job satisfaction levels correlate to workplace flexibility, it was found that job satisfaction was not considerably affected by changes in wages but rather on flexibility in the workplace, through regression analysis the findings of the study revealed that workplace flexibilities had an 8.1% correlation with an increase in employee job satisfaction (Coti, Haley and Miller,2014).This inversely proportionate relationship helps employers to understand the dependencies of turnover on job satisfaction and how job satisfaction can have an impact on retaining or loosing knowledgeable and competent staff.

In a study done by Nohe & Sonntag (2014), it was found that work family conflict and family work conflict were related to job satisfaction and marital satisfaction respectively. The benefits that arise from workplace flexibility to the employer are higher profitability and performance from employees who are committed to the company and are satisfied with their jobs which in turn results in increased performance, lower rates of absenteeism ,absconding and turnover furthermore stress has a severe impact on employees wellness such that it can decrease productivity along with absenteeism therefore by providing a workplace that is effectively low stress and high trust based can consequently result in benefitting the wellness of the employees and result in an increase in productivity which can be achieved through flexibility in the workplace (Shagvaliyeva et al., 2014).

Altunas (2014) indicate that it is difficult to prevent job satisfaction which causes a reduction in an employee's individual performance and affects rates of absenteeism, productivity and

Kajal Singh Thakur

job retention in a negative way. When the environment of an employee is able to meet the needs of employees, their values and their personal characteristic's then the level of job satisfaction is elevated(Ibrahim, Ahmed, Khan, Khan, Awan, Shadid & Karim, 2012; Zaim et.al,2012).

According to Goldsmith (2013), one of the most important factors that influence an employee's decision to stay within a company hence retain staff was found to be flexible working arrangements furthermore flexible working arrangements were also noted as a leading factor in job satisfaction. According to a 2012 report on employee job satisfaction and engagement flexibility in the workplace was ranked as the highest as compared to career growth and compensation in a report by the society of Human resources management (SHRM, 2012).

Cairn (2013) looked at flexible work arrangements considering the motivational theory constructed by Maslow such that Flexible work arrangements is seen as a benefit that fell in the lower end of the hierarchy towards security, the removal of the benefit of Flexible work arrangements from this lower level of Maslow's hierarchy may not have an impact on employee performance but if Flexible work arrangements were part of a higher need on the hierarchy such as self-actualization or esteem, the possibility that an employee's performance will be affected negatively by the exclusion of the benefit of flexible work arrangements is greater however the elimination of Flexible work arrangements in a group setting can increase an employee's self-actualization and sense of belonging thereby positively impacting on an employee's motivation and individual abilities. It is therefore important to look at Flexible work arrangements and the impact it has on a group setting as compared to that bon an individual setting where employees are tasked to work independently.

Employers choose to offer flexible work arrangements in the workplace for various reasons with life management motives and motives that are work related being the main reasons for offering flexible work arrangements (Shockley &Allen,2012).The category of life management motives is to allow employees to have a work life balance so that they can properly manage their working life as well as personal lives as separate entities thus allowing employees to be able to change their schedule therefor enabling them to participate in personal activities such as fetching children from school or attending classes for further studies.

In the category of work related motives, these motives are used to go beyond maintaining a work life balance so that personal productivity is achieved. Productivity is increased through flexible work arrangements by choosing to work when offices are the quietest or to work from home as concentration levels peak when there is no disturbance or interference from the external environment. Shockley et al. (2012) found that employees are more productive when they work outside their boundaries of the normal office work.

It is fundamentally important for organizations to also look at the consequences of Flexible work arrangements that affects the individuals as well as the organization as a whole as this could impact on job satisfaction , employee performance and the choice of employees to stay within an organization for the their career lifespan (Masuda , Poelmans, Allen, Spector, Moreno-Valazquez, 2012). Types of flexible work arrangements will be explained in detail under recommendations and include Flextime, Telecommuting and Compressed work week . In an experiment that was conducted on randomly assigned employees who worked in a Chinese travel call center to test the effects of Flexible work practices, it was found that

there was a 13% increase in performance from employees who worked from home (Bloom, Liang, Robierts & Ying, 2015).

Dutcher (2012) shows through experimental methods that were applied on randomly chosen students who were working in a lab that students who worked outside the lab performed better at creative tasks than those who worked in the lab.

Employees believe that when working environments become increasingly stressful, it impacts on the quality of their health and this is related to Conservation of resource theory (COR) theory which states that the consequence of a resource loss whether it is actual, perceived or an inability to receive an expected resource gain can be due to a resources impaired health (Leiter, 2014). Scheduled flexibility may benefit both the employees' abilities to engage themselves through performance at the workplace and at home by having a positive effect on an employee's family as well as the organization they work in (Pedersen & Jepperen, 2012).

Stroup and Yoon (2016) support the adoption of flexible work arrangements based on recent research as they suggest that Flexible work arrangement policies lead to better employee retention, higher levels of organizational commitment, increased job satisfaction, increased financial performance and increased productivity so long as the policies are implemented successfully as the flexible work arrangement policies are highly dependent on successful implementation. 55 %of employees who participated in a 2015 employee job satisfaction and engagement survey stated that an important factor of their job satisfaction was having the flexibility to balance work and life commitments (SHRM, 2015). Furthermore

Kajal Singh Thakur

employees indicated that the workplace flexibility that the organization offered was a main reason it would be either unlikely or very unlikely that they would leave their organizations employ.

Moreover 56 % of respondents cited that the main reason that it would be unlikely for them to seek employment outside of their current organization is due to pay and flexibility to balance work and life commitments.

Noonan and Glass (2012) stated that flexible work arrangements are prevalent amongst employees and organizations in the United States. In general technological advancements allow for information and communication technologies to be easily accessible to employees to perform their jobs remotely through telecommuting. Equally important is that telecommuting allows women to take care of their children and work at the same time.

Telecommuting allows woman to expedite child care whilst at the same time still being able to contend competitively in the workplace (Noonan et al., 2012).Organizations can bring together teams from different locations to collaborate online through online technologies (TNS Infratest & ZEW, 2014).

Noonan et al. (2012) conducted an econometric study on telecommuting and found that there was only a slight deviation between the number of employees who are parents who chose telecommuting compared to employees who were not parents and that mothers do not have a higher rate of telecommuting than fathers do. Moreover telecommuting is not

predominantly used by female employees to improve child care as much as it is used by employees who are college educate as their probability of telecommuting was greater than the population in its entirety. Flexible working hours results in benefits such as greater levels of productivity and organization profitability (Choudhary & Singh, 2016). Moreover work life balance is stimulated by flexible work hours which results in decreased levels of stress and a higher level of employee wellbeing.

Organisations are faced with the dilemma of an ageing workforce, larger numbers of employees will be getting older with fewer younger employees entering the workforce and these younger employees will lack the knowledge, skills and abilities to take over the full duties and responsibilities of those employees who are retiring (Paullin, 2014). In one study 85% of baby boomers, those born between 1946 to 1964, said that they planned to work after retirement, with approximately half stating that they plan to work well into their 70s and 80s (Bruyere, Young and Maybaun, 2012).The main reason for working pass the normal retirement age was because they had money needs, to maintain health insurance, support family members, pay for health care for their families and themselves and because many enjoyed working (Paullin, 2014). Furthermore when compared to younger workers, older workers have an interest in learning new things, are less resistant to change and less likely to miss work. Moreover research has revealed that age is not related to performance, hence ,older workers are not less productive compared to their younger counterparts and actually outperform younger workers which could be attributed to the knowledge and skill they have gained through their years of experience (Burtless, 2013 ; Paullin,2014).

Kajal Singh Thakur

The 2014 SHRM survey on Ageing found many reasons why older workers should be retained within the organization of employ as the respondents of the survey agreed that older employees are more mature and professional, their work ethic is much stronger than that of younger employees, they have the ability to train and mentor new employees, are more reliable than their younger counterparts (Paullin, 2014). Knowledge such as human knowledge, social knowledge and cultural knowledge is also something that older workers have an advantage of over younger workers (DeLong, 2004 and Paullin, 2014).

BMW carried out an experiment on productivity by creating a "Pensioners assembly line" where the staff complement consisted of older employees, the defect rate for that line dropped to zero and productivity increased by 7 % (North and Hershfield, 2014).Older workers are attracted to flexibility in the workplace therefore it is important that organizations look at ways of offering the flexibility that older workers prefer such as part time work, flexible working hours, working from home, compressed work weeks and ROWE (Kelly et al., 2014).

Individuals' age differently due to factors such as genetics, health and fitness, our ability to function in the workplace can be compromised through ageing (AON, 2014). By looking at the data collected by AON in their study, a strategy to decrease exposure to age specific risks in the workplace as well as a strategy to increase the ability to work can be found so as to address needs of ageing employees and thus reduce the risk of injury and prevent absenteeism. Moreover human resource programs such as flexible work arrangements play a role in understanding the production needs of the organization and reviewing jobs for age appropriateness as well as understanding absenteeism by structuring work in such a way that

Kajal Singh Thakur

job retention is improved and fatigue reduced. Previous research has found that flexible scheduling options are important to all employees irrelevant of career stage, gender or age(SHRM,2012).Furthermore flexibility to balance work and life commitments ranked 11th by employees who viewed it as a very important factor, where 46% of employees stated that it was a very important part of job satisfaction.

Moreover no significant difference amongst differing age groups were found thus suggesting that age does not play a role in choosing flexible work arrangements. In a 2012 AARP/SHRM survey of full time or part time employees who were also seeking jobs, aged 50 years and older,62 % of employees stated that it was either very important or somewhat important to have flex time available to them with regard to flexible work arrangements (Brown,2012). According to the American time use survey (2012) of wage and salary workers who were aged 25 years and older, 61% of workers who had a bachelor degree or higher qualification were able to adjust their work location or work schedule when needed instead of taking leave or time off from work compared to 38% of workers who had less than a high school qualification. The working families' flexibility Act (2013) was introduced in the United States of America and signed into law to allow individuals who worked overtime in the private sector to choose how they would be compensated, either through money or time. Shockley et al. (2014) examined how flexible work arrangements affected an employee's motivation, hypothesising that employees who had more family responsibilities were focussed to use flexible work arrangements due to motivators related to life management. Shockley et al. (2014) found that individuals were less likely to use flexibility to manage work and non-work commitments as compared to using flexibility to achieve better work related outcomes.

Kajal Singh Thakur

Human resource policies positively affect performance when they help employees create a balance between work and family responsibilities (Jyothi and Jyothi, 2012). A lack of work family balance can lead to a number of difficulties such as work family conflict, low morale and motivation, decreased performance and productivity amongst employees, reduced quality of life for the employee, increased grievances to the employer, high rates of absenteeism or late coming and low employee retention (Kumar & Chakraborty, 2012). Furthermore work family balance is the second most important workplace quality, with paid work being the most important workplace quality above all else.

Employees who make use of flexible work arrangements are viewed as individuals who lack commitment (Tajlil, 2014). It is therefore difficult to understand the effect of career success when flexible work arrangements can result in career penalties to employees (Leslie, Manchester, Park and Mehng, 2012).Workers who fall under the category of low wage earners have a lack of flexibility options available to them compared to the options available to blue collar workers and professionals (Berdahl and Moon, 2013). Moreover low waged employees could face warnings, suspended pay and unemployment if they chose to put the needs of children or elders ahead of their work needs due to the lack of flexibility in their workplace (Crate, 2012; Dodson, 2013). Mothers who used flexitime and are part of the higher income groups are stereotyped as individuals who lack "work devotion'' whereas low wage mothers are labelled as mothers who have a lack of "personal responsibility'' because they are unable to take care of their family needs due to a lack of flexibility in the workplace and are also criticized and questioned by society as being irresponsible reproducers for having children they cannot take care of (Dodson, 2013). To maximize the positive aspects of work family balance, flexible work arrangements and autonomy are essential (Allen, et al., 2013).

Budig, Misra and Boeckmann (2012) suggest that labour laws could protect mothers and women thus allowing them to have active careers through being able to combine their home and professional responsibilities concurrently. Many individuals face increased challenges in balancing work and family life whilst maintaining competitiveness in their business life (Rupert, Stevanovic, Harman, Bryan and Miller, 2012). In a study to explore the depth to which male and females rate the importance of work family balance, flexibility in the workplace and their intention of looking for work flexibilities in their careers, women showed more interest than their male counterparts by prioritising work flexibility (Vandello, Hettinger, Bosson and Siddiqi, 2013). The reluctance of men to seek flexibility in the workplace could be due to fears of gender related discrimination and stigmatization at the workplace as they fear an attack on their masculinity where as women who seek flexibility at the workplace may have the perception that seeking work flexibility would increase their femininity (Wattis, Standing and Yerkes, 2013).

Pressure on employees to fit in to gender specific roles prevent effective implementation of policies that support work family balance especially with men when men are discouraged to use the benefits of flexible work policies that are available to them by the organization (Vandello et al.,2013).

Kajal Singh Thakur

RESEARCH METHODOLOGY

A **descriptive research** design was used for the study, where primary and secondary sources for data collection were used. Questionnaire was adapted from the previous research of similar nature. Sampling techniques applied in this study was convenience sampling. The study was conducted with the sample size of 50. Primary data was collected by Questionnaire. Questionnaires were distributed through google form and 50 of them were complete in all respect which was considered for the study.

The purpose of this quantitative study is to test the theory of job satisfaction and performance that relates to Flexible working hours for IT Sectors Companies. An examination into research design, data collection and analysis are discussed in this chapter.

Moreover this chapter specifically focuses on the following aspects of the research: research procedures and settings to answer the research question through research design, research instrumentation, research setting, research participants, internal and external validity and ethical considerations. These aspects shape the research and influences the reliability of the results obtained from the study.

Recent research was used to review flexible working hours, job satisfaction and performance from peer reviewed journals which formed part of the literature review of this study. The specific objectives as outlined previously are:

Kajal Singh Thakur

- To investigate employees satisfaction with a flexible working arrangement

- To determine the relationship between Flexible work arrangements, job satisfaction and performance.

- To investigate the expectations employees of different age groups have on flexible work arrangements.

- To provide recommendations on how Flexible work arrangements can improve job satisfaction and performance in a corporate environment.

Responses were received by employees who participated in the survey to answer the following research questions:

- Will employees be satisfied with a flexible work arrangement?

- Does a relationship exist between Flexible work arrangement, job satisfaction and performance?

- How does the need for Flexible work arrangements differ amongst employees of different age groups?

- The last research question was not addressed in the questionnaire. It formed part of the recommendations that will be dealt with by the researcher.

- What recommendations can be made to improve Flexible work arrangements as well as improve job satisfaction and performance in a corporate environment?

RESEARCH DESIGN

A Research Design is simply a structural framework of various research methods as well as techniques that are utilised by a researcher.

The research design helps a researcher to pursue their journey into the unknown but with a systematic approach by their side. The way an engineer or architect frames a design for a structure, likewise the researcher picks the design from various approaches in order to check which type of research to be carried out.

Elements of Research Design

Here are the most important elements of a research design-

The essential elements are:

1. The method applied for analyzing collected details

2. Type of research methodology

3. Accurate purpose statement

4. Probable objections for research

5. Techniques to be implemented for collecting and analyzing research

6. Timeline

7. Measurement of analysis

8. Settings for the research study

Kajal Singh Thakur

TYPES OF RESEARCH DESIGN

Depending on the research type, a researcher can choose from different types of design. Here are the most common types of research design.

Experimental Research Design

Researchers use this design to establish a relationship between a cause and the effect. It can be used in a controlled experiment or field experiment. Quasi-experiment research design can also fall under this framework. When using this design, a researcher observes an independent variable's influence on a dependent variable. For example, a researcher can observe the effect of price, which is an independent variable, on the customer's satisfaction, which is a dependent variable.

A researcher can use this design to solve a problem through the manipulation of independent variables and observing how the dependent variables change. For instance, a researcher can experiment with price changes to observe how the changes affect customer satisfaction.

The only difference between experimental and nonexperimental research design is that the former employs scientific approaches to manipulate the control variables while measuring their effect on dependent variables. A non-experimental design does not entail the manipulation of the control variables.

Kajal Singh Thakur

Qualitative Research Design

This design aims to provide answers to how and why a phenomenon happens. Researchers that use this design employ open-ended survey questions most of the time. And quantifying descriptive answers is sometimes difficult. These answers are also difficult to express using numbers. As such, researchers can use this method to collect complex information or explore people's behaviors and thoughts. It's an ideal design for finding ideas, formulating predictions, and explaining numbers.

Popular qualitative research design types include:

   a. Grounded theory method

   b. Ethnographic model

   c. Phenomenological method

   d. Historical model

   e. Case study model

   f. Narrative model

These methods enable social science researchers to understand the viewpoint of the participants by focusing on human behavior.

Quantitative Research Design

Researchers use this design when they want to answer questions like what, who, where, how many, and when? With this design, a researcher employs more close-ended questions. That way, quantitative surveys are easy to transform into stats, numbers, chats, and graphs.

Most businesses use this design to learn about customers and gather data that they can use to make decisions. For instance, a business can employ a quantitative survey like NPS Survey to measure customer satisfaction on a scale of one to ten.

Common methods that researchers use with this design include:

a. Descriptive research

b. Survey research

c. Experimental research

d. Correlational research

e. Causal-comparative research

The focus of these methods is to gather numerical data and then generalize it across certain groups or explain a specific phenomenon.

Correlational Research Design

This is a non-experimental design that a researcher can use to establish the relationship between variables with a close connection. Ideally, using this design requires a researcher to have two separate groups. The researcher should not make any assumptions when evaluating the variables' relationship and should use statistical analysis methods to calculate their relationship.

The correlation between the variables is determined by a correlation coefficient. And the value ranges from -1 to +1. A correlation coefficient that is towards +1 shows a positive relationship while a correlation coefficient that is towards -1 shows a negative relationship.

Descriptive Research Design

When using a descriptive design, the researcher focuses on describing the case or situation they are studying. This is a theory-based design that researchers use to gather, analyze, and present their collected data. It allows researchers to give insights into the how and why of a study. This design enables others to understand the importance of research. But, without a clear problem statement, a researcher can engage in exploratory research.

Common methods that researchers use with this design include analysis, data collection, and presentation. These methods enable the researcher to present a problem statement to enable other people to understand why the study is important.

Explanatory Research Design

Just like the name suggests, researchers use explanatory design to expand and explain their research theories and ideas. Ideally, this design enables a researcher to elaborate on certain unexplored areas or aspects of a research topic based on their thoughts and ideas. When using this design, a researcher focuses on explaining the missing pieces.

Kajal Singh Thakur

Exploratory Research Design

A researcher uses this design when they want to explore a research problem without past data. But, a researcher can use few past studies as their reference. In some cases, this design is used to conduct unstructured and informal research. Ideally, researchers use this design for their initial research, hoping to provide a theoretical or hypothetical idea of a study problem.

Common research methods that are used with this design include primary approaches like surveys, interviews, and focus groups, as well as, secondary methods like literature research, case study research, and online research.

Cross-Sectional Research Design

This design is characterized by three unique features.

The absence of time dimension; the researcher depends on the existing differences instead of changes that follow intervention.

Groups are chosen depending on the existing differences instead of random allocation.

This design can measure differences from or between a variety of subjects, phenomena, or people instead of a change process.

Therefore, a researcher can use a relatively passive approach when using this method to make casual inferences whose basis is their findings.

Kajal Singh Thakur

Mixed Methods Research Design

This design is more of a way to examine a study problem than a research methodology. When using this design, the researcher focuses on a study problem that requires:

Examination of contextual understandings, cultural influences, and multi-level perspectives in real-life.

Application of constructs frequency and magnitude, as well as, rigorous assessment of quantitative and qualitative research in exploring constructs and understanding their meanings.

Objective drawing on the qualitative and quantitative data gathering method to formulate an interpretive framework for finding new understandings and possible solutions to the problem.

Some people argue that this is a type of quantitative research design. However, some researchers see this design as more than a simple combination of quantitative and qualitative research methods. To them, this design reflects a new way and an epistemological paradigm occupying a conceptual space between interpretivism and positivism.

Phenomenological Research Design

This design is a qualitative research approach with a focus on a lived experience's commonality within a group. The most common method used with this design is an interview. When using this design, a researcher interviews the individual members of a group to understand their first-hand experience or knowledge of a situation or event.

Kajal Singh Thakur

Sequential Research Design

A researcher conducts a sequential study in a staged, deliberate approach. That means the researcher completes one stage first and then moves to the next. With this design, the researcher aims that every stage will eventually build on the previous one until they gather sufficient data to test their hypothesis. This design does not involve pre-determining the sample size. A researcher can accept a null hypothesis, an alternative hypothesis, or pick more subjects for another study after analyzing each sample. Thus, a researcher can get limitless objects before they make the final decision.

Case Study Research Design and Methods

A case study design entails an in-depth study of a specific research problem instead of comparative and comprehensive inquiry or sweeping statistics survey. Researchers use this design to narrow down a broad research field into a few or one example that is easy to research. A researcher can also use this design when they want to test whether a model or a theory applies to specific real-world phenomena. It's an ideal design when a researcher doesn't know much about a phenomenon or an issue.

Common case study methods that researchers use to gather information include observations and interviews, as well as, secondary and primary sources analysis.

Kajal Singh Thakur

Single Case Research Design

This design is also cased single-subject design. It's a design where the subject also serves as their control instead of using another group or individual. Researchers mostly use this design in education, human behavior, and applied psychology studies. Reversal design or the AB research design is the most basic single-subject design. It has the first phase or "A" that establishes the dependent variable. It can mark the response level before the introduction of treatment. This level acts as the control condition. The second phase or "B" starts when the researcher starts to administer the treatment. The adjustment period occurs when the behavior the researcher is interested in becomes variable and starts to decrease or increase.

Ethnographic Research Design

This design is mainly an inductive study method that a researcher can use to collect information about their research subject. Some researchers call this method analytic induction. It entails outlining hypotheses in survey questions and then administering them within a research setting. Researchers can use this design in medical, educational, and business fields. Some of the methods used with this design include interviews, participants' observations, and surveys.

Narrative Research Design

Just like the name suggests, this design entails gathering and telling stories or a story in detail. A researcher composes a narrative based on individual experiences. They can describe an individual's life experience and discuss what the experience meant to them. This design focuses on studying individuals personally. A researcher acts as the interpreter of the stories.

Causal Comparative Research Design

When using this design, the researcher studies how an independent variable affects a dependent variable through a comparison of individuals' groups. What makes this design different from a correlational approach is that it compares the groups of study subjects. This is also the case for experimental research.

Retrospective Research Design

With this design, the result of interest has occurred already at the time of initiating the study. This design allows a researcher to come up with ideas about the possible associations. They also investigate possible relationships without making casual statements.

Researchers have many designs from which to choose when conducting their research. If you're not sure about the best design to use for your study, hire professional writer service or check a research design example first. That way, you will know what the design you choose entails and how to use it in your study.

HYPOTHESIS

The study hypothesis is:

H1: There is a positive relationship between flexible working hours and employees' performance?

H2: There is a positive relationship between flexible working hours and organizational performance?

H3: There is a positive relationship between flexible working hours and employee job satisfaction?

Kajal Singh Thakur

SOURCE OF THE DATA

The sources of data can be classified into two types: statistical and non-statistical. Statistical sources refer to data that is gathered for some official purposes, incorporate censuses, and officially administered surveys. Non-statistical sources refer to the collection of data for other administrative purposes or for the private sector.

The following are the two sources of data:

1. **Internal sources**

- When data is collected from reports and records of the organisation itself, they are known as the internal sources.

- For example, a company publishes its annual report' on profit and loss, total sales, loans, wages, etc.

2. **External sources**

- When data is collected from sources outside the organisation, they are known as the external sources. For example, if a tour and travel company obtains information on Karnataka tourism from Karnataka Transport Corporation, it would be known as an external source of data.

Kajal Singh Thakur

Types of Data

Primary Data

Primary data is the data that is collected for the first time through personal experiences or evidence, particularly for research. It is also described as raw data or first-hand information. The mode of assembling the information is costly, as the analysis is done by an agency or an external organisation, and needs human resources and investment. The investigator supervises and controls the data collection process directly.

The data is mostly collected through observations, physical testing, mailed questionnaires, surveys, personal interviews, telephonic interviews, case studies, and focus groups, etc.

- Primary data means first-hand information collected by an investigator.

- It is collected for the first time.

- It is original and more reliable.

- For example, the population census conducted by the government of India after every ten years is primary data.

Methods of Collecting Primary Data

1. Direct personal investigation

2. Indirect oral investigation

3. Information through correspondents

4. Telephonic interview

5. Mailed questionnaire

6. The questionnaire filled by enumerators

Kajal Singh Thakur

<u>Secondary Data</u>

Secondary data refer to the data that are gathered by a secondary party other than the user himself. The common sources of the secondary data for social science include statements, the data collected by government agencies, organisational documents, and the data that are basically collected for other research objectives. However, primary data, by difference, are gathered by the investigator conducting the research.

<u>Sources of Secondary Data</u>

Secondary data are basically second-hand pieces of information. These are not gathered from the source as the primary data. To put it in other words, the secondary data are those that are already collected. So, these are comparatively less reliable than the primary data.

These are usually used when the time for the enquiry is compact and the exactness of the enquiry can be settled to an extent. However, the secondary data can be gathered from different sources which can be categorised into two categories. These are as follows:

1. Published sources

2. Unpublished sources

<u>1. Published sources</u>

Secondary data is usually gathered from the published (printed) sources. A few major sources of published information are as follows:

- Published articles of local bodies, and central and state governments

- Statistical synopses, census records, and other reports issued by the different departments of the government

- Official statements and publications of the foreign governments

Kajal Singh Thakur

- Publications and reports of chambers of commerce, financial institutions, trade associations, etc.

- Magazines, journals, and periodicals

- Publications of government organisations like the Central Statistical Organisation (CSO), National Sample Survey Organisation (NSSO)

- Reports presented by research scholars, bureaus, economists, etc.

2. Unpublished sources

Statistical data can be obtained from several unpublished references. Some of the major unpublished sources from which secondary data can be gathered are as follows:

- The research works conducted by teachers, professors, and professionals

- The records that are maintained by private and business enterprises

- Statistics maintained by different departments and agencies of the central and the state government, undertakings, corporations, etc.

Kajal Singh Thakur

DATA COLLECTION

Data collection is a systematic process of gathering observations or measurements. Whether you are performing research for business, governmental or academic purposes, data collection allows you to gain first-hand knowledge and original insights into <u>research problem</u>.

While methods and aims may differ between fields, the overall process of data collection remains largely the same. Following are the responses of the questionnaire:

Name and Gender are the common question of every questionnaire of the survey. I start the data collection from the same. After that the main question arises from age of the responses then company name (where they work) and main object based in employees satisfaction level during flexible working hours.

The focus of the study was to gain an understanding on whether employees who are offered a flexible working hours are more satisfied with their jobs and hence more productive. Furthermore it looked at whether rates of absenteeism, late coming and absconding are decreased through a flexible working hours. The study looks at the relationship between job satisfaction and productivity and how flexible working hours play a role in this.

A quantitative research approach was employed with online questionnaires being distributed using Google form, an online survey tool. Using the simple random sampling technique, a sample size of 50 employees were requested to participate in the survey. Data analysis, revealed that Flexible working hours is preferred amongst the majority of employees and that a significant positive relationship exists between flexible working hours as the independent variable and job satisfaction and performance as the dependent variable amongst employees of all ages. The availability of Flexible working hours enriches work life balance which increases job satisfaction and performance.

Kajal Singh Thakur

ANALYSIS OF INTERPRETATION OF DATA

1)Based on the Gender responses.

| Row Labels	Count of S.NO
Female	23
Male	27
(blank)	
Grand Total	50
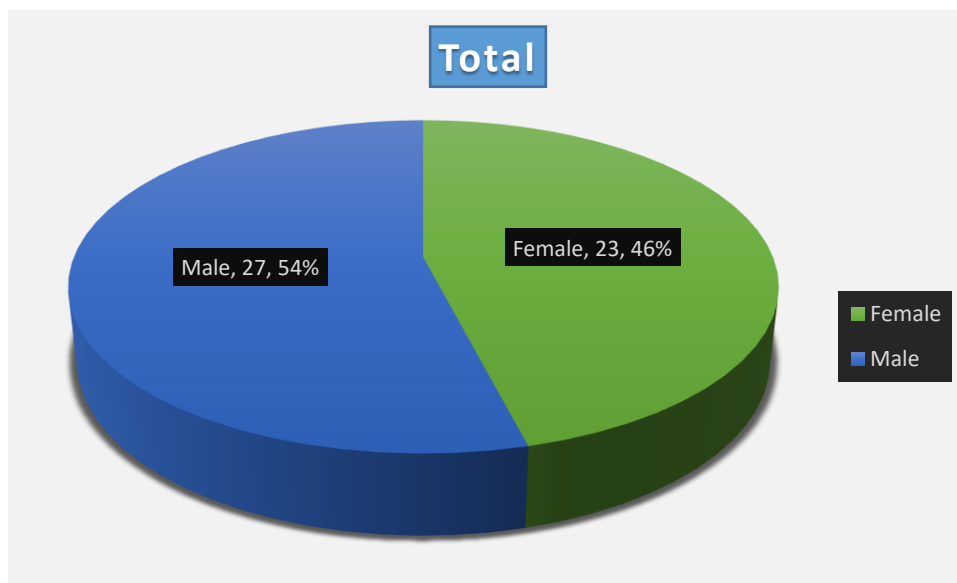
Interpretation:

From the above table, 46% of female employees working in a IT Sector companies and 54% of male employees working in a IT Sector Company.

Kajal Singh Thakur

2) Based on the Age Responses.

| Row Labels	Count of S.NO
18 to 30	**35**
Female	19
Male	16
31 to 40	**15**
Female	4
Male	11
Female Count	23
Male Count	27
Grand Total	**50**
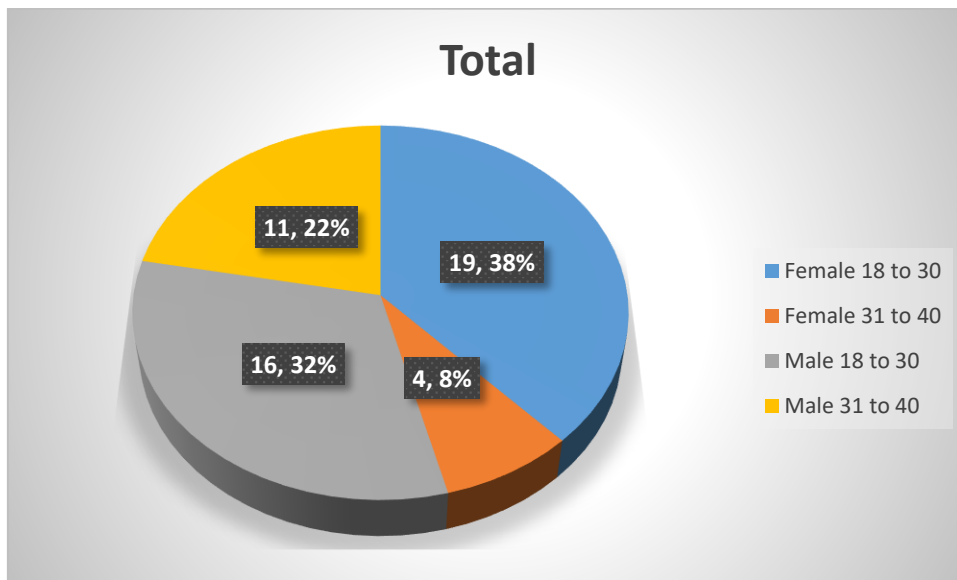
Interpretation:

From the above table and pie chart shows that 38% of female employees and 32% of male employees between the age of 18 to 30 , working in IT Sector, 22% of male employees and 8% of female employees between the age of 31 to 40 working in the IT Sector.

Kajal Singh Thakur

3) Responses of employees satisfied with their flexible working hours.

| Row Labels	Count of S.NO
Neutral	**2**
Female	1
Male	1
Satisfied	**14**
Female	5
Male	9
Strongly Satisfied	**34**
Female	17
Male	17
Female Count	23
Male Count	27
Grand Total	**50**
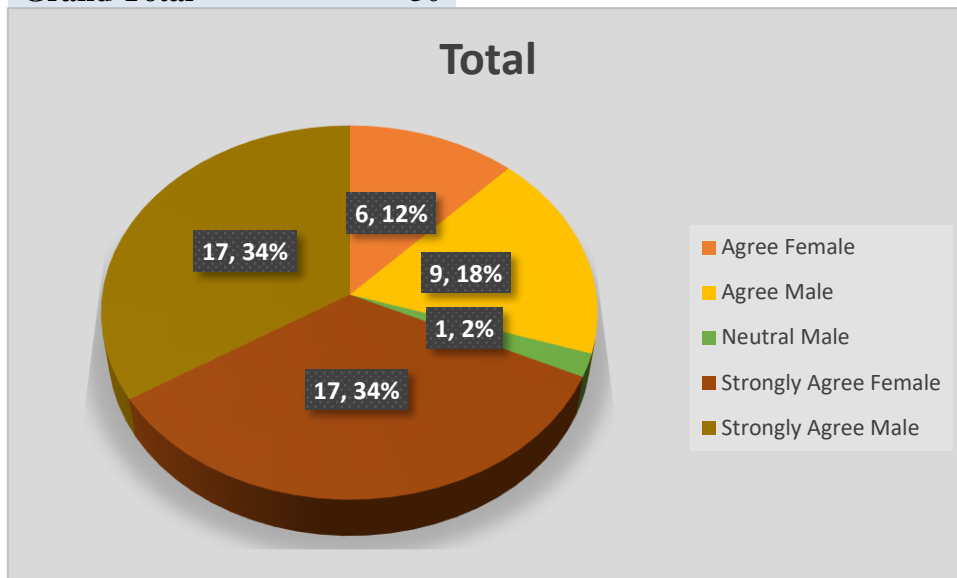
Interpretation:

From the above table and pie chart, its mentioned that 34% of female employees are strongly satisfied with flexible working hours, 34% of male employees also strongly satisfied with their flexible working hours, 12% of female employees are satisfied with their flexible working hours and 18% of male employees also satisfied with flexible working hour, 2% of male employees are neutral with flexible working hours.

Kajal Singh Thakur

4) Responses from, employees feel that she/he are able to balance his/her work life and performance.

| Row Labels	Count of S.NO
No	**2**
Female	1
Male	1
Yes	**48**
Female	22
Male	26
Female Count	23
Male Count	27
Grand Total	**50**
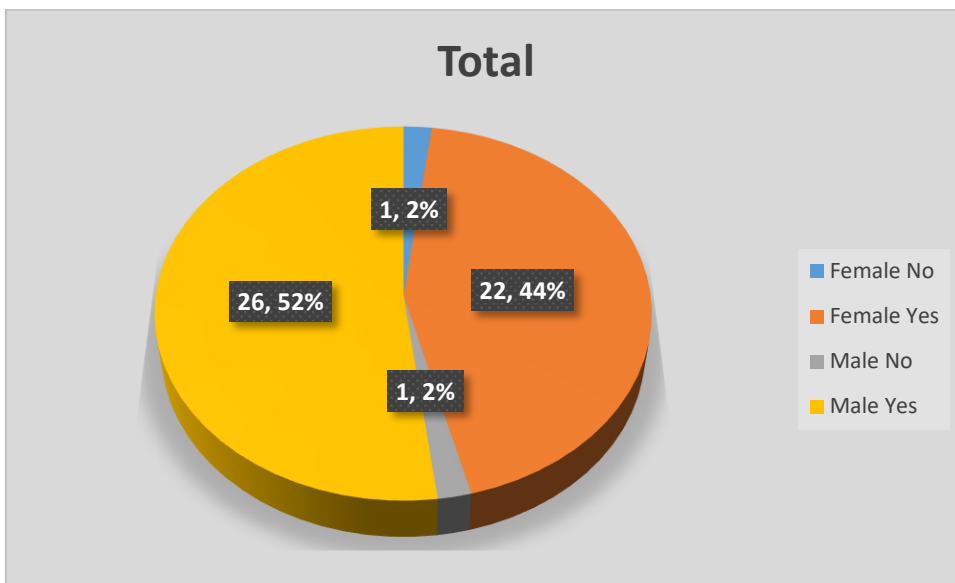
Interpretation:

From the above table mentioned that 52% of male employees and 44% of female employees feel that they are able to balance their work life and performance, 2% of male employees and 2% of female employees feel that they are not able to balance their life and work performance.

Kajal Singh Thakur

5) Responses From employees, "can company offer adequate opportunities for promotion and career development?"

| Row Labels	Count of S.NO
No	**2**
Female	1
Male	1
Yes	**48**
Female	22
Male	26
Female Count	23
Male Count	27
Grand Total	**50**
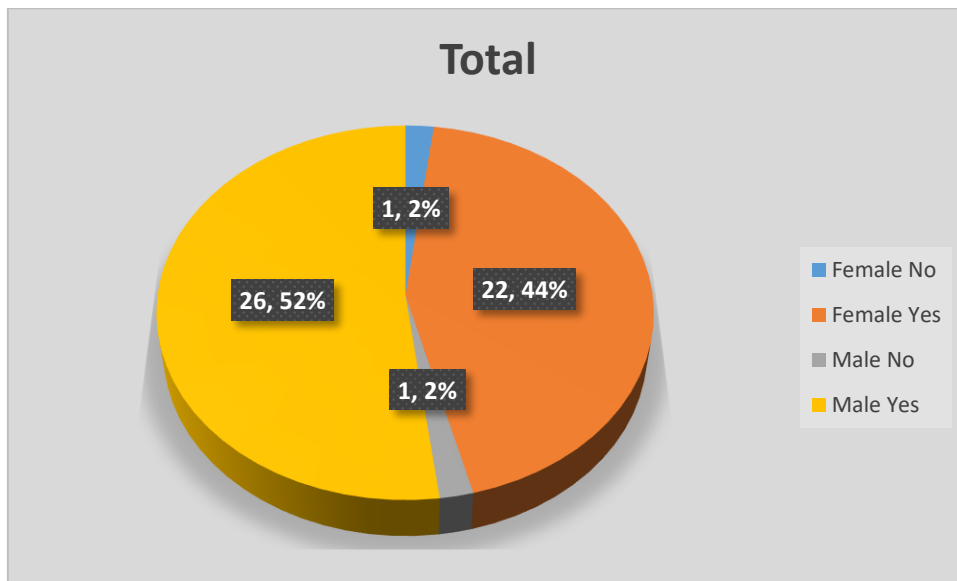
Interpretation:

From the above table and pie chart shows that 52% of male employees and 44% of female employees says that their company offer adequate opportunities for promotion and career development, 2% of male employees and 2% of female employees says that their company does not offer any opportunities for promotion and career development.

Kajal Singh Thakur

6) Responses from employees, "Can company gives you the tools and technology that you need to do your job well?"

| Row Labels	Count of S.NO
No	**2**
Male	2
Yes	**48**
Female	23
Male	25
Female Count	23
Male Count	27
Grand Total	**50**
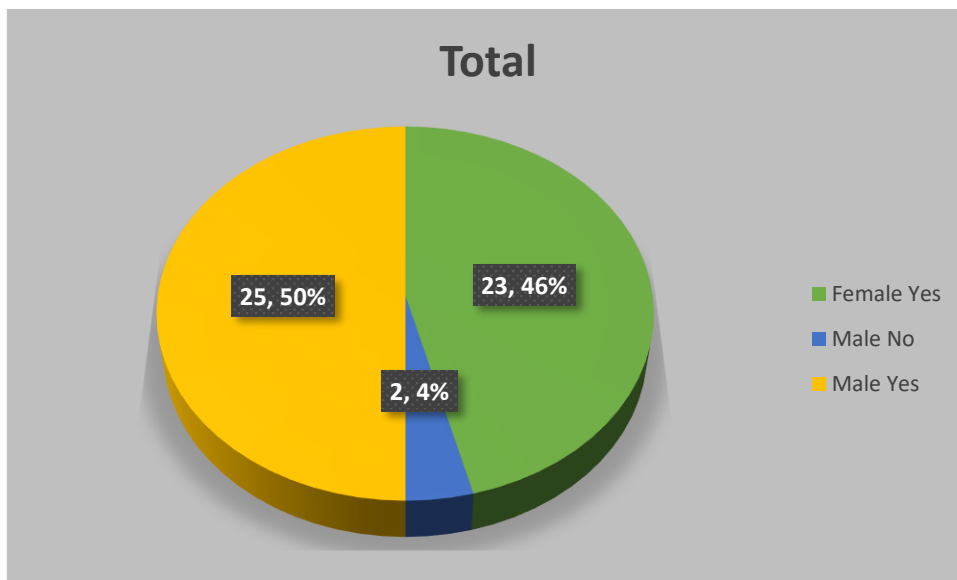
Interpretation:

From the above data collection, is mentioned that 50% of male employees and 46% of female employees says that their company give the tools and technology that they need to do their job well, 4% of male employees says no.

Kajal Singh Thakur

7) Responses form employees, "Can she/he satisfied with his/her work schedule?"

| Row Labels	Count of S.NO
May be	**3**
Male	3
No	**4**
Female	3
Male	1
Yes	**43**
Female	20
Male	23
Female Count	23
Male Count	27
Grand Total	**50**
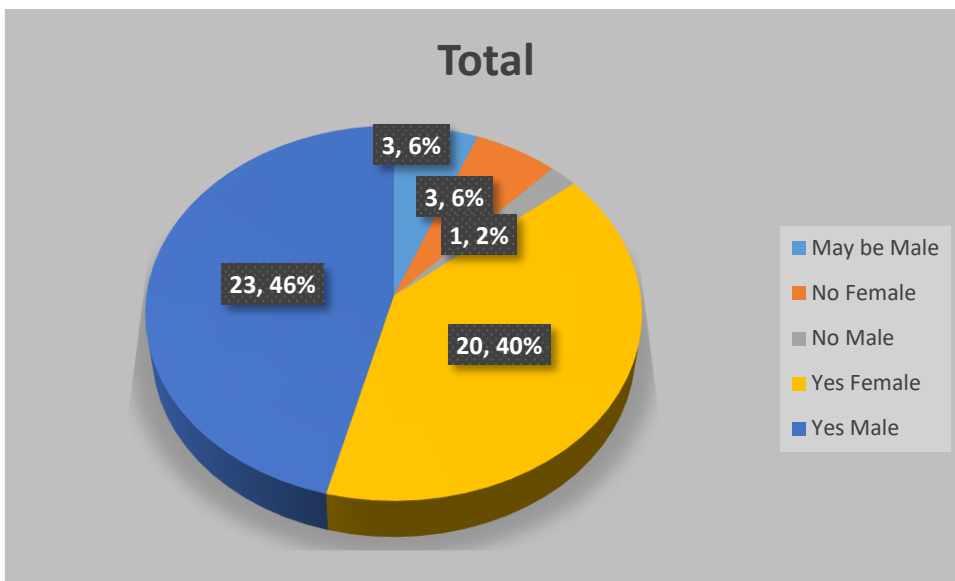
Interpretation:

From the above table, it shows that 46% of male employees and 40% of female employees says that they are satisfied with their work schedule, 6% of male employees and 6% of female employees are confused or neutral, 2% of male employees are not satisfied with their work schedule.

Kajal Singh Thakur

8) Responses from Employees, "does his/her company / team provided support at work whenever he/she needed?"

| Row Labels	Count of S.NO
No	**2**
Female	1
Male	1
Yes	**48**
Female	22
Male	26
Female Count	23
Male Count	27
Grand Total	**50**
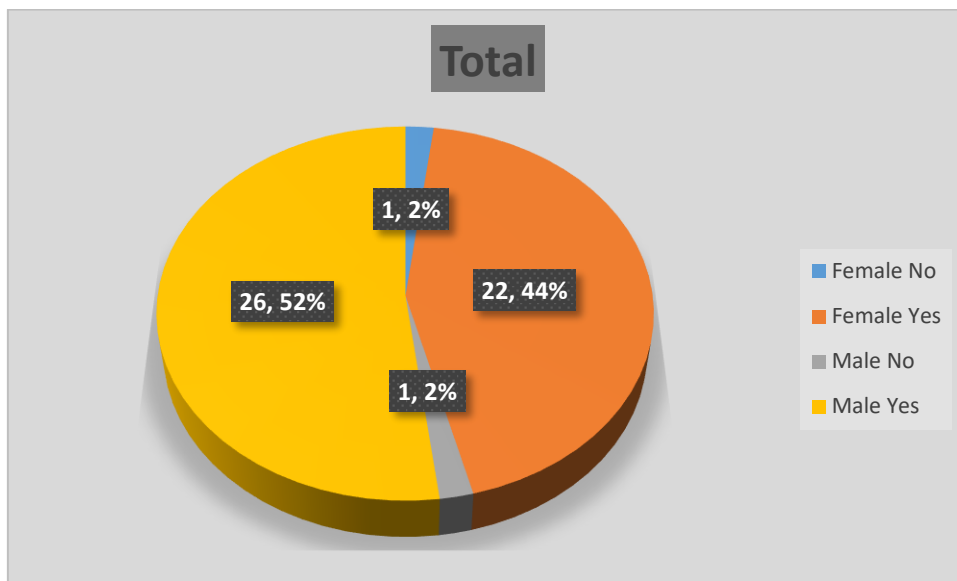
Interpretation:

From the above table and pie chart shows that 52% of male employees and 44% of female employees says that their company / team provided support at work whenever they needed, 2% of male employees and 2% of female employees are says, their company / team are not supported.

Kajal Singh Thakur

9) Responses from employees, "does flexible working hours make a positive impact on his/her performance?"

| Row Labels	Count of S.NO
Agree	**15**
Female	6
Male	9
Neutral	**1**
Male	1
Strongly Agree	**34**
Female	17
Male	17
Female Count	23
Male Count	27
Grand Total	**50**
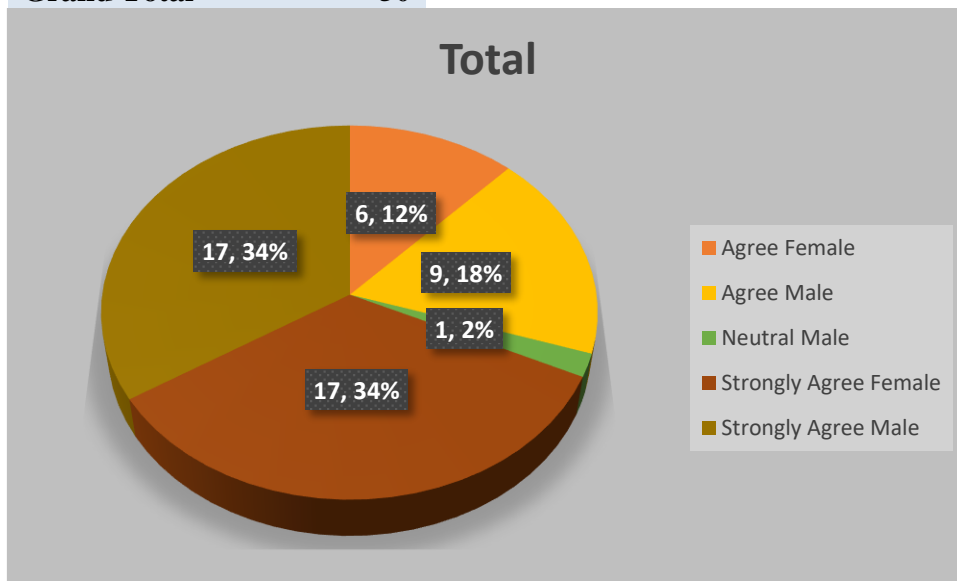
Interpretation:

From the above table and chart , shows that 34% of male and female employees strongly agree that environment at work help them strike the right balance between work life and personal life, 18% of male employees and 12% of female employees are agree and 2% of male employees is neutral.

10) Responses from employees, "does the environment at work help him/her strike the right balance between work life and personal life?"

| Row Labels	Count of S.NO
Neutral	**3**
Female	2
Male	1
Satisfied	**14**
Female	5
Male	9
Strongly Satisfied	**33**
Female	16
Male	17
Female Count	23
Male Count	27
Grand Total	**50**
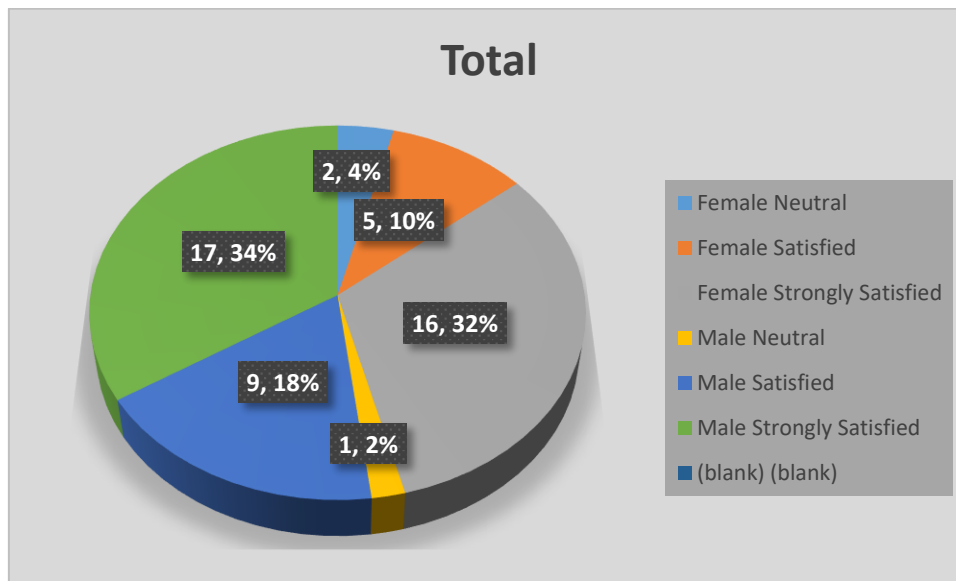
Interpretation:

From the above data collection, table and pie chart shows that 34% of male employees and 32% of female employees are strongly satisfied in the environment at work help them ,strike the right balance between work life and personal life, 18% of male employees and 10% of female employees are satisfied , 2% of male employees and 4% of female employees are neutral.

11) Responses from employees, "does see him/herself working for that company in the next two year?"

| Row Labels	Count of S.NO
No	**7**
Female	6
Male	1
Yes	**43**
Female	17
Male	26
Female Count	23
Male Count	27
Grand Total	**50**
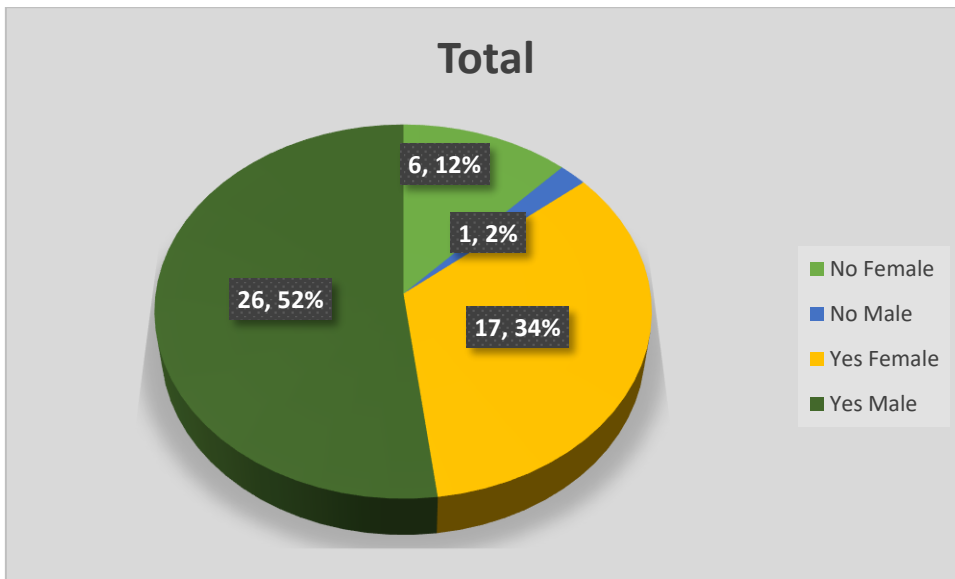
Interpretation:

From the above data collection, 52% of male employees says that they working for that company in the next two year, 34% of female employees also think as same. 12% of male employees says that they not working for that company in the next two year, 2% of female employees also think as same.

12) Responses from employees, "does he/she think the positive relationship between flexible working hours an employee performance?"

| Row Labels	Count of S.NO
No	**1**
Female	1
Yes	**49**
Female	22
Male	27
Female Count	23
Male Count	27
Grand Total	**50**
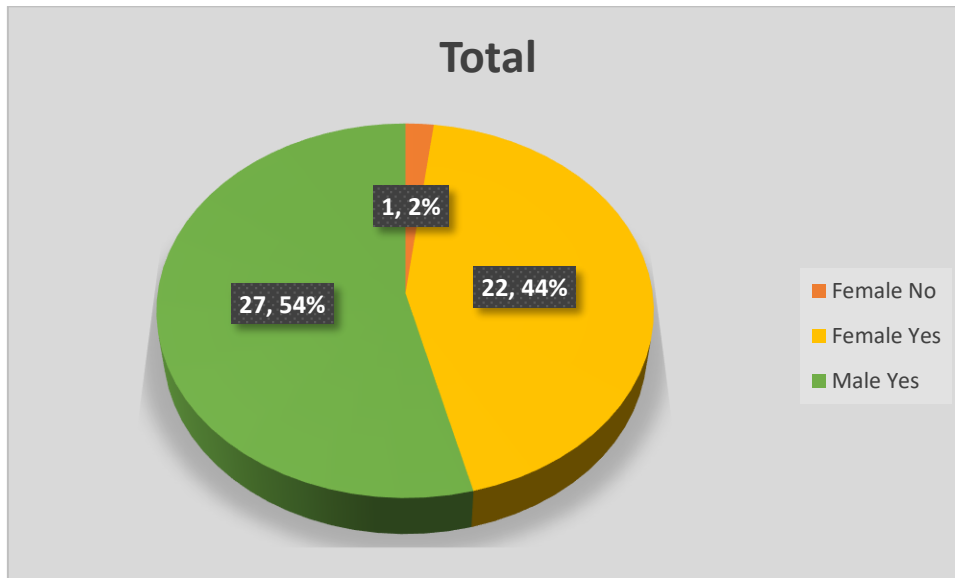
Interpretation:

From the above table, it is observed that the 54% of male employees says that there is a positive relationship between flexible working hours and their performance, 44% of female employees also says to same but 2% of female employees said that there is no relationship between flexible working hours and their performance.

Kajal Singh Thakur

13) Responses from employees, "does he/she feel the positive relationship between his/her performance and job satisfaction?"

Row Labels	Count of S.NO
No	**2**
Male	2
Yes	**48**
Female	23
Male	25
Female Count	23
Male Count	27
Grand Total	**50**
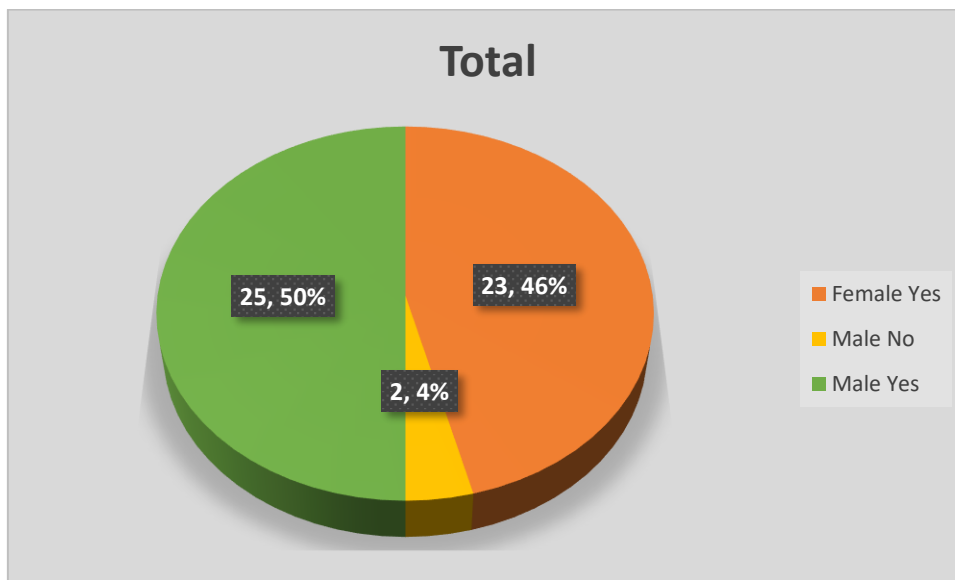
Interpretation:

From the above data collection, 50% of male employees feel that there is a positive relationship between their performance and job satisfaction, 46% of female employees feel the same and 4% of male employees feel that there is no relationship between performance and job satisfaction.

FINDINGS

JOB SATISFACTION:

H2: There is a positive relationship between flexible working hours and organizational performance as well as job satisfaction.

Questions looked at the current levels of job satisfaction, the desire for autonomy and employee retention. These questions will allow the employer to gain insight on the level of job satisfaction within their department.

Approximately 80% of employees stated that they were satisfied with their current work arrangement. This could be attributed to these employees being offered a flexible work arrangement by their employer.

Desire for autonomy: This question allows the employer to get a baseline of the level of satisfaction or dissatisfaction that employees have towards the level of freedom and decision making that an employer gives to the employee in the workplace.

The majority of employees either agreed or strongly agreed that a flexible work arrangement would keep them in their company's employ. Retaining employees within the business allows employers to retain invaluable knowledge and expertise that is attached to the resources because of their experience.

Kajal Singh Thakur

PERFORMANCE:

H1: There is a positive relationship between flexible working hours and employees' performance.

The question relating to the dependent variable, performance, looked at factors that have an impact on employee performance such as late coming, absence and work life balance.

The question on late coming looks at whether employees have problems with keeping to the conventional office times due to personal commitments. Late coming has an effect on performance as the employer loses out on productive time for business operations.

Absenteeism from the workplace also affects productivity as employers are paying for a resource that is not productive. There is a different number of employees who agree (65%) or disagree (25%) with this question of employees remain neutral(10%) which suggests that they sometimes, instead of often, need time off during a working day to take care of personal commitments.

FLEXIBLE WORKING HOURS:

H3: There is a positive relationship between flexible working hours and employee job satisfaction.

The question under this category looked at employee's perceptions towards a flexible work arrangement towards employee needs for spending time with their children, further studying and balancing work life commitments. Employees were also asked to rank their preference over the different types of flexible work arrangements.

Majority of respondents agreed to this question as a large number do participate in a flexible work arrangement as under Flexible work arrangements being offered.

Respondents are in agreement that work life balance will be achieved through a flexible work arrangement.

Employees prefer a flexible working hours (arrangement). Job satisfaction and performance have a positive relationship with flexible working hour (arrangements). The need for flexible working hour (arrangements) does differ amongst employees of differing ages.

Kajal Singh Thakur

CONCLUSION

Employees prefer a flexible working hours (arrangement) in their workplace. This was noted in both the findings of the study as well as in the literature review. Whilst most employees enjoy the benefit of flexible working hours (arrangements), others are currently not and would like to do so.

Flexible working hours (arrangements) lead to lower levels of stress, better work life balance and increase morale amongst employees which in turn results in job satisfaction, higher productivity and better performance. Employees of all age groups see the need for a flexible work environment. Proper implementation and monitoring can lead to the success in the introduction and sustainability of flexible working hours (arrangements) in the workplace.

Kajal Singh Thakur

BIBLIOGRAPHY

https://r.search.yahoo.com/_ylt=AwrgNiynz95ijkUwiHJXNyoA;_ylu=Y29sbwNncTEEcG9zAzEEdnRpZANMT0NVSTA0NV8xBHNlYwNzcg--/RV=2/RE=1658798120/RO=10/RU=https%3a%2f%2fopensourcedworkplace.com%2fnews%2fworkplace-flexibility-and-job-satisfaction-determining-job-satisfaction-with-a-flexible-employer/RK=2/RS=2EADNIRYwzOlihWbbBpdexs6_SA-

https://r.search.yahoo.com/_ylt=AwrgNiynz95ijkUwk3JXNyoA;_ylu=Y29sbwNncTEEcG9zAzQEdnRpZANMT0NVSTA0NV8xBHNlYwNzcg--/RV=2/RE=1658798120/RO=10/RU=https%3a%2f%2fwww.grossarchive.com%2fproject%2f5089%2fflexible-working-condition-and-its-impact-on-performance-and-job-satisfaction/RK=2/RS=0UXXoXfXe0i6Je_lj_a1MlZtkQo-

https://r.search.yahoo.com/_ylt=AwrgNiynz95ijkUwinJXNyoA;_ylu=Y29sbwNncTEEcG9zAzIEdnRpZANMT0NVSTA0NV8xBHNlYwNzcg--/RV=2/RE=1658798120/RO=10/RU=https%3a%2f%2fwww.iprojectmaster.com%2fhuman-resource-management%2ffinal-year-project-materials%2fflexible-working-condition-and-its-impact-on-performance-and-job-satisfaction/RK=2/RS=orTllXx994LG38dJLjLuP0z_bJA-

Kajal Singh Thakur

https://r.search.yahoo.com/_ylt=AwrgNiynz95ijkUwlXJXNyoA;_ylu=Y29sbwNncTEEcG

9zAzUEdnRpZANMT0NVSTA0NV8xBHNlYwNzcg--

/RV=2/RE=1658798120/RO=10/RU=https%3a%2f%2fnewsroom.iza.org%2fen%2farchiv

e%2fresearch%2fflexible-working-hours-improve-job-

satisfaction%2f/RK=2/RS=DjK1RsabnxbfojIr19oOW03bptY-

https://r.search.yahoo.com/_ylt=AwrO_ujB0N5ijQkwNRJXNyoA;_ylu=Y29sbwNncTEEc

G9zAzUEdnRpZANMT0NVSTA0NV8xBHNlYwNzcg--

/RV=2/RE=1658798401/RO=10/RU=https%3a%2f%2fwww.hilarispublisher.com%2fope

n-access%2feffects-of-flexible-working-method-on-employee-performance-an-empirical-

study-in-turkey.pdf/RK=2/RS=XQMLDtU3zAS62AVITwnTtqWb8tk-

https://r.search.yahoo.com/_ylt=AwrO_ujB0N5ijQkwNhJXNyoA;_ylu=Y29sbwNncTEEc

G9zAzYEdnRpZANMT0NVSTA0NV8xBHNlYwNzcg--

/RV=2/RE=1658798401/RO=10/RU=https%3a%2f%2fir-

library.ku.ac.ke%2fbitstream%2fhandle%2f123456789%2f18583%2fFlexible%2520worki

ng%2520arrangements%2520on%2520employee%2520performance%2520in....pdf%3fse

quence%3d1/RK=2/RS=SnE_G6jCUTuA2m.siPThcPMane4-

Kajal Singh Thakur

ANNEXURE

An Analyses of Flexible working hours and its impact on Employee's Performance and Job Satisfaction in IT Sectors.

1. Name
   …………………………………………………

2. Your Gender?

   a. Male

   b. Female

3. What is your age?

   a. 18 to 30

   b. 31 to 40

   c. 41 to 55

   d. 55 above

4. Company name?

   a. TCS

   b. Infosys

   c. HCL Technology

   d. Wipro

   e. other

5. Are you satisfied with the flexible working hours?

   a. Strongly Satisfy

   b. Satisfy

   c. Neutral

   d. Dissatisfied

6. Do you feel that you are able to balance your   work life and performance?

     a. Yes

     b. No

7. Does your company offer opportunities for promotion and career development?

     a. Yes

     b. No

8. Does your company gives you the tools and technology you need to do your jobs well?

     a. Yes

     b. No

9. Are you satisfied with your work schedule?

     a. Yes

     b. No

     c. May be

10. Does your company / team provide you support at work whenever you needed?

     a. Yes

     b. No

11. Did you feel your flexible working hours make a positive impact on your performance?

     a. Strongly Agree

     b. Agree

     c. Neutral

     d. Disagree

          Kajal Singh Thakur

12. Do you think the environment at work help you strike the right balance between work life and personal life?

     a. Strongly Satisfied

     b. Satisfied

     c. Neutral

     d. Dissatisfied

13. Do you see yourself working for that company in the next two year?

     a. Yes

     b. No

14. Did you think the positive relationship between flexible working hour an employee performance?

     a. Yes

     b. No

15. Do you feel the positive relationship between your performance and job satisfaction?

     a. Yes

     b. No

Kajal Singh Thakur