

# Flexible Working Conditions

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## ABSTRACT

“Flexible working conditions” is a facility to help the employees to manage their work life and personal life effectively. It provides the feasibility to work according to their choice. It may be time or place. It also improves the satisfaction levels of the employees and the productivity of the employees. It helps employers to reduce the absenteeism and turnover of the employees.

**Keywords :-** Human Resource Management, Telecommuting, Remote Working, Freelancing, Job Sharing

## I. INTRODUCTION

The Human Resource Management is the practice of recruiting, hiring, deploying, and managing the employees within the organization. The Human Resource Department is the key department in any organization. The main objective and challenge of the Human Resource Department is to retain the existing employees for the long period of time within the organization. For that, the Human Resource Department used to conduct various activities to motivate the employee to work more effectively and productively apart from that, some of the organizations give the stress-free work. In that context, the HR department focuses on the employee welfare and development by giving the safety work environment and effective compensation. The organization will run with the help of 4 types of M's they are Man, Money, Material and Machinery without having these

elements the organization may not be run properly. The Man power is the key element among all those elements. The employees of any type of the Organization are come under the Man power of the Organization. Employees are the significant stakeholders in the formation and development of organization's human capital.

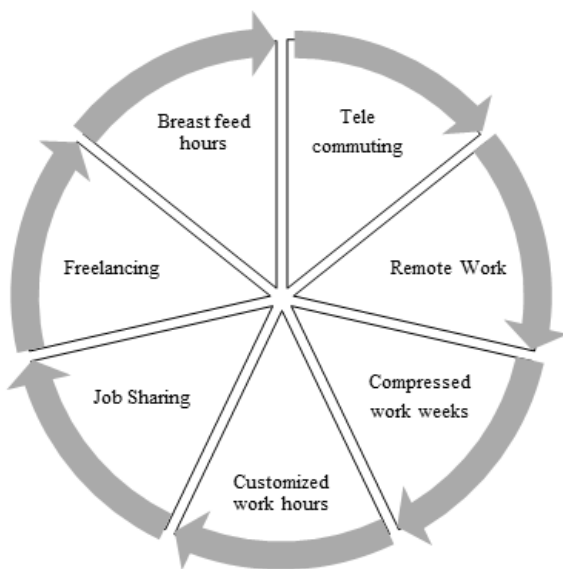
## II. FLEXIBLE WORKING CONDITIONS

The flexibility in the workplace allows the employees to make arrangements about their working situation or the conditions that suit them. In other context, the flexible working conditions are alternate arrangements or the schedules from the traditional working days and weeks. Employees might be chosen the different work schedule to meet their personal needs and the family needs or requirements. In the work environment, the flexible working condition means affording employees

the opportunity to make their own choices as like to when will they work? Where can do their work? How can do their work? The term flexibility in the workplace or environment often be thrown in along with independence, Work-Life Balance, Friendly Culture and Casual Environment. The flexible working conditions offer the employees to balance their professional and personal lives. The flexible working conditions lead to improve the productivity of the employees and it can also lead to the job satisfaction of the employees.

By implementing these flexible working arrangements, the organization development will also be happening. The Flexible Working conditions may be in the form of the Telecommuting, Compressed Workweeks, Job sharing and etc. all these arrangements are going to implement in the organization to develop the employee's productivity and efficiency. If the productivity and efficiency of the employee were being developed, then automatically that would impact on the organizational development.

The flexible working conditions are mainly classified into the following ways; they are as shown in the following figure.



**Figure 1 :** Types of Flexible working conditions

Source: [www.theaeapost.com](http://www.theaeapost.com)

**1. Telecommuting:** Telecommuting is the flexible working arrangement where the employees are able to do the work from the desired place apart from the office. In this kind of telecommuting employees need not to come to the organization physically. The employees have to go to company if it is emergency situation. Many of the industries or companies like, Marketing, Customer service-oriented companies, technology-based companies are offering this kind of the telecommuting. If there is an unexpected situation occurs at that time this kind of telecommuting will be offered to the employee by the organization. But this kind of telecommuting flexible working condition would not be applied for all the levels of jobs, it may not be applied for the manufacturing related activities. The telecommuting will lead to job satisfaction of an employee. By the help of the telecommuting the employee is able to perform his duties and responsibilities by balancing work and life. In the telecommuting process the employees are using the Information communication and Technology tools like, Zoom for video conferencing, E-Mail for the communication of the information etc.

**2. Remote Working :** The remote working facility will be offered to the employee when the employee is not able to come to the office. The remote working facility is like as with the telecommuting the main difference between the telecommuting and remote working is the usage of the technology while performing the job or duties. This is classified into 2 categories they are

(a) *Partial Remote Working:* In this partial remote working arrangement the employees have been provided the partial work from home facility. They need to come to office for 2/3/4 days after that they can do their work from anywhere else. There is limited usage of Information Communication Technology (ICT) in this kind of flexible working arrangement or the condition.

(b) *Full Remote working:* In this kind of the fully remote working condition, the employee has been provided the full flexible arrangement, the employee can do their work from anywhere else. In this kind of

flexible arrangement, the employees need not to go to the office. They can do the job from their desired places by using the Information and Communication Technology.

**(ii) Compressed Working Hours:** This is one of the flexible working arrangements, the compressed working schedule will allow the employee to work to the traditional 35-40 hour workweek in less than the traditional number of workdays. The Compressed working hours will be given by the employer to the employee after negotiating. This compressed working condition allows an employee work for long hours.

**3. Part Time Work:** Some organizations allow the employees to do the part-time work. This part-time work either in the form of Weeks, days, and hours. The part time work is used to reduce the work pressure on the employee and it may cause the high income for the employees. The organization also gets the maximum output from the employees by providing this part-time work facility. Basically, the part time working arrangement will be in three ways. They are as;

*(a) Part-time Hours:* If an employee does the job for some limited hours within a day that is being called as the Part-time working hours. Usually, this kind of facility will be offered to any level of the jobs (positions) called Blue collared and White collared employees.

*(b) Part-time days:* In this kind of facility the employee is able to do the job for some days within a week; employee can do the work as he can do. This facility applicable to all positions

*(c) Part-time weeks:* In this kind of facility the employee is able to do the job for some weeks within a month, employee can do the work as he can do. This is applicable for all the job roles.

**4. Customized Working Hours :** This facility allows the employee to choose their own work hours (within the specific reason) is a great perk for them and free for an organization to offer. Some workers are interested to work in morning time, others have more energy in the evening, and some simply want to avoid rush hour or pick up their children from schools at a certain time. Such as starting anywhere from 6 a.m. to 9 a.m.

**5. Freelancing:** The freelancing is the flexible working condition, where a person works for themselves, rather than for a company. While freelancers do take on contract work for companies and organizations, they are ultimately self-employed. Generally, the freelancers are responsible for all sorts of things that traditional employees are not, such as setting their work hours, keeping track of time spent on different projects, billing clients, and paying their own employment and business taxes. Freelancers are not considered as the employees by the companies they work for, but rather than the contractors.

**6. Job Sharing:** Job sharing is a flexible working arrangement where two or more employees share the demands of a job that are traditionally undertaken by one person who works for the full-time. Workers or employee are sharing a role that will be employed on a reduced-time basis, this split is not always 50/50 or 60/40 likes that, particularly in cases where parents are returning to work after maternity or paternity leave.

### **Flexible Working Arrangements and Employee Job Satisfaction:**

Job satisfaction is defined as an employee feels self-motivated, content and satisfied with his or her job. Job satisfaction will be happening when an employee feels he or she is having job stability, career growth and a comfortable work life balance. A satisfied employee is always important for an organization as he or she aims to deliver the best of their capability in the output or the production. Every employee wants the strong career growth and work life balance at workplace. If an employee feels happy and comfort with their company and work, they might be having an intention to give back to the company with all their efforts. The importance of the job satisfaction can be seen from two perspectives they are discussed as follows;

**(i) For Employees:** The Job satisfaction from an employee perspective is to earn the effective or the sound gross salary, having the stability in the job, having the steady career growth, getting the rewards

and recognition and having the constant new opportunities or the positions.

**(ii) For Employers:** For an employer, job satisfaction for an employee is an important aspect to get the best output from the employees. A satisfied employee always contributes more to the company, helps control attrition & helps the company grow. Employers need

to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow. Many of the companies are looking forward to give satisfaction for employee job.

**Demographic Data :**In this section, I have analysed Demographic Data and shown as below table

**General Information or Demographic Data Analysis and Interpretation**

Base for the Analysis	Data Interpretation
1. Gender	Out of 40 Respondents, 72.5% are male respondents (i.e. 29) and 27.5% are the female respondents (i.e. 11).
2. Age (in Years)	Out of 40 respondents, 19 are below 25 years age, 19 respondents are between age of 25 to 35 years, there are 2 respondents who are 35 to 45 years.
3. Marital Status	The total respondents are 40, and out of which 35% are married respondents (i.e. 14) and 65% are unmarried respondents (i.e. 26).
4. Qualification	The total respondents are 40, and out of which 3 members are 10 <sup>th</sup> Standard. 14 respondents are Intermediate, 13 respondents are Under Graduates and 10 respondents are Post Graduates.
5. Experience (in years)	Total respondents are 40, and out of which 3 are having less than 1 year experience, 12 respondents are having 1- 2 years of experience, there are 16 respondents who have 2-4 years' experience and 5 respondents are having the 4-6 years' experience. 3 respondents are having 6-8 years' experience and only 1 respondent is having above 10 years' experience.

**1.I am satisfied with the existing working arrangements:**

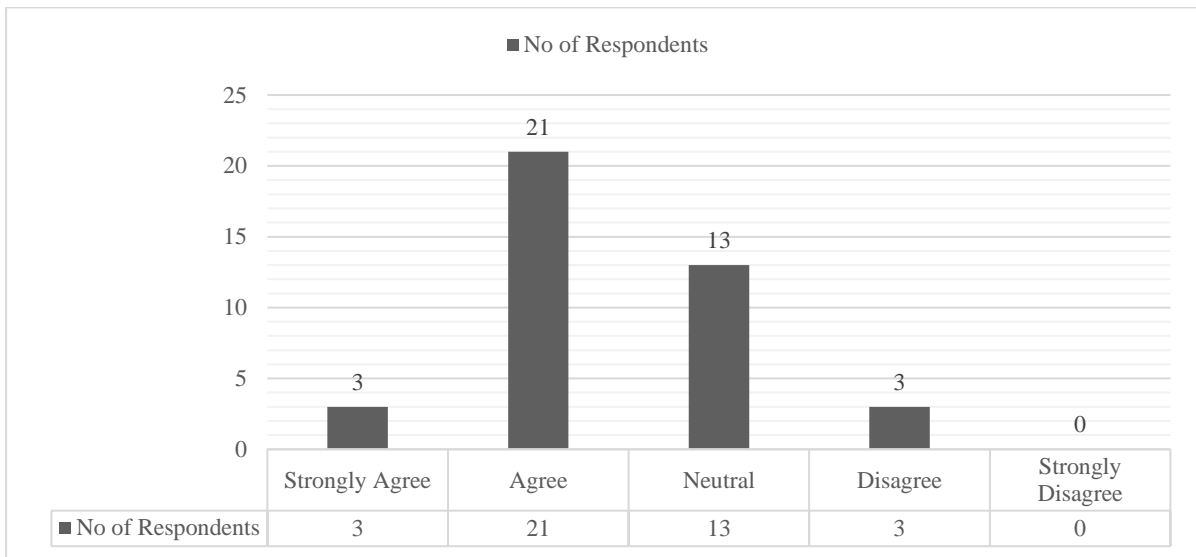
Employees at selected region are responded to the above question as shown in below table

**Table 1**

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	3	7.5
Agree	4	21	52.5
Moderate/Neutral	3	13	32.5
Disagree	2	3	7.5
Strongly Disagree	1	0	0
<b>Total</b>		<b>40</b>	<b>100</b>

Based on the above table we have represented it in the graph as shown in the chart 4. (b) (i)

**Chart 1**



**2.It is not possible to balance the Work-Life commitments:**

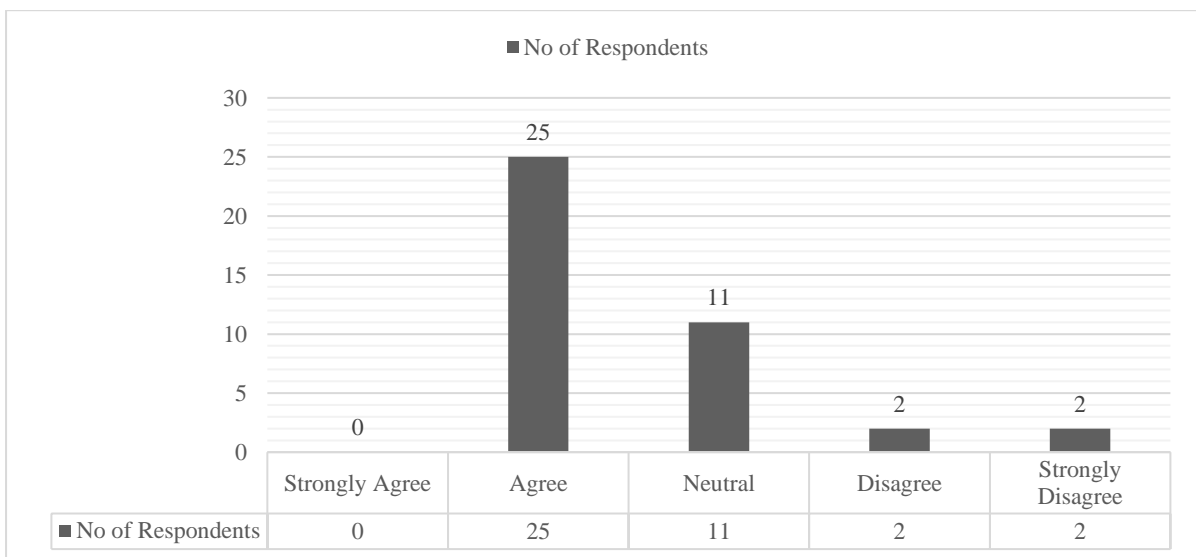
Employees at selected region are responded to the above question as shown in below table

**Table 2**

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	0	0
Agree	4	25	62.5
Moderate/Neutral	3	11	27.5
Disagree	2	2	5
Strongly Disagree	1	2	5
<b>Total</b>		40	100

Based on the above table we have represented it in the graph as shown in the below chart

**Chart 2**



**3.The flexible working conditions will help me to balance my work-life commitments:**

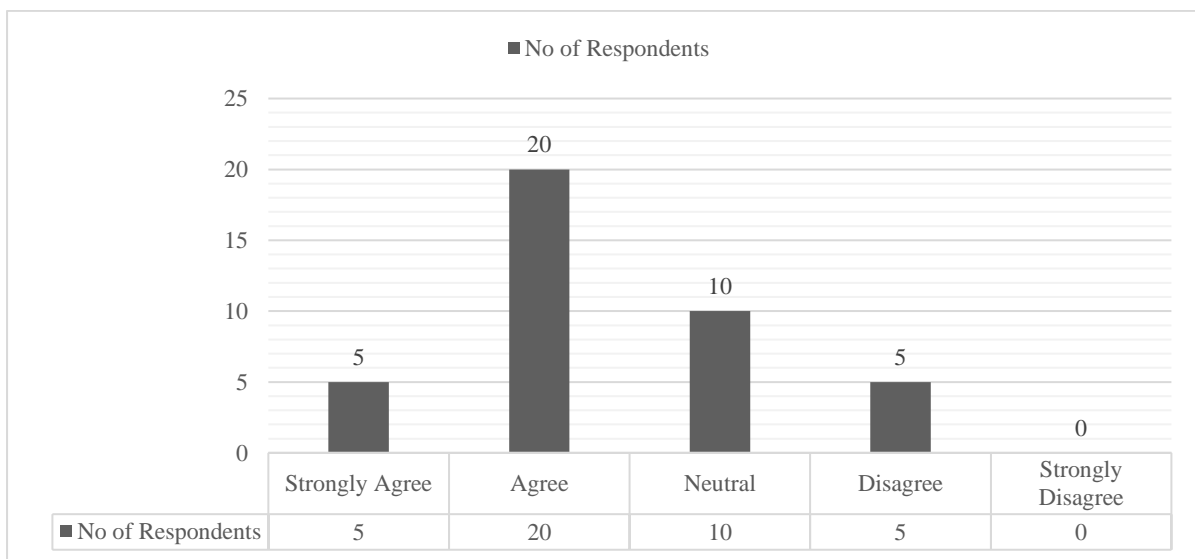
Employees at selected region are responded to the above question as shown in below table

**Table 3**

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	5	12.5
Agree	4	20	50
Moderate/Neutral	3	10	25
Disagree	2	5	12.5
Strongly Disagree	1	0	0
<b>Total</b>		40	100

Based on the above table we have represented it in the graph as shown in the below chart.

**Chart 3**



**4.Flexible working conditions are not suitable for me because they tend to make me feel disconnected from workplace:**

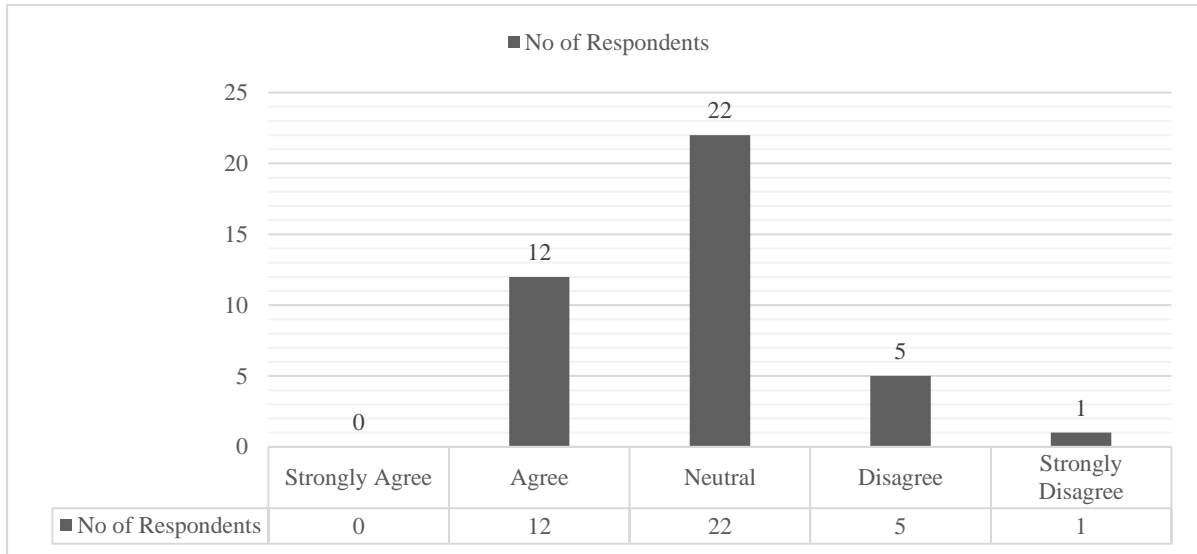
Employees at selected region are responded to the above question as shown in below table

**Table 4**

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	0	0
Agree	4	12	30
Moderate/Neutral	3	22	55
Disagree	2	5	12.5
Strongly Disagree	1	1	2.5
<b>Total</b>		40	100

Based on the above table we have represented it in the graph as shown in the below chart.

**Chart 4**



**5.I am satisfied with existing flexible timings in the organization:**

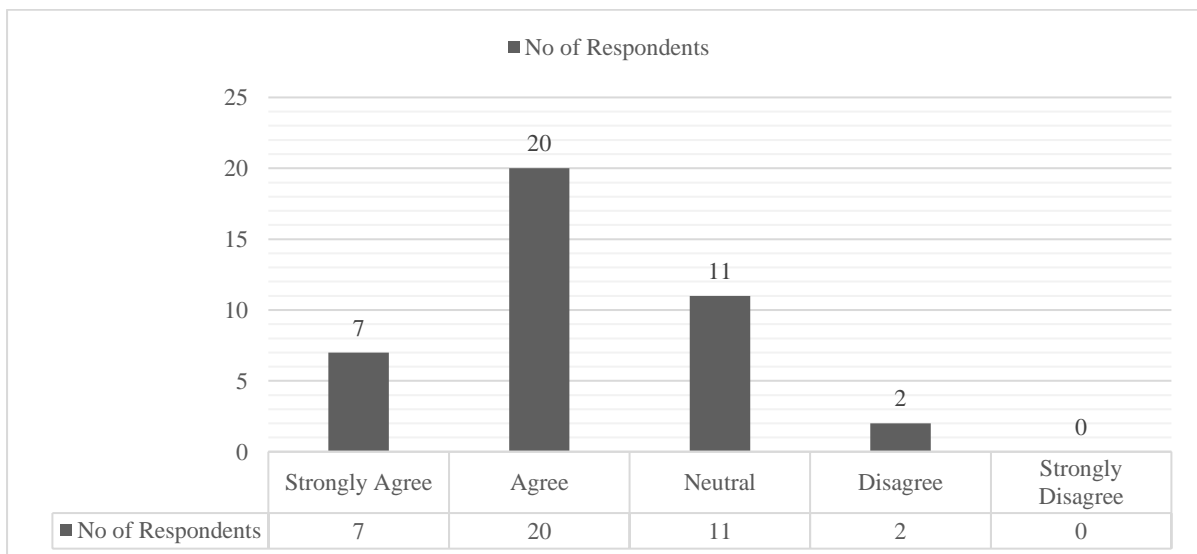
Employees at selected region are responded to the above question as shown in below table

**Table 5**

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	7	17.5
Agree	4	20	50
Moderate/Neutral	3	11	27.5
Disagree	2	0	0
Strongly Disagree	1	2	5
<b>Total</b>		<b>40</b>	<b>100</b>

Based on the above table we have represented it in the graph as shown in the below chart.

**Chart 5**



**6. Our organization is providing the support for doing higher studies:**

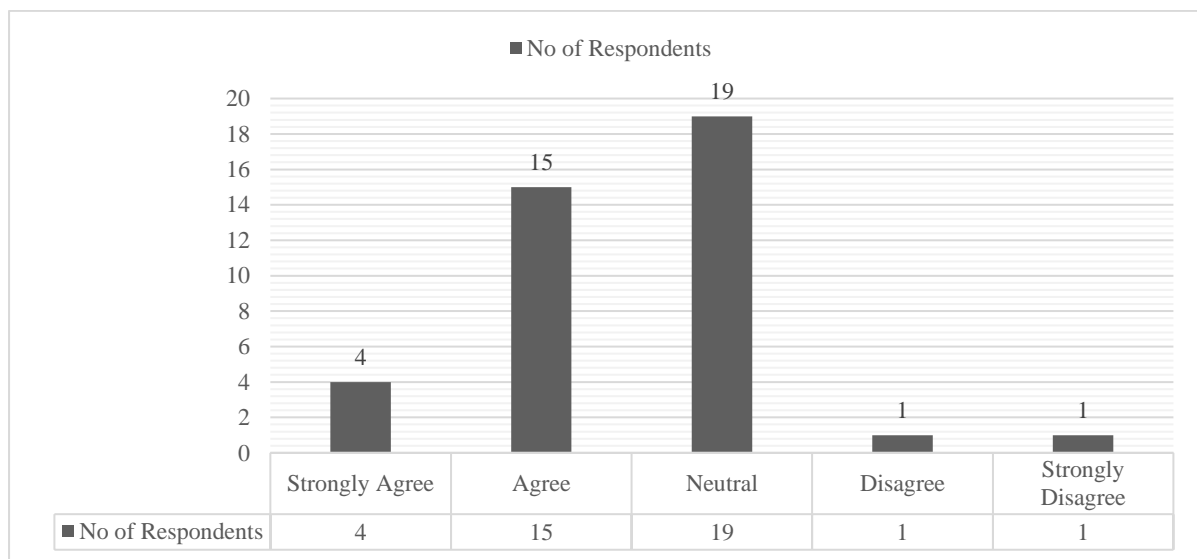
Employees at selected region are responded to the above question as shown in below table

**Table 6**

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	4	10
Agree	4	15	37.5
Moderate/Neutral	3	19	47.5
Disagree	2	1	2.5
Strongly Disagree	1	1	2.5
<b>Total</b>		40	100

Based on the above table we have represented it in the graph as shown in the below chart.

**Chart 6**



**7. I would like to spend my time with my family members, but the working conditions are not allowed me to do so.:**

Employees at selected region are responded to the above question as shown in below table

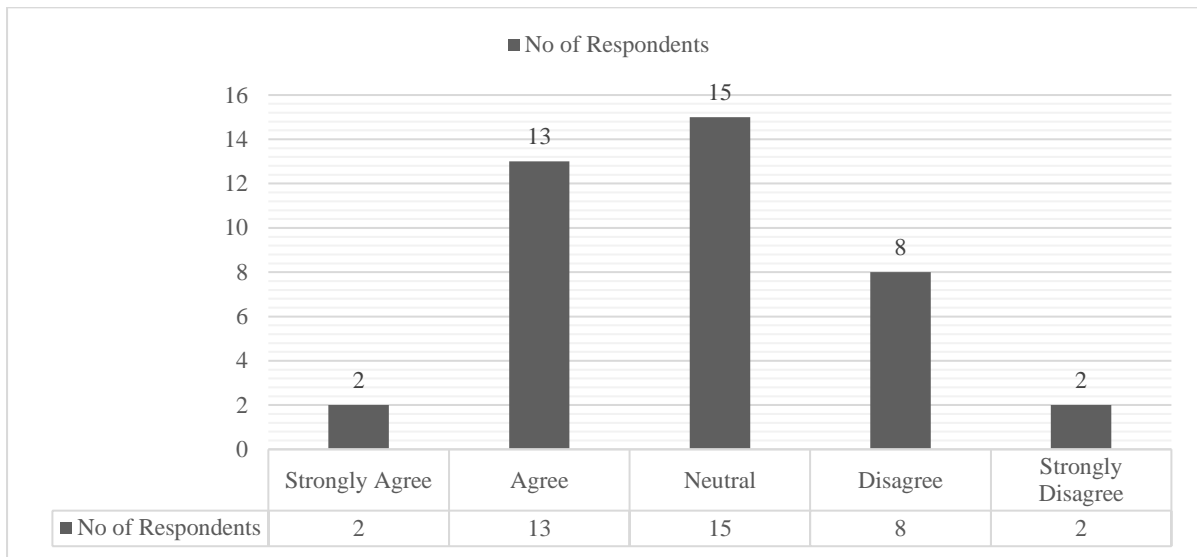
**Table 7**

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	2	5
Agree	4	13	32.5
Moderate/Neutral	3	15	37.5
Disagree	2	8	20
Strongly Disagree	1	2	5
<b>Total</b>		40	100

Based on the above table we have represented it in the graph as shown in the below chart



**Chart 7**



**8. Working more flexible hours is essential for me order to meet my family requirements:**

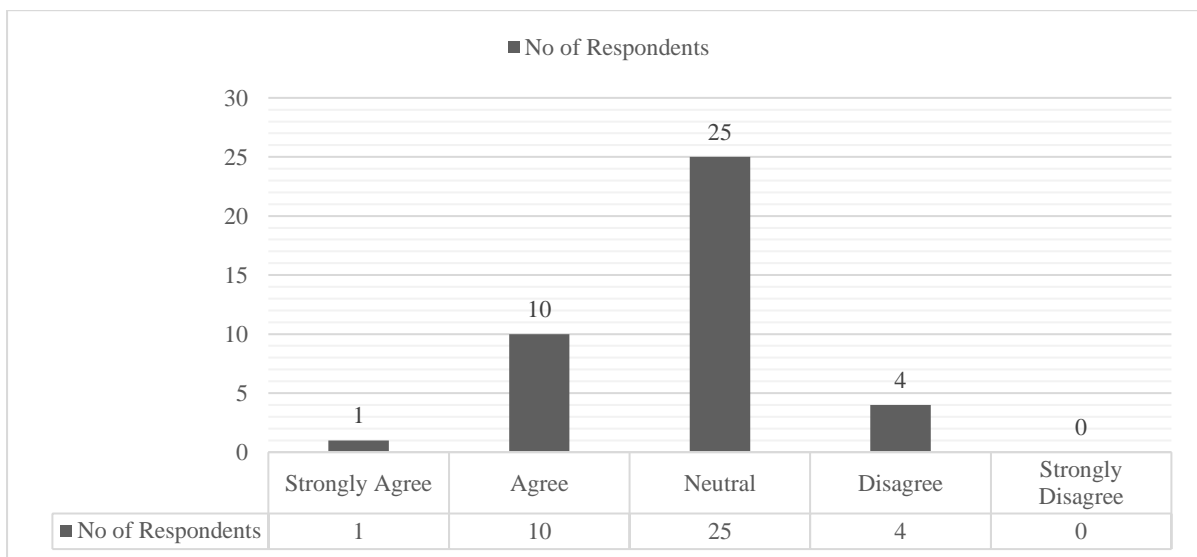
Employees at selected region are responded to the above question as shown in below table

**Table 8**

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	1	2.5
Agree	4	10	25
Moderate/Neutral	3	25	62.5
Disagree	2	4	10
Strongly Disagree	1	0	0
<b>Total</b>		<b>40</b>	<b>100</b>

Based on the above table we have represented it in the graph as shown in the below chart.

**Chart 8**



**9. Flexible working arrangements are essential for me in order to be attending for the family and social meetings or functions:**

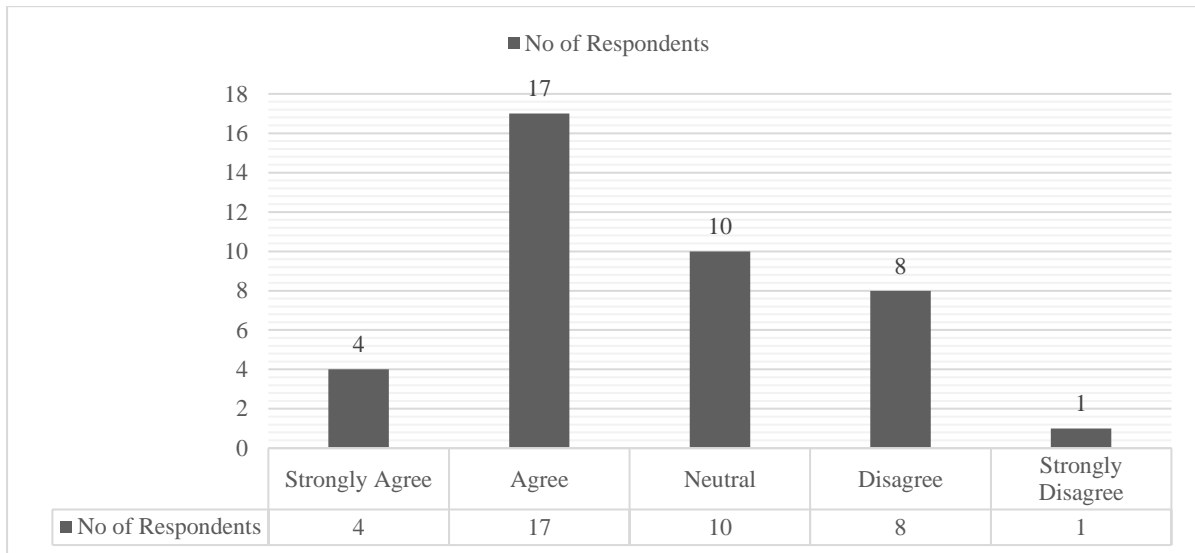
Employees at selected region are responded to the above question as shown in below table

**Table 9**

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	4	10
Agree	4	17	42.5
Moderate/Neutral	3	10	25
Disagree	2	8	20
Strongly Disagree	1	1	2.5
<b>Total</b>		<b>40</b>	<b>100</b>

Based on the above table we have represented it in the graph as shown in the below chart

**Chart 9**



**10. Flexible working arrangements are essential for me in order to be able to deal with other interests and responsibilities outside work:**

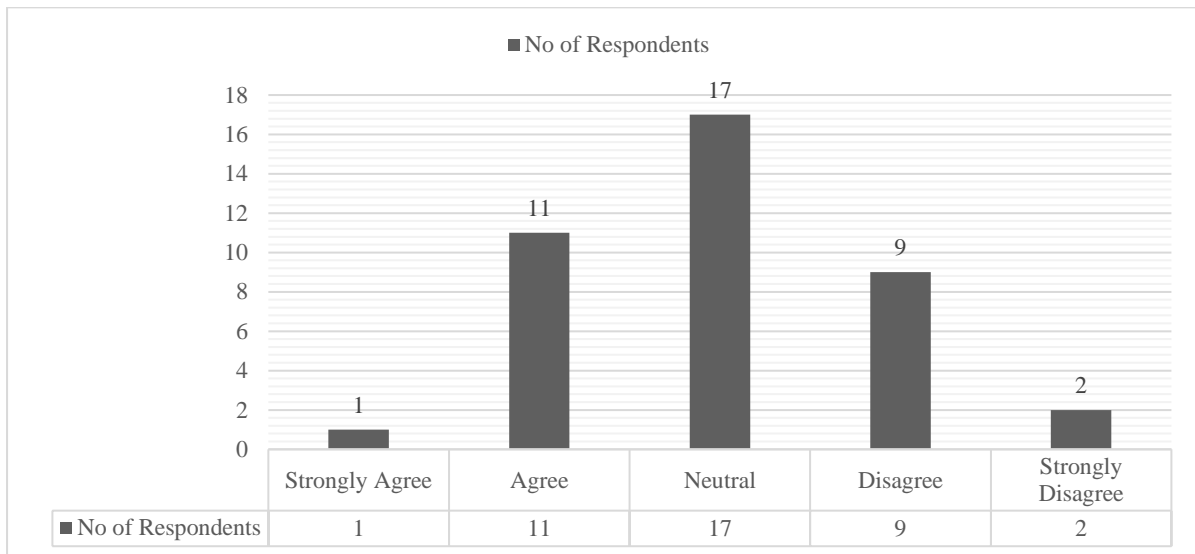
Employees at selected region are responded to the above question as shown in below table

**Table 10**

Level of Opinion	Rating	No of Respondents	Percentage
Strongly Agree	5	1	2.5
Agree	4	11	27.5
Moderate/Neutral	3	17	42.5
Disagree	2	9	22.5
Strongly Disagree	1	2	5
<b>Total</b>		<b>40</b>	<b>100</b>

Based on the above table we have represented it in the graph as shown in the below chart.

**Chart 10**



**III. SUGGESTIONS**

**IV. CONCLUSION**

1. The employees are moderately satisfied with the current flexible working arrangements or conditions in order to get effective satisfaction it is needed to take some actions
2. The Flexible working arrangements or conditions are needed in order to balance the Work- life commitments so organization is being suggested to give them to its employees accordingly.
3. The flexible working arrangements are not suitable for the employees in Marketing Department, Shipping departments employees also agreed as same so that organization can give the overtime pay (if they work more time), retention pay (if they work long time within the organization)
4. Employees at the Selected region organizations are being satisfied with the current work arrangements, some employees are working more than 10 hours in a day without getting overtime pay. So, organization is needed to provide accordingly.

The flexibility in the workplace allows the employees to make arrangements about their working situation or the conditions that suit them. In other context, the flexible working conditions are alternate arrangements or the schedules from the traditional working days and weeks. Employees might be chosen the different work schedule to meet their personal needs and the family needs or requirements. The Selected region organizations have been offered the flexible working arrangements, but the employees are not that much satisfied with those arrangements. Particularly, the employees’ career growth within the organization is not possible with the help of existing flexible working conditions. So that the organization is advised to take necessary actions on it. The Flexible working conditions may tend to miss the important work events e.g. the staff meetings, training sessions, etc. conducted by the Selected region organizations, so organized is suggested to conduct meeting in online and record those sessions (should maintain minutes book), if any of the employee is not able to attend the meeting, he would see recorded videos and minutes book accordingly. The organizations are advised to give the financial assistance to the either employees or

employees children for their studies. Implement the compressed work week arrangement for the Marketing and Production department employees. By implementing all these arrangements, the organization will get the productivity from the employees as they would be satisfied with the Flexible Working Arrangements.

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