

**A Study Of Implication Of Flexible Working Hours On Work Life Balance With Special
Reference To Women Employees. A Case Study Of Patna.**

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Abstract

There is increase in participation of women employees in every sector. So, organizations these days are oriented towards retaining talented women employees by providing them sufficient non-financial motivators. This research study is conducted to know whether the implementation of Flexible Work Timing in organizations helps in attaining Work-Life-Balance (WLB) to its women employees or not. The research study revolves around preference of women employees for implementing flexible work timing in their organization. The data were collected with the help of questionnaires. Central tendency, pie charts, bar graphs, percentage, were used while analyzing the data obtained. The research is descriptive in nature. 105 women employees were considered for conducting this research study. The outcome of the research study reveals that the women employees prefer Flexible Working Hours over Standard Working Hours to maintain WLB.

Key Words : Work-Life-Balance, Flexible Working Hours,

Introduction:

Flexible working covers a number of different working practices, from shiftwork, seasonal work, weekend working, temporary contracts of employment and part-time working as well as teleworking, flexible hours, subcontracting and many variations of these, which have evolved to suit particular people and jobs. European Association of Personnel Managers (EAPM) divides the types of flexible working arrangements into different categories. Flexibility in the number of working hours or the distribution of working time includes: part-time working, job-sharing, flexi time, annualized hours, term-time working, overtime and shift-working.¹

Flexible Working Hours have been originated for the betterment of employees in order to help them in fulfilling their responsibilities at home. Flexible Work Timing acts as a boon for people in managing work and personal life together.

For working women flexibility in work timing have been found to be very helpful. The women face several barriers in managing work and responsibility at home.

Literature Review:

Lucy Burgmann (2012) found that flexible work offered the opportunity to balance childcare and other family responsibilities better with work; undertake volunteering and other community activities; pursue study and recreational interests; and avoid long and costly commutes. There was a positive relationship between workplace flexibility arrangements that gave employees greater control over when they worked, where they worked and how they worked, and employee health, wellbeing, satisfaction and engagement.²

In another research work related to IT sector by **D. Sucharita (2013)** also emphasise on implementation of FWT for Work-Life-Balance as there is a loss of productivity of employees from stress and other underlying psycho-social work conditions. This study also reinforces the fact that health care costs can be reduced. Literature also reveals that part-time and other flexi-schedules are women centric in nature.³

In research work by **Saundarya Rajesh (2014)** states that flexibility in work of women employees is positively associated with their efficiency. It helps in grooming their career. Flexibility in work helps the women employees to have Work-Life-Balance. Being a working woman balancing personal and professional life is not so easy in Indian traditional family.⁴

Objective:

- 1.Objective of the study is to know whether the women employees like flexible working hours or not.
2. If flexible working hour is implemented in their organization whether they will be benefitted and help ful in achieving Work Life Balance.

VARIABLE FRAMEWOKE OF THE STUDY

How Variable of the Flexible Working Hours Influences the women employees for attaining Work Life Balance.

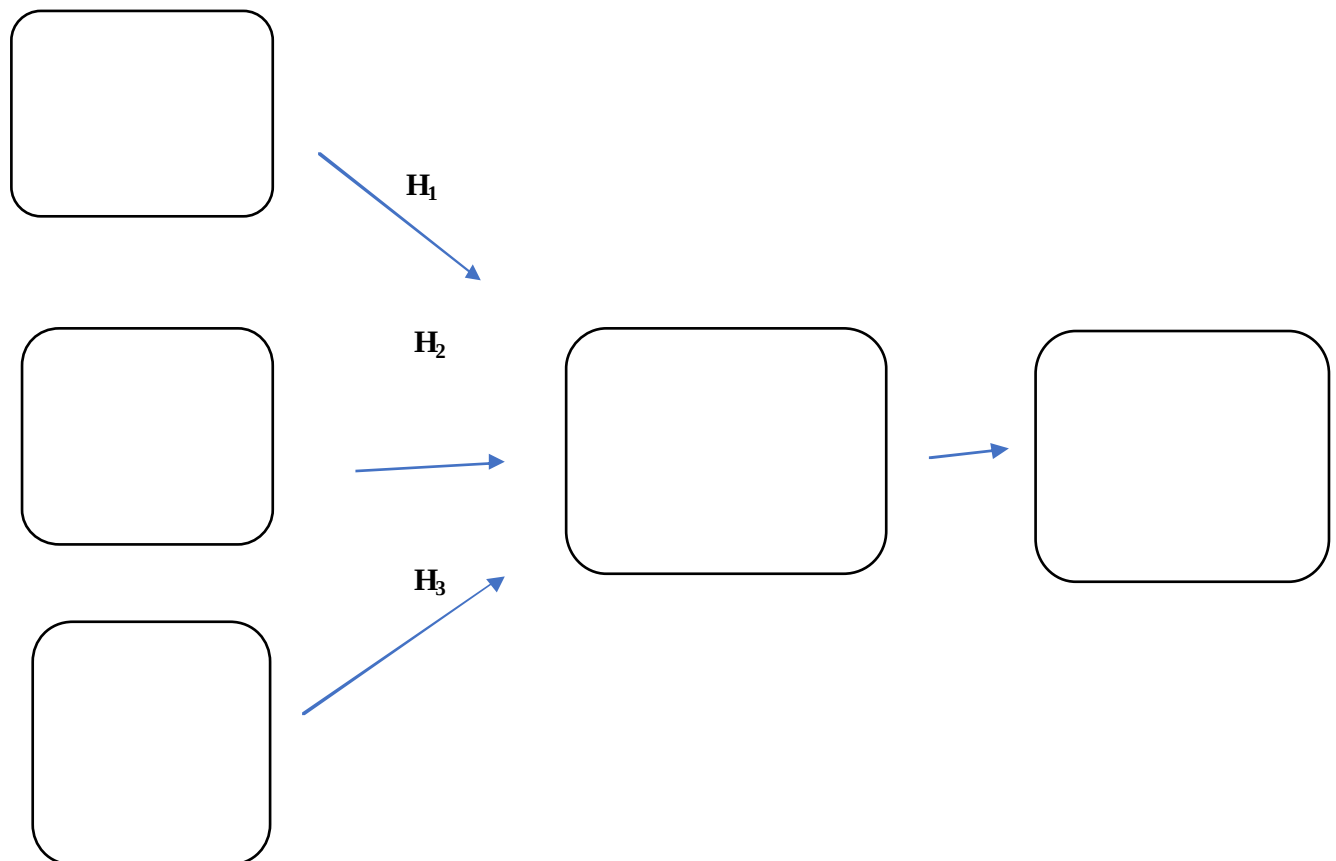


Figure 1. – Variable Framework of the Study

Self-Generated

RESEARCH HYPOTHESES

H₁: There is a Significant Relationship between Flexible Working Hours(Changes in hour) &women employees for attaining Work Life Balance.

H₂: Shift Work has a Significant impact on women employees for attaining Work Life Balance.

H₃: There is a Significant Relationship between Part time &women employees for attaining Work Life Balance

RELIABILITY ANALYSIS QUESTIONNAIRE**Table 2. Reliability Statistics**

Cronbach's Alpha	N of Items
.922	3

From the above Table, Cronbach's used to measure the Internal Consistency of the Score. The Cronbach's Alpha .922 of 3 no of Variable which is highly significant in the study.

Data Analysis and Interpretation**Table 1: The percentage of Women Employees' Preference of Work Schedule.**

Category	No. of Female Employees	Percentage
Regular/ Scheduled/ Fixed Timing	14	13.34
Flexible Work Timing	91	86.66
Total	105	100

Source:Self-Generated

Analysis: 13.34% of female employees prefer working under regular/scheduled work timing. Whereas 86.66% of female employees work preferring under Flexible Work Timing.

Table 2: The percentage of women employees' preference over different forms of flexible work timing.

Category	No. of Female Employees	Percentage
Part time	21	20
Changes in hours (flexi-time)	45	42.86
Shift work	39	37.14
Total	105	100

Source:Self-Generated

Analysis: From the above-mentioned table, it can be observed that 20% of female respondents think that part-time work motivates them more.42.86% of female respondents feels changes in hours (flexitime) motivate them more.37.141% of female respondents are influenced and motivated more by shift-work.

Table 3: The percentages of women employees' who feel flexible work timing reduce their level of stress.

Category	Female	Percentage
Yes	72	68.60
No	33	31.40
Total	105	100

Source: Self-Generated

Analysis: Based on above shown table, it can be said that 68.60% of female respondents feel that flexible working time reduces their level of stress and 31.40% of female respondents feel that there is no effect of flexible work timing on managing their level of stress.

Table 4: The percentage of women employees' response who feels that long working hours affect their health adversely.

Category	Female	Percentage
Yes	87	82.86
No	18	17.14
Total	105	100

Source:Self-Generated

Analysis: Based on the above table, it can be said that 82.86% of female respondents feels that long working hours affect their health adversely. Around 17.14% of female respondents feel that working for long hours doesn't affect their health.

Table5: The percentage of employees' response who feels FWT helps in maintaining Work-Life-Balance as compared to regular working hours.

Category	Female	Percentage
Yes	83	79.05
No	22	20.95
Total	105	100

Source:Self-Generated

Analysis:Based on above-mentioned table, it can be said that 79.05% of female respondent feels that flexible working time help them in maintaining work-life balance as compared to regular working hours. 22.95% of female respondents feel that flexible work hour timing doesn't help in maintaining work life balance.

SUMMARY OF HYPOTHESE TESTING RESULT

Summary of Hypotheses Testing Result

Hypothesis	R Square	P-value Asymp. Sig. P<.05	Result	Conclution
H₁. Changes in hour	.860	.000	Accepted	Women employees for attaining Work Life Balanceinfluenced by Changes in Hour.
H₂.Shift Wok	.867	.000	Accepted	Women employees for attaining Work Life Balanceinfluenced by Shift Work.
H₃. Part time	.676	.000	Accepted	Part time Influencæd the Women employees for attaining Work Life Balance.

From the above table, the R-square (coefficient of determination) value of Changes in hour, Shift,&Part timeis 0.860,0.867 &0.676 respectively. It shows that all the model is fits for data.

The P-value of all variables are .000 which is less than 0.05. It means that the all Variables are positively Influenced towards Women employees for attaining Work Life Balance.

Findings:

This research study is primarily focused on the women employees. The research study reveals that women employees like to work under the arrangements of flexible working hours in their organizations when compared to regular working hours. The first preference is given to flexitime when the women employees have been given three (3) options to choose between part-time, shift-work and flexitime. More than seventy percent of the women employees believe that working under the condition of flexible working hour reduces their stress level and make them. More than eighty percent of women employees thinks working long hours in the organization affect their health adversely as it contributes to lifestyle diseases such as heart related problems, diabetes etc. More than ninety percent of women employees feels work-life-balanced can be achieved when flexible working hour is successfully implanted in organizations.

Conclusions:

This research study helps in enhancing the productivity of women employees by knowing the problems associated with work timing in organizations in Patna region. The study assists to reduce pressure and stress in women employees. The study enables organizations to retain their talented female employees by providing them suitable work timing. The study helps to reduce the indirect cost by effective utilization of element of flexible work timing. The study assists companies to save time and money by using specific element of flexible work timing. It also helps organization to improve the women employees' job satisfaction by effective implementation of shift work, part time and changes in hour. It helps to maximize the profit of firm by retaining the employees. Flexible Working Hours helps in reducing the stress and pressure from both the sides of the employees i.e., personal life and work life, thus meeting the organizational goals on time.

Limitation:

- The data was collected from Patna region only, so sample was geographically limited.
- The result obtained might be based on the biased approach of the employees.

- Only three types of flexible work timing are taken into consideration.
- Only women employees have been considered for the current research study.
- Few organisations have been taken into consideration, producing result collectively from these organisations from Patna district only.
- Time has proved to be a major setback in conducting the research study. Time was limited and the research could not be expanded.

Area for Further Research

- The present study focuses on the implementation of Flexible Work Timing in organizations for motivating the women employees only. Flexible Work Timing is a unique and new field for conducting research surveys for interested researchers. The present study also indicates about several other areas for additional research. As already mentioned, this study provided limited information regarding Flexible Work Timing and its implication, which is an important area for further study.
- The present study gathered limited information about impact of Flexible Work Timing on motivation level of employees. In the present research study, the research area is restricted to one geographical area, i.e. area is restricted to Patna region only. The future research work should test the findings by collecting samples from different geographical area. The findings of the study based on 105 observations only. Researchers who wish to conduct research on the present topic might change the sample size.
- As discussed earlier, research study is limited to only (3) three elements of Flexible Work Timing which have been taken into consideration i.e., Part-Time, Shift-Work and Changes in Hour (flexitime). Further, more elements of Flexible Work Timing might be selected which were untouched while conducting the research work. Additional elements which could be considered are job-sharing, annualised hours, flexible daily hours, term-time working and overtime.

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