



Impact of flexible working hours on employee performance

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ABSTRACT

Flexible working hours are mutually beneficial agreements between employers and employees aimed at improving productivity and organizational profitability. As societal needs evolve due to various factors like financial constraints and gender equality in the workforce, both men and women find flexible hours essential for maintaining a healthy work-life balance. When implemented thoughtfully, flexible scheduling can alleviate stress and enhance employee well-being. This approach allows employees to adapt to changing circumstances, ultimately leading to increased productivity, job satisfaction, efficiency, and performance while reducing absenteeism and overtime costs. A survey conducted among telecommunication/call center employees suggests that while executives are generally aware of flexible work arrangements, middle and lower-level employees may have less knowledge about them. There is a growing demand for flexible hours in India, but awareness needs to be generalized across all levels of management. Flexibility in work hours is widely recognized as a source of job satisfaction and improved quality of life, with many organizations actively supporting and promoting it for the benefit of both employees and the organization.

Through flexibility, it enables the employees to make the amendments according to the circumstances. It is the tool that use to increase productivity, job satisfaction, efficiency in the work, enhance performance, improved the quality of life, it decrease absenteeism and decrease overtime cost of the organization. Under the current study, a survey of the employees of telecommunication/call centers has been conducted with a convenient sample size of 200.

Chapter 1: Introduction

Recently, flexible work arrangements have garnered significant attention from both academic circles and industry practitioners as a solution to various challenges faced by both employees and employers. While employees across different sectors have been advocating for flexibility, only a few large companies worldwide have implemented it. In India, it was first introduced in 2020 post-COVID, revealing several advantages for both parties, including better work-life balance, decreased absenteeism, reduced vacation and sickness rates, and increased productivity. Technological advancements have blurred the boundaries between work and personal life over time. The adoption of flexible working in India, spanning both private and public sectors,

has helped strike a balance between work and family responsibilities, affording employees more time to attend to their families. This research aims to assess the impact of flexible work on productivity in the telecommunications sector. Businesses are increasingly offering flexible work options, recognizing its importance in attracting and retaining employees. Flexible scheduling is associated with benefits such as heightened productivity, boosted morale, reduced absenteeism, and enhanced work quality, fostering job and life satisfaction among employees. Flexible work arrangements entail variations in when, where, and how work is performed, aligning with overall business objectives in a planned and predictable manner. However, flexibility is not an entitlement or a special deal, nor is it applicable to every employee or job. Flexible working hours contribute to individual convenience, reducing work-related stress and improving mental and physical well-being, thereby enhancing effectiveness and efficiency. Some organizations even permit employees to advance their careers through job transitions or unpaid leaves. Flexible work arrangements (FWA) not only offer employment opportunities to individuals with disabilities who prefer full-time work but also mitigate the high unemployment rates among them, preventing them from living in poverty.

1.1 FLEXIBLE WORKING HOUR

Flexible working hours enable employees to begin and end their workday according to their preference, granting them the freedom to arrive at the workplace earlier or later than the predetermined time.

Flexible working hours allow employees to choose when they start and end their workday, deviating from the standard 9 a.m. to 6 p.m., Monday to Friday schedule. This flexibility extends to working part-time, night shifts, or weekends based on individual agreements and job requirements. While traditionally not widespread, flexible hours are increasingly offered as a perk, particularly in creative fields where inspiration may strike outside regular hours. However, the extent of flexibility varies depending on job roles, industry norms, and employer preferences.

1.2 TYPES OF FLEXIBLE WORKING HOURS

Various forms of flexible working arrangements exist. Below are examples of typical flexible work schedules commonly listed in job descriptions by employers:

Part-time: Part-time positions are commonly offered to individuals who opt to work fewer days or hours each week.

Job sharing: This involves two individuals jointly performing one job, dividing the workload between them.

Remote work: Employees can work full-time during regular business hours from any location, typically with greater flexibility in their work hours.

Compressed workweek: This schedule condenses the typical 35 to 40-hour workweek into fewer days, commonly utilized by professionals like pilots and doctors who often work over-time.

Flexi-time: Under this arrangement, employees have the flexibility to choose their start and end times within agreed-upon limits set by the employer.

Annualized hours: This model allows employees to work at their discretion as long as they fulfill the annual quota of work hours assigned to them.

Staggered hours: This occurs when an employee's work hours differ from those of their colleagues, enabling businesses to maintain operational efficiency during periods of labor shortages.

Phased retirement: Upon reaching the retirement age specified by their industry or employer, individuals can opt to continue working by reducing their hours or transitioning to part-time employment.

1.3 BENEFITS OF FLEXIBILITY WORKING HOURS

Greater work-life balance

Flexibility in work hours contributes to an improved balance between work and personal life. With a flexible schedule, employees feel more empowered to manage their personal commitments effectively. For instance, rigid business hours could result in missed family time, and the ability to prioritize personal pursuits might sometimes be overshadowed by work responsibilities.

Enhances productivity:

Empowering employees to establish their own work hours enables them to craft a schedule that aligns with their preferences and peak productivity times. By tailoring their work environment to suit their individual preferences, such as working during the day or at night, or in alternative settings like coffee shops, employees can boost organizational productivity. Flexibility fosters a sense of liberation, making tasks feel less burdensome.

Boosts job satisfaction:

Having autonomy over both personal and professional life fosters a sense of value within employees, ultimately elevating their job satisfaction and dedication to performing at their best. When employees feel positively about their employer and job responsibilities, they are naturally inclined to demonstrate their potential. Consequently, this can lead to reduced turnover rates across the organization.

Weekday tranquility:

Freedom from adhering to traditional business hours enables employees to maximize their workday and enjoy personal time. Simple perks like avoiding rush hour traffic and indulging in outdoor activities on weekdays can mitigate stress levels and contribute to a more fulfilling lifestyle.

Employer Benefits of Flexible Work hour

- Increased labor capacity
- Improved customer service
- Enhanced productivity
- Ability to attract diverse workers, including part-timers
- Reduced recruitment expenses

- Higher employee retention rates
- Boosted employee morale, loyalty, and commitment

- Improved organizational adaptability to modernization and innovation
- Opportunity for employees to expand their knowledge or obtain certifications

Employee Benefits of Flexible Work Hours:

- Greater control over work-life balance, fostering a sense of ownership
- Improved relationship with management
- Lower rates of absenteeism, illness, and anxiety
- Increased confidence and self-esteem
- Better overall health and reduced stress levels
- Feeling empowered through proactive decision-making
- Enhanced quality of life
- Ability to choose convenient working patterns

Disadvantages of Flexible Working:

- Potential for feeling isolated from colleagues
- Need for a separate workspace
- Complex evaluation of individual performance
- Lack of discipline
- Barrier to career advancement
- Lower salary potential
- Insufficient training opportunities
- Risk of employees remaining unskilled
- Reduced communication with management and colleagues

1.4 EMPLOYEE PERFORMANCE

The positive correlation between flexible working arrangements and individual performance observed in participating organizations is a promising trend. It's noteworthy that only a minority of respondents reported negative impacts on performance due to flexible working. These findings prompt organizations to reconsider their approach to employee working patterns and its implications.

Culture emerges as a crucial factor for organizations to consider. While many organizations offer comprehensive flexible working policies, the extent to which these policies are embraced within the organizational culture varies. A culture that fully embraces flexible working policies indicates a more supportive environment for employees. Conversely, if employees hesitate to utilize flexible working options due to concerns about career progression or status, it suggests a less accommodating culture.

Several factors may contribute to a less supportive culture, including resistance from certain segments of the organization, discomfort among senior employees with nontraditional working arrangements, and other cultural barriers. Organizational inertia can also impede the development of a flexible culture. Furthermore,

policies themselves may inadvertently hinder the integration of flexible working options with career advancement, as promotion and reward structures often prioritize full-time, traditional working models.

Understanding the correlation between flexible working and performance yields several benefits for organizations. By evaluating both the quantity and quality of individual employees' work, organizations can directly assess the impact of flexible working on operational efficiency and effectiveness. This process allows for the validation or revision of assumptions, more accurate quantification of the business case for flexible working practices, and an evaluation of the organization's cultural stance towards flexibility.

The outcomes of performance assessment significantly inform future work design. Positive correlations between performance and flexible working empower organizations to drive cultural shifts and plan strategically for the future workforce. Clear evidence of the benefits of flexible working enables organizations to address any pockets of resistance and foster innovative thinking about optimal work practices. A broader cultural acceptance of flexibility becomes evident when a larger proportion of staff across all levels and departments describe their work patterns as flexible, whether through formal contractual changes or informal agreements with managers.

1.5 NEED OF THE STUDY

The primary objective of this quantitative study was to test relevant theories concerning job satisfaction and performance in relation to flexible working hours, specifically within the Telecommunication sector. It aimed to address issues such as absenteeism, employee turnover, and low job satisfaction, which negatively impact performance. The study sought to determine whether the adoption of flexible working hours could positively influence job satisfaction and performance, thereby mitigating these problems.

Employing a quantitative research approach with a positivist paradigm, the study utilized online questionnaires to collect data. Flexible working hours served as the independent variable, while job satisfaction and performance were the dependent variables.

Through this research, telecommunication sector employees' preferences regarding their working arrangements in a public corporate setting were explored. Additionally, the study aimed to provide insights for employers on how the implementation of flexible working hours could benefit the business. It aimed to establish a foundation for understanding the factors influencing flexible working hours and how organizations have utilized them to address their business needs effectively.

1.6 Problem Statement

The research aims to examine the impact of flexible working hours on employee performance within the organization, focusing on:

- The necessity for flexible working hours among employees.
- The anticipated effects of implementing flexible working hours within the organization.

1.7 Research Objectives:

- Identify factors influencing flexible working hour arrangements.
- Gather perspectives from both employees and managers regarding flexible working hours.
- To examine the type of working hours in organization.
- To determine if there is a positive relationship between flexible working hours and employee productivity.

1.8 Scope of the Study

Flexibility in work arrangements encompasses the timing and location of work and the planning of careers. With technological advancements, there's a need to adapt how we connect with others, organize teams, and assess their performance, particularly with remote work becoming more prevalent. Flexible work hours offer cost-effective and efficient ways to save on overhead costs, enhance competitiveness, and improve business performance.

The main focus of this study was to investigate whether employees offered flexible working hours experience higher job satisfaction and increased productivity. Additionally, it aimed to determine if rates of absenteeism, tardiness, and unauthorized absence are reduced with the implementation of flexible working hours. The study examined the relationship between job satisfaction and productivity, with flexible working hours as a key factor.

The study's scope was delimited to the telecommunication sector, specifically focusing on employees working remotely from home. The findings are confined to the telecommunication department, considering the unique conditions within that department at the time of the research. Therefore, the conclusions drawn from the study are limited to factors relevant to that specific department and may not necessarily apply to the entire organization.

Additionally, flexible working hours aim to:

- Foster creativity.
- Increase employee retention.
- Boost employee confidence and job satisfaction.
- Enhance productivity.
- Reduce anxiety levels.

The purpose of the research is to study the impact of the flexible working hours on the employee's performance in the organization. Specifically:

- Why the flexible working hours of employees in the organization is needed?
- What will be the impact of flexible working hours of employees in the organization?

1.9 LIMITATION OF STUDY

- One limitation of this study was that survey participants were voluntary and could opt out at any time, highlighting the necessity of assumptions in research.

- Employees willingly participating in the questionnaire demonstrate genuine interest, ensuring honest responses.
- Sample size criteria are suitable, with participants having similar experiences to non-participants.
- It was assumed the sample represented the population, considering factors like commute distance to ensure fair responses.
- Assumptions included participants' understanding of the questions and providing truthful answers without coercion.

1.10 LITERATURE REVIEW

It has been seen from the past decade that the innovation has changed the world. Many employees thought that FWA is an opportunity and a comfort. Most of the representative when they pick up their director certainly at the point where they are able to utilize adaptable work arrangements.

Pruchno, Litchfield and Fried (1997), inquired about to discover about the impacts of workplace adaptability which appears that “the most working environment adaptability turns into win circumstance for both the company and the representative, the inquire about moreover concluded that adaptable working hours increases the workers efficiency and permit him to do appropriate planning to move with official and individual life”. Workers who are utilizing effective work plan are cognizant that all the other staff has not been able to utilize it. It is the duty of the directors to recognize the staff that will be profitable for picking flex schedule. Representative, who are giving most extreme yield, will proceed to support the same yield. Bosses assesses an employee's capability and work execution with the adaptable work plan while keeping efficiency. By diminish in the time, boss believes that they can move forward workers certainty, devotion, hence upgrading efficiency.. Adaptable working induces laborers to bring the modern thoughts for the clashes happening and they persuaded line directors to make adaptable working alternative more sincerely.

According to the inquire about when organization environment are not responsive to the needs for substitute work plan, the likelihood is that staff work less than their capability. Broadly recognized explanation is that way better working environment produces better results. It is considered with due noteworthiness to the nature of work and the people that are going to work in that office. The representative execution is really considered by the yield that the person produces and it is related to efficiency. Productivity is influenced at trade level by such components such as representative, innovation and targets of the organization. Employees’ execution and wellbeing too influenced by the physical environment of the organization.

Researchers recognized that the impacts of depletion, are generally related to a wide Range of physical and mental wellbeing. Individuals cannot allow their yield to maximum capacity without great wellbeing and appropriate working conditions, which cause disappointment for the employees’ to reach their possess capable potential and the yield required to make the organization perform productively and viably. The mystery of work fulfillment is our capacity to control our temperaments on a day by day premise strain. Enthusiastic solidness upgrades the employees capacity to handle work weight and stretch, to reliably carry out the obligations, and self- liberality. Candidly steady individuals are able to maintain an expository approach when

managing with a nerve-racking work conditions levels of work stress". Neuroticism is a penchant to encounter hurtful impacts such as freeze, sadness, mortification, inconvenience, fault, and hatred.

Organizations give the conventional flexi time offer. The flex time offer permits the employees to work around the surge hours and at the time they have been given a flexibility to take some break to go home or to take lunch or take children from school etc. The employees are also given a daily flextime offer. Daily flexi time offer allows them to meet the requirement of unanticipated works and helps them in saving their job and keep the all parties (employee and employer) happy. There is also a concept of shift in the organizations where the workers are offered with different shifts to choose on that fit to him/her to have balanced life. There are no policies for the flexibility in most of the organizations and the flexibility is offered at informal basis so this causes a big problem in the management of the human resource. There are much of the chances that the higher income people can accommodate the personal matters during work even the flexible time offers are not there and they can informally take the advantage of being on the higher posts. So there must be some equal base for all the workers to give them ease on work place.

The higher income people are paid and compensated or their illness in most of the firms but the actual people who need these things are neither paid nor given easy leaves for their illness or to care for their household. Higher income people have the control on their time as when to take break for lunch and when to go for relax or so. One big advantage of the flexibility is that the workers who cannot work at full time are now given with the part time offers assistance them in overseeing the individual life as well as the work life. Worrall and Cooper (1999) conducted research on the effects of different working hour patterns, particularly among managers, and their impact on work-life balance, health, morale, family time, and productivity. They found a strong correlation between longer working hours and increasingly negative consequences, with junior managers and those in non-profit organizations more concerned about their social life compared to senior managers in profit-oriented firms who prioritize work. The study concluded that extended working hours have detrimental effects on managers' productivity and social well-being, including time with family and morale. Marten et al. (1999) examined the impact of flexible working hours on physical and mental health among 480 participants, both working and on leave. They measured physical health, mental stress, well-being, and sleep quality against variables such as compressed workweeks, irregular hours, and shifts. The research revealed that those on flexible schedules reported more health issues, increased stress, and sleep problems compared to those on fixed schedules.

In the study by Tang and Wadsworth (2008), they focused on the importance of time and workplace flexibility, finding that employees highly value flexibility in managing their work and personal or family life.

Workplace flexibility policies encompass various aspects such as timing, location, quantity, and consistency (Kossek, Hammer, Thompson & Burke, 2014). Timing pertains to when employees are expected to work and can include options like flextime, compressed work weeks, flexible shifts, and time banking. Flextime enables employees to adjust their start and end times within the organization's core business hours while fulfilling the

required 40-hour work week, while compressed work weeks allow employees to work longer hours 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 flex-place.

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 is Result oriented work environment where an employee's outputs are evaluated on performance not presence (Moss, loyal to the creating a p called "a posit exchange relationship". This results the organization (Kossek, 2014).

Providing workplace flexibility fosters stronger employee loyalty, leading to a positive social exchange relationship and ultimately boosting organizational productivity (Kossek, 2014). Inflexible and unsatisfactory working environments have been identified as a significant factor contributing to voluntary turnover intentions among South African employees (Nienaber & Masibigiri, 2012). Vroom's theory highlights the importance of meeting employee needs to enhance job satisfaction and performance, with flexible work arrangements serving as a means to achieve this goal. Factors like working conditions and relationships both at work and at home align with Herzberg's two-factor theory.

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.

1.11 RESEARCH METHODOLOGY

The inquiry about the plan of think about will be clear investigate. In the inquire about the technique utilized is blend of both quantitative and subjective inquire about the auxiliary data has been utilized to accumulate the fundamental information that reply the objective of the consider of the adaptable working hours.

The study utilized a descriptive research design, employing both primary and secondary data sources. The questionnaire was adapted from previous research, and convenience sampling was employed with a sample size of 200. Primary data collection was conducted through Google Forms, with 8 completed questionnaires considered for analysis.

This quantitative study aims to examine the relationship between flexible working hours and job satisfaction/performance in telecommunication sector companies. The chapter discusses research design, data collection, and analysis procedures, focusing on aspects such as research procedures, instrumentation, setting,

participants, validity, and ethical considerations. Recent peer-reviewed research on flexible working hours, job satisfaction, and performance informed the literature review.

The specific objectives outlined earlier guide the study's direction:

- *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.

1.12 POPULATION

The populace for the investigate consider will be the representative from the media transmission centers.

1. SAMPLING DESIGN

Convenient sampling strategy will be received to collect the information the workers. The test estimate 200 workers of media transmission call centers has been chosen for investigate.

2. MEASUREMENT \ INSTRUMENT DETERMINATION

Both essential and auxiliary information will be collected. Essential information will e collected through interviews and questionnaire. Whereas auxiliary information will be collected through web ,inquire about papers and articles.

3. RESEARCH VARIABLES

Following the factors that are to be considered in the overview research:

- *Employee designation
- *Balancing in professional and personal life
- *Absenteeism
- *Promotion recommendation
- *Work pressure

HYPOTHESIS

H0:There is a relationship between adaptable working hours and employees performance.

H1:There is no relationship between adaptable working hours and the employees performance.

1.13 RESEARCH ASSUMPTIONS

- *It is assume that the specialist must contribute in tackling the clashes between the proficient and proficient individual time requirement.
- *Employees and the boss ought to too be include in a flex time programs arranging and organization.
- *It expect that in selecting the days off the workers ought to be inquired approximately the preferences.

CHAPTER 2: PRODUCTIVITY

The Productivity is defined as the relationship or ratio between outputs and inputs over a period of time. Which is the labor productivity that defined most simply in terms of homogenous physical output per unit of labor input. According to the techno-economic approach, the concepts of productivity, efficiency and effectiveness are distinguished. Many researchers have claimed that in defining productivity, the basic concept of productivity

should be seen as separate from its sister concepts, but for investigating services, the concept should again be widened

Pritchard (1995) distinguished three categories for definitions concerning productivity:

- (1) The techno-economic approach, i.e., productivity as an efficiency measure (output/input)
- (2) Productivity as a combination of efficiency and effectiveness
- (3) A wide approach that contains everything that makes an organization function better.

2.1 Relation between Flexible work arrangement and Productivity

Flexible work arrangement (FWA) has a significant and positive impact the employees' perceived productivity, quality of work and organization commitment. Also, it was confirmed that happiness which a result of FWA plays a mediating role in the relationship between FWA and employees' outcomes. In addition, it allows employees to manage their personal and professional lives with ease using their preferred work method. Thus, for sure this type of work promotes the employee satisfaction.

CHAPTER 3: Field results and proposal analysis

Table 1. Beginning Time

		Frequency	Percentage	Valid Percentage
Valid	Before 0800	45	21.84466	21.84466
	0800 – 0830	34	16.50485	16.50485
	0830-0900	47	22.81553	22.81553
	0900-0930	45	21.84466	21.84466
	after 0930	35	16.99029	16.99029
	Total	206	100	100

Table 2. End Time

		Frequency	Percentage	Valid Percentage
Valid	before1630	46	22.3301	22.3301
	1630-1700	50	24.27184	24.27184
	1700-1730	44	21.35922	21.35922
	1730-1800	39	18.93204	18.93204
	after 1800	27	13.1068	13.1068
	Total	206	100	100

Table 3. Flexibility offered employee

		To some extent	moderate	High	Very high	
Occupation	Executive	24	28	15	8	75
	Manager	8	8	6	2	24
	Employee	25	31	19	5	80
	others	11	4	8	4	27
Total		68	71	48	19	206

Table 4. NSH helpful in job

		To some extent	Moderate	High	Very high	
occupation	Executive	27	24	21	3	75
	Managers	4	13	5	2	24
	Employees	32	22	19	7	80
	others	7	15	4	1	27
Total		70	75	49	13	206

Table 5. Valuable to employees

		Salary	Work hours	Balance PWL	Recognition	other
Occupation	Executive	38	5	17	13	2
	Manager	10	7	5	2	0
	Employee	45	17	12	6	0
	Other	12	9	6	0	0
Total		105	38	40	21	2

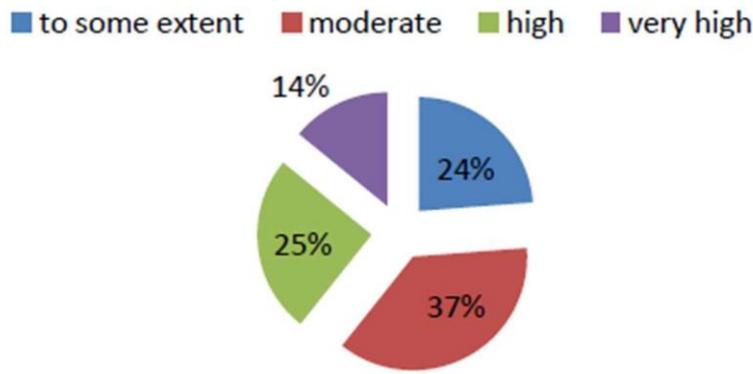
Table 6. Productivity Impact

		FWA	Job Satisfaction	Low Stress level	Balance PWL	All of them
Occupation	Executive	22	10	15	5	23
	Manager	2	10	4	4	4
	Employee	10	25	16	9	20
	Other	4	7	5	4	7
Total		38	52	40	22	54

Interpretations

- The responses showed that the 39% of the sample use to come after 9:00 this means that they have a need for the flexibility. On the other hand the 53% of the sample use to go after 5:30.
- This means, people do have a need of flexibility that allows them to work beyond the rigid time span of 9-5.

Figure 1. NSH increase productivity



□ In response to the question that “Non-Standard working hours cause productivity”, the 76% of the sample responded a high impact of Flexible working arrangements on the productivity of the workers.

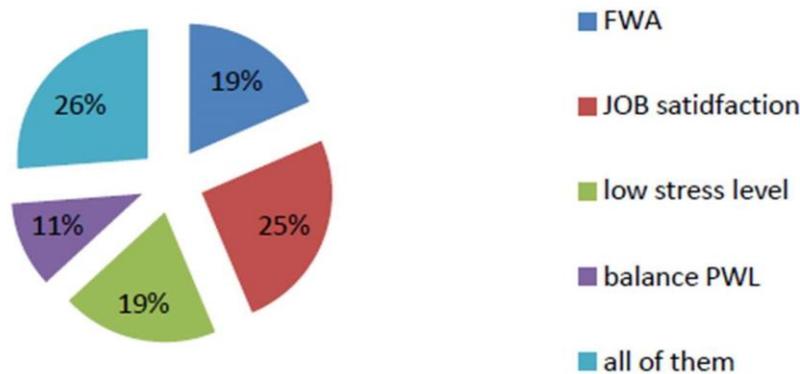
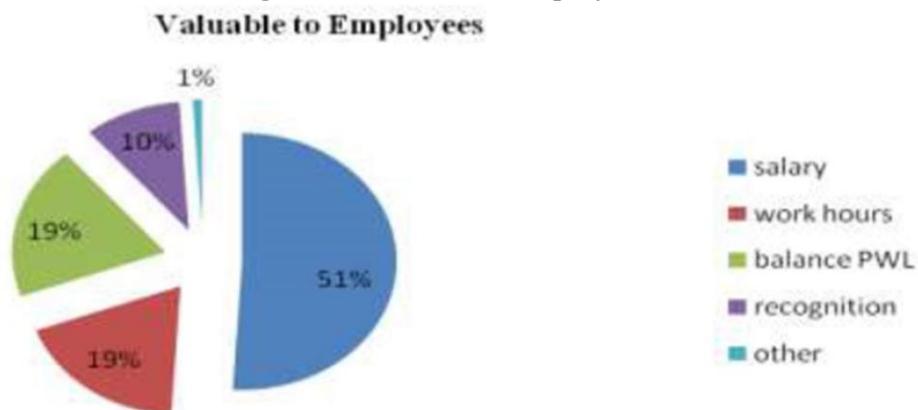


Figure 2. Productivity Impact

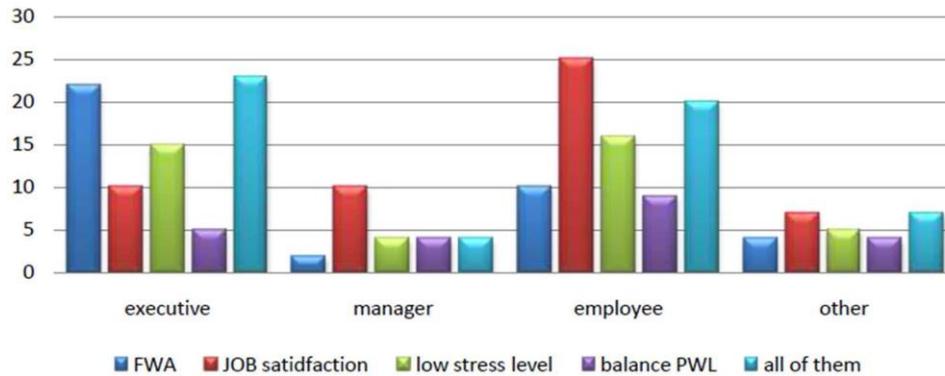
□ While on the other question about productivity impact most of the people are of the view that the flexible working arrangements do cause productivity. Most of the people are of the view that the flexible working arrangements do cause productivity. The 25% of the sample have the view that the flexible work arrangements have an impact on the job satisfaction of the workers. 19% people voted for flexibility at work reduces stress whereas 26% are of the view that flexible working hours brings all i.e. reduces stress, adds job satisfaction and provide work life balance.

Figure 3. Valuable to Employees



- In response to “what do you value more?” The 51% of the responses were biased towards the salary.
- This means that the people do need the flexible work arrangements but they have other preferences before this flexibility.
- In the following chart we see the mix responses from all type of the corporate workers that likes salary the most. While the executive level value more for the balanced personal/work life. Working hours preference comes at third that is highly ranked by managers and employees.

Figure 4. Valuable to Employee



- The following figure shows that the executives value flexible work arrangements than the other levels.
- This chart indicates that there might be less knowledge in the middle and lower levels about the flexibility as we have seen in the above charts that most of the executives are well aware of flexible work arrangements than the other levels.
- In the above said inquiry, most of the executive level responses were in Favor of flexible work arrangements. The middle management level weights both the flexibility and the job satisfaction level for the better performance.

FINDINGS

H1-There is a positive relationship between flexible working hours and employee performance .

The inquiry concerning the dependent variable, performance, examined factors influencing employee performance, such as tardiness, absenteeism, and work-life balance.

The question regarding tardiness assesses whether employees encounter difficulties adhering to conventional office hours due to personal obligations, which impacts performance by reducing productive time available for business operations.

Absenteeism further diminishes productivity, as employers are compensating for a resource that isn't contributing to work output. Responses indicate varying degrees of agreement (65%), disagreement (25%), and neutrality (10%), suggesting that some employees occasionally require time off during the workday to attend to personal commitments rather than frequently needing it.

Conclusion and Recommendation

There are clear signs that not every work arrangement fits everyone, requiring firms to be adaptable in tailoring arrangements to individual needs. Flexible arrangements aid employees in managing their workload and personal life, enhancing efficiency for both the firm and employees' career advancement. Our study highlights the significant impact of flexible work hours on productivity, employee performance, and work-life balance. It suggests a gap in knowledge about flexibility among middle and lower-level employees compared to executives. While there is a desire for flexible arrangements, respondents prioritize other factors before flexibility, often valuing salary above all else. Thus, there is a persistent demand for flexible working hours in India, necessitating increased awareness across all management levels. A contented employee plays a crucial role in customer satisfaction and company sustainability, underscoring the importance of fostering a supportive work environment to ensure employee satisfaction and loyalty.

Employees express a preference for flexible working arrangements, as evidenced in both the study's findings and the literature review. While many currently benefit from flexible hours, there are others who desire this flexibility but do not have it. Flexible working arrangements contribute to reduced stress levels, improved work-life balance, and enhanced morale among employees, leading to increased job satisfaction, productivity, and performance. Employees of various age groups recognize the importance of a flexible work environment. Effective implementation and oversight are crucial for successfully introducing and maintaining flexible working arrangements in the workplace.

Appendices

I am bachelor student in Management from Galgotias University. I am carrying out a study The Impact of Flexible Work on the Productivity at Telecommunications Sector in New Delhi. I would be happy if you could help us answer the following are the questions.

Thank you.

Demographic Questions:

1) Gender

Male () Female ()

2) Marital Status

Single () Married ()

3) Age

From 18-19 () From 30-29 () 40 or more ()

4) Educational Level

High School () Bachelor ()

Post Graduate () PhD ()

5) Working Experience (years)

Less than 5 () From 5-9 ()

From 10-20 () More than 20 ()

No	Items	Yes	No
6	My job does not have rigid start and end times.		
7	My job requires me to work for certain number of hours per day/week		
8	My job gives me the flexibility to choose my start and end times by fulfilling the mandatory core hours		
9	My job allows me to leave an hour earlier if I can cover it up on another working day in that week		

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
10	It is possible to split my responsibilities with someone else in my workplace					
11	I would not mind the benefits which need to be sacrificed due to sharing my job with another person as I would get more personal time.					
12	It is possible to contribute more if two people are sharing the same task					
13	It is possible to strengthen the communication with others in a much better way if the organization allows job sharing method.					
14	My company supports part time working schedule which enables them to attract external expatriates.					
15	I prefer to utilize part time working hours.					
16	Employees who are engaged in part time attest that it enhances work performance.					

References

When researching the impact of flexible working hours on employee performance, it's essential to gather information from credible sources. Here are some references you can consider:

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These references cover various aspects of the impact of flexible working hours on employee performance, including productivity, job satisfaction, work-life balance, and psychological well-being. Be sure to review the specific findings and methodologies of each study to support your research paper effectively.