



FLEXIBLE WORK OPTIONS AND VALUE CREATION

Dr. K.M. Mital

Professor of Strategic Management
IILM Institute for Higher Education
3, Lodhi Institutional Area
New Delhi 110003

Abstract

Flexible work options serve as drivers for improving performance standards and creating value in an organization. In business higher standards of organizational performance can lead to more responsive customer service, increased cash flow, larger return on assets and profits, leading to capital generation for expanding capacity, creating new jobs, scoring competitive advantage, and achieving overall higher value creation. Employees flexibility and empowerment play major role in raising performance standards through flexible work options such as flexible manufacturing system, flexi-time management, telecommuting, teleworking, teleconferencing/ telepresence, work-life balance, flexible outsourcing, etc. This paper reviews a set of flexible work options and their role in achieving higher standards of organizational performance and value creation with case examples drawn from select organizations.

Keywords: *Flexible work options, flexible systems management, time-based strategies, flexible manufacturing systems, flexi-time management, telecommuting, performance management, value creation.*

Introduction

Flexible work options provide employees freedom to work for organizations in different capacities such as regular employment, under fixed term contract, as casual employee, or as staff of 'outsourced' third party service provider. Employees' empowerment, which results from shared leadership, can also be related to flexible work options as it is facilitated by providing employees necessary flexibility and autonomy. An empowered employee is part of the team and leader in his own way, which contributes to team productivity. Empowerment replaces autocratic style of work management with participative style leading to higher levels of productivity. Flexibility in individuals is however largely the outcome of one's own efforts rather than result of any structural change initiated by management.

Initially, the practice of flexible work options was more suited to software and consulting firms, which provided employees to work from home but visited their workplace periodically with a view to attend meetings and catch up with their teams. Employees have freedom to decide what jobs have to be done on-site and what off-site. Under 'time accounts option' employees build 'time credits' to avail 'compensatory off' for extra hours put in, which could be redeemed later as per their personal needs. Flexible manufacturing operations help to achieve shorter production runs. In addition, closer interface with suppliers and customers enable more efficient production scheduling and faster response.

Outsourcing in recent years has acquired strategic significance not merely as a cost cutting strategy, but also as one that serves customers better and facilitates some work-life balance for employees. Viewed in wider perspective, outsourcing decision is also a 'flexible work option' for an organization as it provides flexibility of carrying out some activities in-house versus outside. Given this interpretation, 'collaborative distributed development' strategy of Infosys Technologies, is basically an organization-specific flexible work option only. This approach while on one hand reduces costs, on the other it serves customers faster by sourcing capital from where it is cheapest, obtaining talent from where it is best available, producing it where it is most cost effective, and selling where the markets are most conveniently located (Narayan Murthy, *The Economic Times*, May 16, 2006).

Drivers of performance in industrial companies are different from those in knowledge companies. Performance of knowledge workers, which is a key asset in a knowledge company, can be enhanced by introducing necessary flexible work options. Knowledge workers perform best when they don't work in rigid moulds. Non-financial variables substantially drive performance standards in the knowledge companies. Balanced scorecard approach, which integrates financial perspectives with other three major groups of non-financial perspectives, namely, internal business processes, learning and growth, and the customer perspectives, are thus more relevant for implementation of flexible work options in knowledge economy. Employees work with greater productivity when they are provided with clear 'roadmap' for guidance even though they may be working from a distance (Sridhar, 2009).

Since as of now, there is an absence of real-time supervision and contact with employees under flexible work options, supervisors need to provide telecommuters clearly defined work objectives, timeliness, measurable outputs and expected performance standards. Individuals improve their performance, when they are told by supervisors what their existing level of performance standards are. In this context, it will be appropriate to recall the advice of late Mrs. Indira Gandhi, former Prime Minister of India, for achieving higher performance standards, no matter where one is physically located, "Have a bias towards action - let us see something happen now. You can break that big plan into small steps and take the first step right away."

This paper reviews role of flexible work options such as flexi-time management, telecommuting, teleworking, teleconferencing/ telepresence, work-life balance, flexible outsourcing, flexible manufacturing system, etc. in enhancing organizational performance, productivity and ultimately value creation. The paper also presents a specific case on flexi-time management from a knowledge industry.

Flexible Systems Management and Business Responsiveness

Flexibility is defined as the ability to change or react with little penalty in time, effort, cost or performance. No other characteristic is so vital for survival in globalization era as flexibility given the states of diversities and conflicts that exist in societies these days world over. Flexibility has a role in all spheres of human endeavour, be it, a family, a firm or international cooperation cutting across national boundaries. Flexibility is very relevant in international trade, strategic alliances and national and international politics. Wherever global agreements are based on flexibility, they last longer yielding beneficial results. Wherever flexibility is missing, it may lead to chaos and problems of all kinds. Flexible organizations are more attractive to do business with as compared to rigid ones, which put rigid conditions for any negotiation (Kak & Sushil, 2008).

The objective of flexible systems management is certainly not to be lax or indecisive but more responsive and adaptable with changing times. Flexible systems management is built on spectral and integrative paradigm. It seeks to resolve the end of continuum paradoxes, as it is based on spectral paradigm, treating all the system-based methodologies and techniques as lying on a continuum ranging from hard to soft, and all the problems also on a continuum ranging from well-structured to unstructured situations (Sushil, 1999).

The concept of flexibility dwells on three central issues of continuum or options, dynamic interplay or change of choice which are highly interrelated. It is the exercise of free will or freedom of choice on the continuum to synthesize the dynamic interplay in an innovative manner by capturing the ambiguity in systems and expanding the continuum with minimum time and effort. Three basic entities that define dynamic interplay of reality in flexible system management paradigm are 'situation', 'actor' and 'process'.

The 'situation' is to be managed by an 'actor' exercising freedom of choice through a flexible management process, which recreates the situation. The 'actor' understands the ambiguous situation through deep involvement, thinking of general qualitative patterns or through reasoning by analogy and exercises the freedom of choice flexibly and systematically to evolve a management process on the continuum in interactive and innovative manner (Kak & Sushil, 2002).

Flexibility has assumed added significance in management. In fact interpretation and meaning of flexibility has itself undergone some change. Earlier, the term flexibility broadly referred to capacity to adapt to changing conditions temporarily without losing one's original shape, just like a tree bending with the wind but returning back to its original position after hurricane is gone. In globalization era, flexibility in management gives rise to altogether a new meaning, ability to move quickly from one form to another, to be virtually in a state of flux having no fixed form at all. Given this interpretation, a company is willing to even abandon its policies, strategies, product profile, workforce, or even customers for diversifying into a more attractive market (Sushil, 1999).

Flexible systems management in globalization era has assumed added significance as many firms are facing tremendous challenges of dislocation, downsizing, outsourcing and restructuring. Staying open to different possibilities can no doubt amount to vacillation but it may also lead to better option. In today's business environment, flexibility and change are not merely options but compulsions. A flexible company can abandon one market and embrace another at a short notice. A flexible approach to a critical decision in an unfamiliar environment is not a sign of weakness but a more sensible and reasoned approach. Conversely, inflexible management does not necessarily mean effective management.

Flexibility and information are related to one another. Informalness and openness are the hallmark of flexibility. Being a flexible manager is not the job of fainthearted. It requires courage to be open-minded, to walk into adversity rather than avoid it. A manager requires flexibility for efficient running of the organization. A firm needs to be flexible to cope up with the changing environment. In the competitive environment, it is important that the company has clear vision and direction for growth but at the same time maintains enough flexibility in its approach. In fact, flexibility, empowerment, synergy, networking and partnership should be integrative policies for organizational excellence. Thus, flexibility should not be seen as a higher

order of stability that involves a combination of both stability and flexibility. Flexibility is not a one time change but a process of continuous change in accordance with the changing priorities (Sushil, 2000a).

Management task thus involves activating flexibility – enhancing measures and at the same time preserving the core identity of an organization. Thus, an organization needs coping up mechanism to deal with environmental fluctuations but also preservation. While an organization can be flexible in choosing its business strategies, it has to be firm in sticking to its core values. In the tumultuous business environment when everything is changing what remains unchanged are values and ethics. No organization can afford to leave basic core values such as customer loyalty and trustworthiness, integrity, fairness, commitment towards stakeholders, corporate social responsibility, etc., for which the organization is known and built its reputation (Sushil, 2000b).

Caselets on Time-based Strategies and Value Creation

Flexible work options have wider connotation and not limited to manner of attending one's work. The key to gaining competitive advantage today lies in the effective management of time. Every facet of a business' functions offers an opportunity for time management and improvement – from the product development stage to the manufacturing and on to the final distribution of goods and services. Distribution service is especially critical to the successful implementation of time-based strategies. Speed in product manufacture is of little avail if it cannot be delivered to the customer on time due to poor distribution service or lack of time-based strategies (Jeyaraman, 1978).

Flexible systems methodology facilitates enhancing corporate responsiveness (Daugherty & Pittman, 1996). In order to become more responsive to customers, firms are using flexible systems methodology for making their operations more flexible. Managing time however involves much more than merely controlling lead times. Managing time i.e. reducing order cycle time enables firms to become more responsive. It is becoming harder to compete on product excellence alone. Faster responsiveness or efficient time management can compensate lack of excellence on product design front. Time-based strategies are thus essence of value creation.

Fast cycle capability is a key factor in business success. Firms with fast cycle capability make decisions faster, develop new products earlier and convert customer orders into deliveries sooner than their competitors, thus achieving higher value creation in the market they serve. Lead time includes the total time that elapses from placement of an order until receipt. Lead time can be broken down into manufacturing lead time and distribution lead time. Manufacturing lead time encompasses order preparation time, queue time, setup time, run time, move time and inspection time, but excludes the purchase of raw materials and component parts. Managing lead times thus becomes essence of performance management in many segments which can have several break-up components. In any organization, primary concern of any customer is how long it takes to receive the merchandise following order placement (Daugherty & Pittman, 1996).

Flexi-time Management: Practice of 'flexible work options' relating to location, time and conditions of employment contracts with employees, first gained popularity in US in early 1960s. These later started gaining popularity in Europe and other parts of the world as well including India where several companies such as Engineers India

Limited (EIL) in public sector, Procter and Gamble (P&G India), Hewlett Packard India (HP India), ICICI Bank, etc. in private sector took lead beginning 1990s onwards in introducing various types of flexible work options including flexi-time management (Sirisha, 2003).

Attendance at EIL's is being controlled through flexi-time management, which provides limited flexibility in coming and going to office. Flexi-time system facilitates employees to work together for a fixed number of hours – core time – and for the rest they have option to come late or leave early but with due provision for time compensation of the 'missed' time during the day or anytime during the ongoing fortnight as per the company policy or with an option of working during any part of the working day.

In 2002, P&G India, HP India, and ICICI were ranked as the second, third, and fourth best employers in India in a 'Best Employers in India Survey' largely influenced by their flexible work policies. The survey studied the extent of employee satisfaction with regard to seven factors, namely, culture and goal of the company, work environment, employee relations, nature of work, rewards and recognition, work-life balance, and career growth opportunities.

Procter & Gamble India (P&G India) introduced flexible work options beginning late 1990s. Initially, it offered flexi-time and sabbatical leave facilities but introduced telecommuting option as well in 2001. HP India has been offering its employees all forms of flexible work options, placing due emphasis on flexible HR policies and flexible work options. Employees were allowed to come to the office only for half a day and rest they could work from home. Part-time or flexible hour option was particularly availed by female employees, who chose to work part-time after maternity. However, employees were later on permitted to resume full time working when it suited them. ICICI also introduced part-time option to its employees, which became particularly popular among female employees (Sirisha, 2003).

Flexible Manufacturing Systems: Established as Pearl Distributors Private Limited in 1990, Wanbury is an established player in the active pharmaceuticals ingredients (API) and formulation business. Wanbury entered the API manufacturing arena way back in 1992, but with increasing competition in the generic API business, the company was faced with the challenge of reducing API costs and higher returns on investments for its manufacturing facilities. It also actively started pursuing CRAMS (contract research and custom manufacturing) to supplement its generic API business.

Wanbury has flexible manufacturing facility that enables different products to be made at any of its facilities. Hence, the first task was to determine which of its products would lead to the planned margins. At the same time it was important to understand how much manufacturing capacity the product was hooked to achieve the margin. This gave birth to the idea of gross contribution per kilo of reactor volume used in manufacturing (GCKL). It is a simple system that measures the monthly gross contribution (Sales value-RMC)/reactor volume used for manufacturing for each of the products at its different manufacturing locations. Sales price is controlled by the marketing personnel, whereas the RMC is jointly decided by the purchase (raw material costs) and plant personnel (production efficiency). Tracking of such parameters facilitated production department to identify which products needed more focused attention.

The GCKL can be improved by increasing the sales price, reducing the production cost or releasing the production capacity for higher value creating products. Though the sales price of an API is set by the marketing team, it is however primarily governed by the market forces. However, further value creation is possible by introducing a superior product variety through innovation or R&D initiatives. The marketing team was asked to investigate the common problems faced by the customers and how the firm could solve these. These gave birth to the idea of providing products of the directly compressible (DC) grade, which addressed some difficulties in formulating. DC is superior to API in the sense that the product is ready for conversion into tablets. It also relieves the formulator of many hassles during handling and in the stages preceding formulating. When the cost structure of the product was analyzed, vertical integration of supply chain activities was one option to reduce costs. This implied cost reduction through backward integration into intermediate manufacturing as against buying from outside or improving the process yield.

For one product it was realized that in-house manufacturing of one of the raw materials could reduce the raw material costs by 20 per cent. The R&D team developed a process to reduce product loss and generate saleable quality products from the by-product that was being discarded. Adopting this new manufacturing process improved the yield by 15 per cent. Operations management tools were used to analyze the production process (batch manufacturing records) and identify bottlenecks. R&D redesigned the manufacturing process to reduce the number of reactors. This in turn helped to relieve 15 per cent of the reactor capacity, which could be used for a new product or to increase the production capacity for existing products. This helped firm to achieve overall value creation without any extra capital investment.

This apart, CRAMS was also utilized for value creation. It acquired a production facility, which was virtually sick and not performing with due margins. Wanbury took over the plant and turned it around and in the process transformed the combined entity following synergy as a dependable supplier for its principal customer. Resulting synergy, manufacturing flexibility and responsiveness to customer needs served customer within given deadlines with its high quality and low cost products (*The Economic Times*, June 2, 2009).

Teleconferencing/TelePresence: Teleconferencing is essentially a flexible work option, which is becoming increasingly popular in many sectors including corporate world and academic institutions. TelePresence is another new concept emerging on the lines of teleconferencing. US-based CISCO Systems, world's leading knowledge company for real-time enterprise (RTE) has been a pioneer in using the Internet to change the way companies conduct business. Cisco's one of the recent RTE models is TelePresence services, for which Tata Communications, a Tata group company is providing requisite technical support. Tata Communication's TelePresence services include private CISCO TelePresence rooms and public TelePresence rooms managed by it. The new service, Global Meeting Exchange (GME) will facilitate meetings to be organized between any connected private and public CISCO TelePresence rooms. Tata's Global Meeting Exchange will have major teleservice points of presence (PoPs) in Mumbai, New York and London, along with some more minor PoPs across the world (*The Economic Times*, April 24, 2009).

Telecommuting: Under flexible work options, one major option is location flexibility which offers freedom to work at a chosen location for a particular task anywhere anytime. Under location flexibility different options are possible such as location independent working e.g. call centers can be located anywhere as far the customers are concerned (teleworking), working from home on part-time basis (telecommuting), working from distant locations (telecenters), or working from afar through satellite offices (remote working). These options provide employees requisite flexibility to work onsite or offsite depending on their convenience, for which the employer and employee may decide minimum onsite working hours to be put in. Such arrangements work best when jobs are clearly defined and measurable. Employees under this arrangement may demand PCs, laptops, internet connection, etc when such facilities are not available at home.

Organizations are increasingly taking recourse to telecommuting, which not only saves costs on office space and running overheads but telecommuters provide greater productive output as employees more motivated and work in the comfort of their homes. When employees work entirely at home and visit to office is mainly for work submission to the boss and obtaining his periodic advice and guidance on work related matters, it is full time telecommuting, but when significant portion of the time by the telecommuter is to be still spent in office it is the case of part-time telecommuting. In either case when right type of employees are identified for telecommuting who are sufficiently motivated, telecommuters work with greater productivity and efficiency.

Telecommuters who work outside office environment for most part have to be more focused and driven by focused objectives and timeliness than their counterparts who work entirely from office. Supervisors need to repose complete faith in their sincerity, who work from distance and without direct supervision and control. Supervisors should believe that it is futile to micromanage the work of an employee as employees work themselves and in case of telecommuting close supervision is neither feasible nor desirable. Instead of any veiled attempt to micromanage telecommuters, employees should be provided roadmap for work and their performance assessed on the basis of their actual work delivery and performance standards maintained (Sridhar, 2009).

Telecommuters however need be given necessary training wherever they need one. Trained telecommuters are less dependent on support staff, and consequent higher efficiency and productivity levels. Telecommuting even in case of fulltime telecommuting does not mean that face-to-face contact between the telecommuter and the supervisor will be entirely missing. Some minimum face-to-face or real-time contact is necessary for higher productivity levels, which strengthens the relationship between the manager and the employee. This apart, a mentor is required to guide a telecommuter for matters pertaining to career growth and employees development, as sometime they may tend to harbour the feelings of isolation (Sridhar, 2009). Supervisors should avoid differentiating between onsite and offsite employees. Supervisors in order to maintain higher productivity levels should not ignore signs of lack of accountability in telecommuters. Laxity on the telecommuter's part such as unresponsiveness or missed deadlines without proper explanation needs to be dealt with firmly (Sridhar, 2009).

Advances in information and communication technology have enabled employees to work while 'on move' by using portable computers such as laptops/notebook

computers, palmtops, and numerous varieties of mobile phones. Furthermore, collective office systems such as tele-centers or software technology parks, wherein offices of ICT (information and communication technology) firms are situated, offer facility of sharing communication lines and flexibility of pooling their resources together, which keeps their systems costs low.

Part-Time Working: Chennai-based HR firm 'Avtar Career Creators' has engaging women professionals for part-time permanent jobs. Salaries are not necessarily 50 per cent of the full-time equivalent, but in many cases even 60 to 70 per cent of the full-time amount. The company arranges part-time, flexi-time or project-style careers for women professionals, who have taken a sabbatical break in their career (*The Economic Times*, June 12, 2006). Part-time employees are connected with office through Internet and often with broadband connectivity. Increasingly, Indian subsidiaries of multinationals are experimenting with this option. In Accenture, a technology and outsourcing firm, there are core employees who work from home for months.

Under annualized work hour option, employees have flexibility to work for 'agreed' days contracted with the employer during the year. In hospitals, doctors have contract arrangement to visit 'on call' what could be rightly termed as 'zero hours' work option. Thus, super-specialist doctors in specialized fields like anesthesia, cardiology, etc. can visit hospitals requested and thus enjoys option to serve in several hospitals at a time.

Couples can plan their lives as one person working and the other person looking after the family. Both cannot be the drivers, trying to drive the life with both holding the steering. The one on the back seat can navigate, direct, and slowdown when required. He/she would then act as a catalyst in improving the relationships and maintaining family work-life balance. The back seat need not necessarily mean not working or giving up one's job, it can be taking up a part-time job as one of the flexible work options (*Excel Book Newsletter*, 2006).

Part-timers who give higher productive output from home and consequent higher value creation are those who were highly motivated and committed self starters (Corwin, Lawrence and Frost, 2001). When one is intensely motivated, experienced and competent, organizations will get as much productivity out of part-timers as from five-days a week employees. Telecommuting should not be seen as an option merely to save costs for the organization but as an alternative that may result in greater productive output and higher value creation when telecommuters and supervisors work with greater trust and harmony between them.

A Case on Flexi-Time Management in Knowledge Company

Flexi-time management helps provide work-life balance to employees conducive for achieving life goals as it provides balance at major areas of life – work, relationships and diet representing three sectors of life, office, home and life. It facilitates achieve balance point i.e. exactly 'right' – not too much, nor too little (TOI, 2009). Large number of organizations in India and world follow flexi-time management system (FTSM). In India, one of the early starters of FTSM was a leading knowledge company in public sector. Employees in the organization are expected to put in minimum eight hours of service each day. Check-in beyond 9 AM is viewed as 'late-coming' and leaving before 5 PM as 'early leaving'. Attendance at organization's different entry points is being controlled with flexi-timing, which helps regulate

employees coming to and going from office. Normal office arrival and departure timings are 8.30 to 5.30 PM. With this system the employees have flexibility to check-in anywhere between 8.30 to 9 AM and leave after compensation either on the same day or anytime within the ongoing fortnight. All important organizational activities such as meetings and presentations are held during the core time from 9 AM to 5 PM only when all are present.

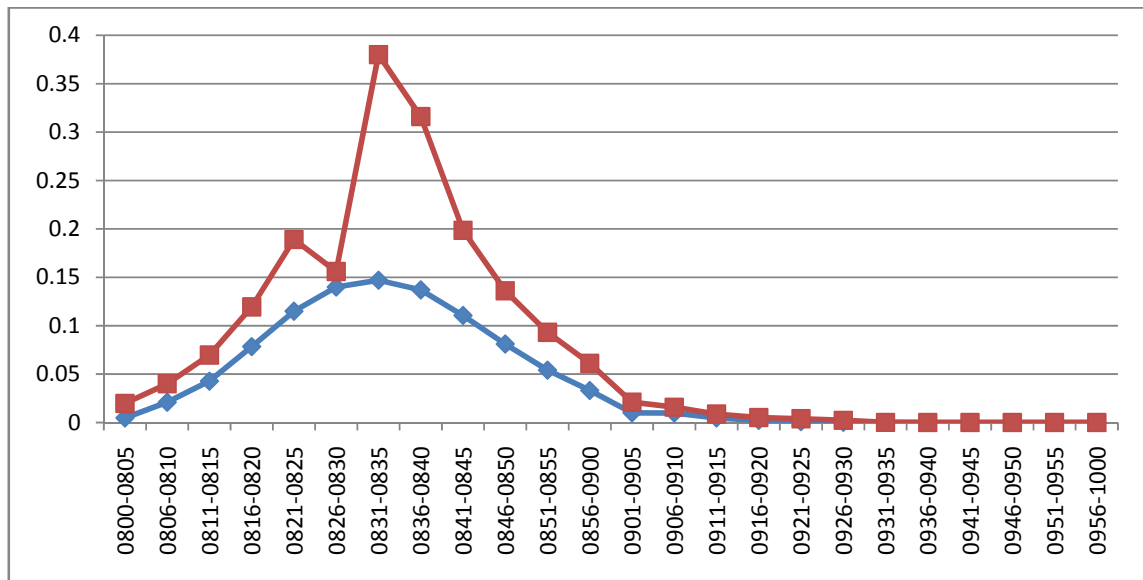


Fig. 1 Probability of Arrival Rate of Employees between 8AM and 10 AM

Delays cannot be carried forward to the next fortnight for compensation. A compensation does not mean merely sitting extra but working with full devotion during the compensatory period. When the employee has not brought his attendance card, one could record the attendance in a register maintained separately for this purpose, and the attendance marked manually is transferred to the computerized flexi-management system. Late coming up to 10 minutes of the scheduled time i.e. up to 8.40 AM is condoned and need not be compensated with overtime. However, when one has not reported even by 8.40 AM, one is required to compensate late-coming including delay of first ten minutes of grace period. The company's flexi-timing rules do not permit any piecemeal compensation and lost time of up to one hour which is the upper limit of compensation, needs to be compensated by sitting extra on one single day only. When accumulated delays exceed one hour, it needs to be adjusted by debiting half-day CL (casual leave) for each such delays of more than one hour of lost time. When employee has no CL due to his account, debit can be carried forward to the next years CL account.

The company flexi-system provides limited flexibility of coming and going, half hour in the morning and half hour in the evening. Employees can schedule arrival time as per their convenience, and schedule their 'leaving' in the evening after ensuring that minimum eight hours they have worked in evening. While employees who come from nearby places can follow work normal schedule, others who reach from distant places and often come across frequent traffic jams, can come late up to half an hour and leave at 6 PM by working till 6 PM. Similarly, during winters when some employees may have difficulty of reporting at 8.30 AM can regularly come at 9 AM and adjust their departure time accordingly. Apart from helping employees, the system is also

helpful for the organization in one way in a very big manner, which relates to minimizing long serpentine queues for availing company's twelve lifts in the morning and evening. It phases out load at different elevators/ lifts and avoids building up of long serpentine queues, which would occur if all report uniformly at 8.30 AM and leave in evening at 5 PM.

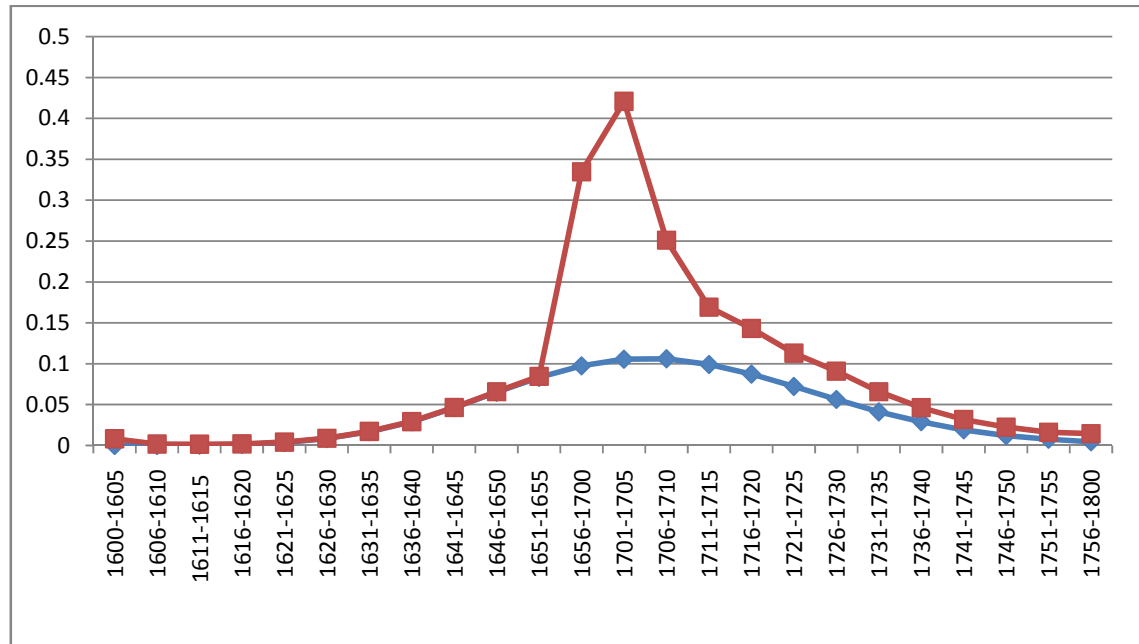


Fig. 2 Probability of Leaving Rate of Employee between 4PM and 6PM

The flexi system enables to generate various kinds of reports such as 'daily attendance report according to chronological order', 'daily report according to employee numbers', 'fortnightly default report of those coming after 8.40 AM and leaving before 5 PM', 'fortnightly late sitting/ overtime report', 'fortnightly reports of those who did not register attendance for more than fifteen days', 'fortnightly report of those who did not register for full one month' and. 'fortnightly report of habitual latecomers'.

Concluding Remarks

Real challenge for part-timers is making their presence felt when they are often out of the office. Began more than 30 years ago, part-time professional work is an experiment that has met with mixed results. In most cases, a flexible work option is an attempt to give women more time to raise her family. Part-time work is more common among females, as much of part-time work is driven by child care issues, which most often affect women.

All successful part-timers are generally those, who had previously done full-time work superbly. Indeed, part-time work is not a viable route for anyone, who has not demonstrated superiority in a traditional setting (Corwin, Lawrence and Frost, 2001). Although the majority of part-time professionals are women seeking more time with their children, reasons for alternative work arrangements vary as much as the professionals themselves.

According to Corwin, Lawrence and Frost (2001), part-time arrangement is not a panacea for striking a balance between work and life as many part-timers are constrained to work longer than they contracted for and many suffer under the second class status of part-time work. Companies that offer work-at-home facility, accordingly not all are attracted to it and quite a good deal of promotion is required. This is because many employees feel that they may career growth mainstream currents when they are not physically present in office for most part.

Table 1 Arrival Pattern of Employees Between 8AM and 10 AM

<i>Time Interval per Minute (X)</i>	<i>Jan.</i>	<i>Feb.</i>	<i>Mar.</i>	<i>Apr.</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>Aug.</i>	<i>Sept.</i>	<i>Oct.</i>	<i>Nov.</i>	<i>Dec.</i>	<i>Total</i>	<i>Actual Mean Arrival per Min. (f)</i>	<i>fx</i>	<i>Actual Prob.</i>	<i>Poisson Prob.</i>	<i>Estimated Mean Arrival per min.</i>
0800-0805 (01)	10	10	12	22	26	26	32	24	24	20	17	18	241	04.01	04.01	0.015	0.0047	1.18
0805-0810 (02)	20	20	23	29	31	29	32	23	24	26	20	21	298	04.96	09.92	0.019	0.0210	5.29
0810-0815 (03)	31	30	31	47	47	35	37	29	39	35	27	30	418	06.96	20.88	0.027	0.0427	10.09
0815-0820 (4)	55	53	54	62	64	56	53	45	61	52	40	39	634	10.56	42.24	0.041	0.0784	19.78
0820-0825 (5)	126	87	106	88	121	122	92	65	91	84	72	73	1127	18.78	93.90	0.074	0.1150	29.01
0825-0830 (6)	288	206	239	191	226	214	199	154	191	211	176	177	2472	41.20	247.20	0.160	0.1400	35.32
0830-0835 (7)	323	291	265	269	283	239	292	248	367	338	302	319	3536	58.93	412.20	0.233	0.1470	42.89
0835-0840 (8)	207	201	170	237	224	192	285	217	265	258	226	232	2714	45.23	361.80	0.179	0.1370	34.56
0840-0845 (9)	115	95	85	112	98	81	127	116	128	128	117	131	1333	22.21	199.80	0.088	0.1106	27.75
0845-0850 (10)	78	61	54	70	57	52	74	79	83	76	71	88	844	14.06	140.60	0.055	0.0811	20.46
0850-0855 (11)	60	47	40	46	48	38	49	53	58	53	49	53	594	0.90	108.90	0.039	0.0541	13.62
0855-0900 (12)	40	41	30	31	33	26	38	34	40	39	36	40	428	07.13	85.56	0.028	0.0331	8.32
0900-0905 (13)	17	13	10	13	14	9	16	13	16	15	14	18	168	02.80	36.40	0.011	0.0100	2.52

0905-0910 (14)	9	10	5	8	7	5	9	8	10	8	8	12	99	01.65	23.10	0.006	0.0098	2.47
0910-0915 (15)	6	8	5	5	5	3	6	7	9	6	6	6	72	01.20	18.00	0.004	0.0047	1.18
0915-0920 (16)	5	5	3	4	5	3	3	5	6	5	5	6	55	0.916	14.65	0.003	0.0022	1.70
0920-0925 (17)	6	5	3	3	4	3	3	4	4	4	4	5	48	00.80	13.60	0.003	0.0009	0.22
0925-0930 (18)	4	4	2	3	2	2	4	3	4	3	4	5	40	00.66	11.88	0.002	0.0003	0.07
0930-0935 (19)	2	1	1	1	1	1	1	1	2	1	1	2	15	00.25	04.75	0.000	0.0001	0.02
0935-0940 (20)	1							1	1		1		4	00.06	01.20	0.000	0.0000	0.00
0940-0945 (21)		1		1		1						1	3	00.05	01.05	0.000	0.0000	0.00
0945-0950 (22)														00.00	00.00	0.000	0.0000	0.00
0950-0955(23)														00.00	00.00	0.000	0.0000	0.00
0955-1000 (24)														00.00	00.00	0.000	0.0000	0.00
Total	1403	118	113	124	129	113	135	112	142	136	119	127	1514	252.31	1852	1.000	1.0000	256.54
Mean Arrival per Minute	58.4	49.5	47.4	51.7	54.0	47.3	56.3	47.0	59.2	56.7	49.8	56.7	630. 9	14.46	77.16	-----	-----	10.43

Table 2 Leaving Patten of Employee between 4PM and 6PM

<i>Time Interval per Minute (X)</i>	<i>Jan.</i>	<i>Feb.</i>	<i>Mar.</i>	<i>Apr.</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>Aug</i>	<i>Sept</i>	<i>Oct.</i>	<i>Nov</i>	<i>Dec</i>	<i>Total</i>	<i>Actual Mean Departure per Min. (f)</i>	<i>fx</i>	<i>Actua l Prob.</i>	<i>Poisso n Prob</i>	<i>Estimated Mean Departure per min.</i>
1600-1605	10	10	11	8	8	9	7	8	11	14	12	10	118	1.96	1.90	0.008	0.0000	0.004

(01)																2		
1606-1610 (02)	2	3	2	2	1	2	1	1	3	3	3	2	25	0.41	0.80	0.001 7	0.0000	0.071
1611-1615 (03)	1	1	1	1	1	1	2	2	2	2	2	2	18	0.30	0.90	0.001 2	0.0003	0.080
1616-1620 (04)	1	1	1		1	1	1	1	1	1	1	1	11	0.18	0.70	0.000 7	0.0012	0.284
1621-1625 (05)			1	1	1	1		1	1	1	1	1	9	0.15	0.70	0.000 6	0.0035	0.820
1626-1630 (06)		1	1	1		1				1	1		6	0.10	0.60	0.000 4	0.0084	1.980
1631-1635 (07)			1		1	1			1	1	1		6	0.10	0.70	0.000 4	0.0168	3.970
1636-1640 (08)					1	1				1	1		4	0.06	0.40	0.000 2	0.0290	6.860
1641-1645 (09)									1	1	1	1	4	0.06	0.50	0.000 2	0.0463	9.400
1646-1650 (10)	1			1		1	1	1	1	1	2	1	10	0.16	1.60	0.000 6	0.0651	11.200
1651-1655 (11)	2	1	1	1	1	2	3	1	2	2	2	2	20	0.33	3.60	0.001 3	0.0832	13.500
1656-1700 (12)	342	278	294	28 6	268	277	313	249	298	287	243	240	3375	56.25	675.1 0	0.237 4	0.0974	22.900
1701-1705 (13)	455	377	235	35 1	384	334	380	299	427	414	362	365	4483	74.71	972.1 0	0.315 4	0.1055	24.980
1706-1710 (14)	88	24	75	90	100	83	97	77	103	102	87	103	2090	18.16	254.1 0	0.145 2	0.1059	25.060
1711-1715 (15)	89	71	67	80	79	66	93	78	97	97	85	95	998	16.63	249.4 0	0.070 2	0.0990	23.400
1716-1720 (16)	70	58	54	67	54	54	72	71	80	73	67	76	796	13.26	212.1 6	0.055 9	0.0872	20.600
1721-1725 (17)	56	43	39	48	45	41	49	47	57	52	48	56	581	9.68	164.5 6	0.040 8	0.0721	17.000

1726-1730 (18)	48	41	36	42	35	34	43	38	47	42	41	46	493	8.21	147.7 8	0.034 6	0.0563	13.200
1731-1735 (19)	34	29	26	31	26	25	29	26	34	32	27	33	352	5.86	111.3 4	0.024 7	0.0410	9.710
1736-1740 (20)	20	21	17	20	19	17	22	19	26	23	21	22	247	4.11	82.20	0.017 3	0.0290	6.860
1741-1745 (21)	17	15	16	15	15	13	16	13	15	18	12	17	182	3.03	63.63	0.012 7	0.0190	4.500
1746-1750 (22)	12	12	12	12	14	11	12	13	13	13	12	13	149	2.48	54.56	0.010 4	0.0120	2.840
1751-1755 (23)	13	10	10	9	10	9	10	9	12	10	10	10	122	2.03	46.69	0.008 5	0.0076	1.840
1756-1800 (24)	16	13	11	13	12	10	13	11	12	11	10	12	145	2.41	57.84	0.010 1	0.0044	1.200
Total	268 0	225 8	2150	23 21	237 3	213 0	251 6	209 4	266 6	256 4	224 8	238 5	1424 4	236.87	3331. 43	1.000 0	1.0000	222.31
Mean Departure per Minute	111 .6	94. 0	89.5	96. 7	98.8	88.7	104. 8	87.2 5	111	106 .8	93.6	99.3	593.5	9.86	138.8	0.04	0.04	9.26

REFERENCES

- Corwin, V., Thomas B. Lawrence and Peter J. Frost (2001) Five Strategies of Successful Part-Time Work, *Harvard Business Review*, July-August, 2001.
- Daugherty, P.J. and Paul H. Pittman (1996) Utilization of Time-based Strategies: Creating Distribution Flexibility/ Responsiveness, *International Journal of Operations and Production Management*, 15 (2), 54-60.
- Excel Books (2006) Gender Bias – Is Hiring Fair? *Breakthrough for Managers*, 6(12), 1-2.
- Jeyaraman, V.P. (1978) Flexible Working Hours, *Indian Management*, January, 1978.
- Kak, A. and Sushil (2002) Strategy with Core Competence and Flexibility: Learning Issues for Four Indian Organizations, *Global Journal of Flexible Systems Management*, 3(2&3), April-September.
- Kak, A. and Sushil (2002) Sustainable Competitive Advantage with Core Competence: A Review, *Global Journal of Flexible Systems Management*, 3(4), December.
- Kak, A. and Sushil (2008) *Core Competence and Flexibility in Strategy Formulation*. New Delhi: GIFT Publishing (admin@giftsociety.org). (B-51, Sarvodaya Enclave, New Delhi 110017).
- Sirisha, D. (2002) Flexible Work Options, *HRM Review* , 3(1): 52-58.
- Sushil (1999) *Flexibility in Management*. New Delhi: Global Institute of Flexible Systems Management. (B-51, Sarvodaya Enclave, New Delhi 110017).
- Sushil (2000) Situation-Actor-Process Options: Mapping and Enhancing Flexibility, *Systems Research and Behavioural Science*, 17, 301-309 (2000).
- Sushil (2000) SAP-LAP Models of Inquiry, *Management Decision*, 38(5): 347-353.
- The Economic Times*, Part-Time Permanent Jobs Beckon Women, New Delhi, June 12, 2006.
- The Economic Times*, Redesign for Returns: A Case Study, New Delhi, June 2, 2009
- The Times of India*, Achieving Balance in Life, New Delhi, June 8, 2009.
- Sridhar, B. (2009) Roadmap Helps Commuters Deliver Better Output, *The Hindu* (The Hindu Opportunities), June 17, 2009