



## Role of Flexible Working Timing in Managing the Employees of Organisations: A Case Study of Flexible Work Timing of Some Retail Outlets in Patna Region

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### Abstract

*With the advancement in technology, the working environment has become more competitive in the retail sector. Every organisation aims to maximize their profit through optimum utilisation of limited resources. Employees are performing different kinds of role in an organisation. Employees are trying to balance work life and personal life these days. Nowadays retailers are using flexible timing arrangements as a tool to motivate the employees. The purpose of the study is to know the role of flexible work timing in managing the employees in terms of smooth functioning of the organisation. The research study revolve around three elements of flexible work timing i.e. changes in hour (flexi-time), part-time and shift-work.*

*A questionnaire based on five point likert scale has been prepared for this study. Data was collected by the simple random sampling method. Target sample of this research consisted of 327 employees of Big-Bazaar, V-Mart, Vishal Mega Mart, Pantaloon and Reliance Trendz in Patna. Chi-square has been used to test hypotheses by using the statistical packages for social science (SPSS) software.*

**Keywords:** Changes in hour, flexible work timing, part time and motivation, shift work

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### 1. Introduction

Flexible work timing, as the name implies, is a way of working and providing employment under different job conditions. Flexible working is a way of working that suits an employee's needs, an example having flexible start and finish times, or working from home. *Flexible Working gives employees flexibility on how long where and when they work. Employees access flexible working through human resources policies, which usually require supervisory approval.* The flexible working hours consists of part-time, overtime, long-term leaves, job sharing, flexible time and shift work. The working time refers to the degree of flexibility, gender equity, negotiation structure and diversity of working time.

Each employee working in an organisation wants some kind of freedom for their own development. As a human being, every individual have to take care of his health and mind. Working for the whole day with no changes in his regular schedule makes an employee dull and inefficient due to fatigue at his workplace. Even as a family person, he or she is not capable of fulfilling his responsibilities at home. Working individuals have to face challenges at their workplace and at home. Working under stress and pressure, employees start losing their confidence, efficiency, effectiveness and productivity.

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So, it is important that employees are treated well as a human being not as machines at their workplace. Job satisfaction and motivation play an important role in enhancing the employee's performance.

Flexible Work Timing can be seen from the perspective of the employer or the perspective of the employee. 'Employer-friendly' forms of working time flexibility are those that allow organizations to bring human capital in line with the temporal requirements following from business, while 'employee-friendly' forms of working time flexibility are those 'that provide workers with the freedom to adapt their working hours and schedule to meet their own personal and family needs'.

#### Different Kinds of Flexible Working Used in an Organisation

Flexible working covers a number of different working practices, from shift work, seasonal work, weekend working, temporary contracts of employment and part - time working as well as tele-working, flexible hours, sub-contracting and many variations of these, which have evolved to suit particular people and jobs. According to recent research, European employers are exploiting nearly all forms of flexible working, in all industry sectors and in all countries, although obviously there are variations by country, size of organisation and industry sector.

The study, recording responses from the 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;
- Flexible work time including banked hours/time off in lieu;
- Annualized hours;
- Flexible daily hours;
- Term-time working;
- Overtime; and
- Shift-working

## 2. Literature- Review

The impact from changes in the economy, technology, social and lifestyle in today's environments have boosted the awareness of flexible working arrangements in an organisation.

Cook (1992) suggested that through the implementation of flexible working hour's schedule, the responsibilities over children's safety and education will be more secured. This is due to the fact that they are able to engage in a better coordination between work and responsibilities to the family. Smith (1993) pointed out that working women should have a balance between tasks in the office and responsibility to the family especially on safety, health and children need. Cushway (1994) argued that the implementation of flexible working hours is an effective stage to increase productivity without increasing the workforce.

However, almost alongside this recognition came the concern with issues of employee access and take up, the gatekeeper roles of line managers and changing workplace cultures if working patterns were to change substantially for a sizeable group of workers (Lewis, and Lewis, 1996; Lewis and Taylor, 1996).

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Evidence from the previous study indicated that the competitive working environment and increasing workload had caused family and personal life being neglected (Mary & Chris, 1998). This statement is then further supported by Emmott and Hutchinson (1998). They found out that the implementation of flexible working hours schedule could increase and balance women's responsibilities in work and family.

A recent British data set, the 1998 Workplace Employee Relations Survey (WERS), offered a rare opportunity to examine the overlap between employees' and employers' responses on the topic of flexible working arrangements because it contained information from employers and from samples of their employees on the same subject. A number of factors are required to be taken into consideration while designing a workplace that is fundamental, an integral part of the work itself, besides the tools of work. For developing a conducive workplace, awareness is required about the manner in which workplace puts an impact on behavior and the manner in which behaviour propels the performance at the work place. Different spaces have different characteristics. Understanding of workplace is increasing, based on this belief. Space performs various functions and people work differently. People work individually, jointly and collectively and therefore, need to interact with others. This necessitates varying workplace solutions (Genevieve Giulianoet, al., 19990). A research was conducted on behalf of the architects, covering 200 business managers of the UK. They supported the contention that improvement in the workplace would lead to an increase of 19% in productivity of employees and 17% of the individuals. As such, workplace improvements have impacts on the overall economy.

It is a fact that children need love, food, safety and parents' attention to ensure that children lead to a normal life. This complies with Maslow's theory of motivation that emphasizes the aspects of safety, love, needs for food, esteem, and self-actualisation that needs to be fulfilled by an individual in order to increase the motivation at work. In line with the continuous improvement initiative to uplift the service delivery system to the public, flexible working hour's schedule which is also known as Staggered Working Hours (SWH) has been implemented in the Federal Territory of Kuala Lumpur commencing 1st May 1998. In fact, the government has agreed for the SWH to be extended to all agencies in the Federal Government throughout the country. The key objective of this policy is to increase the service quality and extend service duration to the public. In order to ensure the effectiveness of SWH, the characteristics of employees' satisfaction and motivation at work should be addressed accordingly. As such, the employer should play an important role in determining employee satisfaction, comfortability, and welfare. The first wave of interest in flexible working arrangements (known also as family friendly, work-life balance or work-life integration policies) recognised their importance for offering flexibility to workers, parents and others, to help reconcile work and (family) life in a pressured 20th century global business environment (Kammermanand Kahn, 1987, Bailyn, 1993; Bailyn et al 1997, 1998;). It is one thing for employers to offer employees flexibility, but if the availability is not communicated, or other conflicting messages are sent to the communication or line managers are not well informed and trained in implementing company policies, employees' knowledge about policies and take up of any provisions will be expected to be low. That employees is not always aware of their employers' policies is well known and noted in qualitative empirical studies (for example, see Gill, 1996) including recent studies of work-life balance policies (Yeandle et al, 2002; Bond et al, 2002).

### **3. Objective of the Study**

The objective of the study is to find out impact of different arrangements of flexible work timing on employees of various retail outlets in Patna.

- To find out the impact of flexible work timing (changes in hours) on motivational level of employees.
- To find out the impact of shift work on motivational level of employees.
- To find out the impact of part time on motivational level of employees.

#### 4. Statement of the problem

The retail industry in India is booming and there is fierce competition after the globalisation. The work place is changing rapidly, creating new challenges and opportunities for retail sector. Retail sector consider flexible work time as a tool to help the employee to create a balance between work and personal life. The flexible working hours allows employees to focus on multiple roles, have a greater sense of responsibility, ownership and control of their working life, increase motivation level, satisfaction level, productivity, loyalty and commitment, able to focus on their work and to develop their career in today's competitive world. Various retail industries are practicing flexible work time in their organisation.

Retail industry started placing more importance on flexible work time to help the employees to work under their suitable timeframe.

This study emphasizes on impact of flexible work on motivation level of employees. Retail industries are practicing flexible work time to encourage employee. Does flexible work time have a significant relationship with motivation level of employee in the current scenario?

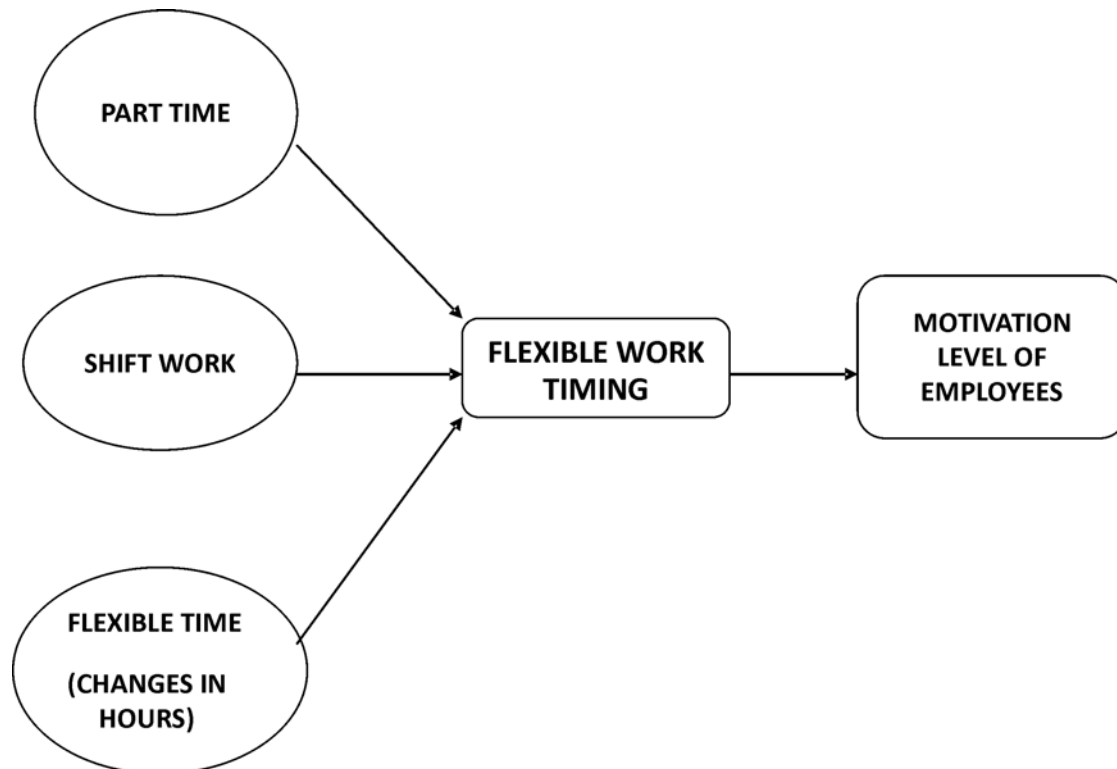


Figure 1: Theoretical Framework of the Study

## 5. Research Methodology

**Table 1: Research Methodology in Brief**

Research Approach	Deductive
Research Design	Descriptive research design
Sources of data collection	Primary method of data collection
Research instrument used	Self-Administered Questionnaire
Research Technique	Questionnaire(Survey method)
Sample location	Patna
Sample techniques	Simple Random sampling
Sampling unit	Employee of Big Bazaar, V-Mart, Vishal Mega Mart, Pantaloon, Reliance Trendz
Sample size	327 Customers
Target Population	18 years to 70 years
Research Data	Non parametric
Scale of Measurement	Nominal / Ordinal scale(5 point likert scale)
Analysis of Data	Descriptive & Inferential Statistics
Statistical Tool	Chi-square.
Variable of Study	Flexible work timing (Shift work, changes in hour, Part time work) and motivation of an employee.

On the basis of above table, the deductive approach will be used to formulate the hypothesis. The descriptive research design is used to arrive at conclusion of the study. The self-administered questionnaire was formulated for the primary method of data collection. A questionnaire based on five point likert scale has been prepared for this study. Data was collected by the simple random sampling method. Target sample of this research consisted of 327 Big-Bazaar, Vmart, Vishal mega mart, Pantaloons and Reliance trendz employee of Patna.. We formulated three hypotheses: shift work, changes in hour and Part time work. Chi-square has been used to test hypotheses by using the statistical packages for social science(SPSS) software.

Interpretation of Data on the basis of Demographic Profile of Respondent

Impact of flexible work timing on Gender

**Table 2: Gender Distribution**

Gender	Frequency	Percentage (%)
Male	222	67.89
Female	105	32.11
Total	327	100.0

Source : Primary data 2017

**Analysis:** The above mentioned table shows that out of 327 respondents 222 were male which means 67.89% constitute the male respondents. Out of 327 respondents 105 were female which means 32.11% constitute the female respondents.

**Table 3: Age Group**

Age Group	Male No.	Male (%) (%)	Female No.	Female %	Total	
					No.	%
18-30	114	34.86	63	19.27	177	54.13
31-45	48	14.68	27	08.26	75	22.44
46-60	48	14.68	15	04.59	63	19.27
61 and above	12	03.66	0	0	12	03.66
<b>Total</b>					<b>327</b>	<b>100</b>

Source: Primary data 2017

**Analysis:** From the above shown table, it is clear that 34.86% of male respondents and 19.27% of female respondents are of the 18.30 age group.

14.68% of male respondents & 08.26% of female respondents comprises of the age group 31.45.

14.68% of male respondents, 04.59% of female respondents are of 46-60 age group. Only 03.66% of male respondents are above the age of 61 years.

**Table 4: Educational Qualification**

Educational Qualification	Male No.	Male %	Female No.	Female %	Total	
					No.	%
Upto 10 <sup>th</sup>	24	7.33	9	2.75	33	10.08
Intermediate	90	27.52	60	18.34	150	45.86
Graduation	78	23.85	30	9.17	108	33.02
Post-Graduation	21	6.42	6	1.83	27	8.25
Professional	09	2.75	0	0	9	2.75
<b>Total</b>	<b>222</b>	<b>67.87%</b>	<b>105</b>	<b>32.09%</b>	<b>327</b>	<b>100</b>

Source: Primary data 2017

**Analysis:** From the above shown Table, it can be said that 7.33% of male & 2.75% of female respondents educational qualification is upto 10<sup>th</sup>.27.52% male respondents and 18.34% of female respondents educational qualification is upto intermediate. 23.85% of male respondents and 9.17% of female respondents are graduated. 6.42% of male respondents &1.83% of female respondents are having post-graduate degree. Only 2.75% of female respondents were having professional degree.

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**Table 5: Income Group**

Income Group	Male No.	Male %	Female No.	Female %	Total	
					No.	%
Upto 200,000 P.A	168	51.38	90	27.52	258	78.9
200,001- 400,000PA	30	9.17	15	4.58	45	13.754
400,001- 600,000PA	24	7.34	0	-	24	7.34
600,001 & above	0	0	0	0	0	0
<b>Total</b>					<b>327</b>	<b>100</b>

Source: Primary data 2017

**Analysis:** From the above mentioned table, it can be said that 51.38% of male & 27.52% of female respondents fall in the income group of 200,000 per annum (PA).

9.17% of male respondents & 4.58 of female respondents fall in the income group of 200,001-400,000PA. 7.34% of male respondents fall in the income group of 400,001-600,000PA.

**Table 6: Do you think that part time work enhances your motivation level?**

	Male No.	Male %	Female No.	Female %	Total	
					No.	%
<b>Yes</b>	147	44.95	84	25.69	231	70.64
<b>No</b>	75	22.94	21	6.42	96	29.36
<b>Total</b>	<b>222</b>	<b>67.89</b>	<b>105</b>	<b>32.11</b>	<b>327</b>	<b>100</b>

Source: Primary data 2017

**Analysis:** On the basis of above shown table, it can be observed that 44.95% of male respondents and 25.69% of female respondents are in favour of part-time work and thinks it enhances their motivation level.

So, from the analysis, it is clear that 70.64% of respondents out of 327 respondents are motivated by part-time work in their work place.

**Table 7: Do you feel that changes in hours (flexi time) motivate your performance?**

	Male No.	Male %	Female No.	Female %	Total	
					No.	%
<b>Yes</b>	149	45.57	87	26.61	236	72.17
<b>No</b>	73	22.32	18	5.50	91	27.83
<b>Total</b>	<b>222</b>	<b>67.89</b>	<b>105</b>	<b>32.11</b>	<b>327</b>	<b>100</b>

Source: Primary data 2017

**Analysis:** From the above mentioned table and diagram, it can be said that 45.57% of male respondents and 26.61% of female respondents feel that changes in hours motivate their performance.

So, it is clear that changes in hours (flexitime) motivate their performance at work place.

**Table 8: Does shift work improves the performance of an employee?**

	Male	Male	Female	Female	Total	
	No.	%	No.	%	No.	%
<b>Yes</b>	140	42.81	81	24.77	221	67.58
<b>No</b>	82	25.08	24	7.34	106	32.42
<b>Total</b>	<b>222</b>	<b>67.89</b>	<b>105</b>	<b>32.11</b>	<b>327</b>	<b>100</b>

Source: Primary data 2017

**Analysis:** On the basis of above shown table, 42.81% of male respondents and 24.77% of female respondents are in favour of shift work and agrees that shift work improves their performance at the work place.

**Hypothesis Testing**

The hypothesis for this study are as follow:

Hypothesis 1-

Ho. The performance of an employee is not significantly influenced by shift work.

Hi. The performance of an employee is significantly influenced by shift work.

Hypothesis 2-

Ho. The performance of an employee is not significantly influenced by part time work.

Hi. The performance of an employee is significantly influenced by part time work.

Hypothesis 3-

Ho. The performance of an employee is not significantly influenced by changes in hour.

Hi. The performance of an employee is significantly influenced by changes in hour.

**Hypothesis Test Result**

**Table 9**

Flexible Work Timing Elements	Pearson Chi square	df value	Asymp.sig Or P <.05	Result
<b>Shift Work</b>	6.450 <sup>a</sup>	<b>1</b>	.011	<b>Accepted</b>
<b>Changes in hour</b>	8.793 <sup>a</sup>	<b>1</b>	.003	<b>Accepted</b>
<b>Part Time Work</b>	6.530 <sup>a</sup>	<b>1</b>	.011	<b>Accepted</b>

The above table shows result of the hypothesis testing of all the three variables of flexible work time. The main purpose of this study is to know the significant relationship between element of flexible work timing and motivation level of employees. I have Three hypotheses have been formulated for the research : shift work ,changes in hour and part time work. Chi-square

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has been used to test the hypothesis by using the statistical packages for social science(SPSS)software.

The chi- square of shift work is 6.450<sup>a</sup> .and the P value is .011 as shown in the significance(2side) which is below 0.05.it means that it accept the alternatives hypothesis. This means there is significant relationship between shift work and motivational level of an employee. Similarly the P value of changes in hour( .003) and part time work(.011) which are less than 0.05. This means all element of flexible work arrangements are significant with motivation level of an employee.

## **6. Findings**

- The 3 most popular types of work timing arrangements in retail sector in Patna are changes in hour (flexi time), part time and shift work.
- On the basis of this research study there are 327 respondents from various retail outlets in Patna region. Comprising 222 male respondents and 105 female respondents.
- The most liked flexible work timing arrangement is changes in hour (flexi time). About 72% of employees like to work under flexi time arrangement.
- 70.64% of employees like to work under part time arrangement.
- 67.58% of employees are comfortable in shift work arrangement.

## **7. Conclusion**

- From the analysis, it can be concluded that flexible work timing has motivational impact on employees' performance.
- It can be concluded that, part time work increases the motivational level of male & female employees respectively.
- It can be concluded that changes in hours (flexitime) has greater impact on male and female employees performance at work place.
- According to the present study it can be concluded that out of 3 flexible work timing arrangements i.e. part-time, shift-work and flexible work timing, most preferred type of flexible work arrangement among employees is flexi time (changes in hours) and shift work respectively.
- Thus, from the analysis it is can be concluded that flexible work timing helps in managing the employees of the organisation which results in overall better performance of the organisation.

## **8. Suggestions**

- Retailers and marketers should emphasis on properly implementing of part-time arrangement in organisation because most of the college going students are attracted to work under part time.
- Retailers should also focus on changes in hours (flexitime) because it has great impact on male & female employee's performance at work place. 162 males out of 222 and 87 females out of 105 were influenced by flexitime.
- Retailers should put greater emphasis on shift work as maximum retailers provide shift work for the employees as the working hours are more than 12 hours. 168 males out of 222 and 84 females out of 105 were agreed that shift work improves their performance.

## 9. Limitations

- 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 is taken into consideration.
- Only retail sector has been taken into consideration, producing result only for this particular sector.
- Time has proved to be a major setback in conducting the research study. Time was limited and the research could not be expanded.

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