



# FLEXIBLE WORK ARRANGEMENTS OF I T SERVICE ORGANIZATIONS AND AFFECTIVE EMPLOYEE ENRICHMENT

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## Abstract

The aim of this study is to know perception of employees in contemporary IT Industry towards flexible work arrangements where IoT technologies and Telecommuting work are transforming every paradigm of Work and life domains of employees dynamically. It is evident from this study that employees are developing increasing interest to work from home or with flexible timings. The employees from information technology (IT) arena of thriving IT hub of Hyderabad India are surveyed about their opinion towards identified flexible work arrangements. A structured questionnaire has been developed for collecting primary data. Also it is elucidated from this study that holistic work life enrichments is possible with flexible work arrangements.

**Keywords:**Flexible timings, flexible work arrangements, work driven timings, work from home, work life balance, work life enrichment.

## 1 INTRODUCTION

The technological advancements and IoT trends have rapidly changed business process in the modern world. Earlier it is essential for an employee to be physically available in the organization for performing any kind of organization but now it is possible to work from anywhere and at any time. The flexible work arrangements mean work from home, work driven times and flexible timings. The employees are able to attend conference meetings attend clients through their laptop or any electronic device with internet technology. Example a software engineer can attend an issue and resolve it through laptop or smart device.

Flexible work arrangements are defined as "employer provided benefits that permit employees some level of control over when and where they work outside of the standard workday"[1]. Flexible work arrangement had become an option for organization to make employees experience work-life balance in the modern business world.

Even though organizations implement different kind of shift systems or practices like five day work week or six day week the employees are given individual or team targets. Due to flexible work arrangements the employees may design own flexible timings but cannot reduce the work load. Hence it had become important to understand whether flexible work arrangements had motivated employees or helped them to attain employee satisfaction. Further the conventional definitions of Work and Life Enrichment has its imperatives in proper facilitations which could not only enrich work domain of employees but also help them spillover some positive capital into their personal life domains as well.

### RESEARCH OBJECTIVES

1. To know perception of employees towards flexible work arrangements.
2. To analyze the impact of demographic variables on flexible

work arrangements.

## 2 LITERATURE REVIEW

The psychological health of employees is dependent on work culture in organizations. It is found that from the research that work engagement and flexible work arrangements are inversely related. The employees had felt sense of job insecurity due to global financial crisis which had minimized flexible work arrangements [2]. The new product development work teams performance enhances with flexible work arrangements and through telecommuting [3]. Employees with more family responsibilities intend to have more flexible work hours rather than other kind of benefits [4].

The in-role performance of employees is positively influenced flexible work hours and through mediating role of affective commitment [5]. The stress among employees can be reduced through flexible work hours and it also increases organizational productivity [6]. According to research of [7], the technological advancements are supporting flexible work systems in modern organizations.

Employees are expected to decide for themselves regarding when they work, where they work, and by which communication tool/medium they work. Such a flexible work design, also referred to as new ways of working (NWW) causes cost-effective work processes. In traditional organizations experienced managers or superiors used to develop job roles and responsibilities by considering many factors like timings, work hours and stress but due to flexible work arrangements such task of developing job roles and responsibilities had been transferred to employees.

Sometimes even flexible work timings create a sense of insecurity for managements because employees may misuse the opportunity. However a study by Leslie and Manchester had found that employees can attain career success if organization implements flexible work practices and it also enhances job performance [8]. The employees give priority to family and work-family balance had gained importance in recent years According to study by Kossek it is observed that work-family

research is very essential to design organizational policies specifically for managing human resources [9]. Organizational support of work and family roles pertains to the degree to which the workplace is designed to reduce workfamily conflicts and enhance workfamily interactions. [10] had adopted theory of planned behavior for analyzing line manager work-life balance. More active line manager involvement in HR related issues enables them to take more responsibility and have more autonomy for how they manage staff. The work-life balance of women is influenced by work-group culture which also leads to stress among dual career households [11]. The employee retention can be attained through flexible work systems according to [12]. Carlson et al had developed a measurement scale for studying work life enrichment which contains approximately 18 items under six constructs [13]. The organizational culture and support by supervisor leads to work life enrichment and along with job satisfaction [14]. The compressed week and flexible work arrangement reduces turnover intention and thereby developing work life enrichment [15]. The work life enrichment can be studied by using models for predicting benefits for an employee in balancing family life and work life [16].

The instrumental path and affective path reflects two ways for understanding work life enrichment in organizations [17]. There is positive association between job satisfaction, affective and work life enrichment further family to work enrichment has negative impact on turnover intentions [18]. The work engagement causes work-family engagement and it is mediated by role resources [19]. For employees a balanced involvement in work and family roles may also reduce chronic workfamily conflict. Because balanced individuals are fully engaged in both roles, they do not allow "situational urgencies" to hinder role performance chronically [20]. The household structure had an impact on work life balance. According a previous research it is observed that organizations work-family culture improved work performance among parents but reduced performance among singles. Singles work outcomes improved, however, when they had access to flexible work arrangements, whereas couples benefited from their supervisors social support [21]. The modern organizations are considering green practices for attaining work life balance and work life enrichment [22].

### 3 RESEARCH METHODOLOGY

The sample size for this study is 115 and structured questionnaire had been used for collecting primary data. The statistical tools like descriptive statistics, frequency analysis, one-way ANOVA have been used for analyzing primary data. The hypotheses were formulated by using existing literature and tested using statistical software for social sciences (SPSS) version 20.0.

There are five items related to low stress, motivation, productivity, work life enrichment and less likely to quit job are shown in Table 2. In this study employees from information technology (IT) industry are considered for primary data collection. Simple random sampling methodology had been used for selecting employees from IT industry.

All the five items were measured on Likert-type scale anchored from 1 for strongly disagree to 5 for strongly agree. The mean value and standard deviation values are calculated for each of the item and are shown in Table 2. The demographic variables considered for this study are gender, experience, marital status and shift of employee which are shown in Table 1. The percentage for each category of demographic variables is shown in Table 1. The secondary data was collected from journals, books, electronic sources and magazines. There are approximately 180 questionnaires returned by the responses but only 115 are usable because in some questionnaires few questions were not answered.

### 4 DATA ANALYSIS

The respondents belong to various organizations and their demographic profile is shown in Table 1. Out of total 115 respondents 57 percent are male and 43 percent are female employees. Most of the respondents are either unmarried or single and only 35 percent of the respondents are married. Out of total respondents only 4 percent 10 to 30 years experience and 29 percent are having less than one year experience. Most of the respondents are working through 9 hours shift.

Table 1: Demographic profile of respondents

Variable	Category	Percentage (%)
Gender	Male	57.00
	Female	43.00
Marital Status	Married	35.00
	Unmarried/ Single	65.00
Experience	0 to 1 Year	29.00
	1 to 3 Years	28.00
	3 to 5 Years	18.00
	5 to 10 Years	11.00
	10 to 30 Years	4.00
Shift	4 hrs (Consulting/ Part-time)	1.00
	8 hrs (shift)	27.00
	9 hrs (shift)	42.00
	Totally depends on work	30.00

From Table 2 the mean values for each item can be viewed along with standard deviation. The employees are motivated towards flexible work arrangements with highest value of 3.07 but at the same time it has standard deviation of 1.057. The employees with flexible work arrangements are less likely to quit their job which is consistent with previous research studies. The standard deviation for PRO item related to productivity is less compared to other items.

**HYPOTHESIS TESTING :**

**H1:** The gender has an impact on work life enrichment of employees with flexible work arrangements. H1 is rejected because p value is more than 0.05. Hence gender of employees does not have any impact on their perception towards flexible work arrangements.

**H2:** There is an association between experience and work life enrichment of employees with flexible work arrangement. H2 is rejected because 'p' value is more than 0.05. Therefore experience of employees does not have significant impact on employees'

attitude towards flexible work arrangements.

**H3:** The experience had an impact on employee motivation with flexible work arrangements. H3 is rejected because 'p' value in Table 4 for ENR is more than 0.05. It means that experience does not have any impact on employees' attitudes towards flexible work arrangements.

Table 2: Descriptive Statistics

Items	Mean	Std. Deviation
1. I feel less stressful at Work & Family also because of this practice more: Work From Home, flexibility, Work Driven not time driven Work systems. (LS)	2.48	0.921
2. I feel less likely to quit job if it gives me: Work From Home, flexibility, Work Driven not time driven Work systems (QJ)	2.94	1.157
3. I feel motivated to high performance if I have chance to: Work From Home, flexibility, Work Driven not time driven Work systems (MOT)	3.07	1.057
4. I believe our organizational current productivity increases if employees involve in with more: Work From Home, flexibility, Work Driven not time driven Work systems.(PRO)	2.14	0.647
5. I feel it is important for my Work Life enrichment & I can be better Family member by this more: Work From Home, flexibility, Work Driven not time driven Work systems (ENR)	2.76	1.167

Table 3: One Way ANOVA between Gender and Work Life Enrichment

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups		1	0.000	0.00	<b>0.991</b>
Within Groups	155.182	113	1.373		
Total	155.183	114			

Table 4: One Way ANOVA between Work Life

	Sum of Squares	df	Mean Square	F	Sig.	
ENR	Between Groups	3.900	4	0.975	0.709	<b>0.587</b>
	Within Groups	151.282	110	1.375		
	Total	155.183	114			
MOT	Between Groups	5.487	4	1.372	1.237	<b>0.299</b>
	Within Groups	121.956	110	1.109		
	Total	127.443	114			

## 5 DISCUSSION AND CONCLUSION

The employees are motivated through flexible work arrangements. The employee retention can be attained through flexible work arrangements. The work-life enrichment happens with flexible



timings. The employees irrespective of their experience are showing interest towards flexible work arrangements. Employees irrespective of their gender are interested towards work from home and flexible timings.

## 6 FURTHER RESEARCH

In this study only employees from IT industry are considered. In future studies can be conducted in other sector also where technology is implemented. Only five factors like motivation, productivity, work life enrichment, motivation and less likely to quit job are considered but there can be other factors need to be considered by future researchers. A standard model for measuring the job satisfaction due to flexible work arrangements need to be developed in future. Longitudinal studies need to be conducted because with flexible work arrangements organizations may likely to give more work load for employees. Since flexible work culture is at nascent stage its impact on employee well being should be studies. There is lot of difference between work from home and working from office because employees cannot share their emotions with colleagues or superiors when any issues are developed while performing the tasks.

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