

A STUDY OF FLEXIBLE WORKING HOURS AND MOTIVATION

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Abstract

The flexible working hours permits employees to concentrate on multiple roles in today's competitive operating environments. This arrangement has been widely practiced so as to from balance between work and fashion. The aim of this paper is to analyse the link between the flexible working hours and employees' motivation. The survey questionnaires were used for knowledge assortment during this study. Meanwhile, each descriptive and inferential statistics were used to analyse the information. The results indicated that the implementation of flexible working hours show a major impact to the employees' motivation in the all Department. Thus, the null hypothesis was rejected. Therefore, it can be concluded that there is a high positive correlation between flexible working hours and employees' motivation. Through this study, opinions, suggestions and comments were mentioned to boost the effectiveness of the working system.

Keywords: flexible working hours, motivation, job satisfaction.

Introduction

In India and different countries, the approaches of Human Resource Management are dynamic. Each organisation whether or not non-public or public are attempting to draw in and retain smart ability holders WHO are valuable for company. The HR is innovating new techniques and practices to attract and retain good skill holders who are valuable for company. several organisations in India are giving different kinds of patterns of flexible working like annualized hours, flexi-time, job share, half time etc. Introducing versatile operating facilitate workers to take care of work life balance and it's a really smart tool or technique to draw in and retain smart skills.

This research paper can analyse the impact of giving flexible working helps in attracting and retain employees. We also have tendency to conjointly target however flexible working facilitate in employee motivation and performance.

Now day's scores of changes are coming back within the demands of employees. Organisations are competitor to draw in and retain the most effective one. Attracting smart skills and retaining trained employees are vital for firms to attain their goals and objectives.

Laws Associate in Nursing policies have an effect on the accomplishment method of an organisation. Company must follow rules like giving civil right while not doing any discrimination on the idea aged, gender, cultural background, disability. currently of late a lot of ladies are coming back to figure. they need to take care of a balance between their work life and family life. they have versatile work arrangements in order that they will simply handle their career and family.

Streamlining of operating hour schedule and reconciliation between personal life and work is a vital issue within the India and other countries. This agenda has attracted the eye of assorted parties, particularly among psychological feature consultants and politicians World Health Organization in agreement that this issue ought to be mentioned additional so as to boost the balance between work and family. Indeed, the versatile operating arrangement practices ends up in balance the work responsibility and children's safety reception particularly for operating mother (Michael, 2004). moreover, previous analysis tested that the versatile operating hours contributed to higher job satisfaction, motivation and worker engagement (Mc Nall et al., 2010). Therefore, to extend the worker motivation towards the vision and mission, every organization has to emphasize on their employee's welfare. Fynes et al. (1998), known among the benefits gained by the employees through the implementation of versatile operating hours are the power to scale back absence, reducing stress, rising employees ethical and increasing employee's motivation to figure. As a result, the implementation of versatile operating hours schedule in Bharat in each public and personal sector have contributed to balance the work and family responsibility. By doing thus, the staffs have additional appropriate time to cater responsibilities towards the family together with food, kids' safety and searching with none stress (De Roure, 1995). The versatile operating hours consists of half time, overtime, long run leaves, job sharing, flexitime and shift work (Chung & Tijdens, 2012; Jones & Jones, 2011). They additionally declared that the operating time bearing on the degree of flexibility, gender equity, negotiation structure and variety of operating time. However, all employees should be obtainable at the work place inside a timeframe, like inside ten.00 am till three.30 pm. so by implementing this technique, workers might opt for the appropriate time to clock-in and clock-out, providing the full operating hours in a very day or in a very week remains complied (Zulkifli et al., 2004). Subramaniam and Selvaratnam (2010) recognized that nearly 1/2 women workers in Asian country sweet-faced difficulties of reconciliation work and their family life. to the current regard, the govt. and personal sectors ought to note of this issue consequently. this can be as a result of there's a rise in awareness of the standard work relationship for operating mothers. The purposed of this analysis is to spot the link between versatile operating hour schedule and employees' motivation in XYZ federal agency. The hypothesis for this study is declared as follows:

H0: There is no relationship between flexible working hour schedule and staff motivation.

H1: There is a relationship between flexible working hour schedule and staff motivation level

Literature Review

In complicated and dynamic surroundings, leader of the organization wants to produce the surroundings that during which within which} worker feel trusty and area unit authorized to require choices within the organization which ends up in enhance motivation level of worker and ultimately structure performance area unit increased. Smith and Rupp (2003) expressed that performance could be a role of individual motivation; structure strategy, and structure and resistance to vary, is an empirical role relating motivation within the organization. Likewise, Luthans and Stajkovic (1999) over that advancement of human resources through rewards, financial incentives, and structure psychotherapy has generated an oversized volume of discussion within the human resource and sales performance field. per Orpen (1997) higher the connection between mentors and mentees within the formal mentoring program, a lot of mentees area unit actuated to figure exhausting and committed to their organization. Likewise, Malina and Selto (2001) conducted a case study in one company setting by victimisation balance score card (BSC) technique and located out that structure

outcomes would be bigger if workers area unit supplied with positive motivation. The institution of operations-based targets can facilitate the availability of strategic feedback by permitting the analysis of actual performance against the operations-based targets. purposeful behavior and strategic feedback area unit expected to boost structure performance (Chenhall 2005). Kunz And Pfaff (2002) expressed no substantive reason to concern an undermining impact of extraneous rewards on intrinsic motivation. Decoene and Bruggeman (2006) in their study developed and illustrated a model of the connection between strategic alignment, motivation and structure performance during a BSC context and notice that effective strategic alignment empowers and motivates operating executives. Leaders inspire folks to follow a participative style of labor within which they're accountable and find it along, that build them liable for their performance. Aguinis et al. (2013) expressed that financial rewards is a really powerful determinant of worker motivation and action that, in turn, will advance to special returns in terms of firm-level performance. Garg and Rastogi (2006) known the key problems with job style analysis and apply to inspire employees' performance and over that a dynamic social control learning framework is needed to boost employees' performance to satisfy international challenges. Vuori And Okkonen (2012) expressed that motivation facilitates to share information through an intra-organizational social media platform which might help the organization to achieve its goals and objectives. Den and Verburg (2004) found the impact of high playacting work systems, additionally referred to as human resource practices, on sensory activity measures of firm performance. Ashmos and Duchon (2000) acknowledges that workers have each a mind and a spirit and request to search out which means and purpose in their work, And an aspiration to be a part of a community, therefore creating their jobs worthy and motivating them to try and do at a high level with a read to non-public and social development.

Trend in versatile operating Hours

The pinnacle of Diversity and Inclusiveness Shell International noticed that the versatile operating hours is that the best and most fitted choice to be enforced within the company. moreover, he conjointly mentioned that Shell is lucky to be one amongst the world's largest firms that worth atmosphere and permits extra space for ladies to attain a balanced life further as arrange for ladies to occupy twenty per cent of senior government positions within the company. within the Indian labour marketplace for example, the versatile operating hours is spreading wide. Currently, the Malaysian Government's has taken effort to increase the unpaid leave for women staff within the public sector for taking care of youngsters from presently ninety days to the utmost of 5 years. it's been in agreement within the cupboard meeting to convey chance and additional time for women staff to boost their youngsters while not having to quit their job. This recent call allows feminine workers to specialize in remarking youngsters in line with the government's need to produce attention to teaching.

Components of Motivation

Kreitner and Kinicki (2001) outlined the motivation as a psychological method that unceasingly raises motivation, direction and voluntary actions towards achieving goals. Maslow argued that in each individual life their square measure 5 ranked essential needs:

- (1) physiological;
- (2) safety;
- (3) social;
- (4) esteem;
- (5) and self-actualisation.

Furthermore, he later divided desires the requirements the wants} into lower level and better level of needs. The lower level of wants consists of physiological, safety and social while higher level of wants includes esteem and self-actualisation. Managers ought to perceive these psychological processes if they need to achieve success in leading the workers towards achieving the organisational objectives. Herewith, the few components of motivation:

- 1) Rewards: everybody strives to attain an honest living. With rewards like regular payment, bonus, annual leaves, pension, etc.
- 2) Personal objective: Human is driven to figure by personal reasons {and wants and wishes and desires} like to achieve basic human needs (self-preservation) that drives folks to attempt for his or her security reasons.
- 3) Recognition and sense of belonging: traditional human has the need to feel required, recognised and accepted by the society.
- 4) Love: once someone loves himself, his family and his leader, this can then inspire him in something he will. He can use all the need power and strength to accomplish the task.
- 5) operating hours: appropriate operating hours square measure required by the staff to own a balance between operating hours and time to be spent with family and private matters reception. the worker can feel a lot of impelled if time spent with youngster's reception is extended.

Objective

1. To analyse the flexible working practices on employee motivation to satisfy his needs.
2. To understand the components of motivation towards employee.
3. To understand the trend in flexible working hour.

Methodology

In this study, the primary step used within the form designed as recommended by Churchill (1979) is to outline the domain of construct. within the words of Frazer and Lawley (2000), the man of science 1st must take into account the knowledge to be enclosed within the survey, what ought to be excluded from the survey and what info ought to be best obtained. As planned by Churchill, Frazer and Lawley, the previous literature review was used as a principle to develop the queries. during this study, the criterion for choosing the population were rigorously designed to incorporate the positions occupied altogether Department. Questionnaires were sent to participants to fill it. so as to achieve the target population drawn during this study, the man of science compiled a contact list with names, phone numbers and email addresses. The man of science used these contact details as references for knowledge assortment and methods to extend the response rate. variety of fifty questionnaires were distributed to the workers of all Department in several organizations. the things used were supported Likert scale to facilitate the information analysis. All queries featured

were guided by the analysis objective. during this analysis, the man of science arranges prefer to study the link between versatile operating hour schedule and workers motivation level altogether Department. It aimed to check the hypothesis of the link between the variables and therefore the set hypothesis. versatile operating hour is that the variable whereas workers motivation level is that the variable. Meanwhile, in knowledge analysis strategy, the man of science used each descriptive and inferential statistics. consistent with Chua (2006), inferential analysis in quantitative analysis is appropriate for this analysis as a survey are conducted to achieve more response. Correlation analysis was performed to seek out out the link between the 2 variables. consistent with Sekaran (2003), correlation check is in a position to produce confirmation on the link between these 2 variables, that is, the versatile operating hour schedule and workers motivation level. This methodology provides the link between these variables from the views of direction, strength and significance of relationship. Correlation analysis is in a position to portray the strength of the link between 2 variables analysed, those are, variable and variable.

Findings

1. I know that after analysing the normal working hours of employees than result of mean came is 2.0200.
2. I know how the people work in the organization that is half time or the full time mean came as 1.2600.
3. I know how much employee suffer the personal life to stay at office for more work some people say some times, never occurs, most of the time mean is 1.8600.
4. I know the customer can do their work in under flexible hours or not or may be the mean is 1.1000.
5. I know that organization provide flexible working schedule to all employees mean is 4.4600.
6. I know that company can provide any type of reward to all the employees 1.1400.
7. I know that can company give any amount of giving an extra overtime mean is 1.0800.
8. I know that company provide vacations to all the employees or not mean is 1.0800.
9. I know that company can provide any type of motivation or not that is 1.2000.
10. The overall rating of all the employees towards the organization is 8.4800.

Analysis

Descriptive Statistics

	Mean	Std. Deviation	N
Working_hour	2.0200	.31880	50
Working_as	1.2600	.44309	50
Over_stay	1.8600	.90373	50
Work_schedule	1.1000	.36422	50
Flexible schedule available	4.4600	.67643	50
Reward	1.1400	.45221	50

Overtime	1.0800	.39590	50
Provide_vacation	1.0800	.27405	50
Motivatn_provided	1.2000	.57143	50
Overall_rating	8.4800	1.21622	50

Correlations

		Work ing_h our	Wor king_ _as	Ove r_st ay	Wor k_sch edule	Flexi ble sched able	Re wa rd	Ov erti me	Provi de_v acati on	Moti vaton _pro vided	Over all_ra ting
Working_ hour	Pearson Correlati on	1	-.327	-	-.369	-.327	-	-	-.252	-.134	.027
	Sig. (1- tailed)		.010	.07	.004	.010	.01	.00	.039	.176	.425
	Sum of Squares and Cross- products	4.980	-	-	-	-	-	-	-	-	.520
	Covarian ce	.102	-.046	-	-.043	-.071	-	-	-.022	-.024	.011
N		50	50	50	50	50	50	50	50	50	50
Working_ as	Pearson Correlati on	-.327	1	.75	.089	-.339	.01	.11	-.007	-.129	.067
	Sig. (1- tailed)	.010		.00	.270	.008	.45	.22	.482	.186	.323
	Sum of Squares and Cross- products	-2.260	9.62	14.	.700	-	.18	.96	-.040	-	1.760
			0	820		4.980	0	0		1.600	

	Covariance	-.046	.196	.302	.014	-.102	.004	.020	-.001	-.033	.036
	N	50	50	50	50	50	50	50	50	50	50
Over_stay	Pearson Correlation	-.203	.755	1	.043	-.326	-.001	.146	-.119	-.024	.044
	Sig. (1-tailed)	.079	.000		.382	.010	.497	.156	.206	.435	.381
	Sum of Squares and Cross-products	-2.860	14.820	40.020	.700	-9.780	-.020	2.560	-1.440	-.600	2.360
	Covariance	-.058	.302	.817	.014	-.200	.000	.052	-.029	-.012	.048
	N	50	50	50	50	50	50	50	50	50	50
Work_schedule	Pearson Correlation	-.369	.089	.043	1	-.191	.161	.226	.123	.196	-.387
	Sig. (1-tailed)	.004	.270	.382		.093	.132	.057	.198	.086	.003
	Sum of Squares and Cross-products	-2.100	.700	.700	6.500	-2.300	1.300	1.600	.600	2.000	-8.400
	Covariance	-.043	.014	.014	.133	-.047	.027	.033	.012	.041	-.171
	N	50	50	50	50	50	50	50	50	50	50
Flexible schedule available	Pearson Correlation	-.327	-.339	-.326	1	-.191	-.001	.012	.128	-.137	.594
	Sig. (1-tailed)	.010	.008	.010		.093	.460	.467	.188	.171	.000

	Sum of Squares and Cross-products	-3.460	-	-	-	22.420	-	.160	1.160	-	23.960
	Covariance	-.071	-.102	-.200	-.047	.458	-.004	.003	.024	-.053	.489
	N	50	50	50	50	50	50	50	50	50	50
Reward	Pearson Correlation	-.303	.018	-.001	.161	-.015	1	.164	.567	.126	-.273
	Sig. (1-tailed)	.016	.450	.497	.132	.460		.127	.000	.191	.027
	Sum of Squares and Cross-products	-2.140	.180	-.020	1.300	-.220	10.020	1.440	3.440	1.600	-7.360
	Covariance	-.044	.004	.000	.027	-.004	.204	.029	.070	.033	-.150
	N	50	50	50	50	50	50	50	50	50	50
Overtime	Pearson Correlation	-.336	.112	.146	.226	.012	.164	1	.316	.108	-.081
	Sig. (1-tailed)	.008	.220	.156	.057	.467	.127		.013	.227	.287
	Sum of Squares and Cross-products	-2.080	.960	2.560	1.600	.160	1.440	7.680	1.680	1.200	-1.920
	Covariance	-.042	.020	.052	.033	.003	.029	.157	.034	.024	-.039
	N	50	50	50	50	50	50	50	50	50	50

Provide_v acation	Pearson	-.252	-.007	-	.123	.128	.56	.31	1	.417	-.179
	Correlati on			.11 9			7	6			
	Sig. (1- tailed)	.039	.482	.20 6	.198	.188	.00 0	.01 3		.001	.107
	Sum of Squares and Cross- products	-1.080	-.040	- 1.4 40	.600	1.160	3.4 40	1.6 80	3.680	3.200	- 2.920
	Covarian ce	-.022	-.001	- .02 9	.012	.024	.07 0	.03 4	.075	.065	-.060
N	50	50	50	50	50	50	50	50	50	50	50
Motivat _provided	Pearson	-.134	-.129	-	.196	-.137	.12	.10	.417	1	-.464
	Correlati on			.02 4			6	8			
	Sig. (1- tailed)	.176	.186	.43 5	.086	.171	.19 1	.22 7	.001		.000
	Sum of Squares and Cross- products	-1.200	- 1.60 0	- .60 0	2.000	- 2.600	1.6 00	1.2 00	3.200	16.00 0	- 15.80 0
	Covarian ce	-.024	-.033	- .01 2	.041	-.053	.03 3	.02 4	.065	.327	-.322
N	50	50	50	50	50	50	50	50	50	50	50
Overall_r ating	Pearson	.027	.067	.04	-.387	.594	-	-	-.179	-.464	1
	Correlati on			4			.27 3	.08 1			
	Sig. (1- tailed)	.425	.323	.38 1	.003	.000	.02 7	.28 7	.107	.000	

Sum of Squares and Cross-products	.520	1.760	2.360	-8.400	23.960	-7.360	-1.920	-2.920	-15.800	72.480
Covariance	.011	.0368	.048	-.171	.489	-.150	-.039	-.060	-.322	1.479
N	50	50	50	50	50	50	50	50	50	50

Conclusion

Nowadays, the conception of versatile operating arrangements is changing into quite common yet as universal ways to be enforced in government and personal organisation. The changes of geographical point and job nowadays could end in enhancing the staff work satisfaction and motivation. Consequently, it's vital for the organisation to produce additional attention on this policy. additionally, the organizations ought to additionally understand the implementation of the versatile operating arrangement from a broader perspective. this is often as a result of the studies of alternating operating hours portray impact on work life conflict and health.

Referencess

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