

Flexi Work Systems (FWS) – Need of an hour in Indian IT Companies

Prof. Sandeep Raskar¹, Dr. Anita Khatke²
Assistant Professor¹

JSPM's, Jayawantrao Sawant Institute of Management & Research, Hadapsar, Pune.

Director²

JSPM's, Jayawantrao Sawant Institute of Management & Research, Hadapsar, Pune.

Abstract:-

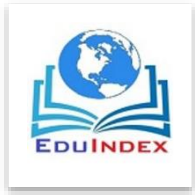
The traditional workplace with a nine-to-five schedule is fast becoming a thing of the past. This can be attributed to several reasons: Technological advances (e.g., PDAs/smart phones, VPN access, virtual desktops, etc.). Increase in global competition/economy. Dual-income households, increased number of employees with caring responsibilities (e.g., child care, elder care). Varying needs of the different generations in the workplace (e.g., employees under 35 years of age tend to value greater workplace flexibility). Single - parent families. Sustainability (e.g., an organization's ability to balance financial performance with contributions to the quality of life of its employees, the local community and society at large).

To retain and attract top talent in India, employers will need to offer more than traditional inducements such as competitive salaries and linear career paths. Workers are increasingly looking to “design” the perfect balance between their personal and professional lives. 69% of talent in India sees flexible work arrangements as positively impacting work-life balance, according to a survey undertaken by Kelly Services. The results exceed the global average of 63%. Flexible arrangements include non-traditional schedules or the ability to telecommute. The survey found that work-life balance is highly valued in the Asia-Pacific region, with 77% of workers citing it as an important consideration in deciding where to work.

In India, workers nominated different elements that they considered important to achieve work-life balance. Key findings include flexible work schedules and arrangements such as working remotely or telecommuting (69%), limitations/restrictions on working outside typical business hours (45%), wellness programmes such as on-site.

Key Words:-

Flexible work arrangements, Work Life Balance, Dual Career Couples, Retention of Employees, Talent Workforce, Work Culture



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Introduction:-

As technology gives us the freedom to work from anywhere, more and more employee especially Z generation employee are prizing the ability to do so. Many IT & ITES companies are responding with flexi work systems and seeming to acknowledge the trends. Flexi Work Systems has become most popular practice in IT – Information Technology Sector. It is most popular among Dual Career Couples, Women IT professionals, Nuclear Family members, Physically Handicapped employees, Adult (40 plus age) employees etc.

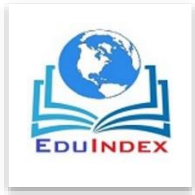
Flexi Work Systems consist of following components in IT companies:

- a) **Flexi Work Schedule (FWS)** – Flex Time, Compressed work weeks/Compressed hours, Part Time work, Customized work shifts, Staggered hours etc.
- b) **Work from Home (WFH)** – Telecommuting, Work from other location etc.
- c) **Employee Job Sharing (EJS)**

An online service devoted to listing telecommuting, flexible schedule, part-time and freelance work opportunities, is a prime resource for the segment of the workforce in search of such opportunities. Working from home is increasingly the dream of many a harried employee.

A flexible work schedule is an alternative to the traditional 9 to 5, 48-hour work week. It permits employees to adjust their arrival and departure time. Alternative work arrangements such as flexible work schedules are a matter of agreement between the employer, client and the employee (or the employee's representative).

Let's take a look at the advantages for employers and employees that flexible work schedules provide.



Advantages of Flexi Work Systems for Employees:-

With flexible work schedules, employees experience these benefits:

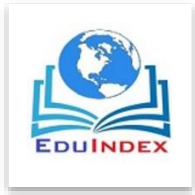
- **Flexibility to meet family needs, personal obligations, and life responsibilities conveniently.**
- **Reduced consumption of employee commuting time and fuel costs. Avoids traffic and the stresses of commuting during rush hours.**
- **Increased feeling of personal control over schedule and work environment**
- **Reduces employee burnout due to overload**
- **Allows people to work when they accomplish most, feel freshest, and enjoy working.**
- **Depending on the flexible work schedule chosen, may decrease external childcare hours and costs**

However, if a couple both have flexible schedules, mom can go into the office at 6:00 a.m. and dad can get the kids ready for school. Mom's 8-hour day is finished by 2:00 p.m. and she is there to meet the bus by 3 p.m., while Dad starts his work day at 9:30 a.m. The result is two full-time jobs and incomes with no child care costs.

Advantages of Flexi Work Systems for Employers:-

With flexible work schedules, employers experience these benefits:

- **Increased employee morale, engagement, and commitment to the organization.**
- **Reduced absenteeism and tardiness.**
- **Increased ability to recruit outstanding employees.**
- **Reduced turnover of valued staff.**
- **Allows people to work when they accomplish most, feel freshest, and enjoy working. (E.g. morning person vs. night person).**
- **Extended hours of operation for departments such as customer service.**



- **Develops image as an employer of choice** with family-friendly flexible work schedules.
- There are also key organizational challenges you need to address **to make flexible work schedules support your business.**

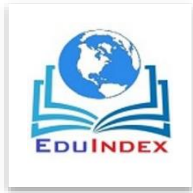
Disadvantages of Flexi Work Systems for Employees:-

Employees who thrive in an office environment **may find it difficult to work when his colleagues don't hold the same schedule. This is why many employers require core days and core hours during which everyone is in the office.**

- **Working from home can often make neighbours and friends think you aren't actually working**, thus causing problems with relationships. (Friends can become upset when you say you can't watch their child, or let the repairman into their houses because, after all, you're home all day.)
- **There is no clear delineation between work and home.** When you use **flexible schedules** sometimes that means **work all of the time**. If your boss allows you the flexibility to go to your child's soccer game, then the boss may not feel guilty about calling you at 9:30 p.m.

Disadvantages of Flexi Work Systems for Employers:-

- Technical Security, Confidentiality of data and information may be hampered.
- In team oriented departments, **teams still need to meet**, which requires some set guidelines.
- **Some people take advantage of the flexibility** and use that as an invitation to work from home which really means watch Netflix with their email screen open.
- Some managers, who are used to seeing when their staff members come to work, watching what staff do all day at work, and knowing when people leave for home, **have trouble adjusting to the new management style which requires trust.**



- Office-oriented people sometimes **view their work-at-home colleagues as slackers** because they can't physically see their productivity.
- **Compressed work weeks can make client handovers complicated-** clients expect service 5 days a week during business hours and can be fussy when an employee isn't in on Friday.
- **Jobs that require customer-facing responsibilities only allow certain types of flexitime.**

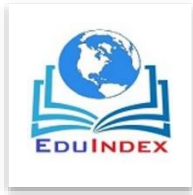
Influencing Elements:-

Elements/ Category	Flexi Work Systems	
	Flexi Work Schedule (FWS)	Work from Home (WFH)
On Employee	The Effect of FWS on employees in companies in Pune	The Effect of WFH on employees in IT companies in Pune
On Employer	The Effect of FWS on employer in IT companies in Pune	The Effect of WFH on employer in IT companies in Pune

Flexi Work Systems and Workplace Culture:-

Flexi Work Systems	Workplace Culture
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Flexi Work Systems
Flexi Work Schedule (FWS) 1. Change of Time 2. Change of Shifts 3. Allowed to Come at any Time
Work from Home (WfH) 1. Working from Home while connected to Office 2. Working from Home with Weekly Reporting 3. Working from Home with attendance on every 15 days



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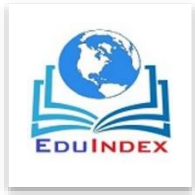


Workplace Culture		
Organizational Factors	Work Factors	People Factors
1. Vision and Mission 2. Values and Beliefs 3. Ethics 4. Purpose 5. Trust 6. Leadership 7. Policies and philosophies 8. Rewards and Recognition 9. Social Responsibility 10. Commitment 11. Development 12. Consistency 13. Protocols 14. Benefits 15. Management Style and Attitude 16. Salary and Incentives	1. Practices 2. Language 3. Empowerment 4. Decision Making 5. Engagement 6. Learning 7. Work Environment 8. Communication 9. Motivation 10. Participation 11. Team Work 12. Fun and Playtime 13. Opportunities and Challenges 14. Technology and innovation 15. Responsibility 16. Flexibility	1. People Quality 2. Behavior 3. Types of interactions 4. Celebrations 5. Facilitation 6. Transparency 7. Treatment 8. Respect 9. Help and Support 10. Care 11. Acceptance 12. Diversity 13. Attitude 14. Sharing 15. Collaboration 16. Friendliness

- We will add more factors if required. Additionally factors/elements of Job Satisfaction and Employee Performance are also being considered.

Rationale and Significance of the study/ research or Need for Research:-

Overall, the advantages generally outweigh the disadvantages and a good manager can handle the disadvantages. Flexible scheduling has become part of what employees are looking for in their comprehensive employee benefits packages. Your employees will love you; the employer will benefit from overall positive morale which is linked to increased productivity.



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The annual list is comprised of the companies that offered the highest number of remote job listings in the Flex Jobs database in 2016, out of a total of 47,000 such companies. It includes jobs that allow for telecommuting both part and all of the time.

“The results of this year’s list are in line with the overall growth trends we’re observing in the flexible job marketplace, with increasingly diverse companies turning to the ‘TRaD’ (or telecommuting, remote, and distributed) model of work as an integrated business practice,” said Sara Sutton Fell, founder and CEO of Flex Jobs.

Scope of the Research:-

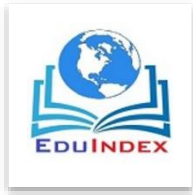
This particular research topic has huge scope in the today’ dynamic industry, especially in IT Sector. As all we are aware that IT sector requires lot of intellectual skills, mental presence, mental stability, long sittings up to 14 hrs for undertaking various IT projects in an effective manner. So, considering the nature and requirement of IT Sector it has become the need of time to adopt Work from Home - WFH and Flexi Work Schedule – FWS practices for IT professionals and again it is very much important for Women IT professionals.

Gone are the days where we are expected to work in fixed schedule i.e. 9:00 am to 5:00 pm or 10:00 am to 6:00 pm job traditional work culture. And again when it comes to the Dual Career Couple then becomes most useful and convenient practice to overcome the consequences which occur from Dual Career Couple.

Objectives:-

1. To study the Flexi Work Systems used in IT companies.
2. To examine the effect of Flexi Work Systems on Job Satisfaction in IT companies.
3. To evaluate the impact of Flexi Work Systems on Workplace Culture in IT companies.
4. To study the relation between Flexi Works Systems and Employee Performance.

Methodology of Research:-



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- Researcher has decided to use Questionnaire for primary data collection; additionally researcher may use Interview Method for the same.
- Questionnaire will be of two types; 1) For the Employee (IT Professional who are availing Flexi Work Systems) 2) For the Employer (HR Dept. HR Head/Manager)
- IT Companies will be selected from Pune city as per the sampling methodology.
- Sample Size will be considered as per the Population size (No. of IT Companies)
- Sample Element is the Employees working in IT companies in Pune
- Interview will be conducted whenever or wherever possible or if required.

Expected outcome of research:-

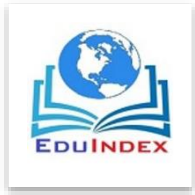
Researcher is keenly interested to do research on this particular topic because Flexi Work Systems are become regular practices especially in IT Companies and it is requirement of time consisting the nature of family size or pattern even the requirement of society at large.

Researcher would like to find out the current market situation regarding the mentioned areas and willing to find out the potential in an identified area of study, and will try to find out what is the scope in the future generations. Researcher is also interested in to find out all elements/factors which can be considered for Job Satisfaction, Workplace Culture, Employee Performance.

Selected Companies:-

Sr. No.	Area/Location	Nature of Companies
1	Magarpatta City, Hadapsar, Pune	Information Technology/Software
2	Hinjewadi, Pune	Information Technology/Software
3	Talawade, Pune	Information Technology/Software

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