

**A STUDY ON THE EFFECT OF WORK FLEXIBILITY ON EMPLOYEE PERFORMANCE**

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**Abstract:**

This paper offers a thorough analysis of the research on workplace flexibility and how it affects worker productivity. The study looks into many aspects of work flexibility, such as telecommuting, compressed workweeks, remote work, flexible work arrangements (FWAs), and flextime, using survey methodology aimed at employees based in Delhi. The results show that employee performance is positively correlated with job flexibility in a number of domains. It has been demonstrated that work-life balance is improved by FWAs, such as flexible scheduling and remote work choices, which raise job satisfaction and lower stress levels associated with the workplace. Furthermore, giving workers more freedom and control over their schedules encourages motivation and engagement, which raises output and efficiency. Furthermore, flexible work schedules enable workers to personalize their workspaces, resulting in increased levels of dedication and engagement at work. This study underscores the importance of implementing appropriate policies and practices to effectively manage and coordinate flexible work arrangements for organizations to fully leverage the benefits they offer in promoting employee well-being and performance.

**Key words:**

Work Flexibility, Employee Performance, Job Satisfaction, Work-Life Balance, Employee Engagement

Flexibility in the workplace allows workers to balance their personal and professional life, which promotes job satisfaction, excellent performance, and an improvement in the organization. Workplace flexibility is crucial, and thanks to technological breakthroughs and improvements, employees can work from anywhere if they have an internet connection. In terms of their influence on the two primary outcomes of sustainable HRM—job happiness and job performance—the two key characteristics of sustainable HRM—employee development and a combination of flexible working hours and new forms of workspaces—are particularly significant. The idea put forth by Stankeviciute and Savaneviciene [1] identifying 11 characteristics of sustainable HRM—long-term orientation, care of employees, care of the environment, profitability, employee participation and social dialogue, employee development, external partnership, flexibility, compliance beyond labor regulations, employee cooperation, fairness, and equality—represents an important contribution to the literature. Our research focuses on how flexibility from among these factors influences overall job satisfaction. Work-life balance is a concept. Several people have discussed balance, and for most people, work entails the range of formal activities that must be completed by an individual while performing a specific profession. As a result, life includes a variety of tasks that are unrelated to employment, such as childcare and domestic chores. When work and life are in harmony, balance is reached in this regard. Maintaining employees' health and ability to work long hours effectively is a major concern for human resource management. Engaging employees at work is one sign of excellent mental health. Employee health—both physical and mental—is crucial, and studies have shown that employee health affects an organization's success. For instance, it has been noted that employees are more likely to be satisfied with their work when they are feeling good and dealing with less stress at work and at home, which has a substantial impact on both their well-being and the business.

The idea of flexibility is not new. A variety of modern and historical working practices might be regarded as flexible working. From the perspectives of employers, professional employees, and workers, flexibility can be examined. However, a variety of circumstances, including escalating competition, technical advancements, industry structural changes, convenient working hours, and unemployment, necessitate flexible working. Flexible working is a result of progress in the technology and communication industries. Also, flexible scheduling enables the employee to have more free time

for himself. Yet, because the working relationship is frequently skewed in favor of the employer and reduces worker protection, flexible employment and flexible work practices make the workplace uncertain and insecure for the employee.

### **Motivation vs flexible working systems**

The definition of motivation is "instigating people towards a particular goal and defining factors that may be influential in instigation." According to Yankellovich's assertion [2], which is explored as a distinct perspective on the relationship between motivation and flexible working techniques, there aren't many people who feel fulfilled and self-realized through their work. It was revealed that most people do not value their jobs very highly. Prioritizing non-material measures as well as offering material resources is necessary to encourage people to enter the workforce. Applications for flexible management that enable staff to work less hours per week should be implemented in this situation. Lu et al. [3] discover that while flexibility typically improves job outcomes, it exacerbates emotions that their work was hampered by family obligations.

In a simple sense, work flexibility is the flexibility in carrying out tasks, both in terms of time, place, and reporting (Stankiewicz-Mróz, 2020). Work elasticity is only applied to certain fields of work, for example in the field of field technology and information, inspection, etc. The indicators used to measure the variable of work flexibility in this study consist of:

1. Flexibility of working hours
2. Flexibility of the workplace
3. Flexibility of reporting the results of work

Employers and employees can benefit from workplace flexibility if arrangements are made for working conditions that are agreeable to both parties. The research on the value of work flexibility for each party to the employment relationship focuses on two levels:

- **Organizational**- The effect of flexibility on work efficiency (Timms et al., 2015); employee rotation (Richman et al., 2008); the frequency of workplace accidents (Kossek and Thompson, 2016); as well as teamwork and team effectiveness. According to Vidyarthi's (2016) research, employment flexibility is detrimental to a team's consistency, particularly if the activities are interconnected.

- **Individual** - The research seeks to provide an answer to the question: How does employee flexibility in employment impact their ability to manage work and family obligations with their health and general well-being? This effect is not always clear-cut (Bryon, 2005). It is also examined how the employee's restricted sense of control affects his participation (Allen et al., 2013). According to studies, flexibility must be integrated into a positive workplace culture to provide the desired outcomes. Managers hold the essential position in this setting. So, the acceptance of flexible work arrangements will necessitate a shift in the managerial staff's mentality. Trust must be the main component of these mindsets. Building a trust-based company culture is necessary for work flexibility.

Businesses struggle with how to maintain a healthy work-life balance for their staff members so they can lessen all the challenges that come with it while maintaining efficient and effective performance. Due to the advantages of flexibility for both employers and employees, many firms provide flexible working arrangements to their personnel. One of the most frequent effects is significantly better organizational and personnel performance. It also promotes a healthy work-life balance, which lowers stress and improves wellbeing for employees while lowering absenteeism and employee turnover for the company.

### **Review of Related Literature**

(AUSTIN-EGOLE, 2020) This essay tries to emphasize the numerous types, broad concepts, and effects of flexible working arrangements on worker performance. The methodology is library research with analytical examination of secondary material.

(Bataneh, 2019) The goal of this study is to examine the relationship between employee performance, happiness, and work-life balance. The findings showed that happiness and work-life balance have a favorable and significant impact on employee performance. However, job satisfaction has no effect on

how well employees perform. The results have significant implications for Jordan's pharmaceutical industry.

**(Tanja Van Der Lippe, 2019)**Our goal is to investigate how team and individual performance are impacted by remote coworkers. While some employees find it advantageous to work from home, it can also present challenges. We specifically show how coworkers working from home have a negative effect on employee performance. Furthermore, when more coworkers work remotely, team performance suffers.

**(Riza A Yamin, 2021)**Through employee engagement, this study seeks to ascertain the impact of flexible work arrangements (FWA) and perceived organizational support (POS) on employee job performance. This study employed a cross-sectional research design, with permanent employees of Indonesian businesses that offered flexible work schedules as the sample.

**(Karunarathne, 2021)**The current study sought to fill a gap in the literature by looking at the effect of flex work on employee performance. In order to achieve this goal, researchers gathered information from 169 executive-level workers at three IT companies in Sri Lanka's Western Province.

**(marie boltz, 2022)**To determine how flexible working hours affect on-the-job productivity in a typical job, we ran an experiment in which we employed individuals under various forms of contracts. Our method divides the overall effect on productivity into behavioral and sorting impacts.

## **RESEARCH METHODOLOGY**

- To identify effect of work flexibility on employee's performance, a survey using a questionnaire was conducted.
- A survey of Delhi-based employees was conducted.
- Google form provided the questions to the respondents.
- The comments from the interested parties were carefully reviewed. Conclusions were drawn
- Validated the facts and responses received from the respondents

### **Objective of the study**

1. To study the effects of work flexibility on employees
2. To explore the effects of work flexibility on their work performance.

**Research Design:** In this paper descriptive and exploratory research are used. Descriptive research is typically concerned with determining the frequency with which something occurs or how two variables vary together. Exploratory research is a methodology approach that investigates research questions that have not been previously studied in depth.

**Method of Data Collection:** The primary data has been collected with the help of questionnaire that was filled by 300 respondents and analysis on the same has been done. The secondary data has been collected from various sources such as newspapers, journals and internet

### **Sample design: -**

Sample unit: The data has been collected from 300 people (employees) between ages 20 to 64. In order to assess this, a quantitative sociological survey was conducted based on a structured questionnaire among adults aged 20–64 who, at the time of the survey, were employees. The sampling was of probabilistic stage-type stratified. The sampling layers targeted were employee regional distribution, distribution by areas of activity, and gender distribution. The study was conducted on employees of Delhi NCR sample of 300 people.

### **Hypothesis:**

The introduction of work flexibility will have a positive effect on employee work performance.

Explanation: The hypothesis suggests that providing employees with the option to choose flexible work arrangements, such as remote work, flexible hours, or compressed workweeks, will result in an improvement in their overall work performance. Several reasons support this hypothesis:

**Improved Work-Life Balance:** Flexible work options allow employees to better manage their work-life balance. This can reduce stress, enhance job satisfaction, and lead to higher levels of motivation and engagement, ultimately positively impacting their performance.

**Reduced Commuting Stress:** With remote work or flexible hours, employees can avoid long and stressful commutes. This can result in less fatigue and more energy, leading to increased productivity during working hours.

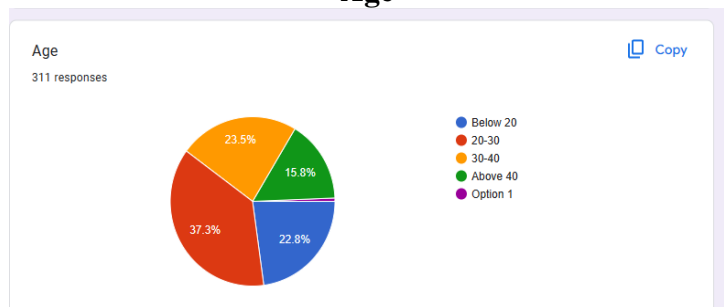
**Personalized Working Environment:** Employees may be more productive when they can choose their preferred work environment, whether it's at home or in a shared office space. This flexibility can lead to increased comfort and focus.

### Data Analysis and Interpretation

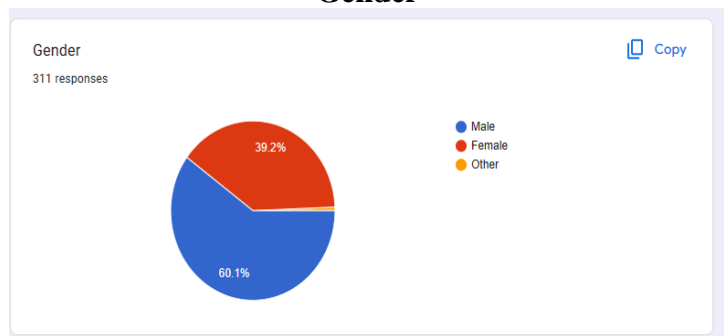
A statistical method for determining the strength of a link or relationship between two or more variables is correlation analysis. It helps to identify if changes in one variable are related to changes in another variable. The result of a correlation analysis is a correlation coefficient, which quantifies the strength and direction of the relationship between the variables.

### Demographics

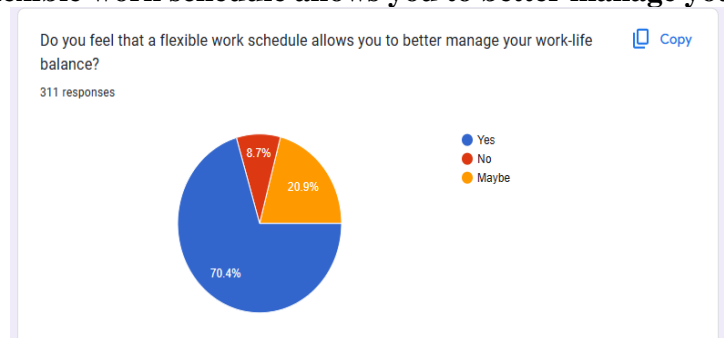
#### Age-



#### Gender-

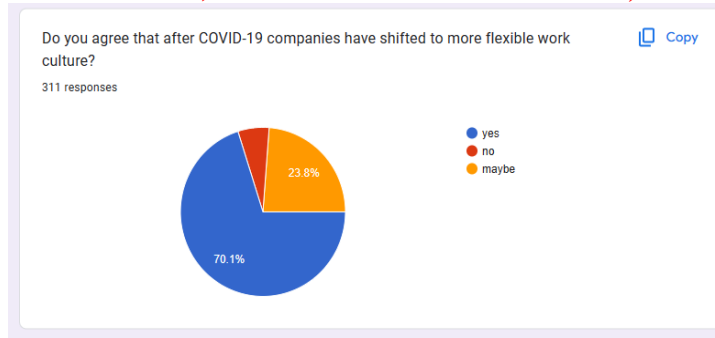


### Do you feel that a flexible work schedule allows you to better manage your work-life balance?



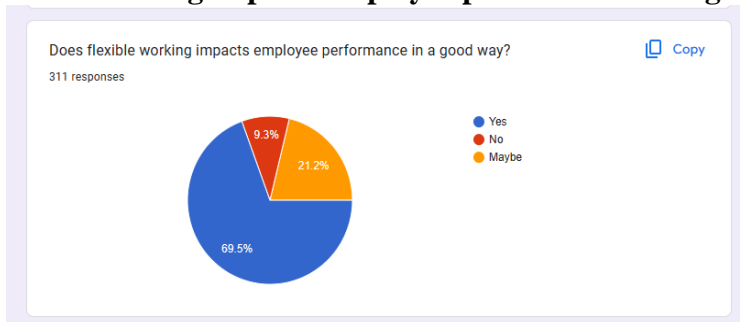
Interpretations- According to 70.4% respondents working flexibly does allow them to manage their work life balance more effectively.

**Do you agree that after Covid-19 companies have shifted to more flexible work culture?**



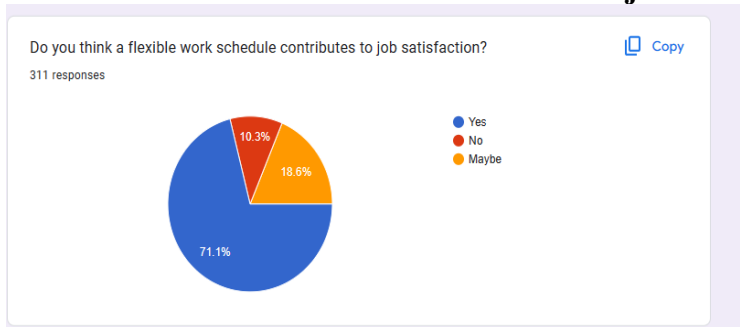
Interpretation: Most of the respondents agree that because of Covid-19 companies have shifted to more flexible work culture.

**Does flexible working impacts employee performance in a good way?**



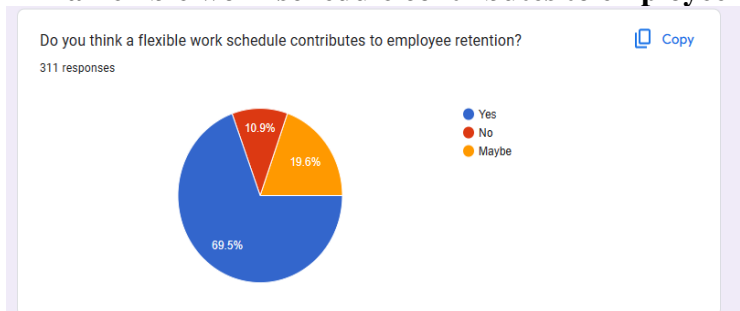
Interpretation: According to the majority of the respondents i.e. 69.5% flexible working does affects employee performance in a good way

**Do you think a flexible work schedule contributes to job satisfaction?**



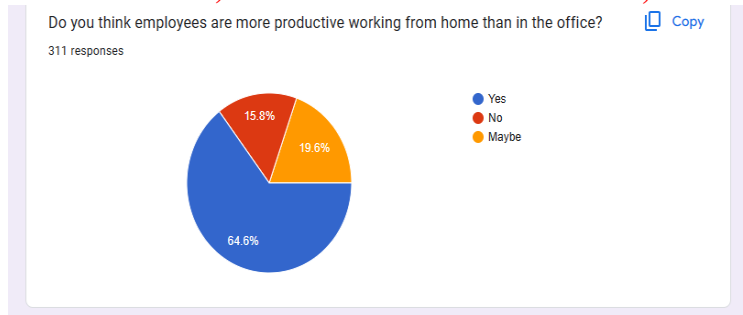
Interpretation: 71.1% respondents think that a flexible work schedule gives them a satisfaction and a sense of relief.

**Do you think a flexible work schedule contributes to employee retention?**



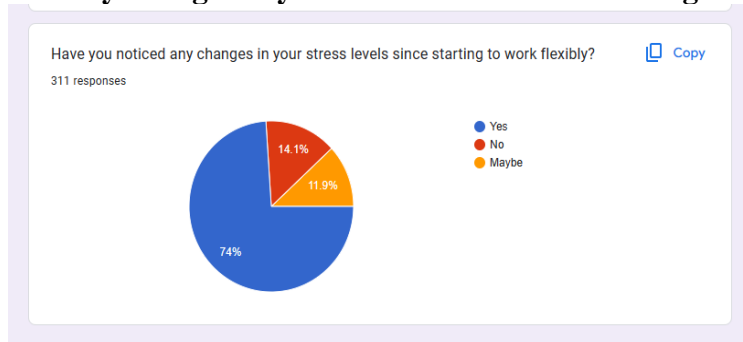
Interpretation: According to the graph most of the respondents think that companies are able to retain more employees if they provide employees with the option of work flexibility.

**Do you think employees are more productive working from home than in the office?**



Interpretation: Majority of respondents think that employees are more productive from their homes than working in the office.

**Have you noticed any changes in your stress levels since starting to work flexibly?**



Interpretation: 74% respondents have noticed changes in their stress levels since they started to work flexibly.

**Result:**

The Survey covered two comprehensive indexes, i.e., Work flexibility and Employee performance. Work flexibility being the main factor that influences employee’s productivity. More the people of an organization has the choice of working flexibly, more their productivity will increase as well as organization will be able to retain talent.

In this research, after applying correlation test from excel, it is concluded that employee performance is positively affected by work flexibility. Interpreting the results, since the outcome is perfect 1, it denotes that the two variables, work flexibility (independent variable) and employee performance (dependent variable) has a positive relationship.

Fig. 1.1

	Flexible work schedule	Flexible work culture	Flexible working	Flexible work schedule	Work schedule	Work from home	Work flexibility	Work flexibly
Work life balance	1							
Covid-19	0.200189	1						
Employee performance	0.204561	0.151332	1					
Job satisfaction	0.162703	0.102518	0.274338	1				
Employee retention	0.170408	0.135312	0.23489	0.303062	1			
productivity	0.173069	-0.02084	0.099056	0.217115	0.161978	1		



Negative effects	-0.03382	-0.01802	0.04834 8	-0.01362	0.0328 4	- 0.02631	1	
Stress levels	0.158011	0.028484	0.10646 3	-0.01745	- 0.0051	0.02465 7	0.3431 26	1

### Findings

- 84.3% of the respondents agree that they can manage their work life balance better if their work schedule is flexible.
- According to 64.7% respondents, working flexibly does impact employee performance in a good way.
- Respondents agree that a flexible work schedule contributes to job satisfaction and 18.6% of respondents think it might be the case.
- According to 73.5% of respondents a flexible work schedule contributes to employee retention, which is beneficial for an organization.
- According to the majority of the respondents' employees surely are more productive in home than in the office.
- Although most people agree that they have experienced negative effects on their work performance, there are many who agree that work flexibility has not impacted their work performance.
- 69.6% of respondents have not noticed any changes in their stress levels since starting to work flexibly.

### CONCLUSION

The effect of work flexibility on employee work performance has been a subject of interest and research in recent years. After examining various studies and observations, it can be concluded that work flexibility has a positive impact on employee work performance. Some key points to support this conclusion are:

**Increased Job Satisfaction:** Work flexibility allows employees to have more control over their work schedules and arrangements. This freedom contributes to higher levels of job satisfaction, as individuals can better balance their personal and professional responsibilities. When employees are satisfied with their jobs, they tend to be more engaged, motivated, and committed, leading to improved work performance.

**Enhanced Productivity:** Offering flexibility in when and where work can be performed has been shown to boost productivity. Employees who have the option to work remotely or adjust their schedules according to their most productive times can optimize their work habits. This autonomy allows individuals to focus on their tasks without the distractions or limitations often associated with rigid work arrangements, ultimately leading to higher productivity levels.

**Reduced Stress:** Traditional work structures that lack flexibility can often lead to increased stress and burnout among employees. Long commutes, rigid schedules, and limited personal time can take a toll on an individual's well-being, which can negatively impact their work performance. By providing work flexibility, organizations can help employees manage their stress levels, maintain a healthy work-life balance, and prevent burnout, thereby improving overall performance.

**Increased Retention and Attraction of Talent:** Work flexibility has become an important factor for many individuals when considering employment opportunities. Companies that offer flexible work arrangements tend to attract and retain top talent. The ability to accommodate individual needs and preferences through flexible work options creates a more desirable work environment. This, in turn, positively affects employee commitment, loyalty, and performance.

It is important to note that the effectiveness of work flexibility may vary depending on the nature of the job, industry, and individual preferences. Additionally, appropriate communication, clear expectations, and effective collaboration tools are crucial for successful implementation and monitoring of work flexibility initiatives.

In conclusion, work flexibility positively impacts employee work performance by increasing job satisfaction, enhancing productivity, reducing stress and burnout, attracting and retaining talent,

improving employee engagement, and fostering creativity. Embracing work flexibility can lead to a more productive and satisfied workforce, benefiting both employees and organizations.

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