

# A Study on the Impact of Timing Schedule on the Performance of Employees

Mandeep Singh\*

M.Com, Chaudhary Devi Lal University, Sirsa

**Abstract – Flexible working hours are very important for those organizations who are working on 24 hour basis. Such organizations can hire trained, skilled and experienced work force by implementing this Flexi hours (timings) schedule, so that such workers can work in more than one organization on a day and more than one organization can get benefit by these organizations. And it is also helpful for the organizations which don't have enough space for the workforce but the want to work more and produce more. Such organizations can manage all this by implementing flexible work hours. Many other problems such as administrative problems can be handled properly by ensuring flexible work hours.**

**Keywords: Employee, Performance, Flexible**

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## INTRODUCTION

This Research aims on the issue that discusses how much flexible working hours system can affect the employee turnover and performance of workforce/employees in an organization. Employees belonging to different backgrounds, having different perspectives, religion, customs, age and gender that tend to show variation in their behaviour towards particular actions (absenteeism, coming late, low performance and stressed while at work) . This property of behaviour that varies in every diverse group can be very destructive for an organization.

The study will help organizations understand the system of flexible working hours and its importance along with its effectiveness of different perspectives i-e change in absenteeism, coming late, low performance and stressed while at work. This research study also aims to know how organizations can successfully plan and implement the system and practices to manage flexibility so that potential benefits and performance can be maximized. If the companies a low employees share their experiences, needs, cultural traits and socioeconomic trends of their origin with the companies which would help companies to robust their knowledge management and build effective options in flexible working hours system to enhance productivity and innovation.

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.

Flexible working is comprised of three main arrangements: full-time, part-time and career flexibility. Full-time flexible options include:

- Flexible hours (flextime) - the ability to choose the start and finish time of the working day within core hours;
- Telework (flex place) - the chance to work from home or another place one or several days a week;
- Time banks - the ability to take time off in compensation for overtime;
- Compressed work weeks (CWW) - such as working for longer days and taking the fifth day of the week off, or working a nine day fortnight.

Part-time options include working a few days a week, say three days instead of the traditional five days, and other forms such as v-time-working. The "v" stands for voluntary reduced hours, with the individual working to an agreed reduced schedule for a certain period, for example during the school holidays, with the chance to work the usual hours after that period ends.

Job-sharing is also an interesting form of part-time flexible working where two people share a full-time position, either by working three days each in the week with one day of overlap or they alternate one week each.

Career flexibility (flexible career) allows individuals to change careers and/or take career breaks for

personal or family reasons without suffering career penalties. Career flexibility involves challenging the traditional career ladder of containing a continuously upward path with workers likely to fall back to the bottom of the career ladder if they change their careers.

## IMPACT OF TIMING SCHEDULE ON THE PERFORMANCE OF EMPLOYEES

A career lattice can be organized where individuals may take different paths, including lateral ones, and career breaks. Career flexibility also includes a gradual return from maternity leave, for instance, returning part-time for a certain period then going full-time afterwards. Career flexibility also includes gradual phasing into retirement such as going from full-time to part-time for a certain period and then retirement.

Flexible working hours have been a significant point of interest for People management and Performance management studies in different organizations since the past many decades, the flexible working hours system comes up with many constructive consequences for organizations and managing it is an issue that resolves the various problems faced by employees and organizations, performance can be at the end enhanced in consequences and it is a dependent variable.

The independent variables in our case are:

1. Flexible Hours
2. Telework
3. Time banks
4. Compressed working weeks

When employees have better health, the cost of health care is reduced; fewer absences and late days translate into higher productivity, and increased commitment to an employer is a hallmark of good employees. By showing that time-flexible work policies provide multiple benefits to employers, we can hasten the change to a new worker model—one that is family and employer friendly. The business case for time-flexible work policies may prove to be the best tool we have in changing how we live and work.

These issues embrace the major inherent fear of flexibility for many training departments – lack of commitment on the part of the flexible trainer. Yet if expectations towards part-time trainers changed and focused on the latter, determining, rather than management proposing, strategies to meet particular training needs, organizations would be more likely to gain the combined creative energy of a variety of specialists rather than the unpredictable input of

hired-in individuals. Realigning attitudes towards non-permanency from control of the negative to the cultivation of the positive could increasingly liberate and innovate the corporate context rather than restrict and define it.

The arguments in support of the application of flexible working practices may be considered to be based on the generation of knowledge by those who are at the leading edge of new ways of working, and their benign dissemination to a waiting world, which can only benefit from the sharing of the wisdom. There may, however, be either deliberate or emergent strategic advantages to be gained by those organisations which promote flexible working.

The 24x7 society and its increasing ability to interact globally regardless of time differences, is one driver towards the need for flexible working. With everyone from banks to retailers endeavoring to provide continuous service to their customers, all companies are having to consider flexible working for their employees.

“Timesharing is where two individuals share one full-time job” This way of working is often preferred for working mothers who wish to spend some time at home with their families – although it is not as convenient as some part-time work since it normally involves full days, with a requirement to be there early morning and late evening when children may need to be taken to or collected from schools.

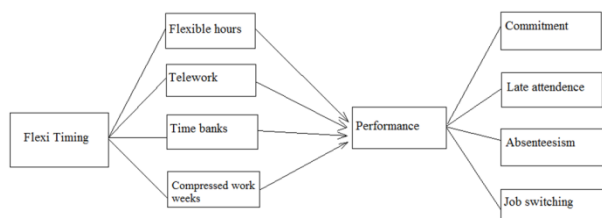
## DISCUSSION

The advantages for the organization lie in the ability to select from high quality staff who would otherwise be unavailable and to benefit from advantages in providing cover for sickness and holidays – when only one of the pair may be off and the other provides continuity and may even be able to work full-time for the short period of cover required. Of course, all such forms of working also have their negative aspects. From the organization’s point of view there is the additional cost of communication, training and staff development and there may be national insurance implications.

Success in business involves to some extent having a workforce flexible enough to meet changeable demands. But flexibility has become a two way process and employees, particularly mothers of young children, are increasingly requesting work arrangements that allow them to better balance work and home life. One survey revealed several reasons for employees wanting to reduce their working hours but “spending time with family” was the most popular. The difficult challenge, therefore, is to develop workplace policies that serve the interest of both employer and employee alike. Flexibility at work now takes

various forms and includes such as job sharing, variable working time and telecommuting alongside conventional part time schedules. These arrangements vary across different countries and reflect the amount of control over working time that an employer or employee enjoys in relation to when the work is done and the number of hours worked during a specific period.

**Theoretical Framework**



Part-time work, time off in lieu, staggered working hours and shift swapping are the main types of flexible work in smaller businesses. In many incidences flexible working arrangements are requested by employees, operated informally, and centred on the business needs. There is significant scope for greater uptake of flexible working arrangements with smaller businesses, especially in service sector businesses. Positive impacts of flexible work arrangements in recruitment and retention, enhanced employee relations, commitment and loyalty are found, together with disadvantages of operational problems and administrative burdens. It is proposed that the gap between the potential for and current practice in, flexible working arrangements may be narrowed by targeting information and guidance on such arrangements specifically to the owner-managers of smaller businesses.

## CONCLUSION

Flexible work arrangements are generally regarded as good for employers. If companies are faced with declining demand for products or poorly performing employees, allowing fixed-term employees' labor contracts to expire is a cheap way to get rid of personnel since it is excluded from all redundancy procedures and severance pay obligations companies face when firing permanent workers. Moreover, temporary employment agencies supply workers on short notice, which makes it possible for companies to adjust their workforce quickly.

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**Corresponding Author**

**Mandeep Singh\***

M.Com, Chaudhary Devi Lal University, Sirsa