

Analyzing the Role of Flexible Working Hours in Maintaining the Balance Between Work and Personal Life of Women of Haryana.

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Abstract - This study highlighted the impact of flexible hours on working women of Haryana. Flexible working hours have made life of working women more sorted and easy. Flexible hours have positive impact on life of working women. Data has been collected from different districts including (Rohtak, Ambala, Panipat, Karnal and Gurugram) of Haryana. Descriptive analysis and ANOVA has been used for interpretations. The main aim of this research was to know the impact of flexible working hours in the working women of different colleges of Haryana.

Keywords - Flexible working hours, working women, Work life balance.

Introduction

Flexible working hours become more effective after the COVID 19 pandemic. Before that there is no much trend in the India. During the COVID 19 time the pattern of working has completely changed, Flexible hours make the employees more comfortable and engaged. It actually reduces the stress, burden and increases the performances. Moreover, it motivates the employees to work more efficiently and it helps especially the working women to balance the home and workplace both. After COVID 19 the employees realize that the life was become pretty much better due to flexible work hours. Indian companies have started thinking over this topic.

Flexible hours makes the works more convenient and working women gets more time to keep a check on children. Flexible working hours will be more productive as compared to 9 to 5 jobs because 9 to 5 job is only increasing the pressure of accomplishment of tasks without concern of mental as well as physical state of employees.

Review of Literature

A research on the effects of irregular work schedules on the family lives of employees at Wellesley College in Massachusetts was carried out by **Joseph & Graham** in 1985. Drawing from the data of the Quality of Employment Survey conducted in 1977, the study employed a multistage area probability design to choose 2850 households in the contiguous United States. Out of the 1926 selected individuals, 1515 were allowed interviews. Eligible respondents (one per family) were 16 years old or older and currently engaged for remuneration for 20 hours or more each week. It was shown that working a non-standard schedule (e.g., nine weekends with varying days) was linked to reduced time spent in family responsibilities, greater levels of some types of work-family conflict, and, in one case, lower family adjustment levels. It also demonstrated that having a non-standard schedule (shift work) was linked to spending more time on housekeeping, one family role. The findings about the connection between irregular work schedules and family life bring up several significant issues for policy

and study. The remaining 18.8% of workers had nonstandard schedules in both areas, according to the results of a measure of two work schedule characteristics: those hours but nonstandard days.

Dan and Debra (1990) investigated how employee attendance and turnover were affected by flexible scheduling. An organic field experiment was built around the application of an experimental flexible-scheduling program. A six-year evaluation examines how a flexible scheduling program affects turnover and absenteeism for both the division implementing the program and a similar control group. The flexible scheduling intervention resulted in significant decreases in employee absenteeism for the experimental group, whereas no such changes were observed for the control group. The program's two-year duration suggests that absenteeism instantly returned to base-rate levels after being terminated. Also, the intervention had no effect on the rate of staff turnover. The final section addresses the challenges that arise when attempting to implement flexible scheduling in large scale organizations.

Jodi & Deanna (1999) examined the factors influencing flextime usage among employed married women in university of Missouri. In 1997 Current Population Study was used to examine characteristics of flextime users among employed, married women and factors influencing the odds that an employee, married women would use flexible. Odds of using flexi time are greater for employed married women with higher education, a preschool aged child, who reside in the west or Midwest compared to the south, and who are employed in farming, fishery, or forestry related occupations compared to management or professional occupations. Data on work scheduled were asked of persons 15 years old or older who were currently employed. Logistic regression was used in this study. From the results of descriptive and multivariate analysis, a general profile of the flextime user among employed , married women emerges the flextime user is likely to be white, highly educated, with a family before tax income of \$75,000 or more, employed in a managerial/professional or farming occupation. Result of this study was suggested that there was a significant difference between those who do and do not use flextime among employed, married women. Higher levels of education, income, and certain types of occupations were significant factors associated with greater odds of flextime use.

In a 2003 study, **Elizabeth et al.** investigated the variables influencing Texans' decision to engage in flexible work arrangements. Assurance services companies have made an effort to reduce employee attrition and shortages by providing flexible work schedules to their qualified workforce. However, little is known about the variables that influence these experts' decision to use an FWA. This study looked at variables that might be related to a sample of senior managers, partners, and managers at two national and one regional assurance services company's intentions to adopt as well as their actual adoption of an FWA. The findings had demonstrated that the significance of work-place referents' opinions, gender, and family considerations greatly influenced the desire to adopt an FWA. For the chance of receiving organizational support and the effects on the job, a marginally significant influence was also discovered. It was discovered that a subset of these variables influenced an FWA's real adaptation. The significance of the findings for assurance services organizations' HR departments, which aim to help professionals strike a healthy work-family balance, were deliberated upon, along with potential directions for future investigation.

Flexible work schedules, health, and well-being in Europe: some considerations from a SALTSA project was emphasized by **Giovanni et al. (2004)**. Researchers from nine EU nations collaborated on the study, which produced several outcomes, including the following (a) Given that the term "flexible working hours" had been applied in a variety of strange and even contradictory contexts, it was imperative that it be defined. (b) The examination of the laws enacted in the fifteen European nations revealed that the regulations governing working hours were quite comprehensive, encompassing nearly every possible arrangement. (c) Longer and erratic work hours are generally associated with worse levels of health and well-being; also, low flexibility and high unpredictability of working hours are linked to these outcomes, according to data from the Third EU Survey on working conditions. One could draw the conclusion that there has been a widespread intervention taking place in our society, with ramifications that are nearly entirely uncontrollable and unknown. As a result, in order to thoroughly investigate what flexible working hours were taken into consideration, what and where their good impacts, particularly with regard to autonomy, were, and what regulations seemed most acceptable, systematic study and carefully monitored actions were greatly needed.

Graham (2006) looked at the conflict over working hours flexibility in the workplace. This essay reviews recent advancements in management from around the world and highlights their practical implications through case studies and state-of-the-art research. An independent writer who contextualizes the material and offers their own unbiased commentary wrote this briefing. In order to succeed in company, a staff that is adaptable enough to satisfy shifting needs is somewhat necessary. Employees wanted to cut back on working hours for a variety of reasons, according to a survey, although spending time with family was the most common cause. Creating workplace policies that satisfy the interests of both employers and employees is consequently a difficult job. Nowadays, flexibility at work takes many different shapes, including the job.

Julia et al. (2006) investigated non-standard work schedules: flexibility in retail employment driven by employers and employees at the University of Chicago. There was no shortage of nonstandard scheduling in American workplaces. Using data from interviews with 54 low-income mothers working in six Chicago area retail locations and with representative HR managers at each location, this study showed how employer policies add ambiguity and unpredictability to the schedules of female employees with small children. Additionally, it was claimed that informal workplace practices that give employees discretion over scheduling can lessen the instability of non-standard schedules more than formal flexibility provided by business policies. There have been many work-family issues suggested as a result of workers not having control over their schedules. In general, the results regarding work schedules and shift fluctuations.

Flexible Workplace Policies: Lessons from the Federal Alternative Work Schedule Act was written by **Janet and Elaine** in 2007. This case study examines the seven-year process that led to the passage of the Federal Alternatives Work Schedules Act (1978–1985) and the factors that led to a renewed focus on its implementation in the 1990s, all within a feminist framework. It examined the arguments made in favor of and against the policy in the legislative discourse, made connections between the findings and recent research on flexible employment, and established standards for assessing the effects of flextime laws while taking socioeconomic status and gender intersections into consideration. This study demonstrated how worker-empowering policies can be implemented through discourses other than worker power to audiences that might not be open to such discussions, as demonstrated in Phase 1 with the call on lawmakers to provide more government services and address labor shortage demands. The AWSA policy was described, together with its legislative background and an impact summary. It outlined the key defenses and criticisms of the AWSA, looked at the legislative concessions that made its approval possible, and recognized the contextual influences of views toward gender, families, and workplace culture.

Mary, Sarah and Jennifer (2007) concluded about the workplace flexibility rules affect the amount of time spent on domestic duties. The article looked at the relationship between time spent on housekeeping and child care and the usage of employment flexibility policies by spouses and individuals. Only five of the 24 correlations between policy use and domestic labor were statistically significant. In general, we found that the use of policies, either by a person or by their spouse, was unrelated to the amount of time spent performing domestic labor. Our longitudinal results for mothers support this conclusion, demonstrating no connection between care work responsibilities and mothers' usage of workplace flexibility policies.

The missing piece in the usage of flexible work arrangements was brought to light by **Kristen and Tammy (2010)** at the University of South Florida in the United States. They did this by examining the relationship between individual variations and the use of flexible work arrangements. The degree to which flextime and flex places are used was found to be correlated with three need-based motivational factors: the need for occupational achievement, the need for work-related affiliation, and the need for work-life separation. 238 faculty members, 43 percent of whom were men from a sizable university in the Southeast made up the sample. An email requesting participation in the study described it as an investigation of work practices and personality in an academic setting. A 15% response rate was obtained from 1602 faculty members who received an email with an online survey. The findings indicated that understanding why some people utilize FWA more than others requires a particular focus on the need to separate work from other responsibilities in life. We also looked at the impact of situational factors from the realms of work and family. The association between needs and FWA use was not significantly moderated by perceptions of FTO. According to the study, there is a negative correlation between the requirement for segmentation and the use of flexible time and places as a basis.

Geeta et al. (2015) looked at women in Malaysia, flexible work schedules, and work-life balance. A growth in women's employment helped Malaysia's economy transition structurally from one based on agriculture to one based on industry after the 1970s. Evidence from a primary survey among 14 services industry firms in Malaysia's key business area was used in this study. Women responded to self-administered questions regarding how they saw the connection between work-life balance and flexible work schedules. Two main patterns emerged from this: first, there was a rise in the number of families with two earners, and second, more women than men enrolled in universities. However, the difficulties of balancing work and home life had resulted in a low participation rate of less than 48% among women in the labor force in recent years. The study found that women with higher incomes and levels of education preferred flexible work schedules, and MANVOA analysis indicated that flexible work schedules could help attain work-life balance. The majority of research participants expressed interest in FWAs in the workplace.

Flexible working and implications for gender equality in the United Kingdom were studied by **Heejung et al.** in 2021 during COVID-19. The study focused on arrangements that provide workers control over their work schedules and locations, and it investigated the effect that flexible working has on gender equality during the pandemic. In order to comprehend the significance of flexible working for gender equality amidst the epidemic, this study focused on arrangements that grant employees autonomy over their work schedules and locations. In order to comprehend the evolution of flexible working and its relationship to the allocation of household chores and childcare, in addition to future preferences. A nationwide survey of employees was carried out during the initial lockdown. The purpose of the poll, "Working from Home during the COVID-19 Lockdown," was to ascertain the paid and unpaid work habits of full- and part-time dual-earner couples with younger children (less than 18 years old). 560 respondents were accessed through the online survey panel Profile Academic, which was used to collect data. It was already widely known that more employees are working from home as a result of the lockdown procedures. In April 2020, 47% of all workers worked from home, with 86% of those workers doing so as a result of the pandemic, according to the poll. It was discovered that 64% of respondents overall mentioned that the female partner in the household worked from home.

Flexible work schedules and employee health: A meta-analytic evaluation was investigated by **Nicole and Jesse (2022)** at Auburn University in the United States. Employees have more and more options when it comes to where and when work gets done, especially in the wake of the COVID-19 pandemic and the ensuing change in the nature of work. Numerous studies have established a connection between different flexible work arrangements and a range of advantageous results, such as decreased work-family friction, improved psychological well-being, and elevated role satisfaction. While some research had linked flexible work arrangements (FWA) to better health outcomes, other studies had found no connection at all. The current meta-analytic research looked at the association between employee-available flexible work arrangements and health outcomes and behaviors, including physical health, absenteeism, somatic symptoms, and physical activity, in an effort to shed light on these contradictory findings. The findings showed that flexible work arrangements (FWA) were linked to improved physical health, lower absenteeism, and less somatic complaints, indicating that FWA can help workers maintain their health.

Objective of the Study

The aim of the study is to find out the impact of flexible working hours on the working women of Haryana. Any significance between the two is analyzed under this study. Flexible working hours allows women to divide their work in an efficient manner throughout the day and hence it holds great importance. Its impact on the work life balance of women upholds great importance and must be studied.

Research Methodology

The primary data has been collected from 402 respondents from different districts of Haryana including (Rohtak, Ambala, Panipat, Karnal and Gurugram) of different colleges (Private as well as Government colleges, Aided as well Non-Aided colleges) of Haryana. Descriptive analysis and ANOVA are used as data analysis tools, for result and interpretations.

Descriptive Analysis

Table 1: Mean Score and Standard deviation

S. No.	Statements	Mean	S.D.
1.	Work from home during covid-19 is a successful initiative for increasing work productivity.	3.65	1.29
2.	Flexible hours make staff more engaged staff.	3.56	1.25
3.	Flexible hours refine employee mental health & well-being.	3.69	1.32
4.	Flexible hours make staff feel valued.	3.80	1.21
5.	Working women get more time to manage work at home before flexible hours.	4.00	1.09
6.	Flexible working hours reduce stress & increase performance.	3.94	0.94
7.	Flexible hours give more time to keep an eye on children.	3.87	1.04
8.	Flexible hours make your work more convenient.	4.10	1.00
9.	Flexible working hours motivated the employees.	3.82	1.22
10.	Flexible working hours will be more productive as compared to 9 to 5 jobs.	3.60	1.33

Table 1 shows the standard deviation and mean score for the all statements related to impact of flexible working hours on working women in colleges of Haryana. Among ten statements, the mean score (4.10) was found the highest with the statement no. 8 i.e. "Flexible hours make your work more convenient" This depicts that respondents agree with these statement. The second highest mean (4.00) is observed on statements 5 i.e. "Working women get time to manage work at home before flexible hours" The third highest mean value (3.94) is observed with the statement no. 6 i.e. "Flexible working hours reduce stress & increase performance" Hence it can be interpreted that respondents do agree with these statements. Also, the mean of statements numbering 1, 2, 3, 4, 7, 9, and 10 of grounds is in the range 3.89 to 3.57. Hence the respondents do agree with these statements as mentioned in table 1.

In order to bring out the factors regarding impact of flexible working hours on working women in colleges of Haryana, The analyses of data has been done by applying factor analysis "Kaiser-Mayer Oklin (KMO)" for measuring sampling adequacy and "Bartlett's test of Sphericity" were applied to verify the appropriateness and adequacy of data for factor analysis. As represents in table 2, value of KMO measure is 0.746, indicating the adequacy of factor analysis. The chi-square of "Bartlett's test of Sphericity" is 2008. 21 and it is highly significant ($p < 0.001$). This indicates that the data is appropriate for factor analysis for analyzing the data SPSS software has been used.

Table 2: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.746
Bartlett's Test of Sphericity	Approx. Chi Square	2008.21
	Df	45
	Sig.	.000

Source: Compiled from Primary Data

Following the confirmation of the scale's dependability and an assessment of the data's suitability, a factor analysis was carried out to pinpoint the elements contributing to the growth in textile and fabric imports into

Haryana. The number of factors to be extracted has been determined for this purpose using the principal component approach, and the more insightful interpretation of the factors has been made possible by the varimax rotation method.

Table 3: Rotated Component Matrix

Statements	Components (with factor loading)	
	Factor 1	Factor 2
Work from home during covid-19 is a successful initiative for increasing work productivity.	0.842	
Flexible hours make staff more engaged staff.	0.786	
Flexible hours refine employee mental health & well-being.	0.701	
Flexible hours make staff feel valued.	0.573	
Flexible working hours reduce stress, burden & increase performance.	0.572	
Working women get more time to manage work at home before flexible hours.		0.736
Flexible hours give more time to keep an eye on children.		0.726
Flexible hours make your work more convenient.		0.672
Flexible working hours motivated the employee.		0.625
Flexible working hours will be more productive as compared to 9 to 5 jobs.		0.396

Source: Compiled from Primary Data

Table 3 exhibits that all the factors identity for the high positive loadings. In accordance these loading of factors, these are named as, “Psychological and medical aspects” and “Reliability aspects”. The factor-wise details are given below:

Factor 1 - Psychological and Medical Conditions

Table 4 represents the five statements with positive loadings are extracted on factor 1. All loadings of items in factor 1 are significantly high. A careful examination of factor loading for factor reveals that the highest factor loading is 0.844 on the variable “Work from home during covid-19 is a successful initiative for increasing work productivity with proper comfort to employees” These statements proves that flexibility of working hours is a successful initiative for increasing work productivity with proper comfort to employees. The reason behind this step is also lack of reliability among Indians, unnecessary interference of evil effects and comfort zone. Keeping in view these dimensions the factor is named as, “Psychological and Medical Conditions”. It explains 33.51 percent of total variance being the higher between all the factors of grounds.

Table 4: Psychological and Medical Aspects

Sr. No.	Statements	Loading
1.	Work from home during covid-19 is a successful initiative for increasing work productivity with proper comfort to employees.	0.842
2.	Flexible hours make staff more engaged staff.	0.786
3.	Flexible hours improve employee mental health & well being.	0.701

4.	Flexible hours make staff feel valued.	0.575
5.	Flexible working hours reduce stress & increase performance.	0.572

Source: Compiled from Primary Data

Factor 2 - Reliability Conditions

Table 5 represents the five statements with positive loadings are extracted on factor 2. All loadings of items in factor 2 are significantly high. A careful examination of factor loading for factor reveals that the highest factor loading is 0.736 on the variable “Working women get time to manage work at home before flexible hours” These statements highlight that flexible working hours helps working women to manage their compatibility with work & family in Haryana. This aspect is also due to Government policies, lack of understanding and interaction between employer and employee, and due to requirement of more time to keep a check on children. Reliability choice for comfort zone and flexibility in working hours of working women in colleges of Haryana is the eminent part of their basic need & necessity. Keeping in view these dimensions the factor is named as, “Reliability aspects” .It explains 16.96 percent of total variance. These all dimensions are indicating grounds related to policies, that's why it named as, “Reliability aspects”.

Table 5: Reliability Aspects

Sr. No.	Statements	Loading
1.	Working women get time to manage work at home before flexible hours.	0.736
2.	Flexible hours give more time to keep an eye on children.	0.726
3.	Flexible hours make your work more convenient.	0.672
4.	Flexible working hours motivated the employees.	0.625
5.	Flexible working hours will be more productive as compared to 9 to 5 jobs.	0.396

Source: Compiled from Primary Data

Regression

Regression analysis, a statistical technique, is useful in achieving this goal since it can be applied to all statements to ascertain the major extent to which specific independent variables are impacting the dependent variables. Regression analysis is carried out in order to produce insightful and useful data based on the potential situations. A proposed hypothesis typically indicates that a particular factor is particularly influencing a component of the investigation, regardless of whether you can control that factor or not.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square
1	0.515 ^a	0.829	0.526

Source: Compiled from Primary Data

In above Table 6, R is 0.517 and R Square is 0.829 which is a fit statistical measure and it could easily indicates the frequency of variation of a dependent variable is explained by the independent variable(s) in a regression model. As, it is above 0.30 so, it is considered reliable.

Table 7: Regression Results 1

S. No.	Dependent Variable	Independent Variable	Coefficient	Sig.	Result
1	Psychological and	Reliability Aspects	0.070	0.016	Rejected

	Medical Aspects				
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Source: Compiled from Primary Data

This above table 7 mainly shows that there is a significant difference between the psychological and medical aspects and reliability aspects; the reason is successful initiative for increasing work productivity with proper comfort to employees.

Table 8: Regression Results 2

S. No.	Dependent Variable	Independent Variable	Coefficient	Sig.	Result
1.	Reliability Aspects	Psychological and Medical Aspects	0.024	0.045	Rejected

(Source: Compiled from Primary Data)

This above table 8 mainly shows that there is a significant difference between the flexible working hours and psychological and medical conditions aspects; the reason is staff feels valued & contributes towards their personal growth, reduce stress & increase performance.

Further scope of the study

Flexible working hours provide more time to manage both places so, every organization should consider this concept and moreover, they should initiated counseling or regular health checkup programs. It's very essential to be physically and mentally both fit. Physical activities should be conducted to refresh the staff.

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