Flextime association with job satisfaction, work productivity, motivation & employees stress levels

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Abstract: It has been observed that the concept of flextime is very useful but it has not been understood & utilized by many organizations till date in United Arab Emirates. The flextime concepts is suitable to those employees who are willing to work in flexible work shifts with suitable work timings .This research is focused on finding out a relationship between flextime & employee productivity , job satisfaction, work productivity ,motivation & reduction in the stress levels of the employees .There is a good scope for implementing flextime in United Arab Emirates since many such jobs that can be done with flexibility in the work timings are available in the organizations(both in the manufacturing & service oriented industries). To test the Hypothesis the researcher used (ANOVA) linear regression test which show the relationship between independent variable (flextime) and the dependent variable (job satisfaction, work productivity,, motivation & stress levels).The researcher has used frequency table for analysis of the demographic factors & has done the mean & standard deviation analysis. The researcher has used the Pearson correlation test to check the validity of the research questionnaire.

Keywords: Flextime, Job Satisfaction, Motivation, Productivity, Work Stress

1. Introduction of the Research

Job satisfaction, motivation is considered one of most essential components of work life, and one of the major factors that has influence on the individuals' performance at work place. It affects the physical and mental capabilities of employees. An individual needs to maintain a healthy body & mind to be able to perform physical and mental activities in the best possible way in his /her work place.

In general, job satisfaction, motivation can contribute to the enhancement in the employee performance. In order for an employee to have job satisfaction, he must constantly achieve his work related goals & the employee should determine what his performance criteria's .Flextime can help the employee to increase the work productivity ,job satisfaction, work productivity ,motivation & reduction in the stress levels of the employees up to great extent.

Organizational support through providing the flextime option to the employees is a very important factor which can drastically improve the productivity & confidence level, motivate the employee & reduce the stress levels of the employees at same times. The work requires more independence, and self-control and self-regulation.

Working professionals not only face professional challenge, they face new and ever-changing challenges in today's dynamic business environment along with the stress at home. Although some researchers have studied new challenges that are faced by working professionals when they start their new professional lives .There is limited attention concerning the' flexible working hours' and its relation to the job performance of the employee from the side of the organization. Till today not many organizations provide the flexible working hour option to the employees because they think that it will decrease the productivity of the employee .Some studies showed that the difficulty in achieving an optimal work performance is a result of some of the extra work related pressure & home related pressures on the employee because of which they are unable to achieve work targets on time.

1.1. Significance of the Study

In my opinion the need to study a topic like this 'Relationship between flextime & job satisfaction, work productivity, motivation & stress levels of the employees. ' is very significant & requirement of modern businesses

that are operating in a volatile & demanding environment .This study will highlight the importance of flextime in the manufacturing & service industries. Professional life at organizations includes many important challenges and opportunities. These factors include stress ,work culture, work content, efficiency in conduction of work, punctuality, increase in job satisfaction of the employee, positive motivation, work productivity etc. It therefore appears important to investigate the factors like 'flexible working hours' that can influence the productivity of the employee & increase the job satisfaction and work performance in specific.

1.2. Statement of the Problem

Many employers have limited awareness about the concept of 'flexible working hours' and its impact on the career growth of the employee &the profitability of the organizations. Several previous studies examined the employee working routine, but handful of studies were conducted to explore the relationship between specific 'flexible working hours' and employee productivity, motivation & job satisfaction & reduction in the stress level.

1.3. Purpose of the Study

The purpose of the present study is to investigate several important work related factor like the relation of the 'flexible working hours with the job satisfaction of the employee, productivity of the employee, motivation of the employee & work stress of the employee.

1.4. Research Questions

The following broad research question is the guiding force for this study:
- What type of the relationship exists between the flextime & the productivity of the employee, the job satisfaction, motivation & reduction in the stress levels of the employees?
- Are the employees who are having alternative work arrangement more productive then the other employees?

2. Hypotheses (Main Body)

Ha$_1$: There will be positive relationship between 'flextime & job satisfaction of the employee'.

Ho1: There will be no relationship between 'flextime & job satisfaction of the employee'.

Ha$_2$: There will be positive relationship between 'flextime & motivation of the employee.

Ho2: There will be no relationship between 'flextime & motivation of the employee.

Ha$_3$: There will be positive relationship between 'flextime & work productivity of the employee.

Ho3: There will be no relationship between 'flextime & work productivity of the employee.

Ha$_4$: There will be positive association between 'flextime

& reduction in the stress levels of the employee.

Ho4: There will be no relationship between 'flextime &the stress levels of the employee.

2.1. Analysis of the Past Researches (Literature Survey)

Flexibility in the working hours is an important requirement for employee's life. It appears to play an important role in the life of an employee. It is very important that the employee is able to maintain the correct balance between the work & the personal life effectively. 'Flexible working hours' is one of the methods that can help the employees do their work efficiency & balance their personal life perfectly.   Flexible working hours can also help the organizations to enhance their productivity.

Many organizations are changing now & are becoming flexible in giving the option of flextime to its employees. Of course all the industries cannot allow their employees to work in flexible hours but still many industries like service providing industries such as education, hotels, advertising &marketing firms & certain firms in the manufacturing industry can provide their employees with this option.

2.2. Summary of My Research

There can be an association between the independent variable (flextime) & dependent variable (Job satisfaction, productivity, motivation & stress levels) of the employee . Those employees who can have flexible work arrangement could be more satisfied than their counterparts & will be able to have a significant work life balance.

It has been examined that there can be an association between flextime and work productivity of the employee. It has been noticed that the employees working in flexible hours are more satisfied & better performers in certain industries .The employees with a lot of work stress are likely to perform poorly at the work place. The findings show a partial association between flexible working hours and work performance of the employees. The research supports the broader implementation of the flexible hours concept that will help the organization in owning more productive employees, employees with positive motivation & less stressed workers with constructive performance.

Another major factor that increases the employee's dedication towards the work is less stress levels. Being relaxed is very important for an employee's life and is especially important for employees working in stressful jobs. Those employees who have a flexible work schedule can work according to their own convenience in time with some guidelines are likely to be more relaxed & stress free during the working period and are likely to be more productive in their jobs .

Integrating motivation into work life is essential and beneficial for the employee. One of the most critical questions posed by this study is how positive motivation affects other aspects of the employee's work experience, the results of the study showed that motivation can be positively related to work performance up gradation,

increase in the work/job satisfaction, and reduction in the stress levels of the employee. Additionally, motivation &work flexibility is positively associated to some extent with being satisfied with the organization, work itself & the right balance between the work & personal life of the employees. In addition to the previous factors, working hour flexibility can contributes to the overall enhancement of performance among employees. The current study shows that some potential work related factors like (motivation, reduction in the stress, increase in the job satisfaction, enhancement in the work productivity) are positively related to the flexible working hours.

3. Interpretation of the Hypothesis

3.1. Frequency table 1-4 for Demographic Factors from (Variable1 till Variable 4)

Table 1. Frequency Table for variable 1 (variable1)

		Frequency	Percent	Valid Percent	Cumulative Percent
	1.00	76	65.5	65.5	65.5
Valid	2.00	40	34.5	34.5	100.0
	Total	116	100.0	100.0	

Table 2. Frequency Table for variable 2 (variable2)

		Frequency	Percent	Valid Percent	Cumulative Percent
	1.00	32	27.6	27.6	27.6
	2.00	34	29.3	29.3	56.9
	3.00	8	6.9	6.9	63.8
Valid	4.00	16	13.8	13.8	77.6
	5.00	26	22.4	22.4	100.0
	Total	116	100.0	100.0	

Table 3. Frequency Table for variable3 (variable3)

		Frequeny	Percent	Valid Percent	Cumulative Percent
	1.00	38	32.8	32.8	32.8
	2.00	58	50.0	50.0	82.8
Valid	3.00	18	15.5	15.5	98.3
	5.00	2	1.7	1.7	100.0
	Total	116	100.0	100.0	

Table 4. Frequency Table for variable 4 (variable 4)

		Frequency	Percent	Valid Percent	Cumulative Percent
	1.00	12	10.3	10.3	10.3
	2.00	6	5.2	5.2	15.5
	3.00	8	6.9	6.9	22.4
Valid	4.00	26	22.4	22.4	44.8
	5.00	64	55.2	55.2	100.0
	Total	116	100.0	100.0	

Statistics

		VAR00001	VAR00002	VAR00003	VAR00004
N	Valid	116	116	116	116
	Missing	0	0	0	0

3.2. Explanation of the Demographic Data Used in this Research (from Variable 1 till 4).

The variable1 data shows that the percent of male & female respondents are 65.5 % and 35.5%.

The age of most of the respondents is (29.3%) are between the age of 21 up to 23 years of age & the least number of respondents (6.9%) are from the age group of 24 up to 26years of age. The data was collected mostly from the working students. The variable 3 data shows that 50% of the respondents were having undergraduate degree and 1.7% were having other qualifications. The data collected through variable 4 shows that the occupations of most of the (55.2%) respondents were in the other job category. This was because most of the respondents are working in different departments of Abu Dhabi & Dubai government. Least number of (5.2 %) respondents were doing the technical jobs.

3.3. Table 5. Explanation of Output 1 (HO 1. Job Satisfaction of Employees)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
VAR00005	116	1.00	5.00	1.8276	1.05728
VAR00006	116	1.00	6.00	2.2586	1.35210
VAR00007	116	1.00	55.00	3.0172	6.96199
	N	Minimum	Maximum	Mean	Std. Deviation
VAR00008	116	1.00	5.00	2.5690	.79372
VAR00010	116	1.00	5.00	1.9483	.99429
VAR00009	116	1.00	5.00	2.6724	1.06138
Valid N (list wise)	116				

Variable 5: explains that the mean is 1 .8276 which means that most of the respondents think that the employees who are working in an organization offering flextime schedule will not always necessarily have more job satisfaction compared to other employees.

Variable 6: This variable explains that the mean is 2.2586 which mean that most of the respondents think positively & believe that flextime should be provided by the organizations.

Variable 7: The mean is 3.0172. This shows that there is a positive relationship between the flextime & benefits to the organization. Flextime will give benefit to the organization.

Variable 8: The mean is 2.5690 which mean that the most of the organizations do not have experts how can increase employee job satisfaction through flextime but the expertise can be developed.

Variable9: The mean is 2.6724. This states that most of the respondents believe that working in straight shifts will

somewhat reduce the job satisfaction of the employees.

Variable 10: The mean is 1.9483. I states that most of the respondents believe that flextime is not the only best option before the management to increase the job satisfaction of the employees.

3.4. Table 6. Explanation of Output 2 HO2 (Motivation of the Employee)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
VAR00011	116	1.00	5.00	1.9138	.93780
VAR00012	116	1.00	5.00	2.1034	1.08250
VAR00013	116	1.00	5.00	2.5000	.97356
VAR00014	116	1.00	5.00	2.2586	1.14300
VAR00015	116	1.00	5.00	2.1379	1.15643
VAR00016	116	1.00	5.00	2.5172	1.24050
VAR00017	116	1.00	5.00	1.8103	.92232
Valid N (list wise)	116				

Variable 11: The mean is 1.9138. This shows a negative relation between the flexible hour & employee motivation. Most of the respondents believe that flextime cannot motivate the employees always.

Variable 12: The mean is 2.1034. It states that the that flextime will give positive motivation to the employees in some contingency & business situations only.

Variable 13: This variable shows the mean 2.5000. It indicates that the respondents think that the flextime is less popular even in today's business world.

Variable 14: The mean is 2.2586 which indicates Variable 15 .It indicates that the flextime can motivate employees working on different managerial levels.

Variable 15: The mean is 2.1379 which indicates that the flextime can somewhat help in creating a positive & creative work environment in the organization.

Variable 16: The mean is 2.5172. It indicates that paying more salary to those employers who are working in peak hours will up to an extend de motivate the remaining employees.

Variable 17: The mean is 1.8103 which indicates that the most of the respondents think that salary increase is not the better option for flextime.

3.5. Table 7. Explanation of Output 3- HO3 (Work Productivity of the Employee)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
VAR00018	116	1.00	5.00	2.2241	1.44515
VAR00019	116	1.00	4.00	1.9655	1.07081
VAR00020	116	1.00	4.00	2.0345	.91301
VAR00021	116	1.00	5.00	2.7414	1.23091
VAR00022	116	1.00	5.00	2.9138	1.10783
VAR00023	116	1.00	5.00	2.5000	1.16843
VAR00024	116	1.00	5.00	2.5345	1.18271
Valid N (list wise)	116				

Variable 18: The mean shows 2.2241 which means that the most of the respondents understand the meaning of flextime.

Variable 19: The mean is 1.9655. This indicates that most of the respondents believe that flextime can increase the work productivity of the employees.

Variable 20: The mean is 2.0345 which indicates that most of the respondents feel that flextime will not necessarily increase the dedication of employees towards work.

Variable 21: The mean is 2.7414. This indicates that the respondents think flextime implemented in unfavorable work situations can reduce the employee dedication for work.

Variable 22: The mean is 2.9138. This indicates that most of the respondents believe that flextime may not necessarily have a negative impact on the employee work productivity for long run.

Variable 23: The mean is 2.5000 which indicates that the flextime can be implemented effectively only under effective supervision.

Variable 24: The mean is 2.5345 .This means that many respondents feel that flextime can be implemented more effectively in the skill oriented industries.

3.6. Table 8. Explanation of Output 4 HO4 (Reduction in the Stress of the Employees)

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
VAR00025	116	1.00	5.00	2.7586	1.32285
VAR00026	116	1.00	5.00	2.4138	1.13497
VAR00027	116	1.00	4.00	2.3103	1.02502
VAR00028	116	1.00	5.00	2.6379	1.03333
VAR00029	116	1.00	5.00	2.5000	1.10729
VAR00030	116	1.00	5.00	2.7586	1.22737
VAR00031	116	1.00	5.00	3.0172	1.17201
Valid N (list wise)	116				

Variable 25: The mean is 2.7586. This indicates that the respondents believe that flextime has a Positive impact on the career of the employee in long run.

Variable 26: The mean is 2.4138.This indicates that flexi time can be reducing employee stress in all the types of industries (small, medium & large scale).

Variable 27: The mean is 2.3103.This indicates that flextime can be effectively implemented in all the type of industries.

Variable 28: The mean is 2.6379 .This points out that most of the respondents believe that flextime can reduce the employee stress only if implemented under the trained & effective managers.

Variable 29: The mean is 2.5000 which mean that most of the respondents feel that the flextime concept can be implemented successfully in labor intensive industries.

Variable 30: The mean is 2.7586 which indicates that the flextime can increase the stress for performing better

among the employees

Variable 31: The mean is 3.0172 which mean that most of the respondents think that the flextime will increase the punctuality of the employees.

3.7. Table 9. Pearson Correlations

		x1	x2	x3	x4	y
x1	Pearson Correlation	1	.300**	.171	.184*	.208*
	Sig. (2-tailed)		.001	.066	.048	.025
	N	116	116	116	116	116
x2	Pearson Correlation	.300**	1	.555**	.404**	.578**
	Sig. (2-tailed)	.001		.000	.000	.000
	N	116	116	116	116	116
x3	Pearson Correlation	.171	.555**	1	.458**	.492**
	Sig. (2-tailed)	.066	.000		.000	.000
	N	116	116	116	116	116
x4	Pearson Correlation	.184*	.404**	.458**	1	.262**
	Sig. (2-tailed)	.048	.000	.000		.005
	N	116	116	116	116	116
y	Pearson Correlation	.208*	.578**	.492**	.262**	1
	Sig. (2-tailed)	.025	.000	.000	.005	
	N	116	116	116	116	116

**. Correlation is significant at the 0.01 level (2-tailed).*. Correlation is significant at the 0.05 level (2-tailed).

4. Table 10. ANOVA Results for Hypothesis 1

ANOVA b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	243.862	1	243.862	5.173	.025ª
	Residual	5374.192	114	47.142		
	Total	5618.055	115			

a. Predictors: (Constant), y b. Dependent Variable: x1

4.1. Explanation Result of Testing HO1 (There is no Relationship between Flextime and Job Satisfaction)

To test the HO2 the researcher used linear regression test which show the relationship between independent variable (flextime) and the dependent variable (job satisfaction).

The value of the coefficient of determination is = .043 that means the independent variable explains 4.3% of the change in the dependent variable & other changes (95.7%) are due to other variables . Referring back to ANOVA result F value was 5.173. It is greater then the tabulated F which equals to 2.45. Significance was .025 that means HO1 is rejected and HA1 is accepted.

4.2. Table 11. ANOVA Results for Hypothesis 2

ANOVA b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	492.997	1	492.997	57.339	.000ª
	Residual	980.157	114	8.598		
	Total	1473.154	115			

a. Predictors: (Constant), y. b. Dependent Variable: x2

4.3. Explanation Result of testing HO 2(There is no Relationship between Flextime and Positive Motivation)

To test the HO1 the researcher used linear regression test which show the relationship between independent variable (flextime) and the dependent variable (positive motivation).

The value of the coefficient of determination is = .335 that means the independent variable explains 3.35% of the change in the dependent variable & other changes (96.65%) are due to other variables. Referring back to ANOVA result F value was 57.339. It is greater than the tabulated F which equals to 2.45. Significance was .000 that means HO1 is rejected and HA1 is accepted.

4.4. Table 12. ANOVA Results for Hypothesis 3

ANOVA b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	477.370	1	477.370	36.344	.000ª
	Residual	1497.362	114	13.135		
	Total	1974.731	115			

a. Predictors: (Constant), y b. Dependent Variable: x3

4.5. Explanation Result of testing HO 3(There is no Relationship between Flextime and Work Productivity)

To test the HO3 the researcher used linear regression test which show the relationship between independent variable (flextime) and the dependent variable (Work productivity).

The value of the coefficient of determination is = .242 that means the independent variable explains 2.42 % of the change in the dependent variable & other changes (97.58%) are due to other variables . Referring back to ANOVA result F value was 36.344.It is greater then the tabulated F which equals to 2.45. Significance was .000 that means HO1 is rejected and HA1 is accepted.

4.6. Table 13. ANOVA Results for Hypothesis 4

ANOVA b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	148.729	1	148.729	8.387	.005ª
	Residual	2021.588	114	17.733		
	Total	2170.317	115			

a. Predictors: (Constant), y. b. Dependent Variable: x4

4.7. Explanation Result of testing HO 4(There is no Relationship between Flextime and Stress Level)

To test the HO3 the researcher used linear regression test which show the relationship between independent variable (flextime) and the dependent variable (stress level).

The value of the coefficient of determination is = .69 that means the independent variable explains 0.69 % of the change in the dependent variable & other changes (99.31%) are due to other variables . Referring back to ANOVA result F value was 8.387.It is greater than the tabulated F

which equals to 2.45. Significance was .005 that means HO1 is rejected and HA1 is accepted.

5. Conclusion

Past studies have indicated that several work related factors influence employee's job satisfaction, work productivity, motivation & reduction in the stress levels. The present study highlights that flextime can be one of the factors that can help the organizations in upgrading the job satisfaction, positive motivation, work productivity & reducing the work stress .The support & motivation from the top management, professionals, department heads & flextime schedule the employees can achieve more productivity & job satisfaction and make their organizations more profitable and successful .The limitation of this study is that the data was collected from a specific group of respondents thus it is a partial representation the view of working professionals in GCC. This research is just the beginning, a lot of further continuous research is required in this area.

Recommendations

1) The research recommends that flextime can be an effective tool for those organizations who want to inculcate a culture of employee development and organization development.
2) Flextime can be an effective tool for the retention of the employees in the organization.
3) Flextime can be implemented in any type of (small, medium, large scale) organization with the support of the HR professionals. It can help the organizations to develop more focused & result oriented employees in the organization.
4) Flextime cannot be the best option for the organizations in all the business situations but can be useful in most of the situations.

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