

EFFECTIVENESS OF EMPLOYEES – CAN FLEXIBLE WORK ARRANGEMENTS IMPACT IT?

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ABSTRACT

In this fast-paced world, where all the organizations are competing to make their businesses as effective as possible to meet the customer needs, employees are also expected to be effective in their jobs. Effectiveness of the employees is exhibited by their capabilities to complete their tasks in the best way possible. The emphasis is on delivering the better outcomes that add more value to the organization. There are various ways in which effectiveness can be enhanced in the employees. In this empirical study the emphasis is laid on how Flexible Work Arrangements (FWAs) can impact the effectiveness. The empirical study was able to infer using various factors that the impact of FWAs on effectiveness of employees is considerable in matters of productivity, responsibility, responsiveness, and many more aspects.

Keywords: Effectiveness, Flexible Work Arrangements, outcomes, productivity, responsibility

INTRODUCTION

Employee effectiveness is a capability of employees to produce a specific, desired effect with minimized costs and in strict compliance with initial requirements. It is a qualitative characteristic that indicates the extent to which targeted problems are addressed and the degree to which pre-set goals and objectives are achieved by employees.

Effective employees are the one who learn how to manage their time efficiently. Moreover, other aspects that exhibit the effectiveness at work include, stress management, better communication skills and undeterred focus on task at hand as well as career development.

An article by Vandelbloemen, suggests that basically there are seven characteristics of highly effective employees. They are:

- They anticipate the needs of their team
- They bring solutions instead of problems
- They are accessible and responsive.
- They have a NAP.- Non-Anxious Presence

- They know when they are facing burnout...and proactively seek rest.
- They have the heart of a servant.
- They know how to prioritize.

Employee effectiveness can be improved through a range of activities that create a better working environment. Here are some examples of such activities:

- Training and recertification
- Better communications
- Rewarding and remuneration
- Employee recognition
- Improved leadership and teamwork
- Retooling and re-equipment
- Better corporate culture

Flexible Work Arrangements:

Flexible work arrangements, refers to work environment and schedules that do not have normal constraints of a traditional job. These arrangements take into account individual's personal needs and allow employees to better sync their work hours with their their personal responsibilities.

Simply put, **flexible work arrangements** are alternate arrangements or schedules from the traditional working day and week.

Organizations that offer more flexible work practices appear to have lower turnover and higher employee engagement and satisfaction North Coast (2014).

World at Work (2013) report that flexible work arrangement has a positive relationship on employees motivation, satisfaction, engagement and reduces organizational turnover rates, besides, the accumulation to higher degree of work/life fit, flexible working also arrangement promote good health, improves better sleeping, provide time for more exercising and works well in reducing stress level.

Flexible work arrangement is an umbrella term that covers many forms of work, depending on the needs of employees and businesses. They are:

- Hybrid Work
- Telecommuting
- Remote Work
- Compressed Workweek
- Flextime
- Part time Work
- Shift work

- Job sharing

Studies have shown significant improvements in productivity and morale when employees are given the option to work according to their own schedule. In fact, a survey by Airtasker found that flexible workers on average work 1.4 more days every month than traditional office workers. That is 16.8 more days per year! Thus, these options allow the employees to focus on the priorities and in the long run may enhance their effectiveness.

REVIEW OF LITERATURE:

Delle-Vergini, S. (2017), emphasizes the fact that Flexible Work Arrangements gives great autonomy to the employees which in turn helps them to stay longer in the organization.

Mamatha, M., & Lakshmi, B. (2000) identifies five major factors that influenced the employees' perception about using flexible work options. Among them two factors namely, FWA prerequisites and FWA anxiety were found significant in predicting the employees' use of flexible work options.

Hunter, P. (2019) highlights the major benefits of remote working —the ability to continue careers while starting families or avoiding the upheaval of moving for a temporary position— often outweigh disadvantages, such as the lack of face-to-face encounters around a laboratory or meetings. The article points out that the trend for flexible work arrangements is being driven not just by technical advances, but also cultural changes as workers themselves demand greater flexibility.

Austin-Egole, I. S., Iheriohanma, E. B. J., & Nwokorie, C. (2020) highlights that the arrangements focused on employees' benefits are assumed to motivate them to put in more effort, which will eventually generate positive effects on organizational performance. Working remotely from home is positively associated with profit and perceptions of organizational performance.

Al-Rajudi, K. O. (2012) brings the concept of productivity and its impact on FWAs. There are a lot of factors that can improve organizations productivity, but here the researcher concentrated on the effect of different flexible programs on worker productivity.

The study explains the benefits of FWA to Organization:

- Increase employees job satisfaction
- Increase organizational commitment
- Increased productivity
- Decreased absenteeism and turnover, and
- increase applicant attraction to an organization offering flexitime

The study also explains the benefits of FWA to Employees:

- Employees feel less stressed when they have more control over their schedule
- Increased energy and creativity

- Employees perceive that flexible working makes them “happy” and that there are attitudinal/behavioural links between this happiness, discretionary behaviour and a number of performance outcomes
- Achieving work/life balance for many office-based employees and less work family conflict

OBJECTIVES OF THE STUDY

1. To understand the importance of effectiveness of employees in the organizations
2. To understand the concept of Flexible Work Arrangements
3. To explain how the Flexible Work Arrangements can impact the effectiveness of employees
4. To suggest few Flexible options for improving the effectiveness of employees

Scope of the Study:

This conceptual study helps to know whether and how the flexible work arrangements can impact the effectiveness of the employees. This research also tries to highlight the importance of effectiveness in the organization. This study has made an attempt to bring out innovative Flexible Work Arrangements that can be helpful in improving effectiveness among employees.

Limitations of the Study:

There are various factors that impacts the effectiveness of employees. However, in this study only Flexible Work Arrangements is considered. Moreover, there are certain jobs where FWAs cannot be implemented.

METHODOLOGY OF THE RESEARCH

A sample of 50 employees was considered in this study from various organizations and a survey was conducted using a well-structured questionnaire.

Both primary and secondary data has been used to find the results and conclusions.

DATA ANALYSIS AND INTERPRETATION

Based on the data collected, analysis and interpretations were made to find out the results for the research.

Table 1.1 Characteristics of Effectiveness of Employees

S. No.	Characteristics	Always	Often	Sometimes	Rarely	Never	Total
1	They look for new ways to improve themselves	13	28	9	0	0	50
2	They contribute more to the company	9	27	14	0	0	50
3	They are open minded	13	23	12	2	0	50

4	They take the feedback seriously	11	14	19	6	0	50
5	They are focused towards productivity	14	25	10	1	0	50
6	They seek help when needed	15	18	12	5	0	50

Source: Primary Data

From the data collected through the structured questionnaire it is evident that out of the sample of 50 respondents, 28 respondents often look for new ways to improve themselves and 13 respondents always do so. 27 respondents believe that contribution towards the company is often a characteristic of effectiveness and 14 feel it sometimes is. 23 people feel that effective employees are often openminded, whereas 13 people believe they always are. Majority of people sometimes take the feedback seriously. 25 respondents often link effectiveness and productivity. And majority of the respondents say that effective employees seek help when needed.

Table 1.2 Benefit of Flexible Work Arrangement

S. No.	Perspective	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Organizational Perspective	28	12	9	1	0	50
2	Personal Perspective	30	14	6	0	0	50

Source: Primary Data

From the data collected through the structured questionnaire it is evident that out of the sample of 50 respondents, 28 strongly agree that FWAs are beneficial from the Organizational Perspective and 12 others agree with it. 30 respondents strongly agree that FWAs are beneficial from the Personal Perspective and 14 others agree with it.

Table 1.3 Contribution of Flexible Work Arrangements towards Organizational Aspects

S. No.	Contributions	Very High	High	Average	Low	Very Low	Total
1	Attract talented employees	25	23	2	0	0	50
2	Retain existing employees	23	21	5	1	0	50
3	Reduce absenteeism	18	22	7	3	0	50
4	Increases job	20	26	3	1	0	50

	Satisfaction						
5	Improves Diversity	20	21	7	1	1	50
6	Enhances productivity	16	28	6	0	0	50
7	Boosts motivation	18	29	3	0	0	50
8	Spikes employee engagement	16	26	6	2	0	50

Source: Primary Data

From the above table it can be easily inferred that majority of the respondents believe that the FWAs contributes either highly or very highly, towards all the above-mentioned organizational aspects.

CONCLUSION

The competition in the job market makes it necessary for the employees to be as effective as possible and enhance productivity. The study investigates various characteristics which exhibit the effectiveness of employees. Though there are several ways to improve the effectiveness of employees, the study views FWAs as a better tool from both employee and the organizational perspectives. The FWAs provide opportunity to the employees to relax and work at their own discretion without any compulsiveness with regard to place, time and methods. This autonomy generates responsibility in the employees resulting in varied outcomes like lower absenteeism, higher degrees of engagement and productivity and a sense of belongingness towards the organization. Thus it is concluded that Flexible Work Arrangements have deeper impact on the Productivity of employees.

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