A STUDY OF IMPACT OF FLEXIBLE WORKING HOURS
IMPROVE WORK LIFE BALANCE IN SOFTWARE INDUSTRY

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ABSTRACT
This research paper involves the study of the impact of flexibility in working hours that improves the work-life balance in software industry. The researcher will go through various sources to evaluate the concept of flexible working hours, especially in the case of software industry. Thorough discussion on how the flexibility in working schedule can influence the work-life balance between work and life of the employees of the software industry will take place in this paper. The researcher has taken the help of both types of data analysis method, primary and secondary in order to conduct a proper analysis and reflect on the research topic. The research study deals with the study of various theories and earlier researcher conducted on the similar topic related to the working hour flexibility in various organizations for improving the work-life balance of the workers. Highlights have been given on the various factors that need the introduction of flexibility in the professional working time and the restrictions that it provides on the workers’ personal and professional life. The changing lifestyle, family patterns and various other aspects will be discussed thoroughly in the research paper. Moreover, the dissertation paper enlightens the readers about the concept of flexibility and the ways in which the modern software companies are executing it in their office regime through various plans, programs, strategies, policies, up gradation, etc. The research study also focuses on the contemporary issues related to it and the ways to overcome the issues for the improvement of both professional as well as personal life of the employees by the creation of a harmonious work-life balance.

Keywords: Flexible Working Hours, Work Life Balance, Software Industry

INTRODUCTION
The thorough analysis of the work life balance and emotional intelligence in the research paper has shown us that the flexibility in working hours has influenced the balance between work and life in the software industry in a greater way. The paper describes the work life balance is a mandatory need for maintaining a harmony in employees’ personal and professional life. Moreover, the study shows that this balance is directly connected to the emotional aspects of the employees that severely affect the life’s daily flow. The researcher has chosen Wipro for further detailing of the impact of flexible work timing so that it can provide us with a clear understanding of the present nature of the software industry and the ways this industry is implementing various strategies for improving the timing issues for the overall development of the employees, employers and the industry. The crucial factors that affect the software developments are time acceleration, social contexts and local space. The teams of software industry are embedded in interconnected and complex institutional webs that are linked with the peers’ technical communities, technology networks, related business, systems of research and development, educational institutions and regulations of international working. The actual conception
of time regarding work is rooted in the occupational fields’ professionalization because it involves certain constraints related to working hours (Yadav, 2016). The research paper shows that the constraints regarding working hours can be solved by providing flexibility in the timing by allowing the employees to work from home, doing part time jobs, tele commuting, etc. for making the software production more stable and its related services get boosted (Ben, 2006). The researcher has stated that flexible hours of working enable the employees in identifying the starting and ending hours of their working. This helps them to spend quality time with families and fulfill various personal commitments outside the professional work and the employees of the software industry can react to both positive as well as negative situations effectively. The dissertation paper has shown that telecommuting enables the workers in the software industry to do their professional duties from home and simultaneously decrease the work related expenses with the time wastage that leads to a stress free productive atmosphere. The women worker and the disable workers are mostly benefitted from telecommuting as the former can simultaneously take care of children and elders; and; the later faces no issues regarding accommodation and special treatments or environments while working.

REVIEW OF LITERATURE

The research study has shown us that in present days, the software companies are under constant pressure for producing quality goods and services on the right time at right price. They have opted for a new and innovative way of working for making best use of the human resources. Thus, flexible patterns and timing of works helps the organizations in addressing such pressures by maximizing the labour availability and improving their customer services (Acas, 2015). The organizations have a definite duty of care for protecting their potential employees from safety and health risks. These particular risks can increase stress factors that are caused by the long working hours and struggle for balancing between home and work life. Thus, flexible work can improve both the health and wellbeing of the workers by reduction of absenteeism, extension, an increase in productivity, and, boost employee loyalty and engagement. In many software companies, part time work, flexitime and annualized hours are arranged for overcoming the time problems (Kaushambi, 2012). The development in technology, especially the easy access of tools of communication like broadband, smartphones etc. more roles can be compatible with flexible working timing. Moreover, according to the researcher, the conflicts of work life boost the economic costs for the organization, individual and society (Christensen and Staines, 1990). The researcher has given a thorough analysis of time flexibility on the software industry with a focus on Wipro and accessed how Wipro ITeS have been benefitted by working time flexibility and enhanced their work-life balance (WLB). The present situation of software industry in India has been picturised.

RESEARCH OBJECTIVES

The tough competition that is ruling the contemporary age in the matter of survival in the software industry has led the companies adopt several strategies that results in very hectic work schedule for the employees. The objective of the research can be stated in the context of evaluating the concerned factors that are related to the work schedule flexibility to bring a balance between work and personal life of the workers. The study is also conducted by focusing on the purpose of assessment of the software industry where emotional intelligence and flexibility in work timing have been working as prime factors to bring work-life balance. The researcher has chosen Wipro, a leading software company and highlighted the causes of imbalance in the software sector, especially on the ground of India. Hence, the research objective has been rightly delivered in the areas of providing valid information related to the practices in software industry and the ways it is approaching to bring sustainability and profitability. Therefore, for the conduction of this particular research, the researcher’s purpose is to highlight the organization’s role in relation to the working hours’ flexibility for the benefit of both the employers and the employees. The strategies have been clearly stated in the respect of emotional intelligence and flexibility of working hours that can affect the work life balance. This is another objective of the research paper.
Therefore the objectives of the study can be stated in the following manner:

1. To assess the factors related to work life balance and flexibility in work schedule.
2. To discuss the role and impact of work life balance and working hours flexibility in software industry.
3. To evaluate the prime causes of work life imbalance.
4. To assess the issues and measures related to the flexibility of work schedule and work life balance in software industry.

**RESEARCH HYPOTHESES**

This research paper deals with the matter of flexibility in work schedule that impacts the work life balance of the workers of the software industry. It is evaluated that there is a psychological well being between the flexibility in working hours and the employees’ performance. Thus, it can be said that there is a strong connectivity between the employees work and personal life, and the working time flexibility, with that of the organizational performance.

The hypotheses can be drawn in this way:

1. The flexibility in working hours can improve the work life balance and emotional intelligence of the workers of software industry.
2. Flexibility in working hours reduces the work-life conflict.
3. Work-life imbalance and the strategies for providing flexibility in working hours by company like Wipro can show us the present status of the software industry.
4. Hypotheses related to classification of both working hours’ flexibility and work-life balance.
5. Causes and effects of flexibility in working hours on work-life balance of the employees of software industry.

**DATA COLLECTION**

The researcher has done analysis on the basis of primary data that is collected via surveys done on a particular number of respondents from India’s IT sector that involves approximately 500 respondents. They have given much information related to the flexibility of timing and its impact on work-life balance in software industry. Many questions have been given to all the respondents for the assessment of emotional intelligence and work stress’s impact on the personal and professional life of the employees. The questionnaire has been prepared carefully and in ethical way so that no offense is done on the personal opinion and feeling of the respondents. Two question sets have been provided and are thoroughly analyzed for the provision of data from the perspective of the employees regarding working in the software industry. The secondary research has provided us the various campaigns that are related to the Wipro’s corporate social responsibility that includes idea of healthy diet, various exercises for body and soul, and, various tips for being fit and fine. Wipro is a big giant in the software zone and it focuses on the emotional and physical well-being of the employees so that the employees can strike a perfect balance between work and personal life. The flexible arrangements of the working hours differ from one country to another country. In Italy, certain amount of flexibility linking with fixed working hours within the day is provided. In Nordic, Austria and Germany, there is flexibility in working time. In Central and Eastern EU countries, there is little provision of time flexibility to the workers, whereas, in Scandinavian countries, several companies are adopting the strategy of flexitime and time banking. A thorough evaluation of both the primary and secondary data has helped the researcher in detailed analysis of the research topic from a couple of separate perspectives (Jha, 2008).

**DATA ANALYSIS**

The researcher has successfully obtained much information from both the primary and the secondary data related to the impact of flexibility in working time for improving the work-life balance of the employees of software industry. The questionnaires provided us the information about the ways to deal with difficult situations in balancing personal and professional life (Saunders et al. 2009).
of correlated as well as coefficient calculation has been done by the researcher for the delivery of the relationship between the two question sets. The dissertation paper has accumulated several related information regarding the time flexibility and its relation to the work-life balance in present software industry.

Question related to encouragement given to others mainly in the unfavorable time provides the analysis that most of the surveyed people have agreed to the statement that it is necessary to encourage fellow colleagues in the time of need.

Most of the respondents have provided the fact that inspiration provided by a worker to other workers works positively in the software industry for proper work-life balance. Question has been asked whether people should be encouraged to take initiative in this industry. The respondents have given a positive answer to it. Most of the people among the people who have been surveyed agree to the statement that they can listen to someone without urge to say anything. They have also agreed to the opinions related to friendliness and outgoing nature, having clear priorities, and staying focus under pressure. Many respondents have disagreed to the statement that they are able to maintain the integrity and honesty standards in the workplace. The respondents have agreed to the fact that they have built rapport and maintaining personal friendships with other work associates. Both positive and negative responses are received in almost equal number in the matter of self development even without the job’s demand. Almost every respondent have agreed to the opinion that they believe happiness is off course a positive attitude and very much need in maintaining work-life balance in software industry.

From the secondary data, it has been analyzed that certain campaigns have been done in relation to the corporate social responsibility of the software industry under the initiative of ‘Wipro Cares’. The focus of the software industry is on the physical and emotional wellbeing of the employees. It is seen that the arrangements in working time’s flexibility varies from country to country. In Austria, Germany and Nordic countries, more workers have flexible working. In Eastern and Central European countries, little working time flexibility is provided. In Scandinavian countries, more companies provide time banking and flexitime. In Italy, fixed hours with some flexibility within the day are provided.

RESULT AND DISCUSSION

The researcher has done an appropriate analysis of the research topic by a thorough discussion of various facts related to the topic. The research paper shows that the researcher has intended to give certain accurate and authentic information about the software industry and its relation to emotional intelligence and work life balance that can be provided by flexible working hours. According to the researcher, technology’s modern innovation has led a great influence on human lifestyle. The dissertation also conveys the importance of provision of flexible working hours to the software company employees and how the time flexibility influence the work life balance of the employees. The causes and facts of emotional intelligence as well as work-life balance have been elaborated as higher emotional intelligence led a stress free life and improves the productivity that brings overall benefit to the organization (Flexibility.co.uk, 2010). It has been stated by the researcher that the work schedule of this industry is very hectic as well as irregular. People generally have to balance their life in the aspects of professional, emotional and social.

The primary and secondary data analysis has provided the result by showing us a clear picture of the concept of flexibility in working hours has been evaluated by the researcher. The empirical study shows that arrangements of flexible work time allows the weekly based working hours to vary from one certain period to that of another. The actual weekly based working hours are not depended on the contract basis weekly hours in present days. The deviation from the working hours that are contracted are credited or debited to the work time account of the individual that is supposed to be settled within a given period of time. The effects of flexible working hours basically deals with the management, behaviors, labor productivity, employee turnover, capital utilization, coping with personnel problems, job satisfaction, workers’ absenteeism, lack of skilled labors, etc. Flexible working hours gives the opportunity to adjust the input of labor without additional costs for hiring or firing workers. Working
hours’ adjustment prevents overtiming (Kar and Misra, 2013). Now a day, the software companies are facing a growing desire of the employees to balance between work and life. Hence, companies that are not subject to seasonal fluctuations are adopting flexibility in working hours for increasing the time sovereignty of their employees. Therefore, time flexibility let an individual to decide when to work and how many hours to work. It also facilitates the family life and work reconciliation and helps in accommodation of personal preferences. It motivates the employees who are quite responsible in nature. Reduction of commuting time can happen as it is no more restricted to the company’s rush hour (Wolf and Beblo, 2004).

In discussing the concept of work life balance, the researcher has penned down that work can lay an influence up on the family life quality. It can trigger family-work conflict. The software organizations are aiming to enable their employees to pursue their jobs efficiently and simultaneously give flexibility in the matter of handling personal problems or concerns at the family. It signifies the relationship between space and time of work, and, non-work in the present societies generating and distributing income via labor markets. It is well aware of the various demands on energy and time saving for the decision and choice making ability. Today, many software companies are practicing WLB for helping their employees to balance both life and work equally and support the employers in increasing the employees’ retention (Kanthisree and Devi, 2013).

The chapter two of the dissertation paper deals with the analysis of the details of the IT sector and private industrial sectors details. The historical background, classification, IT sector provided services have been thoroughly evaluated. The researcher has chosen Wipro on the ground of India. Detail information about the company, their services, strategies, developmental activities, employee management, etc. is discussed in details. Few structural diagrams have been provided by the researcher for showing the research study’s aspects. The company has applied various strategies of work life balance that gives the advantages related to efficiency, work quality, success, contentment, motivation, happy life and enjoyment. The factors that affect it have been discussed, such as, work pressure, attitude, atmosphere of the workplace, style of management, job, multitasking, family background, etc.

Therefore, software companies like Wipro has taken few steps for balancing work and life by providing time management, time flexibility, self awareness, fitness activities, recreation activities, etc. The researcher has given us the view that Wipro that is a leading player of BPO and IT sectors encourage its employees in the matter of wellness that is an important aspect of its corporate culture. It is said that the company has started various safety and health initiatives that supplement the benefits of health. It is providing nutrition consulting, medical camps, health centres, promotional events on well being and annual WIPRO marathon (Singh and Verma, 2014). The researcher has collected the primary as well as secondary data for providing detailed information of the research topic. He/she has depicted the ways in which Wipro managed to perform as per the market demands by delivery of various significant services in the Indian market with an aim of expansion of its business in the global software sector. Now, the company successfully competes with IT giants like IBM, Accenture, etc.

CONCLUSION

The research study has provided the evidence that the work-life balance related to the emotional intelligence and time flexibility is very important aspect of the software industry. Various big companies like Wipro has implemented various policies, adopted several strategies and organized several programs for helping the employees a balance life and harmonious life. The evaluation of the primary and secondary data clearly signified that work life balance is of prime importance for both the employers as well as employees to bring the overall development of the companies, individuals and the surrounding society and economy production of the nation in a responsible way. It has proved to be increasing the productivity of the company. Wipro support their employees in meeting work and non-work demands. The companies can motivate, retain and recruit their employees through these strategies. The implementation of work-life balance involves various kinds of leaves, supporting child education, supporting adult education or higher education, elderly or child care, etc. that concentrates on the home life’s super management by the employees. The women employees and physically
disabled employees are mostly benefitted from the policies and strategies of work-life balance in relation to time flexibility. Moreover, the growing awareness regarding skills’ shortage, war between talents, slender shift, etc. has led to a broader kind of business care for the employees. By the management of working time properly or operating office work from home enables the employees, especially women and disabled people maintain a good health of themselves and other members of their family and meet every commitments of life creating a perfect work-life balance. The working world’s bright future lies in the capability of the modern technology that creates a work-life balance. Therefore, the companies are implementing strategies to motivate the employees by providing relaxation based rest rooms, workers participation in social meetings, necessary refreshment, recreational facilities, and periodical counseling for giving rise to a productive environment.

RECOMMENDATIONS

Therefore, the researcher has given some recommendations regarding the importance of provision of working time flexibility for the improvement of work-life balance in software industry. It has been stated that telecommuting, job sharing, and flexitime can give a boost to the work-life balance of the employees as well as the employers. The company employees can strike a harmony between work and life through a good package. Their personal life can be boosted positively by working hours’ flexibility as they can meet all the family oriented demands by taking care of their children elders, disabled family members. They can pursue various hobbies and interests like fitness activities, higher education, other activities, etc. this helps in promoting the engagement, better health and happiness of the employees. The time flexibility has benefitted the employers as well as employees. Greater productivity and organization profitability can be achieved through the provision of working time flexibility. It also reduces stress and enhances employees’ well being. It is a society friendly and family friendly policy. Many software companies are implementing a culture of trust by offering the employees time flexibility in the offices. Wipro has dealt with vacations, paid packages, crèches, sabbaticals, maternity benefits and extension of absent leaves. According to the researcher, Wipro should implement specific training programs that are related to work-life balance, time-flexibility and emotional intelligence in the Indian ground. These recommendations will surely enables the future researchers in successful development of their research paper on similar topic.

FUTURE SCOPE

A recent study has delivered that the working time regulation in the software sector have clearly revealed that the regulatory systems are developed in many companies since few years that involves formal institutions and regulations with informal rules. Professionals of software industry and others are constantly demanding gratification and connectivity. The employees want to spend their precious time in productive works in both professional and personal life by reducing time wastage. It is evident from the research work that increasing in number of working women, mothers, female single parent, need for child and elderly care gives rise to certain issues pertaining to lack of affordable work locations, difficulty in coordination in work schedules, lack of timing availability for family, etc. the flexitime is solving these issues by providing flexible starting and ending times that helps in coping with the conflicts of work life balance by meeting both the professional and personal responsibilities aptly. Therefore, there is a greater scope for the upcoming researchers to research on similar topic. However, for the benefit of the future researchers, the researcher of this thesis paper has given few suggestions for the future researchers. The analysis of the causes is required to be more elaborated for delivering the core reasons behind the work-life imbalance. The researchers should do in-depth analysis of the classification of the factors of work-life balance so that the core reasons of stress and imbalance can be realized properly. The importance of organization’s emotional intelligence must be narrowed down for a better understanding of its effects. The future researches should be thoroughly conducted by giving focus on more than a single organization so that the collected data can sufficiently as well as successfully shed lights in this regard. Again, the research study must highlights much more data regarding the software industry so that the companies’ practices for the work and structure can be successfully delivered for giving an overview of the software professionals’ stressful life. The future
researches should involve many respondents in order to achieve the relevant data as per the research requirement.

REFERENCES


