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)

- $H_0$: There will be positive relationship between ‘flextime & job satisfaction of the employee’.
- $H_1$: There will be no relationship between ‘flextime & job satisfaction of the employee’.
- $H_2$: There will be positive relationship between ‘flextime & motivation of the employee’.
- $H_0$: There will be no relationship between ‘flextime & motivation of the employee’.
- $H_3$: There will be positive relationship between ‘flextime & work productivity of the employee’.
- $H_0$: There will be no relationship between ‘flextime & work productivity of the employee’.
- $H_4$: There will be positive association between ‘flextime & reduction in the stress levels of the employee.’
- $H_0$: 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 contribute 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 (Variable 1 till Variable 4)

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>76</td>
<td>65.5</td>
<td>65.5</td>
</tr>
<tr>
<td>Valid</td>
<td>2.00</td>
<td>34.5</td>
<td>34.5</td>
</tr>
<tr>
<td>Total</td>
<td>116</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

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

The variable 1 data shows that the percent of male & female respondents are 65.5% and 35.5%.

The age of most of the respondents is 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 26 years 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)

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 2.6724 which mean that the most of the organizations do not have experts can increase employee job satisfaction through flextime but the expertise can be developed.

Variable 9: 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. It 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)

<table>
<thead>
<tr>
<th>Variable</th>
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<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
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<tbody>
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<td>5.00</td>
<td>1.9138</td>
<td>.93780</td>
</tr>
<tr>
<td>VAR00012</td>
<td>116</td>
<td>1.00</td>
<td>5.00</td>
<td>2.1034</td>
<td>1.08250</td>
</tr>
<tr>
<td>VAR00013</td>
<td>116</td>
<td>1.00</td>
<td>5.00</td>
<td>2.5000</td>
<td>.97356</td>
</tr>
<tr>
<td>VAR00014</td>
<td>116</td>
<td>1.00</td>
<td>5.00</td>
<td>2.2586</td>
<td>1.14300</td>
</tr>
<tr>
<td>VAR00015</td>
<td>116</td>
<td>1.00</td>
<td>5.00</td>
<td>2.1379</td>
<td>1.15643</td>
</tr>
<tr>
<td>VAR00016</td>
<td>116</td>
<td>1.00</td>
<td>5.00</td>
<td>2.5172</td>
<td>1.24050</td>
</tr>
<tr>
<td>VAR00017</td>
<td>116</td>
<td>1.00</td>
<td>5.00</td>
<td>1.8103</td>
<td>.92223</td>
</tr>
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<td>Valid N (list wise)</td>
<td>116</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>Variable</th>
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<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
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</thead>
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<td>1.07081</td>
</tr>
<tr>
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<td>4.00</td>
<td>2.0345</td>
<td>.91301</td>
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<tr>
<td>VAR00021</td>
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<td>5.00</td>
<td>2.7414</td>
<td>1.23091</td>
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<tr>
<td>VAR00022</td>
<td>116</td>
<td>1.00</td>
<td>5.00</td>
<td>2.9338</td>
<td>1.10783</td>
</tr>
<tr>
<td>VAR00023</td>
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<td>1.00</td>
<td>5.00</td>
<td>2.5000</td>
<td>1.16843</td>
</tr>
<tr>
<td>VAR00024</td>
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<td>1.00</td>
<td>5.00</td>
<td>2.5345</td>
<td>1.18271</td>
</tr>
<tr>
<td>Valid N (list wise)</td>
<td>116</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>Variable</th>
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<th>Mean</th>
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<tr>
<td>VAR00026</td>
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</tr>
<tr>
<td>VAR00027</td>
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<td>4.00</td>
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<td>1.02502</td>
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<tr>
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<td>5.00</td>
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<tr>
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<td>VAR00030</td>
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<td>5.00</td>
<td>2.7586</td>
<td>1.22737</td>
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<tr>
<td>VAR00031</td>
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<td>1.17201</td>
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<tr>
<td>Valid N (list wise)</td>
<td>116</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 flextime 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 means 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

<table>
<thead>
<tr>
<th></th>
<th>x1</th>
<th>x2</th>
<th>x3</th>
<th>x4</th>
<th>y</th>
</tr>
</thead>
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<tr>
<td>x1</td>
<td>Pearson Correlation</td>
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<td>.171</td>
<td>.184</td>
<td>.208</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.001</td>
<td>.066</td>
<td>.048</td>
<td>.025</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
</tr>
<tr>
<td>x2</td>
<td>Pearson Correlation</td>
<td>.300*</td>
<td>.555*</td>
<td>.404*</td>
<td>.578*</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
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<td>.000</td>
<td>.000</td>
<td>.000</td>
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<td>N</td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
</tr>
<tr>
<td>x3</td>
<td>Pearson Correlation</td>
<td>.184*</td>
<td>.404*</td>
<td>.458*</td>
<td>.262*</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.066</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
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<td>116</td>
<td>116</td>
<td>116</td>
</tr>
<tr>
<td>x4</td>
<td>Pearson Correlation</td>
<td>.208*</td>
<td>.578*</td>
<td>.492*</td>
<td>.262*</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.025</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
</tr>
</tbody>
</table>

**. 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

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
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<tr>
<td>Regression</td>
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<td>243.862</td>
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</tr>
<tr>
<td>1 Residual</td>
<td>5374.192</td>
<td>114</td>
<td>47.142</td>
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</tr>
<tr>
<td>Total</td>
<td>5618.055</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
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<td>1</td>
<td>492.997</td>
<td>57.339</td>
<td>.000*</td>
</tr>
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<td>1 Residual</td>
<td>980.157</td>
<td>114</td>
<td>8.598</td>
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<td>Total</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
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<td>.000*</td>
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<td>1 Residual</td>
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<tr>
<td>Total</td>
<td>1974.731</td>
<td>115</td>
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<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig. (2-tailed)</th>
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<td>17.733</td>
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<tr>
<td>Total</td>
<td>2170.317</td>
<td>115</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 
H01 is rejected and H1A 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 & 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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