

# A Study on Flexi time as a Retention Technique in Organizations

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## Abstract

Employees are the most important, valuable and productive asset of an organization and retaining them is one of the toughest challenges for the managers. Turnover is a great problem and that is the reason that a lot of effort is put for the employee's retention. When an employee leaves an organization, he/she takes the culture, values, skillset with him/her which can be tapped by the competitors and that is something no company likes to happen with them. And to satisfy employees retention strategies can be recognizing and rewarding employees, providing flexible work arrangements, improving work culture, providing training and so on. In this paper I've focused on Flexi Time, one of the flexible working practices and try to find does Flexi Time has an impact on retaining employees and if do, what is the percentage of retention.

**Keywords:** Employee Retention, Flexible work arrangements, Flexi Time, Retention Strategies, Employee Satisfaction.

## Introduction

Flexible working practices are now often utilized to help them compete with other firms in getting the best works.

Flexible working practices:

- Flexi time
- Job sharing
- Flex leave
- Flex career
- Flex place

Organizational culture, macro environment and human resources management

can influence the effectiveness of each type of flexible working practice in employee retention. Not all the time monetary factors such as salary, bonus and allowances satisfy employees, although they are important, non-monetary benefits including flexible working are increasingly being used as a tool in managing employee turnover. Flexible work schedules offer benefits such as less stress, more job enrichment, lower absenteeism, greater job satisfaction and higher productivity.

Generally, flexibility has been viewed as almost unimaginable in ventures where

workers should actually appear for their positions. In any case, work flexibility isn't just about hours or area. As Accenture's Silverstone expresses, "**Flexibility isn't just about work hours. It's about choices.**"

Flexible scheduling gives hourly specialists command over their timetables, which incorporates refreshing planning inclinations, trading shifts, or adding more hours.

By giving specialists command over when and how they work, associations can enable their work force with the flexibility to refresh their booking inclinations in light of their necessities for example as guardian or other homegrown commitments change, booking around class or different positions, trading shifts, or adding more hours. Also, organizations are tracking down that flexible booking (in some cases called worker first planning) can work on the usefulness and satisfaction of hourly representatives.

## What Drives Employee Retention?

On the off chance that staff satisfaction is a system, what includes it? We can consider the primary drivers of workforce retention:

- Work environment Flexibility - Creating a flexible workplace to assist individuals with giving their all work.
- Work-life Flexibility - Offering benefits so your employees are by and by and expertly satisfied.
- Vocation Flexibility - Training and improvement chances to assist your employees with filling in their work.
- Customized Experiences - Making employees feel like they are being heard and taken care of in the organization.

Every one of these things assists drive with employee satisfaction in an

organisation. Furthermore, it is the obligation of the HR division to assist with making the practices, drives, and arrangements, that assist with understanding every one of these drivers to keep employees around for longer.

## Research Objectives:

- To understand the requirement for flexitime.
- To analyse the benefits of flexi workplace.
- To verify the impact of flexitime on retaining employees.
- To understand the flexitime and flexi workplace as a retention technique.

## Scope of Research:

- This paper focused on one parameter of flexible workplace that is flexi time as a retention technique in IT organisations, so in future if required to focus on any other parameter of Flexible workplace then this can help them to how to proceed and areas to focus on. Moreover, it can be applied to manufacture industries and non-IT organisations.

## Research Design

This is a **descriptive paper**, analysed what employees are expecting from organisation like flexible workplace or flexi time or hybrid model of working or remote working to have a work-life balance in this digitalised world. And what organisation should provide to control attrition rate i.e., to retaining employees, after a survey we found that employees are expecting flexi time and they would remain in organisation if it provides flexi time.

## Sampling Plan:

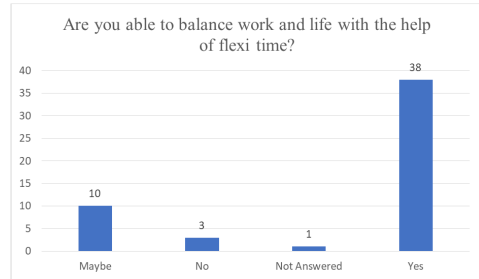
I've chosen employees working from IT organisations like Accenture, Cognizant Technology Services, Capgemini, ADF data Science Pvt ltd, HCL, Tata Consultancy Services as sample size, Ernst nd young.

3	NO	3	5.76
4	NOT ANSWERED	1	1.92

Seventy three percent of people out of fifty-two people are able to balance work and life with help of flexi time.

## Data Collection Details

Data is collected through administering questionnaire to the respondents which is designed exclusively for the research work. Data has been collected from 52 employees and 20 employers working in different IT industries. Out of them 38 were age of 21-30 and remaining were age of 31-40, where 39 were males and 13 were females. Where 30 employees thought or have an intention to remain in organisation if it has flexitime.



**FIG-1:** Are you able to balance work and life with the help of flexi time?

## Data Collection Instruments

A questionnaire was designed and circulated to employees working in IT organisations. The following is the some of important data gathered from employees.

**Sampling technique:** Convenience sampling technique.

Avail of flexi time in organisations helps employees to have work-life balance that in turn gives employees a satisfaction and can focus more on work during working hours which lead to increase in efficiency or productivity of employees.

**TABLE-2:** Did you observe any performance change within you after and before flexi time?

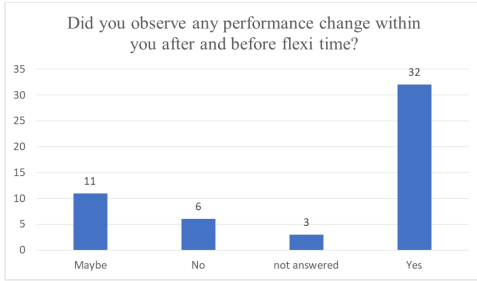
## Tables and Figures

**TABLE-1:** Are you able to balance work and life with the help of flexi time?

SI	No.	Attributes	Responses	Percentage
1	YES	38	73.07	
2	MAYBE	10	19.23	

SI	No.	Attributes	Responses	Percentage
1	YES	32	61.53	
2	MAYBE	11	21.15	
3	NO	6	11.53	
4	NOT ANSWERED	3	5.76	

Even there is change in performance after providing flexitime mechanism in organisations, as we can see the above table shows that sixty one percent have observed performance change.



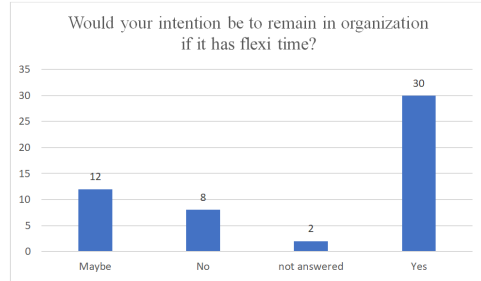
**FIG-2:** Did you observe any performance change within you after and before flexi time?

Every organisation seeks to float in profits and compete with competitors in this oligopoly market structure, to experience profits employee’s productivity is crucial one, productivity is performance of employees. This bar graph shows even there is change in performance of employees because of providing flexi time to them. So, if there is increase in performance of employees then organisation can experience profits.

**TABLE-3:** Would your intention be to remain in organization if it has flexi time?

SI	No. Attributes	Responses	Percentage
1	YES	30	57.69
2	MAYBE	12	23.07
3	NO	8	15.38
4	NOT ANSWERED	2	3.84

Fifty seven percent of people said that they would remain in organisation if it has flexitime, so implementation of flexi work arrangements can help organisations to control attrition rate.



**FIG-3:** Would your intention be to remain in organization if it has flexi time?

Here we can see the intention of employees to remain in organisation if it has flexi time. This says that employees are expecting flexible work arrangements so that they are satisfied.

**TABLE-4:** Did you remain after organization providing flexitime?

ATTRIBUTES	RESPONSES	PERCENTAGE
No	6	20.00%
Not Answered	2	6.67%
Yes	22	73.33%
<b>Grand Total</b>	<b>30</b>	

We can observe that twenty-two people (i.e., seventy three percent) remained in organisation after organisation implementing flexi time out of thirty employees who had intention to remain, where seventeen were male and thirteen were female.



**FIG-4:** Did you remain after organization providing flexi time?

## Statistical Package: Correlation

I've chosen correlation to verify the intention of employees to remain if organisation has flexitime and employees remained after providing flexitime has positive correlation or negative correlation. So here variable 1

(x) is intention of employees to remain and variable 2 (y) is employees remained.

Where x=30 (variable 1)

y=22 (variable 2)

n=52 (sample size)

$$\begin{aligned} \text{Correlation } (r) &= \frac{n\epsilon xy - \epsilon x \epsilon y}{\sqrt{(n\epsilon x^2 - (\epsilon x)^2) * ((n\epsilon y^2 - (\epsilon y)^2))}} \\ &= \frac{(52) * (660) - (30) * (22)}{\sqrt{((52 * 900) - 900) * ((52 * 484) - 484)}} \\ &= \frac{34320 - 660}{\sqrt{(46800 - 900) * (25168 - 484)}} \\ &= \frac{33660}{\sqrt{45900 * 24684}} \\ &= \frac{33660}{\sqrt{1,13,29,95,600}} \\ &= \frac{33660}{33660} \\ &= 1 \end{aligned}$$

Therefore, the employee's intention to remain if organisation has flexitime and employees actually remained when provided flexitime has positive relationship. This states that providing flexi time is one of the factors to retain employees in organisations.

like if organisation provides flexi time employees would remain or they would leave the organisation.

**H<sub>0</sub>: If organization offers flexi time benefit, then there are high chances of retaining employees**

**H<sub>1</sub>: If organization don't offer flexi time benefit, then there are less chances of retaining employees**

## Chi-Square

Here I'm relating whether flexi time and retention of employees have any relation

**TABLE-5:**

Sl. No	Choice	Expected Number	Actual Number
1	Employees	30	22
2	Men	17	8
3	Women	13	9

$$\chi^2 = \left( \frac{(22-30)^2}{30} \right) + \left( \frac{(13-17)^2}{17} \right) + \left( \frac{(9-13)^2}{13} \right)$$

$$= 2.134 + 0.941 + 1.230$$

$$= 4.305$$

And degrees of freedom ( $d_f$ ) =  $K-1 = 3-1 = 2$

And  $\alpha = 0.05$

\* The tabulated chi-square value when  $d_f = 2$  and  $\alpha = 0.05$  is 5.991

\*  $4.305 < 5.991$

I.e., calculated value is less than tabulated value

or

Through probability: -  $P(\chi^2 \geq 4.305) > 10\%$

\* It is greater than the significance level ( $\alpha = 5\%$ )

I.e., Null hypothesis is accepted.

\* If organization offers flexi time benefit, then there are high chances of retaining employees.

## Conclusion

Up until a couple of years prior, pay was ruler of the profession choice stepping stool. Whether holding current employees or employing new ability, cash was a definitive element while picking one organization over another. However, salary is no longer the top priority when it comes to employee benefits.

Work flexibility will become one of the most crucial benefits that organizations

offer to retain employees. Flexible work schedules can be a powerful tool for both recruiting and retention. Flexi time and related programs helps to get things done like employees' satisfaction and even retain them, cultivate female leaders.

To identify flexi time and retention have any relation, I've adopted correlation and chi-square hypothesis test. After collecting responses from 52 employees of different IT industries it was found that under correlation the employee intention to remain if has flexi time and employees remained after providing flexi time have positive correlation (i.e.,  $r=1$ ). And under chi-square hypothesis test it resulted that tabulated chi-square value is greater than calculated value, that is to accept null hypothesis which states if organisation has flexi time, then it can retain employees.

Steps of implementing flexi time can benefit all organisations in one or other way, it shouldn't be considered something useful for only certain categories of professionals like parents, organisations should look at it as essential part of their employee retention strategy and a way to increase motivation and productivity, flexible working can create a more attractive working environment in organisations and increase employee satisfaction and lower overhead cost. As its not that easy to fill a position of talented employees once they leave organisation its better to give priority to employees' satisfaction than recruiting and training them again which gives an extra cost to organisations and since there are enormous industries its HR managers responsibility to retain talented employees and always look after employee satisfaction and keep motivating them in case of any problems.