

Managerial Skills for Interpersonal Dynamics

Professor. Santosh Rangnekar

Department of Management Studies

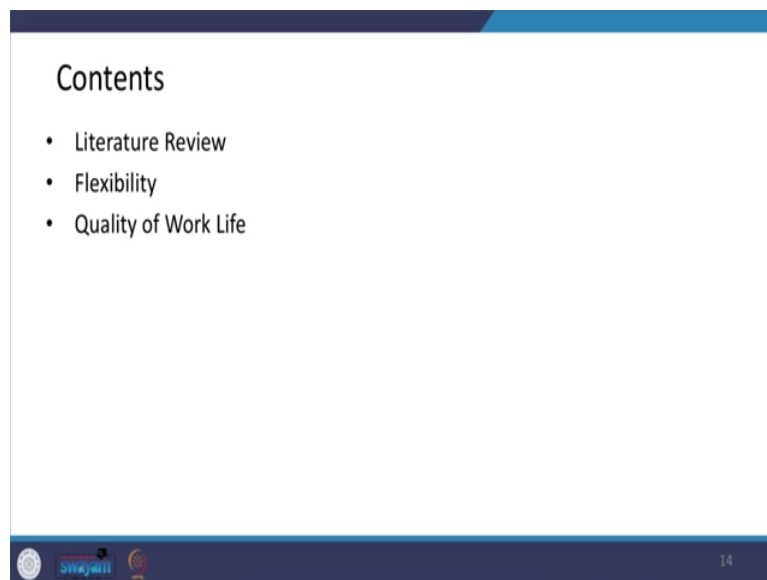
Indian Institute of Technology Roorkee

Lecture-57

Flexibility, Quality of Life and Work Family Enrichment - II

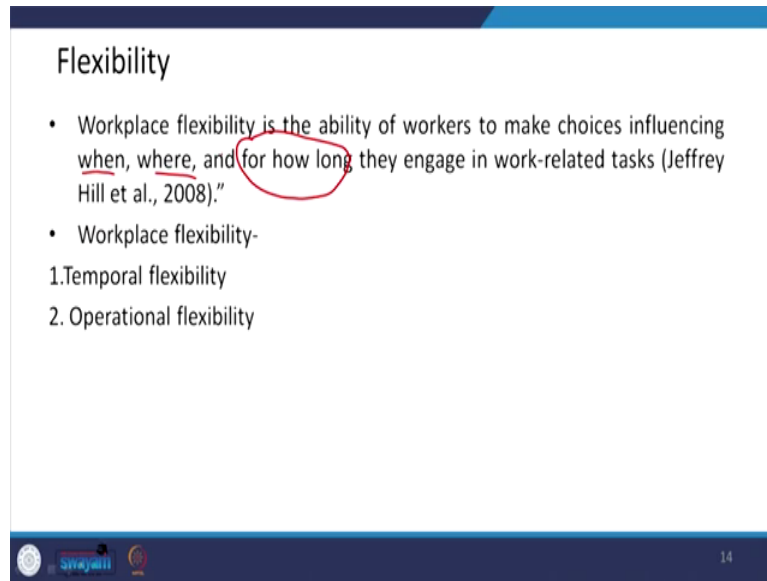
In our last session, we have seen that is the how Work and Family Enrichment, what it means and what are the different practices are there in the Work Family Enrichment. And now a days when we are talking about the dual income families, where the husband and wife both are working then definitely it becomes a very-very important, that is how to balance at the workplace also and the family also.

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So, in continuation of that particular session, in this session I will like to take the first dimension that is about the flexibility. Now, in factor when we are talking about the managerial effectiveness in managerial effectiveness it becomes the Productivity Flexibility and Adoptability is there. So, one should be the very good change agent and one can be the good change agent only when there is a flexibility in that particular personality.

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Flexibility

- Workplace flexibility is the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks (Jeffrey Hill et al., 2008)."
- Workplace flexibility-
 1. Temporal flexibility
 2. Operational flexibility

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So, workplace flexibility is the ability of workers to make choices influencing when, where and for how long they engage in work related task. So, it is very-very interesting to note that is the whenever we are talking about this work family enrichment then it is the it is a decision, decision of the worker that is the when, where and for long they are engaged.

So, you will find that is the some employees they are very particular about the timings and they come on time and they leave on time, while in the case of the other aspect you will find that is the there are some employees those who are working for the long overs and then it is effecting this their the family life.

So, therefore in that case, it becomes important that is the what should be the workplace? Where you are supposed to work? And then many times it has been since that is the many people they give the priority to their home town and if they give the priority to their home town, it means that, that is the they are not going to may be the better places as per as the carrier is concern.

Now, question arises, what is right and what is wrong? So, when we talk about the societal aspects, so in societal aspects definitely to build the society the cohesiveness in the family is very-very important. But when we talk about carrier building, then it question arises, that this for the building the carrier one can go out or not?

So, these becomes the where is becoming very-very important. So, one is required to understand is personal limitations and a professional growth and then he has to create that balanced and in that balancing the flexibility is very much required. The another important aspect is that is the time management, that is how do you manage the time. If you are able to manage the time then in that case you will be starting at the right time and ending at the right time is there.

And wherever there is a more work load is there and then the demand is more, then in that case the help of technology can be taken if possible. So, practically we have to find out the solutions to the problems, that is the what are the different solution are there sometimes you have to intake the use of technology, sometime you have out source, sometimes it is the flexible working hours.

And therefore in that case as you the get the opportunity at your place, you can opt for the solutions. What is suggested is that is the a balance is require naturally a balance is require and in that balance it becomes very-very important, that is you are engaged in the work literate tasks as per the social conditions and the work conditions allow to an employee and but only these important point in this slide is that is the be creative, be innovative.

Because all of us are facing this particular problem where we are having that problem of that is how they can engage in the work related task is there. Theoretically workplace flexibility is explain in to the two that is a temporal flexibility and the operational flexibility is there.

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Literature Review :- Flexibility		
Author & Year	Country	Findings
(Skinner & Pocock, 2011)	Australia	Female employees reported to seek flexible work options more frequently as compared to their male counterparts. The number of kids and also the age of kids also played a significant role in determining the frequency to use flexibility for females while Child rearing had no effect to men's rate of request for flexibility.
(Bohen & Viveros-Long, 1981)	USA	Flexibility in schedule has a positive relationship with time devoted to housework. It implies that utilizing flexibility at workplace an employee is more likely to meet home domain commitments well.
(Allard, Haas, & Philip, 2007)	Sweden	Managers who were also fathers with access to flex leave indicated to have satisfaction with job flexibility reported to have lesser level of work-family conflict.

So, in the case when we talk about the literature for this flexibility then of course it is talking more about the operational flexibility. In the operational flexibility it is talking about that is the at the workplace basically, sometimes is because I want to connect it with the social aspect also we are considering the flexibility in the context of the work family enrichment.

So, therefore the temporal flexibility also works sometimes. For example putting the child into (())(05:48) are getting the in-laws in to at home from the if they are into the other city you ask they request then there should come and stay with you and then they accept your request and there social support basically, that social support you get from your family members relatives and therefore the temporal flexibility that can be also can be help in the work family enrichment.

But as per as the operational flexibility is there we will see some more research papers and then find out that is the how we can manage the operational flexibility. Skinner and Pocock in 2011 in Australia, there their findings are, 'Female employees reported to seek flexible work options as I was mentioning', so though this studies from Australia but you will find that is the yes we it is the same condition in overall at the global level, where the females employees because there are having the basic understanding of the families responsibility and they are going to take care of their family.

So, employees reported to seek flexible work options more frequently as compare to their male counterparts. So, therefore in that case they are said to be the flexible work options virtual flexible options because for example the kids, kids are going in the morning, so they will like to see that is the everything is done, breakfast is done, that tiffin to the husband is given and then are they are free and now they want to work.

The number of kids and also the age of kids also played a significant role in determining the frequency to use flexibility of females, while child rearing had no effect to men's rate of request for flexibility. So, therefore in that case it is very very clear, it is the, it is not the only the kids, but it is also the number of kids.

So, therefore number of kids also became very very important, because then your social the response the female social responsibility is increasing. And then if the social responsibility is increasing then it will be difficult to manage the workplace. And another important is I was giving the example of the (())(08:15) the kids that is the what is the age of the kids is there.

In India now the another scenario is there, that is now there most of the children they are single so therefore that is the they are going abroad for USA, Europe and as result of which the parents are alone and the husband is busy at the workplace and the mother is alone at the at home.

And she may not be the housewife, she may not be the sorry or the working women and therefore as a housewife she finds difficulty because the husband is at workplace and her child is in abroad and now what to do? Therefore, this type of the issues that promotes, encourage the housewife that is to take certain task, so many of them they opt in India for the social services but some of them may look for the carrier at that age.

Because that carrier of work, so it is not necessarily always be the monitory aspect but is the question of the contribution keep yourself busy. And then how to keep yourself busy and those options that has to be explore. And everybody explores with the help of their social connect and the social need based.

While child rearing had no effect to men's rate of request for the flexibility. And but as we find in Indian culture the male is supposed to do the job and therefore he has to go at the workplace and this type of issues are less with the male counterpart as compare to the female counterpart in India.

Bohen and Viveros-long in 1981 the from USA studied that flexibility in schedule now the time management has a positive relationship with the time devoted to the house work, it is a very very important, however this study is coming from the USA but the issue is common and applicable to all that is the how to develop the schedule.

Because the some members they are going early and coming early, some members are going late and coming late and therefore that the lady housewife has to manage the all timings and as a result of which that is the how to then manage the work if there wife there lady is there working lady, so therefore in that case it is the her flexibility and the flexibility at the workplace that will help the housewife or the working ladies to attract at the workplace and give their contribution and then not working for a fix hours.

It implies that utilizing flexibility at workplace an employee is more likely to meet home domain commitments a well. So, therefore as lady mention that is a utilizing the flexibility while as per the convenience at workplace and employee is more likely to meet the home

domain commitments very well. So, naturally we can understand that is the commitments homes can be also well taken. The 3rd study, Allard Haas and Philip 2007 in Sweden, Managers who were also fathers with the access to flex leave indicated to have satisfaction with the job flexibility reported to have lesser level of work family conflict.

So, therefore the for the male counterpart also there is a demand, demand at the workplace but if the male counterpart is busy from since morning to night then definitely there will be the work family conflict will be there because there is time is require, it is not that you are earning a lot but it is your physical presence at home is also required to the family members, because they are the having the so many psychological needs. And therefore in that case that particular support for their particular support your physical presence is for by of the male counterpart is also becoming very very important.

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Author & Year	Country	Findings
(McDonald & Guthrie, 2005)	Australia	The findings direct that as a result of flexibility at work place employed mother are more likely to spend greater number of hours with children and family and take care of home responsibilities well.
(Hill, Ferris, & Martinson, 2003)	USA	Telecommuting enables employees to spend more number of hours in housework.
(Silver, 1993)	USA	As a result of telecommuting, employees spend more time at home which further leads to more spousal interaction and with other family members.
(Winett et al., 1982)	USA	Schedule flexibility has a positive relationship with time spent with family members. Thus, as a result of flexibility in schedule the employee manages work and home domain in such a way resulting into spending greater quality time with family members.

McDonald and Guthrie in 2005 is talk about that the result flexibility workplace employed mother are more likely to spend greater number of hours with children and family and take care of home responsibilities as well. So, this is also the another of finding which is supporting that is the flexibility at workplace for the employed mother is more likely to spend great number of hours with children and family.

Now, you see that is also a very bigger social challenge that is when your kids are growing the employed mother is also required at home and then that her presence at home naturally will prefer to have the flexible working hours. Hill, Ferris and the Martinson in 2003 in USA in that study the author say have findings found that telecommuting enables employees to

spend more number of hours in the housework. And therefore in that case when we are talking about the virtual working hours, when we talk about the help of technology and then that will becoming the more supporting.

So, therefore more tech-savvy is the environment more tax savvy is the support to the employed women then definitely it will having them making them employees to spend more numbers of hours in house work. And this is not only applicable to the women employees. This is also applicable to the male employees.

Because when we are talking about the telecommuting enables employees to spend the more number of hours in the housework then definitely in that case that is becoming the applicable to both male and female and therefore in that case are the parents both are employed and if they are having the telecommuting facility at from their home then that will definitely enable them to spend more time at their home.

Another study by Silver in 1993 USA as a result of telecommuting employees spend more time at home which further leads to more spousal interaction and with other family members. Here I was still focusing on the need and requirement of the children only. But in this particular study they have mention it is the the need the support for this spouse that will be also increase, but natural when this spouse is at home, so then it will support the family members and as they and this spouse interaction will also increase and when there will more interaction a communication will be there then definitely that will give the social support to the spouse.

Winett et al. in 1982 from USA the findings are schedule flexibility has a positive relationship with time spend with family members. Thus as result of flexibility in schedule the employee manages work and home domain in such a way resulting into spending greater quality time with the family members.

So, therefore in that case it may be finding the similarly same finding almost as compare to the previous studies that is the schedule flexibility that will be preferred at work place, here why the employer, employer are scared of providing the flexible working hours, the threat with this type of findings are that is if your employee is sincere then he will be able to manage through telecommunicating or the with the flexible working hours, or this schedule flexibility, he will be able to manage the work from home.

But, if your most of the employees they are not able to manage their work from home and they will get more involved into the responsibilities of the home rather than the work also and then it will be difficult to control the work discipline. So, therefore this particular threat that is if the person will be at home whether he will work or he will not work.

In that case it becomes very very important that is the one has to take care these type of facilities are to be properly utilized. If this type of facilities are not properly utilized then in that case it will become very difficult to provide this type of facility like the schedule flexibility, flexible working hours and all.

And it will be important that is the we are having that particular aspect of the discipline, that employee engagement and employee commitment that will becoming the very very important. And if the employee engagement and employee commitment are done then definitely in that case this type of the schedule flexibility that will be helpful to the at the workplace.

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The slide is titled "QUALITY OF WORK LIFE". It contains a bullet point defining QWL as "employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace" (Sirgy et al., 2001). A red arrow points from the underlined word "participation" to the handwritten text "work culture" and "Delegation & decentralization". The slide also features a Swayam logo and the number 17 in the bottom left corner.

Now, the another dimension that is the quality of work life. So, in work life enrichment it becomes very important that is the what is the quality of work life. Now, first we have to understand that is the as a menagerie aspect what type the quality of work life is required? So, quality of work life will be require the first that is the delegation and decentralization, if at when we talk about the quality of work life it is a very very important that job satisfaction will come only through when the work culture, that particular work culture that promotes

work culture promotes, work culture that promotes the delegation and decentralization definitely these will be the examples.

Because when we see the definition of quality of work life, it is an employee satisfaction with a variety of needs through resources, activities and outcomes stemming from participation in the workplace. So, therefore in that case these resources and invariably the people will you may find the managers are keep on talking the shortage of the man power.

But the time has come, that is we have to identify, can if we do not have the man power can we do that particular work with the help of machinery or technology? And if we are able to do that particular work with the help of the technology then we will be able to manage those resources will be there.

Now, the activities, what type of activities? Now, you see that is the for the young generation, if the activity is monotonous then definitely that will not create the satisfaction. After sometime the person will get bored and then he will try to search the another job, so therefore we had to see that is what type of the activities in which the employee is involve, if the activates are the energetic, enthusiastic, interactive then definitely in that case it will be the very very useful that is the the person will satisfied and happy and he will remark that is the he is having are good quality of work life.

Another important point is it is not that is you are using the only hands of the employees, it is also important you are using his talent and the talent can be use with the instrument with the help of the participation in the workplace. So, therefore in the case of the participation we should allow, involve them, it is a philosophy of inclusion I have talked inclusion in the expectations also.

So, this is expected by the employee, that is the he should be include into that particular whole process of business and he can contribute significantly, for this purpose that is the participation in the workplace is important. So, when we define the quality of work life as per as Sirgy is concern, it is the employee satisfaction from a variety of needs through resources, through activities, through outcomes, which are based on the participation.

So, when he says that is outcome is the my baby, this is my brain child, so that in that case it becomes very important that is the employee has been involved. And therefore if he is involve this type of resources that can be mentions.

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Dimensions	Examples
(1) Health and safety needs	Safety at work and job related health benefits.
(2) Economic and family needs	Sufficient wages, Job security, sufficient time from work to attend to domestic needs.
(3) Social needs	Positive social interactions at work place and time to relax from work(leisure experience)
(4) Esteem needs	Appreciation at workplace and outside such as best performance award.
(5) Actualization needs	Realization of one's potential within the organization and also as an expert.
(6) Knowledge needs	Learning of professional and job skills.
(7) Aesthetics needs	Creativity at work and personal creativity and general aesthetics.

Now, we will take one by one the dimensions of the quality of work life. First and fourth most is the health and safety needs, I recall here, the factories at 1948 and we know that is the health and safety provisions are given from 11 to 20 and 21 to 41 safety needs and 11 to 20 are the health needs. So, in the beginning of the labour laws, when we are talking about the work conditions, so at the workplace when we talk about the quality of work life, so in quality of work life which will give the satisfaction required the good hygienic conditions, that is the what related health benefits are there and health precautions are taken.

However, now industries has gone much above and ahead, what have is been given in the health benefits under the factory z and the safety benefits given under the factory z. So, if the person is feeling the safe at workplace and then he is having the health benefits, definitely he will mark quality of work life at a high level.

The another provision in factory that is given and that is given about the welfare, that is a economic and family needs, so sufficient wages, job security, sufficient time from work to attend the domestic needs as we have seen in the flexibility that will help the about the quality of work life through the economic and family needs.

So, when employer is able to provide that those economic and family needs, then definitely with the help of the taking care of his economic requirements good pay scale and then there is a flexibility at workplace he will be getting the quality of work life. Here the third factor that is a social needs, the social needs are actually that is a emotional support, positive social interactions at workplace between those specially the superior and subordinate, if superior

appreciates and subordinates performs its duties then definitely a very good tuning will be there into this superior and subordinate.

And when there will be proper tuning between the superior and subordinate, so there will be the exchange, exchange of the support of social needs. So, those positive interactions at workplace and time to relax from the work leisure experience that will help to create the quality of work life. Then as per the Maslow's we are going, so that is the esteem needs, appreciation at workplace an outside such as best performance award is there.

Talking about the good about your subordinate, talking about the good about your superior and when the superior and subordinates comes to know that is the his boss has his subordinate has appreciated him admiring him at the public place that is making the highly motivated. Actualization needs are potential within the organization also as an expert.

The very very important need at workplace that is a knowledge needs, learning of provisional and job keys, now it is the young generation especially they want to be very competitive, because the world is competitive, demand is competitive, so the your old knowledge is skill that will become obsolete with the period of time.

So, if you want to be the competitive, you have to gain more and more knowledge and if you are a knowledge worker, you are learning the more professional skills and job skills and as a result of which you find that is the person is becoming the higher level of knowledge worker. So, knowledge worker level 1, 2, 3, 4, 5 and when there is knowledge needs the training and development, if the training and development is provided at the workplace then that will be the really the actualization needs are satisfied, knowledge needs are satisfied.

Then inner beauty that is the aesthetics needs, satisfaction inner satisfaction, that is I am working at this place then in that case how I can get the my recognition at workplace, how I can give the contribute to this workplace, how I can be more creative and innovative at the workplace and match that creativity and my innovativeness. I am not suppressing rather then it is been supported by the organisation and I am coming out with those my strengths, strengths have to be creative and innovative. So, creativity at work and personal creativity in general aesthetics that will be done.

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Author	Country	Sample	Findings
(Havlovik, 1991)	United States	Manufacturing plant workers	A longitudinal study was conducted on 129 workers of a manufacturing plant in US to measure the impact of quality of work life on workers. The findings revealed that quality of work life has a negative relation with reduced absenteeism rate, accidents, grievances and the turnover intentions.
(Janes & Wisnom, 2011)	United States	Hospitality employees	In order to measure the quality of work life in tourism industry, the authors conducted a study on 159 tourism sector employees. Quality of work life has a positive relationship with productivity and effectiveness of employees.
(Kanagalakshmi & Devel, 2003)	India	Textile manufacturing workers	Data was collected from 210 workers employed in textile manufacturing firm to examine the relationship of quality of work life with work related factors and demographic factors. The level of quality of work life do not vary according to the demographic variables such as public and private sector.

The last slide which I will talk to about the quality of work life and the literature view is, that is the Havlovik 1991, he has taught about that is at the manufacturing plant a longitudinal study was conducted on 129 workers of a manufacturing plant in US to measure the impact of quality of work. The findings revealed that quality of work life has a negative relation with reduced absenteeism rate, accidents, grievances and the turnover intentions.

Better, you provide the quality of work life, lesser will be the absenteeism, lesser will be the accidents, less will be grievances and less will be the turnover. Therefore employer should provide a proper work life quality of work life at the workplace, so that the people they can 100 percent give there of their potential.

Janes and Wisnom in 2011, hospitality employees this story was in the service industry, in order to measure the quality of work life in in tourism industry, the authors conducted a study and 159 tourism sector employees, quality of work life has a positive relationship with the productivity and effectiveness of employees.

So, when we talk about the quality of work life, whenever you provide the quality of work life whether in manufacturing were industry are into the hospitality industry, the findings are same. Therefore, the work life enrichment can be achieved with the help of providing the quality of work life, because when you are providing the quality of work life which I have define earlier providing the resources, providing the authenticity, providing delegation decentralization and all and that is increasing the productivity.

And that positive relationship will increase, not only the productivity, but also their personal influence, they will increase at the workplace which will ultimately create more and more the positive environment at the workplace. And finally that is the Kanagalakshmi and Devei in 2003 from India, their study was done on the textile manufacturing workers. And in textile manufacturing workers data was collected from 210 workers employed in textile manufacturing firm to examine the relationship of quality of work life with work related factors and demographic factors.

The level of quality of work life do not vary according to the demographic variables, such as public and private sector this is like becoming very-very important. So, across all the 3 studies, because in Indian India PSUs and public sectors and the private sector organisations, when we do the study the work culture that becomes different, work practice is different, but what remains common is that is the quality of work life.

So, therefore, if we are able to manage the quality of work life, that is a proper work culture, proper environment, the positivity allowing people to use their creativity and innovation, making them the flexibility of workplace, helping them to take care of the domestic needs also, satisfying those all needs including the knowledge needs and the aesthetic needs then all this parameters when we consider then definitely in that case the work life enrichment will be there.

And work life enrichment means there is a conducive environment at the workplace of very good relationship with the employee other employees at the workplace and also a very very great balance between the at home needs, domestic needs and at the work needs is there. So, I am sure that is the from this particular session we understand better the quality of work life better will be the relationship at the workplace. Thank you.