

# The Impact of Flexible Working Hours in Employee Satisfaction

SIDRA FATIMA<sup>1</sup>, DR. RAJENDRA KUMAR<sup>2</sup>  
<sup>1, 2</sup> *Amity Business School*

*Abstract- The current work environment has witnessed considerable changes with the rise of technology, globalization, and the changing needs of employees in the workplace. Among all the organizational innovations implemented to improve the quality of life and performance of employees, flexible working hours have gained prominence as a vital organizational innovation to achieve this end. Flexible working hours permit employees to manage their working schedules according to their needs while meeting their organizational demands. The current research aims to examine the effects of flexible working hours on the satisfaction of employees and assess whether this improves their morale and productivity. The research design is quantitative in nature, and the responses are based on a sample of 50 employees working in different industries.*

## I. INTRODUCTION

The modern workplace has undergone tremendous change in recent times, especially with the advancement of technology, globalization, and changing employee expectations. Traditional modes of employment, where employees had to strictly adhere to fixed working hours within the confines of the office, are slowly being redefined. Organizations, irrespective of industry, are looking at alternative modes of employment where employees can have greater freedom. Within these changing modes of employment, flexible working hours have emerged as one of the most sought-after modes, aimed at improving employee satisfaction and overall effectiveness.

Flexible working hours are arrangements where employees are permitted to vary the time at which they begin and end work, rather than strictly adhering to fixed hours. Flexible working hours include, but are not limited to, staggered hours, compressed work weeks, flexible work arrangements, and flexible allocation of time on a day-to-day basis. The fundamental concept behind flexible scheduling is that

employees are free to choose the time at which they want to work, as long as the job is done.

The growing need for flexible working hours is strongly related to the changing workforce demographics. Today, employees have multiple responsibilities, and these responsibilities may include family obligations, higher education, caregiving, and self-improvement activities. Rigid working hours may sometimes lead to conflicts of interest between work and other responsibilities, and this may lead to dissatisfaction and stress. On the other hand, flexible working hours enable employees to manage their working hours more effectively, and this may have a positive impact on overall employee satisfaction.

Employee satisfaction is one of the key concerns for any organization aiming for sustainable growth. Employees who are satisfied with their work are more likely to contribute more towards their organization. They are more likely to show higher levels of loyalty towards their organization and are less likely to show absenteeism and turnover intentions. In a competitive business environment where attracting and retaining quality human resources is key, employee satisfaction acts as a key advantage for any organization.

Work-life balance is one of the key aspects of determining employee satisfaction. Employees who are not able to balance work and life are often subject to burnout, low motivational levels, and emotional exhaustion. However, flexible working hours have the potential to reduce these work-related pressures and enable employees to manage their workday according to their priorities. For instance, parents might need extra time for their children, and those who are pursuing further studies might need extra time for academic commitments.

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Autonomy is another psychological factor influencing satisfaction. When organizations trust employees to manage their time responsibly, employees often experience increased empowerment and ownership over their tasks. This autonomy may enhance intrinsic motivation and job engagement. Employees who feel trusted and respected are more likely to reciprocate with commitment and accountability.

However, flexible working arrangements are not universally beneficial. While they offer freedom and adaptability, they may also introduce challenges. Coordination among team members working different schedules can create communication gaps. Managers may face difficulties in monitoring productivity and ensuring consistent collaboration. Additionally, some employees may struggle with self-discipline when boundaries between work and personal life become blurred.

The digitalization of workplaces has led to the fast pace at which flexibility is being adopted in the workplace. This is due to the technological tools available, such as cloud computing and video conferencing tools, which help in collaboration and communication. These technological tools have made flexibility possible in jobs that require physical presence.

The worldwide experience in remote working in the last few years has also emphasized the importance of flexibility in work schedules. It has been realized by most organizations that workers can remain productive even if they are given more control over their work schedules.

This requires systematic examination. While the benefits of flexibility appear obvious, the effectiveness of flexible working hours depends on the organizational culture, managerial support, and

employee perception. Thus, providing flexible working hours does not ensure satisfaction.

This Study Despite the increasing popularity of flexible working hours, the effect of flexible working hours on employee satisfaction is aimed at analyzing the impact of flexible working hours on employee satisfaction through the examination of the most important dimensions, namely, work-life balance, reducing stress, increasing job engagement, and improving productivity.

## II. SIGNIFICANCE OF THE STUDY

Flexible work practices have developed over time. In earlier decades, industrial organizations emphasized standard work practices for ensuring organizational efficiency. The traditional 'nine-to-five' work pattern was highly ingrained in organizational culture. This model emphasized physical presence and timing as measures of productivity.

## III. BACKGROUND OF THE STUDY

Flexible working hours mean that employees are given the freedom to choose their working hours, i.e., they can choose when they want to start and end work. This is different from having fixed working hours, i.e., working from 9 AM to 5 PM and so on. This idea of flexible working hours gained popularity towards the end of the 20th century and gained more traction during the COVID-19 pandemic.

Traditionally, workplaces were based on fixed working hours and attendance policies. However, over time, it was understood that employees had other responsibilities too, such as family, health, and education. To address these concerns, workplaces began adopting flexible working hours and remote working.

Key Background Points:

Work-Life Balance Movement:

In the 1980s and 1990s, research began showing the significance of work-life balance. Flexible working hours were considered a way of reducing work-related stress and burnout.

Technological Advancement:

The expansion of the internet, laptops, and communication technology helped employees work from different locations and at different times.

#### Changing Workforce Demographics:

The increase in female participation and dual-income households created a need for flexible work schedules.

#### Employee-Centered Management:

Modern work organizations moved beyond supervision and evaluation based on attendance at work and focused more on performance-based evaluation.

#### COVID-19 Pandemic Impact:

Due to the pandemic, many organizations had to adopt flexible and remote working styles. Employees who were exposed to flexibility were satisfied with it and wanted to continue working flexibly.

#### The Impact of Flexible Working Hours on Employee Satisfaction

Flexible working hours mean employees can choose their starting and ending times instead of following a fixed schedule. This system has become more common in modern organizations.

#### Positive Impacts on Employee Satisfaction

- 1. Improved Work-Life Balance**  
Employees can manage personal responsibilities (family, health, education) along with work. This reduces stress and increases happiness.
- 2. Reduced Stress and Burnout**  
Flexible hours allow employees to avoid peak traffic, manage personal time, and work at their comfortable pace. This improves mental well-being.
- 3. Higher Motivation and Commitment**  
When employees feel trusted and given freedom, they feel more valued. This increases job satisfaction and loyalty to the organization.
- 4. Increased Productivity**  
Employees can work during their most productive hours, which improves performance and satisfaction.
- 5. Lower Absenteeism and Turnover**  
Satisfied employees are less likely to take unnecessary leave or leave the organization.

#### 2. Negative Impact (If Not Properly Managed)

##### 1. Communication Problems

Different working hours may create difficulty in team coordination and communication.

##### 2. Difficulty in Supervision

Managers may find it challenging to monitor employees' performance if proper systems are not in place.

##### 3. Blurred Work–Life Boundaries

Sometimes employees may work beyond normal hours, which can lead to exhaustion and reduce satisfaction.

### IV. LITERATURE REVIEW

#### Impact of Flexible Working Hours on Employee Satisfaction

Flexible working hours have been researched and analyzed by various researchers in the field of human resource management and organizational behavior. The impact of flexible working hours on employees' satisfaction and performance has been studied by various researchers.

Frederick Herzberg, in his Two Factor Theory (1959), proposed that job satisfaction is influenced by various motivational factors such as recognition, sense of responsibility, and achievement. Flexible working hours enhance the sense of responsibility among employees, which positively influences job satisfaction.

The Job Characteristics Model proposed by Hackman and Oldham (1976) emphasizes the importance of autonomy as a factor for increasing job satisfaction among employees. Flexible working hours give employees more autonomy to manage their working hours, which positively influences internal motivation and satisfaction among employees.

Kossek and Ozeki (1998) found a strong correlation between work-family balance and job satisfaction among employees. The study concluded that flexible working hours positively influence employees' well-being and attitudes towards the organization by reducing the conflict between work and family life.

A research conducted by Hill et al. (2001) indicated that employees with flexible working arrangements

reported higher productivity and lower stress levels compared to employees with fixed working arrangements. The research highlighted the significance of flexibility in improving both organizational and employee satisfaction.

After the COVID-19 pandemic, several researchers have pointed out the significance of flexible work systems. According to research findings, employees who have experienced flexible/hybrid working arrangements prefer to continue with the arrangements as they reduce work-life stress and commuting stress.

However, some research findings have highlighted certain difficulties associated with flexible working arrangements. According to some research findings, without proper communication systems in place, flexible working can lead to isolation and work-life balance.

## V. CONCLUSION

Flexible working hours have a significant positive impact on employee satisfaction. They help employees maintain a better work-life balance, reduce stress, and increase motivation. When employees are given flexibility, they feel trusted and valued, which improves their morale and commitment to the organization.

Research studies and management theories also support that autonomy and work-life balance are important factors in improving job satisfaction. Flexible schedules not only enhance employee well-being but also increase productivity, reduce absenteeism, and lower employee turnover.

However, for flexible working hours to be effective, organizations must ensure proper communication, coordination, and performance monitoring. With clear policies and supportive management, flexible working hours can create a satisfied, motivated, and productive workforce.

In conclusion, flexible working hours play an important role in improving employee satisfaction in modern organizations. By allowing employees to choose their working time within given limits, organizations create a supportive and employee-friendly work

environment. This flexibility helps employees manage both personal and professional responsibilities effectively, which reduces stress and improves overall well-being.

Flexible working hours enhance the sense of autonomy, responsibility, and trust among employees. When employees feel that they are trusted by their organization, their motivation level and organizational loyalty increase automatically. Hence, job satisfaction will increase, leading to better performance outcomes. Flexible working hours will also minimize absenteeism and turnover rates among employees. Employees will not want to quit an organization that respects their needs and provides flexibility in their work schedules. This will benefit both employees and employers, as organizational stability will be maintained.

However, flexible working hours should be managed effectively to avoid negative outcomes such as reduced teamwork or feelings of isolation.

In conclusion, flexible working hours are a very potent tool to increase employee satisfaction in an organization. When implemented effectively, it will bring about a positive organizational culture and success to the organization.

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