INTRODUCTION

The rise of the IT industry in India must be understood within the larger political Economic context, as an outcome of globalization, the spread of new information and Communication technologies (ICTs), and the liberalization process. While the IT industry is widely regarded as a model for India’s development, due to its concentration on the export of software and IT-enabled services, it is largely an enclave economy that is closely linked to the global economy but has few substantial linkages to local, regional and national economies. This has implications for the nature of employment generated by the industry and its wider social and cultural ramifications. The software outsourcing industry is situated within the global informational economy primarily as a provider of low-end services, and this position has shaped the nature of the employment that has been created in this sector, in this regard fourth-fifth of Indian companies are offering flexible working for their employees.

The Indian IT sector employs millions of people. But how many are lucky to find the best employers and the best workplaces? A great workplace ensures that employees have freedom to execute their ideas and enjoy the work they do. Employees yearn for appreciation and a congenial environment to work. But aimed the tight schedules and high sales and revenue targets, how many companies actually keep employees happy and help them maintain a work-life balance? Where Flexible working hours is the new mantra for working people, which seem to be having a positive impact on the productivity front. Employees see it as one of the best perks to come their way. As companies realize the benefits of flexible timings, they are amending their HR policies to offer various options to the employees. (1) Flexible working hour’s arrangements studies staggered start and finish times and accrued time (also known as flex-time). Staggered start and finish times enable employees to choose their time of arrival and departure within the limits set by their relevant Award, i.e. the ordinary spread of hours (e.g. 6.00am to 6.00pm Monday to Friday) and subject to any further restrictions imposed through organisational core hours, i.e. designated periods of time during the day when employees are required to be at work (e.g. between 10am and 4pm). Accrued time is any authorised hours worked in excess of an employee’s standard working hours requirements (e.g. 7.25 hours a day or 38 hours a week), which are worked within the ordinary spread of hours (work performed outside the ordinary spread of hours may attract overtime or time off in lieu (TOIL) dependent on award provisions).

In today’s competitive business environment, organizations can no longer afford to waste the potential of their workforce. There are key factors in the employee’s workplace environment that impact greatly on their level of motivation and performance. The workplace environment that is set in place impacts employee morale, productivity and engagement - both positively and negatively. It is not just coincidence that new programs addressing lifestyle changes, work/life balance, health and fitness - previously not considered key benefits - are now primary considerations of potential employees, and common practices among the most admired companies. In an effort to motivate workers, firms have implemented a number of practices such as performance based pay, employment security agreements, practices to help balance work and
family, as well as various forms of information sharing. In addition to motivation, workers need the skills and ability to do their job effectively. And for many firms, training the worker has become a necessary input into the production process.

The work place environment in a majority of industry is unsafe and unhealthy. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment are prone to occupational disease and it impacts on employee’s performance. Thus productivity is decreased due to the workplace environment. It is a wide industrial area where the employees are facing a serious problem in their work place like environmental and physical factors. So it is difficult to provide facilities to increase their performance level. Further HRM & employment flexibility, flextime on HRM practices, work arrangements is a critical resource for maintaining job satisfaction and quality of life among employees, according to a recent survey. Because of the many benefits managements encourages and supports flexible work arrangements when they meet the needs of both the organization and the individual.

Work arrangements define when, where, and how work gets done. Flexible work arrangements are alternatives to the traditional “9-to-5” workday, the standard workweek, or the traditional workplace. Flexibility enables individuals to make adjustments to changing circumstances. These alternatives can assist employees in balancing work, personal commitments and retirement planning, while meeting business needs and objectives. Additionally, supervisors/managers can use flexible schedules as tools to promote productivity, enhance job satisfaction, and develop management and leadership skills. These same alternatives can enhance recruitment and retention of valuable employees.

Interestingly, today’s workplace is characterized by two opposing trends. On one hand, employees are given leeway in the way they dress and act. On the other hand, the management’s tendency to micromanage has increased. Though the two are different aspects they are certainly related. The possible explanation for the increased tendency to micromanage is because of the fact that the young workers certainly do not present a picture as serious, dedicated workers in the way they dress, speak and act. The management must take an active role to not only define the physical environment of the workplace and make it conducive for workers, but also alter the management style to suit employees. This refers to changing aspects like ethics, behavior, commitment, professionalism, drive and interpersonal relations in employees. Today’s manager has to change his style of functioning in order to bring about effective changes in these aspects. He/she has to spend more time on controlling these factors of the work environment rather than micromanage. For this, he/she has to: Give adequate authority to employees, Delegate responsibilities, Increase their accountability, Encourage teamwork

The manager must curb the tendency to micromanage and instead display that he/she has confidence in the ability of his/her team members and trust them to do their work efficiently. If he/she treats his/her subordinates as professionals then there is no reason that they should not
behave in that way. Such an attitude promotes trust and loyalty among the employees and encourages better teamwork among them. Besides, developing a sense of ownership towards the company, creating a work environment in which employees are productive is essential to increased profits for your organization, corporation or small business. Principals of management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

Many managers and supervisors labor under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee’s pay packet. Although this may be true in a minority of cases, numerous employee surveys have shown by and large this to be untrue. In fact, salary increases and bonuses for performance, in many instances, have a very limited short-term effect. The extra money soon comes to be regarded not as an incentive but as an “entitlement”. It is the quality of the employee’s workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job. Many studies have revealed that most employees leave their organization because of their relationship issues with their immediate supervisor or manager. The most important workplace environment factors that either lead to engagement or disengagement are given below. There are also other factors that may impact on performance like environmental factors and physical factors. A close consideration of each of these factors is also very useful in ensuring that employees apply the skills they learn during training programs once they return to their workplace.

Flexible working hours is one good employment practice that India has slowly started adopting. "In today's times, accessibility through technology allows employees to work from home. Most organizational members are connected through mobile phones and laptops. One has the possibility of being online through webcam or tele-conference," Flexible work timings give an employee a sense of freedom which in turn makes them more responsible and creative. It is not just about working away from office, but is also about being able to work in a way that is most productive". Flexible working hours must have a core time period when all employees are expected to report to work. This would help them resolve issues, organize meetings, interact and follow up. In this context Organizations should determine a common time when everyone is expected to interact. However, employees must spend a dedicated amount of time in office to cultivate an effective sense of team building which can only be created through interaction. Clearly set goals with ample team interaction can help build a good team.

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ItProvide effective management and leadership, Clear chain of command, Available and accessible supervisors, Effective time management, Define clear purpose, goal and roles for employees, Provide proper orientation, Nurture team work, Develop peer support networks, Educate employees about problems, Mechanisms to identify stress jobs, adequate breaks from work, avenues for help within the organization, networking with outside agencies to provide help and counseling, both for stress and mental disorders.

The employee benefits are manage workload, time management, Effective workload-management, Develop a balanced lifestyle, Proper diet, Avoid junk food, caffeine, tobacco, alcohol, Adequate exercise, Adequate sleep and rest, Develop affiliations (social, societal, spiritual), Keep contact with social supports, Stress reduction techniques, Relaxation, deep breathing, yoga, meditation, Recreation (music, other entertainment, exercise, time with family and friends)