LITERATURE REVIEW

Workplace design needs to take into account a wide range of issues. Creating better and higher performing workplace requires an awareness of how workplace impacts behavior and how behavior itself drives workplace performance.

[Alyssa Freas and Stuart Anderson, et, al., 2003] argues that in the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. Increasing workplace understanding is built on the recognition that space has different characteristics: It performs different functions and there are different ways people work. People work individually and interact with others and this requires different workplace solutions.

[Genevieve Giuliano et,al., 1999] Research on behalf by the architects, of 200 UK business managers supports the contention that an improved workplace would increase employee productivity by 19 per cent and their own productivity by 17 per cent. These improvements have huge implications for the economy as a whole if proven.

[Gensler et,al., 2006] The research was followed up by in a survey of 2,000 office workers in the USA which found that 90 per cent of the survey respondents believed that better workplace design and layout result in better overall employee performance. In a study employees and their managers were asked about the importance of the physical workplace environment. Employees identified the effective utilization of space and having a workplace allows them to work efficiently as the most important aspects of the work environment. Managers focused on issues of privacy and flexible workspaces but included personal comfort and visual appeal as important in the design of their workspaces.

[Barry P. Haynes et, al., 2007] The research focused on the relationship between productivity and the indoor environment in offices and took into account the fact that productivity depends on other factors by using an Occupational Stress Indicator (OSI). in his study says that if organizations want to avoid the intellectual drain caused by the attrition of technically – skilled people, a solution may well be in the design of the work environment.

[Hill et al., 2001]Flexible Work Arrangements (FWA) may be defined as employer-provided benefits which permit employees a level of control over when and where they work, outside of the standard working day. Several studies have found that FWA enables individuals to integrate and overlap work and family responsibilities in time and space, leading to a positive spillover, and is instrumental in achieving a healthy work-family balance. ‘Flexibility’ is not only an adaptive process to contextual constraints. It is a strategic management tool. Hence, flexi
work is a powerful business tool and a key component of successful management practice which to a great extent eases the psychological pressure on employees, more so, in cases where income earning through their occupation holds value and image for them in both, their family and social life. It is a matter of grave importance, especially in the Indian context, where familial and family ties are accorded the highest priority. When an employee is put in a situation where he/she is forced to sacrifice his/her career, personal likes, etc., it might cause an adverse impact either on the individual himself/herself and or on their family. At this stage the employees look for emotional balance in terms of psychological backing, leading loss of focus on work-life balance.

[Hyman et al., 2003] It is observed that organizational pressures, combined with lack of work centrality, result in work intruding into non-work areas of employees’ lives. Such intrusions often manifest themselves negatively on the employees. Today, employees not only look upon work as a necessity, but as a source of personal satisfaction as well. Flexible work arrangements (FWA) provided by employers include arrangements such as flextime work schedules, telecommuting, job sharing, compressed work week etc. which permit employees some level of control over when, at what time and where they work.

[Gottlieb et al.1998] Flexibility to schedule daily work gives employees more sense of control over their hours of work thus giving employees the ability to respond quickly to family emergencies and meeting responsibilities at home during the non-core hours besides helping them avoid rush hours, thereby reducing commuting time.

[Baltes et al.,1999] According to flextime arrangements are perceived as reducing tardiness, absenteeism and turnover. Findings from research studies show that FWA is effective in enabling individuals integrate their work and family responsibilities within their personal time and space and are instrumental in achieving a healthy work-family balance. Work place flexibility basically means defining work differently. Information Technology, one of the fastest growing sectors in Indian industry, contributes close to 16% to India’s GDP. The IT industry in India has evolved into a technology powerhouse to be reckoned with, and India is now emerging as an innovation and research hub. Information Technology (IT) is a growing global industry with new ventures and new job avenues showing consistent business growth. This demand round the clock work culture introducing profound work life balance issues and work culture deviations. Today, with the growth of new geographically diverse markets and ever-increasing competition it is imperative for companies to accelerate innovation and optimize productivity to stay ahead of the curve, FWA is one among the many management techniques being implemented by the IT sector, and is reported to be resulting in immense benefits to the organizations in terms of reduced labor turnover, reduced rate of absenteeism, higher employee morale, increased commitment of employees etc. Thus, the new HR strategy of flexible work arrangements looks at maximizing employee engagement and thereby promoting innovation by affording flexibility in workplace.

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employees, including improved job satisfaction, reduced absenteeism, greater commitment, and reduced turnover. For example, in a Boston College Center for Work & Family study of six large companies, 70% of managers reported that working a flexible arrangement had a positive or very positive impact on productivity; 65% of managers and 87% of employees reported that a flexible work arrangement had a positive or very positive impact on the quality of work; and 76% of managers and 80% of employees indicated that flexible work arrangements had positive effects on retention. Many employees in all departments within an organization have their own idea about the valuable programs such as the flexible working hours.

[Henneberger, 2002] However, the most frequently cited barriers to getting flexibility were the nature of the work and immediate supervisors. The central concerns are balancing the employers' need for a flexible workforce (especially in the context of increased competition) with the societal need to maintain a skilled workforce. There is empirical evidence that career opportunities and training for part-timers and temporary employees are limited, and the loading (increased hourly wage rates) for temporary workers to compensate for lack of benefits (such as sick leave, intermittence, and impermanence of work) cash out benefits that are needed to be paid in kind for the long-term welfare of the workers.

[Grant et al., 2007] In sum, each of these flexible work arrangements has some advantages and disadvantages for the employee and the organization, and what is good for the individual is not always good for the organization and vice versa. Furthermore, have found that managerial practices frequently causes wellbeing trade-offs by enhancing one aspect, such as psychological wellbeing and decreasing another aspect, such as physical wellbeing. Some practices, while increasing employees’ control and job satisfaction may undermine their health by leading to overload, fatigue, and strain. All these issues should be considered when implementing FWAs.

[Anderson et al., 2002] Research on FWAs suggests that they have positive outcomes such as lower work-family conflict, and better work-family balance. Use of FWAs is related to positive outcomes for organizations such as lower staff turnover and increased job satisfaction.

[Baltes et al., 1999] Furthermore, a meta-analysis conducted by demonstrated that FWAs were positively related to employee productivity, satisfaction with work schedules and overall job satisfaction, and negatively associated with absenteeism.

[Turnley & Feldman et, al., 2000] In context of work force of employees in IT sector, the idea of the psychology has received much attention within work psychology, as a key explanatory concept for understanding the individual/organisational relationship.

[Guest & Conway et, al., 2002] The current centrality of the concept owes much to the increasing ‘individualisation’ of the employment and the attendant need for organizations to understand how to foster positive emotional ties with their employees in a context where the latter may believe they are treated as commodities.
[Willmott et al., 1993] A key focus of the study has been the effects of psychology of employee, because this is believed to be a major explanatory variable in the development of ‘negative’ attitudes and behaviour.

[Kessler et al., 2000] Thus, investigation has attempted to identify the causes of psychological problems. Much of this study has focused on the psychology from the employee’s perspective with respective of to the perspective of the employer.

[Boxall et al., 1996] The study does account for the views of employers and for contextual factors that are implicated, there is an implicit assumption that ‘mutuality’ can be achieved by focusing on ways to bring the employee’s and the employer’s expectations in line with each other., it also plays down the essentially pluralistic nature of organizations. From a pluralistic perspective, differences in the expectations that employers and employees have of each other are not only products of their individual psychology, nor of inadequate features of communication methods, but of the different positions that they occupy relative to each other within organisational and social structures. Taking an explicitly pluralistic perspective on organisations it will be argued that broader social and organisational processes need to be more closely examined in situations.

[Picado et al., 2000] As the time constraint one of the policy is taken in to consideration for this study: Travel Impacts: Flextime reduces peak period congestion directly, and can make ridesharing and transit use more feasible finds that employees with flexible work schedules save an average of 7 minutes per day in commute time.

[Ewing et al., 1993] Staggered shifts can reduce peak-period trips, particularly around large employment centers estimates that flextime and Tele work together can reduce peak-hour vehicle commute trips by 20-50%.

[Modarres et al., 1993] found that flextime is a significant factor in Commute Trip Reduction program effectiveness in reducing peak-period traffic. Compressed Work Weeks reduce total vehicle travel.

[Cutr et al., 1998] One survey of commuters found that it could reduce automobile commutes by 7-10%, making it among the most effective commute trip reduction strategies considered.

[Apogee et al., 1994] Another analysis estimates that CWW can reduce up to 0.6% of VMT and up to 0.5% of vehicle trips in a region find that Compressed Work Week significantly reduces participant’s total commute time, and reduces the time they devote to household activities and sleep.

[Giuliano et al., 1995] However, other research indicates that Compressed Work Weeks may provide modest reductions in total vehicle travel, in part because participants make additional trips during their non-work days. Compressed Work Weeks may also encourage some employees to move further from worksites or to drive rather than rideshare.
[R. Baral et al., 2003] Work-life balance has become a subject of concern for both research scholars and business leaders in view of the contemporary demographic, technological, market, and organisational changes associated with it. However, there has been little academic attempt to provide a holistic picture of work-life balance benefits and programmes (WLBPs) offered by various organisations in India. With the basis of extant literature, primary and secondary data, the present paper has made an effort to understand the current status of WLBPs in Indian organisations and to identify its future prospects. Discussed the challenges for effective implementation of such policies, which can help HR managers to be cautious before introducing WLBPs in their respective organisations.

[Tseng, Fang-Tai et al., 2012] A framework for successful working-hours reduction in the field of management. The author identifies three types of working-hours reductions: the trade union-led reduction, the government-led reduction, and the company-led reduction, and focuses on the government-led one, which brings in a huge managerial challenge for employers. As a conclusion, the study proposes a compensative strategy package, composed of an organization's change strategies (working-hours arrangement, work process improvement, and work ethics change) and wages in the status quo policy, to help employers overcome the impact on labor costs and productivity. Four propositions are proposed for further studies.