

ASSOCIATION OF JOB SATISFACTION, PRODUCTIVITY, MOTIVATION, STRESS LEVELS WITH FLEXTIME

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Abstract *It has been observed that the concept of flextime is very useful but it has not been understood and utilized by many organizations till date in UAE. The flextime concept is suitable to those employees who are willing to work in flexible work shifts with suitable work timings. This research is focused on finding out a relationship between flextime and employee productivity, job satisfaction, work productivity, motivation and reduction in the stress levels of the employees. There is a good scope for implementing flextime in UAE since many such jobs that can be done with flexibility in the work timings are available in the organizations (both in the manufacturing and service oriented industries). To test the hypothesis the researcher used (ANOVA) linear regression test which shows the relationship between independent variable (flextime) and the dependent variable (job satisfaction, work productivity, motivation, and stress levels). The researcher has used frequency table for analysis of the demographic factors and has done the mean and standard deviation analysis. The researcher has used the Pearson correlation test to check the validity of the research questionnaire.*

Keywords: *Flextime, Job Satisfaction, Motivation, Productivity, Work stress*

INTRODUCTION

Job satisfaction is considered as one of the most essential components of work life, and one of the major factors that has influence on the individuals' performance at work place. It affects the physical and mental capabilities of employees. An individual needs to maintain a healthy body and mind to perform physical and mental activities in the best possible way at his /her work place. When individuals suffer from diseases, their performance is degraded in most situations.

In general, job satisfaction and motivation can contribute to the enhancement in the employee performance. In order for an employee to have job satisfaction, he must constantly achieve his work related goals and the employee should determine his performance criteria. Flextime can help the employee to increase the work productivity, job satisfaction, work productivity, motivation, and reduction in the stress levels of the employees up to great extent.

Organizational policies and support are seen as crucial factors which can groom the capabilities of the employees or doom the career of the employees. Organizational support through providing the flextime option to the employees is a very important factor which can drastically improve the productivity and confidence level, motivate the employee, and reduce the stress levels of the employees at same times. The work requires more independence, self-control, and self-regulation.

Working professionals not only face professional challenge, they face new and ever-changing challenges in today's dynamic business environment along with the stress

at home. Although some researchers have studied new challenges that face the working professionals when they start their new professional lives. There is limited attention concerning the 'flexible working hours' and its relation to the job performance of the employee from the side of the organization. Till today not many organizations provide the flexible working hour option to the employees because they think that it will decrease the productivity of the employee. Some studies showed that the difficulty in achieving an optimal work performance is a result of some of the extra work related pressure and home related pressures on the employee because of which they are unable to achieve work targets on time.

OBJECTIVE

The objective of this study is to examine if there is a correlation between flextime and increase in the productivity, job satisfaction, work productivity, motivation, and reduction in the stress levels of the employees.

METHODS

Two hundred working/ employed students both male and female were selected from the total student population at American university in the Emirates and other universities in the Dubai. The selected respondents were given a survey that consisted of 31 items. (ANOVA) linear regression test which shows the relationship between independent variable (flextime) and the dependent variable (job satisfaction, work productivity, motivation, and stress levels) was adopted

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to measure these variables. Out of 200 respondents 116 respondents completed the survey questionnaire in the correct manner.

RESULTS

Employee productivity and performance were significantly associated with the flexible working hours. The hypotheses that there will be partial positive relation between the flexible working hours and increase in the productivity of the employee, job satisfaction, work productivity, motivation, and reduction in the stress levels of the employees were supported.

Significance of the Study

According to my opinion the need to study a topic like 'Relationship between flextime and job satisfaction, work productivity, motivation and stress levels of the employees' is very significant and requirement of modern businesses that are operating in a volatile and demanding environment. This study will highlight the importance of flextime in the manufacturing and service industries. Professional life at organizations includes many important challenges and opportunities. These factors include stress, work culture, work content, efficiency in conduction of work, punctuality, increase in job satisfaction of the employee, positive motivation, work productivity etc. Professionals encounter many changes in their daily work life. Professional achievement is important for an employee, and job performance can determine, to a large extent, their future career growth. It therefore appears important to investigate the factors like 'flexible working hours' that can influence the productivity of the employee and increase the job satisfaction and work performance in specific.

Statement of the Problem

Many employers are not aware of the concept of 'flexible working hours', its impact on the career growth of the employee and the profitability of the organizations. Several previous studies examined the employee working routine, but handful of studies were conducted to explore the relationship between specific 'flexible working hours' and employee productivity, motivation, job satisfaction, and reduction in the stress level.

Purpose of the Study

The purpose of the present study is to investigate several important work related factor like the relation of the 'flexible working hours with the job satisfaction of the employee,

productivity of the employee, motivation of the employee and work stress of the employee.

Research Questions

The following broad research questions are the guiding force for this study:

- What type of the relationship exists between the flextime and the productivity of the employee, the job satisfaction, motivation and reduction in the stress levels of the employees?
- Are the employees who are having alternative work arrangement more productive then the other employees?

HYPOTHESES

Ha₁: There will be positive relationship between flextime and job satisfaction of the employee.

Ho₁: There will be no relationship between flextime and job satisfaction of the employee.

Ha₂: There will be positive relationship between flextime and motivation of the employee.

Ho₂: There will be no relationship between flextime and motivation of the employee.

Ha₃: There will be positive relationship between flextime and work productivity of the employee.

Ho₃: There will be no relationship between flextime and work productivity of the employee.

Ha₄: There will be positive association between flextime and reduction in the stress levels of the employee.

Ho₄: There will be no relationship between flextime and the stress levels of the employee.

REVIEW OF THE LITERATURE AND PREVIOUS STUDIES (LITERATURE SURVEY)

This study analyses that job stress has been a cause for negative motivation for many employees in the past and present, and if freedom to take decision and autonomy is given to them at work then it will help in reducing the stress. This study also analyses the impact of flextime on moderating the impact of job stress on intrinsic and extrinsic motivation among the Israeli Arab, Russian and Canadian employees. In relation to extrinsic motivation, a significant interaction was observed between job stress, flex-time, and country of residence. Although flex-time and country of

residence were significant predictors of intrinsic motivation, no significant interactions were observed. The impact of flextime on employee motivation depends on the nation in which they are residing.

This paper examines the role of flextime in the MBA programme. It says that flexibility in the class time, schedules assignment, and project submission etc are very important since most of the students are working part time. If flexibility is offered then it will help in better marketing of a programme.

This article uses meta-analysis to develop a model integrating research on relationships between employee perceptions of general and work-family-specific supervisor and organizational support and work-family conflict. Drawing on 115 samples from 85 studies comprising 72,507 employees, we compare the relative influence of four types of workplace social support to work-family conflict: perceived organizational support (POS); supervisor support; perceived organizational work-family support, also known as family-supportive organizational perceptions (FSOP); and supervisor work-family support. Results show work-family-specific constructs of supervisor support and organization support are more strongly related to work-family conflict than general supervisor support and organization support, respectively. We then test a mediation model assessing the effects of all measures at once and show positive perceptions of general and work-family-specific supervisor indirectly relate to work-family conflict via organizational work-family support. These results demonstrate that work-family-specific support plays a central role in individuals' work-family conflict experiences.

This paper is focused on the role of flextime in the life of women and men. Using a sample of full-time employees in either schedule flexibility or traditional working arrangements the author tested a moderated-mediation model. Regression was used to test the mediation of work-family and the moderation of gender to the schedule flexibility to work-family path. Both work-to-family conflict and work-to-family enrichment are mediating mechanisms in the relationship of schedule flexibility with outcomes. More specifically, full mediation was found for job satisfaction, and family performance for both enrichment and conflict while partial mediation was found for family satisfaction with enrichment only and mediation was not supported for job performance. Finally, gender moderated the schedule flexibility to work-family conflict relationship such that women benefited more from flexible working arrangements than men.

This paper studies the relationship between the flextime and the employees well-being and peer rating of performance. A study was conducted on the employees and the information on role and extra role performance were obtained through peer evaluation. The data is supporting 2 factor structure of

flexibility. The time restriction is increasing the exhaustion and work – no work conflict but time freedom diminishes these outcome variables. The flexibility dimensions are unrelated to performance.

This research focuses on finding out the relation between the flextime and organizational attractiveness. The respondents to the scenario with 8 work flexibility schedules and more rated the job offer within that scenario for organizational attractiveness. The respondents were working students who might have given the rating on the basis of the expectations and not on the basis of experience. The study also examines that the work schedule flexibility is a complex construct that cannot be examined by using only one broad term. This study affects the future thinking of the employees about the organizational attractiveness.

This study has focused on the role of schedule flexibility on the work-family balance and the job outcomes. The study has concluded that the flextime concept has a positive impact on the job satisfaction of the employees. This study has also studied the difference between the flextime users and non-flextime users, including the role of gender and presence of children staying at home.

This research explains the relation between the flextime, organizational strategies and the profitability of the organization. The research has shown that by using fixed effects and controlling for profitability the flextime will increase the profitability if implemented within the strategy centered on the employees but it will reduce the profitability in case it is implemented within the cost reduction strategy by the organization.

Flexibility in the working hours is an important requirement for an employee's life. It appears to play an important role in the life of an employee. It is very important that the employee is able to maintain the correct balance between the work and the personal life effectively. 'Flexible working hours' is one of the methods that can help the employees do their work efficiency and balance their personal life perfectly. Flexible working hours can also help the organizations to enhance their productivity.

Many organizations are changing now and are becoming flexible in giving the option of flextime to its employees. Of course all the industries cannot allow their employees to work in flexible hours but still many industries like service providing industries such as education, hotels, advertising, marketing firms, and certain firms in the manufacturing industry can provide their employees with this option.

Summary of this Research

There can be an association between the independent variable (flextime) and dependent variable (Job satisfaction, productivity, motivation, and stress levels) of the employee.

Those employees who can have flexible work arrangement could be more satisfied than their counterparts and will be able to have a significant work-life balance.

It has been examined that there can be an association between flextime and work productivity of the employee. It has been noticed that the employees working in flexible hours are more satisfied and better performers in certain industries. The employees with a lot of work stress are likely to perform poorly at the work place. The findings show a partial association between flexible working hours and work performance of the employees. The research supports the broader implementation of the flexible hours concept that will help the organization in owning more productive employees, employees with positive motivation and less stressed workers with constructive performance.

Another major factor that increases the employee's dedication towards the work is less stress levels. Being relaxed is very important for an employee's life and is especially important for employees working in stressful jobs. Those employees who have a flexible work schedule can work according to their own convenience in time with some guidelines are likely to be more relaxed and stress-free during the working period and are likely to be more productive in their jobs.

Positive motivation is another important factor in employee's work life. Integrating motivation into work life is essential and beneficial for the employee. One of the most critical questions posed by this study is how positive motivation affects other aspects of the employee's work experience, the results of the study showed that motivation can be positively related to work performance up gradation, increase in the work/ job satisfaction, and reduction in the stress levels of

the employee. Additionally, motivation and work flexibility is positively associated to some extent with being satisfied with the organization, work itself and the right balance between the work and personal life of the employees. In addition to the previous factors, working hour flexibility can contribute to the overall enhancement of performance among employees. Working flexibly may promote both mental as well as physical well-being of the employee. The current study shows that some potential work related factors like motivation, reduction in the stress, increase in the job satisfaction, enhancement in the work productivity, are positively related to the flexible working hours.

INTERPRETATION OF THE HYPOTHESIS

Explanation of the Demographic data used in this Research (from Variable 1 to 4)

The variable 1 data show that the percent of male and female respondents are 65.5 % and 35.5%. As per data collected through variable 2, the age of most of the respondents is (29.3%) are between the age of 21 up to 23 years of age and the least number of respondents (6.9%) are from the age group of 24 up to 26 years of age. The data was collected mostly from the working students. The variable 3 data show that 50% of the respondents were having undergraduate degree and 1.7% were having other qualifications. The data collected through variable 4 show that the occupations of most of the (55.2%) respondents were in the other job category. This was because most of the respondents are

Table 1: Frequency Table for Variable 1: (Male 1 and Female 2)

Gender			Frequency	Percent	Valid Percent	Cumulative Percent
Male	Valid	1.00	76	65.5	65.5	65.5
Female		2.00	40	34.5	34.5	100.0
		Total	116	100.0	100.0	

Table 2: Frequency Table for Variable 2: Age of the Respondents (18-35 Years)

Age			Frequency	Percent	Valid Percent	Cumulative Percent
18-20	Valid	1.00	32	27.6	27.6	27.6
21-23		2.00	34	29.3	29.3	56.9
24-26		3.00	8	6.9	6.9	63.8
27-29		4.00	16	13.8	13.8	77.6
30-35		5.00	26	22.4	22.4	100.0
		Total	116	100.0	100.0	

Table 3: Frequency Table for Variable 3: Qualification of Respondent (Senior High School, Undergraduate, Graduate, Technical Degree)

Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
Senior high school	Valid	1.00	38	32.8	32.8
undergraduate		2.00	58	50.0	82.8
graduate		3.00	18	15.5	98.3
technical degree		5.00	2	1.7	100.0
	Total		116	100.0	100.0

Table 4: Frequency Table for variable 4: Occupation of Respondent (Marketing, Technical, Self-Employed, HRD, Other Jobs)

Occupation		Frequency	Percent	Valid Percent	Cumulative Percent
Marketing	Valid	1.00	12	10.3	10.3
Technical		2.00	6	5.2	15.5
Self-employed		3.00	8	6.9	22.4
HRD		4.00	26	22.4	44.8
other jobs		5.00	64	55.2	100.0
	Total		116	100.0	100.0

working in different departments of Abu Dhabi and Dubai government. Least number of respondents (5.2 %) were doing the technical jobs.

Variable 5: This variable explains that the mean is 1.8276 which means that most of the respondents think that the employees who are working in an organization offering flextime schedule will not always necessarily have more job satisfaction compared to other employees.

Variable 6: This variable explains that the mean is 2.2586 which mean that most of the respondents think positively and believe that flextime should be provided by the organizations.

Variable 7: The mean is 3.0172. This shows that there is a positive relationship between the flextime and benefits to the organization. Flextime will give benefit to the organization.

Variable 8: The mean is 2.5690 which mean that the most of the organizations do not have expertise on how to increase employee job satisfaction through flextime, but the expertise can be developed.

Variable 9: The mean is 2.6724. This states that most of the respondents believe that working in straight shifts will somewhat reduce the job satisfaction of the employees.

Variable 10: The mean is 1.9483. It states that most of the respondents believe that flextime is not the only best option before the management to increase the job satisfaction of the

employees.

Variable 11: The mean is 1.9138. This shows a negative relation between the flexible hour and employee motivation. Most of the respondents believe that flextime cannot motivate the employees always.

Variable 12: The mean is 2.1034. It states that the flextime will give positive motivation to the employees in some contingency and business situations only.

Variable 13: This variable shows the mean 2.5000. It indicates that the respondents think that the flextime is less popular even in today's business world.

Variable 14: The mean is 2.258. It indicates that the flextime can motivate employees working on different managerial levels.

Variable 15: The mean is 2.1379 which indicates that the flextime can somewhat help in creating a positive and creative work environment in the organization.

Variable 16: The mean is 2.5172. It indicates that paying more salary to those employers who are working in peak hours will up to an extend demotivate the remaining employees.

Variable 17: The mean is 1.8103 which indicates that the most of the respondents think that salary increase is not the better option for flextime.

Variable 18: The mean shows 2.2241 which means that the

Table 5: Explanation of Output 1 (HO 1: Job Satisfaction of Employees)

Name of variable	Descriptive Statistics					
	Variable	N	Minimum	Maximum	Mean	Std. Deviation
V5. Partial JS	VAR00005	116	1.00	5.00	1.8276	1.05728
V6. Provide flextime	VAR00006	116	1.00	6.00	2.2586	1.35210
V7. FT is beneficial	VAR00007	116	1.00	55.00	3.0172	6.96199
V8. FT has limitations	VAR00008	116	1.00	5.00	2.5690	.79372
V9. Straight work shift	VAR00010	116	1.00	5.00	1.9483	.99429
V10. FT as best option for performance improvement.	VAR00009	116	1.00	5.00	2.6724	1.06138
	Valid N (list wise)	116				

Table 6: Explanation of Output 2 HO2 (Motivation of the Employee)

Name of variable	Descriptive Statistics					
	Variable	N	Minimum	Maximum	Mean	Std. Deviation
v11: FT can motivate always.	VAR00011	116	1.00	5.00	1.9138	.93780
v12: FT can partially motivate in all business situations.	VAR00012	116	1.00	5.00	2.1034	1.08250
V13: Popularity of FT in industry	VAR00013	116	1.00	5.00	2.5000	.97356
V14: FT motivates employees on all levels.	VAR00014	116	1.00	5.00	2.2586	1.14300
V15: FT can create positive work environment.	VAR00015	116	1.00	5.00	2.1379	1.15643
V16: More salary for peak hour workers.	VAR00016	116	1.00	5.00	2.5172	1.24050
V17: Salary increase as better option than FT.	VAR00017	116	1.00	5.00	1.8103	.92232
	Valid N (list wise)	116				

most of the respondents understand the meaning of flextime and productivity.

Variable 19: The mean is 1.9655. This indicates that most of the respondents believe that flextime can increase the work productivity of the employees.

Variable 20: The mean is 2.0345 which indicate that most of the respondents feel that flextime will not necessarily increase the dedication of employees towards work.

Variable 21: The mean is 2.7414. This indicates that the respondents think flextime implemented in unfavorable work situations can reduce the employee dedication for work.

Variable 22: The mean is 2.9138. This indicates that most of the respondents believe that flextime may not necessarily have a negative impact on the employee work productivity for long run.

Variable 23: The mean is 2.5000 which indicates that the flextime can be implemented effectively only under effective supervision.

Variable 24: The mean is 2.5345 . This means that many

respondents feel that flextime can be implemented more effectively in the skill oriented industries.

Variable 25: The mean is 2.7586. This indicates that the respondents believe that flextime has a positive impact on the career of the employee in long run.

Variable 26: The mean is 2.4138. This indicates that flextime can help reducing employee stress in all the types of industries (small, medium and large scale).

Variable 27: The mean is 2.3103. This indicates that flextime can be effectively implemented in all the type of industries.

Variable 28: The mean is 2.6379 . This points out that most of the respondents believe that flextime can reduce the employee stress only if implemented under the trained and effective managers.

Variable 29: The mean is 2.5000 which mean that most of the respondents feel that the flextime concept can be implemented successfully in labor intensive industries.

Variable 30: The mean is 2.7586 which indicates that the

Table 7: Explanation of Output 3- HO3 (Work productivity of the employee)

Names of variables	Descriptive Statistics					
	Variable	N	Minimum	Maximum	Mean	Std. Deviation
V18: FT and Productivity.	VAR00018	116	1.00	5.00	2.2241	1.44515
V19: FT relates to productivity	VAR00019	116	1.00	4.00	1.9655	1.07081
V20: FT relates to employee dedication.	VAR00020	116	1.00	4.00	2.0345	.91301
V21: FT can reduce work dedication.	VAR00021	116	1.00	5.00	2.7414	1.23091
V22: FT not good in long term.	VAR00022	116	1.00	5.00	2.9138	1.10783
V23: Employees become careless.	VAR00023	116	1.00	5.00	2.5000	1.16843
V24: FT more useful for skilled workforce.	VAR00024	116	1.00	5.00	2.5345	1.18271
	Valid N (list wise)	116				

Table 8: Explanation of Output 4 HO4 (Reduction in the Stress of the employees)

Names of variables	Descriptive Statistics					
	Variable	N	Minimum	Maximum	Mean	Std. Deviation
V25: Effect of FT	VAR00025	116	1.00	5.00	2.7586	1.32285
V26: FT can reduce stress in all type of firms.	VAR00026	116	1.00	5.00	2.4138	1.13497
V27: FT can be implemented in all business.	VAR00027	116	1.00	4.00	2.3103	1.02502
V28: FT should be monitored properly.	VAR00028	116	1.00	5.00	2.6379	1.03333
V29: FT more effective in labor oriented industries.	VAR00029	116	1.00	5.00	2.5000	1.10729
V30: FT will increase the stress of better performance.	VAR00030	116	1.00	5.00	2.7586	1.22737
V31: FT will affect the punctuality of employees.	VAR00031	116	1.00	5.00	3.0172	1.17201
	Valid N (list wise)	116				

flexitime can increase the stress for performing better among the employees

Variable 31: The mean is 3.0172 which mean that most of the respondents think that the flexitime will increase the punctuality of the employees.

Explanation Result of Testing HO1 (There is no Relationship Between Flexitime and job Satisfaction)

To test the HO2 the researcher used linear regression test which shows the relationship between independent variable (flexitime) and the dependent variable (job satisfaction).

The value of the coefficient of determination is 0 .043 that means the independent variable explains 4.3% of the change in the dependent variable and other changes (95.7%) are due to other variables . Referring back to ANOVA result F value was 5.173. It is greater than the tabulated F which is equal to 2.45. Significance was .025 that means HO1 is rejected and HA1 is accepted.

Explanation Result of Testing HO2 (There

is no Relationship Between Flexitime and Positive Motivation)

To test the HO1 the researcher used linear regression test which shows the relationship between independent variable (flexitime) and the dependent variable (positive motivation).

The value of the coefficient of determination is 0 .335 that means the independent variable explains 3.35% of the change in the dependent variable and other changes (96.65%) are due to other variables . Referring back to ANOVA result F value was 57.339. It is greater than the tabulated F which is equal to 2.45. Significance was .000 that means HO1 is rejected and HA1 is accepted.

Explanation Result of Testing HO3 (There is no Relationship Between Flexitime and work Productivity)

To test the HO3 the researcher used linear regression test which shows the relationship between independent variable (flexitime) and the dependent variable (work productivity).

The value of the coefficient of determination is 0 .242 that

Table 9: Pearson Correlations

		x1(job satisfaction)	x2(motivation)	x3(productivity)	x4(stress level)	Y(flexitime)
x1	Pearson Correlation	1	.300**	.171	.184*	.208*
	Sig. (2-tailed)		.001	.066	.048	.025
	N	116	116	116	116	116
x2	Pearson Correlation	.300**	1	.555**	.404**	.578**
	Sig. (2-tailed)	.001		.000	.000	.000
	N	116	116	116	116	116
x3	Pearson Correlation	.171	.555**	1	.458**	.492**
	Sig. (2-tailed)	.066	.000		.000	.000
	N	116	116	116	116	116
x4	Pearson Correlation	.184*	.404**	.458**	1	.262**
	Sig. (2-tailed)	.048	.000	.000		.005
	N	116	116	116	116	116
y	Pearson Correlation	.208*	.578**	.492**	.262**	1
	Sig. (2-tailed)	.025	.000	.000	.005	
	N	116	116	116	116	116
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

ANOVA TEST

Table 10: ANOVA Results for Hypothesis 1

ANOVA ^b						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	243.862	1	243.862	5.173	.025 ^a
	Residual	5374.192	114	47.142		
	Total	5618.055	115			
a. Predictors: (Constant), y						
b. Dependent Variable: x1						

Table 11: ANOVA Results for Hypothesis 2

ANOVA ^b						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	492.997	1	492.997	57.339	.000 ^a
	Residual	980.157	114	8.598		
	Total	1473.154	115			
a. Predictors: (Constant), y						
b. Dependent Variable: x2						

Table 12: ANOVA Results for Hypothesis 3

ANOVA ^b						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	477.370	1	477.370	36.344	.000 ^a
	Residual	1497.362	114	13.135		
	Total	1974.731	115			
a. Predictors: (Constant), y						
b. Dependent Variable: x3						

Table 13: ANOVA Results for Hypothesis 4

ANOVA ^b						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	148.729	1	148.729	8.387	.005 ^a
	Residual	2021.588	114	17.733		
	Total	2170.317	115			
a. Predictors: (Constant), y						
b. Dependent Variable: x4						

means the independent variable explains 2.42 % of the change in the dependent variable and other changes (97.58%) are due to other variables . Referring back to ANOVA result F value was 36.344.It is greater than the tabulated F which equals to 2.45. Significance was .000 that means HO1 is rejected and HA1 is accepted.

Explanation Result of Testing HO4 (There is no Relationship Between Flextime and Stress Level)

To test the HO3 the researcher used linear regression test which shows the relationship between independent variable (flextime) and the dependent variable (stress level). The value of the coefficient of determination is = .69 that means the independent variable explains 0.69 % of the change in the dependent variable and other changes (99.31%) are due to other variables . Referring back to ANOVA result F value was 8.387.It is greater than the tabulated F which equals to 2.45. Significance was .005 that means HO1 is rejected and HA1 is accepted.

CONCLUSION

Past studies have indicated that several work-related factors influence employee’s job satisfaction, work productivity, motivation, and reduction in the stress levels. The present study highlights that flextime can be one of the factors that can help the organizations in upgrading the job satisfaction,

positive motivation, work productivity and reducing the work stress .The support and motivation from the top management, professionals, department heads and flextime schedule can help the employees to achieve more productivity and job satisfaction and make their organizations more profitable and successful.

RECOMMENDATIONS

1. The research recommends that flextime can be an effective tool for those organizations who want to inculcate a culture of employee development and organization development.
2. Flextime can be an effective tool for the retention of the employees in the organization.
3. Flextime can be implemented in any type of (small, medium, large scale) organization with the support of the HR professionals. It can help the organizations to develop more focused and result oriented employees in the organization.
4. Flextime cannot be the best option for the organizations in all the business situations but can be useful in most of the situations.

DEFINITION OF THE KEYWORDS

Flextime: (source -www. hrmasia.com) ‘Flextime means that employees are allowed some flexibility in their daily work schedules’. Flextime allows an employee to select the

working hours he or she will work according to the suitability of both the employee and the employer. The time limitations are generally set by the employer.'

Job Satisfaction: The contentment that an employee feels after completing his job in the best possible way.

Motivation :The encouragement that an employee receives from his boss, colleagues, management or any other person or source for completing his job more positively and efficiently.

Work Stress: An emotionally disturbing or upsetting condition occurring in response to adverse external influences and capable of affecting the employee motivation, productivity, job satisfaction, and work negatively.

Productivity: It is the output which is given by the employee in terms of generation of structured information, product or service.

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