



# **A STUDY ON THE INFLUENCE OF WORKPLACE FLEXIBILITY ON EMPLOYEE PERFORMANCE WITH SPECIAL REFERENCE**

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## **CHAPTER -1: INTRODUCTION**

### **1.1 : Introduction**

There have been a variety of variables that have led to the evolution of workplace practices. These elements include a more interconnected world of business, technological improvements, national and international economic crises, increased unemployment, and fiercer competition. Since the 1970s, these transformations, which have been referred to as the "flexibility concept," have been a characteristic of corporate life, and throughout that period, there has been an increase in the importance placed on people. In reaction to the ever-changing conditions of the market, businesses have evolved new ways of working in order to keep ahead of the competition and to push their staff to be more productive.

In today's business world, it is important for companies to provide their employees with a working environment that not only makes them content with their jobs but also with the firm as a whole. The ability to keep up with the ever-changing business practices and to keep qualified workers are two of the most important aims that a firm could have. It is possible for a firm to achieve a loyal workforce and a competitive advantage in the market by placing a priority on the pleasure of its employees. Consequently, this results in greater motivation and output, which in turn enables businesses to make a difference while simultaneously recruiting and retaining individuals of exceptional skill.

On the other hand, the most pressing problems of the present day include the management of unemployment and the creation of new jobs. When it comes to the development of new kinds of labour and employment, the fundamental objective is to eliminate unemployment and increase employment opportunities. Increasingly, we are also considering the ways in which this will have a positive impact on the personal life of the employees. For instance, employees who were previously had to deal with heavy traffic on a regular

basis, particularly in large cities, could no longer be required to do so if they were able to work with greater flexibility. Instead of taking their troubles to work, employees may experience greater levels of happiness in their professions if they have a greater degree of control over their personal life and are able to organise their leisure time around their work schedules. When employees are less likely to be tardy, when they are not overworked, when they are completely engaged while they are on the clock, and when they are dedicated to their jobs, the efficiency with which a firm is managed is significantly improved. Taking into consideration this framework, the primary focus of this study was on determining how the implementation of the flexible work model will affect the productivity of the workforce.

Flexible working hours are agreements that are beneficial to both the employee and the employer. This is done with the goal of simultaneously increasing employee productivity and the profitability of the firm. People of both sexes are compelled to labour as a result of monetary, social, political, and economic constraints, and the demands of survival are undergoing transformations as a result of these constraints. As a result, both male and female workers are equally at ease with the idea of having flexible working hours. This allows them to maintain a healthy work-life balance and continue to have a happy family life. As long as the amount of formality and the degree of planning are adequately addressed, the deployment of this flexi-hours strategy has the potential to enhance the stress levels of employees as well as their overall health. The flexibility afforded to workers enables them to adjust their behaviour in response to shifting circumstances.

## **1.2 : Flexible working arrangement**

The management of human resources is facing new issues that are related to flexible work arrangements. These challenges are becoming more prevalent. It is more vital than ever before for employees to achieve a healthy balance between their personal and professional life. This is because we are all moving closer together in this interconnected world. Employees are considered to have performed well when they are able to complete a task connected to their job in accordance with the expectations and to a specific standard. Measurements of performance could be taken on a monthly, quarterly, semi-annual, or annual basis in order to facilitate the enhancement of particular aspects of the organisation. As Armstrong (2009) highlighted, it is a component of the workers' talent as well as their drive. According to the author's argument, the performance of the organisation can be improved by the strategic placement of training programmes that offer adequate financial and non-financial incentives. A flexible work arrangement is one that gives employees more freedom to choose their own schedules, places, and methods of completing their work, according to the chartered institute of people and development's definition of the term. The term "core hours" refers to a predetermined period of time that spans from the latest acceptable start time to the earliest acceptable finish time. During this time period, employees frequently make use of flexible working arrangements such as flexible part-time, shift work, compressed work hours, and job sharing in order to assist them in maintaining a healthy balance between their professional and personal lives.

### 1.3 : Employee performance

After gaining an understanding of the connection between flexible working arrangements and performance, the business is able to reap a number of benefits. One method for determining the extent to which flexible work arrangements have a direct influence on the efficiency and productivity of an organisation is to assess the quantity and quality of the work that is completed by each individual worker. As a consequence of this, assumptions may be confirmed or refuted, the economic rationale for particular work practices may be more accurately measured, and the cultural "temperature" of the organisation with regard to flexible work may be evaluated. The data collected from performance measurement have significant consequences for the design of jobs in the future. This study demonstrates that businesses have the ability to take advantage of the positive correlation that exists between performance and flexible working arrangements in order to improve their ability to prepare for the future and to leverage culture transformation. Those businesses that have already introduced flexible work arrangements should take heart in the fact that there is a favourable association between these arrangements and employee productivity. It is heartening to observe that just a minute fraction of workers in each organisation believed that flexible work arrangements were detrimental to their productivity.

Through the implementation of flexible performance management, businesses should be able to overcome any areas of resistance and encourage the development of new ideas for more effective work processes. When more employees at all levels and in all departments declare that they are flexible with their schedules, whether formally through a modified contract or informally by mutual agreement, it demonstrates that the firm promotes diversity and inclusion.

### 1.4 : Flexible Working Hours:

The word "work flexibility" refers to a wide variety of practises, some of which include, but are not limited to, job sharing, flexible scheduling, career pauses (such as maternity and paternity leaves), as well as part-time and temporary employment. According to the findings of the second study on flexible work arrangements (FWAs), there are three primary forms of FWAs: tele-home working (location flexibility), flexi-time (scheduling flexibility), and part-time (length of work). Although any of the arrangements can be used on their own, they are at their most effective when used in conjunction with one another. It is important to note that job flexibility does not entail working for a shorter period of time; rather, it implies having an easier time planning. Consequently, in order to summarise, workplace flexibility refers to the situation in which an organisation gives its employees some discretion in terms of when and where they work (for example, by enabling them to work from home).

### **1.4.1 : Benefits for Employers:**

Employers have started offering more flexible work schedules as a type of work-life policy in an effort to attract and retain talented employees. This is done in an effort to attract and retain employees. When a company gives an employee some control over when and how they complete their work, it demonstrates that the employer values the individual's personal life and medical well-being. Consequently, this results in an increase in one's level of dedication to their work as a consequence of increased job and employer satisfaction. According to the findings of additional study, providing employees with more autonomy in determining how and when they complete their work tasks is associated with increased levels of loyalty and participation with the business, which in turn leads to increased levels of organisational commitment and job satisfaction. The fact that flexible work arrangements contribute to an increase in production while simultaneously reducing employee turnover and absenteeism is another advantage for employers. In order to provide employees with greater control over when, how much, and where they work, firms have incorporated flexible working methods into their job. This allows companies to reap the benefits of flexible working solutions.

### **1.4.2 : Benefits for Employees:**

Despite the fact that flexible work arrangements appear to be beneficial to employees (people have personal control over work scheduling), there are certain workers who believe that they lead to decreased income and increased job instability. The majority of these workers are male. According to the same research, women believe that flexibility is associated with a better work-life balance, whereas men view it as a method to reinforce their commitment to the organisation. The results show that women are more suited to and more likely to work under flexible work arrangements than males are. This is also the case most of the time. To a considerable extent, this can be attributed to the philosophy and views of the mother. According to studies that were conducted in the past, women are more likely to request and receive flexible work hours than men. On the other hand, males are gradually beginning to adopt flexible employment due to shifting patterns of family life, gender norms, and the increasing number of women who are participating in the labour force. As a result of more flexible work practices, which are beneficial for both professional and personal responsibilities, there is a possibility that a better work-life balance will be achieved. The research indicates that employees who have flexible work arrangements have better mental health and experience less stress than those who do not have such arrangements.

### **1.4.3 : Work-Life Balance:**

A work-life balance, which has recently garnered a lot of attention, is something that may be beneficial to all employees, regardless of their relationship status, the size of their family, or the number of children they have. The imbalance of either one or the other is the root cause of work and life problems, according to the opinions of certain academics. According to the findings of a study on work-life balance support, employees reported better levels of satisfaction with their work-life balance when they were provided with emotional

and instrumental aid while they were working. Having a healthy work-life balance has been found to have a substantial association with increased productivity on the workplace, according to the findings of researchers. Since this is the case, enhancing one's performance at work is a direct consequence of completing one's life responsibilities, which includes one's parental and family responsibilities. There is a correlation between having a favourable work-life balance and experiencing higher levels of happiness.

#### **1.4.4 : Stress and Work-Life Balance:**

The term "stress" may have a variety of connotations depending on the individual. Some people experience stress as a result of a number of factors, including working long hours, feeling driven to meet deadlines, or worrying about falling short of expectations. People are more likely to experience stress when they do not have control over the particulars of their work, such as when, where, and how it is carried out. Chronic stress is a known cause of dysfunctional relationships, which in turn lead to problems in one's ability to maintain a healthy work-life balance. In addition to creating medical and mental health issues such as migraines, depression, heart attacks, and cancer, chronic stress is also known to create chronic stress. According to the data that is currently available, employees who have a difficult time finding a balance between their personal lives and their professional lives are more likely to report experiencing high levels of stress.

#### **1.4.5 : Wellbeing and Work-Life Balance:**

When attempting to define well-being, health and wellbeing are essential components to consider. One of the responsibilities of an employer is to foster a wellness culture in the workplace that encourages employees to take responsible care of themselves. According to the writers, maintaining both one's physical and mental health is beneficial to the process of achieving a healthy work-life balance. A happy and healthy workforce is characterised by a number of positive outcomes, including a healthy work-life balance, organisational dedication, and job satisfaction, as indicated by the findings of other study.

#### **1.4.6 : Flexible Working Hours and Work-Life Balance:**

As an incentive for employees, firms have started providing more flexible work schedules in an effort to assist parents and carers in achieving a better balance between their professional and personal lives. A recent survey on the subject found that employees believe that their employers may be able to aid them in combining their personal commitments with their job responsibilities. Additionally, workers believe that flexible working techniques enhance workplace morale, which may have a positive impact on people's ability to maintain a healthy work-life balance. For instance, providing employees with greater flexibility in their schedules so that they can attend to problems that are not related to their work is an excellent method to improve their health and happiness while they are on the job.

## 1.5 : INDUSTRY PROFILE

### OPTICS AND OPTOELECTRONIC INDUSTRY

#### 1.5.1 : History

The great bulk of the manufacturing capacity for optical systems and optoelectronics is controlled by a small number of multinational companies. It was in 2012 when the inaugural SPIE began gathering information on the core optical and photonics business around the world, which was estimated to be worth more than \$300 billion.

In 2013, SPIE presented its initial evaluation of the photonics components manufacturing industry at Photonics West. Since then, the organisation has been providing a benchmark study for the purpose of evaluating the intricate optics and photonics industries. This research was built using a database that has been developed over the course of several decades. It is based on the most exhaustive database of information and data on businesses that are involved in the photonics industry. The measurements of the industry that were produced from these biannual surveys have been subjected to a thorough, uniform, and transparent analysis. Despite the fact that it is currently exhibiting amazing growth, the photonics industry is exactly as diverse and dynamic as it has ever been. The nine primary market areas that the corporation operates in range from consumer and entertainment to advanced manufacturing, and they are supported by a wide range of products and technologies. As of right now, it is predicted that enterprises and services that are enabled by photonics will create more than \$2.5 trillion in global revenues. This quantity is equivalent to nearly 3% of the global economy's gross domestic product, which is over \$85 trillion. With a look into the future, there are opportunities for more gains in a variety of markets. Companies are continuing to report record earnings despite recent constraints on supply chains caused by the epidemic. This is despite the fact that there is a significant demand for products and services that are enabled by photonics.

End-use market categories that are made possible by photonics technology are supported by the global photonics components manufacturing industry, which serves as the backbone of these market segments. This essential component of the global photonics industry has experienced constant growth in sales, employment, and enterprises, and its annual income has now topped \$300 billion for the first time. This is a significant achievement. It is anticipated that the core components manufacturing industry would see an overall compound growth rate (CAGR) of over 7% through the year 2020, according to the SPIE Industry Report, which has been meticulously studying the industry for the past decade. During the same period of time, there has been a comparable increase in the number of firms as well as employment opportunities. The strength of the worldwide photonics market is further demonstrated by these figures, which are in line with recent reports from their respective industries. There has been a change in the geographic distribution of revenues in the photonics sector, which coincides with the overall increase in income for the industry. According to SPIE, there has been a growing trend of income from photonics components moving to Asia, with a larger portion of the business going to Chinese companies.



Light is both ubiquitous and indispensable, and it plays an important role in our day-to-day lives. Sunlight is converted into energy as it reaches the surface of the earth. With the assistance of light, plants are able to produce their own nutrition. Light serves as the foundation for the technology that enables mobile devices and PCs to connect to the internet remotely. In addition, light can be utilised as a tool; for instance, surgical procedures or the cutting of metal can be facilitated by the application of concentrated light. One of the most important factors that contribute to economic expansion around the world is light-based technologies. Its applications can be found in virtually every aspect of modern life, including anything from the development of new automobiles to the monitoring of weather and climate, from precision farming to the enhancement of one's natural vision.

Approximately \$96 trillion USD was the total monetary value of all final products and services produced on a global basis in 2021, which is referred to as the gross domestic product (GDP). The field of photonics, which is concerned with the study and application of light, is responsible for approximately 11% of the global economy. The annual value of light-enabled goods and services is estimated to be between \$7 and \$10 trillion.

Raw materials, image sensors, light-emitting diodes (LEDs), and lasers are examples of core photonics components. These components serve as the foundation for all products and services that facilitate the use of light.

The information contained in this Industry Report includes a comprehensive examination of the production infrastructure that exists all around the world for these fundamental photonics components. In addition to providing a new perspective on the global ecosystem of core photonics component manufacturing, the research also gives information on the businesses that are involved, the locations of those firms, the amount of income they generate, and the number of jobs that are created as a result of the manufacture of optical and photonics components. This research also sheds light on several noteworthy trends that have been seen in the business.

In comparison to the repercussions felt by many other industries, the photonics industry appears to be experiencing relatively small effects; however, it is still too early to establish the full economic impact of the epidemic. Regardless of any adverse consequences that may be experienced by photonics in the near future, we foresee a rebound in the field of optics and photonics, as well as their position as drivers of economic growth on a worldwide scale.

### 1.5.2 : Indian Optics and Optoelectronics Industry

The components and devices that comprise the India Optoelectronics Market make it feasible for a wide variety of automotive applications to be implemented utilising these technologies. The interaction between light and electronics is utilised in the production of these products. Optical sensors, adaptive headlights, and LIDAR (Light Detection and Ranging) systems installed in automobiles are all dependent on optoelectronics so that they can function properly. In India's automotive industry, which is dedicated to enhancing vehicle safety, lowering the number of accidents, and offering an overall better driving experience, there has been an increase in the demand for optoelectronic components. Because the requirements of the automated industry in India are always evolving over time, businesses operating in this sector are consistently searching for innovative approaches to enhance the quality of their goods and services through research and development.

The success of the optoelectronics sector in India can be attributed to a great number of different causes. Light-emitting diodes (LEDs) and photodetectors are examples of optoelectronic components that are experiencing unprecedented demand. This is mostly due to the fact that these components are utilised in a broad variety of industries, including healthcare, transportation, and electronics. In the automotive industry, optoelectronics provide a significant contribution to the development of autonomous driving systems, safety features, and enhanced lighting systems. Additional factors that are boosting the market include the growth of communication networks and the increasing demand for lighting solutions that are efficient in terms of energy consumption. In addition, the expansion of the market is being driven by the increasing utilisation of optoelectronic devices in the medical field for the purposes of diagnosis and therapy. The optoelectronics market in India is experiencing difficulties due to issues pertaining to cost, dependability, and standardisation, which is a challenge for the sector as a whole.

The pandemic caused by COVID-19 had an effect on the optoelectronics market in India, mostly as a result of production restrictions and disruptions in the supply chain. Optoelectronics components are utilised in a wide variety of applications within automobiles, including lighting, display, and sensor applications. When the production of automobiles slowed down and manufacturing facilities met difficulties, there was a momentary decrease in the demand for optoelectronics components. In spite of this, the market began to revive as automobile manufacturers adapted to the new market conditions. In the next years, it is projected that the expansion of the optoelectronics market will be driven by the integration of contemporary lighting systems such as OLED and LED, as well as the development of optical sensors for autonomous vehicles.

In the optoelectronics market in India, Osram Opto Semiconductors, Sharp Corporation, Cree, Inc., Vishay Inter technologies, and Osram Opto Semiconductors are the leading developers in the field of optoelectronic components that are used in car applications.



The expansion of the optoelectronics industry during the next five years may be sustained by a number of factors, including the growing demand for consumer electronics, the advancement of technology in communication electronics, and the improvement of technology in healthcare device electronics. The increasing demand for highly efficient and technologically advanced optoelectronics in applications involving car electronics would also be a factor that contributes to this rise.

Over the next five years, it is projected that the market will rise at a compound annual growth rate (CAGR) of more than three percent. This is due to the fact that the industry is gradually recovering from the challenges caused by COVID-19 and the trade war between China and the United States. It is projected that Asia, and China in particular, would continue to be the largest market in the world.

### **1.5.3 : Trends in the Market**

Optoelectronics, also known as optronics, is a branch of technology which combines the usage of electronics and optics or light, utilization of electronic systems and devices that identify, detect, and manipulate light. Various wavelengths of light are utilized through electronics that are able to emit light or detect light, thereby enabling further applications.

- The thriving consumer electronics market, supported by rising disposable incomes, is surging the demand for optoelectronics globally, particularly for high quality displays. Global trends of reducing sizes of various consumer electronics products and increased integration within systems are likely to provide impetus to market growth of optoelectronics.
- Increasing development of autonomous vehicles is a key trend driving the optoelectronics market growth as optoelectronics are used for automating different operations in vehicles, such as brake signaling and headlights. Rising sales of luxury vehicles equipped with various optoelectronics would also aid the growth of the market.
- Rising investments in research and development, aimed towards reducing the costs of different optoelectronics components and expanding their capabilities and applications, would augment the demand for optoelectronics. Various companies are working towards increasing precision, power, and flexibility of optoelectronics components while also improving durability and manufacturing processes.

### **1.5.4 : Global Optoelectronics Market Analysis**

The market is segmented into various components, including image sensors, laser diodes, LEDs, optocouplers, and photovoltaic cells, amongst others, based on the components themselves. A number of different industries, including automotive, aerospace and military, consumer electronics, information technology, and healthcare, are included in the optoelectronics market segmentation based on the ultimate use of the products. North America, Europe, the Asia-Pacific area, Latin America, and the Middle East and Africa are the

regions that fall under the category of regional markets for optoelectronics.

An in-depth analysis of the market based on Porter's five forces model is included in the complete EMR research, which also includes a SWOT analysis of the market. A comprehensive analysis of the following important competitors in the global market for optoelectronics is provided in this study. The report analyses their competitive landscape as well as the most recent changes in the industry, including mergers, acquisitions, investments, and expansion plans.

- General Electric Company
- Market Share by Component
- Micropac Industries, Inc.
- Mitsubishi Electric Corporation
- OMNIVISION Technologies, Inc.
- Optoi Srl
- OSRAM International GmbH
- Panasonic Corporation
- Rohm Co., Ltd
- Samsung Electronics Co., Ltd.
- Sony Corporation

### **1.5.5 : Market Share by Component**

Laser diode components of optoelectronics are anticipated to witness substantial growth in the market for optoelectronics in the coming years. This can be attributed to the growing demand for laser diodes for laser generation in applications such as optic communications, barcode readers, and networking and printing technologies. Highly versatile, laser diodes are utilized across numerous industries, with significant applications in the automotive sector which is bolstering the optoelectronics market demand. In automotives, laser diodes are increasingly being used in vehicle headlights which improve visibility while being compact in size. Rising focus on improving road safety and reducing accidents is likely to augment the demand for laser diodes in automotives, further aiding the overall market for optoelectronics.

### **1.5.6 : Market Share by Region**

The Asia Pacific region accounts for a sizable optoelectronics market share, supported by the growing production of consumer electronics and automotives in the region. Presence of a strong manufacturing base in countries such as China and various key players in Japan and South Korea are aiding the expansion of the market for optoelectronics in the Asia Pacific. Meanwhile, efforts towards lowering energy usage and facilitating a transition towards renewable energy are heightening the demand for optoelectronics components such as LEDs and photovoltaic cells. Increasing smart city initiatives, development of technologies for virtual reality, and adoption of industrial internet of things are offering lucrative growth

opportunities to the regional market for optoelectronics.

### **1.5.7 : Domestic and Export Share**

Importing goods from other countries is far more expensive than making them domestically. Although there are often no limits on the entry of imported optoelectronics into India, the average import duty on these products is currently 39.2%.

### **1.5.8 : Competitive Landscape**

Samsung Electronics Co., Ltd., founded in 1969 with headquarters in Suwon, South Korea, is a leading electronics multinational corporation. Offering a wide range of consumer electronics products such as smartphones, tablets, TVs, and home appliances, the company also manufactures electronic components including semiconductors, batteries, displays, and image sensors.

Panasonic Corporation is a prominent developer of diverse technologies and solutions for electronics which was established in 1918. Currently based in Osaka, Japan, the company specialises in consumer electronics as well as products and services related to automotive and avionics systems, rechargeable batteries, and industrial systems.

Sony Corporation, headquartered in Tokyo, Japan, is a subsidiary of the global Sony Group brand, specialising in electronics with a focus on research and development. Founded in 1946, Sony Corporation is a renowned manufacturer of professional and consumer electronic products as well as video games and video game console.

There are a number of other companies operating in this industry. Some of them are OMNIVISION Technologies, Inc., General Electric Company, Micropac Industries, Inc., Optoi Srl, Mitsubishi Electric Corporation, and Rohm Co., Ltd.

### **1.5.9 : Industry Size**

The global market for optoelectronics was estimated to be worth \$7.18 billion in the year 2022. With a compound annual growth rate of 18.2% from 2023 to 2031, it is anticipated that it would reach more than \$32.34 billion by the year 2031. Increasing demand for high-tech consumer goods is the primary factor driving the expansion of the industry.

It is anticipated by ASSOCHAM that the optoelectronics sector in India will expand from its current size of 2.81 billion dollars to 3.81 billion dollars during the next two to three years. This growth will occur as a result of the introduction of additional brands and the increased awareness of customers. Even in rural areas of India, people are becoming more aware of the brands of optics, which will result in the size of the industry

increasing from its current level of 2.1 million to around 2.81 billion dollars. Over the course of the projected period, it is anticipated that the compound annual growth rate (CAGR) will be approximately 6.35.

## 1.6 : SWOT ANALYSIS

### Strengths:

- Providing a quality and durable products
- Bringing an extension to Technology
- Providing high quality products.
- Having widespread availability and promotion.
- More efficiency and compatibility
- Pioneer Advantage

### Weaknesses:

- Highly competitive market.
- Threat of the competitors about copying the product.
- Difficulty in creating a high-adoption rate.
- High advertising cost.
- High legal and corporate expenses.

### Opportunities:

- Entering into the optics and optoelectronic Industry at the same time.
- Creating new variations of optic products.
- Manufacture of Focal plane riflescope and dental surgical microscope.
- Reaching International market

### Threats:

- Highly competitive market.
- Global Recession.
- Differences in taste and preferences.
- Government rules and laws.
- High promotional and development costs.

## 1.7 : PEST ANALYSIS

PEST analysis is a part of external macro-environment in which the firm operates can be expressed in terms of the following factors:

- Political
- Economical
- Social

- Technological

Using PEST analysis, we examine a number of macroenvironmental parameters. Included in a comprehensive environmental scan is PEST analysis.

### 1.7.1 : Political Factors

Legal concerns, government restrictions, and other formal and informal standards that a company must follow are all examples of political aspects to think about. Here are a few of these political considerations:

- **TAX POLICY:** The corporation is subject to a corporate tax rate of 18%, one of the highest tax rates in the world. The company's bottom line takes a hit because of this.
- **ENVIRONMENTAL REGULATIONS:** In order to meet government regulations and provide an environmentally friendly atmosphere, the corporation will pay additional costs since 20% of the land area must be converted into green space.
- **TRADE RESTRICTIONS TARIFFS:** Costs associated with transporting raw materials and completed goods across state lines are the responsibility of the business.

### 1.7.2 : Economic Factors

Several economic variables impact the cost of financing for the business and the buying power of potential customers. Here are a few economic considerations:

- **INFLATION RATE:** The company is facing difficulties during the inflationary time due to the rising prices of raw materials, machinery, and other essentials.
- **INTEREST RATES:** The annual tax payment for the company is fifty lakhs and the interest rate on corporate loans is ten percent.

### 1.7.3 : Social Factors

Social elements include things like demographics and culture. Both the size of the prospective market and the demands of customers are impacted by these factors. Here are a few social factors:

**HEALTH CONSCIOUSNESS:** Chemicals that are not damaging to the eye and somewhat more expensive than other chemicals were chosen by the corporation with the safety of end users and social responsibility in mind.

**ENVIRONMENT NORMS:** The company has transformed 20% of its property into a green space and uses environmentally friendly paper for packaging, all in an effort to adhere to environmental rules.

**EMPHASIS ON SAFETY:** In order to ensure the well-being of its employees, the company has invested in an insurance policy with a coverage amount of Rs.1 crore and an annual cost of Rs. 50,000/-.

### 1.7.4 : Technological Factors

Environmental and ecological considerations are technological factors. Here are a few technological considerations:

**RESEARCH AND DEVELOPMENT:** Since the company is ahead of the curve in introducing this product to the Indian market, it will need to invest heavily in R&D in the future years to keep up with the competition, who will likely copy the product without much effort. This means that R&D spending must continue if the corporation wants to maintain its dominant position in the market.

**TECHNOLOGY'S EFFECT ON FIRM'S OFFERING:** The firm's offering will be impacted by an increase in R&D costs since, as R&D costs rise, product prices do as well.

### 1.8 : Importance of the Study

One of the most significant aspects of being flexible is providing employees with some discretion in terms of when and where they complete their work. In the process of deciding whether or not to give workers greater flexibility in their work schedules, many companies are concerned about whether or not this would actually result in an increase in performance. A great number of businesses are hesitant to implement such changes because they are concerned that employees would lose interest in their jobs if they are obliged to adjust to new work styles and settings. However, if it is handled correctly, flexibility has the potential to eliminate issues such as burnout, which would result in a more productive workforce.

There is still a significant distance to travel before businesses can completely embrace the concept of workplace flexibility. A great number of questions arise, including whether or not it has an impact on the former, whether or not it is compatible with flexibility and productivity, and whether or not it has an influence on innovation and worker efficiency. In spite of this, research into this field is extremely important since, more often than not, the degree to which a firm is able to adapt to changing circumstances has an impact on its capacity to attract, hire, and keep the best employees. Within the framework of the Carl Zeiss firm, this study investigates the impact that flexible work arrangements have on the level of productivity achieved by employees.

### 1.9 : Need of The Study

In the event that this research is successful, it will offer insight on how the employees of Carl Zeiss adjust to and prosper in a work environment that is more flexible. Within the scope of this study, the implications that the workplace would have for the exhibition of employees are also studied. When employees are allowed greater freedom in how they perform their duties, the primary objective of the study was to determine whether or not they are more productive and satisfied with their jobs. Additionally, it investigated whether or not a work schedule that was more flexible resulted in lower rates of absenteeism and tardiness



respectively.

A great number of businesses are looking to workplace flexibility as a means of retaining their employees and attracting the best possible talent. A balanced combination of lighthearted and weighty activities is beneficial to both the employees and the managers. The current trend in the workplace is moving away from the traditional 9 to 5 layout that indicates an employee's locations and towards a more contemporary form that promotes employee satisfaction and productivity. This shift is a result of the evolution of the workplace.

What effect does the flexibility of tasks have on the productivity of workers? The purpose of this article is to gain an understanding of how a flexible work paradigm might produce hierarchical dependability and how it can directly effect the presentation of employees. It helps in inspecting the execution and completion of work, in addition to reducing the harmful consequences that work has on the environment. As a result of the availability of flexible working rules, the presentation of workers is enhanced, and employees are allowed to strike a balance between activities that are vital and activities that are fun. A significant rise in the possibility that workers will continue to be loyal to the association is consequently brought about by this.

The identification of the workplace flexibility facilities that CARL ZEISS provides to its employees as a motivational factor that promotes the efficiency of the organisation, as well as the comprehension of the effects that workplace flexibility has on employee performance, are both important.

## **CHAPTER-2 : COMPANY PROFILE**

### **2.1 : ABOUT THE COMPANY:**

The following are some of the sectors in which CARL ZEISS has a presence in India: Vision Care, Research Microscopy Solutions, Medical Technology, Industrial Quality Solutions, and Sports and Cine Optics. Bangalore serves as the location of the company's headquarters.

A ZEISS sales and service office can be found in almost every major and minor city in India. In addition, the firm operates three production sites, a research and development centre, and provides worldwide information technology services at its many locations. ZEISS's success story in India is a fast-paced one, with over a thousand individuals and ongoing investments spanning over 25 years. The company has been established in India. In the year 1846, Carl Zeiss established the company with the intention of establishing it on the foundation of accuracy, dedication to innovation, and the generation of tangible value for both customers and society. In honour of Carl Zeiss, Ernst Abbe's business partner and sole proprietor of ZEISS, the Carl Zeiss Foundation was established in the year 1889 by Ernst Abbe. Even in the present day, the foundation has not wavered in its commitment to the advancement of science and technology. According to ZEISS, the clear way to being a leader in corporate responsibility is to assist customers in accomplishing their goals by providing value-added goods that are conceived of and made in a responsible manner.

Devices that are optical and optoelectronic are manufactured and sold by Carl Zeiss AG (Carl Zeiss), a company that specialises in medical technology. It is a subsidiary of Carl Zeiss Stiftung AG that is completely owned by the company. Lithography optics, measurement tools, photomask systems, microscopes, medical technology (including diagnostic and therapeutic goods for the eyes), lenses for cameras and video equipment, binoculars, and eyeglasses are some of the products that are offered by the company within its extensive product catalogue. It is also possible to utilise planetarium software with medium, large, and small projection systems, which makes it an excellent choice for use in settings such as sky theatres, star theatres, and universe theatres. A few of the numerous industries that stand to gain from it are the semiconductor industry, the automobile industry, mechanical engineering, the biomedical industry, and the medical technology industry. The company has regional offices spread out over the Americas, EMEA, and APAC regions of the world. Carl Zeiss's headquarters are located in Oberkochen, which is located in Germany.



**Figure 2.1: Carl Zeiss headquarteres in Oberkochen, Germany.**

Because it is the foundation's owner, it is banking on ZEISS to make contributions that are intended to last for an extended period of time. The foundation uses the income from the company to promote research and scientific initiatives that are essential to the future of humanity. These activities range from the changing demographics of the population to the circular economy approach. We are going to be carbon neutral by the year 2025 and we are going to use solely green energy right now. In the meantime, ZEISS is intent on accomplishing lofty environmental goals. Within the framework of their global sustainability plan, ZEISS is incorporating MINT education, public health, environmental and climate protection, and social responsibility.

Over forty-three thousand employees in fifty or more countries are working hard to meet and exceed the expectations of their customers. Over the course of the fiscal year 2022/23, the four divisions of ZEISS—namely, Industrial Quality & Research, Medical Technology, Consumer Markets, and Semiconductor

Manufacturing Technology— combined their efforts to generate around 10.1 billion euros in sales. At the moment, fifteen percent of the money is allocated to the funding of research and development opportunities. ZEISS believes that both creativity and technology have the potential to bring about a sustainable future as well as solutions to global concerns.

## 2.2 : Zeiss – Creative Consultant & Influencer



Figure 2.2: Brand ambassador / Creative Consultant – ZEISS INDIA -2016-2021

Have done 34 workshops / photo tours in different cities of India with Zeiss in past 4 years. Handles social media activities and represent brand online photography workshop campaigns.



Figure 2.3: Brand online photography workshop campaigns.

### 2.3 : Brand Partners:

#### Sony

ZEISS and Sony expanded their partnership in the year 2020, at which point they once again ventured into the expansive realm of mobile photography. This cutting-edge collection of technology is able to produce remarkable sharpness, colour accuracy, and bokeh, despite the fact that the phone itself is quite small. ZEISS and Sony will continue to push the boundaries of digital imaging innovation in order to provide the greatest number of people with cutting-edge photography experiences and photographs of the best possible quality.



**Figure 2.4: Sony Products - Mobile.**

ZEISS and Sony have been working closely together for a considerable amount of time, and the collaboration between the two companies has been an important factor in the development of a great deal of innovative imaging products. As a result of these technologies and their awareness of the rapid expansion that the business is seeing in this sector, their relationship has expanded to encompass smartphone imaging. Dedicated and enthusiastic creators can continue to be satisfied with the interesting mobile photographic experience that is provided by their flagship smartphone, the Xperia, which features ZEISS optics.



**Figure 2.5: Sony Products – Camera**



## Vivo

ZEISS and vivo made the decision to collaborate in the year 2020 because they both have the same objective of achieving the highest quality standards and pushing innovation that is user-focused. Additionally, the two brands were an excellent match for one another in general. The first product that they worked together on was an imaging system that was co-engineered. This system was incorporated into vivo's X range of high-end smartphones, commencing with the X60 device. The ZEISS T\* coating, signature ZEISS lens style bokeh in portrait mode, and ZEISS Optics were all components of its exceptional multiple camera system. This system also introduced elements that are vital to the ZEISS look to a mobile device and offered premium imaging characteristics to imaging devices.



The collaborative research and development programme at the imaging lab will continue to innovate cutting-edge mobile imaging solutions by combining the almost 130 years of imaging experience that ZEISS has accumulated throughout its history with cutting-edge mobile imaging technology. By utilising vivo's expertise in hardware, software, and user experience, ZEISS and vivo will continue to revolutionise smartphone photography. This will be accomplished through the work of both companies. The flagship phones that are the product of the relationship have received a lot of praise from customers, members of the media, influential people, and people working in the technology business. These phones have amazing cameras. As a result of the alliance's combination of bold experimentation and a solid technological background, it is in a position to constantly provide cutting-edge mobile imaging.

### 2.4 : MISSION:

As the pioneer of science in optics, we continue to challenge the limits of human imagination. We set new standards with our cutting edge medical

## 2.5 : VISION:

With our passion for excellence, we create value for our customers and inspire the world to see in new ways.

## 2.6 : Products of Carl Zeiss

Instruments for semiconductor lithography, light, electron, and ion microscopes, coordinate measuring machines, medical gadgets, eyeglasses, binoculars, spotting scopes, telescopes, planetarium projectors, and other optical equipment are all included in this category. When it comes to optics for cameras, video, binoculars, spotting scopes, and hunting, the ZEISS Consumer Products business is responsible for integrating the company's operations.



**Figure 2.6: Zeiss Terra ED Binoculars: -**



**Figure 2.7: Zeiss Focal Plane Riflescope: -**



**Figure 2.8: Zeiss Telescope: -**





**Figure 2.9: Zeiss Binocular Microscope: -**



**Figure 2.10: Zeiss Lens Cleaning Kit: -**



**Figure 2.11: Zeiss Convivo Medical Equipment: -**



S100 / OPMI pico

**Figure 2.12: Zeiss Dental Surgical Microscope: -**



**Figure 2.13: Zeiss EyeWare: -**



**Figure 2.14: Zeiss DSLR Camera Lens: -**



**Figure 2.15: Zeiss Lens Cloth and Spray Cleaning Kit**

## 2.7 : Marketing Shares

"We were able to significantly enhance our market shares in both strategic business groups despite an increasingly deteriorating economy," stated Dr Markus Weber, president and CEO of Carl Zeiss Meditec AG. "We were able to do this. We were able to significantly reduce the amount of time it took to produce and deliver the goods, despite the fact that they were still significantly longer during the first half of the year. We have invested a significant amount of money in research and development, but we have also put a lot of money into expanding our business in the future. The revenue goal for the fiscal year 2022/23, which was publicly anticipated on April 19, 2023, has been practically achieved with revenue of €2,089 million (the revenue for the previous year was €1,903 million). The relatively small deviation from the nominal goal value can be attributed, in particular, to the negative development of the exchange rates of the United States and China in comparison to the euro during the second half of the fiscal year. The strategic business unit (SBU) Ophthalmology saw its revenue increase by 7.3% (adjusted for currency effects: +7.6%) for the fiscal year 2022/23, reaching €1,576 million. This represents an increase over the previous year's revenue of €1,469 million. A robust 18.3% rise in revenue was created by the Microsurgery strategic business unit, which outperformed the market. The revenue increased to €513 million from €434 million in the previous year, after taking into account the effects of currency exchange conversion. The company has a generally optimistic prognosis for the fiscal year 2023/24 due to the fact that the underlying long-term development trends are still going strong. On the other hand, the expansion of firms is influenced by a wide variety of macroeconomic and political risks. These include, but are not limited to, the state of the global supply chain, excessive inflation, consumer behaviour that is characterised by worries of a recession, geopolitical conflicts, trade sanctions, and variations in currency. Although it is hoped that the risk factors stated above will not become any more severe throughout the course of the year, it is expected that the total increase of revenue for the fiscal year 2023/24 will be at least equivalent to the growth of the market.

## 2.8 : Corporate Social Responsibility

Corporate social responsibility (often abbreviated as CSR) refers to the commitment made by a business to manage the social, environmental, and economic aspects of its operations in a manner that is responsible and in conformity with the social and environmental expectations of the public. Our company is committed to giving back to the communities in which we have sites throughout the world. Among the corporate social responsibility projects undertaken by Carl Zeiss are the following:

- Socially and environmentally conscious investments.
- Reducing carbon footprint.
- Changed their packing to a more sustainable solution.
- Taking a stand on work life balance of employees and getting involved in the communities by implementing flexible working arrangements.
- In addition to taking the initiative for all of these things, the organisation is being transparent about their standards of conduct, their vision, and what they believe in. There are a number of values that include honesty, authenticity, and respect for all parties involved.
- Provides insurance to all the employees in the organization.

## 2.9 : Profile of Respondents

The primary objective of the first segment of the survey was to accomplish the collection of demographic information from respondents. The demographic data collected from Carl Zeiss Pvt. Ltd. in Bangalore contains information about the employees' ages, genders, levels of education, and years of business experience. 60 percent of the respondents were male, 48 percent had a bachelor's degree, and 36 percent had less than two years of experience working at Carl Zeiss. The youngest responder was 18 years old, and the oldest was 25 years old.

## CHAPTER -3: REVIEW LITERATURE

### 3.1 : Literature Review

**Pruchno, Litchfield, and Fried (1997)** conducted a study on the effects of workplace flexibility and came to the conclusion that "the most workplace flexibility turns into win situation for both the company and the employee." Another thing that they discovered was that when employees are given more freedom to pick their own schedules, they are more productive. This allows them to better combine their home life with their professional experiences. It is common knowledge among workers who make use of flexible scheduling that not all of their colleagues have been able to take advantage of the same opportunity. In order to determine which employees would be most productive with a flexible schedule, managers need to first identify such individuals and then reward them appropriately. Those employees who are currently functioning at their best levels will continue to do so in the future. For the purpose of maintaining a high level of productivity,

managers evaluate the capabilities and performance of employees on the job in relation to the flexible work schedule being offered. By reducing the amount of time spent on administrative tasks, the supervisor believes that they will be able to improve both morale and production.

**A study that was conducted by Ya Tang and Wadsworth (2008)** focused on the relationship between time and flexibility in the workplace. According to the findings of the study, "flexibility is highly valued by the employees," which indicates that the majority of workers believe they have sufficient freedom to maintain a successful balance between their personal and professional lives. There are several ways in which a manager's support can be of significant benefit to both the employees and the organisation. bosses are assisted by being egalitarian, open, and empathetic when responding to the personal and familial concerns of their employees, and employees get a sense of relief when they are able to share these matters with their bosses. In the year 2008, workers were given more freedom to choose how they would spend their time, and the majority of workers believed that they had sufficient freedom to reconcile the demands of their jobs with those of their families. It has been found that a significant number of workers place a high value on workplace flexibility; nevertheless, there are certain workers who do not have the ability to freely manage their lives both within and outside of the workplace. Even though they are working more hours than they would like to, employees who are granted the ability to exercise flexibility report experiencing less time depression and higher levels of productivity. In spite of this, it continues to maintain its position that increased flexibility is beneficial to both individuals and the organisation.

**According to the findings of a study that was carried out by Golembiewski, Yeager, and Hilles (1975),** the nature of the employment has a significant impact on the impact that flextime has on the behaviour of employees. As an illustration, workers earning low wages are paid on a daily basis in accordance with hour regulation, which implies that they are unable to fully profit from flexi time.

**Research conducted by James and Galinsky (2006)** indicates that employees with higher earnings are more likely to be provided with flexible work arrangements in comparison to individuals with lower incomes working for the same company. The morale of the workforce suffers as a result of this, and a sense of injustice penetrates the working culture. Even now, businesses continue to provide the traditional flexi-time arrangement. Employees are able to work around peak times without sacrificing their ability to do things like go home for lunch, pick up their children from school, and other such activities thanks to the flex time option. In addition, the employees are provided with the ability to work flex hours on an everyday basis. Because they have the option of daily flexi time, they are able to manage unanticipated responsibilities, which not only helps them maintain their employment but is beneficial for both the company and the individual concerned. Another method that is utilised by organisations is the concept of shift, which allows workers to select their own shifts in order to achieve a better balance between their professional and personal lives. When the majority of businesses do not have procedures in place to allow for flexibility, and when it is granted, it is done so on an informal basis, this presents a significant challenge for human resource management organisations. Individuals who have a greater amount of discretionary income are more likely

to be able to handle personal matters at work and make use of their position in an unofficial capacity, even in situations when flexible work schedules are not an option. In order for workers to perform their jobs effectively, they require a level playing field.

**A study conducted by Abid and Barech (2017)** discovered that flexible working hours can be adopted through mutually beneficial agreements between management and staff in order to achieve the goals of enhanced employee productivity and improved organisational profitability. These goals are associated with the implementation of flexible working hours. Hashim (2017) conducted research on the effects of time flexibility in order to assist workers in getting a better balance between their personal and professional lives. In today's market, businesses are under constant pressure to provide products and services that satisfy the requirements of their customers in terms of quality, cost, and their ability to fulfil their deadlines. It is necessary to take creative methods to work in order to make the most efficient use of personnel and other resources. It is possible that flexible work arrangements could be beneficial to organisations in terms of customer service. This is due to the fact that satisfied employees deliver better service.

**1964 was the year that Vroom first presented his expectation theory.** According to this expert, flexible working arrangements are extremely important since they simplify the process of evaluating the performance of employees. In this theory, there are three primary concepts that are made available. To begin, there is the valence concept, which asserts that employee performance may be improved through the use of incentives, fresh ideas, and decreasing turnover rates. Employees will be driven by elements such as job happiness, customer satisfaction, and their own abilities, which will ultimately lead to easier productivity and higher performance. The second notion is the expectation concept, which claims that employees will be motivated by these factors. The last concept is known as the instrumentality notion, and it asserts that a corporation should compensate its employees for being imaginative and productive. This is done with the goal of lowering employee turnover and increasing job satisfaction, both of which are related with higher performance on the job.

**According to Sussanna Shagvaliyeva Rashad Yazdanifard (2014),** the issue of workplace flexibility is becoming an increasingly pressing matter. Numerous businesses allow their employees some degree of autonomy in determining their own work schedules since doing so is advantageous for all parties concerned. The most prominent benefits include an increase in profitability for the company as well as an improvement in productivity among the individual employees. Flexibility in working hours, which in turn decreases stress and enhances employee well-being, is another factor that contributes to the development and facilitation of work-life balance. From a constructive point of view, the article examined the concept of flexible working scheduling. According to the findings of the study, employees reported having greater flexibility in how they conducted their professions before and after the implementation of more adaptable work schedules.



**According to Muhammad Waseem Shah Pirzada (2020)**, teams have the potential to improve their performance when their leaders provide their employees with some degree of psychological empowerment and flexible work schedules. In this research, he investigates how psychological empowerment and flexible working hours can improve the performance of teams by using work engagement as a mediator. The provision of employees with increased autonomy inside the organisation and the ability to determine their own work schedules is one method that can be utilised to enhance morale. When employees are passionate about the work that they perform for a living, it is evident in the quality of their work and the outcomes that they achieve.

**Research conducted by Wilson et al. (2008)** indicates that the term "flexibility" can be interpreted in a number of different ways. There are a number of high-commitment work activities that the author describes as being flexible. Some examples of these practices include career growth, teamwork, and multi-skilling options. It is reasonable to assume that the implementation of these policies will result in an increase in both morale and productivity in the workplace, which should ultimately result in a more potent competitive advantage for the organisation. have implemented flexible techniques, one of which is the employment of low-cost temporary staff.

**Shagvaliyev and Yazdanifard (2014)** conducted research to investigate the connection between work-life balance and employment that allows for flexible working hours. According to the author, flexible work arrangements are beneficial for both employers and employees. This is something that may be reaped by both parties. Increasingly flexible work arrangements are being used by organisations in an effort to cultivate an environment that is trustworthy. Employees are able to keep tabs not only on the number of hours they put in but also on the locations where they do their duties. Work-life policies have been introduced by organisations, and among these policies are policies that provide employees some discretion in terms of when and where they complete their work. In the first place, this is done with the intention of attracting, hiring, and maintaining outstanding talent, with a particular focus on improving the welfare of employees.

**This article, written by Deshwal P. (2016)**, investigates the impact that flexible work arrangements have on firms. There is a distinction between the regular work schedules of employees and flexible work schedules. In an effort to better accommodate the day- to-day responsibilities of raising a family, businesses are making efforts to adapt their work schedules to better accommodate the needs of their employees. Employees are becoming more dependable as a result of the aid provided by their employers, which increases the likelihood that they will remain with the company. As a result of flexible work arrangements, employees are able to achieve a better balance between their personal and professional lives. Consequently, employees report experiencing less stress and staying with the organisation for longer periods of time. When employees are given some flexibility in their work hours, they are more likely to remain with the organisation they are employed by.

**According to the findings of study conducted by Abid S. (2016)**, businesses that give their employees greater flexibility in terms of their schedules perceive an increase in performance and productivity, a decrease in absenteeism, an increase in morale and motivation, and a strengthening of employee loyalty. The implementation of flexible work arrangements has the major objectives of fostering a more pleasant work environment, enhancing the culture of the workplace, and fostering a better general climate among human interactions. It is more probable that workers will finish their jobs on time and receive some much-needed rest when they have the ability to select when they work. This includes the ability to go home for lunch or pick up the children from school and other activities. As a result of the daily flexi time options, employees are able to deal with unforeseen events while still completing their work, which helps them feel content and secure in their position.

**According to Golembiewski, Yeager, and Hilles (1975)**, the nature of the employment determines the extent to which flextime can influence the behaviour of employees under certain circumstances. An example of this would be low-wage workers who are paid on an hourly basis; as a result, they are unable to fully exploit flexible scheduling.

**According to Hurtz and Donovan (2000)**, "the opportunity that the relationship between personality characteristics and specific work environments may influence performance" is something that should be given attention. In the course of their research, scientists have discovered that exhaustion is primarily linked to a wide range of health problems, both physical and mental. Unless they are in excellent health and have the proper working circumstances, employees are unable to contribute to the organization's efficiency and effectiveness and do not have the ability to reach their full potential. Our ability to control our feelings on a daily basis is essential to our happiness at work. When an employee is emotionally stable, they are better able to deal with the stress and strain that they experience on the job, they are more likely to fulfil their obligations accurately, and they are more likely to enjoy themselves when they want to. People who are emotionally stable are able to maintain their rationality even when confronted with a stressful circumstance at work.

**Worrall and Cooper (1999)** conducted research on the effects of working hours patterns on a general level and on a managerial level. Their findings focused on health, morale, family time, and productivity, as well as the repercussions of working hours patterns. According to the studies, there is a substantial correlation between working hours and the adverse impacts that they have over time. When it comes to dealing with trade-offs, the results demonstrate that many managers find it to be an incredibly tough task. Additionally, the data indicate that junior managers and those working for nonprofit organisations are more concerned with their personal lives than they are with their professional lives. On the other hand, senior managers in for-profit corporations are more concerned with their workplace. According to the findings of the study, managers who work long hours experience a decline in their productivity as well as in their social lives, which includes their connections with their families and their psychological well-being.

### **3.2 : Research Gap:**

Employees' productivity is increased when they have more control over their work schedules, including when they start, where they work, and when they finish. Workers are most productive in an office setting that allows them some degree of personal autonomy, according to the study's authors. When employees have the option to work from home, they are more likely to focus on their work and less likely to be distracted by other activities. In addition to lowering expenses, it aids in keeping top talent. This case study focuses on Carl Zeiss and how their implementation of flexible work schedules has boosted morale, increased productivity, and helped the company reach its objectives.

### **3.3 : Research Design**

#### **3.3.1 : STATEMENT OF THE PROBLEM**

Those employees who perform their jobs most effectively in a conventional office environment and who do not have to adhere to a strict schedule would not be suitable candidates for a flexible work schedule. Most of the time, they blindly adhere to their work schedule without taking any initiative or making any decisions. There are certain individuals who could feel uneasy when they are working at their own pace. Certain workers are able to take advantage of the benefits that come with working remotely since they are given the option to determine their own work schedule. To put it another way, you can enjoy yourself while also getting some work done at the same time. As a consequence of this, the worker is more likely to become distracted and commit errors while carrying out their responsibilities. Due to the fact that they are unable to monitor their work and productivity, individuals who choose a more conventional 9 to 5 job generally look down on their peers who have flexible schedules. Therefore, it is possible that there will be some conflict between the two groups. There is a possibility that employees will react in a variety of ways to a reduced work week. When people are at home, they have the opportunity to either be more productive or to slack off, which might result in an increased number of activities that are not yet completed or that are still outstanding. The purpose of this study is to investigate the impact that Carl Zeiss's policy of providing employees with more flexibility in their schedules has on the performance of those individuals when they are on the job.

#### **3.3.2 : Scope of The Study**

A study was carried out with the purpose of determining the impact that workplace flexibility has on the performance of employees, specifically with regard to Carl Zeiss. In order to obtain the data, the personnel of Carl Zeiss are contacted. For the purpose of gaining an understanding of the organisational culture that has an impact on the flexible working environment that improves employee performance, the questionnaire was designed.

The degree to which work schedules and career pathways are adjustable constitutes the defining characteristic of these aspects. Developing and maintaining connections, putting together teams, and determining the level of productivity of remote workers are all areas that require new techniques as a result of technological advancements. It is likely that granting employees more autonomy in determining their own work schedules may result in a number of positive outcomes, including increased competitiveness, enhanced business performance, and cost savings related to overhead administration.

within the context of Carl Zeiss, Bangalore, to gain an understanding of the impact that workplace flexibility has on employee performance. All of the personnel at Carl Zeiss contributed to the collection of this information. For the purpose of making the study more accurate, information is gathered from the employees regarding a variety of topics, including organisational culture, factors that contribute to stress, flexible working arrangements, enhanced employee performance techniques, and so on.

### 3.3.3 : Objectives

- To understand the workplace flexibility provided by the company.
- To identify the factors contributing to working pressure.
- To analyse the impact of work life balance.
- To find out the impact of workplace flexibility on employee performance.

### 3.3.4 : Methodology

Research design refers to the steps taken during the course of a study to ensure that the objectives are met. This study reveals facts about the effects of workplace flexibility on employee performance; it is based on a descriptive research approach.

### 3.3.5 : Sampling

- **Sampling frame:** Carl Zeiss
- **Sampling unit:** Sampling unit are the employees of Carl Zeiss
- **Sampling size:** A total number of 100 employees were selected on random basis that were identified true respondents.
- **Sampling technique:** Simple Random sampling method has been adopted for the study by circulating questionnaire to employees.
- **Tools used for data collection:** Questionnaire is constructed for the purpose. The questions are close ended quest.

### 3.3.6 : Data Collection

The data is collected through primary sources and secondary sources as well.

Primary data- The data collected for the first time. The methods mostly used in collecting primary data are survey, observation and experiment. Here I have used a survey method where the questionnaire is framed and filled by employees through email or by google forms.

Secondary data- The data that has already been collected through primary source and made readily available. Here the data will be collected through various sources such as articles, research papers, and online journals.

### 3.3.7 : Data Analysis

Simple Percentage Method =  $\text{Number of Respondents} * 100 / \text{Total Respondents}$

The data collected is analysed using a simple percentage method and presented by using figures bar graph, pie chart and column graph etc.

### 3.3.8 : Limitations of the Study

- a) The major limitation of the study is the limited time period.
- b) Employees feel hesitant to express their views to the questionnaire.
- c) Some of the respondents deliberately avoided answering because of their work.
- d) Responses of the respondents may be biased.
- e) The sample size was limited to 100 respondents only due to time constraint.

## CHAPTER - 4 :DATA ANALYSIS AND INTERPRETATION

To find out the influence of flexibility in the workplace on employee performance with reference to Carl Zeiss Pvt ltd.

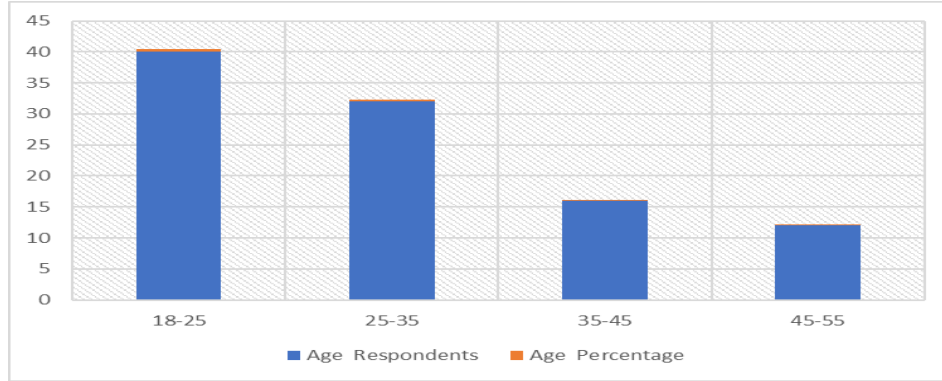
**Table 4.1: Table Represents the Age of the respondents**

Age (yrs.)	No of respondents	Percentage
18-25	40	40%
25-35	32	32%
35-45	16	16%
Above 45	12	12%
Total	100	100%

**ANALYSIS**

In the above table it is observed that 40% of respondents are between the age group of 18- 25 years,32% of respondents are between 25-35years, 16% of respondents are between 35-45 years and 12% of respondents are above 45 years.

**Figure 4.1: Graph showing the Age of the respondents**



**INTERPRETATION**

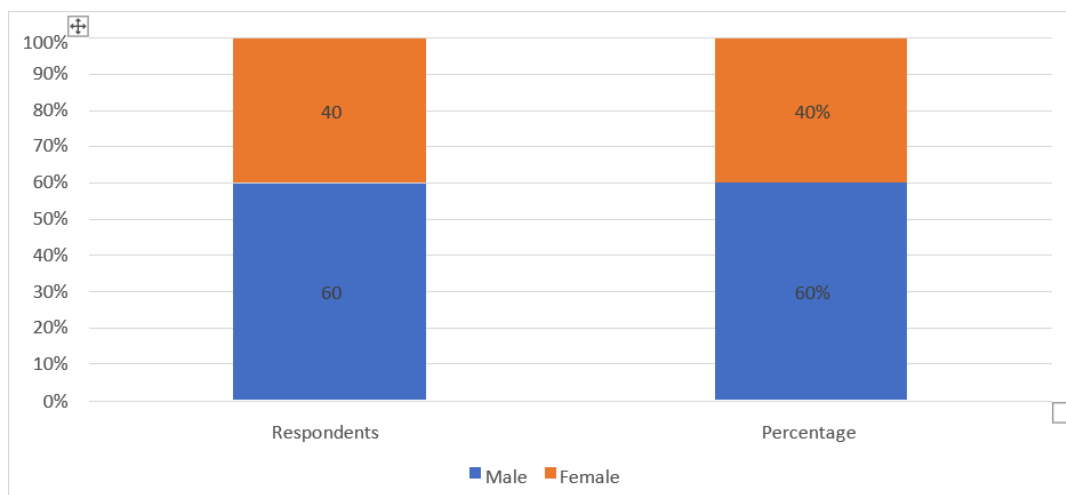
From the above table we can interpret that the majority of respondents are between the age group of 18-25 years.

**Table 4.2: Table Represents the Gender of the respondents**

Gender	No of respondents	Percentage
Male	60	60%
Female	40	40%
Total	100	100%

**ANALYSIS**

From the above table it is observed that 60% of respondents are male and 40% respondents are female.



**Figure 4.2: Graph showing the Gender of the respondents**

**INTERPRETATION**



From the above we can interpret that the majority of respondents are male in Carl Zeiss.

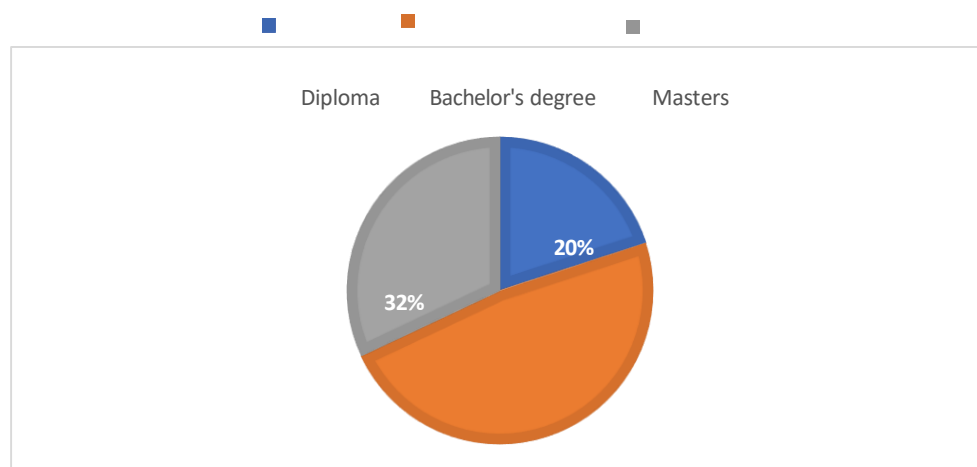
**Table 4.3: Table Represents the Education Qualification of respondents**

Particulars	Respondents	Percentage
Diploma	20	20%
Bachelor's degree	48	48%
Masters	32	32%
Total	100	100%

### ANALYSIS

From the above table it is observed that 48% of respondents have completed their Bachelor's degree, 32% of respondents have completed their Masters and 20% of respondents have completed their Diploma. Because it helps the employees in meeting the deadlines, making long term commitment and they perform well.

**Figure 4.3: Graph showing the Education Qualification of respondents**



### INTERPRETATION

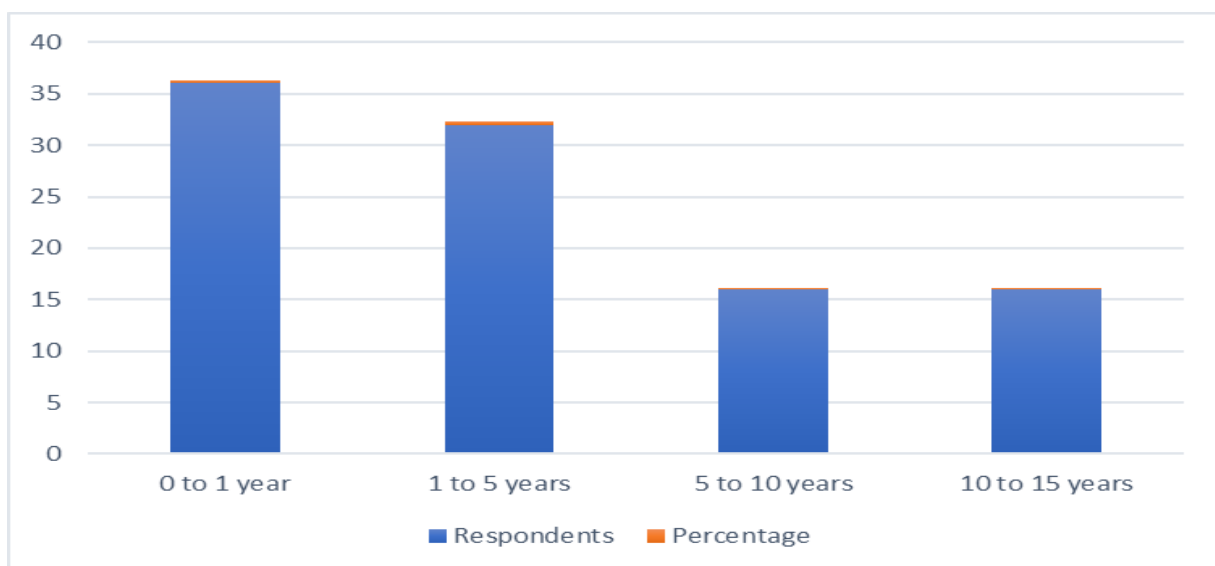
From the above table we can interpret that the majority of respondents have completed their Bachelor's degree because it helps the respondents in meeting the deadlines, making long term commitment and they perform well.

**Table 4.4: Table Represents Years of Experience of respondents**

Particulars	Respondents	Percentage
0 to 1 years	36	36%
1 to 5 years	32	32%
5 to 10 years	16	16%
10 to 15 years	16	16%
<b>Total</b>	<b>100</b>	<b>100%</b>

### ANALYSIS

From the above table it is observed that 36% of respondents are experienced of below one year, 32% of respondents are experienced between 2 to 5 years, 16% of respondents are experienced between 5 to 10 years and 16% of respondents are experienced between 10 to 15 years.

**Figure 4.4: Graph showing Years of Experience of respondents**

### INTERPRETATION

From the above table we can interpret that the majority of respondents are experienced below two years in Carl Zeiss.

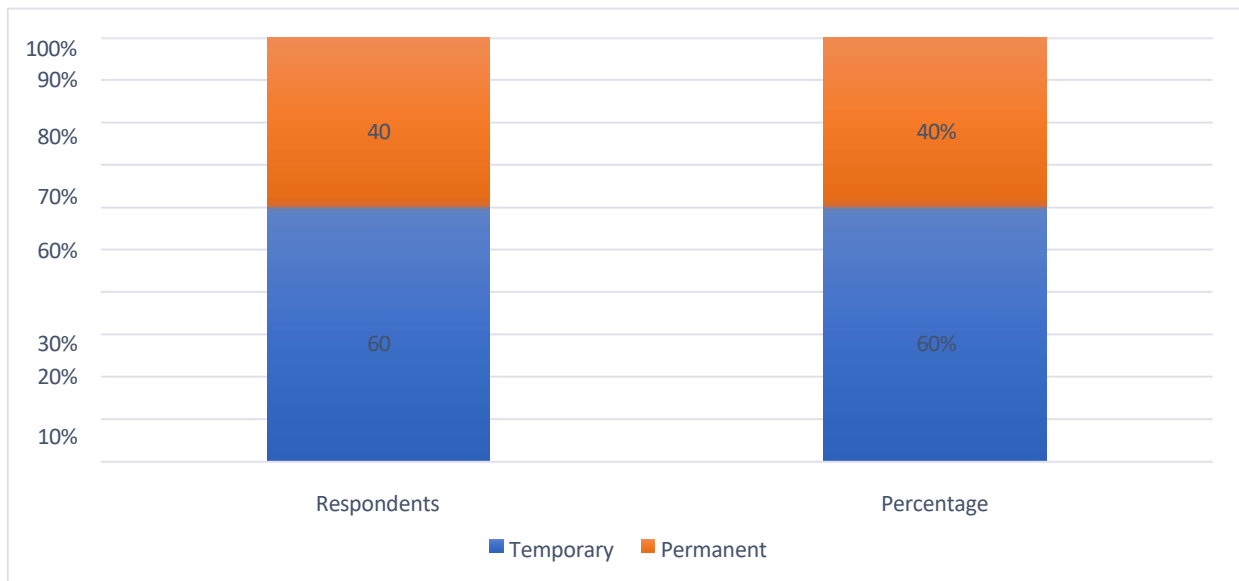
**Table 4.5: Table Represents Type of employment of the respondents**

Particulars	Respondents	Percentage
Temporary	60	60%
Permanent	40	40%
<b>Total</b>	<b>100</b>	<b>100%</b>

**ANALYSIS**

From the above table it is observed that 60% of respondents are working on a temporary basis and 40% of respondents are working on a permanent basis.

**Figure 4.5: Graph showing Type of employment of the respondents**

**INTERPRETATION**

From the above table we can interpret that the majority of respondents are working on a temporary basis which states that they learn the duties of the position, follow rules and procedure.

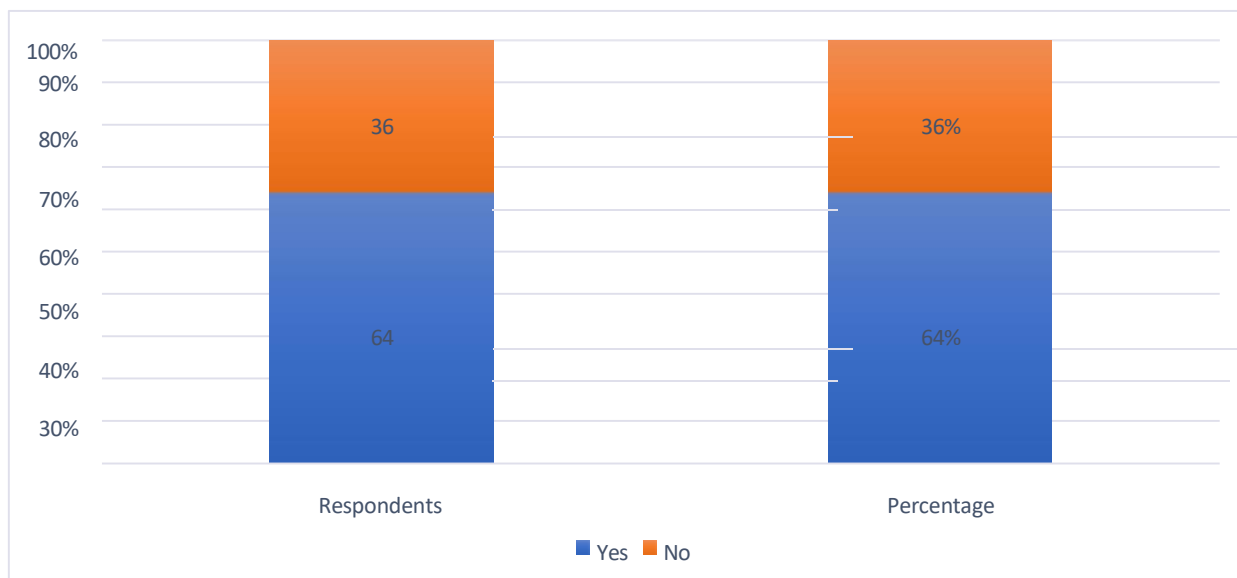
**Table 4.6: Table Represents Flexible work arrangement of the respondents**

Particulars	Respondents	Percentage
Yes	64	64%
No	36	36%
<b>Total</b>	<b>100</b>	<b>100%</b>

**ANALYSIS**

From the above table it is observed that 64% of respondents availed flexible work arrangement in the company and 36% of respondents did not avail there is no flexibility in the company.

**Figure 4.6: Graph showing Flexible work arrangement of the respondents**



**INTERPRETATION**

From the above table we can interpret that the majority of respondents feel that there is flexibility in the workplace. Flexible work arrangement helps the respondents to produce better results, job satisfaction and improves productivity.

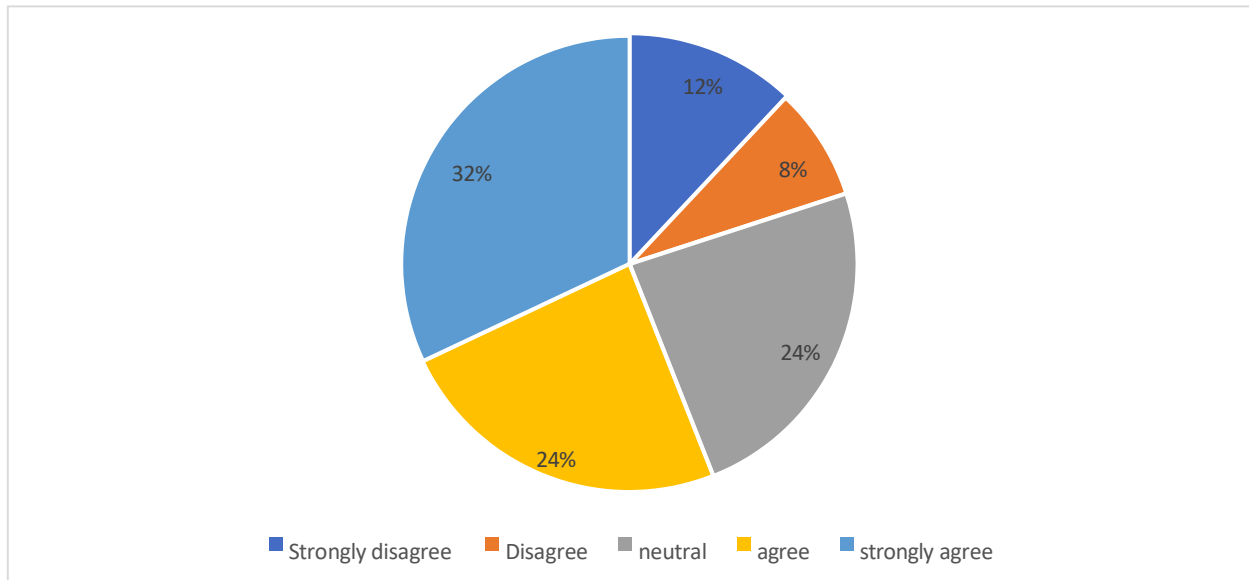
**Table 4.7: Table Represents Flexibility at the workplace of respondents**

Particulars	Respondents	Percentage
Strongly disagree	12	12%
Disagree	8	8%
Neutral	24	24%
Agree	24	24%
Strongly agree	32	32%
<b>Total</b>	<b>100</b>	<b>100%</b>

**ANALYSIS**

From the above table it is observed that 57% of respondents agree on flexibility at the workplace, 20% of respondents disagree on this where 24% of respondents say neutral that is they neither agree on flexibility at the workplace nor disagree.

**Figure 4.7: Graph showing Flexibility at the workplace of respondents**



**INTERPRETATION**

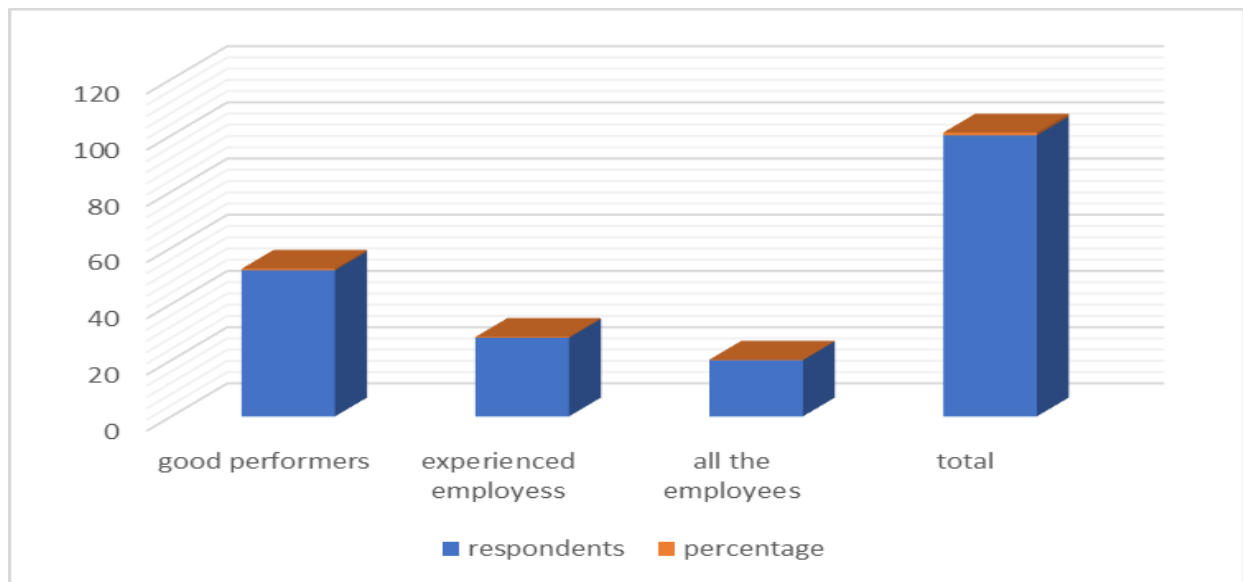
From the above table we can interpret that the majority of respondents agree on flexibility at the workplace because it enhances creativity, provides satisfaction and reduces employee’s turnover.

**Table 4.8: Table Represents Kinds of staff should be given flexible working arrangement**

Particulars	Respondent	Percentage
Good performers	52	52%
Experienced employees	28	28%
All the employees	20	20%
Total	100	100%

**ANALYSIS**

From the above table it is observed that 52% of respondents say that flexible working arrangements should be given to those respondents who are good performers, 28% of respondents experienced employees should be given and 20% of employees say all the employees in the organization should be given flexible work arrangement.

**Figure 4.8: Graph showing Kinds of staff should be given flexible working arrangement**

### INTERPRETATION

From the above table we can interpret that the majority of the respondents feel good performers should be given flexible working arrangements. If flexible working arrangements are given to the employees, they are likely to be happier when they have control over their work hours.

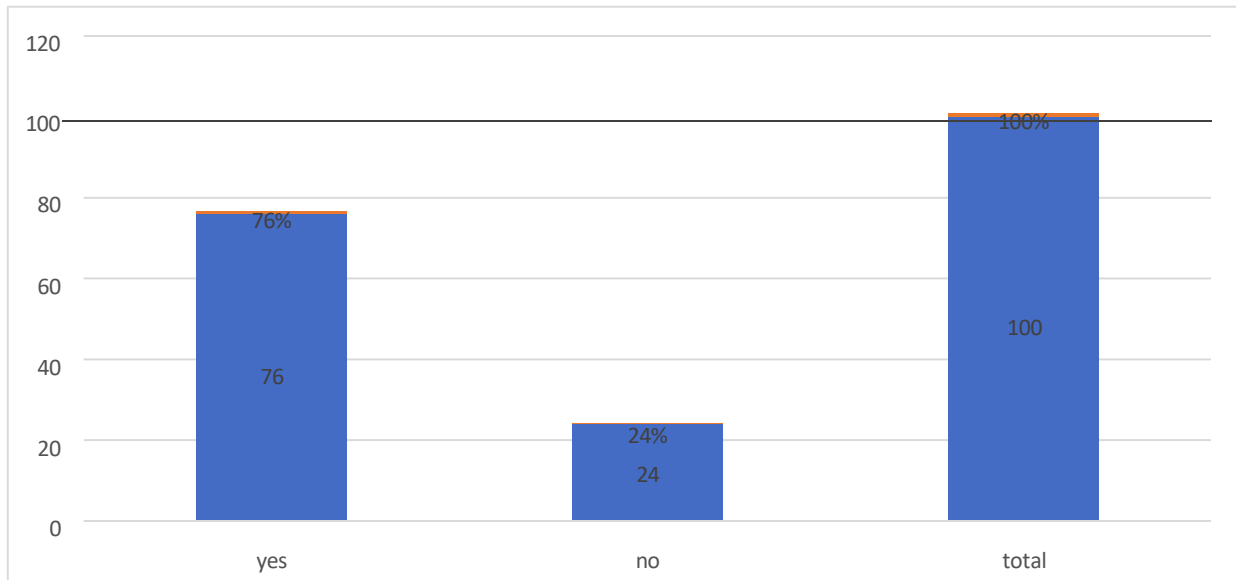
**Table 4.9: Table Represents employee retention of respondents**

Particulars	Respondents	Percentage
Yes	76	76%
No	24	24%
<b>Total</b>	<b>100</b>	<b>100%</b>

### ANALYSIS

From the above table it is observed that 76% of respondents feel that flexible work arrangement impacts employee retention and 24% of respondents feel that flexible working arrangement will not have any impact on employee retention.



**Figure 4.9: Graph showing employee retention of respondents**

## INTERPRETATION

From the above table we can interpret that the majority of respondents says flexible working arrangement will have an impact on employee retention. Because flexibility enables both individual and business needs to meet through making changes to the time(when), location(where)and manner(how) in which respondents work.

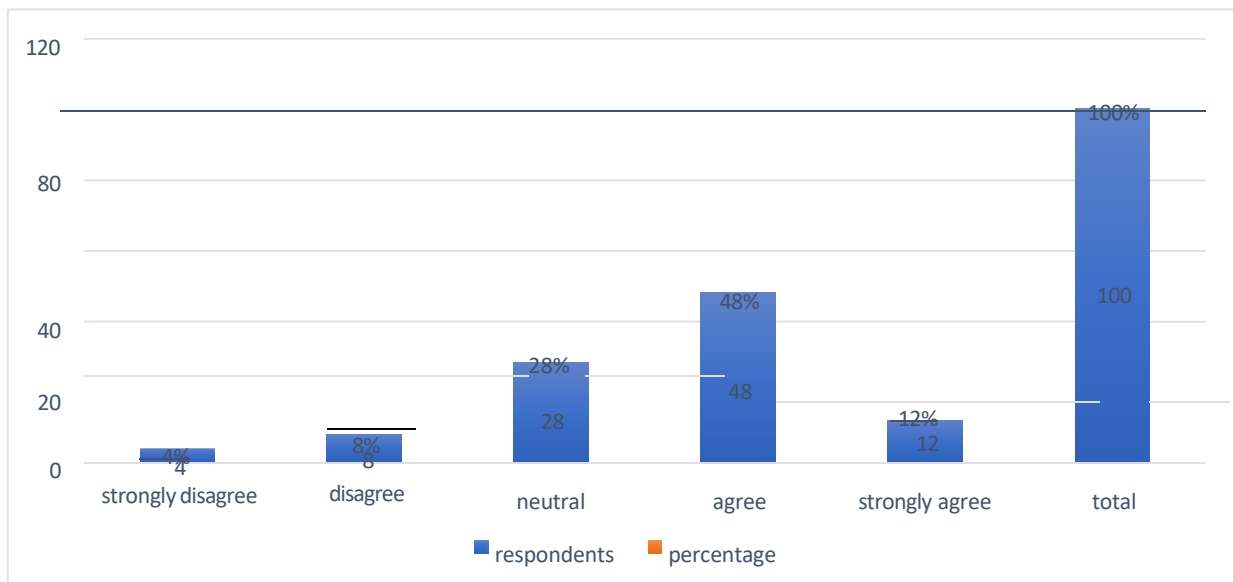
**Table 4.10: Table Represents superior support to respondents**

Particulars	Respondents	Percentage
Strongly disagree	4	4%
Disagree	8	8%
Neutral	28	28%
Agree	48	48%
Strongly agree	12	12%
<b>Total</b>	<b>100</b>	<b>100%</b>

## ANALYSIS

From the above table it is observed that 12% of respondents disagree on whether superior support is needed for the flexible work arrangement, 70% of respondents agree on this where 28% of respondents say neutral that is they neither agree nor disagree on superior support is needed in flexible working arrangement.

**Figure 4.10: Graph showing superior support to respondents**



**INTERPRETATION**

From the above table we can interpret that 12% of respondents disagree that superior support is needed for flexible work arrangement in the organization.

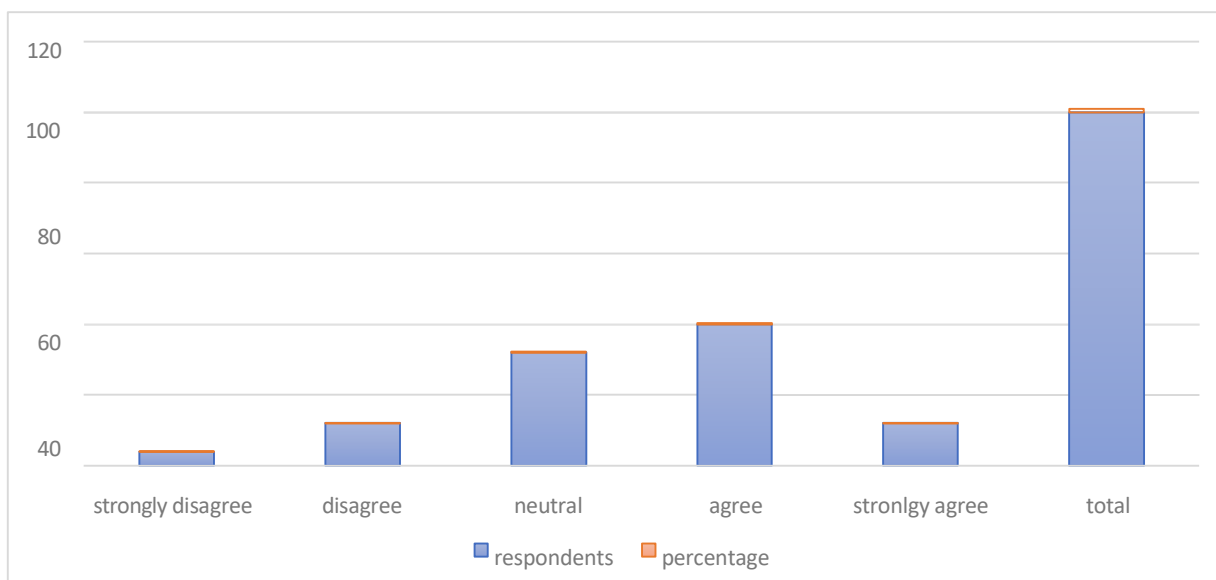
**Table 4.11: Table Represents employee job performance of respondents**

Particulars	Respondents	Percentage
Strongly disagree	4	4%
Disagree	12	12%
Neutral	32	32%
Agree	40	40%
Strongly agree	12	12%
<b>Total</b>	<b>100</b>	<b>100%</b>

**ANALYSIS**

From the above table it is observed that 16% of respondents disagree on whether flexible working hours influence employee job performance, 52% of respondents agree on this. Where 32% of employees say neutral, that is they neither agree nor disagree that flexible working hours influence employees job performance.

**Figure 4.11: Graph showing employee job performance of respondents**



**INTERPRETATION**

From the above table we can interpret that 16% of employees disagree that flexible working hours influence employee job performance.

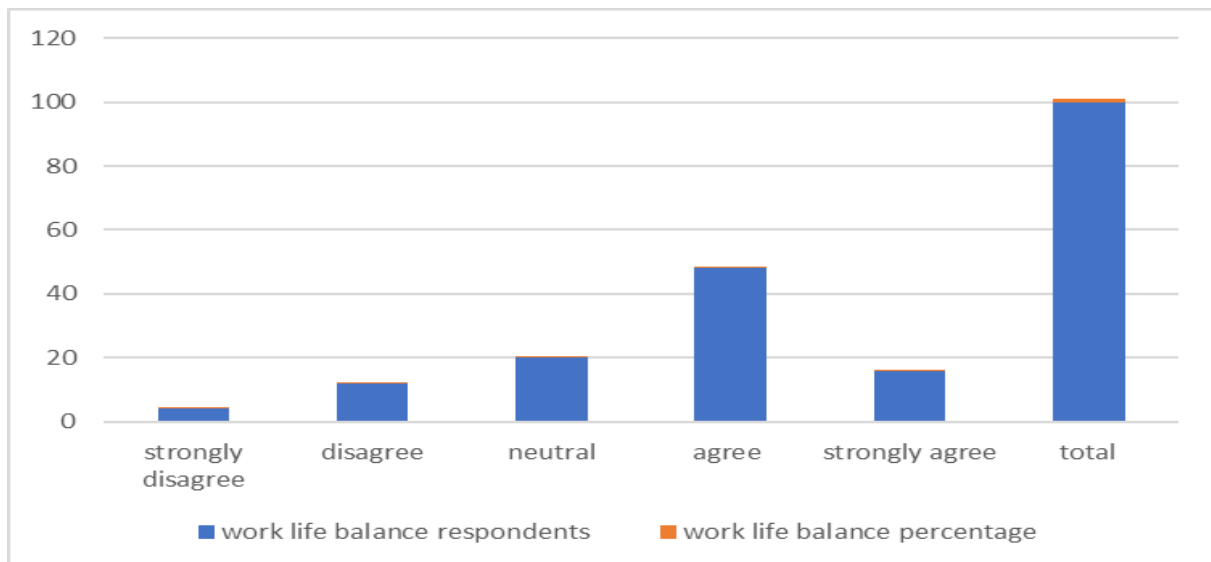
**Table 4.12: Table Represents work life balance of respondents**

Particulars	Respondents	Percentage
Strongly disagree	4	4%
Disagree	12	12%
Neutral	20	20%
Agree	48	48%
Strongly agree	16	16%
<b>Total</b>	<b>100</b>	<b>100%</b>

**ANALYSIS**

From the above table it is observed that 16% of respondents disagree on flexible work arrangement help in work life balance, 64% of respondents agree on this. Where 20% of respondents say neutral, that is they neither agree nor disagree on flexible working arrangement will help in work life balance.

**Figure 4.12: Graph showing Represents work life balance of respondents**



**INTERPRETATION**

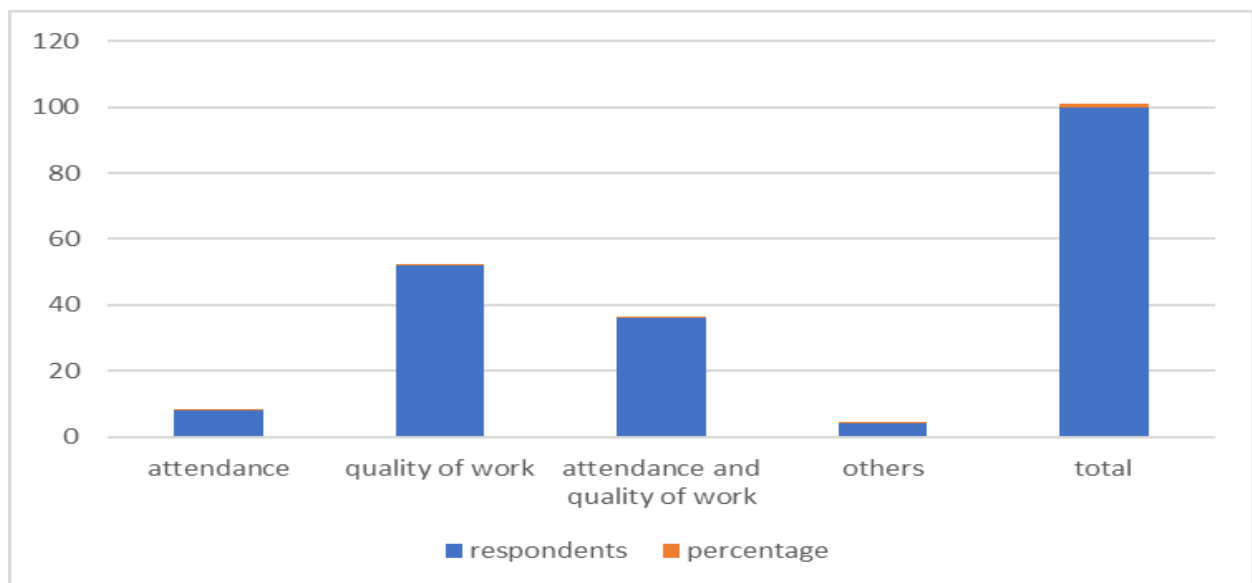
From the above table we can interpret that the majority of respondents agree that flexible work arrangement helps in work life balance as it improves employee morale, motivation and reduces stress.

**Table 4.13: Table the way to appraise the performance of respondents**

Particulars	Respondents	Percentage
Attendance	8	8%
Quality of work	52	52%
Attendance and quality of work	36	36%
Others	4	4%
<b>Total</b>	<b>100</b>	<b>100%</b>

**ANALYSIS**

From the above table we can observe that 52% of respondents feel that the quality of work is the most appropriate way to appraise performance of employees, 8% of respondents say it should be on attendance basis and 36% of respondents feel the most appropriate way to appraise the performance of employees.

**Figure 4.13: Graph showing Represents the way to appraise the performance of respondents**

## INTERPRETATION

From the above table we can interpret that the majority of the respondents feel the flexible work arrangement is not only an appropriate way to appraise the respondent's performance.

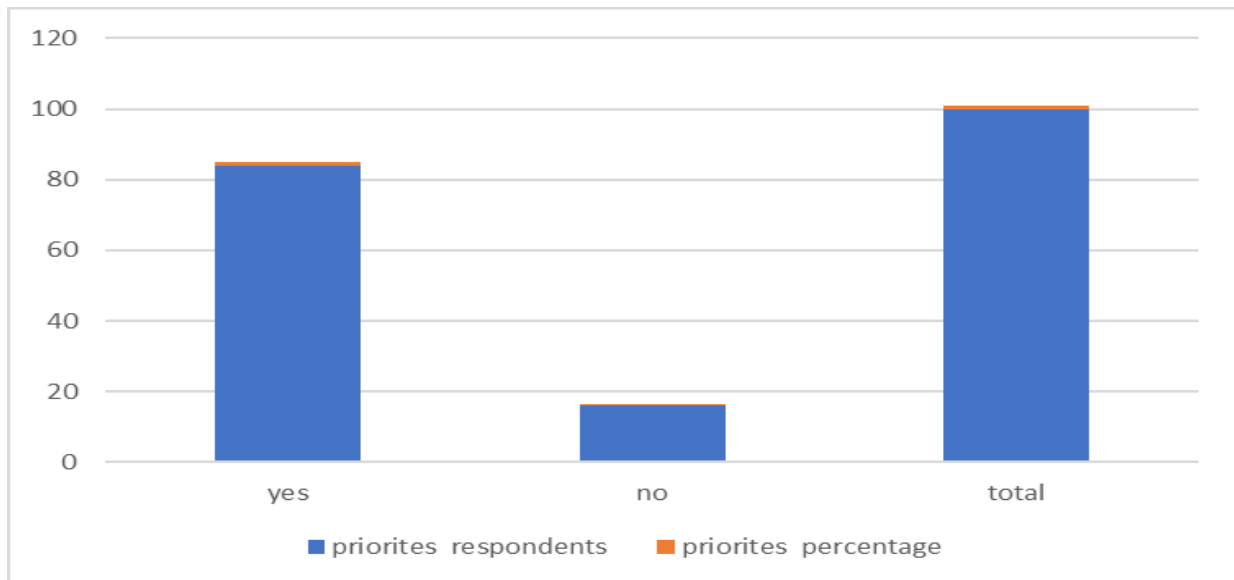
**Table 4.14: Table Represents the priorities of respondents**

Priorities	Respondents	Percentage
Yes	84	84%
No	16	16%
<b>Total</b>	<b>100</b>	<b>100%</b>

## ANALYSIS

From the above table we observe that 84% of respondents adjust themselves to changing priorities where 16% of respondents are not adjusting themselves to changing priorities.

**Figure 4.14: Graph showing the priorities of respondents**



**INTERPRETATION**

From the above table we can interpret that 16% of respondents are not adjusting themselves to changing priorities.

**Table 4.15: Table Represents the employee retention of respondents**

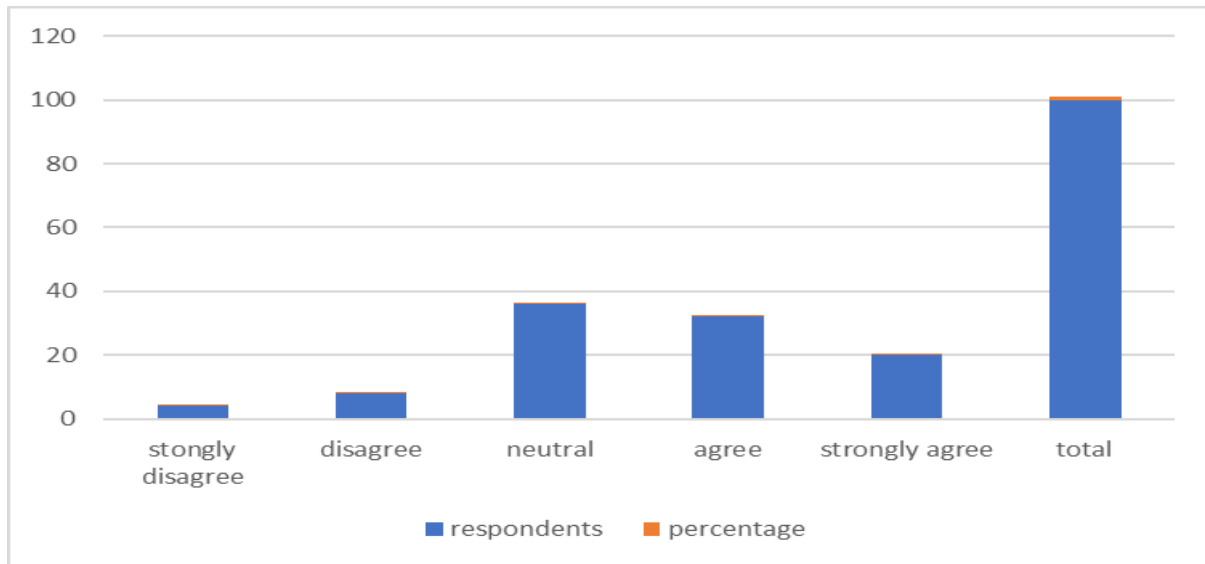
Particulars	Respondents	Percentage
Strongly disagree	4	4%
Disagree	8	8%
Neutral	36	36%
Agree	32	32%
Strongly agree	20	20%
<b>Total</b>	<b>100</b>	<b>100%</b>

**ANALYSIS**

From the above table it is observed that 12% of respondents disagree on flexible working hours having a positive impact on employee retention where 36% of respondents feel neutral that is they neither agree nor disagree on this and 52% of respondents agree that flexible working hours have a positive impact on employee retention.



**Figure 4.15: Graph showing the employee retention of respondents**



**INTERPRETATION**

From the above table we can interpret that the majority of respondents agree that flexible workinghours have a positive impact on employee retention.

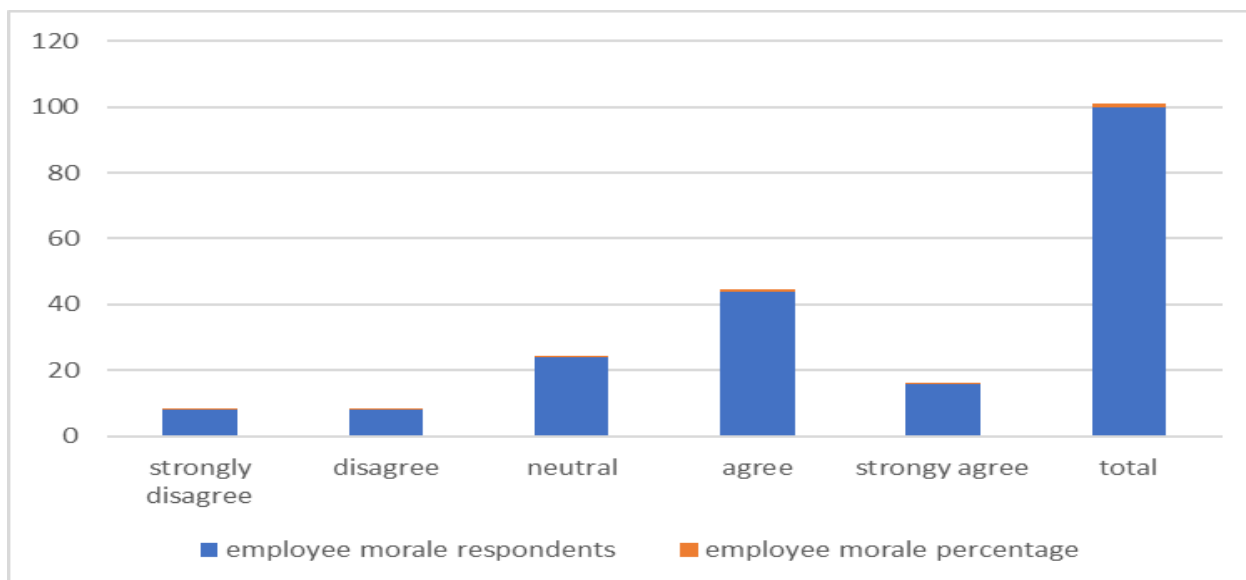
**Table 4.16: Table Represents the employee morale of respondents**

Particulars	Respondents	Percentage
Strongly disagree	8	8%
Disagree	8	8%
Neutral	24	24%
Agree	44	44%
Strongly agree	16	16%
<b>Total</b>	<b>100</b>	<b>100%</b>

**ANALYSIS**

From the above table it is observed that 16% of respondents disagree that offering flexible workinghours can improve employee morale, where 24% of respondents feel neutral that is neither they agree nor disagree on this and 60% of respondents agree that offering flexible hours can improveemployee morale.

**Figure 4.16: Graph showing the employee morale of respondents**



**INTERPRETATION**

From the above data we can interpret that 16% of respondents disagree on offering flexibleworking to improve employee morale.

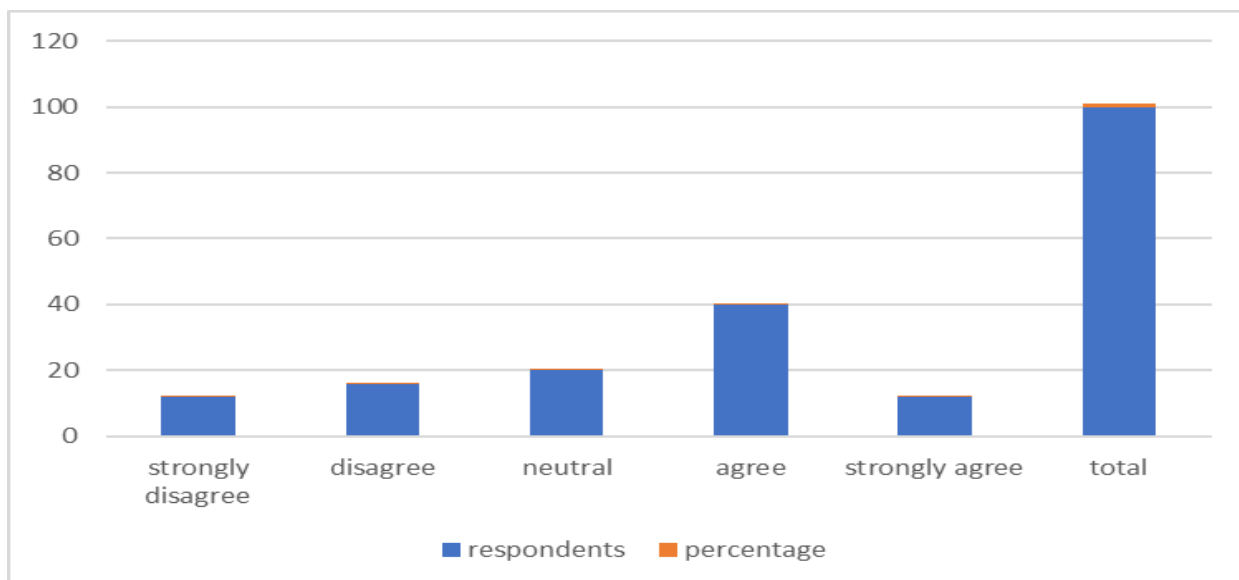
**Table 4.17: Table Represents the physical and mental well-being of respondents**

Particulars	Respondents	Percentage
Strongly disagree	12	12%
Disagree	16	16%
Neutral	20	20%
Agree	40	40%
Strongly agree	12	12%
<b>Total</b>	<b>100</b>	<b>100%</b>

**ANALYSIS**

From the above table it is observed that 28% of respondents disagree that flexible working hours can enhance physical and mental well-being, where 20% of respondents feel neutral that is they neither agree nor disagree on this and 52% of respondents agree that flexible working hours can enhance physical and mental well-being.

**Figure 4.17: Graph showing the physical and mental well-being of respondents**



**INTERPRETATION**

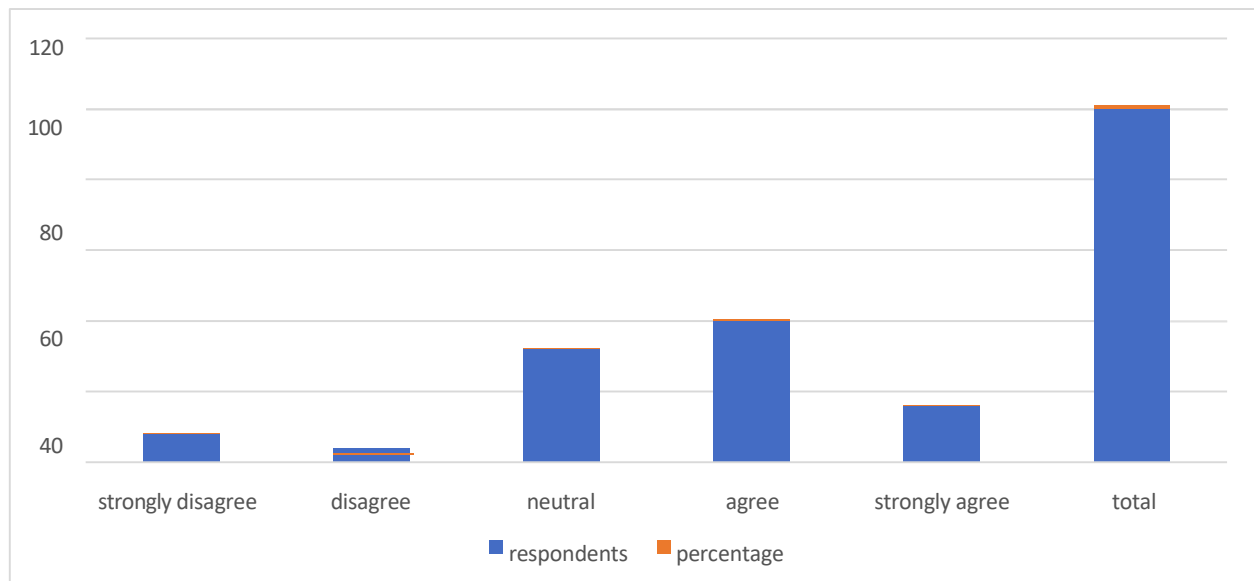
From the above table we can interpret that the majority of respondents agree that flexible working hours can enhance mental and physical well-being.

**Table 4.18: Table Represents the elimination of stress of respondents**

Particulars	Respondents	Percentage
Strongly disagree	8	8%
Disagree	4	4%
Neutral	32	32%
Agree	40	40%
Strongly agree	16	16%
<b>Total</b>	<b>100</b>	<b>100%</b>

**ANALYSIS**

From the above table it is observed that 12% of respondents disagree on whether flexible working arrangement eliminates stress, where 32% of respondents feel neutral, that is they neither agree nor disagree on this and 56% of respondents agree that flexible work arrangement will eliminate stress.

**Figure 4.18: Graph showing the elimination of stress of respondents**

## INTERPRETATION

From the above table we can interpret that 12% of respondents disagree on flexible work

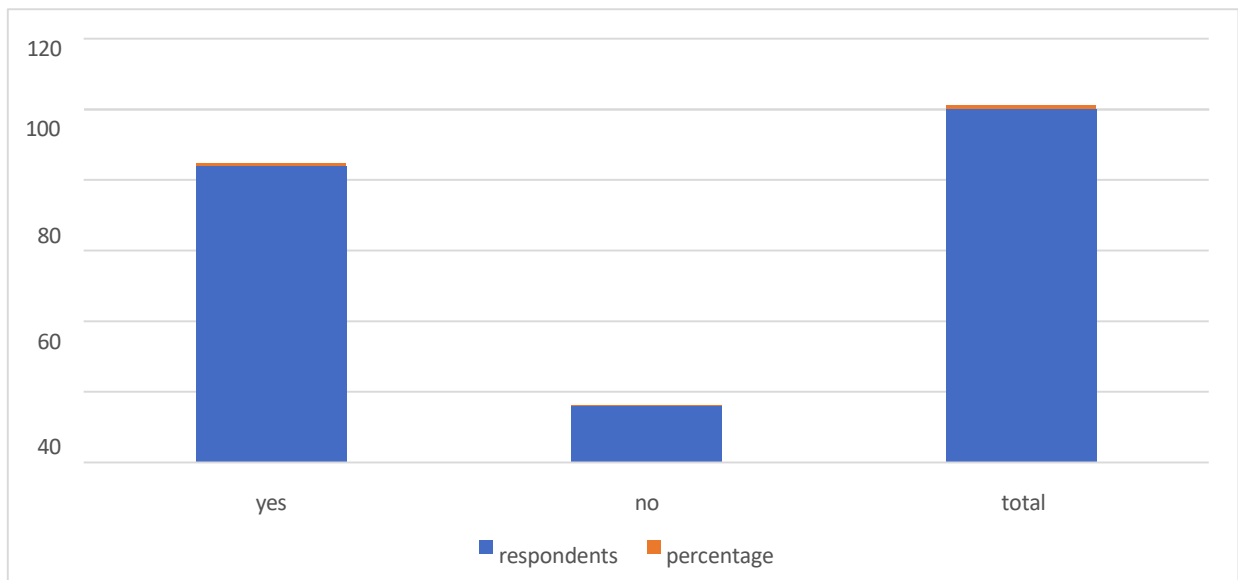
**Table 4.19: Table** Represents the work independence of respondents

Particulars	Respondents	Percentage
Yes	84	84%
No	16	16%
<b>Total</b>	<b>100</b>	<b>100%</b>

## ANALYSIS

From the above table it is observed that 84% of respondents feel flexible working arrangement gives work independence and 16% of respondents feels it will not give work independence.

**Figure 4.19: Graph showing the work independence of respondents**



**INTERPRETATION**

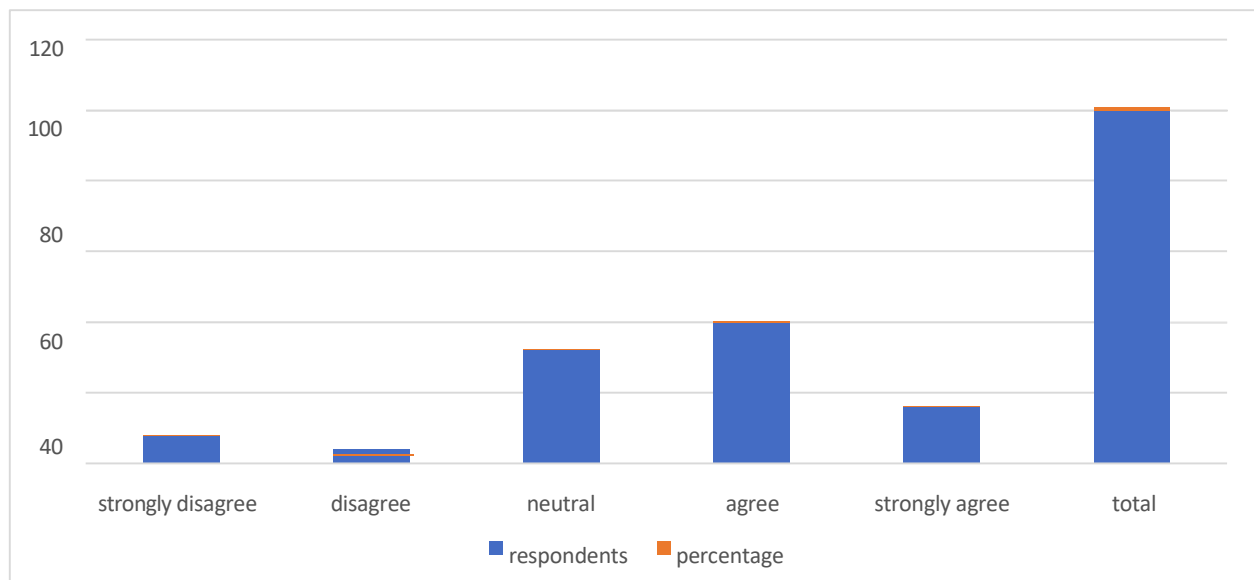
From the above table we can interpret that the majority of the respondents feels flexible working arrangement gives work independence.

**Table 4.20: Table Represents the respondent’s satisfaction in work**

Particulars	Respondents	Percentage
Strongly disagree	12	12%
Disagree	8	8%
Neutral	16	16%
Agree	44	44%
Strongly agree	20	20%
<b>Total</b>	<b>100</b>	<b>100%</b>

**ANALYSIS**

From the above table it is observed that 20% of respondents disagree on whether flexible working hours provide employee satisfaction in work, where 16% of respondents feel neutral that is they neither agree nor disagree on this and 64% of respondents agree that flexible working hours can provide employee satisfaction in work.

**Figure 4.20: Graph showing the respondent's satisfaction in work**

## INTERPRETATION

From the above table we can interpret that 12% of respondents disagree on flexible work

## CHAPTER -5 : FINDINGS SUGESTION AND CONCLUSION

### 5.1 : FINDINGS OF THE STUDY

- Respondents have flexibility facilities in the organization and they are aware of it.
- Less than 20% of the respondents feel that, flexible working arrangement do not have any impact on work independence.
- Respondents state that the good performers should be given the right of flexible working arrangement. It provides motivation and creativity to the employees.
- Most of the respondents believe that flexible work arrangements will make them stay in the organization.
- Approximately 25 % of respondents disagree that flexible working hours can enhance physical and mental well-being.
- Less than 12% of respondents disagree that superior support is required for flexible work arrangement in the organization.
- The respondents believe that flexible working hours influence employees job performance as it reduces absenteeism and increases productivity.
- More than half of the respondents feel that the flexible work arrangement will help in work life balance because it motivates employees through higher job satisfaction and an improved sense of work life balance.
- The respondents believe that the most appropriate way to appraise the performance of employees is through the quality of work they do as it values the work by an individual, team or organization.
- Most of respondents believe that they adjust themselves to changing priorities of work and they neither agree nor disagree on flexible working hours having a positive impact on employee's retention.



- Respondents feel that offering flexible working hours will boost employee morale as it improves adaptation to challenges and professional development.
- Majority of respondent's state that flexible working arrangement eliminates stress as flexibility in the workplace will reduce stress and the ability to manage existing health conditions.

## 5.2 : SUGGESTIONS

- The organization should give proper training to employees on usage of flexible work arrangements as to how it should be handled, scheduled and monitored productively.
- The organization should establish effective communication procedures, as communication plays a vital role in flexible work arrangement.
- The manager should focus on the organization benefits in providing flexible work arrangements including reduced employee turnover and increased productivity.
- The organization should measure the talent of employees by their work performance and outcomes rather than through direct observation.
- The organization has to make sure that the employees should consult their manager and HR manager as and when needed for flexible work arrangement.
- Employers should develop and prepare a formal policy on company flexible work arrangement plans and communicate it to the employees at all levels.

## 5.3 : CONCLUSION

It is evident from discussions regarding flexible work arrangements that not all companies are good fits for certain types of arrangements; thus, businesses need to be adaptable in order to accommodate employees' unique needs. The employees are able to better manage their workplace, personal life, and duties with the support of the flexible arrangements. They can improve productivity, which is good for the company and their careers.

Flexible work hours significantly affect productivity, employee performance, and work- life balance, according to the current study. It appears from the data that leaders know a lot about flexible work arrangements, but middle and lower level employees may not know as much. Employees require more adaptable work schedules, according to the research, but they value other benefits more.

The study's findings suggest that flexible work practices are assisting businesses in increasing revenue production and staff productivity. In order to help their employees enhance their performance and work-life balance, employers have been able to drive flexible working choices for them thanks to advancements in technology and better networks. Flexibility in the workplace lessens both individual stress and cyclical workload, according to the study's authors. Workers who have more control over their schedules are less likely to quit their jobs and more likely to stay loyal to their employers.

**BOOKS**

- The Future is Freelance: Discovering the Power and Possibilities of Flexible Working by Kirsty Hulse (July 17, 2018)
- Flexible working by Gemma Dale

**WEBSITES**

- [http://tutor2u.net/business/people/workforce\\_flexible\\_hours.asp](http://tutor2u.net/business/people/workforce_flexible_hours.asp)
- <http://www.businessknhow.com/manage/flex.work.htm>
- <http://www.eurofound.europu.eu/ewco/2009/04/IE09040391.htm>
- [www.worldatwork.Org](http://www.worldatwork.Org)
- <http://dx.doi.org/10.1108/02580540810884584>
- <http://dx.doi.org/10.1108/IJSSP-04-2013-0042>

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- Peter C. Humphreys, Sile Fleming, Orla O'Donnell (n.d.), Flexible and Innovative Working Arrangements in the Irish Public Service.
- Dana E. Friedman (n.d.), Workplace Flexibility: A Guide for Companies
- Workplace Flexibility in the 21st Century: Meeting the Needs of the Changing Workforce, led by Justina Victor in 2008.
- The Influence of Workplace Environment on Workers' Welfare, Performance and Productivity by Ajala, E. M. (2012)
- The impact of flexible scheduling on employee attendance and turnover. Administrative Science Quarterly by Dalton, Dan R. & Mesch, Debra J. (1990)
- Flexibility in work arrangements: How availability, preferences, and use affect business outcomes by Hyland, M. M. (2000)

**ANNEXURE****QUESTIONNAIRE ON INFLUENCE OF WORKPLACE FLEXIBILITY ON EMPLOYEE PERFORMANCE**

1. Age

- a) 18-25
- b) 25-35
- c) 35-45
- d) Above 45

2. Gender

- a) Male
- b) Female

3.Highest qualification

- a) Diploma
- b) Bachelor's degree
- c) Master

4.Years of experience

- a) Less than one year
- b) Between 2 to 5 years
- c) Between 5 to 10 years
- d) 10 years and above

5.Type of employment

- a) Temporary
- b) Permanent

6.Do you have flexibility in the workplace?

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree

7.Have you ever used flexible working arrangements?

- a) Yes
- b) No

8.What kind of staff should be given the benefit of flexible working arrangement?

- a) Good performers
- b) Experienced employees
- c) All the employees

9.A flexible work arrangement will make you stay in my company

- a) Yes
- b) No

10. Superior support is needed for flexible work arrangement

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree

11. Flexible working hours' influence employee job performance.

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree

12. A flexible work hour will help in work life balance.

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree

13. What is the most appropriate way to appraise the performance of employees?

- a) Attendance
- b) Quality of work
- c) Attendance and Quality of work
- d) Others

14. You adjust yourself to changing work priorities

- a) Yes
- b) No

15. Flexible working hours' arrangement has a positive impact on employee retention.

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree

16. Offering flexible working hours to employees can boost staff morale

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree

17. Flexible working hours can enhance and improve physical and mental well being

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree

18. Flexible working arrangement eliminates the stress

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree

19. Flexible working place enhance work independence

- a) Yes
- b) No

20. Flexible working hours provide employees satisfaction in work

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree