

Impact of Telecommuting, Part Time, and Flexi Time on The Productivity of Multinational Company Employees

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Abstract

This study intended to examine some associations concerning employee productivity in multinational companies in Karachi. Various properties regarding employee productivity were analyzed with respect to employee work life balance. Employee efficiency was an independent variable while telecommuting, part time and flexi time were the dependent variables. The learning revealed that employees do not favor telecommuting, but part time and flexi time are appreciated resulting in heightened performance of the employees. These variables contribute in employee work life balance as they put in more efforts, thus, resulting in increased overall organizational performance. A sample taken from several MNCs and was analyzed, which concluded that the study model is applicable and pertinent. The implementation of the results attained will benefit organizations and decrease the ever-increasing turnover rate.

Keywords: *Work life Balance, Telecommuting, Part-time, Flexitime, Employee Productivity, Multinational*

Introduction

Work life balance, as the words suggest themselves, is state of balance between the two conflicting situations or forces that are known as individual's work life and individual's personal life. The term work life balance is not that ancient, its birth took place in the UK and US, in around 70s or 80s. However, the concept can be considered as longstanding since it is derived from the manufacturing laws of 1800s. It started with the notion of curbing the working hours for women and children. This topic went out of scene until in 1938 the Fair Labor standards placed in all over again in the forefront by launching a 44 hours' work week that makes about 8 hours each day from Monday to Friday. Next event took place in 1980s when Women's Liberation Movement made a noteworthy contribution to this concept and that was flexible working schedule and maternity leaves.

Work life balance is supposed to be attained when the domains like office work, family commitments and personal life are circulated with requisite attention leading to preferred outcomes. There is a major observation in this scenario that work life balance for single individuals and a married people is not identical or uniform. Organizations have a keen eye on this facility now since they are aware of the need of striving for long running and deep-rooted workers/employees and customers. This also strengthens the sense of social responsibility as they develop awareness of the importance of non-business activities against profit earning activities.

Developed countries have done substantial research on work life balance and contentment of the employees. In order to spread employee satisfaction developing countries are also considering the matter to attain employee fulfillment. To reestablish a balanced work life, that is, improved social and family life of the workforce Pakistan has also started putting in efforts by conducting research on the adequate work life balance. Some research were directed, and their findings pointed out that there is a positive connection of tension and job gratification with job self-sufficiency, on the other hand, there is negative relationship of job satisfaction in top level executives and directors with personal to employment intrusion.

Employees feel highly determined when they are content with their work, so the margin of employee's job satisfaction rises by many other dynamics. The variation in trends in institutes' configuration, assortment of work power and female staffs working in organizations has amplified the need of employees work life equilibrium. For the organizations to succeed they need to provide work life balance conveniences to their employees so that they can execute their obligations proficiently.

Literature Review

The word work-life balance is in reality swapped with the word work-family balance Mwangi, (L., Boinett, et al 2016) because initially childcare topic used to be a thing but now there are other situations and commitments as well like travelling, sports etc. Voydanoff (2005) explained work family balance in Carlson, D., Grzywacz, J. and Zivnuska, as a worldwide valuation of the resources delivered at work meeting the family loads and resources provided at home meeting work demands in such a way that the chipping in on both fields is adequate. It is not apportioning or allotting equal amount of time for paid or unpaid work but in extensive sense it is the reasonable volume of indulgence of a person with the multiple roles. Similarly, in other words, (Clarke, et al 2004, 121), stated it as a development of harmony in life.

Work-life balance is a thunderous topic when it comes to the people who seek a fine quality of life and an adequate quantity of work (Guest, 2002). With social and economic advancement, technology has also evolved enormously. Similarly, the construction of societies and job descriptions has transformed. Amplified work pressure, globalization, struggle, and competition have affected people's life immensely (Galea, Houkes & De Rijk, 2014). People encounter multiple roles to perform and are considered upon with high expectations which ultimately leads to hassle and undesired impact on life (Valli & Buese, 2007). In addition, people often tie it with healthier performance (Mazur, Michal, et al. 2016). Research have also directed that those who have a proper mechanism, or a controller of their work life are expected to encounter less stress associated ill-health circumstances. Organizations like MNCs can start up with innumerable edges to aid their employees in recovering their work life and home-based tasks for example flexi time, telecommuting and part time. Moreover, the organizational benefits like health benefits, programs related to fitness and support for children's education can be offered.

Human Relation Approach

According to Rose, Raduan Che, et al. (2006) reliability, concern, and know-how to value the contributions to the organization are the principles or idea behind QWL. Management, workforces, union leaders, government and behavioral scientists are mutually accountable for QWL. The main purpose of quality of work life process of work organizations is to seek member at every level and ensure that they enthusiastically join in the organizational environment, systems, and results. There are innumerable methods like programs, techniques, management styles and theories across which organizations design the jobs to allow employees high level of self-sufficiency, accountability, and power. To enrich the performance of employees in the organizations, the human resources unit commences QWL programs like training and growth, safety and sanctuary measures, profession formation, employees' wellbeing exercises etc. Various QWL approaches in the organizations have complications either internally or externally. Work life equilibrium, feature circles, leadership, workers input in management, stress management, operational setting, uncluttered communications etc are some of the areas, specifically, in QWL that the management needs to focus on in order to improve them.

Environment and Satisfaction

The output of quality of workers is influenced by the combined environment quality as it affects quality of life in families and communities. The relationship between the workforces and the atmosphere is echoed by the quality of work life, which is concluded by how the workers are accustomed to their work. An individual job comprises of the degree of accomplishment of tasks and is referred to as performance in other words. The fulfillment of an individual's job need reveals it. While gauging performance the outcomes are regarded not the efforts. It appears that performance is a very revitalizing approach. In today's era it is said that training in isolation does not exist as its motive is to add more value to organizational performance.

Kochar, B. (2008). Uncovered that there are three evident dimensions mixture and they are balance, execution of motivation and equality. All three of are dynamic to boost functioning among academics and enrichment of job satisfaction. (Pinsonneault, A., & Boisvert, M. 2001) summarized that the constant occurrence of this type of work setting has its own advantages and disadvantages but the gains far outweigh the weaknesses in today's era. It is beneficial for both the employee and the employer. The benefits contain better efficiency, devotion for the organization, sense of accomplishment, no investments for the office building, high adjustability, enhanced moral support of the employee and high employee retention. There is a great likelihood that this trend will continue to be successful because while working from home there are no security risks and the increasing fuel prices will not concern you.

Potter, (2003) concluded, after the terrorist attacks on WTC and Pentagon and the unaccountable threats, that the employers and employees are showing remarkable interest in telecommuting. After conducting multiple surveys, it is seen that huge number of Americans prefer to not work in the offices. A survey carried out in 2006 by the Telework Advisory Group testified that employers are allowing the workers to work from home minimally one day each month and this has increased 63% by 4.8 million as compared to the statistics of 2004.

The influence of quality of work life, three dimensionally and job satisfaction was investigated using the same SEM mentioned above. So as in the above investigation, this too was found positive and significant as well. It was also concluded as the relation of quality of work life and job satisfaction results in higher job performance and increase in job satisfaction as well. It has also concluded that quality of work life can increase job satisfaction level. Herman Gadon once stated that these programs are initiated to increase quality of work life productivity of the workplace. These methods of SEM and other investigations have thus revolutionized the methods to increase job satisfaction and productivity. Overall SEM and other models are for the employees' beneficiaries.

Work life Balance is an Important Part of Every Organization

Many organizations are focusing on this issue and have concluded that it is mandatory. Flexible work hour practices are used by many organizations which also incorporates with the enterprises need as designing production process requires employers needs to be addressed as well (Plantenga, J., & Remery, C. 2015).

Flexible working hours have come to be well known as drastic changes are impacting a person such as economy, technology, social and lifestyles in today's world, this may lead to personal and family matters to be neglected. As the technological advancement keeps growing and globalization takes place the workload and strain of each individual would keep on growing leading to more stress and less time with their loved ones. In this age of technology, a work like balance is key to keeping and retaining an employee and making sure they are performing to their optimal output.

As women and men both work in this era it has been stated that women tend to be more stressed and deviated from work when they have other things on their mind. It is being pointed out by another author who say that women should have a balance between work and family responsibility especially safety, health and children needs (Smith, 1993). Hence, it was suggested by (Cook, 1992) that implementing flexible work hours schedules, their mind would be at ease in term of their children's safety and education, and they would focus more on their work. This claim is further supported by (Emmott and Hutchinson, 1998).

Benefits of Quality of Working Life (QWL)

Historically, 'work' has been the subject of research work. Its importance stems from the link it serves connecting individuals to society. Work provides an individual with an income, in exchange for the value they add via their skill. But working may be physically and mentally tasking. Therefore, Quality of Working Life (QWL) has emerged as a concept addressing these work induced 'stress' factors. A method of providing better means for work, the aim of QWL is to help organizations focus on reducing the psychological and physical cost of work. This would improve an individual's productivity, which in turn, improves their net output. Regardless of the importance of productivity and its interconnection with QWL, little effort has been put into studying their correlation. The following paper aims to fill in this gap.

Quality of Life vs. Quality of Working Life

On a macroscopic level, much focus is placed on Quality of Life (QOL). It is interpreted to be an all-encompassing measure of an individual's well-being, based on their functions and

achievements. However, owing to its broad definition, it is a difficult metric to track, and requires further dissection to derive meaningful information. Contrary to QOL, Quality of Working Life (QWL) is a metric focusing more specifically on the productivity of an individual, subjected to certain job conditions. Job conditions here refer to the state of a working environment that ensure an individual's safety, satisfaction, time-spent on work, prospects of growth, and time-balance with personal life, amongst many other aspects. Since work has grown to become a more integral part of contemporary life, QWL has become far more essential.

Evaluating the QWL

The prevailing idea for measuring QWL continues to be Walton's concept. This model identifies eight dimensions of measuring QWL (Berni, Roberto, et al. 2019) which consists of (i) Adequate and fair compensation

- i. Opportunity for developing using human capacity
- ii. Social integration
- iii. Constitutionalism
- iv. Work and total life space
- v. Safe and healthy working conditions
- vi. Opportunity for continued growth and security
- vii. Social relevance of work life.

Walton's idea holds, even against the rapidly increasing complexities of work life. But a more contemporary effort by Layer et al. (2009) suggests human output to be a combined result of cognitive function and factors constituting quality of working life. This relationship itself was dependent on time spent on certain work. More recently, greater focus has been placed on ethics observed within the workplace. Koonmee et al. (2010) proposed that ethics positively impacts QWL. The two are, however, interconnected elements of the overarching work environment. Ethics dictate the code of conduct that working individuals abide by, whilst QWL describes the compatibility between a work environment, and employees' well-being within that environment. It is noted that ethics, once imprinted into the work environment, have a favorable effect on QWL and other work outcomes.

Contemporary lifestyles are observed to be impeding personal development (Ouppara, N. S., & Sy, M. V. U. 2012). Organizations have, thus, leveraged providing QOL on an individual's productivity and quality of work. This provision of QOL does not, however, extend beyond the workplace as QWL elements by themselves appear to deliver satisfaction and motivation to employees. But maintaining QOL is essential and output quality correlates to workers' quality of life. And QWL is recognized for having an impact on organizational productivity and performance. But it is difficult to determine, owing to the wide scope of its constituting factors. Hypothesis A: Productivity is key to improving performance, and QWL is crucial in improving productivity in large organizations (Mousavi et al., 2011). Organizations now strive to maximize performance with greater productivity and efficiency, to maintain profitability of their ventures. But today companies are valued for more than just their monetary strengths. Ethics, QWL, job satisfaction are now important metrics on which a company's worth is

determined. And for some industries QWL is essential in retaining skilled workers. Hypothesis B: Stress, and poor mental and physical health can have adverse effects on job performance. Higher emotional intelligence, however, can improve an individual's QWL, and subsequently their performance as well. These ideas, therefore, favour hypothesis (A) as against (B). Modern understanding of productivity extends beyond 'more work'. It is now understood that QWL and QOL are intertwined, cumulatively affecting human performance. Changing environments and attitudes have warranted that organizations adapt their work philosophies - today, improving QWL means improving worker quality and productivity, and thus improving profitability. Evaluation of work should be holistic, when deriving hypotheses concerning the relationship between work and quality of work environment. This will allow for a better, more suitable understanding of the relationship, and by extension allow for better decision making for an organization.

Objective of the Study

The objective of the study is fixated on driving the impact of part time working, flexible work timing and telecommuting on employee work life in Karachi, Pakistan.

- Investigate work-life balance and its components.
- Identify the impact of the work-life balance on performance.
- Understand how to implement the components of work-life balance in an organization.
- Identify what type of work-life balance to implement as per an employee's situation and dynamics.

Research Questions

- What are work-life balance and its types?
- What are the various components/types of work life balance implemented in an organization?
- What is the impact of work-life balance on employee performance?
- How to decide the component/type of work-life balance for individuals?

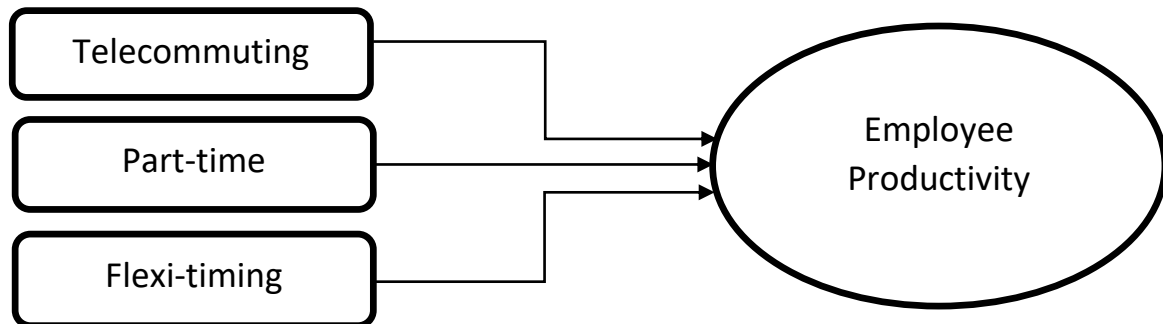
Hypotheses

- H_0 = Flexi time, Part time and Tele-commuting does not have an impact on employee productivity.
- H_1 = Tele-commuting has an impact on employee productivity.
- H_2 = Flexi time has an impact on employee productivity.
- H_3 = Part time has an impact on employee productivity.

Research Design

Type of research used is quantitative research where data collected has been analyzed through statistical software, time orientation of the research is cross sectional where data has been collected at a single point of time without any manipulations. The research design is Causal. Causal study focuses on the cause-and-effect Relationship between variables. It basically shows how the independent variables have an affect or cause on the dependent variable.

Conceptual Framework

***Description of Instruments***

Questionnaire survey was used for gathering of data. To find the necessary answers for the survey, questionnaires were designed on a Likert scale from 1 to 5. In this questionnaire “1” represented the highest level of agreement whereas “5” represented the highest level of disagreement.

Procedure of the Study and Data Collection

This study was performed by using the correlation statistics, which are utilized when the objective is to provide a detailed analysis of the cause and effect relationship between two variables that is as accurate and factual as possible. It provides data of the population being studied in statistical form.

Reliability and Validity

The reliability of the data that was collected and calculated using the reliability test option in this application will create a coefficient known as the Cronbach’s alpha which represents validity of the gathered data. For validity MLR (Multiple Linear Regression) is the statistical model that will be implemented to this research to test the hypothesis assumed in this research. This model will be executed through computer software for statistical calculations known as SPSS.

Table 1: Reliability & Validity

Variables	Items	Cronbach’s Alpha
Telecommuting	4	0.674
Flexitime	4	0.703
Part-time	4	0.900
Employee Productivity	4	0.893

The table above shows the reliability test output which was applied on the gathered data set. The variables used in this research were made from this data, so it was inevitable that the data first is to be examined for reliability. The Cronbach's Alpha is also referred to as a coefficient of reliability. The value of Cronbach's alpha shows the consistency of responses, as the value greater than 0.5 are considered as satisfactory and above 0.6 are good in consistency and scale is reliable for application for further analysis. The value of Telecommuting at 4 items is 0.674, Flextime at 4 items 0.703, Part-time at 4 items 0.900 and Employee Productivity at 4 items is 0.893. All values are greater than 0.6, hence results are consistent, reliable and applicable for further analysis.

Table 2: Correlations

		Telecommuting	Flextime	Part-time	Employee Productivity
Telecommuting	Pearson Correlation	1	.627**	.400**	.412**
	Sig. (2-tailed)		.000	.000	.000
	N	250	250	250	250

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation matrix above includes the sig 2 value that shows whether a relation exist among the variables. Pearson Correlations indicates the strength of the relationship among the variables. Hence it can clearly be seen that as the sig values of all the variables is that Telecommuting, Flextime, Part-time and Employee Productivity is .000 below the sig cut off value of 0.05, hence the relationship among variables is significant. The Pearson Correlation states that the closer the value is to 1 the stronger the relationship. At .412 Telecommuting has a rather moderate relationship with the other variables, where Flextime at .667 and Part-time at .874 depict a strong relationship the variables.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.773	.770	.512

a. Predictors: (Constant), Part-time, Telecommuting, Flextime

The table above indicates the output of the regression model executed in SPSS. The model summary above is the first out of this model, which has been done to test the hypotheses being investigated in this dissertation. The model summary represents the goodness of fit of the model whereas it also explains how the model is explained by the variables. The coefficient of the R shows the relationship between the independent and depend variable, hence the table above shows that the Coefficient of the R is 0.879, which means that association between the independent variable and dependent variable is 87.9%. It is seen that Telecommuting, Flextime and Part-time explain .773 or 77.3% of the model. In other words, whereas we can deduce that Telecommuting, Flextime and Part-time explain .773 or 77.3% change in the dependent variable Employee Productivity.

Table 4: ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	219.372	3	73.124	278.633	.000 ^a
Residual	64.560	246	.262		
Total	283.931	249			

a. Predictors: (Constant), Part-time, Telecommuting, Flexitime

b. Dependent Variable: Employee Productivity

The table above is known as the analysis of variance (ANOVA). This table is used to measure the goodness of fit of model which is indicated by the F value and the significance of the model which is represented by the Sig. value. After the analysis of the readings it is safe to say that the model possesses a predictive value, this is proven as the significance is .000, hence we can reject the null hypothesis (that the model has no predictive value) whereas the goodness of fit can be measured by the F value (Benchmark should be 4 or above). The model is deemed fit due to the fact that the value is above 4.0 at 278.633.

Table 5: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.003	.169		-.021	.984
Telecommuting	.047	.055	.034	.861	.390
Flexitime	.137	.070	.098	2.974	.049
Part-time	.803	.043	.793	18.812	.000

a. Dependent Variable: Employee Productivity

The table above shows the coefficient output of the linear regression executed on SPSS. This table shows the strength and direction as well as the significance of the independent variables. Telecommuting does not have a significant impact on Employee Productivity, as its t-value is .861 which is below the 2.0 benchmark for the t-statistic and sig value is .390 which is above the 0.05 sig cut off value. Flexitime does have a significant effect on Employee Productivity as its t value is 2.974 which is above the 2.0 benchmark for the t- statistic and sig value is .049 which is below the 0.05 sig cut off value. Part-time does have a significant effect on Employee Productivity as its t value is 18.812 which is above the 2.0 benchmark for the t- statistic and sig value is .000 which is below the 0.05 sig cut off value.

H1: Telecommuting does not have a significant impact on Employee Productivity, as its t-value is .861 which is below the 2.0 benchmark for the t-statistic and sig value is .390 which is above the 0.05 sig cut off value.

H2: Flexitime does have a significant effect on Employee Productivity as its t value is 2.974 which is above the 2.0 benchmark for the t- statistic and sig value is .049 which is below the 0.05 sig cut off value.

H3: Part-time does have a significant effect on Employee Productivity as it's t value is 18.812 which is above the 2.0 benchmark for the t- statistic and sig value is .000 which is below the 0.05 sig cut off value.

Table 6: Hypothesis Testing

S No	Hypothesis	T-Value	Sig Value	Empirical Conclusion
H1	Telecommuting has a significant impact on Employee Productivity	.861	.390	Rejected
H2	Flexitime has a significant impact on Employee Productivity	2.974	.049	Accepted
H3	Part-time has a significant impact on Employee job Productivity	18.812	.000	Accepted

Conclusion

This quantitative research paper contains a detailed description assisted by a handful of literature reviews relating to work life balance, part time, flexi time and telecommuting as a whole. It also spells out rationalizations for conducting this research which includes highlighting the importance of work life balance and the impact it holds on employee productivity. This paper decodes the longstanding concept which has been derived from the manufacturing laws. Past and present situations are quite disparate as labor didn't matter much relatively to the productivity and job descriptions weren't given much attention, whereas now things have taken a big turn because organizations have fixed their mindset in a manner that caters to facilitating the long running and deep- rooted workers/employees and customers by understanding how to implement the components of work-life balance in an organization and identifying what type of work-life balance to implement as per an employee's situation and dynamics. The article reviews condense that people come across various roles to carry out and are considered upon with high outlooks which eventually leads to hassle and undesired impact on life. Studies have also directed that those who have an appropriate mechanism or a controller of their work lives are probable to encounter less stress associated ill-health circumstances.

To develop analysis for our research paper a questionnaire was created and filled under convenient sampling which resulted in several responses, moreover, the link which was established between the flexible, part time, telecommuting working schedule and the employee productivity appeared as reliable & valid because the calculated value of Cronbach's Alpha for all the variables was greater than 0.5, (which means satisfactory). Correlation matrix depicted that telecommuting holds a moderate relationship with other variables in comparison with the

strong links of other variables. Along with other analysis the hypothesis testing rejected telecommuting from amid the pool.

Discussion

Working all day and maintaining a personal life is a rather difficult thing to do, especially in this era. Since technology has become what man never imagined. Due to that an increase in job opportunities, making the day for an average man very busy which decreases the time needed to maintain a personal life. The term work-life balance has not been recently developed. It's been there since the eighteen hundreds. It had started when this topic when out of scene until the in 1938, the fair labor standards, by making the working hours of women and children 44 hours a week which made it 8 hours each day from Monday to Friday. Another event took place in 1980 when women's liberation movement made a contribution which was flexible working schedule and maternity leaves. The way to achieve work-life balance is through making time for both work and for your personal commitments as well.

They say no matter what you do, always try to give your hundred percent whether it be your job or your relationships. You should always give your best and that's what is considered by the managers and researchers of this era. The quality of work is usually in focus. Even though those who are overly involved in their work life barely have time for themselves, which leaves the employee dissatisfied and tired at the end of the day. As work becomes a priority for the individual, family and friends become distant, which creates a void in relationships and creates negativity inside the individual's heart.

As every page has another side, looking into a more positive outlook, having more of a professional life than a personal life, benefits in work activity that results in employment, higher chances of promotions and higher salaries. This means you move up the scale in your professional life but it comes at a price since you move down in your personal life. Developing countries have researched on work-life balance, they believe in order to attain the employee satisfaction, developing countries decided to attain employee fulfillment. Our country Pakistan has also researched about work-life balance and they learned that with every positive comes a negative. As i explained in the paragraph above, that in order to gain your hundred percent in work, you must gain give up on other aspects of your life to attain it. Even though it may give you gratification in your work place, it will still cause a negative impact in yourself mentally which more harmful then it seems. Therefore, it is important to balance both work and personal life. Not only will your stress level immensely decrease, but your mood will be uplifted and you will enjoy the work that you're doing. Mental health is the first thing needed to help challenge any obstacle whether it be at work or may it be at home. Without your mental health being stable you will not be able to excel anywhere in life, so by obtaining a work-life balance, not only will you feel more happier but life will be more easier and the true meaning of success a happiness, therefore work-life balance is equals to happiness.

Findings

The finding of the research concludes that apart from telecommuting both flextime and part time have a substantial effect on employee productivity. There are several reasons mentioned why this is possible, as the world is becoming a global village and technological advancements

are being made the work loads of an individual is also increasing and a balance in work life and personal life is becoming hard to maintain. Due to increased stress level caused by un-fulfillment of personal life tasks, lack of job satisfaction due do mismanagement of work life, lack of recognition, commitment, motivation and a unhealthy work environment leads to decrease in employee productivity.

Recommendations

Each type of job requires different type of skill knowledge and ability; furthermore, the amount of attention and timings needed also vary. Every industry is work force intensive but the type of work force required are diverse from industry to industry and each employee's productivity can be increased by using the three variables.

Research Question 1: Flexitime

Flexi time is beneficial for employees and the organization because stern timings are not suitable for some employees, which restricts the options and potential.

1. Some employees like to continue their education alongside working so flexi time is ideal for them. Individuals who want to avoid heavy traffic jams prefer flexible schedules.
2. Some individuals want to enjoy consecutive weekend days i.e. 3 or 4 days off. Employees would want to prefer to work 10 straight days and then take three or four days off. This method will boost overall efficiency as well.
3. Organizations can also implement two workers for one ascribed job and the individuals can alternate between the days. Each worker will contribute to one full equivalent day. To accomplish optimal productivity the tasks, plans and responsibilities are coordinated among the workers.
4. Flexi time permits employees for diverse work hours that is workers are either working former or delayed than the specified work hours. For example, in flexi time working 7 a.m. to 4 p.m. rather than the traditional 9 a.m. to 5 p.m.

Research Question 2: Part time

Part time that has the second highest significance is designed for job that requires physical presence and is production orientated rather than service orientated.

1. It can be used in an assembly line where every individual has a part to play in the finished product where jobs are divided into small recurring tasks which eventually puts a strain on an individual which results in lower productivity.
2. Another aspect in which part time can be used is in order based jobs, as the number of orders increase more help is required to fulfill them and recruitment is done to complete these orders. A typical example of this in Pakistan is the month of Ramadan where FMCGS hire more workers as the amount of order and the demand for products increases.

3. Part time working provides opportunities for employees who combine education, work and professional training. It is a voluntary choice and often preferred by young individuals who consider many opportunities and gain experience likewise.
4. It is ideal to get specified tasks done because full time workers tend to waste time but fail to achieve the overall goal of the organization. Part time working emphasizes on accomplishing task and cumulative organizational functioning.

Research Question 3: Telecommuting

Telecommuting, even after the SPSS results showing it has low impact on employee productivity, it is believed that there are certain jobs and situations in which telecommuting helps and in turn improves employee productivity.

1. Jobs that require creativity and technological tools such as content writing, web designing, software engineering and graphic designing could be done from a place where one feels comfortable and confident. The relaxing atmosphere enhances productivity and intensifies organizational performance.
2. The change in environment and location brings forth creativity and innovative ideas to the individual, which excels his productivity. The duties are easier to accomplish if the employee is satisfied in other aspects, which not related to their work.
3. Individuals who have other responsibilities either at home or other demanding tasks can take advantage from this work setting. For example, single parents have to give time to their family are ideal for telecommuting, as it would reduce their stress knowing that they are there for their children and it would result in a better and more productive output.

Conclusion

The purpose of this study was fixated on the impression of home working, part time working and adaptable work timing on employee work life. It also facilitated in discovering work life stability and its components, the relationship of performance with respect to work life equilibrium, execution of work life balance and its constituents and, lastly, classifying the natures of work life balance compatible with the workforces and there circumstances. The study used reliability tests and Multiple Linear Regression statistical model, which concluded that results of all four variables; telecommuting, part time, flexi time and employee productivity are trustworthy, stable and pertinent. The results also suggest that the connotation between the independent variable and dependent variable is 87%. After applying ANNOVA test, it is determined that the model holds weight, and it is reflected to be a predictive model thus discarding the null hypothesis. The analysis of the hypothesis revealed that telecommuting does not have a huge impact on employee productivity whereas part time and flexi time do have an impact on employee productivity. Consequently, H_1 is rejected but H_2 and H_3 are accepted through various testing. Hence, indicated by the analysis and tests conducted it is established that flexi time and part time can boost employee efficiency so the organizations should adopt them to attain the best outcomes. The organizations tend to motivate employees when they detect progress in overall organizational performance enabling them to offer multiple

remunerations, safety, and reimbursements. This facilitates the employees and they remain dedicated to the corporation and the ascribed job. Flexi work agendas, flexi time, independent or self-accomplished work teams are some of the quality of work life platforms that establishments are implementing to persist in today's economical age. The satisfaction level of the employees helps in establishing the level of accomplishment an organization has achieved.

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