

IMPACT OF TIME FLEXIBILITY ON EMPLOYEES' PERFORMANCE: A STUDY OF TEACHING FACULTY IN GOVERNMENT COLLEGES OF MANAGEMENT SCIENCES PESHAWAR

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Abstract

The main purpose of this paper was to glimpse the impact of time flexibility on staff performance of the government colleges of management sciences Peshawar, in this research, the aim was to determine that there was any relation of time flexibility and employees' performance, independent variable was flexibility of time and dependent variable was staff or employees' performance. In this research, the questionnaire was developed and distributed among respondents. The respondents of the research were 75 staff members from academic section (35 from GCMS, 25 from GCC, 2 and 15 from GCC girls). The selection of the respondents was on random basis from the whole colleges in Peshawar. The validity and reliability of the data were checked through SPSS. The result showed that there was significant relationship between the variables, the Pearson correlation was used in study and cronbach alpha for each questionnaire was obtained. Frequency distribution was used to see the individual result of the study. Relevant literatures were also studied about topics related to this research. Recommendation and conclusion form the last part of this paper.

Keywords: Flexibility, Time, Staff, Performance, College.

1. Introduction

The main purpose of every organization is to improve its performance but it can never be possible without the efficient performance of employees'. Therefore, the performance management system came into effect as a management reform to address and redress concerns, organizations had about performance (Sharif, 2002).

The aim of this study was to attempt to summarize the perception of teachers about flexibility of time and staff performance. It covers the available realistic evidence regarding the effects of flexible type of working time arrangements. It discussed in particular the perception about the flexibility in time and its impact on both the performance of staff and firm performance. The flexibility of work time refers to programs, policies and practices

initiated by employers that allow workers at least some freedom of choice in adjusting the length and/or scheduling of their working time to meet their preferences (Golden, 1998; Henly & Lambert, 2010; Brown & McNamara, 2011).

This paper concentrated on the perception of the employees' to know that whether the flexibility of time reduce tardiness, absenteeism and turnover, and improve employees' morale and mental and physical health and performance (Lee & Devoe, 2012).

It also considered the development of firms for the adjustment of actual working hours to market/customer demands without diminishing worker well-being and practices that improve worker well-being without diminishing firm performance. This paper object was to identify those specific policies and organizations practices regarding working time arrangements which are most likely to promote productivity, improve firm performance (Golden, 2012).

The purpose of this study was to examine the flexibility of time provides opportunities to the employees' to liquefy the work life and family life conflict. As compare to past today the organizations are under constant pressure to produce goods and services, of the right quality at a right price, as and when customers want them. It means that new ways of working have to be found to make the best use of staff and other resources. Flexible forms of work can help the organizations to improve customer service by satisfied employees' (Hashim, Khattak & Kee, 2017).

Flexible working can also help to reduce absenteeism and increase productivity, employees' commitment and loyalty. Employees' who work time is flexible often have a greater sense of responsibility, ownership and control over their working life. If a manager helps an employees' to balance his work life and home life this will increase loyalty and commitment of the employees'. An employee may feel more able to concentration on his work and to develop his career.

Workplace flexibility is no longer just an innovative policy choice for handling employees'. An efficiently functioned and carefully enforced thoroughly workplace flexibility program can be a winning situation both for employees' and employers. Among the benefits to employers are enhanced employees' morale and work engagement, better recruitment outcomes and workforce retention. Among the benefits to employees' are reduction of stress on the job, better work/family and work/life balance, and improved physical and mental health.

In addition, research has shown that perceptions of organizational efforts to support work/life balance positively influence employees' commitment to their jobs, satisfaction with their work, and ability to handle their responsibilities at work and at home. In conclusion, a large majority of employees' place high value on flexibility of time at work place, but some do not have the flexibility they need to manage their lives at and away from work (Bhate, 2013). As for teaching is concern, flexibility of time is very essential because if time of work of the teachers are flexible they would be satisfied and would give attention to their study.

1.1 Scope of the Study

This study was carried out in Government Commerce Colleges at District Peshawar. There are three government commerce colleges at district Peshawar. One of female and two are male, and the study concentrated on the teaching staff of these colleges. 35 teachers were selected from Government Commerce College Peshawar No.1 and 25 were from Commerce College No.2 and 15 from female commerce college.

1.2 Objective of the Study

- To find out the relationship between time flexibility and performance of teachers
- To find out the impact of time flexibility on organization output
- To evaluate the perception of the employees' about flexibility of Time
- To find out the effect of time flexibility on teachers' performance

1.3 Questions of the study

What is the perception of the teachers regarding time flexibility?
To what extent does the time flexibility influence teachers' performance?
What is the relationship between time flexibility and teachers' performance?

2. Review of Literature

Some say that time has become the new currency although it can never really replace monetary currency. In fact, when employees' have a portion among various jobs with comparable salary levels, time can be the deciding factor in taking a job or in staying in a job. A new report from the Families and Work Institute's 2008 National Study of the Changing Workforce (NSCW) finds that 87% of employees' report flexibility allows them to manage their work and personal or family life.

Having control over their work schedule, make it more possible for employees' to arrange their time to meet their responsibilities at work and away from work (Hill, Hawkins, Ferris, & Weitzman, 2001). Workplace flexibility is no longer just an innovative policy choice for managing employees'. It is also a perilous requirement for companies to flourish in today's competitive and dynamic global business environment. The multinational nature of work calls for an ever-increasing use of flexibility in schedules, hours, and locations. Despite barriers related to monitoring, manager uncertainty, and the potential for adverse effects on productivity, the expanding of workplace flexibility are far too compelling to disregard (Bhate, 2013; Tahir et al., 2014).

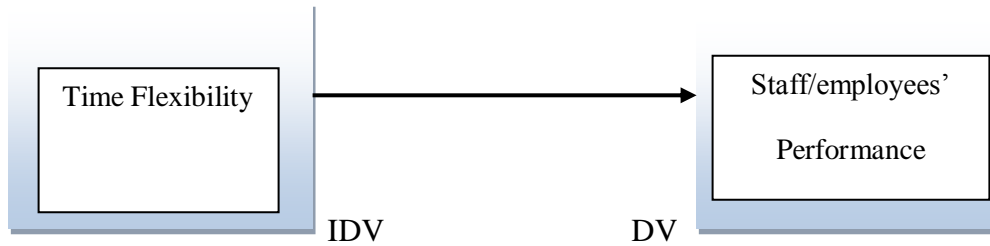
An efficiently operated and carefully enforced comprehensive workplace flexibility program can be a winning situation both for employees' and employers. Among the benefits to employers are improved employees' morale and work engagement, better recruitment outcomes and workforce retention, and the enhanced productivity offered by a stable talent pool. Such gains can provide a competitive edge for any company. Among the benefits to employees' are reduced stress on the job, better work/family and work/life balance, and improved physical and mental health (Bhate, 2013; Hashim & Hameed, 2012).

According to the theory of perceived organizational support, employees' interpret certain aspects of an organization's environment, including workplace flexibility, as signals of the degree to which the organization understands and supports their needs (Lambert, Haley-Lock & Henly, 2012). Even if employees' do not use the flexible work options available to them, simply knowing that they have these options helps them, they judge the extent to which the organization cares about their desires and well-being. In addition, research has shown that perceptions of organizational efforts to support work/life balance positively influence employees' commitment to their jobs, satisfaction with their work, and ability to handle their responsibilities at work and at home.

3. Methodology

This research is quantitative in nature. The Quantitative research is that which tries to find answer to a question through analysis of quantitative data, i.e., the data shown in figures and numbers (Hashim, 2013; Taylor, 1998). Patton (2002) has argued that a qualitative research methodology can help researchers approach fieldwork without being constrained by any predetermined categories of analysis. Moreover Gay, Mills and Airasian (2009) explained that the strength of quantitative research is the opportunities that it provides researchers to interact and gather data directly from their research participants to understand a phenomenon from their viewpoints. On the other hand, qualitative research carries the uniqueness that it does not give conclusion in advance. It is often regarded as a scientific methodology of management sciences research (Hashim, 2014; Taylor, 1998).

Theoretical framework of the study



3.1 Study Hypotheses

Ha: there is strong relation between time flexibility and staff performance
 Ho: there is no relation between time flexibility and staff performance

3.2 Sample Size of the study

Population means the totality of individuals from which some sample is drawn. (Ostle, 1963).The population of this study was consisting of 03 commerce colleges at Government sector in district Peshawar.To achieve the objectives of the research 75 questionnaires were distributed among 03 Government commerce colleges (02 males and one female) at District Peshawar. The questionnaire was designed on Likert 5 Rating Scale (1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree). 65 questionnaires were received with return rate of 86%. To test the impact of the variables the data were analyzed through SPSS.

3.3 Data Collection

The required information for the study was collected through questionnaire. The questionnaire used to allow the response of the respondents in a standard way, unbiased approach and objective oriented. The use of questionnaire provides the information to be presented in a numeric way. Questionnaire method also has several limitations, for example careless attitude of respondents, non-attendance and lack of interest.

4. Instrumentation and Discussion

Table 1: Details of Sample (N=65)

Variables	Sample factors		Percentages
Qualification	Master	45	70%
	M.Phil/MS	18	27
	PhD	02	03
Gender	Male	55	84
	Female	10	15
Age	22-27	17	26
	28-38	30	46
	39-45	10	15
	46-60	08	12
Position	Professor	0	0

	Associate Professor	10	15
	Assistant Professor	15	23
	Lecturer	40	62
Tenure	1 to 5 years	30	46
	5 to 10 years	20	31
	Above 10 years	15	23

Table 2: Case Process Summary

		N	%
Valid	65	100	
Excluded	0	0	
Total	65	100	

Table 2 is the case processing summary, which shows the strong reliability of the test. The summary shows that all the questions entered in the SPSS have been processed.

Table 3: Reliability Statistics (N= 65)

Cranach's Alpha	No of Items
0.794	21

This table shows the strong reliability of the test and strong relationship.

Table 4: ANOVA

	Sum of Square	DF	Mean Square	F	Sig
Between People	172.713	39	4.429		
Between Items	188.731	20	9.437	10.332	0.00
Residual	712.412	780	0.913		

4.1 Reliability Analysis and F test

Coefficient Cronbach' alpha was used to measure reliability of Data. At first coefficient Cronbach' alpha was applied in 1951. In this study reliability approximates calculated question wise that are alike to the usually used coefficient alpha statistics. It is standard that if Cronbach Alpha value is ($\alpha = .7$) than the significance shows that the reliability is acceptable.

In this study the reliability coefficients of independent and dependent variables were attained which was ($\alpha = .70$). If the coefficient is ($\alpha = 1.0$) than the reliabilities and coefficient is better and if less than ($\alpha = .60$) is poor. Time flexibility was computed by 11 questions and in Cronbach's alpha every question was greater than ($\alpha = .70$) and the same way dependent variable, Employees' Performance was also calculated by 10 questions with Cronbach's alpha' in which every question value is greater than ($\alpha = .70$). As a whole the reliability for every question was calculated individually which showed satisfactory reliability limit. So the inner consistency reliability of the calculators used in the study is considered to be good and reliable.

Table 5: Regression Output

Model	R	R Square	Adjusted R square	Standard Error
1	0.677	0.459	0.246	5.126

4.2 Level of Significance

The tables demonstrate the result produced by linear regression on the data collected from 65 respondents through questionnaires. After applying the linear regression on the collected data to check the cause and effect relationship between the Time Flexibility (independent variable) and Employees' Performance (dependent variable) the above mentioned result has been drawn. The probability of f-statistic shows the significance of the research. According to the standard if the p value is < 0.05 so that it is significant. In this study the above given table demonstrates the p value is 0.000 which is < 0.05 thus the model of the research is statistically significant. So the independent variable of the study, Time Flexibility, has significant relationship with dependant variable of the study, Employees' Performance. The un-standardized value of the mentioned tables illustrate obviously that independent variable the Time Flexibility has a positive impact on Employees' Performance in this study. This study supported the research hypothesis.

5. Conclusion

As the increase of concentration on administrative management during these years, HRM plays a more important role in managing an organization, such as the effects of HRM on innovation, 'new way of working principles' for working relations and Time Flexibility. Time flexibility is a popular topic in HRM over time. On the other hand, teachers are the resources and assets of colleges.

Colleges need to figure out strategies for time flexibility for the teachers. Consequently, satisfied and relaxed teachers would influence colleges' performance. Therefore, the purpose of this study was to find out the relationship between time flexibility and Employees' performance. Findings of the study indicated that teachers working in colleges of management sciences in district Peshawar considered the time flexibility as a main factor of employees' performance and were in favor of it. This study revealed that colleges' administration interested in their productivity and efficiency is left with no other option than to adopt Flexible Time System.

5.1 Recommendations

This study contributes to the body of research on Time Flexibility in colleges of management sciences in public sector in district Peshawar. There is a lot of research on Time Flexibility, but these studies have mainly taken place in western countries. The present study contributes to a small but developing research literature on the Time Flexibility in district Peshawar. It is important for organization to get satisfied employees' for better performance, and employees' will be then satisfied when they feel relaxed and unstressed. Flexible time would provide opportunities to the employees' to manage career life and family file. Flexible time would help the employees' to inform the organization through email, phone call or text message if unexpected life and family events cause and employees' have to arrive late or leave early. In doing so, organizations efficiency would be increased.

5.2 Limitations

One major limitation of this study was that it was based only on government colleges of management sciences; private colleges of management sciences were not included. Another limitation was that due to the time constraint only colleges of management sciences were studied general colleges were not included.

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