



## **FLEXIBLE WORK ARRANGEMENTS: RELATED TOPICS AND DIRECTIONS**

**Mohamed Ayman Abdel- Latif Ashoush**

*Professor of Human Resources Management, Cairo University, Egypt*

**Amal Abdelrahman Elsayed**

*Associate Professor of Human Resources Management, Cairo University, Egypt*

**Raghda Aboulsaoud Younis**

*Assistant Lecturer, Cairo University, Egypt*

### **Abstract**

Flexible work arrangements has been a topic of considerable interest to researchers and practitioners, The aim of this study is to provide a useful conceptualization of flexible work arrangements (FWAs) ; it's definition, Main types, Advantages and Disadvantages , related Emerged theoretical models and its future research direction .

**Keywords:** Flexible work arrangements..

### **INTRODUCTION**

Flexibility has become an important strategy in many organizations, as many of them seek to such a flexible methods not only to survive, but also to compete and to be the pioneer . competitiveness , demographics changes that happened in the labor market in the last decades , and the technological development are the most important variables that urged the emergence of the construct " flexible working methods ". applying such methods will have many advantages such as good utilization of human capital (Kathenbach et.al.,2010) , meet the employees concerns about balancing the demands of work and family over time (Wickramasinghe and Jayabandu, 2007;Christensen and staines, 1990; Breugh and Frye, 2008; Kattenbach et.al., 2010, Shockley and Allen, 2007) and forcing the withdrawal behavior ,specially absenteeism (Stavrou, 2005; Menezes and Kelliher, 2011; Dalton and Mesch, 1990; Hohl, 1996; Kim and Campagna, 1981; Pierce and Newstrom, 1983) and turnover intentions( Armstrong et. al., 2007; Masuda et. al., 2012; Stavrou, 2005; Hohl, 1996; Casper and Buffardi, 2004; Beauregard and Herny, 2009) .

FWAs have also some disadvantages such as managing , coordination problems and negative morals for employees who are prevented from using such methods, any way organization must compare between the total costs ( FWAs disadvantages ) and total benefits from applying such methods in order to take the suitable decision about when to stop and when to continue .

This paper will first discuss the meaning of FWAs, and does it differ with the term flexible work schedule, and then we will classify the main common methods for flexibility in work place. Second we will draw a figure that help organizations to compare between employee's performance and its flexibility degree by comparing the flexibility program advantages and disadvantages. The last part of the paper will discuss the FWAs related theoretical models and future field directions.

## 2 FWAs DEFINITION

Authors have mentioned many definitions for FWAs , for example it was defined as " the arrangements that allowing work to be accomplished outside of the traditional temporal and/or spatial boundaries of the standard workday" (Rau and Hyland,2002,P.117), or the arrangements that "enabling employees to have some choice to determine how long, when, or where they are engaged in work for various time periods" (e.g., days, weeks, or seasons). (Kossek and Michel, 2011,p.8) .Authors showed that these arrangements are "alternatives " for work flexibility , these alternatives are grouped into three types ; time , amount of work and place of work, so we define FWAs as " alternatives for work that allow employees to choose any form of flexibility at work time, work amount and wor place"

## 3.FWAs AND FLEXIBLE WORK SCHEDULE (FWS) ARE THEY DIFFER?

Until now Authors didn't agreed upon the different between FWAs and FWSs, as some of them have agreed that the two constructs are the same, for example Kossek and Michel(2011) and Sheley(1996) define FWS as a range of flexible arrangements associated with the flexibility of timing of work and the amount of work and the workplace.

Another point of view agreed upon that flexible schedules is the same as the construct "flexible working hours" (Nadler et. Al., 2010) or " Flextime" or even "compressed work week ( Rogier and Padgett, 2004; Armstrong et. al., 2007), these authors define FWS as employees ability to start and end their workdays at various times a form of FWAs (Glauber, 2011) ie. They consider FWS as one of the alternatives for FWAs. This different point of view may be related to that flexible working time is the most popular FWAs method at both academic and empirical view.

from the author's view Flexible work schedule could be considered as flexible work arrangement , and that because ,flexible schedule may be applied at work place so we call it " flextime" , and it could also be used to finish the work at home at any time the person is ready to work and we can call it "flexibility in working place".

## 4. FWAs METHODS

There are many methods for offering flexibility, these methods could be classified into three main groups as follow :

### - **The flexibility in the amount of work:**

which means that organization could be flexible in terms of the amount of workload or the amount /working time using some methods such as :

- *reduced time/workload*: Any reduction in the total number of working hours for 40 hours/week in exchange for lower pay (Christensen and Staines,1990,p.458; Kossek and Michel,2011,p.16) ;
- *Part time jobs* :According to federal labor law, the number of hours worked for decades with workers work part-time should be less than 35 hours in week (Christensen and Staines,1990,p.458),
- *Job sharing* : Under a job sharing schedule, two employees voluntarily share work responsibilities where each works less than full-time (Christensen & Staines, 1990,p.458),
- *contingent work* : Under a contingent work schedule, the hiring of workers is based on a temporary fixed-term contract ( Kossek and Michel, 2011,p.12).

### - **Flexibility in work place :**

Flexibility in work place means" giving employees varying degrees of control over where their work is done" (Hill et. al., 2001, p.51). and there are many methods that could be used, such as:

- *Telecommuting* : work arrangement where individuals perform most of their work at home during regular office hours using computers and telecommunications (Duxbary et.al., 1992, Hill et.al.,2001) .
- *Virtual office*: Giving the employees some portable means to Enable them to perform their jobs in any place appropriate to them (Hill et.al.,2001)

### - **Flexibility in work time:**

Under a flextime schedule, employees exercise a decision Regarding the time of day they will arrive at and leave from work. As the employer creates a band of core time where each employee must be present (Balets et.al.,1999; Rau and Hyland ; O'brien and Hayden ,2008), and there are many methods that can be used such as flextime, compressed work week and shift work.

## 5. FWAs ADVATAGES AND DISADVANTAGES

In this section , we are going to understand the main advantages and disadvantages for applying such FWAs specially flextime, as seen in table (1), the advantages and disadvantages could be classified into two point of view ;organizational and personal view.

Table 1. advantages and disadvantages of flexible time

Point of view	Advantage	Disadvantage	References
Organizational view	Low turnover rates , lower absenteeism, high degree of loyalty, recruitment effectiveness , work productivity , positive work attitudes and strong relationship between the employee and the supervisor /employer.	<ul style="list-style-type: none"> <li>- costs associated with program planning, coordinating implementation, training managers and controlling .</li> <li>- supervision difficulties as a result of different working time.</li> <li>- low productivity for individuals that are not able to use such programs.</li> <li>- negative attitudes and resistance from some managers as a result of their feeling about losing some power .</li> <li>- decline in productivity at the early and late working times cause the actual work begins only after the manager came to work.</li> <li>- difficults in coordination as a result of different working time</li> <li>- The difficulty of measuring the benefits associated with these policies compared to it's costs</li> </ul>	Beauregard and Herny, 2009; Pierce and Newstrom,1983; Skinner and Pocock, 2011; Kossek and Ozeki, 1998; Wickramasinghe and Jayabandu, 2007; Yang and Zheng, 2011; Poelmans and Sahibzada, 2004
Personnel view	Achieve a balance between work and family, Overall satisfaction , Low workload stress , positive morale ,quality of work life	<ul style="list-style-type: none"> <li>- Some workers may get upset from the reintroduction of the so-called working time clock.</li> <li>- Some enjoy these advantages without the others may create negative attitudes..</li> <li>- In the long run it might believe that such policies may affect their career development</li> </ul>	Beauregard and Herny,2009; Masuda et. al., 2012, ; Dikkers et.al.,2010 ; Menezes and Kelliher, 2011; Kelliher and Anderson,2009; Pierce and Newstrom,1983; Thomson ,2008 Skinner and Pocock, 2011; Greenhaus et.al.,2003; Swanberg and simmons, 2008; Kayoed ,1988; Poelmans and Sahibzada,2004

Source :The Author.

Organizations must recognize as there are many benefits from applying flextime there also will be some negative outcomes , of course there is no problem if the advantages of such programs exceed the disadvantage ,but at point of time the negative outcomes will increase and organization will face a problem , at this time the organization must take a decision about to stop or reshape it's flexible programs .

We drew a simple figure; this figure Assumed that there are two main factors affecting the decision of flexible program; time horizon and flexibility degree, Balets et. al. (1999) indicated that human resource practitioners may see a reduction in the initial positive gains as time goes by after the introduction of flexitime , he also added that it is important to determine the degree of flexibility and it's work related outcomes. so we expect that with the time goes by ( long time horizon) and with more degree of flexibility offered to employees (specially with more interdependent between jobs), the more reduction in positive gains ( advantages) from applying such programs.

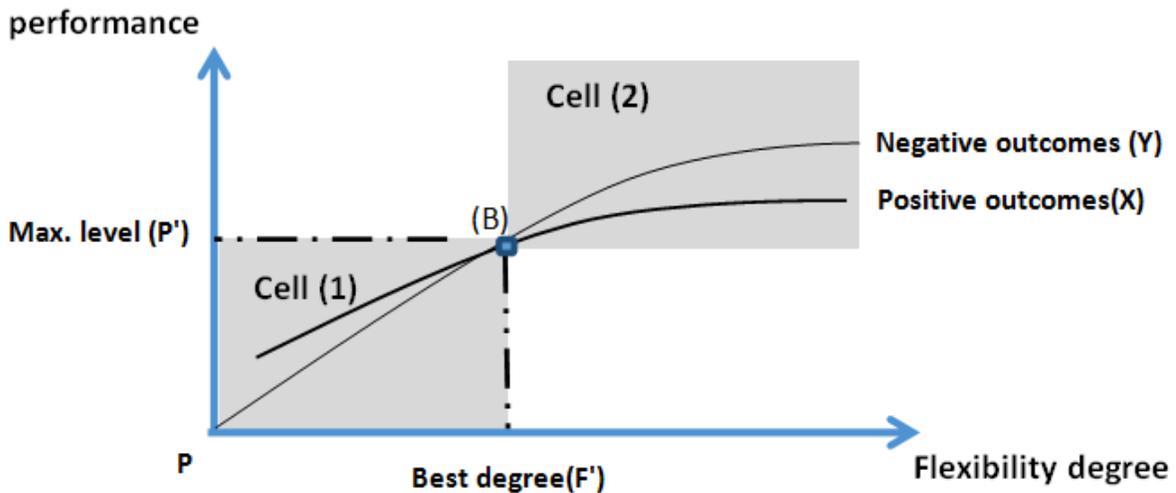


Figure (1)  
Relation between performance and flexibility degree

Figure (1) shows that there are two cells, cell (1) is the safe cell (organization is safe to continue applying more flexible programs) and cell (2) is the unsafe cell (organization is unsafe to continue applying more flexible programs); when the organization decides to apply flexible programs, instant positive outcomes from such a decision will not appear, the only outcome that can be recognized at this time is cost (i.e. Training or coordinating or controlling program costs), expressed by the curve (y) at the (p) point, after a period of time, the benefits or the positive outcomes from these programs will begin to be recognized (curve X), this means at a period of time the more degree of flexibility offered the more positive outcomes, but the increasing rate of curve (x) will be more than the increasing rate of curve (y) which means that the organization will be at the safe cell (1).

At (B) point the curve (X) intersects with curve (Y), this means that both outcomes (negative and positive) will increase until they intersect at the balance point, at this point the organization will achieve maximum level of performance (p') and the organization must begin to reevaluate their programs, because after that point, the increasing rate for curve (y) will be more than the increasing rate for the curve (X) and the organization will be at Cell (2), at this cell if the organization decided to continue applying such flexibility, it will face more negative outcomes than positive outcomes as a result of physical or physiological problems.

## 6. FWAs RELATED THEORITICAL MODELS

### 6.1 Job Demand – Resources JD-R model

The JD-R model assumes that stress from any occupational role stems from two categories: Job demands and Job resources; the former category are those aspects of the job that require intense physical or mental effort and are therefore linked with certain physiological and/or psychological costs (Kattenbach et al., 2010; Demerouti et al., 2001; Beutell, 2010), Voydanoff (2005) distinguishes between two types of work demands; time-based and strain-based work demands, Time-based demands such as long working hours or shift work and Strain-based work demands constrain an individual's ability or willingness to meet the obligations of the family role and can lead to the experience of stress and strain (Frone et al., 1997). The latter category are Job resources which refer to aspects of one's job that are either functional in achieving work goals, reduce costs associated with job demands, or stimulate personal growth and development (Beham et al., 2011).

Researches have concluded that Time restrictions, i.e. time bureaucracy and unpredictable time variations, can be interpreted as a job demand because it requires effort and energy and therefore can be related to psychological costs, and Job autonomy or flexible work arrangements can be classified as a job resource because it supports the employee coping with everyday efforts on the job. (Kattenbach et al., 2010).

## **6.2 Psychological job control theory**

The model postulates that psychological strain results not from a single aspect of the work environment, but from the joint effects of the demands of a work situation and the range of decision-making freedom (discretion) available to the worker facing those demands. (Karasek, 1979), Key constructs pertinent to flexible work schedules based on this theory include that perceptions of job control over work hours and perceived job autonomy flexible work schedules is using them relates positively to employee perceptions of job control, if an individual in the same high demand job perceives high control, he/she will experience lower strain (Kossek and Michel, 2011; Gatchel and Schultz, 2012).

## **7. FWAs FUTURE DIRECTIONS**

There are many topics that is related to FWAs, this topics expected to have some future concern from the authors such as human resources flexibility, quality of work life and green HRM.

### **7.1 Human resources flexibility**

Study of Wright and Snell (1998) was one of the pioneer in defining the term human resources flexibility; they define Human resources flexibility as "the extent to which the firm's human resources possess skills and behavioral repertoires that can give a firm options for pursuing strategic alternatives in the firm's competitive environment, as well as the extent to which the necessary HRM practices can be identified, developed, and implemented quickly to maximize the flexibilities inherent in those human resources" (Wright (p.761), the explain human resource flexibility with three main dimensions; skills, behavior and human resource practices flexibility. A study of Bhattacharya et. al., (2005) also defined it as a dynamic capability of the firm in the sense that it is focused on adapting employee attributes—such as knowledge, skills, and behaviors—to changing environmental conditions in the sense that it is focused on adapting employee attributes—such as knowledge, skills, and behaviors—to changing environmental conditions (p.623).

Authors have another definition for human resource flexibility such as (Sanchez et. al., 2011; Meer and Ringdal, 2009; Wu, 2011), they classified HR flexibility into internal and external flexibility; Internal HR flexibility involves efforts to increase the firm's ability to adjust to changing circumstances through modifications of the internal labor market or work organization, internal flexibility could be functional which means letting the same employees perform different kind of tasks or jobs as needed (Meer and Ringdal, 2009,) and internal numerical which means adjusting the employment volume to changes in demand FWAs such as part-time contracts and the annual, monthly, or weekly distribution of working-time. We expect that there will be increased interest in this concept in the coming years linking it organization's performance, such as financial performance, innovative and competitive (Sanchez, et, al, 2011; Stavrou, 2005, Sanchez et. al., 2007).

### **7.2 Green HRM**

Corporate environmentalism or green management emerged in 1990s and became a popular internationally in 2000s, green management refers to the management of corporate interaction with, and impact upon, the environment (Sudin, 2011). Green Human Resource Management was emerged as an important thrust area for management which can have an enormous impact on people issues in an organization. The term 'green HR' is often used to refer to the contribution of HR policies and practices towards the broader corporate environmental agenda of protection and preservation of natural resources (Prasad, 2013, P.15), Therefore a new perspective for Green HRM is proposed: considering employees as human beings who learn and develop environmental attitudes and behavior in working life and private life. In order to successfully promote an environmentally friendly and responsible use of resources at the workplace, Green HRM needs to set up activities that support environmentally friendly behavior at the workplace and in private life (Muster and Schrader, 2011, P.144). we expect researches can link between FWAs as a way for achieving work life balance and between green human resource management.

### **7.3 Quality of work life (QWL)**

Job quality has been central to the EU's employment strategy in recent years and consequently has received much attention in policy and academic debates (Kelliher and Anderson, 2008), Quality of work life was defined as "The consideration for the exigency and longing of an employee with regards to the working conditions, remuneration, and chances of professional development, work-family role balance, safety and social interactions at workplace and social relativity of employee's own work" (Kanten and Sadullah, 2012, p.361), QWL can be summarized as a wide-ranging concept that included sufficient and fair remuneration, social integration and safe and healthy working conditions in the work organization that enables an individual to improve and use all his or her skills (Narehan et. al., 2014, p.25), the dimensions of job life differ from study to another, for example some authors explain it as; life-long learning and career development; gender equality; health and safety at work; work-life balance; flexibility and security, Adequate and fair compensation (Kanten and Sadullah, 2012; Kelliher and Anderson, 2008), others focused on compensation, job control and stress and intensification (Osterman, 2013).

The dissimilarity of the main dimensions for QWL may refer to the assessment of quality that is shaped by the purpose of the assessment, as well as the dissimilarity of the main characteristics for the person acting the job ,for example ; evaluating the job quality for single employee will differ from parents ; as parents need more work life balance and so work time flexibility (Charlesworth et.al.,2011). Researches mentioned that flexible work arrangements are methods which can be used to decrease job stress as a result of achieving work life balance ,health and safety at work , these aspect are the most popular dimensions for QWL (Greenhaus et.al.,2003;Swanberg and simmons,2008).

We expect that future direction for this topic will be the linkage between flexible work time and perceived job quality by taking stress (Swanberg and Simmons,2008), work life conflict, (Kelliher and Anderson ,2008; Charlesworth, et.al., 2011; Kattenbach and O'reilly, 2011; Swanberg and simmons, 2008; Subramaniam et.al. , 2013) welfare (Joyce et.al. ,2010) into consideration.And also the linked between working from home and the bad consequences on quality of job in sense that working from home can lead to bad social integration at work place (Kattenbach and O'reilly ,2011) .

#### **7.4 Work - Family conflict(WFC)**

Work family conflict can be defined as a "form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus and Beutell, 1985, p.77).The concern of that concept was a result of the demographic changes that have taken place in the labor market (ie. females entry to the labor market ).conflict could be classified from two domains ; the first domain is " the conflict direction", as conflict directions could be work interference family ,which means That the general demands, of, time devoted to, and strain created by the job interfere with performing family – related responsibilities ,While the second conflict direction could be family interference work ,which means That the general demands, of,time devoted to,and strain created by the family interfere with performing work – related responsibilities (Netemeyer, McMurrian, and Boles, 1996, p.401).

The second domain of WFC is "conflict source"; The problem is that the individual has available has limited resources, and different work and life roles compete in such resources (Allen et.al., 2012), there are three main sources that cause conflict; time ,strain and behavior based conflict.

There are many Studies that discuss the relationship between FWAs and WFC, their results showed that FWAs such as flexible time and flexible workplace will reduce the work family conflict's level (Anderson,Coffy and Byerly,2002; Masuda et. al.,2012; Mcnall et.al. 2011; Allen et. al., 2012; Golden , Veiga and Simsek ,2006; Wickramasinghe and Jayabandu, 2007; Shockley and Allen, 2007) , from the Author's view , still there is a gap in studying such relationship specially examining how can the different methods of Flexible working arrangements can impact the different types of conflict in it's two main domains ( ie. Direction and source ).

#### **SUMMARY**

There are a huge number of different researches that discussed the FWAs, from the theoretical and practical view, this paper tried to discuss these views; first we introduced the definition of FWA, showing that there are two perspectives in defining FWA, the first perspective; that flexible work schedule is exactly the same as FWA, but the second one ; assume that flexible work schedule is one of the alternatives of FWAS.

the paper then began to introduce the main three methods of FWAs which are; flexibility in amount of work, flexibility in work place and flexibility in work time , showing the main advantages and disadvantages of these methods specially flextime, and how organizations can define their proper degree of flexibility by making the comparison between positive outcomes and negative outcome.

Last we showed the most common models that FWAs depending on, and the most future topics that related to FWAs such as green human resource management , human resource flexibility and quality of work life ,and how researchers can make a correlate between them.

#### **References**

- Allen ,T. et.al. (2012). work family conflict and flexible work arrangements : deconstructing flexibility.*Personnel psychology* .1-32
- Anderson,S.Coffy,B. and Byerly,R .(2002).Formal Organizational Initiatives and Informal Workplace Practices: Links to Work-Family Conflict and Job-Related Outcomes. *Journal of Management* . 28. 787-806

- Armstrong ,D. et.al. (2007).Advancement, voluntary turnover and women in IT:A cognitive study of work–family conflict. *Information & Management* .44. 142–153
- Baltes,B. et. al. 1999.Flexible and Compressed Workweek Schedules: A Meta-Analysis of Their Effects on Work-Related Criteria. *Journal of Applied Psychology*. 84( 4), 496-513
- Bhattacharya, M, Gibson ,D., Doty ,H. (2005).The Effects of Flexibility in Employee Skills, Employee Behaviors, and Human Resource Practices on Firm Performance. *Journal of Management*,.31.622-631
- Beaugregard,T. and Herny, L.( 2009).Making the link between work-life balance practices and organizational performance. *Human resource management review* .19 . 9-22.
- Breugh,J. and Frye, K. (2008).Work-Family Conflict: The Importance of Family-Friendly Employment Practices and Family-Supportive Supervisors. *Journal of Business and Psychology*. 22( 4) .345-353
- Casper,W. and Buffardi,L. (2004) . Work-life benefits and job pursuit intentions: The role of anticipated organizational support. *Journal of Vocational Behavior*. 65 .391–410
- Charlesworth et.al.( 2011). Parents’ Jobs in Australia: Work Hours Polarisation and the Consequences for Job Quality and Gender Equality. *Australian journal of labor economies*.14 ( 1) . 35 - 57
- Christensen,K. and. Staines, G.(1990) .Flexitime: A Viable Solution to Work/Family Conflict?". *Journal of Family Issues*. 11. 455-476
- Demerouti,E. et. al.(2001). The demands- resources model of burnout. *Journal of applied psychology*.86 (3). 499-512.
- Dikkers ,J. Engen ,M. Vinkenbunrg ,C. (2010) . Flexible work: ambitious parents' recipe for career success in The Netherlands. *Career Development International*. 15 ( 6). 562 - 582
- Frone, M., Yardley K., and Markel S. (1997). Developing and testing an integrative model of the work–family interface. *Journal of Vocational Behavior*. 50.145–167
- Gatchel,R. and Schultz ,I.(2012). Handbook of Occupational Health and Wellness. DOI 10.1007/978-1-4614-4839-6\_2. Springer Science Business Media. New York.
- Glauber,R. (2011).Gender, Occpational Composition, and Flexible Work Scheduling *The Sociological Quarterly*. 52.472–494
- Golden ,T. Veiga,J. and Simsek,Z.(2006).Telecommuting’s Differential Impact on Work–Family Conflict: Is There No Place Like Home?.. *Journal of Applied Psychology*. 91( 6).1340–1350
- Greenhaus, J.H. and Beutell, N.J. (1985). Sources of conflict between work and family roles. *Academy of Management Journal*.10(1). 76–88

- Greenhaus ,J., Collins,K. and Show,J. (2003).The relation between work–family balance and quality of life. *Journal of Vocational Behavior* .63. 510–531
- Hohl, K. (1996).The Effects of Flexible Work Arrangements. *Non profit management and leadership*. 7 (1) .69-85.
- Joyce ,K. et.al.(2010).Flexible working conditions and their effects on employee health and wellbeing . *Cochrane Database of Systematic Reviews* . (2).1-33
- Kanten, S. and Sadullah,O.(2012). An empirical research on relationship quality of work life and work engagement. *Procedia - Social and Behavioral Sciences*,(62). 360 – 366
- Karasek ,R.(1979). Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign. *Administrative Science Quarterly*. 24(2) . 285-308
- Kattenbach,R. et.al. (2010). Flexible working times: effects on employees’ exhaustion, work-non work conflict and job performance.*Career Development International*. 15( 3). 279-295
- Kattenbach,R. and O'reilly,J.(2011).Introduction: New Perspectives on the Quality of Working Life. *Management Revue*. 22( 2) . 107-113
- Kayoed ,D.,(1988). Flexitime and flexible work schedules. *Unpublished master dissertation*. faculty of ICA department . Kean Collage of New Jersey. New Jersey.
- Kelliher C. and Anderson D. (2010 ). Doing more with less? Flexible working practices and the intensification of work. *Human relations* . 63(1).83–106
- Kim ,J.and Campagna,A. (1981) . Effects of Flexitime on Employee Attendance and Performance: A Field Experiment. *The Academy of Management Journal*. 24( 4). 729-741
- Kossek ,E. et.al. ( 2011). How Work–Family Research Can Finally Have an Impact in Organizations. *Industrial and Organizational Psychology*. 4 .352–369.
- Kossek,E. and Ozeki ,C. (1998). Work- family conflict, policis and the job -life satisfaction relationship : a review and direction for organizational behavior – human resources research. *Journal of applied psychology*.83 (2).139-149
- Masuda ,A. et. al. ( 2012). Flexible Work Arrangements Availability and their Relationship with Work-to-Family Conflict, Job Satisfaction, and Turnover Intentions: A Comparison of Three Country Clusters. *Applied psychology: an international review*. 61 (1). 1–29
- Mcnall ,L. et.al.(2010). flexible work arrangements ,job satisfaction, and turnover intentions: the mediating role of work to family enrichment. *The journal of psychology* .144(1).61-81

- Meer, P. and Ringdal, K. (2009).Flexibility practices, wages and productivity: evidence from Norway. *Personnel Review*. 38(5) . 526 – 543
- Menezes, L. and Kelliher, C. (2011). Flexible Working and Performance: A Systematic Review of the Evidence for a Business Case. *International Journal of Management Reviews*. 13.452–474 .
- Muster ,V. and Schrader ,U.(2011). Green work-life balance: A new perspective for green HRM, *German Journal of Research in Human Resource Management*. 25(2).140-156
- Nadler ,J.et.al. (2010). Perceptions of organizational attractiveness: The differential relationships of various work schedule flexibility programs. *Management Research Review*. 33(9). 865 – 876
- Narehan ,H.(2014).The Effect of Quality of Work Life (QWL) Programs on Quality of Life (QOL) Among Employees at Multinational companies in Malaysia. *Procedia - Social and Behavioral Sciences* , 112 . 24 – 34
- Netemeyer,R., McMurrian,R. and Boles,J.(1996). Development and Validation of Work-Family Conflict and Family-Work Conflict Scales. *Journal of Applied Psychology*. 81(4).400-410
- O'brien ,T., and Hayden ,H. (2008). Flexible work practices and the LIS sector: balancing the needs of work and life?.*Library Management* . 29 ( 3). 199-228
- Osterman ,P.(2013),"Introduction to the special issue on job quality what does it mean and how might we think about it?". *Industrial & Labor Relations Review*.66 (4).739-750.
- Pierce,J. and Newstrom,J. ( 1983). The Design of Flexible Work Schedules and Employee Responses: Relationships and Process. *Journal of Occupational Behavior*. 4( 4) . 247-262
- Poelmans, S.and Sahibzada, K. (2004). A multi-level model for studying the context and impact of work–family policies and culture in organizations. *Human Resource Management Review*.14.409–431
- Prasad ,R.(2013). Green HRM - Partner in Sustainable Competitive Growth. *Journal of Management Sciences And Technology*.1 (1).15-18
- Rau ,B. and Hyland, M. (2002) . role conflict and flexible work arrangements : the effect on applicant attraction. *Personnel psychology*.55.111-136
- Rogier,S. and Padgett, M. ( 2004). The Impact of Utilizing a Flexible Work Schedule on the Perceived Career Advancement Potential of Women. *Human resource development quarterly*. 15( 1).89-104
- Sanchez,A. et.al.(2011). The Dynamics of Labour Flexibility: Relationships between Employment Type and Innovativeness. *Journal of Management Studies*. 48 (4).715-733

- Sanchez ,A.et.al.(2007), Telework, human resource flexibility and firm performance. *New Technology, Work and Employment*.22.208-222
- Sheley ,E.(1996).flexible work options factors that make them work. *HRM magazine*,pp.1-5
- Shockley ,K. and Allen,T. (2007). When flexibility helps: Another look at the availability of flexible work arrangements and work–family conflict . *Journal of Vocational Behavior*.71.PP 479–493.
- Skinner,N. and Pocock,P. (2011).Flexibility and Work-Life Interference in Australia. *Journal of Industrial Relations*. 53 (I) . pp. 65-82
- Stavrou,E. (2005).Flexible work bundles and organizational competitiveness: a cross-national study of the European work context. *Journal of organization behavior* . 26.pp. 923–947
- Subramaniam,G. et.al.(2013).Workplace Flexibility, Empowerment and Quality of Life. *procedia social and behavioral sciences*.10 5 .pp. 885-893
- Sudin,S. (2011).Strategic Green HRM: A proposed model that supports Corporate Environmental Citizenship. *International Conference on Sociality and Economics Development IPEDR*.10,PP.79-82
- Swanberg,J. and Simmons,A.(2008).Quality Jobs in the New Millennium: Incorporating Flexible Work Options as a Strategy to Assist Working Families .*Social Service Review*.82(1).pp.119-147
- Thomson ,P.(2008).The business benefits of flexible working. *Strategic HR Review*. 7( 2). pp.17 – 22
- Voydanoff, P. (2005). Toward a conceptualization of perceived work–familyfit and balance: A demands and resources approach. *Journal of Marriage and Family*. 67. 822–836
- Wickramasinghe ,V.and Jayabandu,S.(2007). Towards workplace flexibility: flexitime arrangements in Sri Lanka. *Employee Relations* . 29 . 6. 554-575
- Wright, P. and Snell, S. (1998). Toward a unifying framework for exploring fit and flexibility in strategic human resource management. *Academy of Management Review*. 23(4). 756-72
- Wu, S.(2010).impact of Environmental Uncertainty on Human Resource Flexibility. *International Conference on Business and Economics Research*.277-281.