

Designing Flexible Working Hours Policy: A Case of NCR (Government Sector)

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Dr. Shashi Bala



V.V. Giri National Labour Institute

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V. V. Giri National Labour Institute

(Ministry of Labour & Employment, Govt. of India)

Sector – 24, Noida



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Contents

Preface	vii
Acknowledgement	ix
Executive Summary	xi
Chapter I Introduction	1-4
1.1 Concept of Flexible Working Hours Policy	1
1.2 Global trends in Flexibility at Work	2
1.3 National trends in Flexibility at Work	3
1.4 Objectives of the study	4
Chapter II Review of Literature	5-15
2.1 India's Position in Global Rankings	5
2.1.1 Sustainable Development Report 2024	5
2.1.2 World Happiness Report 2024	6
2.1.3 The Quality of Life Index	8
2.1.4 OECD Better Life Satisfaction Index	10
2.2 Concept of Change Management	10
2.2.1 Change Management and Workplace Flexibility	11
2.3 Concept of Work Life Balance	12
2.3.1 Work Life Balance and Flexible Working Arrangements	13
2.4 ILO Conventions for Flexibility at Work	14
2.5 ILO Recommendations for Flexibility at Work (ILO, 2023)	14
2.6 Maternity Benefit Act, 1961	15
Chapter III Research Methodology	16-18
3.1 Research Design	16
3.2 Methods of Data Collection	16
3.2.1 Survey Method	16
3.2.2 Semi-Structured Interviews	16
3.2.3 Case Studies	16
3.3 Data Collection Tools	16
3.4 Field Area	17
3.5 Duration of Field Work	17
3.6 Sampling of Techniques and Sample Size	17
Chapter IV Flexible Work Arrangements in India's Government Sector	19-45
4.1 Flexible Arrangements during COVID-19	19
4.2 Current Flexible Work Arrangements and Regulations	24
4.3 Gender-specific Impact on Employees	28
4.4 Work Life Balance in Flexible and Non-Flexible Working Arrangements	35
4.5 Perspectives of Employers on work productivity	39
4.6 Case Studies	42
Chapter V Research Findings and Conclusion	46-47
References	48-50
Annexure	51-84

List of Tables

Table No.	Title	Page No.
2.1	Benefits of flexible working arrangements on the country's economic, social and environmental factors	6
2.2	India indices on factors of The Quality of Life Index	9
3.1	Number of Male and Female participants in the study	17
4.1	Percentage of employees availing WFH provision before COVID-19 crisis in both Government organizations with flexibility and Government organizations without flexibility.	20
4.2	Percentage of employees availing the WFH provision during the COVID-19 crisis.	21
4.3	Percentage of employee responses on duration of availing the WFH provision during the COVID-19 crisis.	22
4.4	Percentage of employee responses of their experience of WFH provision during the COVID-19	23
4.5	Percentage of employees currently availing WFH provision in Government organization with flexible working arrangements	25
4.6	Percentage of employees in different job roles during work from home policy in flexible working arrangements.	26
4.7	Percentage of employee responses on their frequency of using the WFH arrangement existing in their workplaces which has flexibility	27
4.8	Percentage of employee responses of employees on being able to take rest periods and regular breaks while availing work from home arrangement	27
4.9	Percentage of employee responses on have access to the creche facility in Government organization they are working in	29
4.10	Percentage of employee responses on division of responsibility at home during WFH days	30
4.11	Percentage of employee responses (n=90) on the total number of hours spent in unpaid care work	32
4.12	Percentage of employee participation in the kind of unpaid care work during WFH hours	33
4.13	Percentage of employee responses on benefits of work from home policy	35
4.14	Percentage of employee responses (n=142) on their preference to avail work from home option if given in a non-flexible work setting	37
4.15	Percentage of employee responses on understanding if flexible working hours can mitigate extreme weather conditions like heat waves, flooding etc.	37
4.16	Percentage of male and female employers in flexible and non-flexible working arrangements.	39
4.17	Percentage of employer response for incentives to increase participation of male employees working in flexible working arrangements in unpaid care work	40
4.18	Responses of employers working in flexible and non-flexible working arrangements on challenges of work-from-home policy	41

List of Figures

Table No.	Title	Page No.
2.1	India's Performance on UN Sustainable Development Goals	5
2.2	Countries highlighted based on ranks	7
2.3	Ranks of different countries indicated on the World Happiness Index Report (2024)	7
2.4	Geographical representation of countries in Quality of Life Index	9
2.5	Countries ranked in OECD Better Life Satisfaction Index	10
3.1	Percentage of Male and Female employees working in flexible working arrangements	18
3.2	Percentage of Male and Female employees working in non-flexible working arrangements	18
4.1	Percentage of employees availing WFH provision before COVID-19 in flexible working arrangements	20
4.2	Percentage of employees availing WFH provision before COVID-19 in non-flexible working arrangements	20
4.3	Percentage of employees availing WFH provision during COVID-19 in flexible working arrangements	21
4.4	Percentage of employees availing WFH provision during COVID-19 in non-flexible working arrangements	21
4.5	Percentage of duration of availing WFH provision during COVID-19 by employees working in flexible working arrangements	22
4.6	Percentage of duration of availing WFH provision during COVID-19 by employees working in non-flexible working arrangements	22
4.7	Percentage of employees' experience of WFH provision during COVID-19 in flexible working arrangements	23
4.8	Percentage of employees' experience of WFH provision during COVID-19 in non-flexible working arrangements	24
4.9	Percentage of employees currently availing WFH provision in flexible working arrangements	26
4.10	Percentage of employees in different job roles during work from home policy in flexible working arrangements.	26
4.11	Percentage of usage of WFH arrangements by employees working in flexible working arrangements	27
4.12	Percentage of employees working in flexible working arrangements (n=90) being able to take regular breaks and rest periods while Working From Home	28
4.13	Percentage of Male and Female employees having access to the creche facility in flexible working arrangements (n=90)	30
4.14	Percentage of employees working in non-flexible working arrangements (n=142) having access to creche facilities	30
4.15	Percentage of male and female employees (n=90) agreeing to handle household chores themselves	31
4.16	Percentage of male and female employees (n=90) agreeing that household chores are taken care of by their spouse	31



4.17	Percentage of male and female employees (n=90) agreeing that household chores are handled by other family members	32
4.18	Percentage of male and female employees working in FWA (n=90) spending 0-4 hours in unpaid care work	32
4.19	Percentage of male and female employees working in flexible working arrangements (n=90) spending 4-8 hours in unpaid care work	33
4.20	Percentage of male and female employees (n=90) agreeing that there has been an increase in participation in unpaid care work due to flexible working arrangements	34
4.21	Percentage of male and female employees (n=90) agreeing that there has been a decrease in participation in unpaid care work due to flexible working arrangements	34
4.22	Percentage of male and female employees (n=90) agreed that there has been no change in participation in unpaid care work due to flexible working arrangements	35
4.23	Percentage of employees working in flexible working arrangements (n=90) on potential benefits of work from home policy	36
4.24	Percentage of employees working in non-flexible working arrangements (n=90) on potential benefits of work from home policy	36
4.25	Percentage of employees working in non- flexible working arrangements (n=90) preferring to work from home	37
4.26	Percentage of responses of employees working in flexible working arrangements (n=90) on understanding if flexible working hours will mitigate extreme weather conditions.	38
4.27	Percentage of responses of employees working in non-flexible working arrangements (n=142) on understanding if flexible working hours will mitigate extreme weather conditions.	38
4.28	Percentage of male and female employers working in flexible working arrangements	39
4.29	Percentage of male and female employers working in non-flexible working arrangements	40
4.30	Percentage of employers' responses on incentives to increase participation of male employees who are working in flexible working arrangements in unpaid care work.	40
4.31	Percentage of employers' responses on challenges of Work from home policy in flexible working arrangements	41
4.32	Percentage of employers' responses on challenges of Work from home policy in non- flexible working arrangements	41



Preface

In today's evolving work landscape, the establishment of flexible working hours has become increasingly significant, particularly within hybrid workplaces where employees have the option to work remotely or in-office. Flexible working hours offer numerous benefits, such as improved work- life balance, increased job satisfaction, enhanced productivity, and overall well-being. A hybrid workplace combines remote work and in-office work, allowing employees to balance their personal and professional lives.

Technology has enabled different people from around the globe to share their grievances and vulnerable emotions during the COVID-19 pandemic, fostering a sense of global unity. Learning from the experiences of developed nations, many developing nations were quick to realize the major grievances and adopted a flexible working hour policy for inclusivity.

However, the absence of a desired framework resulted in extreme work-life imbalance due to inadequate infrastructure and management. When work from home was initiated, working hours multiplied in many countries. In India, the provision of flexible working hours was observed in the IT Industry before the COVID-19 phase, hence were able to follow it pragmatically during the pandemic as their infrastructure and framework for working from home were already in place.

The Government of India initiated this concept in the Maternity Benefit Amendment Act 2017 which has the provision to work from home providing flexibility to working mothers post-delivery. The extent to which it has been integrated into the mainstream is yet to be researched. However, recent trends show female labor force participation is declining in India, particularly among highly educated women who are not part of the active labor force due to care responsibilities which are still predominantly on women. India is a young country having youth as working population wherein the average age of working-age Indians is 29 years. Almost fifty percent of this is women. It is essential to understand the implications in terms of the life satisfaction of this youth. For effective integration of women into the paid workforce, men need to be integrated into unpaid care work, this can happen with the implementation of affirmative policies and the provision of flexible working hours foreveryone (men, women, transgender).

I congratulate Dr. Shashi Bala, Senior Fellow & Project Director and the entire team for conducting the study which will be beneficial for policy makers, academicians and researchers working in this area.

Dr. Arvind
Director General
V.V. Giri National Labour Institute





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My gratitude extends far beyond the workplace. I am deeply grateful towards my family members for their unwavering love, encouragement, insights, and support. Thank you for always standing by me, no matter the circumstances, and for being the pillars of strength in my life.

Dr. Shashi Bala
Senior Fellow





Executive Summary

The purpose of this research is to ensure flexibility at workplaces, especially Government organizations. Flexibility at work does not necessarily limit to just arrangements and facilities, but also the working hours. Flexible working hours ensure more productivity and quality of work as compared to long and rigid working hour policies.

The first chapter, titled, 'Introduction' has covered the basic concept of flexible working hours policy in India. The chapter has also stated the Global trends in ensuring flexibility at work as well as the National trends. In both the cases, major policies that have been introduced by some organizations have been covered. The last bit of the chapter states the objectives of the study.

The second chapter, titled, 'Review of Literature' has covered India's position in Global rankings and the reason behind the position. India, as a country, has been ranked in only three indices, namely, Sustainable Development Report, World Happiness Report and The Quality of Life Index report. The OECD Better Life Satisfaction Index does not include India in its list of countries since the report only measures Indices of developed countries. After giving a brief analysis of the rankings, the chapter covers literature from certain research papers in the field of flexible working hours policy. Topics like change management, work life balance and flexible working arrangements have been looked into. This chapter ends with ILO Conventions and Recommendations for flexibility at work. India has also introduced the Maternity Benefit Act of 1961 which has also been covered in this chapter.

The third chapter, titled, 'Research Methodology', as the name suggests covers research design, sample size, sampling techniques and data collection methods used in the study. The study has used mixed-methods research design, where, both quantitative and qualitative analysis has been carried out. Questionnaires and semi-structured interview schedule were used to obtain respondents from participants. The duration of field work ranged from mid-June 2024 to mid-October 2024 and a total of (n=237) participants could be taken into the study from various Government organizations and departments across Delhi NCR.

The fourth chapter, titled, 'Flexible Work Arrangements in India's Government Sector' pertains to showing the analysis through frequency tables and percentage pie-charts on the four themes: (i) Flexible arrangements during COVID-19, (ii) Current Flexible Work Arrangements and Regulations, (iii) Gender-Specific Impact on Employees, (iv) Work life balance in flexible non-flexible working arrangements, (v) Perspectives of employers on work productivity. The chapter has also been supported with case studies that have been collected.

The fifth chapter, titled, 'Research Findings and Conclusion' presents the research findings and conclusion in paragraph form. The study also shows the way forward through recommendations. This chapter is followed by references and annexure. The annexure consists of a Government organisation's questionnaires, interview schedule and work from home policy and the names of the Government organization / department.





Chapter I : Introduction

With globalization taking place, companies today have become a lot more versatile. Organizations that adapt to changes have a lot more chance of sustaining themselves in the competitive edge. However, we need to understand that Government sector organizations still carry out the traditional methods of working – for instance, long and rigid working time laws, slower career progression and undergoing bureaucratic processes. Public sector workplaces need to understand that quality matters over quantity. Long working hours do not necessarily guarantee work productivity and quality. In such a scenario, both employers and employees are left exhausted with the rigid working schedule which reduces one's ability to function well both physically and mentally. In order to curb the stress, hybrid working conditions may be introduced and this may prove to be a lot more helpful and flexible. Along with hybrid working hours, setting up sector-specific working arrangements and listing and meeting daily achievable targets may also prove to be fruitful.

1.1 Concept of Flexible Working Hours Policy

In today's evolving work landscape, the establishment of flexible working hours has become increasingly significant, particularly within hybrid workplaces where employees have the option to work remotely or in-office. Flexible working hours offer numerous benefits, such as improved work-life balance, increased job satisfaction, enhanced productivity, and overall well-being. A hybrid workplace combines remote work and in-office work, allowing employees to balance their personal and professional lives.

Flexible working schedules, allow employees to work when they feel most productive and to work where they feel most comfortable. Flexible work arrangements are meant to provide an opportunity for true equity in the workplace, no matter the time or place employees do their work. Therefore, there is a need to find policy solutions to support workers in achieving a better work-life balance for a better life Index. For this Men need to be integrated into unpaid care work and women to be part of the active paid labor market.

Flexible working hours provision in the Hybrid workplace can be the first step in this direction. A hybrid approach aims to provide an optimal balance of productive work with reduced stress and less commuting. It allows employees to choose how and where they work and offers autonomy to employees to design their working week in a way that works both for them and with company policies.

"Modern problems need modern solutions". This quote holds true in various aspects like health, education, politics and now in workplaces. Recently, flexible working hours have gained a lot of importance. Organizations are now adapting to modern ways of working. A flexible workplace creates a culture of trust, committed employees, better employer and employee wellbeing and diversity. Work flexibility implies not only variation in time and place of the job, but also sharing of the job, career breaks (maternity/paternity leaves), part-time and term-time working. The impact from changes in economy, technology, social and lifestyle in today's environments have boosted the awareness of flexible working arrangements in an organisation.

Streamlining of working hour schedule and balancing between personal life and work is an essential element in an Organization's success. Flexible working arrangement practices leads to balance the job responsibility and children's safety at home especially for working.



Flexible working hours have also contributed to higher job satisfaction, motivation and employee engagement. Therefore, to increase the employee motivation towards the vision and mission, each organization needs to emphasize on their staff welfare. Work flexibility offers convenience in planning, not reducing the working time. Thus, flexibility in work might be summarized as the ability of employee to control his/her working time duration as well as location of work (remotely from office), this ability in scheduling work suppose to be offered by employer.

1.2. Global trends in flexibility at work

Australia has recently introduced “Right to Disconnect” after working hours. This has proven to be a relief to employees who feel compelled to take calls or read messages from employers after they finish their day’s work. The law also guarantees that employees can choose to ignore official communications after working hours without the fear of being punished by their senior (BBC News, 2024).

In latest news, several other countries around the world have introduced or implemented similar laws. France has implemented the ‘Right to Disconnect’ law in 2017 as part of its Labour Code. The goal is to protect employees from the intrusion of work into personal time and ensure rest periods are respected. Spain, on the other hand, introduced the law in 2018 considering the digital space in which everyone is intertwined. The law applies to both public and private sector employees, ensuring that they are not obligated to be available 24x7, thus safeguarding personal time and mental wellbeing. Companies in Spain are also required to create policies that define the conditions for digital communication, protecting employees’ work-life balance. In Italy, the ‘Right to Disconnect’ was embedded into legislation in 2017 as part of labour reforms aimed at regulating remote work. Italy’s law is tied to flexible work arrangements and the increasing prevalence of tele-working. The law came as a response to the evolving nature of work and the need to protect employees from burnout, especially with the rise of digital tools making work more accessible beyond the traditional office environment. Belgium passed the law in 2022, requiring all federal public sector workers to disengage from work related communications after hours. The law emphasizes that employees are not required to respond to calls, emails or messages outside regular working hours unless there is an emergency. This aims to combat burnout and improve overall mental health and wellbeing, acknowledging that constant connectivity has blurred the boundaries between work and personal life. In 2021, Portugal introduced a new labour law that gives remote workers the right to disconnect from work outside regular hours. The legislation came as part of broader measures to regulate remote working, particularly after the shift in work culture due to the COVID-19 pandemic. This law is a response to growing pressure on remote workers who face difficulties separating personal life from professional responsibilities. Ireland implemented its ‘Code of Practice’ for the ‘Right to Disconnect’ in 2021. While not enshrined in formal legislation, this code offers clear guidelines for employees and employers. It establishes the right for workers to not engage in work communications outside normal working hours, except in exceptional circumstances (The Indian Express, 2024).

A company, named, ‘Whiteline Group’ in Thailand has introduced ‘Tinder leave’ for the employees where one can avail the leave and go on dates. Whiteline Group is a marketing agency which will let its employees take time off for dating from now until December. In their LinkedIn post, the company announced that it will allow the employees to take ‘Tinder Leave’ for dating someone. It will provide six months of free Tinder platinum and Tinger



gold to their employees. However, the company has not yet announced the number of days allocated for the same. Another company in China has initiated the concept of 'Sad Leave' to their employee for whenever they feel down and do not want to work. Fat Dong Lai, a Chinese supermarket will grant ten 'sad leaves' in a year to their employees and their manager has to approve them (Deccan Herald, 2024).

Two companies in China are giving single female employees over the age of 30 years an extra eight days of annual 'dating leave'. The Human Resource manager at one of the firms believes that female employees mostly work in internal functional departments and some are show performers. They have less contact with the outside world, thus hope to give more leave to them in order to give them more time and opportunities to be in contact with the opposite sex. The single women in China in their late twenties or early thirties are deemed to be 'leftover women' due to engrained traditional beliefs that women who are not married by then are undesirable. More women in the world's most populous country are choosing to focus on their careers and are marrying later or simply not marrying at all (Independent, 2019).

1.3. National trends in flexibility at work

The Steel Authority of India Limited (SAIL) has introduced work flexibility and agility for over fifty-five thousand employees, with plans to hire over one thousand entry level workers in the Financial Year 2025. The aim is to attract Gen Zs, retain talent and increase productivity. SAIL has introduced the "Work from Other Than Workplace" policy a.k.a. "WOW policy" in May 2024 which is being used for learning and developmental activities (The Economic Times, 2024).

The Work from Other than Workplace (WoW) policy is a human resource (HR) initiative by Steel Authority of India Limited (SAIL) that allows employees to work from outside of their designated workplace. The policy was launched on May 14, 2024 by SAIL Chairman Shri Amarendu Prakash. The WoW policy aims to:

- Promote a culture of learning and development
- Motivate and engage employees
- Help employees focus on strategic roles
- Help employees maintain a healthy work-life balance

India's legal system does not have specific laws or regulations that individually support flexible work practices such as work from home, remote working, hybrid module of working, flexi-hours etc. but there are no legal provisions which impose restrictions as well. The existing labor legislations though focused on the traditional employer-employee relationship and traditional work practices, do not restrict the employees from extending flexible work practices to their employees. The requirement of flexible working was specifically recognized in India by the Maternity Benefit (Amendment) Act, 2017, in relation to working mothers (ET HR World, 2023).

In a recent study by Bhardikar et.al. (2011), it is argued that rigidity in the labour market affects economic growth and perhaps is the reason for unemployment. Bringing more flexibility to the labor market may generate more jobs and higher economic growth. Labour market flexibility has no significant effect on output and employment creation, but it does result in re-distribution of income from workers to employers.



Naldini et.al. (2016) in their study aimed to understand that to what extent and in what ways do welfare policies and cultural values affect employment patterns of mid-life women with care responsibilities towards a frail parent. They performed a multilevel analysis across 21 European countries. They considered factors that influence the decisions of mid-life women to give up or reduce paid work in order to care for a frail elderly parent. The results show that, while the overall level of expenditure on long-term care is not influential, settings characterized by limited formal care services, and strong norms with regard to intergenerational obligations, have a negative impact on women's attachment to the labour market. Policies and cultural factors also influence the extent to which women are polarized: in more defamilialized countries, regardless of their level of education, female careers rarely reduce their level of employment.

Mahendru & Wadhawan (2018) studied the impact of Flexible Work Arrangement on Employee Satisfaction. Employee Satisfaction is affected by dimensions such as psychological well being, social relationship and physical health. A descriptive research designed was used to understand the relationship between Flexible Work Arrangement and Employee Satisfaction. Data was collected from 100 respondents working in IT sector in Delhi NCR using convenience sampling method. The results of the study showed positive relationship between Flexible Work Arrangement and Employee Satisfaction.

Working conditions in most of the developing nations are not as per the guidelines. Government is changing the guidelines as per the benefit of the employers and side-lining the employees regarding many issues. With many occupations requiring heavy work and taking a lot of physical strength from manual labourers, the working time per day also affects the health of such workers. Swami et.al. (2023) investigated the different health impacts of increasing the working hours on labourers, and did a literature review on the same. 86% men and 67% women are working more than 40 hours per week whether they are paid or not for the overtime. The effect of working too much can be felt both personally and professionally. They have recommended that the workers in every occupational sector should work not more than 8-9 hours per day. They should get at least 30 minutes lunch break and one or two 15 minutes tea breaks during their shift to avoid exhaustion and fatigue from prolonged working.

An ex-employee who has got laid off from Deloitte told the business insider that she is very happy about the same. She used to work for 11 hours which impacted her mental and physical health. She had suffered from major back aches and relied on snacks to get through stressful assignments. The employee had also told the Business Insider that she struggled to fit in with her peers and struggled to adapt to the consulting firm's fast paced hustle culture. This shows that work-life-balance plays a crucial role in our lives (Money Control, 2024).

1.4. Objectives of the Study

- To look into working-time laws and regulations on maximum daily hours of work and statutory rest periods for better life satisfaction.
- To draw upon experiences relating to working time and flexibility during the COVID-19 crisis.
- To understand the impact on female labor force participation, work-life balance, productivity.
- To examine incentives for men to participate in unpaid care work.
- To identify existing challenges in the Indian public sector organisations and develop suitable framework for flexible work arrangements

Chapter II : Review of Literature

2.1 India's position in Global indices

2.1.1 Sustainable Development Report 2024

India is ranked 109th out of 166 countries in the Sustainable Development Report 2024. This annual report tracks how well countries are making progress toward the Sustainable Development Goals (SDGs) since they were adopted by 193 UN Member States in 2015. Released just before the UN Summit of the Future, this year's report suggests important changes to the UN system to better tackle the challenges of our time.

India's southern state, Kerala, has retained its top ranking in the Sustainable Development Goals (SDG) India Index. The report, released by think tank agency NITI Aayog on July 12, 2024, also noted that India has made significant improvements across all 16 SDGs.

Figure 2.1: India's Performance on UN Sustainable Development Goals



India's SDG index score stands at 63.99, which shows how much progress the country has made toward achieving all 17 SDGs. According to NITI Aayog's fourth edition, the SDG India Index 2023-24, significant progress has been noted in Goal 1 (No Poverty), Goal 8 (Decent Work and Economic Growth), Goal 13 (Climate Action), and Goal 15 (Life on Land). The largest increase in score was observed in Climate Action, which rose from 54 in 2020-21 to 67 in 2023-24, followed by No Poverty, which increased from 60 to 72. India's overall score is below 50 only for Goal 5 (Gender Equality), highlighting the need for targeted efforts to improve gender equality. According to the index, Indian states such as Uttarakhand, Kerala, Tamil Nadu, Goa, and Himachal Pradesh were the highest-scoring states, while Bihar, Jharkhand, Nagaland, Meghalaya, and Arunachal Pradesh lagged. Among the union territories (UTs), Chandigarh, Jammu and Kashmir, Puducherry, Andaman & Nicobar Islands, and Delhi performed best. The scores for states ranged from 57 to 79 in 2023-24, a notable improvement from the 42 to 69 range in 2018.

The top five countries leading in SDG achievement are Finland (86.4), Sweden (85.7), Denmark (85.0), Germany (83.4), and France (82.8). At the other end of the scale, the countries with the lowest scores are Yemen (46.9), Somalia (45.4), Chad (45.1), the Central African Republic (44.2), and South Sudan (40.1).

Table 2.1: Benefits of flexible working arrangements on the country's economic, social and environmental factors

Sustainability Dimensions	Benefits of Flexible Working Arrangements
Economic	More efficient use of equipment and facilities, Saving on office space, furniture, equipment, and electricity, Saving on water, coffee, paper towels, and etc., Fewer parking spots required, Increased productivity and profitability
Social	Reduced employee burnout, Increased morale, engagement, and Commitment, Higher levels of job satisfaction, Better work-life balance, Increased personal control over work schedule
Environmental	Less rush-hour commutes, Reduced consumption of time and fuel, Reduced air pollution, Higher recycling and waste reduction, Less consumer-driven lifestyle

The above table shows that The main benefits of FWAs are related with reduction of different type of resources both for employee and company, increased productivity, better work-life balance, less strain, higher employee satisfaction, and better health outcomes. These benefits can be considered through main sustainability dimensions: economic, environmental, and social.

The table 2.1 shows that the benefits of Flexible Working Arrangements are related with reduction of different type of resources both for employee and company, increased productivity, better work-life balance, less strain, higher employee satisfaction, and better health outcomes. These benefits can be considered through main sustainability dimensions: economic, environmental, and social.

2.1.2 World Happiness Report 2024

The World Happiness Report is a partnership of Gallup, the Oxford Wellbeing Research Centre, the UN Sustainable Development Solutions Network, and the WHR's Editorial Board. The report is produced under the editorial control of the WHR Editorial Board. From 2024, the World Happiness Report is a publication of the Wellbeing Research Centre at the University of Oxford, UK.

The World Happiness Index ranks countries based on the social and emotional aspects of a population, moving beyond economic indicators, based on six variables, like *GDP per capita*, *healthy life expectancy*, *having someone to count on*, *freedom to make life choices*, *generosity*, and *freedom from corruption*, to provide a more comprehensive view of a country's success.

India ranked 126th out of 143 nations in the World Happiness Report (WHR) 2024 released on March 20 which noted that older age is associated with higher life satisfaction in the world's most populous country.

Finland emerged as the happiest country in the world, with an average score of 7.7, topping the report, the seventh successive year that the country has occupied the top spot on the list. Other top 10 countries are Denmark, Iceland, Sweden, Israel, Netherlands, Norway, Luxembourg, Switzerland, and Australia. While Afghanistan and Lebanon held the bottom two spots, with scores of 1.7 and 2.7 respectively.

Figure 2.2: Countries highlighted based on ranks



Figure 2.3: Ranks of different countries indicated on the World Happiness Index Report (2024)



Rawat (2024) has listed some of the major factors that have contributed to India's low ranking:

- **Long Working Hours**

Long working hours, job insecurity, and a fiercely competitive job market contribute to stress and burnout. A new report by the International Labour Organization (ILO) has



revealed that Indians are among the most overworked workers globally while earning the lowest minimum statutory wage in the Asia-Pacific region, barring Bangladesh. India ranks **5th among countries with long working hours**, often stretching **up to 48 hours a week, if not more..**

- **Deteriorating Air Quality and Environment**

Rapid urbanization and industrialization have taken a toll on the environment. According to the 'World Air Quality Report 2023', **India is rated as the 3rd most polluted country in the world in 2023** with an average annual PM2.5 concentration of 54.4 micrograms per cubic meter. India is after Bangladesh (79.9 micrograms per cubic metre) and Pakistan (73.7 micrograms per cubic metre). In 2022, India was ranked as the eighth most polluted country with an average PM2.5 concentration of 53.3 micrograms per cubic metre.

- **Mental Health Stigma**

Mental health issues like depression and anxiety remain largely stigmatized. A 2020 study by the National Institute of Mental Health and Neurosciences (NIMHANS) found that only about **10-20%** of people with mental health problems in India receive proper treatment. Limited access to mental health services and a lack of awareness prevent people from seeking help, further impacting their happiness.

- **Social Inequalities**

The persistence of caste-based discrimination, gender inequality, and social prejudice continues to plague Indian society. A report by Human Rights Watch documented ongoing social discrimination against minorities in accessing education and employment opportunities. These factors lead to exclusion, marginalization, and a sense of injustice, impacting mental well-being and happiness.

- **Housing Woes**

Finding secure and affordable housing remains a challenge, especially in urban areas. Challenging living conditions, overcrowding, and lack of basic amenities like sanitation significantly impact well-being. The 2024 World Happiness Report highlights ***"Zufriedenheit mit der Wohnsituation"* (satisfaction with living arrangements)** as a crucial factor for older Indians, with 42% reporting dissatisfaction, underlining the importance of addressing this concern.

2.1.3 The Quality of Life Index 2024

The Quality of Life Index is an estimation of the overall quality of life in a city or country. It takes into account various factors that impact one's quality of life, including purchasing power, pollution levels, housing affordability, cost of living, safety, healthcare quality, commute times, and climate conditions. The index is designed to provide a comparative measure, where a higher index value indicates a better quality of life.

It's important to note that the Quality of Life Index is based on data and user surveys collected by Numbeo. The surveys capture the perceptions and experiences of visitors to the website regarding various aspects of quality of life. Numbeo strives to provide accurate and up-to-date information by filtering out potential spam and ensuring a sufficient number of contributors for each city or country.

The index is calculated using an empirical formula that assigns weights to each factor based on its importance. The specific formula used by Numbeo may vary and is subject to change. It combines the data collected for each factor to generate a numerical value that represents the quality of life in a particular location.

The **Quality of Life Index** (higher is better) is an estimation of the overall quality of life by using an empirical formula that takes into account the following factors:

- Purchasing Power Index
- Pollution Index
- House Price to Income Ratio
- Cost of Living Index
- Safety Index
- Health Care Index
- Traffic Commute Time Index
- Climate Index

The Quality of Life Index of India is 123.8 as per 2024 Mid Year publication by Numbeo.

Figure 2.4: Geographical representation of countries in Quality of Life Index

Quality of Life Index by Country 2024 Mid-Year

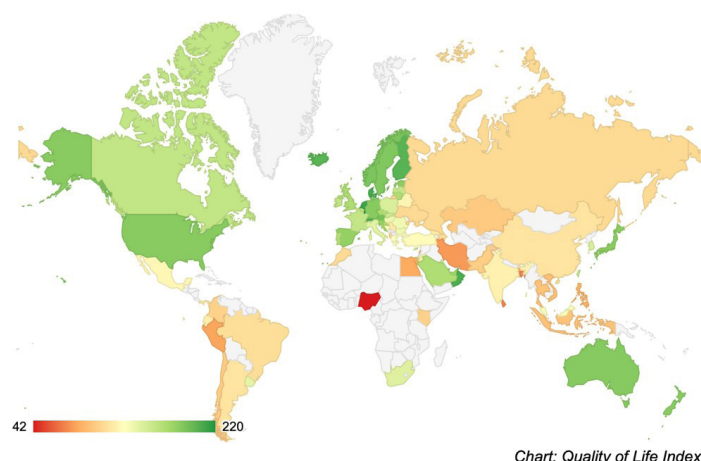


Table 2.2: India indices on factors of The Quality of Life Index

Rank	31
Country	India
Quality of Life Index	123.8
Purchasing Power Index	82.6
Safety Index	55.7
Health Care Index	65.4
Cost of Living Index	21.2
Property Price to Income Ratio	11.1
Traffic Commute Time Index	46.5
Pollution Index	72.8
Climate Index	65.7

Source: https://www.numbeo.com/quality-of-life/rankings_by_country.jsp

2.1.4 OECD Better Life Satisfaction Index

OECD was founded in 1961. The OECD has helped governments design *better policies for better lives* for their citizens. More recently, the OECD has been keenly involved in the debate on measuring well-being. Based on this experience, these 11 topics reflect what the OECD has identified as essential to well-being in terms of *material living conditions* (housing, income, jobs) and *quality of life* (community, education, environment, governance, health, life satisfaction, safety and work-life balance).

The data indicates Satisfaction Index of 41 countries. Life satisfaction measures how people evaluate their life as a whole rather than their current feelings. The data does not include India as the countries which are included are the members of the Organisation for Economic Cooperation and Development, or OECD, which brings together most of the world's developed economies and a number of emerging economies, plus Brazil, Russia and South Africa.

Figure 2.5: Countries ranked in OECD Better Life Satisfaction Index



Source: <https://www.oecdbetterlifeindex.org/topics/life-satisfaction/>

2.2 Concept of Change Management

“Organizations don't change until people do” – Forbes.

In the rapidly growing world, organizations need a consistent change with respect to time and resources. With the advent of technology and increase in competition, it has become almost inevitable for companies to avoid change management. To stay ahead of the competition, organizations must be agile and adaptive in their approach to workplace transformation. They must consider both short-term and long-term objectives and develop strategies to create a workplace of tomorrow that is better equipped to handle the challenges of the future. Achieving organizational transformation is seen as a huge challenge for managers as there are many aspects that the organization needs to overcome.

During the COVID-19 lockdown, organizations faced an urgent need to radically transform to survive. During the pandemic, it was through technology that people from different parts of the world could stay connected with each other. Organizations too had undergone major changes in the work culture, for example, organizations had adopted the 'Work-from-home



Policy' which still continues to persist in many organizations. Learning from the experiences of developed nations, many developing nations were quick to realise the major changes and adopted a flexible working hour policy for inclusive and growth.

Change today, is considered to be one of the most important elements of business existence. Most organizations have a different perception of 'change'. Thus, for every organization, a unique change management system is required. While incorporating change management, an organization has to keep in mind the outcome that it would bring in employees' productivity. Even though change is necessary, it is also a risky shift of an organization from its present position to its desired position. Organizations that want to create a future-ready workplace must first understand the current state of their workplace. They must also have an idea of what their desired state looks like:

- Understand the current state: organizations must first determine the state of their workplace. This includes the current culture, organizational structure, the use of technology and the working preferences of employees.
- Identify the desired state: organizations must identify the desired state. This will help determine the gaps that need to be addressed and what strategies need to implement to create a future-ready workplace.

Change management not only comes with a little risk, but also with a lot many benefits like improved employee engagement, increased productivity and efficiency, achieving strategic goals to name a few. Effective change management improves the adoption rate of new initiatives and enhances overall organizational resilience and adaptability. By managing change proactively, business can avoid common pitfalls such as decreased employee morale, reduced productivity and project failures.

2.2.1 Change Management and Workplace Flexibility

Numerous studies have reiterated the importance of quality of work life (QWL) as a key determinant of organisation- and employee-related outcomes such as job satisfaction, organisational commitment, and reduced turnover intentions contribution to overall organisational profits. *"Workplace flexibility is the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks"* (Hill et al., 2008). In other words, employee perspective of flexibility deals with the workers and their ability to exert control over when, where, and how long they work. Flexibility focuses on upgrading the capacity of people to meet the majority of their own family-work-related and group needs. It is mostly expected that as a consequence of workplace flexibility, the organisations tend to benefit more, through expanded proficiency, viability, and noteworthy profitability. An organisation can provide flexibility options to its employees in many ways. The construct of workplace flexibility can be broadly classified into two parts: temporal flexibility and operational flexibility. In other words, flexibility can be reached to employees via temporal and operational modes, offered by employers (Rastogi et.al., 2018).

- **Temporal flexibility**

Temporal flexibility is described as the ability to have discretion in one's work schedule (Clark, 2001). In schedule flexibility, employees are allowed to decide the time of day they start and stop their job-related work, usually around a band of core hours where each employee



must be present. Though the concept of schedule flexibility is confined to only flexibility in time, in present context, the concept of temporal flexibility includes flexi-place along with flexi-time. The literature classifies flexible work arrangements into many categories where flexi-time and flexi-place are regarded as the most common forms of flexible arrangements at workplace.

Researchers have found that schedule flexibility has a significant relation with positive organisational- and employee-centric outcomes (Budhwar, 2007). Past studies asserted that flexibility in time and place of work gratifies one's personal and family domain needs such as time with family, household responsibilities, and parental and child care facilitation (Carlson et al., 2010). It has been already shown that employees who enjoy freedom in choosing time and place of job and manage work discretionarily are prone to have better work-family balance (Clark, 2001). Whereas, researchers like Deci and Ryan (1985) have found a significant positive link between temporal flexibility and intrinsic need satisfaction in their study.

- **Operational flexibility**

Operational flexibility is described as the control over the conditions of work, hence promoting flexible work processes (Bailyn, 1997). It entitles the employees with autonomy to decide how the work is to be done without interference or restrictions of supervisors. Additionally, the sense of control on job is also labelled as flexibility. The nature of the construct entitles it to be used as a synonym for job autonomy in the present study. Operational flexibility works as a strong predictor of positive employee- and organisation- related outcomes such as decrease in turnover intentions (Ahuja et.al., 2007).

Research studies have reported that discretion in selecting the procedure to complete the work such as selecting the method, tool, sequence for the completion of the task without the interference of supervisor builds a sense of self esteem and job security in the employee (Dipboye, 1977; Harris and Snyder, 1986) leading to intrinsic and extrinsic need gratification. Flexibility in operations also generates responsibility and accountability in the challenging work which eventually helps him grow as a leader of the group. Operational flexibility nurtures various personality-related improvements among employees. The satisfaction of knowledge needs through new skills such as problem solving and risk taking provides a positive improvement in employees' development.

2.3 Concept of Work Life Balance

The concept of work-life balance is growing in importance day by day in today's fast paced global world. The heightened debate of balance between work and personal life owes to i) high speed technological innovations, ii) considerable raise in expectations for both employees and employers, and iii) a realisation among employees for a fit between work and personal life which has got blurred due to mobile technologies (Khan & Fazili, 2016). So, employees greatly value firms who see employees not just as physical input to generate output but accept their other roles. Such firms continuously adopt policies which facilitate balance of employees work role and personal role.

Work-life balance is defined as an individual's ability to meet their work and family commitments, as well as other non-work responsibilities and activities. Work life balance, in addition to the relations between work and family functions, also involves other roles in other areas of life (Delecta, 2011).



While WLB policies are common in the west and in most industrialised countries there is a substantial lack of research in less industrialised countries including India (Munn and Lee, 2014). The availability of scholarly works conducted in this area is still limited and the literature is sparse and isolated when drawing a relationship between work-life policies implemented by organisations and various organisational outcomes including engagement, commitment, job performance, job satisfaction and organisational citizenship behaviour to name a few (Chaudhuri et.al., 2020). Also, research on WLB has become altogether very much important considering the technological advancements and emergence of gig economy (generally comprises short-term engagements amongst workers, customers and employers). As gig economy represents a digital version of the sort of offline, freelance or contingent work arrangements (Kalleberg and Dunn, 2016); it has led to replacement of traditional models of employment by more of freelancers work that operates on task-by-task basis for different employers.

2.3.1 Work Life Balance and Flexible Working Arrangements

Dizaho et.al. (2017) in their study by reveal that flexible work schedule and arrangement is an effective means of achieving work life balance. Flexi-time, working from home, part-time, job sharing and teleworking have been depicted as effective strategic approaches of achieving work life balance. Shift work has however been found to be negatively interfering with work life balance. The findings have also revealed that even though work life balance has gained wide attention, yet, many organizations are still lacking in sourcing and implementing appropriate strategies to minimize work life conflict and achieved work life balance. This growing awareness of the issue of work life conflict has resulted in major growth in attempted work-life solutions during this decade, and this study provides some of the best, easiest, and cost effective strategies of work schedule and arrangements that can be adapted, implemented and practiced.

Flexible working hours have been introduced as a benefit for parent/caring employees in order to help them fulfilling work and life responsibilities and achieving worklife balance (Thomson, 2008). In the recent work-life balance survey, researchers found that employees believe that flexible working practices improve workplace morale, which might positively influence work-life balance; in addition employees believe that employer is able to help them balance their work and life roles (Tipping et.al. 2012). As an example, flexible working hours is one of the best activities to increase employee wellbeing, as it helps employee to deal with responsibilities outside the work (Pruyne et.al., 2012).

Flexible working practices are beneficial for both employee and employer. Hence, in the first place flexibility was introduced to the workplace in order to help employees with kids or employees who care after siblings to manage their time between work and life. As flexibility gives employee the ability to control when, where, and how much time do they work, flexibility definitely contributes to improvement in allocation of work and life responsibilities. Thus, employee might end up fulfilling his/her working as well as well non-working roles easily. Finally, successful achievement of inside the work and outside the work responsibilities leads to finding work life balance, which increase overall life satisfaction. To summarize, it might be said that use of flexible working practices positively influence on work-life balance and overall life satisfaction of the employee (Shagvaliyeva & Yazdanifard, 2014).



2.4 ILO Convention for Flexibility At Work

Developing countries like India are playing significant role in building the work culture of flexibility in developed nations. For instance, companies like 'The Big Four' employees, many technicians who are working from India, work along with the citizens of developed nations to bring in more productivity which is possible due to flexibility in Labour Laws. Due to flexibility in our night work laws, India is able to contribute to the culture of night work, like the laws mentioned below.

India has ratified various conventions on night work: (International Labour Organization)

- C004** - Night Work (Women) Convention, 1919 (No. 4) - 14 Jul 1921 - not in force.
- C006** - Night Work of Young Persons (Industry) Convention, 1919 (No. 6) - 14 Jul 1921 - in force.
- C041** - Night Work (Women) Convention (Revised), 1934 (No. 41) - 22 Nov - 1935 - not in force.
- C089** - Night Work (Women) Convention (Revised), 1948 (No. 89) - 27 Feb - 1950 - in force.
- C090** - Night Work of Young Persons (Industry) Convention (Revised), 1948 (No. 90) - 27 Feb - 1950 - in force.

These conventions show that Indian Government is flexible towards night work. However, considering the new nature of work, similar Legislations have to be framed for the work during day time as many times long working hours extend till night time.

2.5 ILO Recommendations for Flexibility at Work

The report, *Working Time and Work-Life Balance Around the World* (ILO, 2023) looks at the two main aspects of working time; working hours and working time arrangements (also called work schedules) and the effects of both on business performance and workers' work-life balance. It includes a range of new statistics covering hours of work, both before and during the COVID-19 crisis. The study, which is the first to focus on work-life balance, found that a substantial portion of the global workforce are working either long or short hours when compared to a standard eight-hour day/40 hour working week. More than one-third of all workers are regularly working more than 48 hours per week, while a fifth of the global workforce is working short (part-time) hours of less than 35 per week. Informal economy workers are more likely to have long or short hours. The report analyses different working-time arrangements and their effects on work-life balance, including shift work, on-call work, compressed hours and hours-averaging schemes. It cautions that the benefits of some of these flexible arrangements, such as better family life, may be accompanied by costs including greater gender imbalances and health risks.

The report includes a number of conclusions and recommendations, including:

- Working-time laws and regulations on maximum daily hours of work and statutory rest periods are achievements that contribute to the long-term health and well-being of a society and must not be put at risk.
- Longer hours of work are generally associated with lower unit labour productivity, while shorter hours of work are linked with higher productivity.
- Countries should make use of the experiences they developed with working-time reduction and flexibility during the COVID-19 crisis. Inclusive short-time work schemes



with the highest possible allowances not only maintain employment but also sustain purchasing power and create the possibility of cushioning the effects of economic crises.

- Public policy responses are needed to promote reductions in hours of work in many countries, to promote both a healthy work-life balance and improved productivity.
- Teleworking helps maintain employment and creates new scope for employee autonomy. However, these and other types of flexible working arrangements need regulating, to contain their potential negative effects, through policies such as what is often called a “right to disconnect” from work (ILO, 2023).

2.6 Maternity Benefit Act, 1961

The Act regulates employment of women in certain establishments for a certain period before and after child birth and provides for maternity and other benefits. The Act applies to mines, factories, circus, industry, plantation and shops and establishments employing ten or more persons, except employees covered under the Employees State Insurance act, 1948. It can be extended to other establishments by the state governments. There is no wage limit for coverage under the Act. Every woman is entitled to get maternity benefits, and employers must pay them at the average daily wage for the period of her actual absence immediately preceding and including the day of her delivery. No woman shall be entitled to maternity benefit unless she has actually worked in an establishment of the employer from whom she claims maternity benefit for a period of not less than eighty days in the twelve before her expected delivery date. Women are entitled to a maximum of 26 weeks of maternity benefit, with up to 8 weeks before the expected delivery and the remaining weeks after. However, if a woman has two or more surviving children, the maximum period is 12 weeks, with up to 6 weeks before the expected delivery. If a woman dies during childbirth or immediately after, while eligible for maternity benefits and leaving behind a child, then employer is responsible for providing the maternity benefit for the whole period. If the child also dies during this period, the employer is responsible for benefits up to the child’s death. A woman who legally adopts a child below the age of three months or a commissioning mother shall be entitled to maternity benefit for a period of twelve weeks from the date the child is handed over to the adopting mother or the commissioning mother.



Chapter III : Research Methodology

3.1 Research Design

The design of this research is exploratory in nature, where the prime objective is to find out different policies and practices of flexibilities in contemporary Government sector enterprises in India. The study is built on a mixed methodology framework using quantitative as well as qualitative methods of data collection and analysis.

3.2 Methods of Data Collection

3.2.1 Survey method

In the initial design of the study, the questionnaire method of survey was taken as the primary method of data collection, however, over time a constraint was felt in this method in terms of meeting the desired sample size due to difficulty in gaining access to organisations at a formal level to distribute questionnaires and Google form links to all employees of the selected organisations. To overcome this limitation, it was decided to develop primary contacts informally by meeting people outside the workplaces and snowballing the questionnaires by requesting the primary contacts to share Google Form links (containing the questionnaires) among their colleagues and acquaintances who work in the specified Government sectors/departments. The use of ICT with Google Forms as a tool in research can increase the accuracy and efficiency of data collection and analysis. ICT tools allow for the automated collection and processing of large amounts of data, reducing the risk of human error and improving the speed and accuracy of the analysis. The snowballing, however, did not progress at the expected rate as many people are found to be apprehensive of revealing about their workplaces and job details in written form for researchers who they do not know or have not met personally.

3.2.2 Semi-Structured Interviews

Limitations of the questionnaire method was overcome with the help of interview method. Semi-structured interviews were conducted with people who were not willing to fill up questionnaires. For such cases semi-structured interview schedule was developed which would enable participants to narrate their experiences in the form of conversations and give them a sense of agency over the content of the conversation. This method has been found to be useful in adding depth to the study and convincing participants to share their information and experiences in more detail on specific questions based on the individual cases.

3.2.3 Case Studies

Information gained from the in-depth interviews helped in identifying specific cases for the study. Case studies, here, involve looking at specific work arrangements and individual cases that illustrate different aspects of the relationship between work arrangements and personal lives of people.

3.3 Data Collection Tools

- **Google Forms:** The use of Google Forms has enabled a systematic collection, storage and retrieving of data for analysis, thus making the process smoother and less time consuming.

- **Interview Schedule:** Questionnaires prepared for survey have also played a dual role as framework work interview schedules. Through the use of interview schedules field investigators have been able to capture very useful information from the interview participants that have helped in identifying specific case studies, forming the essential qualitative data to cross-examine and support the quantitative data gained from the survey.

3.4 Field area

Field investigators appointed for the task of data collection have visited various sites in the Delhi NCR region, mainly, Central Delhi and East Delhi (including NOIDA) which are known for having multiple Government office buildings in the perimeter.

3.5 Duration of Field Work

Field work or Ethnography for the study was conducted over a duration of four months from mid-June 2024 to mid-October 2024. After a week of pilot study in the month of June'24, considering the extreme weather conditions causing a heat-wave situation in the Northern part of India, field visits had to be done in a restricted manner for over a month which affected the data collection process.

3.6 Sampling Techniques and Sample Size

Convenience sampling method was used to build primary contacts by Field Investigators, which was followed up with snowballing of questionnaires through the primary contacts.

Core survey sample of the study consists of (n= 251) respondents from various departments. Out of the (n=251) respondents, (n=90) are employees working in flexible working arrangements and (n=5) are employers working in flexible working arrangements. There is a total of (n=95) respondents, including both male and female participants, working in flexible working arrangements. The remaining (n=156) respondents consists of (n=142) employees working in non-flexible working arrangements, (n=9) employers working in non-flexible working arrangements and (n=5) case studies of employees working in non-flexible working arrangements.

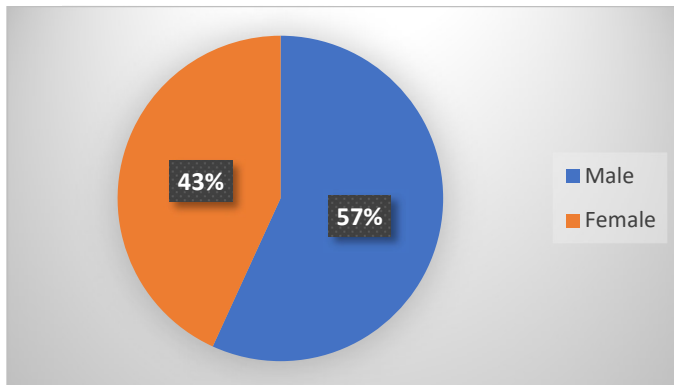
Table 3.1: Number of Male and Female participants in the study

Type of work arrangement	Number of Respondents		
	Male	Female	Persons
Government sector with flexible work arrangement	54	41	95
Government sector with non-flexible work arrangement	115	41	156
Total			251

Source: Field Survey

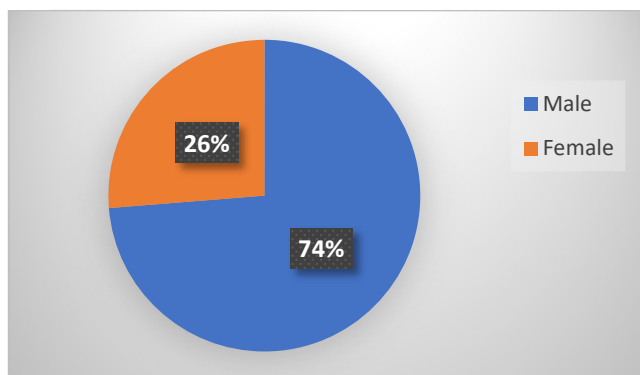
As shown in Table 3.1, the overall survey sample is composed of (n=95) employees availing flexible work arrangements and (n=156) employees without work flexibilities. Graphical presentation for this table with percentage of employees has been shown below.

Figure 3.1: Percentage of Male and Female employees working in flexible working arrangements



A graphical presentation of the percentage of male and female employees in the study has been shown. As per the pie graph, there are 43% female employees (n=54) and 57% male employees (n=41) working in flexible working arrangements.

Figure 3.2: Percentage of Male and Female employees working in non-flexible working arrangements



This pie chart also pertains to Table no. 3.1. The pie chart shows that there are 74% male employees (n=115) and 26% female employees (n=41) working in non-flexible working arrangements.

From Table 3.1 along with figure no. 3.1 and 3.2, it is very evident that data has been more available to us from non-flexible work arrangements as compared to flexible work arrangements. Rigidity in organizations is assumed to create more productivity, low attrition and better employee participation. It is assumed that the more rigid an organization is, the more sincere the employees are going to be guaranteeing organization's success and overall development of the country. It is also evident that there is a wide gap in the gender composition of the sample. One of the main reasons for wide gender gap is that are less likely to be hired for entry-level roles, and are even less likely to be promoted to manager positions. This makes it difficult for women to advance to senior leadership roles. The second reason would be that Women are underrepresented in certain sectors, such as oil, gas, mining, and infrastructure.

Chapter IV Frameworks on Working Hours in Government Sector

4.1 Flexible Working Arrangements during the COVID - 19

Technological advancement and changing work patterns have altered the working styles of the organization. Prior to the situation of COVID-19 Flexible work arrangements was observed only in IT sector, however during the COVID-19 crisis, it got applicable to many other sectors. Covid 19 made it compulsory for the individuals to follow teleworking. This was majorly the effect of Government decision of complete lockdown. Thus countries who had large sectors of jobs dependent on ICT forced their employees to work from home whether they followed teleworking in past or not (OECD 2020). As per economic times, big companies during this COVID 19 and lockdown can struggle with the tele working and work from home option, but this is not the case for small and medium sized firms. Economic attribute of sustainability refers to the creation of wealth and value addition by organization and employees. Social factor of sustainability refers to the working life of the employees, health and safety both of organization and employee, this also cover the well-being. Environmental factor refers to the harmful effect of working by organization and employee to the society and environment by the way of degradation (Gupta & Bharadwaj, 2020).

The Survey of India had carried out the SVAMITVA scheme which is a PMO level monitored scheme and on which work should not stop, rather continue in the best possible way. Some of the guidelines and recommendations for Government office functioning during the COVID-19 crisis were:

- All Officers of the level of Deputy Secretary, equivalent and above had to attend the office 'physically'.
- Office was not closed on any day. However, it was made sure that only 50% of the staff should be called on alternate days. On days, when the 50% of the staff is in the office physically, the other 50% should be working from home.
- Necessary precautions like sanitizing, maintaining safe distance, wearing face mask or face shield, frequent hand washing were ensured at all times.
- Persons with Disabilities and Pregnant Women were exempted from attending the office, but they continued to work from home
- Officers residing in containment zones were exempted from attending office and allowed to work from home till the containment zone is de-notified
- Crowding at staircase, corridors, and common areas, including refreshment kiosk and parking areas were strictly avoided.
- Meetings, as far as possible, were conducted with video conferencing and personal meetings with visitors, unless absolutely required in public interest, were avoided.
- Proper cleaning and frequent sanitization of workplace, particularly of the frequently touched surfaces, and proper ventilation to the maximum possible were ensured by General Administration in office spaces and general spaces.
- Biometric attendance was suspended.

Below are some findings of the study that give a little glance of the 'Work from home' (WFH) policy in Government organizations with flexibility and without flexibility, both before and during the COVID-19 crisis.

Table 4.1: Percentage of employees availing WFH provision before COVID-19 crisis in both Government organizations with flexibility and Government organizations without flexibility

	Employees availing WFH provision before COVID - 19	
	Government organizations with flexibility (n=90)	Government organizations without flexibility (n=142)
YES	18%	1%
NO	82%	99%

It is very clear from the Table 4.1 that 1% employees working in non-flexible work environment have availed the WFH provision before the COVID-19 and 18% employee working in flexible work environment has availed the WFH provision before the COVID-19. However, the values cannot be compared well since there is a significant difference in the sample size of employees working in Government organizations with flexibility and Government organizations without flexibility.

Figure 4.1: Percentage of employees availing WFH provision before COVID-19 in flexible working arrangements

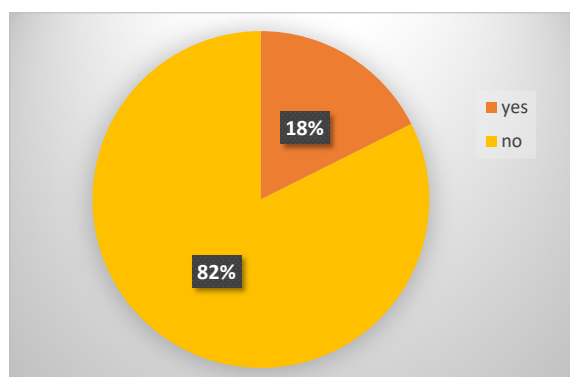


Figure no. 4.1 shows that 18% employees, including both male and female employees (n=19) working in flexible working arrangements agree that they have availed work from home position before COVID-19. This tells us that work from home provision was available in flexible working arrangements before the coronavirus hit us. Whereas, 82% employees (n=89) working in flexible working arrangements did not avail the work from home provision.

Figure 4.2: Percentage of employees availing WFH provision before COVID-19 in non-flexible working arrangements

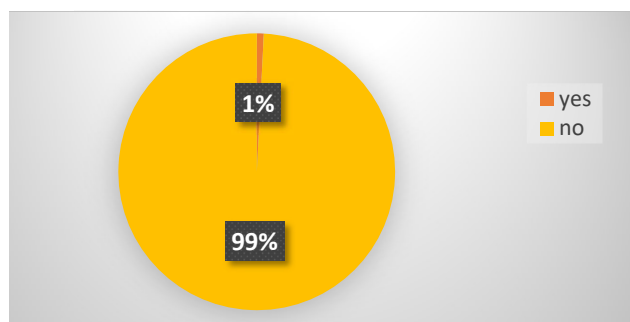


Figure no. 4.2 shows that 99% employees, including both male and female employees (n=123) working in non-flexible working arrangements did not avail work from home policy before COVID-19 whereas, only 1% employees including both male and female employees (n=1) had availed the WFH provision.

Table 4.2: Percentage of employees availing the WFH provision during the COVID-19 crisis.

	Employees availing WFH provision during COVID - 19	
	Government organizations with flexibility (n=90)	Government organizations without flexibility (n=142)
YES	94%	78%
NO	6%	22%

As per the table above, 94% employees working at Government organizations with flexibility had availed the WFH provision and 78% employees working at government organizations without flexibility had availed the WFH provision.

Figure 4.3: Percentage of employees availing WFH provision during COVID-19 in flexible working arrangements

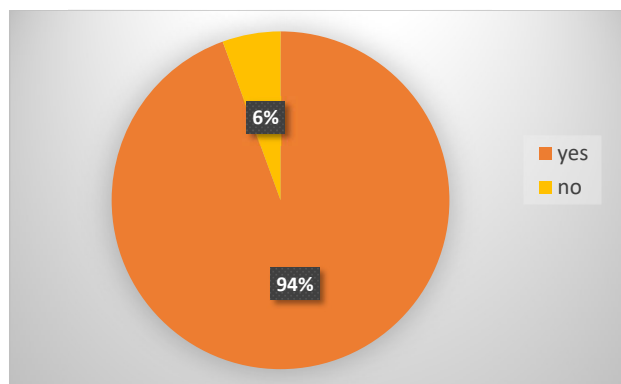
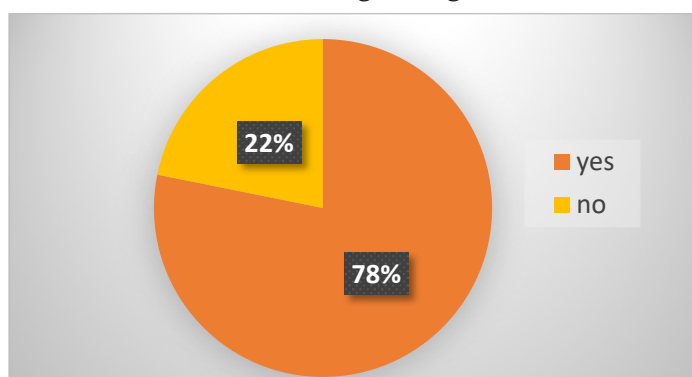


Figure 4.3 shows that during the COVID-19 lockdown period, 94% employees (n=85) working in flexible working arrangements worked from home, whereas, 6% employees (n=5) did not avail work from home during the COVID-19 lockdown.

Figure 4.4: Percentage of employees availing WFH provision during COVID-19 in non-flexible working arrangements



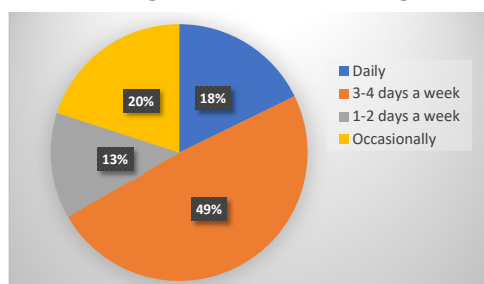
In figure no. 4.4, during the COVID-19, work from home provision was availed by only 78% employees (n=111) working in non-flexible working arrangements, whereas, only 22% (n=31) employees working in non-flexible working arrangements did not avail WFH provision during the COVID-19 lockdown.

Table 4.3: Percentage of employee responses on duration of availing the WFH provision during the COVID-19 crisis.

	Duration of availing WFH provision during COVID - 19	
	Government organizations with flexibility (n=90)	Government organizations without flexibility (n=142)
Daily	18%	9%
3-4 days a week	49%	58%
1-2 days a week	13%	18%
Occasionally	20%	15%

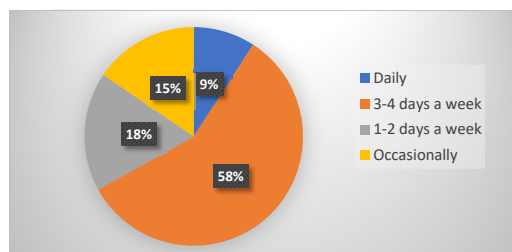
If we look at the table, it is clear that 18% employees working in flexible working arrangements availed WFH provision during the COVID-19 daily, 49% employees working in the same set up availed it 3-4 times a week, 13% employees availed it 1-2 days a week and 20% employees availed it occasionally. However, from the (n=142) employees working in non-flexible working arrangements, 9% employees availed the WFH provision daily, 58% employees availed it 3-4 days a week, 18% employees availed it 1-2 days a week and 15% employees availed it occasionally.

Figure 4.5: Percentage of duration of availing WFH provision during COVID-19 by employees working in flexible working arrangements



As per figure no 4.5, during COVID-19 lockdown, 49% employees (n=44) working in flexible working arrangements worked from home at least 3-4 days a week, 13% employees (n=12) worked from home 1-2 days a week, 20% employees (n=18) worked from home occasionally and 18% employees (n=16) worked from home daily.

Figure 4.6: Percentage of duration of availing WFH provision during COVID-19 by employees working in non-flexible working arrangements



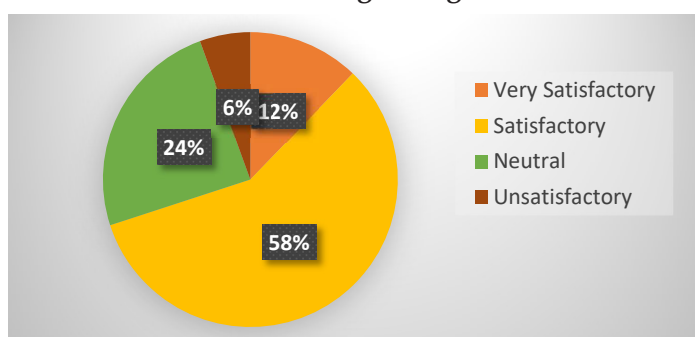
As per figure 4.6, from employees working in non-flexible arrangements, 58% (n=82) of them worked from home 3-4 days a week during COVID-19 lockdown, 12% (n=25) employees worked from home at least 1-2 days a week, 15% employees (n=22) worked from home occasionally and 9% (n=13) worked from home daily.

Table 4.4: Percentage of employee responses of their experience of WFH provision during the COVID-19

	Employee experiences of WFH provision during COVID - 19	
	Government organizations with flexibility (n=90)	Government organizations without flexibility (n=142)
Very Satisfactory	12%	8%
Satisfactory	58%	77%
Neutral	24%	12%
Unsatisfactory	6%	3%

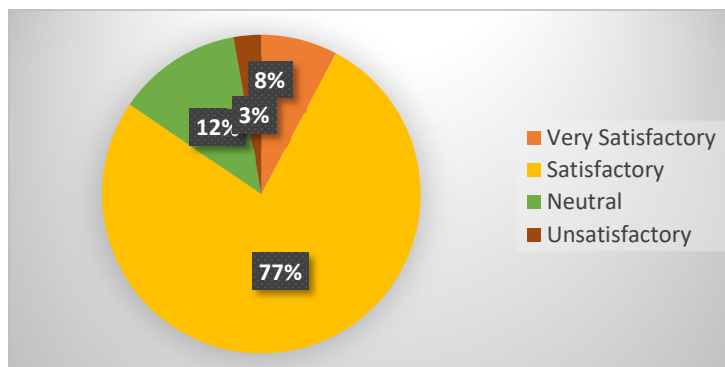
From the table it is very clear that from the (n=90) employees working in flexible working arrangements, 12% employees were 'very satisfied' with their experience of WFH provision during the COVID-19, 58% employees were 'satisfied' with their experience of WFH provision, 24% employees were 'neutral' about their experience, which means they were neither satisfied nor dissatisfied with the provision and 6% employees were 'not satisfied' with the work from home provision during the COVID-19. However, on the other side, out of the (n=142) employees working in non-flexible working arrangements, 8% employees were 'very satisfied' with their experiences of WFH provision, 77% employees were 'satisfied' with their experiences, 12% employees rated their experience as neutral and 3% employees rated their experience of using the WFH provision during COVID-19 crisis as 'not satisfied'.

Figure 4.7: Percentage of employees' experience of WFH provision during COVID-19 in flexible working arrangements



As per figure 4.7, from employees working in flexible working arrangements, 58% (n= 52) have felt satisfied with the work from home experience whereas only 6% (n=5) have felt unsatisfactory with their experience of work from home.

Figure 4.8: Percentage of employees' experience of WFH provision during COVID-19 in non-flexible working arrangements



As per figure 4.8, from employees working in non-flexible, 77% (n=109) employees were satisfied with the work from home experience whereas, only 3% employees (n=4) employees were unsatisfied with the work from home experience.

4.2 Current Flexible Working Arrangements and Regulations

The Government of India has considered the introduction of 5-day week (with all Saturdays closed) in the administrative offices of the Central Government in the context of improving efficiency in administration, which has been in effect from 3rd June, 1985.. To make up for the closed Saturdays, the working hours per day during the 5 days of the week when the offices are open will be increased by an hour.

The standard working hours in India, as governed by the Factories Act, 1948 and the Shops and Establishment Acts (SEA), is not more than 9 hours per day or 48 hours per week. This includes a mandatory one-hour rest or meal break. If an employee exceeds the normal working hours, they are entitled to overtime pay. Minor employees are strictly prohibited from working more than four and a half hours per day. Minors are not permitted to work during the night, which is defined as a period spanning at least twelve consecutive hours, including the hours between 10 p.m. and 6 a.m. Their work schedules are further restricted to two shifts, each lasting no more than five hours, with no overlap between shifts. Moreover, female children are only allowed to work between the hours of 8 a.m. and 7 p.m., underscoring the emphasis on protecting their safety and welfare.

Recently, the Indian government has passed four main Labour Codes consolidating 29 different labour laws, and are awaiting implementation:

- **Codes on Wages Act:** The Code on Wages Act, 2019 subsumed four existing labour laws – the Minimum Wage Act, Payment of Wages Act, Payment of Bonus Act, and Equal Remuneration Act. This regulation ensures employees receive at least the government-mandated minimum wage, with periodic reviews to adjust for changing living costs. The Code applies to all industries and is enforced by both central and state governments to ensure uniform adherence to standards across different regions.
- **Industrial Relations Code:** The Industrial Relations Code, 2020 updates and simplifies laws related to trade unions, employment conditions, and dispute resolution. The Code covers the registration and management of trade unions, the formation of work



committees, and grievance resolution mechanisms. Further, it addresses industrial tribunal formation, illegal strikes, retrenchment procedures, and employee compensation during industrial establishment transfers or closures.

- **Occupational Safety, Health, and Working Conditions Code:** The Occupational Safety, Health, and Working Conditions Code, 2020 focuses on the well-being of employees in various sectors such as industry, trade, construction, transportation, and services. It applies to employees in factories, mines, transportation, plantations, beedi, and cigar industries, and contractual and migrant workers. The code addresses several aspects of occupational safety, health, and working conditions to protect employees' rights and interests.
- **Code on Social Security:** The Code on Social Security, 2020 aims to update and expand social security laws for workers in both organized and unorganized sectors. The Code consolidates existing laws while introducing new provisions to accommodate contemporary work practices. Notably, it broadens the definition of "employee" to include contractual employees, gig workers, and self-employed individuals to ensure social security benefits for employees in the gig economy and informal sectors. Further, the Code promotes gender equality by extending maternity benefits to a wider range of women.

According to Prime Minister Narendra Modi, these labour law reforms aim to improve the working environment and accelerate economic growth:

- **Maternity Benefit (Amendment) Act, 2017:** This amendment notably extends maternity leave for women employees from 12 weeks to 26 weeks, accompanied by provisions for creche facilities in larger establishments. The Act promotes gender equality and supports working mothers by enabling better work-life balance.
- **Apprenticeship (Amendment), Act 2021:** The amendment is geared towards boosting apprenticeship training by enhancing registration processes, introducing stipends, and promoting participation in the National Apprenticeship Promotion Scheme.
- **Industrial Employment (Standing Orders) Central Rules, 2021:** These rules introduce a standardized model for standing orders in industrial establishments, simplifying drafting and implementation processes and promoting consistency and clarity in employment regulations across sectors.

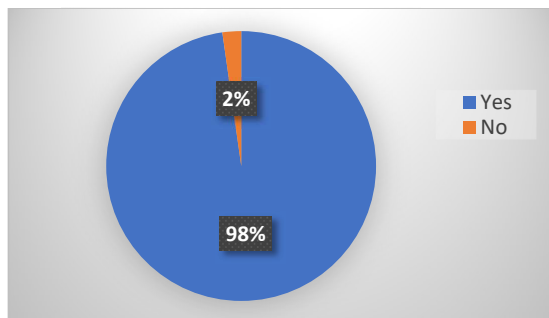
Below are some more findings of the study related to current flexible working arrangements in the Government Organizations taken into the study.

Table 4.5: Percentage of employees currently availing WFH provision in Government organization with flexible working arrangements

	Employees currently availing WFH provision in flexible working arrangements (n=90)
Yes	2%
No	98%

As per the table, it is very evident that 98% employees are not availing WFH provision even in Government organizations that have flexible working arrangement.

Figure 4.9: Percentage of employees currently availing WFH provision in flexible working arrangements



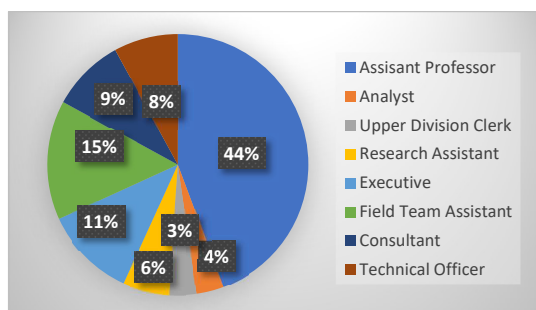
As per figure 4.9, only 2% (n=2) of employees are not currently availing work from home provision in organizations with flexible working arrangements whereas 98% (n=88) employees are availing work from home provision in flexible working Government organizations.

Table 4.6: Percentage of employees in different job roles during work from home policy in flexible working arrangements

	Different job roles of employees working from home flexible working arrangements (n=90)
Assistant Professor	44%
Field Team Assistant	15%
Executive	11%
Consultant	9%
Technical Officer	8%
Research Assistant	6%
Analyst	4%
Upper Division Clerk	3%

This table shows the percentage of employees in different job roles during work from home policy in flexible working conditions. Out of the employees who have agreed that they are availing work from home in their current organization, either occasionally or regularly or as needed, 44% employees are Assistant Professors, 15% are field team assistants, 11% are executives, 9% are consultants, 8% are technical officers, 6% are research assistants, 4% are analysts and 3% are upper division clerk.

Figure 4.10: Percentage of employees in different job roles during work from home policy in flexible working arrangements



This figure shows the percentage of employees in different job roles during work-from-home policy in flexible working conditions. Out of the employees who have agreed that they are availing work from home in their current organization, either occasionally or regularly or as needed, 44% (n=39) employees are Assistant Professors, 15% (13) are field team assistants, 11% (n=10) are executives, 9% (n=8) are consultants, 8% (n=7) are technical officers, 6% (n=5) are research assistants, 4% (n=3) are analysts and 3% (n=3) are upper division clerk.

Table 4.7: Percentage of employee responses on their frequency of using the WFH arrangement existing in their workplaces which has flexibility

	Employees' frequency of utilizing their WFH arrangement (n=90)
Full time	19%
Part-time (less than 5 days a week)	23%
Occasionally (as needed)	58%

As per the table above, out of the (n=90) employees working in flexible working arrangements in Government sector, 19% employees avail full time work from home arrangement, 23% employees utilize it less than 5 days a week and 58% employees avail the work from home arrangement occasionally or as per their requirement.

Figure 4.11: Percentage of usage of WFH arrangements by employees working in flexible working arrangements

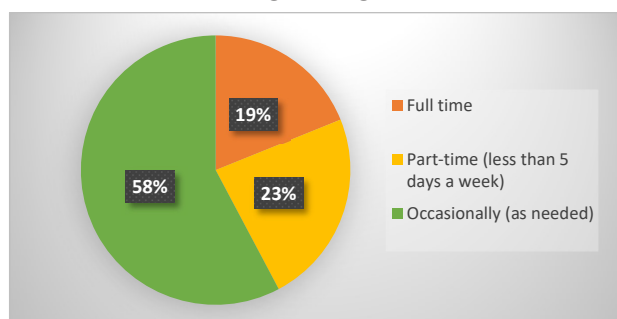


Figure no 4.11 shows that 58% employees (n=52) including both male and female employees working in flexible working arrangements are occasionally taking up work from home, 23% employees (n=21) are currently taking up work from home on part time basis or at least 3-5 days a week and 19% (n=17) employees are taking up work from home on full time basis.

Table 4.8 : Percentage of employee responses of employees on being able to take rest periods and regular breaks while availing work from home arrangement

	Employee experience of work from home in terms of being able to take regular beaks and rest periods (n=90)
Yes	71%
No	15%
Not Sure	14%

Out of the (n=90) employees working in Government organizations with flexible arrangements, 71% employees have felt that they are able to take rest periods time to time and take on regular

breaks while working from home, 15% employees have felt that they have not been able to take rest periods and regular breaks at all during work from home working hours and 14% employees have not fully been able to make a concrete response in this context.

Figure 4.12: Percentage of employees working in flexible working arrangements (n=90) being able to take regular breaks and rest periods while Working From Home

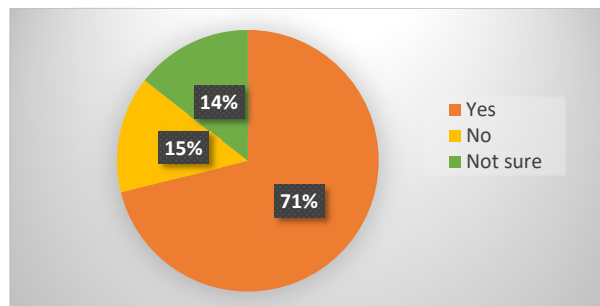


Figure 4.12 shows the percentage of employees working in flexible working arrangements being able to take regular breaks and rest periods while working from home. The pie chart shows that 71% employees (n=64) are able to take regular breaks and rest periods but 15% employees (n=13) are still not able to take rest periods and breaks due to work load and timely submission.

4.3 Gender-specific Impact on Employees

The ILO (2022) in its global report on working time, which focuses on the actual number of hours of work, working-time arrangements (work schedules) and their implications for work-life balance, identifies different types of flexible working arrangements:

(1) Shift work: Shift work is “a method of organization of working time in which workers succeed one another at the workplace so that the establishment can operate longer than the hours of work of individual workers” (ILO 2011). Shift work was one of the first forms of flexible working-time arrangement, dating from the early twentieth century. It enables companies to extend operating hours up to 24 hours per day and seven days per week (continuous operations) and also to accommodate fluctuations in the demand for their products or services.

(2) Part-time: This can be organized in a wide variety of ways, but the most common model is one that establishes a number of fixed hours of work for each workday. Part-time work provides employers with the ability to secure optimal staffing and operational flexibility, for example in cases in which there are peak periods and periods of less activity.

(3) Flextime: Flextime is perhaps the most common form of flexible working-time arrangement. Basic flextime arrangements (also known as flexible schedule or flexible hours) allow workers to choose when to start and finish work, based on their individual needs and preferences (within specified limits) and in some cases even the number of hours that they work in a particular week. Normally, formal flextime programmes involve establishing a period of core hours when all employees are required to be at work (such as 10 a.m. to 4 p.m.), although some flextime programmes have no core hours at all (ILO 2011). Time-banking arrangements are a form of flextime that permit workers to build up “credits” or

accumulate “debts” in hours worked, up to a maximum amount; the periods over which credits or debits are calculated are much longer than with flextime, ranging from several months to one year or even longer (ILO 2011).

(4) Compressed workweeks: Involves scheduling the same number of hours of work over fewer days than is typical in a standard workweek, resulting in longer workdays (ILO 2018). Typically, they extend the workday beyond 8 hours and reduce the number of consecutive workdays to fewer than five.

Compressed work weeks provide employees with longer weekends to spend with family and friends and thereby improve work-life balance; there is a debate about their health impacts, but the evidence trends towards positive effects.

(5) Hours-averaging schemes: This provision, including annualized hours, allow for variations in daily and weekly hours of work within specified legal limits, such as maximum daily and weekly hours of work, while requiring that hours of hours either achieve a specified weekly average over the period in which the hours are averaged or remain within a fixed total over the reference period (ILO 2018). Under fully annualized hours arrangements, wages are typically kept constant and are paid on an average basis throughout the year, providing financial stability to workers (United Kingdom 2015).

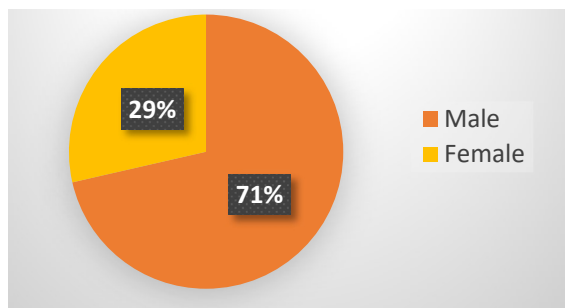
In the Indian context, work-from-home is known to be the most widely used flexible working provision, which has gained further popularity since the pandemic. The present study has tried to find out the what other types of flexible provisions exists in India, findings are illustrated in the following figure:

Table 4.9: Percentage of employee responses on have access to the creche facility in Government organization they are working in

	Employees having or not having access to the creche facility			
	Government organizations with flexibility (n=90)		Government organizations without flexibility (n=142)	
It exists and it is functional	Male	71%	Male	81%
	Female	29%	Female	19%
It does not exist	Male	54%	Male	68%
	Female	46%	Female	32%

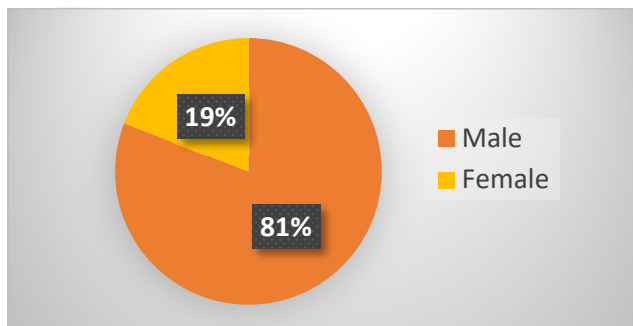
As per the table, it is evident that out of the (n=90) employees working in Government organization with flexibility, 71% male employees have said that creche facilities exist and are functional and 29% female employees have agreed to the same. However, unfortunately, 54% male employees and 46% female employees have said that creche facilities do not exist in the organization. On the other hand, out of the (n=142) employees working in Government organization without flexibility, 81% male employees and 19% female employees have agreed to the fact that creche facility exists and is functional, but 68% male employees an 32% female employees have said that creche facilities do not exist at all.

Figure 4.13: Percentage of Male and Female employees having access to the creche facility in flexible working arrangements (n=90)



The graph shows percentage of male and female employees having access to the creche facility in flexible working arrangements. The pie chart clearly shows that 71% male employees (n=5) have access to creche facility whereas 29% female employees (n=2) don't have access to creche facility. This clearly shows that some of the women who are working in a particular Government organization do not have access to creche facility whereas the male employees working in certain Government organizations have access to creche facility. This is a clear picture of creche facility not being available at all organizations. However, creche facilities are supposed to be available in Government organizations which have more than 50 employees.

Figure 4.14: Percentage of employees working in non-flexible working arrangements (n=142) having access to creche facilities



The graph shows the percentage of employees in non-flexible working arrangements having access to creche facilities. It also has a similar trend where male employees (81%, n=55) in certain organizations have more access to creche facilities whereas female employees (19%, n=13) have less access to creche facility. Whether the organization is flexible or non-flexible in terms of working arrangements, the organization must have creche facility.

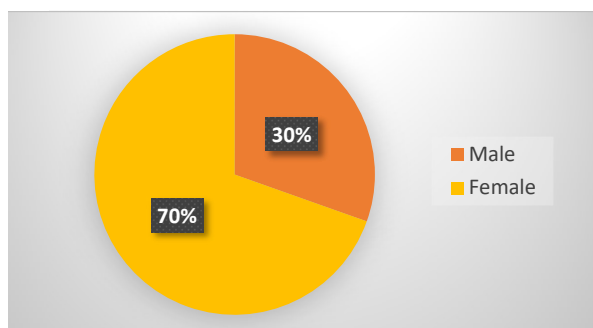
Table 4.10: Percentage of employee responses on division of responsibility at home during WFH days

	Employee (n=90) response on handling household chores during work-from-home days	
	Male	Female
Myself/Me	30%	70%

	Employee (n=90) response on handling household chores during work-from-home days	
Spouse	Male	77%
	Female	10%
Other family members	Male	82%
	Female	18%

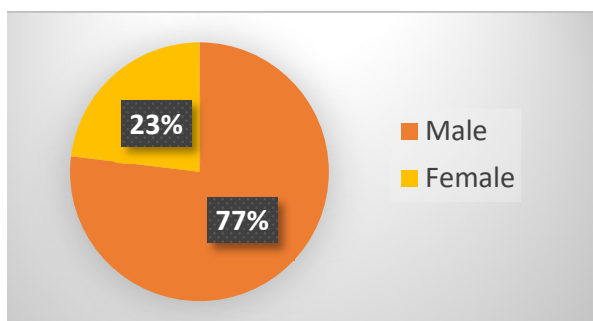
As per the table, out of the (n=90) employees working in flexible arrangements, (n=38) are female employees and (n=52) are male employees. (n=16) female employees have said that they prefer carrying out the household chores on WFH days, (n=3) female employees let it be on their spouse to carry it out, (n=5) female employees have agreed that it is shared between them and other members of the family and lastly, (n=11) female employees have agreed that the household chores are shared between them and their spouse

Figure 4.15: Percentage of male and female employees (n=90) agreeing to handle household chores themselves



The pie chart shows percentage of male and female employees agreeing to handle household chores themselves. It shows 30% male employees (n=7) agree to handle household chores themselves whereas 70% female employees (n=16) agree to handle household chores themselves. It clearly shows that female employees handle household chores more than the male employees in the organization.

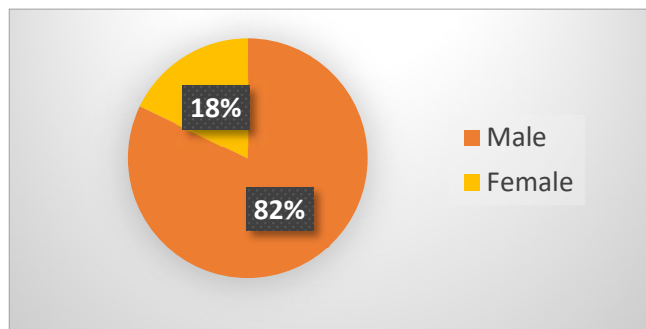
Figure 4.16: Percentage of male and female employees (n=90) agreeing that household chores are taken care of by their spouse



The pie chart shows percentage of male and female employees agreeing to household chores being taken care of by their spouse. It also shows the same trend, where in 77% male employees (n=10) and 23% female employees (n=3) agree that the household chores are taken care of by

the spouse. This depicts that men expect their spouse to handle the household work even if they are at home and availing the work from home provisions.

Figure 4.17: Percentage of male and female employees (n=90) agreeing that household chores are handled by other family members



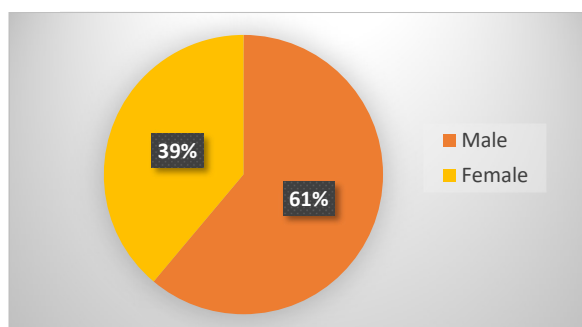
The above figure shows percentage of male and female employees agreeing that household chores are handled by other family members. 82% male employees (n=23) agree that household chores are handled by other family members whereas 18% female employees (n=5) agree that household chores are handled by other family members. Here, again, it is evident that men are rarely contributing to household chores as compared to their spouse and other family members. Other family members could mean the man's spouse, daughter, mother, mother-in-law or any other relative.

Table 4.11: Employee responses (n=90) on the total number of hours spent in unpaid care work

	Employee response on hours spent in unpaid care work	
0-4 hours	Male	61%
	Female	39%
4-8 hours	Male	33%
	Female	67%

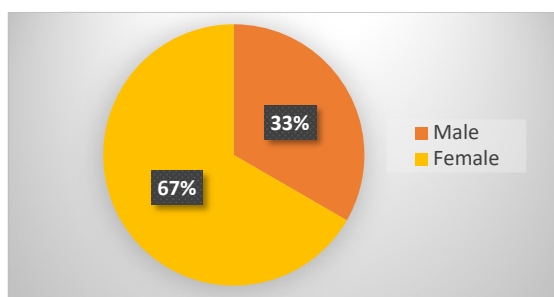
From the table, it is clear that there are (n=40) female employees and (n=50) male employee participants working in flexible working arrangements. 61% male employees and 39% female employees spend about 0-4 hours in unpaid care work whereas, 33% male employees and 67% female employees spend 4-8 hours in unpaid care work.

Figure 4.18: Percentage of male and female employees working in FWA (n=90) spending 0-4 hours in unpaid care work



The pie chart clearly shows the percentage of male and female employees working in flexible working arrangements spending at least four hours in unpaid care work. Here, 61% male employees (n=44) and 39% female employees (n=28) spend approximately four hours in unpaid care work. It is clear from the figures that women may be spending more than four hours in unpaid care work as compared to men.

Figure 4.19 : Percentage of male and female employees working in flexible working arrangements (n=90) spending 4-8 hours in unpaid care work



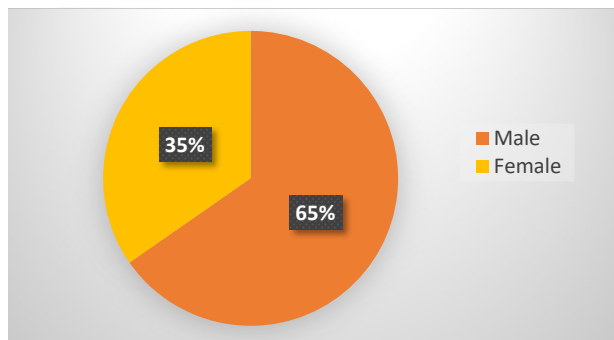
The pie chart clearly shows the percentage of male and female employees working in flexible working arrangements spending more than 4 hours (approximately 4-8 hours) in unpaid care work. Here also, we can see that 67% female employees (n=12) are spending more hours in unpaid care work as compared to 33% male employees (n=6). It is clear that women are spending a lot more hours in unpaid care work which may include caring for children, elderly and others in the family. As per the society's unwritten norms, it depicts that women are more expected to carry out household activities as well as unpaid care work as compared to the male members in the family.

Table 4.12: Percentage of employee participation in the kind of unpaid care work during WFH hours

	Employee experience of participation in unpaid care work (n=90)	
Increased	Male	65%
	Female	35%
No change	Male	47%
	Female	53%
Decreased	Male	20%
	Female	80%

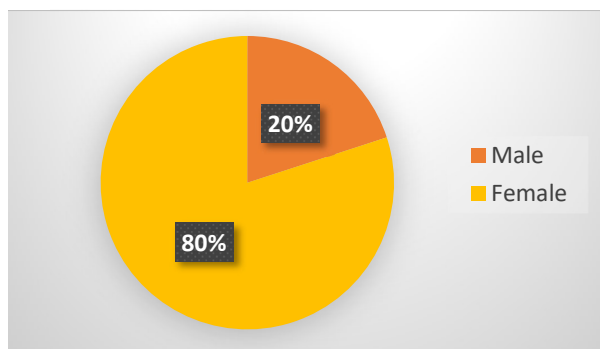
As per the table, out of (n=90) employees working in flexible work environment, (n=49) employees have felt that working hours in WFH policy have increased their participation in unpaid care work. Of this (n=49) employees, there are (n=32) male employees and (n=17) female employees.

Figure 4.20: Percentage of male and female employees (n=90) agreeing that there has been an increase in participation in unpaid care work due to flexible working arrangements



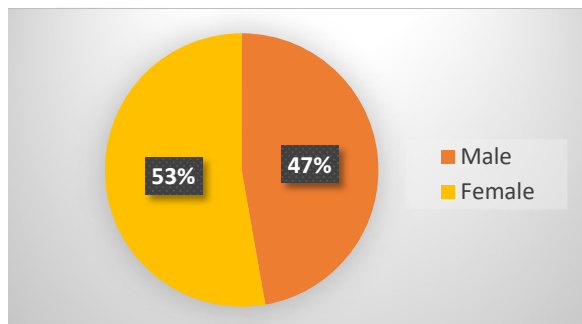
The figure presents the percentage of male and female employees who have felt an increase in participation in unpaid care work due to flexible working arrangements in their workplace. The pie chart shows that 65% male employees (n=32) have felt increase in unpaid care work whereas only 35% female employees (n=17) have felt increase in unpaid care work.

Figure 4.21: Percentage of male and female employees (n=90) agreeing that there has been a decrease in participation in unpaid care work due to flexible working arrangements



The figure presents the percentage of male and female employees who have felt a decrease in participation in unpaid care work due to flexible working arrangements in their workplace. The pie chart shows that 20% male employees (n=1) have felt a decrease in unpaid care work whereas 80% female employees (n=4) have felt a decrease in unpaid care work. If we compare figure no. 28 with figure no. 27, we can easily see that more number of male employees have felt an increase in unpaid care work. This could be because male members of the family, who are typically perceived as 'breadwinner' of the house, hardly stay indoors. However, due to work from home policies in the organization, they are also expected to stay indoors and work but due to household chores being carried out by their spouse or other female members of the family, the male members are also expected to participate in both household chores and unpaid care work.

Figure 4.22: Percentage of male and female employees (n=90) agreed that there has been no change in participation in unpaid care work due to flexible working arrangements



The above graph presents the percentage of male and female employees who have agreed that there has been no change in participation in unpaid care work due to flexible working arrangements. It is clear from the pie chart that, 47% male employees (n=17) have felt that whether there is work from home or not, they have not felt much of an increase or decrease in their participation in unpaid care work and the same goes for female employees where 53% of them (n=19) have felt no change in duration of time being given to unpaid care work.

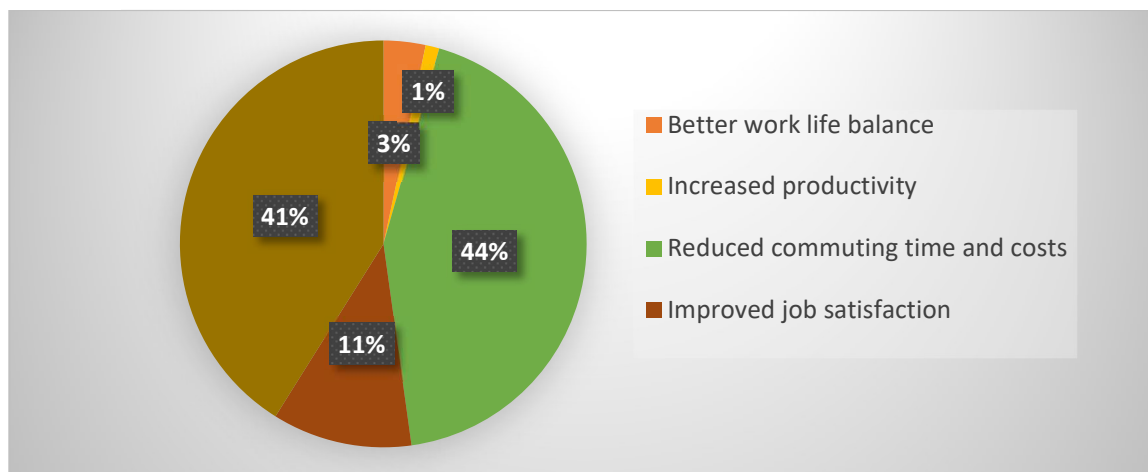
4.4 Work life Balance in Flexible and Non-Flexible Working Arrangements

Table 4.13: Percentage of employee responses on benefits of work from home policy

	Employee responses on potential benefits of work-from-home policy	
	Government organizations with flexibility (n=90)	Government organizations without flexibility (n=142)
Better work-life balance	3%	33%
Increased productivity	1%	21%
Reduced commuting time and costs	44%	21%
Improved job satisfaction	11%	9%
Greater flexibility in managing work and personal responsibilities	41%	16%

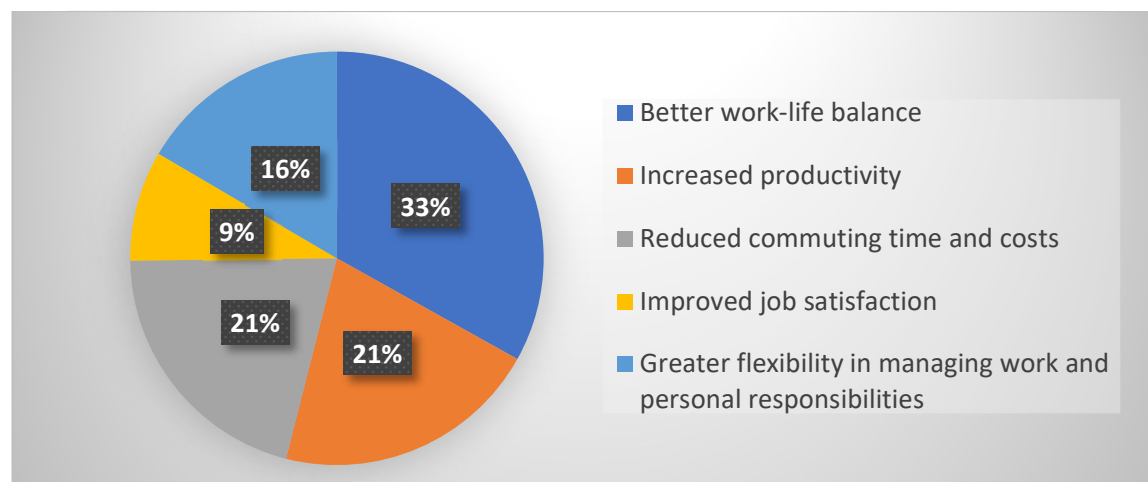
As per the table, it is clear that out of the (n=90) employees working in flexible arrangements, 44% employees have rated reduced commuting time and costs as the highest benefit of work from home policy and out of the (n=142) employees working in non-flexible arrangements, 21% have rated reduced commuting time and costs followed by greater flexibility 16% and better work life balance 33% as the top potential benefits of work from home policy.

Figure 4.23: Percentage of employees working in flexible working arrangements (n=90) on potential benefits of work from home policy



The figure shows percentage of employees working in flexible working arrangements on potential benefits of work from home policy. The pie chart indicates that reduced commuting time and costs has been rated the highest (44%) by (n=39) employees, both male and female employees combined. The next most potential benefit as per the pie chart is greater flexibility (41%) rated by (n=37 employees), both male and female employees combined. Improved job satisfaction (11%) is the third potential benefit as per (n=10) employees, both male and female combined. However, better work life balance (3%) and increased productivity (1%) have been rated lowest by (n=3) and (n=1) employees respectively.

Figure 4.24: Percentage of employees working in non-flexible working arrangements (n=90) on potential benefits of work from home policy



The figure shows the percentage of employees working in non-flexible working arrangements on potential benefits of work from home policy. As per the pie chart, better work life balance has been rated highest (33%) by n=49 employees; followed by increased productivity and reduced commuting time and costs at 21% by (n=29) employees for each category. Improved job satisfaction has rated low (9%) by n=12 employees, including both male and female

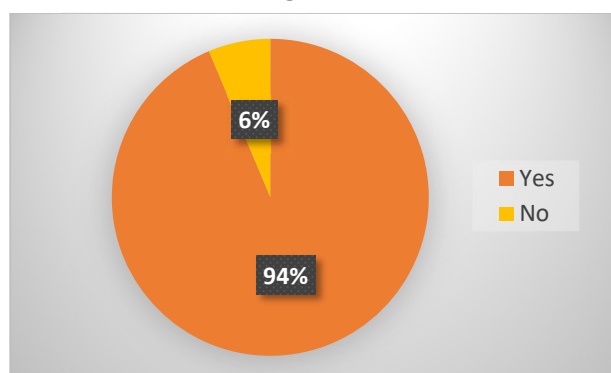
employees. This shows that employees working in non-flexible working arrangements have low level of work life balance and this could be because of daily traveling to the workplace, long working hours which may lead to fatigue and lethargy on reaching home, low physical activity on weekends and more.

Table 4.14: Percentage of employee responses (n=142) on their preference to avail work from home option if given in a non-flexible work setting

Employees preferring to avail work-from-home option	
Yes	94%
No	6%

Looking at the table, out of the (n=142) employee who are working in a non-flexible work environment, (n=133) employees have said that they would prefer working from home if introduced. Only (n=9) employees have said that they would not prefer working from home even if it is introduced in near future.

Figure 4.25: Percentage of employees working in non- flexible working arrangements (n=90) preferring to work from home



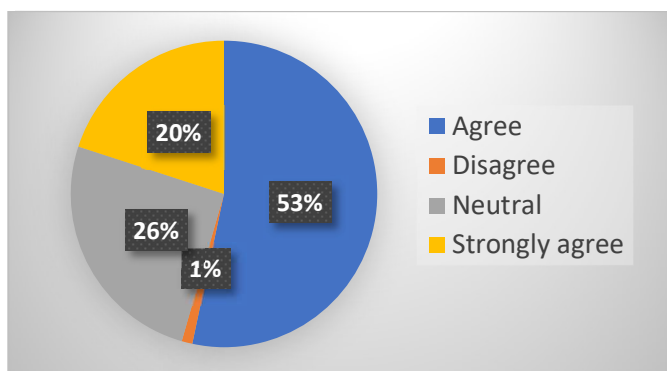
This figure shows the percentage of employees working in non-flexible working arrangements who would prefer to work from home if given an option. As per the pie chart, 94% employees (n=133) including both male and female employees have agreed that they would work from home if given an option, whereas, only 6% employees (n=9) feel that it is okay to not have work from home as an option.

Table 4.15: Percentage of employee responses on understanding if flexible working hours can mitigate extreme weather conditions like heat waves, flooding etc.

Responses to understand if flexible working hours can mitigate extreme weather conditions like heat waves, flooding etc.			
Government organizations with flexibility (n=90)		Government organizations without flexibility (n=142)	
Strongly Agree	20%	Strongly agree	9%
Agree	53%	Agree	79%
Neutral	26%	Neutral	9%
Disagree	1%	Disagree	1%
		Strongly disagree	2%
Total (N=232)			

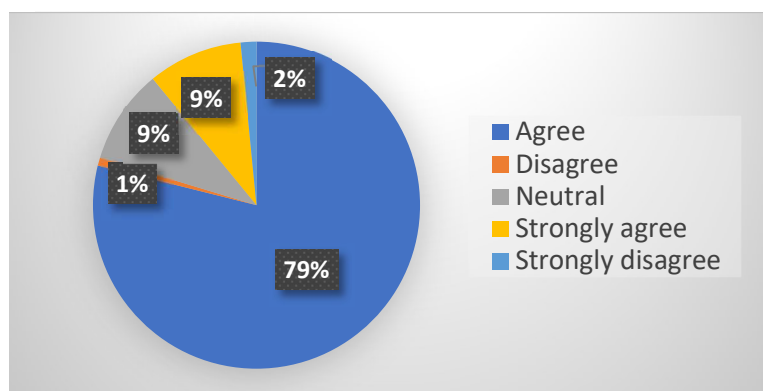
The table shows employees' responses on understanding if flexible working hours can mitigate extreme weather conditions. The table has shown responses of employees working in both flexible and non-flexible working arrangements. In both the kind of organizations, a higher percentage of respondents (53% in flexible and 79% in non-flexible working arrangements) have agreed that flexible working hours can mitigate extreme weather conditions.

Figure 4.26: Percentage of responses of employees working in flexible working arrangements (n=90) on understanding if flexible working hours will mitigate extreme weather conditions



This pie chart shows responses in percentage of employees working in flexible working arrangements (n=90) on understanding if flexible working hours will mitigate extreme weather conditions. 73% employees have agreed to the fact that flexible working hours will help beat the challenges that come with extreme weather conditions like heat waves, flooding, cold.

Figure 4.27: Percentage of responses of employees working in non-flexible working arrangements (n=142) on understanding if flexible working hours will mitigate extreme weather conditions



The pie chart shows responses in percentage of employees working in non-flexible arrangements (n=142) on understanding if flexible working hours will mitigate extreme weather conditions. As per the pie graph, 88% of the employees have agreed to the fact that flexible working hours will help beat the challenges that come with extreme weather conditions like heat waves, flooding, cold.

4.5 Perspectives of Employers on Work Productivity

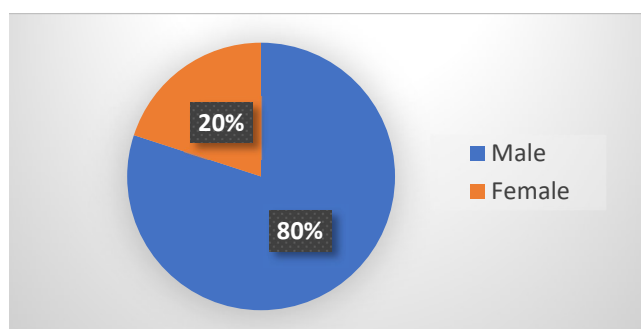
It is very important for us to understand the perspective of employers on work productivity – to understand their opinion and feelings about flexibility and non-flexibility at their workplace. Below are few findings from the study that pertain to understanding the management's perspective on work productivity. The following tables and graphs show responses of employers working in flexible and non-flexible working arrangements.

Table 4.16: Percentage of male and female employers in flexible and non-flexible working arrangements

	Percentage of male and female employers in Government organizations			
	Government organizations with flexibility (n=5)		Government organizations without flexibility (n=9)	
	Male	80%	Male	56%
	Female	20%	Female	44%
	Total (N=14)			

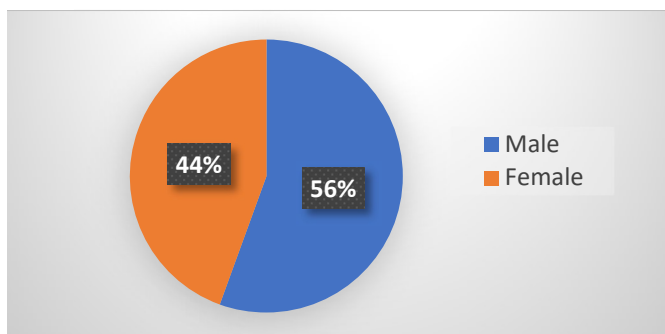
The table shows the percentages of male and female employers working in flexible and non-flexible Government. There are 80% male employers and 20% female employers out of (n=5) employers in Government organization with flexible working arrangements and there are 56% male employers and 44% female employers out of (n=9) employers working in Government organizations without flexible working arrangements. The same has been represented through pie charts.

Figure 4.28: Percentage of male and female employers working in flexible working arrangements



The figure above shows that only 20% of women are employers in Government organizations with flexibility, whereas, 80% employers are male. This clearly shows that women are not at leader positions as compared to men, even in organizations with flexible working arrangements. There are more number of men working in Government organizations as compared to women, so more men get a chance of reaching a better position or a leader position as compared to women.

Figure 4.29: Percentage of male and female employers working in non-flexible working arrangements



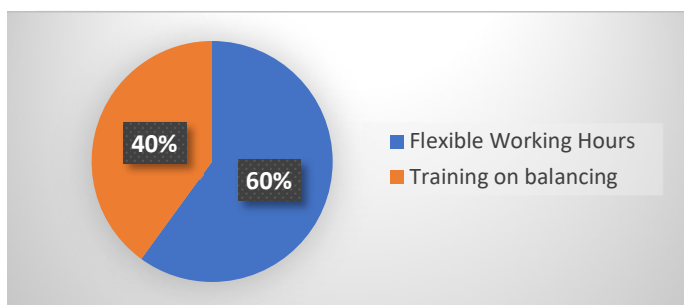
The figure above represents the percentage of male and female employers in non-flexible working arrangements. There are 44% female employers whereas 56% male employers out of (n=9) employers. There is not much of a difference, may be due to selection of both the genders equally but we can still see that male employers are working at leadership positions as compared to female employers.

Table 4.17: Percentage of employer response for incentives to increase participation of male employees working in flexible working arrangements in unpaid care work

Incentives to male employers working in flexible working arrangements for participation in unpaid care work		
Flexible working hours	60%	Total (N=5)
Training on balancing	40%	

The table clearly shows that employers working in flexible working arrangements have felt that giving flexible working hours would increase the participation of male employers in unpaid care work. However, holding training programs and gender-sensization programs will also ensure the same.

Figure 4.30: Percentage of employers' responses on incentives to increase participation of male employees who are working in flexible working arrangements in unpaid care work

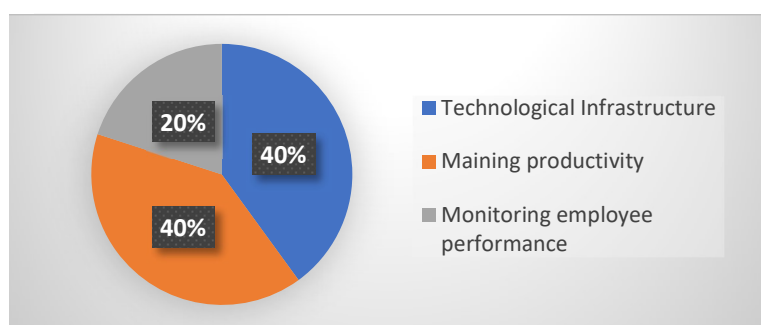


The pie chart is a graphical representation of the table above. As per the pie chart, employers (n=5) working in flexible working arrangements have rated giving flexible working hours (60%) as an incentive would be a good effort to ensure increase in participation of male employees in unpaid care work, followed by providing training sessions (40%) on balancing unpaid care work and office work.

Table 4.18 : Responses of employers working in flexible and non-flexible working arrangements on challenges of work-from-home policy

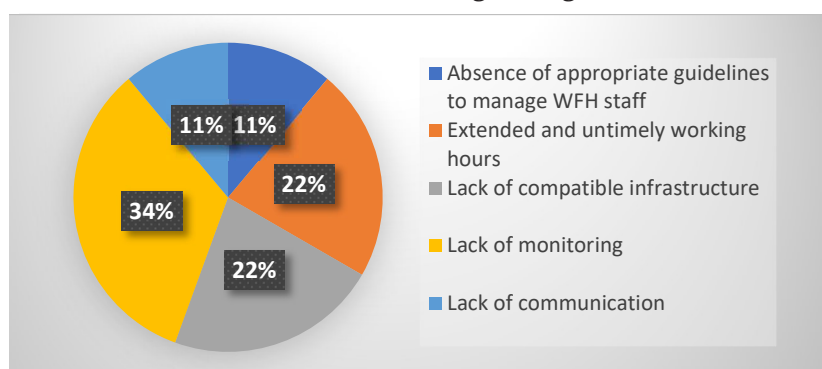
Work from home challenges in Government organizations					
Government organizations with flexibility (n=5)		Government organizations without flexibility (n=9)		Total (N=14)	
Technological infrastructure	40%	Absence of appropriate guidelines to WFH staff	11%		
Maintaining productivity	40%	Extended and untimely working hours	22%		
Monitoring employee performance	20%	Lack of compatible infrastructure	22%		
Lack of communication		Lack of monitoring	34%		
		11%			

Figure 4.31: Percentage of employers' responses on challenges of Work from home policy in flexible working arrangements



The above graph shows the percentage of employers' responses (n=5) on the factors involved in challenges of work from home policy in flexible working arrangements. As per their response, 40% employers have felt that lack of technological infrastructure is a major challenge during work from home followed by maintaining productivity and quality of work (40%). Monitoring employee performance (20%) is also one of the factors that can arise while implementing work from home policy.

Figure 4.32: Percentage of employers' responses on challenges of Work from home policy in non-flexible working arrangements





The above graph represents employer's responses (n=9) on challenges of work from policy in non-flexible working arrangements. 34% employers have felt that lack of monitoring has been a major issue while implementing work from home policy. This has been followed by extended and untimely working hours (22%) and lack of compatible infrastructure (22%). Moreover, lack of communication (11%) with the staff and absence of appropriate guidelines to manage work from home staff (11%) have also contributed to work from home challenges.

4.6 Case Studies

The study also includes qualitative research, thus, some of the case studies of Government employees are as follows:

Case 1:

Position :	Young Professional
Company :	Ministry Of Commerce
Location :	Resides in Mayur Vihar, Delhi Duration of Employment: 3 Years
Marital Status :	Unmarried
Are you a single parent :	No
Household Type Joint :	Family household
Do you have older parents at home who are dependent on your care :	Yes
How long have you been working in the current organization :	Less than 5 years

"Flexible working hours, in my view, are all about having control over when I start and finish my workday, rather than sticking to a rigid 9-to-5 schedule. It means I'd be able to structure my time based on my personal needs and other commitments, while still ensuring that my work gets done. For instance, I might want to start early and finish in the afternoon, or adjust my hours around things like school drop-offs, appointments, or just when I feel most productive. Flexibility could also come in the form of compressed workweeks, where I could work longer hours for a few days and then take an extra day off, or even have the option to work remotely when needed. In this kind of setup, the focus would shift from just clocking hours in the office to actually completing tasks and meeting goals, which I find would make me more motivated and productive. Unfortunately, at my current workplace—the Ministry of Commerce and Industry—there's no such flexibility. We have no work-from-home policy, and the system is still tied to out dated expectations of physically being present, regardless of whether that leads to better results. It feels like there's little attention given to the importance of work-life balance here, and it can make things pretty stressful. I really believe that if the Ministry adopted more flexible working hours, it would improve job satisfaction, reduce burnout, and ultimately increase productivity. Plus, it would show that management trusts employees to manage their own time effectively, It could make a big difference in morale."

"Working at the Ministry of Commerce and Industry, the culture feels really out dated and rigid. There's this constant pressure to be physically present, no matter if the work could easily be done from home or if being in the office doesn't really add value. The competition is intense, and the lack of flexibility makes it hard to balance life outside of work. There's no work-from-home policy, and they're using systems that have no room for improvement, which just adds to the frustration. It's like management is still stuck in this old mind-set where working long hours is more important than actually getting things done effectively. For me, it's been frustrating to see how much potential there is for a better work culture, but it just hasn't caught on here. If the Ministry adopted a more flexible approach, it could



improve so much – people would feel more motivated, less burned out, and ultimately more productive. It's tough to see how far behind we are when you know other companies have already embraced modern, healthier work practices. I hope that one day; places like this will finally catch up."

"In my organization, the Ministry of Commerce and Industry, there is no official 'Work from Home' policy. Unfortunately, the current work culture here is quite rigid, and the expectation is that employees must be physically present in the office during work hours. Even though a lot of the work we do could be done remotely with the help of digital tools, the system has not adapted to the idea of flexible or remote work. This lack of a Work from Home policy has made it difficult for employees to balance personal and professional commitments, especially since there is no flexibility in terms of hours or location. While other organizations have embraced remote work options, allowing employees to work from wherever they are most productive, the Ministry has yet to implement such a system. It's one of the major challenges we face, especially in an era where technology can easily support remote collaboration and productivity."

Case 2

Position :	Young Professional
Company :	Ministry Of Textile
Location :	Resides in Laxmi Nagar Delhi, Duration of Employment: 4 Years
Marital Status :	Unmarried
Are you a single parent :	No
Household Type Joint :	Family household
Do you have older parents at home who are dependent on your care :	Yes
How long have you been working in the current organization :	Less than 5 years

"सरकारी कार्यालयों में 'लचीले काम के घंटे की नीति' से तात्पर्य उन नीतियों से है जो कर्मचारियों को इनके व्यक्तिगत जरूरतों और कार्यों के बीच संतुलन बनाने की सुविधा प्रदान करती हैं। आपस में कर्मचारियों को अपने काम के घंटे थोड़ा लचीले तरीके से पूरा करने की अनुमति दी जाती है, जैसे कि अलग-अलग समय पर कार्यालय आने और जाने का विकल्प। आज की कार्यसंस्कृति तेजी से बदल रही है। इस जटिल युग में, कार्य करने के तरीके में बहुत बदलाव आया है। कर्मचारियों को अपनी उत्पादकता को बनाए रखते हुए अधिक लचीलापन चाहिए, साथ ही काम और तकनीकी के बीच संतुलन बनाए रखने की आवश्यकता भी है। हालांकि, सरकारी कार्यालयों में अब भी कार्य समय की अनियमितता और परंपरागत कार्यशैली का पालन किया जाता है। सामान्य सरकारी कार्यालयों में 'घर से काम' (वर्क फ्रॉम होम) की नीयत विशेष परिस्थितियों, जैसे महामारी, आदि के दौरान ही लागू होती है। इसके तहत कर्मचारियों को घर से काम करने की अनुमति दी जाती है, लेकिन यह नियमित नीति के रूप में उपलब्ध नहीं होती। कई देशों के अनुसार, कर्मचारियों को अपने कार्यों की प्रगति रिपोर्ट समय-समय पर प्रस्तुत करनी होती है, और ऑनलाइन मीटिंग्स के माध्यम से काम की समीक्षा की जाती है।"

Case 3:

Position :	Young Professional
Company :	Ministry Of Commerce
Location :	Resides in South Extension Delhi, Duration of Employment: 4 Years
Marital Status :	Unmarried
Are you a single parent :	No
Household Type Joint :	Family household
Do you have older parents at home who are dependent on your care:	Yes
How long have you been working in the current organization:	Less than 5 years



“In my organization, there isn’t a specific flexible working policy. You can be called in at any time, even as early as 8 or 9 in the morning, and the work can stretch late into the night, sometimes until 11 or midnight. I work in the data analytics team, and we’re expected to be available at any hour throughout the day. To be honest, employees are putting in really long hours, and it feels like management isn’t addressing this issue at all.”

“I feel like the work culture today is pretty fake. There are a lot of people who pretend to be your friends but would stab you in the back just to get a promotion or an appraisal. My workplace is particularly toxic, and there’s also an issue with racism since people from different states of India work here. Instead of hiring through regular job ads, they usually prefer candidates who are already in the industry or have connections with HR or senior management. I think this kind of culture is really harmful and discourages new talent from joining. It’s frustrating because new hires might feel like they’ll never have a chance for advancement, knowing that positions are often filled based on connections rather than merit.”

“In our organization, there isn’t an official work-from-home policy. However, there are times when we end up working from home, even after office hours. But this doesn’t really count as true work from home. Even if we work on weekends, we don’t receive compensatory leave for the extra days. A lot of our tasks are tied to the needs of various ministries and government-related organizations, so we often have to provide daily reports and respond to data requests. Even when we work from home, there’s no compensation for the extra hours we put in. So, while we might occasionally work from home, it doesn’t feel like a real policy or benefit.”

Case 4:

Department/Division :	DMRC Noida
Age :	37
Gender :	Male
Marital Status :	Married
Do you have children? :	Yes
Are you a single parent? :	No
Household Type :	Nuclear Family
Do you have older parents at home who are dependent on your care? :	Yes
How long have you been working in the current organization? :	5-10 years

“Flexible working hours policies allow employees to modify their work schedules within a set framework, promoting a better balance between personal and professional responsibilities. These policies can include options like staggered shifts, compressed workweeks, or remote work. They aim to enhance productivity, reduce stress, and improve employee satisfaction while ensuring organizational goals are met. In government settings, such policies are implemented with core hours to maintain operational efficiency. These frameworks reflect a focus on both employee well-being and service continuity.”

“The DMRC employees are eligible for grant of paternity leave for a period of 15 days during confinement or at the time of child birth of his wife on the following conditions: i. He should not have more than two surviving children. Ii. During this leave period, salary equal to the pay drawn immediately before proceeding on leave shall be paid. Iii. This shall not be debited to the leave account of the employee. Iv. This leave can be combined with any other kind of leave as in the case of maternity leave. V. The Paternity Leave can be availed up-to 15 days before or within 6 months from the date of delivery in full only. Vi. A male employee with



less than two surviving children, on valid adoption of a child below the age of one year, may be granted paternity leave for a period of 15 days within a period of six months from the date of valid adoption. Note- “Child” for the [purpose of this rule will include a child taken as ward by the government servant, under the Guardians and Wards Act, 1890 or the personal Law applicable to that government servant, provided such a ward lives with the government servant and is treated as a member of the family and provided such government servants has, through a special will conferred upon that ward the same status as that of a natural born child. Today’s work culture emphasizes flexibility, collaboration, and technology-driven productivity. However, it also brings challenges such as blurred work-life boundaries and increased burnout due to constant connectivity. The shift toward hybrid models reflects a growing focus on employee well-being alongside organizational efficiency.”

Case 5

Department/Division :	NSO OFFICE /JSO/FOD
Age :	36
Gender :	Male
Marital Status :	Married
Do you have children? :	Yes
Are you a single parent? :	No
Household Type :	Joint Family
Do you have older parents at home who are dependent on your care? :	Yes
How long have you been working in the current organization? :	5-10 years

“Flexible working hours policies allow employees to adjust their work schedules based on personal needs while ensuring job duties are completed. These policies may include staggered shifts, remote work, or compressed workweeks. They aim to improve work-life balance, boost productivity, and reduce stress without compromising organizational goals.”

“Today’s work culture focuses heavily on flexibility, technology, and collaboration. However, it can lead to challenges like overwork due to blurred boundaries between personal and professional life. Companies are shifting toward hybrid models, emphasizing results over physical presence, which promotes both freedom and responsibility.”

“Yes, my organization offers a ‘Work from Home’ policy, it typically includes guidelines on setting clear working hours, attending virtual meetings, and staying reachable during work hours. Employees are responsible for maintaining productivity and data security. The policy also outlines the use of company-approved tools for communication and reporting. Its goal is to balance flexibility with accountability to ensure smooth operations.”

“In my workplace, paternity leave shall comprises a single period of 2 weeks leave with pay. Paternity leave must commence within 26 weeks of the date of birth (or placement in the case of an adoption). It must be taken as one continuous period of two weeks, except in the event of the hospitalisation of the child and postponement of the paternity leave.”



Chapter V : Research Findings and Conclusion

Flexibility is important at various levels in all the perspectives of the organization. Its very importance is at the organizations to gain competitiveness leading to better organizational performance and this has been increasingly realized. The linkages become more complex as companies grow in terms of revenue and market share. In reality, many problems exist when we start from definition of flexibility to implementation of flexibility to enhance performance of organization. There is an emergent need for research and development related to concepts of flexibility, and performance management frameworks. Further, it is required to extend these results to academia, industry and government.

The findings of the study have revealed that there is an intense need to bridge the gender gap and reduce the gender disparity. Through the responses, it has been found that women employees are most of the time expected to be carrying out household chores, irrespective of work from home policies. It should be understood that long working hours will not guarantee better productivity, success and efficiency of the Organization. The study has been able to present a comparison between responses of employees working in flexible arrangements and employees in non-flexible arrangements. However, it is very evident from the analysis that Government organizations without flexible working arrangements are more in number in comparison to Government organizations with flexible working arrangements.

The case studies added to the study have also supported the quantitative section of the study. The respondents in the case study have agreed to the fact that there is very little or nil flexibility in terms of working hours and arrangements in the Government sector. As much as the Government sector is renowned for its ability to provide job security, it is equally known for its traditional methods of working even though technology has taken over many areas.

One significant finding of this study has been that creche facility is hardly available to access by the employees. It is a must to have creche facility and keep it in use when an Organization's total strength is over 50 employees, however, these facilities are not being monitored well by the leaders.

The study has also taken into consideration the perspective of the employers'. However, it could not be captured as much as the perspectives of employees but it has been seen through their responses that flexible working hours can contribute to work life balance and also increase men's participation in unpaid care work. Moreover, it has also been seen that even though work from home has its own challenges during implementation, it is still a need in Government organizations, both by the employees and employers.

The study has also revealed that work life balance was, is and will always be an integral part of an employee's and an employer's life. Many a times, job security and financial security take over one's ability to maintain a healthy lifestyle throughout the work week, however, it should be noted that one's ability to work and put his/her best is reflected through his/her mental and physical health. The study has found that flexible working hours will also help mitigate extreme weather conditions like monsoon, flooding, winters, air pollution and heat waves.



Some of the recommendations of this study would be:

- To ensure and monitor flexible working arrangements, especially for women employees.
- Continued efforts are needed to strengthen the legal framework, raise awareness, and foster a culture of gender equality in the work place and beyond, ultimately enabling women to achieve greater work-life balance and fulfillment in their professional and personal lives.
- The government could really improve work-from-home policies by introducing flexible or hybrid options, similar to what many corporations do. For example, allowing people to work three days from home and two days in the office – or even four days from home and one or two in the office – would be a huge help, especially for those who live far from their workplaces. Many people have elderly parents to take care of, and flexible hours could make a big difference for them.
- Clear guidelines on communication, productivity tracking, and work-life balance can make the policies more effective. Providing digital tools and training will help employees adapt better. This approach ensures efficiency while addressing employee well-being.
- With Air Quality Index of Delhi (NCR) rising every year, it is important to have work from home policy or flexible working hours in Government organizations as it is difficult to commute to office during these times. The State Government has recently announced closing of schools and holding of online classes for college students. This itself shows how grave the matter is. Our physical and mental health depend a lot on the weather conditions, not just the working hours. In order to increase productivity during such times and seasons, flexible working hours can be considered as a good option.

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Annexure - I



V. V. Giri National Labour Institute, Noida

5. Questionnaire

'Designing Flexible Working Hours Policy: A Case of NCR'

[For employees of Government offices having Flexible working arrangements – employees]

Link for the Google form:

<https://docs.google.com/forms/d/13TbCR03ou-MBONudEr4hkXOUwRsZBH0kW05E1sOqNo8/edit>

Name of the Field Investigator

Personal Details / व्यक्तिगत विवरण:

1. Name / नाम
2. Age / आयु
3. Gender / लिंग
 - o Female / महिला
 - o Male / पुरुष
 - o Transgender / ट्रांसजेंडर
4. Marital Status / वैवाहिक स्थिति
 - o Unmarried / अविवाहित
 - o Married / विवाहित
 - o Widowed / विधवा
 - o Separated / अलग हो गए
 - o Divorced / तलाकशुदा
5. Do you have children / आपके बच्चे है क्या?
 - o Yes / हाँ
 - o No / नहीं
6. Are you a single parent / क्या आप एकल माता-पिता हैं?
 - o Yes / हाँ
 - o No / नहीं
7. Household Type / गृहस्थी का प्रकार
 - o Joint Family household / संयुक्त परिवार गृहस्थी
 - o Nuclear Family (consisting of only 1 married couple and their children) / एकल परिवार (जिसमें केवल एक विवाहित जोड़ा और उनके बच्चे शामिल हैं)
8. Do you have older parents at home who are dependent on your care / क्या आपके घर पर बुजुर्ग माता-पिता हैं जो आपकी देखभाल पर निर्भर हैं?
 - o Yes / हाँ
 - o No / नहीं



Professional Specifications / व्यावसायिक विशिष्टताएँ:

9. Name of the Organization / संगठन का नाम: _____
- 9.1 Department/ Division / विभाग / प्रभाग:
- o Administration / प्रशासन
 - o Finance / वित्त
 - o Human Resources / मानव संसाधन
 - o Information Technology / सूचना प्रौद्योगिकी
 - o Public Relations / जन संपर्क
 - o Others (Please specify) / अन्य, (कृपया निर्दिष्ट करें): _____
- 9.2 Position/Job Title / पद / नौकरी का शीर्षक: _____
- 9.3 Type of Employment / रोजगार का प्रकार
- o Regular Employee / नियमित कर्मचारी
 - o Contractual / संविदात्मक
 - o Any other, Please specify / कोई अन्य, कृपया निर्दिष्ट करें: _____
10. How long have you been working in the current organisation / आप वर्तमान संगठन में कितने समय से कार्यरत हैं?
- o Less than 5 years / 5 वर्ष से कम
 - o 5 to 10 years / 5 से 10 साल
 - o More than 10 years / 10 वर्ष से अधिक

Section 1: Work from Home Experience relating to working time and flexibility during the COVID-19 crisis.

भाग 1: कोविड-19 संकट के दौरान कार्य समय और सुविधाजनक कार्य से संबंधित घर से काम करने का अनुभव।

11. Did your organization have a Work from Home (WFH) policy before Covid-19? / क्या आपके संगठन में कोविड-19 से पहले घर से काम करने (WFH) की नीति थी?
- o Yes / हाँ
 - o No / नहीं
12. Have you worked from home during the COVID-19 crisis? / क्या आपने COVID-19 संकट के दौरान घर से काम किया है?
- o Yes / हाँ
 - o No / नहीं
13. If yes, how frequently did you work from home during the COVID-19 crisis? / अगर हाँ, तो COVID-19 संकट के दौरान आपने कितनी बार घर से काम किया?
- o Daily / रोजाना
 - o 3-4 days a week सप्ताह में 3-4 दिन
 - o 1-2 days a week सप्ताह में 1-2 दिन
 - o Occasionally (less than once a week) कभी-कभी (सप्ताह में एक बार से कम)
 - o N.A. / एन.ए.
14. How would you rate your overall experience working from home during the COVID-19 crisis? / COVID-19 संकट के दौरान घर से काम करने के अपने समग्र अनुभव को आप कैसे रेट करेंगे?
- o Very Satisfactory / बहुत संतोषजनक
 - o Satisfactory / संतोषजनक



- o Neutral / तटस्थ
 - o Unsatisfactory / असंतोषजनक
 - o N.A. / एन.ए.
- 15. Do you currently have a provision for WFH in your organization? / क्या आपकी संस्था में वर्तमान में घर से काम (WFH) की व्यवस्था है?
 - o Yes / हाँ
 - o No / नहीं
- 16. If Yes, Please mention some of the essential guidelines of the current WFH policy of your organisation- relating to the following aspects / अगर हाँ, कृपया निम्नलिखित पहलुओं से संबंधित अपने संगठन की वर्तमान डब्ल्यू एफ एच नीति के कुछ आवश्यक दिशा निर्देशों का उल्लेख करें:
 - 16.1 Minimum hours of work specified / काम के न्यूनतम घंटे निर्दिष्ट _____
 - 16.2 Maximum hours of work specified / काम के अधिकतम घंटे निर्दिष्ट _____
 - 16.3 Maximum number of days allowed to Work from Home (in a month) / घर से काम करने की अधिकतम दिनों की संख्या (एक महीने में) _____
 - 16.4 Conditions in which WFH is permitted / वे स्थितियाँ जिनमें WFH की अनुमति है _____
 - 16.5 Conditions where WFH is not permitted / ऐसी स्थितियाँ जहाँ WFH की अनुमति नहीं है _____
 - 16.6 N.A. / एन.ए.
- 17. How frequently do you use work from home arrangement / आप कितनी बार घर से काम करने की व्यवस्था का उपयोग करते हैं ?
 - o Full-time (5-6 days a week) / पूर्ण कालिक (सप्ताह में 5-6 दिन)
 - o Part-time (less than 5 days a week) / अंशकालिक (सप्ताह में 5 दिन से कम)
 - o Occasionally (as needed) / कभी-कभी (आवश्यकतानुसार)
 - o N.A. / एन.ए.
- 18. Which among the following kinds of tools/infrastructure is provided by your organisation for remote work / आपके संगठन द्वारा दूरस्थ कार्य के लिए निम्नलिखित में से कौन सा उपकरण / बुनियादी ढाँचा प्रदान किया जाता है:
 - Laptop or Tablet PC or Mobile Phone / लैपटॉप या टैबलेट पी.सी. या मोबाइल फोन
 - Internet connection / इंटरनेट कनेक्शन
 - Working software / कार्यशील सॉफ्टवेयर
 - Monetary compensation for utilities like electricity and water / बिजली और पानी जैसी उपयोगिताओं के लिए मौद्रिक मुआवजा
 - Any Other (please specify) / कोई अन्य (कृपया निर्दिष्ट करें) _____
- 19. Do you feel that working from home has given you more control over your working hours?/क्या आपको लगता है कि घर से काम करने से आपको अपने काम के घंटों पर अधिक नियंत्रण मिला है?
 - o Yes / हाँ
 - o No / नहीं
 - o Not Sure / पक्का नहीं
- 20. Have you been able to take regular breaks and rest periods while working from home? / क्या आप घर से काम करते समय नियमित ब्रेक और आराम के समय ले पाए हैं?



- ☐ Yes / हाँ
- ☐ No / नहीं
- ☐ Not Sure / पक्का नहीं

21. What are the available leave options at your organization? / आपके संगठन में कौन-कौन से छुट्टी के विकल्प उपलब्ध हैं?

21.1 How many Sick leave / कितने मेडिकल अवकाश: _____

21.2 Maternity leave / प्रसूति अवकाश: _____

21.3 Paternity leave / पितृत्व अवकाश: _____

21.4 Child-care leaves / बच्चे की देखभाल की छुट्टी: _____

21.5 Partially paid leaves / आंशिक रूप से भुगतान की गई छुट्टियाँ: _____

21.6 Other leaves (Please specify) / अन्य छुट्टियाँ (कृपया निर्दिष्ट करें): _____

22. Is there any provision of sharing of leave among co-workers within departments or even the inter departments? / क्या विभाग के भीतर या अंतर-विभागों में भी सहकर्मियों के बीच छुट्टी साझा करने का कोई प्रावधान है?

- ☐ Yes / हाँ
- ☐ No / नहीं

Section 2: Gender-Specific Impacts: To understand the impact on female labor force participation, work-life balance, and productivity. (Adding Male perspective too, in order to have a holistic understanding)

भाग 2: लिंग-विशिष्ट प्रभाव: महिला श्रम बल भागीदारी, कार्य-जीवन संतुलन और उत्पादकता पर प्रभाव को समझने के लिए। (समग्र समझ के लिए पुरुष दृष्टिकोण भी जोड़ना)

23. How has working from home/ flexible working hours arrangements affected your overall work life and personal life balance? / कैसे घर से काम/ सुविधाजनक काम समय के व्यवस्थान ने आपके कुल कामकाजी जीवन और निजी जीवन में संतुलन को प्रभावित किया है?

- ☐ Improved / सुधारा है
- ☐ No Change / कोई बदलाव नहीं हुआ
- ☐ Worsened / बिगड़ गया है

24. Who handles household/ domestic work on your work-from-home days? (Cleaning, Cooking, etc.) / आपके घर से काम करते समय कौन-कौन सा घरेलू काम संभालता है? (सफाई, पकाना, आदि)

- ☐ Myself / Me / मैं खुद
- ☐ Spouse / पति
- ☐ Other family members / अन्य परिवार के सदस्य
- ☐ Equally shared between my spouse and me / पति और मैं बराबरी से बाँटते हैं
- ☐ Shared between me and other family members / मुझे और परिवार के अन्य सदस्यों के बीच साझा किया गया है
- ☐ House help/maid / घरेलू सहायक / नौकरानी

25. Hours spent in unpaid work in a day (not related to your office-work) / एक दिन में अवैतनिक कार्य में बिताए गए घंटे (आपके कार्यालय-कार्य से संबंधित नहीं):

- ☐ 0-2 hours / 0-2 घंटे
- ☐ 2-4 hours / 2-4 घंटे
- ☐ 4-6 hours / 4-6 घंटे
- ☐ 6-8 hours / 6-8 घंटे



26. How have Flexible working hours affected your participation in unpaid care work (e.g., household chores, childcare, elderly care)? / सुविधाजनक काम के समय के प्रभाव से आपकी निःप्रतिष्ठात्मक देखभाल कार्य (जैसे, घरेलू काम, बच्चों की देखभाल, बुजुर्गों की देखभाल) में भागीदारी कैसे बदली है?
- o Increased / बढ़ गया है
 - o No Change / कोई बदलाव नहीं हुआ
 - o Decreased / कम हो गया है
27. Please specify, what types of unpaid care work have you taken on? / कृपया निर्दिष्ट करें, आपने कौन-कौन सा निःप्रतिष्ठात्मक देखभाल कार्य उठाया है? Household chores (cleaning, cooking, etc.) / घरेलू काम (सफाई, पकाना, आदि)
- o Childcare / बच्चों की देखभाल
 - o Elderly care / बुजुर्गों की देखभाल
 - o Other (Please specify): / अन्य (कृपया उल्लिखित करें): _____
28. What incentives would encourage you to take on more unpaid care work while working from home? / घर से काम करते समय अधिक निःप्रतिष्ठात्मक देखभाल कार्य लेने के लिए आपको क्या प्रोत्साहित करेगा?
- o Flexible working hours/ सुविधाजनक काम के समय
 - o Recognition and support from the organization / संगठन से मान्यता और समर्थन
 - o Sharing of care responsibilities with other family members / अन्य परिवार के सदस्यों के साथ देखभाल की जिम्मेदारियों का बंटवारा
 - o Access to resources and support (e.g., online classes for children, eldercare services) / संसाधनों और समर्थन का पहुंच (जैसे, बच्चों के लिए ऑनलाइन कक्षाएं, बुजुर्गों की देखभाल सेवाएं)
 - o Other (Please specify) / अन्य (कृपया उल्लिखित करें): _____
29. Does your organisation provide a creche facility for the working parents / क्या आपका संगठन कामकाजी माता-पिता के लिए क्रेच सुविधा प्रदान करता है?
- o It exists and is functional / यह मौजूद है और कार्यात्मक है
 - o It exists, but not functional / यह मौजूद है, लेकिन कार्यात्मक नहीं है
 - o Does not exist / मौजूद नहीं
30. (This question is for female / male employees who have young children) Do you use the creche facility provided by your organisation? / (यह प्रश्न उन महिला / पुरुष कर्मचारियों के लिए है जिनके छोटे बच्चे हैं) क्या आप अपने संगठन द्वारा प्रदान की गई क्रेच सुविधा का उपयोग करते हैं?
- o Yes / हाँ
 - o No / नहीं
31. Does your organization provide mental health counseling services? / क्या आपका संगठन मानसिक स्वास्थ्य परामर्श सेवाएँ प्रदान करता है?
- o Yes / हाँ
 - o No / नहीं
32. If Yes, How many times have you taken the appointment in the last 6 months? / यदि हाँ, तो आपने पिछले 6 महीनों में कितनी बार अपॉइंटमेंट लिया है?
- o Once / एक बार
 - o Twice / दो बार
 - o Three / तीन
 - o More than 5 / times 5 से अधिक बार
 - o N.A. / एन.ए.



33. How was your experience with the sessions? / सत्रों के साथ आपका अनुभव कैसा रहा?
- o Satisfied / संतुष्ट
 - o Very satisfied / बहुत संतुष्ट
 - o Neutral / Not change / तटस्थ / परिवर्तन नहीं
 - o N.A. / एन.ए.
34. Have you experienced extreme weather conditions (heat waves, storms, etc.) affecting your work environment? / क्या आपने अपने कार्य वातावरण को प्रभावित करने वाली चरम मौसम स्थितियों (गर्मी की लहरें, तूफान आदि) का अनुभव किया है?
- o Yes / हाँ
 - o No / नहीं
35. Do you believe that flexible working hours can help mitigate the impact of extreme weather on your work? (Heat waves, Flooding etc.) / क्या आप मानते हैं कि सुविधाजनक कामकाजी घंटे आपके काम पर चरम मौसम के प्रभाव को कम करने में मदद कर सकते हैं? (गर्म लहरें, बाढ़ आदि)
- o Strongly agree / दृढ़तापूर्वक सहमत
 - o Agree / सहमत
 - o Neutral / तटस्थ
 - o Disagree / असहमत
 - o Strongly disagree / दृढ़तापूर्वक असहमत

Section 3: Challenges: Existing challenges in the organization and suitable framework for flexible work arrangements.

भाग 3: चुनौतियाँ: संगठन में मौजूदा चुनौतियाँ और सुविधाजनक कार्य व्यवस्था के लिए उपयुक्त रूपरेखा।

36. What challenges have you faced while working from home? / आपने घर से काम करते समय किन चुनौतियों का सामना किया है?
- o Technical issues (internet, hardware / software problems) / तकनीकी समस्याएँ (इंटरनेट, हार्डवेयर / सॉफ्टवेयर समस्याएँ)
 - o Communication barriers / संचार की बाधाएँ
 - o Difficulty in separating work and personal life / काम और व्यक्तिगत जीवन को अलग करने में कठिनाई
 - o Lack of access to necessary resources- Personal table, Chair, and noise-free space, etc. / आवश्यक संसाधनों तक पहुंच की कमी – व्यक्तिगत टेबल, कुर्सी, और शोर मुक्त स्थान, आदि
 - o The feeling of isolation / reduction in motivation / अलगाव का अनुभव / प्रेरणा में कमी
 - o Other (Please specify / अन्य (कृपया उल्लिखित करें) : _____
37. What aspects of working from home have you found most beneficial? / घर से काम करने के कौन-कौन से पहलू आपके लिए सबसे फायदेमंद साबित हुए हैं?
- o Flexibility in working hours / काम करने के समय में लचीलापन
 - o Reduced commuting time and costs / यातायात का समय और खर्च कम होना
 - o Better work and personal life balance / काम और व्यक्तिगत जीवन का बेहतर संतुलन
 - o Increased productivity / उत्पादकता में वृद्धि
 - o Other (Please specify) / अन्य (कृपया उल्लिखित करें): _____
38. How clear are the expectations and goals set by your organization while working from home? / घर से काम करते समय आपके संगठन द्वारा निर्धारित अपेक्षाएँ और लक्ष्य कितने स्पष्ट हैं?
- o Very Clear / बहुत ही स्पष्ट
 - o Clear / स्पष्ट



- o Neutral / तटस्थ
 - o Unclear / अस्पष्ट
- 39. How frequently do you communicate with your organization while working from home? / घर से काम करते समय आपको अपने संगठन के साथ कितनी बार संचार होता है?
 - o Daily / प्रतिदिन
 - o Weekly / साप्ताहिक
 - o Bi-weekly / two times a week / प्रतिसप्ताह / दो बार प्रतिसप्ताह
 - o Monthly / मासिक
 - o N.A. / एन.ए.
- 40. What methods of communication do you use most frequently with your organization while working from home? / काम करते समय अपने संगठन के साथ सबसे अधिक उपयोग किए जाने वाले संचार के तरीके क्या हैं?
 - o Email / ईमेल
 - o Phone calls / फोन कॉल
 - o Video conferences-G-Meet, Zoom, etc. / वीडियो कॉन्फ्रेंसिंग-जी-मीट, जूम, आदि
 - o Messaging apps (e.g., Microsoft Teams) / मैसेजिंग ऐप्स (जैसे, माइक्रोसॉफ्ट टीम्स)
 - o Other (Please specify) अन्य (कृपया उल्लिखित करें) : _____
- 41. How has the quality of communication with your manager / organization changed while working from home? / काम करते समय अपने प्रबंधक / संगठन के साथ संचार की गुणवत्ता में कैसा परिवर्तन हुआ है?
 - o Improved / सुधार
 - o No Change / कोई परिवर्तन नहीं
 - o Worsened / बिगड़ा हुआ
 - o Other please specify / अन्य (कृपया विस्तार से बताएं): _____
- 42. Do you feel adequately supported by your organization / senior in balancing work and personal responsibilities while working from home? / काम करते समय अपने संगठन/ वरिष्ठ कर्मचारियों से क्या आपको सही संतुलन बनाए रखने के लिए पर्याप्त समर्थन मिलता है?
 - o Yes / हाँ
 - o No / नहीं
 - o Sometimes / कभी-कभी
- 43. What additional resources or support would help you manage your work more effectively from home? / घर से काम करते समय अपने कार्य को अधिक प्रभावी ढंग से प्रबंधित करने में कौन-कौन से अतिरिक्त संसाधन या समर्थन सहायक होंगे?
 - o Better communication tools / बेहतर संचार उपकरण
 - o More frequent check-ins with the manager / प्रबंधक के साथ अधिक बार जांच करना
 - o Clearer guidelines and expectations / स्पष्ट दिशा-निर्देश और अपेक्षाएं
 - o Access to office resources and equipment / कार्यालय संसाधनों और उपकरणों का उपयोग
 - o Training on remote work best practices / दूरस्थ काम के श्रेष्ठ अभ्यासों पर प्रशिक्षण
 - o Mental health support / मानसिक स्वास्थ्य समर्थन
 - o Other (Please specify) / अन्य (कृपया उल्लिखित करें) : _____

Annexure – II**V.V. Giri National Labour Institute, Noida****वी.वी. गिरि राष्ट्रीय श्रम संस्थान, नोएडा****6. Questionnaire****6. प्रश्नावली****‘Designing Flexible Working Hours Policy: A Case of NCR’****‘सुविधाजनक काम के घंटों की नीति डिजाइन करना: एनसीआर का एक मामला’****[For Government organisation having Flexible working arrangements - management / सुविधाजनक काम की व्यवस्था वाले सरकारी कर्मचारियों के लिए - प्रबंधन]****Link for the Google form****https://docs.google.com/forms/d/1KweDm_OCiUKZnIVCEM6d4ggg4rnXULtthc9Ydk044U/edit****Name of the Field Investigator.....****Personal Details / व्यक्तिगत विवरण:**

1. Name / नाम
2. Age / आयु
3. Gender / लिंग
 - o Female / महिला
 - o Male / पुरुष
 - o Transgender / ट्रांसजेंडर

Professional Specifications / व्यावसायिक विशिष्टताएँ:

4. Name of the Organisation working for / जिस संगठन के लिए काम कर रहे हैं उसका नाम: _____
5. Department or Organisational sector / विभाग या संगठनात्मक क्षेत्र : _____
6. Designation / पद का नाम: _____
7. How long have you been working in the current organisation / आप वर्तमान संगठन में कितने समय से कार्यरत हैं?
 - o Less than 5 years / 5 वर्ष से कम
 - o 5 to 10 years / 5 से 10 साल
 - o More than 10 years / 10 वर्ष से अधिक
8. Total number of current employees / वर्तमान कर्मचारियों की कुल संख्या: _____
- 8.1 Number of female employees in the organization / संगठन में महिला कर्मचारियों की संख्या: _____
- 8.2 Number of male employees in the organization / संगठन में पुरुष कर्मचारियों की संख्या: _____

Section 1: Work from Home Experience relating to working time and flexibility during the COVID-19 crisis.**भाग 1: कोविड-19 संकट के दौरान कार्य समय और सुविधाजनक से संबंधित घर से काम करने का अनुभव।**

9. Did your organisation have a Work from Home (WFH) policy before Covid-19? / क्या आपके संगठन के पास कोविड-19 से पहले घर से काम करने (वर्क फ्रॉम होम) की नीति थी?



- ☐ Yes / हाँ
 - ☐ No / नहीं
- 10. If yes, before Covid-19, on usual days, how many of your employees were working from home? / यदि हाँ, कोविड-19 से पहले, सामान्य दिनों में, आपके कितने कर्मचारी घर से काम कर रहे थे?
 - ☐ Less than 25% / 25% से कम
 - ☐ 25% -50%
 - ☐ 50% -75%
 - ☐ More than 75% / 75% से अधिक
 - ☐ N.A. / एन.ए.
- 11. During Covid-19, how many of your employees were working from home? / कोविड-19 के दौरान, आपके कितने कर्मचारी घर से काम कर रहे थे?
 - ☐ Less than 25% / 25% से कम
 - ☐ 25% -50%
 - ☐ 50% -75%
 - ☐ More than 75% / 75% से अधिक
 - ☐ N.A. / एन.ए.
- 11.1 How many female employees? / कितनी महिला कर्मचारी?
 - ☐ Less than 25 %/ 25% से कम
 - ☐ 25% -50 %
 - ☐ 50%-75%
 - ☐ More than 75% / 75% से अधिक
- 11.2 How many male employees? कितने पुरुष कर्मचारी?
 - ☐ Less than 25 % / 25% से कम
 - ☐ 25% -50 %
 - ☐ 50%-75%
 - ☐ More than 75% / 75% से अधिक
- 12. Currently, how many of your employees are working from home? / वर्तमान में, आपके कितने कर्मचारी घर से काम कर रहे हैं?
 - ☐ Less than 25% / 25% से कम
 - ☐ 25% -50%
 - ☐ 50% -75%
 - ☐ More than 75% / 75% से अधिक
 - ☐ N.A./एन.ए.
- 12.1 How many female employees? / कितनी महिला कर्मचारी?
 - ☐ Less than 25 % / 25% से कम
 - ☐ 25% -50 %
 - ☐ 50%-75%
 - ☐ More than 75% / 75% से अधिक
- 12.2 How many male employees? कितने पुरुष कर्मचारी?
 - ☐ Less than 25 % / 25% से कम



- o 25% -50 %
 - o 50%-75%
 - o More than 75% / 75% से अधिक
- 13. Please mention some of the essential features of the current WFH policy of your organisation- relating to the following aspects / कृपया निम्नलिखित पहलुओं से संबंधित अपने संगठन की वर्तमान WFH नीति की कुछ आवश्यक विशेषताओं का उल्लेख करें?
- 13.1 Minimum hours of work / काम के न्यूनतम घंटे _____
- 13.2 Maximum hours of work / काम के अधिकतम घंटे _____
- 13.3 Maximum period/number of days allowed / अनुमत अधिकतम अवधि/ दिनों की संख्या _____
- 13.4 Conditions where which WFH is permitted / वे स्थितियाँ जहाँ किस WFH की अनुमति है _____
- 13.5 Conditions where WFH is not permitted / ऐसी स्थितियाँ जहाँ WFH की अनुमति नहीं है _____
- 13.6 Tools/ infrastructure / resources provided to employees during WFH / WFH के दौरान कर्मचारियों को उपकरण / बुनियादी ढांचे / संसाधन प्रदान किए गए _____
- 13.7 Mechanism adopted for work supervision and surveillance of remote workers / दूरदराज के श्रमिकों के कार्य पर्यवेक्षण और निगरानी के लिए अपना याग या तंत्र _____
- 13.8 N.A. / एन.ए.
- 14. Which of these rules apply regarding working hours during WFH / WFH के दौरान काम के घंटों के संबंध में इनमें से कौन सा नियम लागू होता है?
- o Fixed daily timings and hours / दैनिक समय और घंटे निश्चित
 - o Fixed daily hours but flexible timings / दैनिक घंटे निश्चित लेकिन सुविधाजनक समय
 - o Fixed weekly hours but flexible daily hours / साप्ताहिक घंटे निश्चित लेकिन सुविधाजनक दैनिक घंटे
 - o Other (Please specify) / अन्य (कृपया निर्दिष्ट करें) _____
- 15. Do you have any of the following Flexible working arrangement in your organisation / क्या आपके संगठन में निम्नलिखित में से कोई सुविधाजनक कार्य व्यवस्था है?
- o Compressed daily hours (less than 8hrs per day) / संपीड़ित दैनिक घंटे (प्रतिदिन 8 घंटे से कम)
 - o Compressed weekly hours (less than 40 hrs per week) / संपीड़ित साप्ताहिक घंटे (प्रतिसप्ताह 40 घंटे से कम)
 - o Shift-work / पाली में काम
 - o Other- (Please Specify) / अन्य (कृपया निर्दिष्ट करें) _____
 - o None / कोई नहीं
- 16. How did the work-from-home flexibility during the COVID-19 crisis impact overall productivity in your organization? / कोविड-19 संकट के दौरान, क्या घर से काम करने की सुविधाजनकता ने आपके संगठन में कुल उत्पादकता पर क्या प्रभाव डाला?
- o Increased / बढ़ गई
 - o No Change / कोई परिवर्तन नहीं
 - o Decreased / कम हो गई
 - o Not Sure / नहीं पता
- 17. Has the implementation of a work-from-home policy affected compliance with these working-time laws and regulations? / क्या घर से काम करने की नीति के कार्यान्वयन ने इन काम समय के कानून और नियमों का पालन पर प्रभाव डाला है?
- o Improved Compliance / सुधार हुआ पालन



- ☐ No Change / कोई परिवर्तन नहीं
 - ☐ Reduced Compliance / कम हो गया पालन
 - ☐ Not Sure / पता नहीं
18. What were the main challenges faced by your organization in managing work-time flexibility during the COVID-19 crisis? (Select all that apply) / कोविड-19 संकट के दौरान कार्य-समय की सुविधाजनकता को प्रबंधित करने में आपके संगठन के प्रमुख चुनौतियां क्या थीं? (निम्नलिखित में से जो भी लागू हों)
- ☐ Communication Issues / संचार समस्याएँ
 - ☐ Technical difficulties / तकनीकी कठिनाइयाँ
 - ☐ Monitoring productivity / उत्पादकता की निगरानी
 - ☐ Ensuring work-life balance / काम-जीवन संतुलन सुनिश्चित करना
 - ☐ Other (Please specify) / अन्य (कृपया विस्तार से बताएं) : _____
19. What are the leave policies of the organisation? / संगठन की अवकाश नीतियाँ क्या हैं?
- 19.1 Casual leaves in a month / महीने में आकस्मिक अवकाश - _____
- 19.2 Medical leaves / चिकित्सा अवकाश - _____
- 19.3 Parental leaves / मातृ-पितृ अवकाश - _____
- 19.4 Other leaves (Please specify) / अन्य अवकाश (कृपया विस्तार से बताएं) - _____
20. Does your organisation allow for the sharing of leave among employees? / क्या आपका संगठन कर्मचारियों के बीच छुट्टियाँ बांटने की अनुमति देता है?
- ☐ Yes / हाँ
 - ☐ No / नहीं
21. Do you feel remote working increases work productivity? / क्या आपको लगता है कि दूरस्थ काम उत्पादकता में वृद्धि करता है?
- ☐ Yes / हाँ
 - ☐ No / नहीं
 - ☐ Not Sure / पता नहीं

Section 2: Gender-Specific Impacts: To understand the impact on female labor force participation, work-life balance, and productivity. (Adding Male perspective too, in order to have a holistic understanding)

भाग 2: लिंग-विशिष्ट प्रभाव: महिला श्रम बल भागीदारी, कार्य-जीवन संतुलन और उत्पादकता पर प्रभाव को समझने के लिए। (समग्र समझ के लिए पुरुष दृष्टिकोण को भी जोड़ना)

22. How has the option to work from home affected female labor force participation in your organization? / क्या घर से काम करने का विकल्प महिला श्रम बल की भागीदारी पर आपके संगठन में क्या प्रभाव डाला है?
- ☐ Increased / बढ़ गई
 - ☐ No Change / कोई परिवर्तन नहीं
 - ☐ Decreased / कम हो गई
 - ☐ Not Sure / पता नहीं
23. From the organization's perspective, how has work-from-home impacted the work-life balance for female employees? / संगठन के दृष्टिकोण से, कैसे घर से काम करने ने महिला कर्मचारियों के काम-जीवन संतुलन पर प्रभाव डाला है?
- ☐ Improved / सुधारा हुआ
 - ☐ No Change / कोई परिवर्तन नहीं



- ☐ Worsened / खराब हो गया
 - ☐ Not Sure / पता नहीं
24. Do you believe that work-from-home has encouraged more male employees to participate in unpaid care work? / क्या आपको लगता है कि घर से काम करने से अधिक पुरुष कर्मचारियों को निःशुल्क काम में भाग लेने के लिए प्रोत्साहित किया है?
- ☐ Yes / हाँ
 - ☐ No / नहीं
 - ☐ Not Sure / पता नहीं
25. What incentives could your organization provide to encourage more male employees to participate in unpaid care work? / अधिक पुरुष कर्मचारियों को निःशुल्क काम में भाग लेने के लिए आपके संगठन द्वारा क्या प्रोत्साहन प्रदान किया जा सकता है?
- ☐ Flexible working hours / सुविधाजनक कार्यकाल
 - ☐ Support programs for family care / परिवार की देखभाल के लिए समर्थन कार्यक्रम
 - ☐ Recognition and rewards / मान्यता और पुरस्कार
 - ☐ Training on balancing work and care responsibilities / काम और देखभाल जिम्मेदारियों को संतुलित रखने के लिए प्रशिक्षण
 - ☐ Other (Please specify) / अन्य (कृपया विस्तार से बताएं): _____
26. Does your organisation provide a creche facility for the working parents / क्या आपका संगठन कामकाजी माता-पिता के लिए क्रेच सुविधा प्रदान करता है?
- ☐ It exists and is functional / यह मौजूद है और कार्यात्मक है
 - ☐ It exists, but not functional / यह मौजूद है, लेकिन कार्यात्मक नहीं है
 - ☐ Does not exist / मौजूद नहीं
27. If yes, What percentage of your current employees use this facility? / यदि हाँ, तो आपके वर्तमान कर्मचारियों में से कितने प्रतिशत इस सुविधा का उपयोग करते हैं?
- ☐ Less than 25% / 25% से कम
 - ☐ 25% -50%
 - ☐ 50% -75%
 - ☐ More than 75% / 75% से अधिक
 - ☐ N.A./एन.ए
28. Does your organization provide mental health counseling services? / क्या आपका संगठन मानसिक स्वास्थ्य परामर्श सेवाएँ प्रदान करता है?
- ☐ Yes / हाँ
 - ☐ No / नहीं
29. If Yes, How many times an employee can book his/her appointment in a month? / यदि हाँ, तो एक कर्मचारी एक महीने में कितनी बार अपनी नियुक्ति बुक कर सकता है?
- ☐ Once एक बार
 - ☐ Twice दो बार
 - ☐ Three तीन
 - ☐ More than 5 times / 5 से अधिक बार
 - ☐ N.A. / एन.ए



30. Have you experienced extreme weather conditions (heat waves, storms, etc.) affecting the work environment at organisation? / क्या आपने संगठन में काम के माहौल को प्रभावित करने वाली चरम मौसम स्थितियों (गर्मी की लहरें, तूफान आदि) का अनुभव किया है?
- o Yes / हाँ
 - o No / नहीं
31. Do you believe that flexible working hours can help mitigate the impact of extreme weather on your organisation? (Heat waves, Flooding etc.) / क्या आप मानते हैं कि सुविधाजनक कामकाजी घंटे आपके संगठन पर चरम मौसम के प्रभाव को कम करने में मदद कर सकते हैं? (गर्मी लहरें, बाढ़ आदि)
- o Strongly agree / दृढ़तापूर्वक सहमत
 - o Agree / सहमत
 - o Neutral / तटस्थ
 - o Disagree / असहमत
 - o Strongly disagree / दृढ़तापूर्वक असहमत

Section 3: Challenges: Existing challenges in the organization and suitable framework for flexible work arrangements/

भाग 3: चुनौतियाँ: संगठन में मौजूदा चुनौतियाँ और लचीली कार्य व्यवस्था के लिए उपयुक्त रूपरेखा

32. Based on your experience, what kind of flexible working arrangement works best for an organisation? (Please write N/A or, not applicable if you do not have any other flexible work arrangements, other than WFH) / आपके अनुभव के आधार पर, किस प्रकार की सुविधाजनक कार्य व्यवस्था किसी संगठन के लिए सबसे अच्छा काम करती है? (यदि आपके पास डब्ल्यू एफ एच के अलावा कोई अन्य लचीली कार्य व्यवस्था नहीं है तो कृपया लागू नहीं या लागू नहीं लिखें)
- o Work from Home or Remote Work / घर से या दूर से काम करें
 - o Compressed daily hours (less than 8hrs per day) / संपीड़ित दैनिक घंटे (प्रतिदिन 8 घंटे से कम)
 - o Compressed weekly hours (less than 40 hrs per week) / संपीड़ित साप्ताहिक घंटे (प्रति सप्ताह 40 घंटे से कम)
 - o Shift-work / पाली में काम
 - o Other- (Please Specify) / अन्य (कृपया निर्दिष्ट करें) _____
 - o None / कोई नहीं
33. What are the main challenges your organization faces in implementing a work-from-home policy? / कार्यालय से काम करने की नीति को लागू करने में आपके संगठन को क्या मुख्य चुनौतियाँ होती हैं?
- o Technological infrastructure / प्रौद्योगिकी बुनियाद
 - o Maintaining productivity / उत्पादकता बनाए रखना
 - o Ensuring effective communication / प्रभावी संचार सुनिश्चित करना
 - o Monitoring employee performance / कर्मचारी के प्रदर्शन का मॉनिटरिंग
 - o Cyber security concerns / साइबर सुरक्षा संबंधी चिंताएँ
 - o Other (Please specify) / अन्य (कृपया विस्तार से बताएं) : _____
34. What methods of communication do you use most frequently with your employees while they work from home? / आपके कर्मचारियों के साथ घर से काम करते समय आप किस प्रमुख संचार के तरीकों का अधिकतम उपयोग करते हैं?
- o Email / ईमेल
 - o Phone calls / फोनकॉल
 - o Video conferences- G-Meet, Zoom, etc. / वीडियो सम्मेलन - जी-मीट, ज़ूम, आदि



- o Messaging apps (e.g., Microsoft Teams.) / संदेशित अनुप्रयोग (जैसे, माइक्रोसॉफ्ट टीमस)
 - o Other (Please specify) / अन्य (कृपया विस्तार से बताएं): _____
35. What measures have been taken to address challenges faced by the organization to manage and run work from home smoothly? / संगठन के द्वारा काम को सहजता से प्रबंधित और चलाने के लिए उपयुक्तता की चुनौतियों का समाधान करने के लिए क्या उपाय किए गए हैं?
36. What additional support or resources would help in implementing a more effective work-from-home policy? / एक और पर्याप्त काम से घर से काम करने की नीति को लागू करने में किस प्रकार की अतिरिक्त सहायता या संसाधन मददगार होगी?

Annexure – III



V.V. Giri National Labour Institute, Noida

वी.वी. गिरि राष्ट्रीय श्रम संस्थान, नोएडा

7. Questionnaire

7. प्रश्नावली

‘Designing Flexible Working Hours Policy: A Case of NCR’

‘सुविधाजनक काम के घंटों की नीति डिजाइन करना: एनसीआर का एक मामला’

[For employees of Government offices not having Flexible working arrangements - employees / लचीली कार्य व्यवस्था न रखने वाले सरकारी कार्यालयों के कर्मचारियों के लिए - कर्मचारी]

Link for the Google Form –

<https://docs.google.com/forms/d/1nquR2I7q0TTA08LWUnX3iE14hZ9Bzk2al4rKsjZhq8Q/edit>

Name of the Field Investigator

Personal Details /व्यक्तिगत विवरण:

1. Name / नाम
2. Age / आयु
3. Gender / लिंग
 - o Female / महिला
 - o Male / पुरुष
 - o Transgender / ट्रांसजेंडर
4. Marital Status / वैवाहिक स्थिति
 - o Unmarried / अविवाहित
 - o Married / विवाहित
 - o Widowed / विधवा
 - o Separated / अलग हो गए
 - o Divorced / तलाकशुदा
5. Do you have children / आपके बच्चे है क्या?
 - o Yes / हाँ
 - o No / नहीं
6. Are you a single parent / क्या आप एकल माता-पिता हैं?
 - o Yes / हाँ
 - o No / नहीं
7. Household Type / गृहस्थी प्रकार
 - o Joint Family household / संयुक्त परिवार गृहस्थी
 - o Nuclear Family (consisting of only 1 married couple and their children) / एकल परिवार (जिसमें केवल एक विवाहित जोड़ा और उनके बच्चे शामिल हैं)



8. Do you have older parents at home who are dependent on your care / क्या आपके घर पर बुजुर्ग माता-पिता हैं जो आपकी देखभाल पर निर्भर हैं?

- ☐ Yes / हाँ
- ☐ No / नहीं

Professional Specifications / व्यावसायिक विशिष्टताएँ:

9. Name of the Organization / संगठन का नाम:

9.1 Department/Division / विभाग/ प्रभाग:

- ☐ Administration / प्रशासन
- ☐ Finance / वित्त
- ☐ Human Resources / मानव संसाधन
- ☐ Information Technology / सूचना प्रौद्योगिकी
- ☐ Public Relations / जनसंपर्क
- ☐ Others (Please specify) / अन्य, (कृपया निर्दिष्ट करें): _____

9.2 Position/Job Title / पद / नौकरी का शीर्षक: _____

9.3 Type of Employment / रोजगार का प्रकार

- ☐ Regular Employee / नियमित कर्मचारी
- ☐ Contractual / संविदात्मक
- ☐ Any other, Please specify / कोई अन्य, कृपया निर्दिष्ट करें: _____

10. Years of Service / Experience in work / सेवा के वर्ष/ कार्य अनुभव:

- ☐ 0-5 years / 0-5 वर्ष
- ☐ 5-10 years / 5-10 वर्ष
- ☐ 15-20 years / 15-20 साल
- ☐ More than 20 years / 20 वर्ष से अधिक

11. Did your organization have a Work from Home (WFH) policy before Covid-19? / क्या आपके संगठन में कोविड-19 से पहले घर से काम करने (WFH) की नीति थी?

- ☐ Yes / हाँ
- ☐ No / नहीं

12. Have you worked from home during the COVID-19 crisis? / क्या आपने COVID-19 संकट के दौरान घर से काम किया है?

- ☐ Yes / हाँ
- ☐ No / नहीं

13. If yes, how frequently did you work from home during the COVID-19 crisis? / अगर हाँ, तो COVID-19 संकट के दौरान आपने कितनी बार घर से काम किया?

- ☐ Daily रोजाना
- ☐ 3-4 days a week सप्ताह में 3-4 दिन
- ☐ 1-2 days a week सप्ताह में 1-2 दिन
- ☐ Occasionally (less than once a week) कभी-कभी (सप्ताह में एक बार से कम)
- ☐ N.A. / एन.ए.



14. How would you rate your overall experience working from home during the COVID-19 crisis? संकट के दौरान घर से काम करने के अपने समग्र अनुभव को आप कैसे रेट करेंगे?
- ☐ Very Satisfactory/ बहुतसंतोषजनक
 - ☐ Satisfactory/ संतोषजनक
 - ☐ Neutral/ तटस्थ
 - ☐ Unsatisfactory/ असंतोषजनक
 - ☐ N.A./एन.ए
15. Did work from Home/ Flexible working hours during COVID-19 help you to balance professional and personal life ? क्या COVID-19 के दौरान घर से काम/सुविधाजनक कामकाजी घंटों ने आपको पेशेवर और व्यक्तिगत जीवन को संतुलित करने में मदद की?
- ☐ Yes / हाँ
 - ☐ No / नहीं
 - ☐ N.A./एन.ए
16. Does your organisation provide a creche facility for the working parents / क्या आपका संगठन कामकाजी माता-पिता के लिए क्रेच सुविधा प्रदान करता है?
- ☐ It exists and is functional / यह मौजूद है और कार्यात्मक है
 - ☐ It exists, but not functional / यह मौजूद है, लेकिन कार्यात्मक नहीं है
 - ☐ Does not exist / मौजूद नहीं
17. (This question is for female/ male employees who have young children) Do you use the creche facility provided by your organisation? / (यह प्रश्न उन महिला/ पुरुष कर्मचारियों के लिए है जिनके छोटे बच्चे हैं) क्या आप अपने संगठन द्वारा प्रदान की गई क्रेच सुविधा का उपयोग करते हैं?
- ☐ Yes / हाँ
 - ☐ No /नहीं
 - ☐ N.A./एन.ए
18. Does your organization provide mental health counseling services?/ क्या आपका संगठन मानसिक स्वास्थ्य परामर्श सेवाएँ प्रदान करता है?
- ☐ Yes / हाँ
 - ☐ No /नहीं
19. If Yes, How many times have you taken the appointment in the last 6 months? / यदि हाँ, तो आपने पिछले 6 महीनों में कितनी बार अपॉइंटमेंट लिया है?
- ☐ Once एकबार
 - ☐ Twice दोबार
 - ☐ Three तीन
 - ☐ More than 5 times 5 से अधिक बार
20. How was your experience with the sessions ? / सत्रों के साथ आपका अनुभव कैसा रहा?
- ☐ Satisfied /संतुष्ट
 - ☐ Very satisfied /बहुत संतुष्ट
 - ☐ Neutral/ Not change /तटस्थ/ परिवर्तन नहीं
21. Have you experienced extreme weather conditions (heat waves, storms, etc.) affecting your work environment? / क्या आपने अपने कार्य वातावरण को प्रभावित करने वाली चरम मौसम स्थितियों (गर्मी की लहरें, तूफान आदि) का अनुभव किया है?



- ☐ Yes / हाँ
 - ☐ No / नहीं
22. Do you receive work-related communications from your office or office colleagues beyond the designated work hours/ क्या आपको अपने कार्यालय या सहकर्मियों से निर्धारित कार्य घंटों के बाद कार्य-संबंधी संचार प्राप्त होता है?
- ☐ Frequently / बार-बार
 - ☐ Sometimes / कभी-कभी
 - ☐ Never / कभी नहीं
23. Do you believe that flexible working hours can help mitigate the impact of extreme weather on your work? (Heat waves, Flooding etc.) / क्या आप मानते हैं कि 'सुविधाजनक कामकाजी घंटे आपके काम पर चरम मौसम के प्रभाव को कम करने में मदद कर सकते हैं? (गर्म लहरें, बाढ़ आदि)
- ☐ Strongly agree / दृढ़तापूर्वक सहमत
 - ☐ Agree / सहमत
 - ☐ Neutral / तटस्थ
 - ☐ Disagree / असहमत
 - ☐ Strongly disagree / दृढ़तापूर्वक असहमत
24. What kind of disadvantages do you face for not having a Work from Home provision / Flexible working hours? वर्क फ्रॉमहोम' सुविधाजनक काम की व्यवस्था का प्रावधान न होने पर आपको किस तरह के नुकसान का सामना करना पड़ता है? _____
25. How satisfied are you with your current work environment? / आप अपने वर्तमान कार्य वातावरण से कितने संतुष्ट हैं?
- ☐ Very Satisfied / बहुत संतुष्ट
 - ☐ Satisfied / संतुष्ट
 - ☐ Neutral / निष्कर्ष
 - ☐ Unsatisfied / असंतुष्ट
26. What are the main challenges you face in your current work environment? (Select all that apply)
- ☐ Long commuting time / लंबी यात्रा का समय
 - ☐ Lack of flexibility in working hours / काम के समय में सुविधाजनकता की कमी
 - ☐ Limited access to necessary resources / आवश्यक संसाधनों तक की सीमित पहुँच
 - ☐ Distractions in the office / कार्यालय में ध्यान भटकने की समस्या
 - ☐ Poor work-life balance / कमजोर काम-जीवन संतुलन
 - ☐ Other (Please specify) / अन्य (कृपया विस्तार से बताएं): _____
27. Would you prefer to have a Work from Home option / Flexible working hours in your organisation / क्या आप अपने संगठन में वर्क फ्रॉमहोम / 'सुविधाजनक काम की व्यवस्था का विकल्प पसंद करेंगे?
- ☐ Yes / हाँ
 - ☐ No / नहीं
28. Do you think having a work-from-home/ Flexible working hours option would benefit your productivity and job satisfaction? / क्या आप को लगता है कि घर से काम करने का विकल्प / 'सुविधाजनक कामकाजी घंटों का विकल्प आपकी उत्पादकता और नौकरी संतोष में लाभदायक होगा?
- ☐ Yes / हाँ
 - ☐ No / नहीं
 - ☐ Unsure / अनिश्चित



29. If working from home were an option, how frequently would you prefer to work from home? / अगर घर से काम करना विकल्प होता, तो आप कितनी बार पसंद करेंगे कि आप घर से काम करें?
- o Full-time (5 days a week) / पूरा समय (हर हफ्ते 5 दिन)
 - o Hybrid (3-4 days a week) / हाइब्रिड (हर हफ्ते 3-4 दिन)
 - o Hybrid (1-2 days a week) / हाइब्रिड (हर हफ्ते 1-2 दिन)
 - o Occasionally (as needed basis) / कभी-कभी (आवश्यकता के आधार पर)
30. What potential benefits do you see in having a work-from-home policy/ Flexible working hours ? / काम से घर के नीति / सुविधाजनक कामकाजी घंटों का विकल्प होने में आप किन पूर्णता के लाभ देखते हैं?
- o Better work-life balance / बेहतर काम-जीवन संतुलन
 - o Increased productivity / बढ़ी हुई उत्पादकता
 - o Reduced commuting time and costs / यात्रा का समय और लागत में कमी
 - o Improved job satisfaction / सुधारी नौकरी संतोष
 - o Greater flexibility in managing work and personal responsibilities / काम और व्यक्तिगत जिम्मेदारियों को प्रबंधित करने में अधिक सुविधाजनकता
 - o Other (Please specify) / अन्य (कृपया विस्तार से बताएं): _____
31. What do you think is the main reason for not introducing Work from Home (WFH) / Flexible working hours at your organisation / आपके अनुसार आपके संगठन में वर्क फ्रॉमहोम (WFH) / सुविधाजनक कामकाजी घंटों शुरू न करने का मुख्य कारण क्या है?
- o Nature of work demands physical presence of employees / कार्य की प्रकृति कर्मचारियों की भौतिक उपस्थिति की मांग करती है
 - o Lack of compatible infrastructure to support WFH / डब्ल्यू एफ एच का समर्थन करने के लिए संगत बुनियादी ढांचे का अभाव
 - o Absence of appropriate guidelines to manage WFH staff / WFH कर्मचारियों के प्रबंधन के लिए उचित दिशा निर्देशों का अभाव
 - o Fund-related issues- WFH requires more resources / फंड से संबंधित मुद्दे- डब्ल्यू एफ एच को अधिक संसाधनों की आवश्यकता है
 - o To prevent loss of productivity / उत्पादकता की हानि को रोकने के लिए
 - o Lack of desire to change the organisation's culture / संगठन की संस्कृति को बदलने की इच्छा का अभाव
 - o Lack of request or demand from employees to work from home / कर्मचारियों द्वारा घर से काम करने के अनुरोध या मांग का अभाव
 - o Concerns regarding protection of official data / आधिकारिक डेटा की सुरक्षा के संबंध में चिंताएँ
 - o Any other reason (Please specify) / Any other reason (Please specify) / कोई अन्य कारण (कृपया निर्दिष्ट करें) / कोई अन्य कारण (कृपया निर्दिष्ट करें) _____
32. What features would you like to see in a potential work-from-home policy? / किस प्रकार की विशेषताएँ आप एक संभावित काम से घर की नीति में देखना चाहेंगे?
- o Flexible working hours / सुविधाजनक काम के घंटे
 - o Clear guidelines and expectations / स्पष्ट मार्गदर्शिका और अपेक्षाएँ
 - o Regular virtual team meetings / नियमित आभासी टीम बैठकें
 - o Periodic check-ins with managers / अधिकारियों के साथ नियमित जांच
 - o Performance-based evaluations / प्रदर्शन के आधार पर मूल्यांकन
 - o Support for home office setup / घर के कार्यालय सेटअप के लिए समर्थन
 - o Other (Please specify): _____ / अन्य (कृपया विस्तार से बताएं): _____



33. What resources would you need to work effectively from home? / आपको घर से प्रभावी रूप से काम करने के लिए कौन से संसाधन चाहेंगे?
- o Laptop or desktop computer / लैपटॉप या डेस्कटॉप कंप्यूटर
 - o Reliable internet connection / विश्वसनीय इंटरनेट कनेक्शन
 - o Access to office software and systems / कार्यालय सॉफ्टवेयर और प्रणालियों तक का पहुंच
 - o Communication tools (e.g., video conferencing software) / संचार उपकरण (उदाहरण के लिए, वीडियो कॉन्फ्रेंसिंग सॉफ्टवेयर)
 - o Ergonomic office furniture / आर्गोनोमिक कार्यालय फर्नीचर
 - o Other (Please specify): _____ / अन्य (कृपया विस्तार से बताएं): _____
34. What type of training would help you transition to working from home? / किस प्रकार की प्रशिक्षण आपको घर से काम करने में सहायता प्रदान करेगी?
- o Training on remote work best practices / दूरस्थ काम के श्रेष्ठ अभ्यास पर प्रशिक्षण
 - o Technical training on using remote work tools / दूरस्थ काम उपकरणों का उपयोग के तकनीकी प्रशिक्षण
 - o Time management and productivity training / समय प्रबंधन और उत्पादकता प्रशिक्षण
 - o Cybersecurity and data protection training / साइबर सुरक्षा और डेटा संरक्षण प्रशिक्षण
 - o Other (Please specify): _____ / अन्य (कृपया विस्तार से बताएं): _____
35. What potential challenges do you foresee with a work-from-home policy? (Select all that apply) / काम से घर के नीति के साथ आप किन संभावित चुनौतियों को पूर्वानुमानित करते हैं? (जो भी लागू हों)
- o Lack of access to office resources / कार्यालय संसाधनों तक की पहुंच की कमी
 - o Difficulties in communication and collaboration / संचार और सहयोग में कठिनाइयाँ
 - o Managing work-life boundaries / काम-जीवन सीमाओं का प्रबंधन
 - o Technology issues / प्रौद्योगिकी संबंधी समस्याएँ
 - o Feeling isolated from colleagues / सह जीवन से अलग महसूस करना
 - o Other (Please specify) / अन्य (कृपया विस्तार से बताएं): _____
36. Please provide any additional comments or suggestions regarding the potential implementation of a work-from-home policy: / कृपया काम से घर की नीति के संभावित कार्यान्वयन के संदर्भ में कोई अतिरिक्त टिप्पणियाँ या सुझाव दें:
- _____

Annexure – IV



V. V. Giri National Labour Institute, Noida

वी. वी. गिरि राष्ट्रीय श्रम संस्थान, नोएडा

8. Questionnaire

8. प्रश्नावली

‘Designing Flexible Working Hours Policy: A Case of NCR’

‘सुविधाजनक काम के घंटों की नीति डिजाइन करना: एनसीआर का एक मामला’

[For Government organisation not having Flexible working arrangements - management / सुविधाजनक काम की व्यवस्था नहीं रखने वाले सरकारी संगठन के लिए - प्रबंधन]

Link for the Google form:

<https://docs.google.com/forms/d/19KjBerEja8cnDEO3J4W1lcQxtMZh38apB97mjqdDLGo/edit>

Name of the Field Investigator.....

Personal Details / व्यक्तिगत विवरण:

1. Name / नाम
2. Age / आयु
3. Gender / लिंग
 - o Female / महिला
 - o Male / पुरुष
 - o Transgender / ट्रांसजेंडर

Professional Specifications / व्यावसायिक विशिष्टताएँ:

4. Name of the Organisation working for / जिस संगठन के लिए काम कर रहे हैं उस का नाम: ____
5. Department or Organisational sector / विभाग या संगठनात्मक क्षेत्र : ____
6. Designation / पद का नाम: ____
7. How long have you been working in the current organisation / आप वर्तमान संगठन में कितने समय से कार्यरत हैं?
 - o Less than 5 years / 5 वर्ष से कम
 - o 5 to 10 years / 5 से 10 साल
 - o More than 10 years / 10 वर्ष से अधिक

Scale of Organisation / संगठन का पैमाना

8. Total number of current employees / वर्तमान कर्मचारियों की कुल संख्या: ____
- 8.1 Number of female employees in the organization / संगठन में महिला कर्मचारियों की संख्या: ____
- 8.2 Number of male employees in the organization / संगठन में पुरुष कर्मचारियों की संख्या: ____
9. Did your organisation have a Work from Home (WFH) policy before Covid-19? / क्या आपके संगठन के पास कोविड-19 से पहले घर से काम करने (वर्क फ्रॉम होम) की नीति थी?



- ☐ Yes / हाँ
 - ☐ No / नहीं
 - ☐ N.A./एन.ए
- 10. If yes, Before Covid-19, on usual days, how many of your employees were working from home? / यदि हाँ, कोविड-19 से पहले, सामान्य दिनों में, आपके कितने कर्मचारी घर से काम कर रहे थे?
 - ☐ Less than 25% / 25% से कम
 - ☐ 25% -50%
 - ☐ 50% -75%
 - ☐ More than 75% / 75% से अधिक
- 11. During Covid-19, how many of your employees were working from home? / कोविड-19 के दौरान, आपके कितने कर्मचारी घर से काम कर रहे थे?
 - ☐ Less than 25% / 25% से कम
 - ☐ 25% -50%
 - ☐ 50% -75%
 - ☐ More than 75% / 75% से अधिक
 - ☐ N.A. / एन.ए
- 11.1 How many female employees? / कितनी महिला कर्मचारी?
 - ☐ Less than 25 % / 25% से कम
 - ☐ 25% -50 %
 - ☐ 50%-75%
 - ☐ More than 75% / 75% से अधिक
- 11.2 How many male employees? / कितने पुरुष कर्मचारी?
 - ☐ Less than 25 %/ 25% से कम
 - ☐ 25% -50 %
 - ☐ 50%-75%
 - ☐ More than 75% / 75% से अधिक
- 12. (For those who answered 'Yes' in Question 9) Why was the provision for Work from Home (WFH) discontinued after Covid lockdowns? / (उन लोगों के लिए जिन्होंने प्रश्न 13 में 'हां' उत्तर दिया था) कोविड लॉक डाउन के बाद घर से काम (WFH) का प्रावधान क्यों बंद कर दिया गया था?

And / और

(For those who answered 'No' in Question 9) What is the main reason for not introducing Work from Home (WFH) at your organisation? / (उन लोगों के लिए जिन्होंने प्रश्न 13 में 'नहीं' में उत्तर दिया) आपके संगठन में वर्क फ्रॉम होम (WFH) शुरू नहीं करने का मुख्य कारण क्या है?

 - ☐ Nature of work demands physical presence of employees / कार्य की प्रकृति कर्मचारियों की भौतिक उपस्थिति की मांग करती है
 - ☐ Lack of compatible infrastructure to support WFH / WFH का समर्थन करने के लिए संगत बुनियादी ढांचे का अभाव
 - ☐ Absence of appropriate guidelines to manage WFH staff / WFH कर्मचारियों के प्रबंधन के लिए उचित दिशानिर्देशों का अभाव
 - ☐ Fund-related issues- WFH requires more resources / फंड से संबंधित मुद्दे- WFH को अधिक संसाधनों की आवश्यकता है
 - ☐ To prevent loss of productivity / उत्पादकता की हानि को रोकने के लिए



- o Lack of desire to change the organisation's culture / संगठन की संस्कृति को बदलने की इच्छा का अभाव
 - o Lack of request/demand from employees to work from home / कर्मचारियों द्वारा घर से काम करने के अनुरोध/ मांग का अभाव
 - o Concerns regarding protection of official data / आधिकारिक डेटा की सुरक्षा के संबंध में चिंताएँ
 - o Any other reason (Please specify) / कोई अन्य कारण (कृपया निर्दिष्ट करें) _____
- 13. What are the challenges/demerits of a Work from Home arrangement for an organisation / किसी संगठन के लिए घर से काम (WFH) करने की व्यवस्था की चुनौतियाँ/ खामियाँ क्या हैं? _____
- 14. Do you have any of the following Flexible working arrangement in your organisation / क्या आपके संगठन में निम्नलिखित में से कोई लचीली कार्य व्यवस्था है?
 - o Compressed daily hours (less than 8hrs per day) / संपीड़ित दैनिक घंटे (प्रतिदिन 8 घंटे से कम)
 - o Compressed weekly hours (less than 40 hrs per week) / संपीड़ित साप्ताहिक घंटे (प्रति सप्ताह 40 घंटे से कम)
 - o Shift-work / पाली में काम
 - o Other- (Please Specify) / अन्य (कृपया निर्दिष्ट करें) _____
 - o None / कोई नहीं
- 15. Are there any legal challenges being encountered in the implementation of flexible working arrangements? (Please describe) / क्या सुविधाजनक कार्य व्यवस्था के कार्यान्वयन में कोई कानूनी चुनौतियाँ आ रही हैं? (कृपया विस्तार में बताएं) _____
- 16. What are the difficulties experienced in the absence of a flexible working arrangement like WFH / डब्ल्यू एफ एच जैसी सुविधाजनक कार्य व्यवस्था के अभाव में किन कठिनाइयों का अनुभव होता है? _____
- 17. Do you have provision to provide training on change management? / क्या आपके पास परिवर्तन प्रबंधन पर प्रशिक्षण प्रदान करने का प्रावधान है?
 - o Yes / हाँ
 - o No / नहीं
- 18. What initiatives have you taken in terms of change management? / परिवर्तन प्रबंधन के संदर्भ में आपने क्या पहल की है? _____
- 19. Does your organisation provide a creche facility for the working parents / क्या आपका संगठन कामकाजी माता-पिता के लिए क्रेच सुविधा प्रदान करता है?
 - o It exists and is functional / यह मौजूद है और कार्यात्मक है
 - o It exists, but not functional / यह मौजूद है, लेकिन कार्यात्मक नहीं है
 - o Does not exist / मौजूद नहीं
- 20. How many of your male employees utilise the creche facility for taking care of their children / आपके कितने पुरुष कर्मचारी अपने बच्चों की देखभाल के लिए क्रेच सुविधा का उपयोग करते हैं?
 - o None / कोई नहीं
 - o Less than 10% / 10 से कम%
 - o 10-50%
 - o More than 50% / 50 से अधिक%
 - o N.A. / एन.ए



21. What are the leave policies of the organisation? / संगठन की अवकाश नीतियाँ क्या हैं?
- 21.1 Casual leaves in a month / महीने में आकस्मिक अवकाश - _____
- 21.2 Medical leaves / चिकित्सा अवकाश - _____
- 21.3 Parental leaves / मातृ-पितृ अवकाश - _____
- 21.4 Other leaves (Please specify) / अन्य अवकाश (कृपया विस्तार से बताएं)- _____
22. Does your organisation allow for the sharing of leave among employees? / क्या आपका संगठन कर्मचारियों के बीच छुट्टियाँ बांटने की अनुमति देता है?
- ☐ Yes / हाँ
 - ☐ No / नहीं

Annexure –V



V. V. Giri National Labour Institute, Noida

वी.वी. गिरि राष्ट्रीय श्रम संस्थान, नोएडा

Interview Schedule

इंटरव्यू शेड्यूल

Designing Flexible Working Hours Policy: A Case of NCR'

‘सुविधाजनक काम के घंटों की नीति डिजाइन करना: एनसीआर का एक मामला’

❖ Personal details/ व्यक्तिगत विवरण:

1. Name / नाम
2. Age / आयु
3. Gender / लिंग
 - o Female / महिला
 - o Male / पुरुष
 - o Transgender / ट्रांसजेंडर
4. Marital Status / वैवाहिक स्थिति
 - o Unmarried / अविवाहित
 - o Married / विवाहित
 - o Widowed / विधवा
 - o Separated / अलग हो गए
 - o Divorced / तलाकशुदा
5. Do you have children / आपके बच्चे है क्या?
 - o Yes / हाँ
 - o No / नहीं
6. Are you a single parent / क्या आप एकल माता-पिता हैं?
 - o Yes / हाँ
 - o No / नहीं
7. Household Type / गृहस्थी का प्रकार
 - o Joint Family household / संयुक्त परिवार गृहस्थी
 - o Nuclear Family (consisting of only 1 married couple and their children) / एकल परिवार (जिसमें केवल एक विवाहित जोड़ा और उनके बच्चे शामिल हैं)
8. Do you have older parents at home who are dependent on your care / क्या आपके घर पर बुजुर्ग माता-पिता हैं जो आपकी देखभाल पर निर्भर हैं?
 - o Yes / हाँ
 - o No / नहीं



❖ **Professional Specifications /व्यावसायिक विशिष्टताएँ:**

9. Department/Division /विभाग/प्रभाग: _____

10. How long have you been working in the current organisation / आप वर्तमान संगठन में कितने समय से कार्यरत हैं?

- Less than 5 years / 5 वर्ष से कम
- 5 to 10 years / 5 से 10 साल
- More than 10 years / 10 वर्ष से अधिक

❖ How would you define 'flexibility working hours policies'?

❖ What do you think about the way today's work culture is?

❖ Do you think that the digital era has affected the way we view workplaces today?

❖ Does your organization have a 'Work from Home' policy? If yes, kindly elaborate on the same regarding the essential guidelines of the policy.

❖ How do you manage household chores and workplace duties?

❖ How do you think the Government can improvise on guidelines of 'WFH policies' and incorporate flexible working hours for organizations.

❖ What are the maternity / paternity leave policies in your organization?

❖ Could you kindly elaborate on the HR practices in your organization?



Annexure – V



e-Circular

P&HRD.

Sl. No. : 1620/2016 - 17

Circular No. : CDO/P&HRD-PM/100/2016 - 17

Thursday, March 16, 2017.

25 Falgun 1938 (S).

All Branches / Offices of
State Bank of India,

Madam / Dear Sir,

STAFF: OFFICERS **WORK FROM HOME POLICY**

It has been a constant endeavor of the Bank to implement best industry practices in all areas of concern. With change in employee profiles, advent of advanced technologies, more complex work, high customer expectations, there is a requirement to adopt a more agile approach to work place and flexible working. Now technology has made possible to carry our work with us, wherever we go, making Work-Life integration the future of the workplace. It is also a requirement of time to align personal and professional aspirations of employees with that of the Bank.

2. In view of the above, as a one more progressive measure to enable our employees who are not able to attend office, the Central Human Resources Committee (CHRC), in its meeting dated 2nd March, 2017 and the Executive Committee of the Central Board (ECCB), in its meeting dated 7th March, 2017 have approved introduction of "Work from Home Policy" in the Bank.

3. "Work from Home Policy" is enclosed as Annexure to the Circular. Following are the major operating guidelines for the policy:

- i. It will be applicable to all permanent Officers of the Bank.
- ii. It will be extended to officers:
 - a) Who perform their regular functions from the office premises, who can avail the work from home policy occasionally (up to 5 days a month)

OR

- b) Who perform their regular functions from the office premises and can avail the work from home policy for a longer duration.

Extension/ combination/ carry over in the above options will not be permitted. For each occasion, fresh application will require to be submitted.



- iii. Job profiles/ Activity/ Task covered should have clear defined deliverables, which can be remotely measured, and which requires minimal dependency of the job -on physical presence; on data/ documents/ system/ infrastructure of the Bank; on vendor interaction, on daily co-ordination with team members, daily face to face meetings, and regular face to face customer interactions.
- iv. Job profiles requiring access to CBS or facing customers on regular basis **shall not** be covered under the policy.
- v. Activities to be covered under the Work from Home Policy will be approved by the **DMD/ vertical head**.
- vi. Metrics shall be put in place by the respective vertical head for measurement of productivity of the officials along with addressing the security concerns on the Bank's confidential data and information.
- vii. Approver for officers up to Scale III would be controller not below the rank of TEGS VI (DGM) and for Scale IV and above, controller not below the rank of TEGSS-I (CGM). Control report will be put up to the next higher authority.
- viii. The employee is required to submit a work report based on the tasks/deliverables assigned and the respective completion status at the end of the Work from Home duration. Further, Quarterly report will be put up by the Controllers to the Sanctioning authority on Officers availing of the policy.
- ix. The approver will review the work of the employee before providing the confirmation on the work of the employee.
- x. In case of non-completion of allotted tasks, absence in attendance will be marked, as decided by the approver and officer will be required to apply for leave against the same.
- xi. While working from home employees will remain subject to all confidentiality clauses as applicable in the Bank.
- xii. Employee will not be entitled for any allowance/ benefit/ compensation on account of Work from Home.
- xiii. The Sanctioning authority/ Controllers is to ensure that the Policy is not misused by the officials.
- xiv. The policy shall be intricately linked to, and dependent on, the enterprise mobility solution implemented by the bank.
- xv. The Work from Home Policy will be implemented through HRMS.

4. On the basis of experience and feedback received, the policy will be amended from time to time. Please arrange to bring the contents of this circular to the knowledge of all concerned.

Yours faithfully,

(PRASHANT KUMAR)
**Dy. Managing Director &
Corporate Development Officer**



Annexure – VI

Annexure

“WORK FROM HOME” POLICY:

I. Aim and Purpose:

Bank is committed for providing a range of opportunities to promote greater flexibility in employment arrangements and the Work from Home policy is a step in this direction and the prime objective of this policy is to enhance the experience of the employee.

The Policy is designed to provide overall framework for the implementation of Work from Home policy and lay down the rules as well as give guidance to controllers and employees on the types of circumstances where the Bank will allow employees to work from outside office premises and outlines both the employee actions and management arrangements required to support this type of working arrangement.

This policy provides for a degree of flexibility and choice to employees and their controllers concerning working arrangements that will better balance the demands of the workplace with personal circumstances.

II. Overall scope of the policy :

This policy is designed to cover the following scenarios involving employees who are performing their duties outside of office premises:

- i. Employees who perform their regular functions from the office premises, who can avail the work from home policy occasionally (up to 5 days a month).
- ii. Employees who perform their regular functions from the office premises, who can avail the work from home policy for a longer duration.

III. General Principles :

a) The list of general principles of the policy is listed below:

- i. The policy is not a right but a benefit extended by the bank for its employees based on an underlying management philosophy of trust and mutual benefit.
- ii. The individual approval for the implementation of the policy is at the approver's discretion.
- iii. The policy is entirely voluntary, and does not necessitate any employee to work from home unless the employee chooses to do so.



- iv. The terms and conditions of the policy may be subject to change due to changes in the work environment, technology or any other cause as deemed necessary at any point in the future.
- v. The policy, and the employees eligibility or applicability, does not impact the compensation of the employees under consideration in any manner.
- vi. The policy does not mean that any special equipment or facilities will be compulsorily provided by the Bank for individuals to aid the specific purpose of implementation of this policy.
- vii. The policy is designed to ensure, through appropriate monitoring, that working from home does not inadvertently impact the performance of the employee and in turn that of the Bank.

b) Linkage to the Enterprise Mobility Management solution:

- i. Due to the nature of the policy and the accessibility of both the bank's network as well as digital information for the employee from outside the physical premises of the bank, the policy is intricately linked to, and dependent on, the enterprise mobility solution implemented by the bank.
- ii. All aspects of the policy are subject to change in the future based on changes in the technology and the underlying solution enabling enterprise mobility as deployed by the bank.

IV. Applicability and Eligibility:

- i. The policy shall be applicable to all permanent Officers of the Bank.
- ii. The policy is not applicable for employees who are currently serving notice period with the bank in cases where the employee is leaving the Bank. Employees facing disciplinary proceedings or under rigour period shall also not be covered under the policy.
- iii. To minimize the possibility of any adverse impact to work quality, or service quality on account of this policy, the Work from Home policy shall be extended/ considered on selective basis to employees with a certain level of knowledge and experience, and to those with demonstrated successful work habits and performance, based on their discretion.
- iv. Applications for Work from Home will be considered on a case by case basis with reference to this policy.

V. Job Profiles for Work from Home:

The criteria has been introduced to ensure that the job profiles that will be allowed to work from home will be selected so as to minimize the impact on the day to day operations of the bank based on factors including accessibility, coordination, data confidentiality, risk and other dependencies.



For this purpose Feasibility Framework has been created that may be referred to continuously evaluate the job profiles that will be considered as eligible to avail the features of this policy. Evaluation may be made on following consideration:

- i. Job profiles/ Activity/ Task covered should have clear defined deliverables, can be remotely measured.
- ii. Controllers should be able to judge on the basis of quantum of work/ output assigned
- iii. Job profiles requiring access to CBS or facing customers on regular basis shall not be covered under the policy.
- iv. Criteria for coverage under the policy may be based on the frequency and dependency of the job on physical presence; data/ documents/ system/ infrastructure of the Bank; vendor interaction, daily co-ordination with team members, daily face to face meetings, regular face to face customer interactions; minimal being more desirable.
- v. Tasks assigned under Work from Home should be part of normal function within the current job profile of the employee

VI. Limitations to Work from Home:

- i. The work from home policy and application process described below allows the employees to avail of WFH up to 5 working days in a month.
- ii. The officer does not have the option to carry over this share of days from one month to the next.
- iii. However, where the officer's situation demands a longer duration, Bank may consider such cases and decisions shall be made on the basis of the above criteria.

VII. Application Process for Work from Home:

In order to ensure suitable tracking of both attendance and performance of all employees that chose to avail this benefit, the following process will be followed for the same. The same process will also be built in to the employee in HRMS portal.

i. Definition of Approver:

- a) For all employees up to and including Scale III, the responsibility of approval will rest with the controller not below the rank of TEGS VI (DGM).
- b) For all employees Scale IV and above, given the nature of work, the policy recommends a higher level of discretion, and the responsibility of approval will rest with the controller not below the rank of TEGSS-I (CGM).
- c) Activities to be covered under the Work from Home Policy will be approved by the DMD/ vertical head.



d) All approvals will be put up for control to the next higher authority.

ii. **Employee Actions:**

The process to apply/ approval to avail the benefit of Work from Home shall be through HRMS. The employee will need to provide the following details for as part of the application process:

- Dates and duration of Work from Home
- Reason for availing the policy
- Equipment/ document required

iii. **Approver Actions :**

A. **Criteria for Allowing Occasional Work from Home**

The approver can provide the employee the facility to work from home for reason including but not limited to the following:

- a) Health and sickness grounds, including doctor's appointments, sickness preventing travel etc.
- b) Difficulty to commute, especially due to seasonal incidents such as climate/monsoon
- c) Family related needs, allowing the employee to provide care for a family member
- d) Personal exigencies, covering all personal needs and appointments

B. **Considerations for the Approver**

- a) It is to be ensured that occasional working from home means that an employee does not develop a regular pattern of being away from the office, and adheres to the above mentioned criteria.
- b) Approvers should consider requests for working from home on the following criteria:

i. **The nature of the employee's job:**

Some questions that could guide the approver for instance, include does the employee's job require regular, face-to-face contact with other employees or members of the public, meaning that allowing WFH for such position will be detrimental to Bank's interests..

ii. **The applicant's skills, abilities and personal attributes:**

The employee's performance should be considered in determining whether the employee is found suitable to work unsupervised. The Approver shall have full authority to refuse the Work from Home which will be final and there will be no provision for any appeal against the same.

iii. **Medical Appointments:**

Requests for working from home which coincide with medical appointments are permitted, however controllers should



consider such requests only when all required resources are available for the employee to Work from Home.

iv. **Equipment and Connectivity:**

All employees working from home are responsible to ensure access to suitable equipment and required internet connectivity so as to not hinder their day-to-day responsibilities. Specific specialised equipment (like the biometric scanner) will be issued only on special approval by the approver as part of the approval process.

v. **Attendance and Absence reporting:**

a) Attendance tracking:

In order to ensure that employees do not take undue advantage of the Work from Home policy, Bank may track employees' activity and time spent when logged in to the State Bank system.

b) Absence Reporting:

If an employee is unable to work on the day which they had expected to work from home due to sickness, injury or otherwise, he/ she will apply for leave in the HRMS and will advise the controller.

vi. **Performance Monitoring:**

The following steps are to ensure efficient tracking of the performance of employees availing the benefit:

i. **Employee Actions:**

The employee is required to submit a work report based on the tasks/deliverables assigned and the respective completion status at the end of the Work from Home duration.

ii. **Approver Actions:**

a) The approver can review the work of the employee as well as the time records obtained for the system before providing the confirmation on the work of the employee.

b) Employee attendance for the days when Work from Home was availed will be recorded on post the confirmation of the approver in HRMS.

vii. **Security:**

i. When working from home, the employee must be aware of and take precautions against the increased risk of a security breach. The employee must ensure that all documentation is stored securely and that any laptop, PC or mobile device used to



access the office network is password protected and turned off when not in use.

- ii. IT equipment used by the employee will need to be made available for any systems check and investigation in case of suspected malpractice or information breach.
- iii. Bank will not be responsible for provision of the above mentioned equipment or its replacement for the duration of the investigation.

viii. **Confidentiality:**

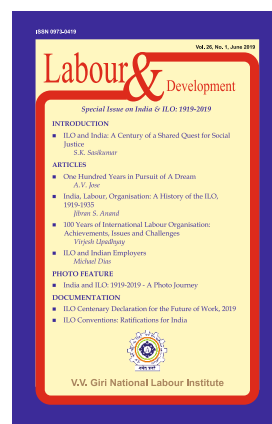
- i. While working from home employees will remain subject to all confidentiality clauses as applicable in the Bank.
- ii. A disclosure of confidential information during the course of employment may be considered by the Bank as major misconduct and can be grounds for initiation of suitable disciplinary action.

VIII. Other Terms & Conditions:

- i. Employee will not be entitled for any allowance/ benefit/ compensation on account of Work from Home. The period of Work from Home shall be treated as normal office duty. Employee will be eligible for all such allowance/ benefit/ compensation that is payable for working in office in normal circumstances.
- ii. In exceptional circumstances, clubbing of Work from Home with other kinds of leave, including Maternity or Sabbatical Leave may be allowed.
- iii. There will not be any change in the other policy and related guidelines on account of Work from Home. In case of any contradictions/ overlapping of other policy guidelines with the Work from Home policy, the original policy guidelines relating to respective facility/ benefits shall be applicable.

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