NEW CONCEPT OF PREDICTABLE TIME OFF AND ORGANIZATIONAL WORK DESIGN– ANALYZING THE VERY NATURE OF EMERGING CONTEMPORARY ISSUE

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ABSTRACT
The study focuses on the concept of predictable time off, which is a novel concept practiced in some business organizations. As it is challenging for researchers to derive a model which can simultaneously improve the work processes and the health of the organization simultaneously. In this situation, Predictable Time Off (PTO) is a work redesign model, which can be applied for not only improved work but also for healthier life. The purpose of this research is to assess the suitability of the model for organizations in Eastern Culture (i.e., Pakistani environment). Based on this conception, the study was carried out to examine the association of predictable time off and work design. Thus, the model was tested on a vocational training organization, comprising around 160 institutions and training centers. Around 09 heads of the institutions were interviewed with semi-structured questionnaire. The model was applied with the coordination of principals who were also the heads of the institutions. These sampled institutions heads practice of having five working days and around 45 hours per week, they were interviewed about their time spent at job with its divisions. Findings show that the model can improve their work and personal life, if it is applied properly and if pertinent contextual considerations were given due weightage
Keywords: Predictable Time Off (PTO), Work redesign, globalization, technology

INTRODUCTION
Predictable Time Off (PTO) introduced by Leslie Perlow (2012) is a very interesting concept and since then it has gained much popularity so much, so it was implemented in some organizations as well. The rules for this model are very interesting as it fosters that some predictable amount of time needs to be allocated to employees in which they are aloof of all official chores, this allows them relief and composure. In a few organizations, one 'Predictable' night was given to the employees at their behest, and later on they were asked to share their experience with their supervisor. They shared their experiences which was of great inspiration. It has been believed that this model helps improve work process as well as the quality of personal life and to check the consequences of this model, it was implemented at the workplace of an organizations situated in the Punjab Province of Pakistan, and its positive results were noted. After its successful implementation, the model was applied at another organizational setups, in Lahore, and as was proclaimed by Perlow, proved very beneficial.

Application of PTO in Pakistan
Punjab Vocational Training Council (PVTC) is an autonomous corporate body established by the Punjab Government through the PVTC Act of 1998. Its mission is to alleviate poverty by providing demand driven Vocational Training to poor and needy youth of Pakistan. PVTC has now over 160 institutes and is providing training in 40 different trades and today over 60,000 trainees are getting

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training from the institutes. All the institutes are divided into three main regions such as North, South and Central Punjab. For the study in hand, PVTC has been selected and PTO model has been applied over here keeping in view that the institution is observing 5 working days, that is almost 40 hours per week (Golden, L., 2001). We have attempted to examine if the PTO model has improved productivity and quality of work life at PVTC or not.

REVIEW OF LITERATURE

The world has been transformed and after COVID-19, it became necessity to address the workplace issues and adjust accordingly. Every organization has tried to convert into a virtual workplace, even a portion or percentage of it. Major revolution in workplace has occurred especially after emergence of the internet. If we take example of USA, changes in technology, globalization, and the ways that people work together have taken a toll on the American worker and the American workplace. Job stressor like lack of sleep, fatigue, imbalance between social and personal life have increased as well (Nixon et al., 2011). Further, the workers loaded with additional work hours, begin losing in terms of health especially because he is sleeping less (Barnes et al., 2012; Basner et al., 2007).

There are also significant costs in terms of employees' family lives. Disharmonies between work life and the personal life get broadly, though unequally, felt (Jacobs & Gerson, 2004; Schieman, Milkie, & Glavin, 2009). Even in Pakistan, additional serious issues, like divorce rate has started increasing day by day, due to imbalance in personal and family life (Bilal et al., 2010). Furthermore, similar is the case of work conflicts taking place among employees. As per research studies, fifty-three percent of employed parents are of the view that balancing work and family is somewhat very difficult, while 31% of married working adults without children reported difficulties of some sort (Parker & Wang, 2013). Literature review shows that due to such issues, half of all employed fathers reported that work–family challenges do exist (Parker & Wang, 2013) and, for those in dual-earner couples, fathers were even more likely to report work–life conflict than mothers. The intensification of work is deeply felty by growing numbers of all alike for example dual-earner couples, single parents, elder caregivers, and fathers in their daily lives.

Due to absenteeism and high turnover, companies suffer a lot, which they need to take seriously (Rana et al., 2021). The overwhelming response of employers towards work–family challenges necessitate that individuals accommodate the work demands - what the researchers label as the 'Accommodation Model'. In the next section, the study describes this model and discusses its limitations as well.

Accommodation Model was presented as solution to the problems occurring at workplace in the hands of dynamism. The dominant employer response has been to look for ways to help individuals better accommodate the mismatch between work demands and family structures, by allowing flexible starting/stopping times, telecommuting, and altering work schedules i.e., part-time positions in jobs that are normally staffed as full time (Correll et al., 2014; Matos & Galinsky, 2012).

The technique of FWAs (Flexible Work Arrangements) is remarkable too, but it has number of issues like people engaged in it are not considered regular employees, hence the changes of their promotion are almost nil. So, such a person may not feel happy if he has no chance of growth. As an alternative to FWA, Perlow (2012) presented PTO Model with an assumption that it can improve work settings and personal life of the employee simultaneously.

METHODOLOGY

Based on the below theoretical framework, a qualitative approach was adopted, to carry out interviews and then themes extracted based on the inscribed interviews.

Fig. 1: Theoretical Framework
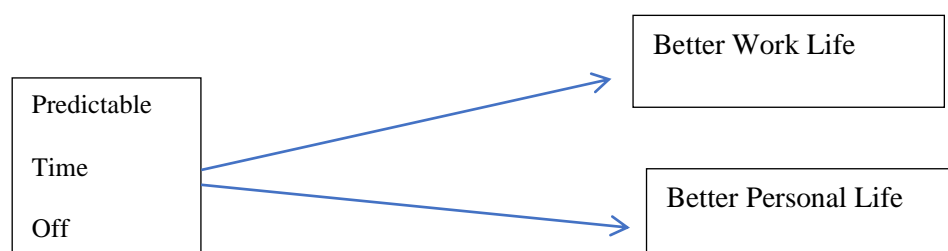
Proposition and Problem statement

The proposition of the study states as if employees are given Predictable Time Off; their work and life will improve simultaneously but, it is very hard for employees to simultaneously improve work and life. The Unit of Analysis for the current study is heads of Institutes and the Sample Size equals 09 / 90 Heads of Institutes / departments of Punjab Vocational Training Council, North Region. Interviews of 09 Principals of Vocational Training Institutes were conducted thought semi structured questions.

Table No. 1 Construct Concept Table (CCT) for conceptualizing the phenomenon

S/N	Variables	Concepts	Constructs	Items
1	Better work	Increase in performance as compared to previous performances	Better work	One day off with your own choice, do you feel it will improve your work?
2	Better life	Improvement in life, it means more satisfaction with social life as compared to previous life	Better life	One day off; do you feel it will improve you family life?
3	PTO Model Success	Predictable Time Off Means one day or night off for team of department on the basis of consensus	PTO Model	Will you cooperate with your team to decide about one predictable day off?
4	Success Measuring	To have feedback about work and personal life from employees who adopt PTO model	Feedback	Will you share with us the effect of PTO

The study was qualitative in nature, where the researchers caried out interviews based on thirteen various questions as mentioned below, the responses have also been provided here as a sample:

1. *Are you satisfied with your performance?*
   - To some extent satisfied with performance; actually, I am satisfied with my efforts but in fact supervisor can tell you about my performance.
   - In general, I am satisfied with my performance but still there are some areas where improvement is required, however I am working hard to improve.
   - I am satisfied with the performance
   - So far as the performance is concerned it can only be measured when goal is given, job is now routine matter so no issue with it.
   - By every passing day I feel performing better and gain maximum learning
   - Yes, I am satisfied; I am managing Kotli and Alyot campus satisfactorily
   - I am satisfied with the performance.
   - Yes, on my part I am satisfied.
   - I am the best performer among my colleagues, head of Institute is also helping us in management of many issues.
2. *Are you satisfied with working hours*
   - Working hours are appropriate because we have to work five days in week
   - Satisfied, no issue with working hours
   - So far office working hours are concerned, I am satisfied but for trainees there should be 36 hours.
   - 40 hours are more than the requirement, in schools only 30 hours are observed. It's very tough.
   - Are too many, I am not satisfied, it should be 35 years
   - 40 working hours' satisfactory
   - Area-wise fine, mostly girls come from far away areas, many girls do not come on Friday, if they come on Friday, they miss Friday prayer.
   - More than requirement
   - Satisfied

- I think after having paperless office work now there is need to reduce working hours, these are more than requirement, even manuals are designed for 36 hours but we are following 40 hours.

3. *Are you satisfied with teamwork?*
   - All are satisfied except for 1 and 2 persons, you know a few persons always create problem, but management has to deal with this type of peoples, and I enjoy dealing with such people.
   - Satisfied you can say satisfied
   - Almost satisfied but what should I say about my performance
   - Not 100 percent some are good performers, and some are under- performers
   - There are three pyramids of team, top middle and bottom, not satisfied with top, middle 80% and bottom 80%, the team under me is not 100 % satisfied with team
   - Yes
   - 80% satisfied as always there is chance of improvement
   - Satisfied
   - Almost satisfied
   - It is complicated subject and how can I answer straight forward. First of all, you should ask this question to my immediate boss he can tell you, second, we always compare performance with reward, so when we compare with reward, I can say my performance is excellent but otherwise chances for improvement are always there.

4. *Are you satisfied with your social life*
   - Here limited in people are not satisfied, in Multan hometown but I am satisfied
   - Two days social life only, as other people have social life other than weekdays, not social, life is causing disappointment but off course for two days we have full social life
   - 100% satisfied and enjoying the blessing of almighty Allah
   - Off course not, when we reach home, it is more like evening so need to take rest
   - Very much satisfied, God has given me all that I desired
   - Satisfied because I do not find any reason of dissatisfaction
   - No, I can say 100 % not satisfied but no one is 100% happy in this universe, GOD has given a test to everyone so…….
   - Alhumdulillah
   - Long hours of working are disturbing
   - In every respect I am satisfied, "Momin k liay to Bhalai he Bhalai hi, jub bhee maseebat main hota hi tu sabar karta hi aur jub Allah osay daita hi tu wo shukar ada karta hi".

5. *Do you spend enough time and as desired, with your friends*
   - Here in RYK could not develop friendship properly, however I was active with friends and had good social life in Multan and still I desire to see my friends during vacations
   - Spend enough time with friends on weekends but you know social life in these days is squeezing.
   - I spend my weekend with my friends but some time I do not, my friends are also busy people .
   - On weekends, but on weekends you have to take care of other activities,
   - I just have Saturday & Sunday, usually I spend time with my friends Spend time with friends on weekends, main be free aur friends b so enjoy with them
   - Not always but whenever we meet, we really enjoy good time
   - Not often with friends, mostly my friends say I am not a sociable person, but life is so demanding I cannot find full time to enjoy
   - Do not have more friends so no issue
   - Blessed with friends as Hazrat Ali says more friends means being luckier so I am the luckiest person and spend good time with friends.

6. *Do you spare time for your kids when required*

- After getting off from institution, I spend time with family
- I spare time on weekends
- Not married
- Unmarried
- Eight hours working daily so give time to my family on weekends
- Normally I give time to kids on daily basis, kids are everything to me, so I give proper time to kids
- No kids, but spend time with family
- Mostly spend time with kids on weekends
- Spend time with kids, if don't spend I have to face my wife and you know it is the most difficult thing.
- I try to spare every evening with friends

7. *Do you attend family functions?*
   - Family means my wife and children, I attend all big functions
   - Yes, I attend all functions
   - Off course
   - Mostly I attend No do not attend, but only on weekends
   - Basically, my circumstances are like I am the only one, no father, no brother, so I have to take care of all
   - Mostly attended by father but very important for me
   - I attend all to share griefs etc.
   - On Saturday & Sunday, I attend functions
   - I attend functions; I am sociable person so mostly I keep my leaves for family functions. You know I am unmarried, so it is compulsory to attend

8. *Do you have balance between work and social life?*
   - Yes, you can say…it was difficult in Multan, was not able to give desired time to family due to workload, here I give proper time to wife and kids
   - Balance is bit out; I should spend more time with family
   - Yes, I spend time with family on weekends
   - Yes, I spend time with family after office work and especially on weekends
   - Yes, but it is very difficult to maintain I try to do by spending maximum time on weekends
   - Balance is not there as it should be…nature of working is like that it is difficult to maintain balance; more portion of time is dedicated to professional life and less to family
   - If I am working and giving 100 % attention to family then I am satisfied, last day my brother came who is in America, he said to me you always remain busy with work, you should be on leave and sit with me, he was interested to give me two or three responsibilities, but I was saying I will do in two or three days, not now.
   - Yes maintained, spend weekend with family
   - Mostly spend time with family on weekends so manage all functions on weekends
   - It is just like to walk on a tight rope but no choice with us, but I try to maintain balance, sometimes due to overburden it becomes very difficult but in most of the cases I maintain the balance.

9. *Do you feel that current leave system is serving your need?0*
   - Yes, it is ok
   - Leave system is ok, no problem
   - All types of leaves are available so no issue with the leave system
   - To some extent, if approval is given properly, sometimes we have to search a lot for competent authority
   - It is Ok, casual, sick and earned leaves are available and now more in revised employees service regulations

- It is fine. I don't feel any issue even if there was issue it was covered by the revised employees service regulations 2014.
- Current leave system can serve with modification, but not the current one is serving the purpose
- NO! it is not as per requirement; it needs to be revised
- No issue with it, I just availed 04 leaves last year

10. *One day off once in a week on your own choice, do you feel it will improve your work?*
- Not surely but to some extent
  - It means one working day in any week; I don't think so….You mean by disturbing current week….then it will not work. Mostly people like to have two days off continuously so I don't think anyone will prefer to have one day off some other day rather than having day off on weekends.
  - If it is done with consensus, then definitely improvement will come if all staff agrees
- Already have two days off so it will not affect work, mostly people perform well when they have two days' rest, so I think it is not possible. Another issue to have one day off with consensus is that it is also difficult to develop consensus. Different people have different needs so I don't think all people can get advantage same day and that can lead to work improvement.
- Performance might be improved to some extent but not improve significantly
- To some extent but not surely, I do not see any attraction in it, we already have two days off so why should I use another day every week instead of having regular weekend so I don't think it will work and each day to develop consensus is also a big issue.
- It will not have any advantage there should be open extra day off might be once in a month or in two months. It can make us happy, fruitless activity
- It will not work; it is good to have two days off, I love long weekends, in Pakistan you know most of the functions are arranged on weekends so no issue so far, the issue to attending emergencies is concerned, I don't think any consensus can be developed on emergency basis.
- Other than two days, it is not effective, mostly girls come on shifts so if we decide on Tuesday so a girl has to come on Saturday, and she will not come. I don't think any improvement will come however it is better to have one predictable day off quarterly. It can make employees happy.
- It all depends upon a few things, it will be attractive for those who are traveling from out of station, it will vary from person to person so, long weekend is enough there is no attraction in other choice for me.
- Performance will derail it will not work however extra leave can be added with occasional leaves like Eid holidays etc.
- To avail of leave from personal account or as adjustment of weekend leave is not an attractive idea so I don't think people will feel motivated with it. I personally do not feel motivated but if someone gives me extra leave then I will accept.

11. *One day off? do you feel it will improve your family life?*
- Improvement can come but demerits are greater, mostly functions are on weekends so it will not affect and many occasions like death of relatives or accident etc. are emergencies and I don't think system can give us such flexibility.
- Definitely improvement will come one day off with choice gives more pleasure, but the issue might be to develop the consensus.
- It will give such advantage however it can be adjusted with Eid holidays etc.
- No effect, but it will have negative effect, however it can be attached with EID or any other occasional holidays.
- Personal life will improve, social events are not planned during official days, social life will improve, if option is given to all of us, we will choose day off, but official matters will suffer, difficult to develop unity of working, it will badly affect official matters, social life will be comfortable anyways.

- Already two days off, so I don't think it will work, long weekend suits more as compared to one day off at any time.
- It depends on individuals; however, I think people will prefer to have Friday off if this option is given. Friday is a sacred day if consensus developed on Friday, then it will be very good
- One day off from personal account as adjustment of weekend is possible but it will not improve personal life, I think decision in this regard will be taken by considering majority, but minority will suffer.
- It will not improve life specially to have off day every week; I will feel happier if extra leave will be given to me on my personal choice.
- Need to have extra leave other than weekend then fine otherwise no effect

12. **Will you cooperate with your team to decide about one predictable day off?**
    - Surely, I will
    - Yes definitely
    - Yes, I will cooperate
    - Yes, it is possible
    - Yes, I do not have any issue in doing this
    - Teams will cooperate
    - Opinion will be taken from all, majority will be considered, two parameters are important, majority and genuineness of reason, like taking rest, attending marriages or classes, class is a regular activity, one middle way can be found, if majority unanimously agrees then we can find some way.
    - Yes, sir team will agree
    - Surely will cooperate

13. **Will you share with us the effect of PTO?**
    - It depends on behavior of supervisor, if the supervisor is good to some extent , employees will share.
    - Me and the Team will share
    - Definitely, almost all do
    - It will
    - Me and my team will comfortably share.
    - Yes, team will share
    - They will share
    - I think we all can share, no need to have more confidence
    - It depends if trust is there then everyone will share
    - Any issue in sharing? I don't think so

ANALYSIS AND INTERPRETATION

Total 09 Principal / Head of Departments were interviewed to test PTO model; major findings are as under. Interviews were conducted telephonically and recorded as well. When we assessed the Qualification of Respondents, it was found that 7/10 respondents were MBAs, 1/10 was MPA while one was BSc Engineering and One was ACMA When we assessed the experience of Respondents, it was found that experience in the Organization of the respondents was varying from 03 years to 09 years When we assessed the job designation of Respondents, it was found that Job Designation as; 9/10 respondents were working as Principal of Vocational Training Institutes while one was working as Assistant Manager. When we assessed the promotion of Respondents, it was found that promotions; 1/10 respondents got promotion since joining. When we assessed the total working days of Respondents, it was found that Total Working Days in a week were 05 with Saturday & Sunday off.

When we assessed the total working hours of Respondents, it was found that Total working Hours in a Week were 40 however in Murree which is considered hard area total working hours were 30. When we assessed the satisfaction with performance of Respondents, it was found that satisfaction with performance like this; 7/10 were satisfied with their performance, one was to some extent satisfied while two were dissatisfied due to routine work with no chances for growth. When we

assessed the satisfaction with working hours of Respondents, it was found that Satisfaction with working Hours as under; 4/10 were not satisfied with 40 working hours while 5/9 were satisfied. When we assessed the satisfaction with teamwork of Respondents, it was found that Satisfaction with teamwork was as under; 7/10were 100 % satisfied with teamwork while 3/10 were not 100 % satisfied When we assessed the satisfaction with social life of Respondents, it was found that Satisfaction with Social Life, 4/10 were not satisfied with social life due to long working hours or due to heavy work, 6/10 were satisfied.

When we assessed if Respondents spent enough time with friends, it was found that they Spend enough time with friends as Saturday & Sunday was off in the organization. Some 8/10 respondents reported that they spend enough time with friends, only two since they were away from home stations therefore, they do not have friends good enough to spend time with them.

When we assessed about sparing time for kids of Respondents, it was found that they spared time for kids as; 7/10 respondents reported that they gave proper time to kids however 03 respondents were unmarried. When we assessed if Respondents had enough time to participate in family of Respondents, it was found that they participated in Family Functions, 7/10 attended all family functions while 2/10 attended functions on weekends and only 1/10 did not have any interest in functions.

When we assessed that if the respondents had balance between work and family life? It was found that Balance between work and family life was there as; 07/10 respondents had balance between work and family life however 03 respondents reported that they should give more time to family. When we assessed the current leave system of Respondents, it was found that Satisfaction with current leave system, was as given under; 08/10 respondents were satisfied with leave system however one respondent reported that modification was required. Similarly, when we assessed the one predictable day off for Respondents, it was found that One Predictable Day Off will lead to improve performance. The data was as given here; 2/10 respondents reported that it will affect performance to some extent however 1 person said that it will decrease performance. 7/10 responded that it will not affect performance. People think that to reach a conclusion with consensus on one predictable day was a difficult task and it will give benefit even to majority and minority will suffer.

When we assessed the about one predictable day off Respondents, it was found that One Predictable Day off will improve personal life as shown here; 3/10 respondents reported it will improve personal life, 1/10 said it will work if we attach it with other holidays while 6/10 said it will not affect personal life. Most of the people think it is better to have one extra day off other than normal weekends, otherwise there are no benefits. And when we assessed the degree of cooperation from team of Respondents, it was found that the degree of cooperation with team about predictable day off was like this, 09/09 are with the thinking that they will cooperate with team to decide unanimously about predictable day off. Similarly, 09/09 believe that team will share feedback about Predictable Day Off.

Proposed PTO Model for PVTC

Despite giving one predictable day off to whole team it is recommended to give predictable day off to the individuals other than weekends. Employees will be allowed to avail this facility once in 60 days. This predictable day off will not be deducted from regular approved leaves for the year. In this way employees will have extra six days leave of their own choice. It will motivate the employees and they will be in a better position to fulfill their family needs. Their motivation level will increase that will ultimately lead to work improvement. This model can be applied to any organization, and it will serve the need of maximum employees.

CONCLUSION AND RECOMMENDATIONS

Predictable time off is designed to improve work and life simultaneously with respect to consultants. This model can work in organizations where most of the work is done in teams. Generalizability of this model is limited. This model is not suitable for the organization where employees already have two days weekend. It is also not suitable for daytime, but it might work for organizations where work is done during night-time. It can work in organizations where leave approval system is very strict, or a few leaves are available for employees. People are taking it as more favorable for personal life but its impact on improvement of work is almost negligible. This model is for the whole team, and it is necessary for the team to decide unanimously about Predictable Time Off, but it is very difficult to develop consensus. It can server majority but not 100% people can get benefit from it as different

people have different needs on different days. Revised model is suitable for all types of organizations, and it can simultaneously improve work and life.

Current PTO model with one predictable night off each week is not equally good for all types of organizations especially its generalizability in Pakistani environment is not up to the mark. Revised PTO model with one day off in every 60 days is much favorable for Pakistani organizations. In case of any given organization, feedback will be taken by employees after availing 06 predictable days off in a year and strategy for future will be laid down. Management should use an approach that is beneficial for all, in old PTO model it is difficult to develop consensus so new revised one should be followed as it has no issue of attaining consensus. It is also very important that management should monitor the performance after implementing one revised model as it will take at least one year to show results. Future researchers can test this model in educational setup, with leadership style. Furthermore, the mediating and moderating role of culture can be assessed for better understanding.

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