

# Impact of Flexible Work Arrangements on Work-life Balance & Employee Intention to Stay

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*Flexible work arrangements have become increasingly inevitable during the Covid-19 pandemic, as many employees have been forced to work remotely. These arrangements provide employees with the ability to balance their work and personal responsibilities, which can lead to increased job satisfaction and improved mental health. It is considered one of the best strategies to retain employees in an organization for longer periods. This study focuses on to analyzing the impact of flexible work arrangements on work-life balance and employee intention to stay. 151 IT employees from Kochi are taken as the sample for the study. A questionnaire was circulated among the employees through a Google form and responses were collected through the same.*

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## Introduction

Famous economist John Maynard Keynes had written an essay titled “Economic Possibilities for Our Grandchildren” in 1930, in which he predicted a 15-hour workweek by 2030. Now that we’re less than nine years away, it appears that his prediction was off however, we’re working much less than we were when it was written. Flexible working arrangements can be traced back to the 1930s when the W. K. Kellogg Company was willing to deviate from the standard schedule of eight hours a day, five days a week. The cereal company went from three eight-hour shifts to four six-hour shifts. Its experiment came to an end when President Franklin D. Roosevelt ordered companies to operate at full capacity to meet wartime demands.

Flexible work arrangements (FWA) are generally defined as a work practice where the employer allows employees freedom of choice up to a level within which the employee can decide how and where to work (Business Dictionary,2019). “Flexible work arrange-

ments include those that involve where work is done, commonly known as telecommuting, and those that involve when work is done, commonly known as flexi-time” (Rau, 2003). Telecommuting entails the ability to work from home. Flexitime arrangements typically include a set of “core hours” during which employees are expected to be at work, but also give employees discretion over when they leave and return to work, as long as the total daily or weekly number of hours is met (Katz & Kruger, 2019; Azar, Khan & Van Eerde, 2018).

As technology advanced, the ability to work from home and eventually, from anywhere became more common, emerging as a solution to issues ranging from urban commutes and traffic to massive labor shortages. The COVID-19 pandemic highlighted the importance of flexible work arrangements, particularly remote work. With many states issuing stay-at-home orders and only allowing essential businesses to remain open, unprepared employers were forced to implement flexible work options on the fly. The different arrangements revolve around giving employees scheduling options. Although the hours of the day are predetermined under flexible working, employees can choose when to start and stop working. These arrangements help balance an employee’s life.

### **Flexible Work Arrangements**

Alternative schedules or arrangements that are flexible or adaptable from conventional working patterns are referred to as flexible work arrangements.

Flexibility at work mostly refers to flexibility in the hours working schedule, flexibility in the number of hours worked, and flexibility in the workplace. Employees can have different work schedules from the usual workday and week with flexible work arrangements. These arrangements allow employees to decide their work location, time, and amount (Azar, Khan & Van Eerde, 2018). Alternative work arrangements are benefits given by employers that let employees have some flexibility over their work location and time outside the usual hours. Older and more educated workers are more likely to have alternative work, and these groups have increased in the workforce over time (Katz & Kruger, 2019)

### **Flexi-time Schedule**

A system that allows employees some discretion over the precise times they perform their contracted hours is known as flexible working hours. Such a strategy can be effective at attracting and keeping employees because it gives them the chance to schedule their workdays around other obligations (e.g., child care). One of the most well-liked rewards among people of all ages is flex time. Flexplace and flex time are types of FWA that let employees work at different locations or times according to their personal needs. These policies can be combined and have various benefits for both workers and employers (Kossek & Michel, 2011). For example, they can help employees balance their responsibilities in different areas of life, enable collaboration among people in different places, and protect the well-being of

workers and their society (Allen et al., 2013; Kelly & Moen, 2007).

### **Compressed Work-week (CWW)**

Workers with traditional work schedules have trouble dealing with their regular personal tasks such as going to the bank, dentist, to school meetings, or to car service. To solve these problems, some organizations use CWW schedules (Griffin & Moorhead, 2013). This is the schedule that full-time employees work their weekly hours in less than five days. CWW schedule has the same work hours as the traditional one, but the hours worked in a day are longer. In his article, this is a working week which consists of less than the standard five days, but requires that employees work increased work hours during each workday while achieving same or better performance (Baltes, Briggs, Huff, Wright & Neuman, 1999). By working the same number of hours, these compressed workweeks give the employee more time for personal pursuits and fewer commutes. Compressed workweeks will not only enable the employee to spend more time at home, but they will also save operational costs for the agency or government.

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### **Telecommuting**

The term “telecommuting” is credited to Jack Nilles, who described it as “the

substitution of telecommunications and/or computers for commuting work” in 1973. (Nilles, 1994). The focus is on shortening or doing away with the daily travel to and from work. The word “telecommuting” is used to describe a wider range of virtual work possibilities than just working from home, including working from satellite offices, hotels, and other places (Siha & Monroe, 2006). Gomez-Mejia et al. (2012) mention that the common use of laptops, cell phones and Wi-Fi hot spots in many public places have created a new work environment, one where employees can work from various locations.

### **Job sharing**

Job sharing is a type of part-time work where two part-time employees share the duties and responsibilities of one full-time job. They have the same chances as a full-time worker because they cooperate to finish the whole task. Griffin and Moorhead (2013) suggest that companies use job sharing as a strategy to attract more workers to the organization. The job can be split in various ways depending on the job and the workers. Often, the partners work 50% of the full-time hours each. They can do this by working mornings or afternoons, every other day, three days/two days, or two and a half days each. Job sharing might make a hard-to-fill job more appealing to people. Therefore, full-time pay and benefits are split among the sharers based on the time they worked.

### **Work-life Balance**

Work-life Balance (WLB) is a broad term that covers a healthy balance be-

tween one's job and aspirations and their leisure, family, and vacation time. Work from home often blurs the lines between work and personal life, which can lead to work overload and increase stress and anxiety, as well as affect their job satisfaction (Liu & Lo, 2018). The make up of the work and family life spheres has altered dramatically throughout time. Both men and women who work today deal with a variety of daily obstacles that occasionally cause an imbalance between their work and personal/family lives. When playing one role interferes with playing the other, the phenomenon known as "work-family conflicts" results (Lobel, 1991). So, a working person's performance at work and in their home lives is impacted by a lack of work-life balance. Working from home support helps to prevent the possible negative effects of feeling lonely and reduces the conflict between work and family or personal life (Contreras et al., 2020). A worker who has a better work-life balance can make a bigger contribution to the success and growth of the firm. By using the phrase "work satisfaction," Hoppock popularized the concept of work-life balance. According to Hoppock (1935), a person's ability to genuinely state, "I am satisfied with my job," depends on a number of psychological, physiological, and environmental factors.

### **Employee Intention to Stay**

The operational definition of intention to stay is an employee's desire to continue working for the same company (Chew & Chan, 2008). HR practices like rewards, and employee engagement also

play an important role in employee intention to stay. The term "intention to depart" refers to a person's subjective assessment of his/her likelihood of leaving a company soon (Mowday et al., 1982). The final step in the withdrawal cognition process, intention to depart is seen as a conscious and purposeful decision to leave a company in the near future (Mobley et al., 1978). Employees that are engaged feel energetic and productively connected to their work activities and believe they are capable of handling the responsibilities of their position (Schaufeli & Bakker, 2004).

### **Review of Literature**

In the paper "Impact of Flexible Work Arrangements on Job Satisfaction Among the Female Teachers in the Higher Education Sector", Rahman (2019) examines the effects of flexible work arrangements (FWA) on work-life balance and job satisfaction among female instructors in Bangladesh's higher education system. In particular, for women who balance many roles and obligations in their personal and professional lives, the study makes the case that FWA are crucial for enhancing employee performance and retention. Additionally, the paper asserts that FWA can support women's economic participation and career advancement. The report suggests that FWA includes a range of choices, including job sharing, flextime, telecommuting, and shortened work-weeks. The study makes use of earlier studies that looked at how FWA affected several outcomes, including job satisfaction, work-life balance, organizational

commitment, turnover intentions, and well-being (e.g., Allen et al., 2013). The paper also discusses some of the scales that have been used to measure FWA in the past, including the Work-life Balance Scale, the Job Satisfaction Survey, and the Flexible Work Arrangements Scale (Fisher-McAuley et al., 2003). In order to attract and keep qualified women, the article finds that FWA can improve the work-life balance and job satisfaction of female teachers in the higher education sector. Organizations should therefore adopt FWA policies.

The study by Rawashdeh et al. (2016) in their paper investigates the connection between work-life balance, employee job satisfaction, and flexible work arrangements (FWA) in Jordanian private airlines. The article makes the case that FWAs are crucial for enhancing employee well-being and retention. Additionally, the research asserts that FWA can support workers in striking a balance between their job and family obligations and improve the beneficial spill over effects from one to the other. The report suggests that FWA includes a range of choices, including job sharing, flextime, telecommuting, and shortened workweeks

Ghosh et al. (2013) look into the variables that affect employees' likelihood of staying with the company. The article makes the case that staff retention is a crucial issue for businesses because it has an impact on their productivity, performance, and competitiveness. The study asserts that a number of variables, including job happiness, organizational commitment, work-life balance, and em-

ployee engagement, might have an impact on employee retention.

During the 2008 recession, Palmeri (2013) looks into how flexible work arrangements (FWA) affect work/life balance and employee job satisfaction. The purpose of the study is to ascertain whether using FWA-assisted workers who survived a reduction in force (RIF) manages the increasing demands and stress in their workplace. The study also looks at how FWA use and results vary by demographic factors such as gender, age, education level, and marital status.

The study by McNall et al. (2010) looks into how flexible work arrangements (FWA) affect employee job satisfaction and intentions to leave their jobs, as well as the mediating effect of work-to-family enrichment. The study makes the case that FWA can aid employees in striking a balance between their work and family obligations and improve their favorable work-to-family spillover. Additionally, the paper asserts that FWA can lower employee turnover plans and boost job satisfaction, both of which are significant results for both workers and employers. The report suggests that FWA includes a range of choices, including job sharing, flextime, telecommuting, and shortened workweeks.

In the article "Flexible Work Arrangement" Sharafizad et al. (2011) investigate the use and accessibility of flexible work arrangements (FWA) in a university setting. In particular, for people who balance many tasks and obligations in their personal and professional lives,

the study makes the case that FWA is crucial for enhancing employee well-being and retention. Additionally, the research asserts that FWA can support workers in striking a balance between their job and family obligations and improve the beneficial spillover effects from one to the other. The study suggests that FWA incorporate options including job sharing, reduced workweeks, flextime, and flexplace.

The study by Hrobowski-Culbreath (2018) looks at how flexible work arrangements (FWA) affect work-life balance and employee job satisfaction at a US federal agency. In light of shifting workforce demographics and expectations, the article makes the case that FWA are crucial for enhancing employee well-being and retention. Additionally, the research asserts that FWA can support workers in striking a balance between their job and family obligations and improve the beneficial spillover effects from one to the other. The study suggests that FWA should incorporate a range of possibilities, including telework, shortened work week etc.

### Research Gap

Flexible work arrangements were not so common in India before the advent of covid-19. But the pandemic made this

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mandatory. There is a paradigm shift from traditional work culture to flexible work arrangements. Flexible work arrangements play an important role in the present-day scenario. This study is to examine whether flexible work arrangement has a positive or negative impact on the work-life balance and employee intention to stay. It is also important to know how the employees can manage the job-family and family-job in this shift. We also analyze how strong is the mediating role of work-life balance between the flexible work arrangement and employee intention to stay.

### Objectives of The Study

- To explore the effects of different forms of flexible work arrangements (like a compressed week, flexi-time, etc) on employees' intention to stay with their employer.
- To identify the impact of flexible work arrangements (like compressed week flexi-time) offered by the employer on the work-life balance of the employees.
- To analyze the mediating role of work-life balance on flexible work arrangements offered by the employer and its impact on the employees' intention to stay.

### Spill-over Theory

A phenomenon called spillover occurs when events in one function have an impact on events in the other, making the two jobs almost similar. Although the majority of this research has concen-

trated on mood spillover, studies have looked at how mood, values, abilities, and behaviors might transfer from one role to another (Edwards & Rothbard, 2000). Spill-over experiences can take favorable or unfavorable outcomes (Morris & Madsen, 2007). The terms generalization, isomorphism, continuation, extension, familiarity, and similarity have all been used to describe spillover in the literature (Edwards & Rothbard, 2000; Staines, 1980). Spillover can be interpreted in one of two ways (Edwards & Rothbard, 2000) as a positive correlation between life and work satisfaction and life and work values (Zedeck, 1992); or as a transfer of all skills and behaviors across domains (Repetti, 1987), such as when work-related fatigue is felt at home or when family obligations conflict with work obligations. Williams and Alliger (1994) examined mood-related spillover on a daily basis using experience sampling methodology. Their findings suggested that working parents in their sample were more likely to bring work-related emotions home than they were to transfer family-related emotions to the workplace

### **Social Exchange Theory**

According to the Social Exchange Theory, people choose the social connections that are most beneficial to them when engaging in social conduct. According to this hypothesis, people look for social settings that will strengthen their convictions while minimizing personal drawbacks. People will consider the advantages and disadvantages of contacts and look for beneficial interactions. A

workplace is a place where this principle can be used. An employee may be unsatisfied with their work condition if they are not gaining anything from their interactions at work. Consequently, it is crucial to make sure that workers are happy with their workplace.

Employees in various sectors can benefit from remote work opportunities or flexible work schedules thanks to information and communication technology that allows them to work from anywhere. Not all employment situations call for this structure. It makes positions available that were previously out of reach when it is appropriate. Teams that are spread out geographically can collaborate thanks to arrangements like this. Employers may be able to access a talent pool that was not previously accessible.

Teleworkers seek a sense of concern from their employers for their well-being. The idea is that if an employer treats a worker well, the employee will return the favor by treating the employer well (McNall, L et.al, 2009). This equilibrium is maintained according to the Social Exchange Theory, which is its fundamental basis. Family-friendly initiatives are acts of goodwill from an employer to a worker, and the latter feels that their employer values them. According to the Social Exchange Theory, employees who are happy with their situation and have their wants addressed will deliver good work results. The employer should anticipate getting the best performance out of their employee if telework is enabling them to make the most of their working environment.

## Theory of Organizational Equilibrium

According to the Barnard-Simon theory of organizational equilibrium, a worker will stay with a company as long as they feel they are making a similar contribution to the workplace and their personal lives. This idea claims that a person's ability to be happy at work is influenced by their self-image, their ability to fit into their career, and the predictability of their interactions at work.

## Research Questions

Is there a relationship between flexible work arrangements and work-life balance?

Fig. 1 The Conceptual Model



The study follows a correlation research design. Here, the hypothesis is formulated and statistical tools are used to analyze them.

## The Sample

Data was collected from employees working in the IT sector, who were the population of the study. The data was collected through a standardized questionnaire. 151 IT employees constituted the sample. A convenient sampling technique was used here to collect the data. No specific organization was targeted and was open to all the IT employees and the data was collected with the help of google forms.

Is there a relationship between flexible work arrangements and employee intention to stay?

## Hypotheses

- H1: Flexible work arrangement is positively related to employee intention to stay.
- H2: Flexible work arrangement is positively related to work-life balance.
- H3: Work-life balance is positively related to employee intention to stay
- H4: Work-life balance will mediate the relationship between flexible work arrangements and employee intention to stay.

## Data Collection

The questionnaire comprises questions related to flexible work arrangements, work-life balance, and employee intention to stay. All the questions are measured on a scale of 5 given 4 options. (1- strongly disagree, 2- disagree, 3-neutral, 4-agree, 5-strongly agree). The questionnaire used was proposed by Rawashdeh, Almasarweh & Jaber (2016); Albion (2004); Netmeyer (1996); Carlson (2006); and Schaufeli, Bakker & Salanova (2006). Respondents were asked to mark their gender, age, marital status, and responsibility to take. All these questions were compulsory to be marked.

IBM SPSS and WARPLS were used to carry out the analysis and to find the mediating relationship.

**Reliability & Validity**

Reliability is the capacity of a scale or instrument to provide results that are constant across time and accurately reflect the characteristics of the population (Maxwell, 1992). Cronbach’s Alpha is the most often used indicator of dependability for statistical tools and software. Internal consistency, or how closely a set of items are related to one another, is measured by Cronbach’s alpha. It is viewed as an indicator of scale dependability. Technically, Cronbach’s alpha is a coefficient of dependability rather than a statistical test (or consistency). The number of test items and their average intercorrelation affect Cronbach’s alpha.

**Table 1 Cronbach’s Alpha Value**

FWA	WLB	IS
.839	.851	.803

**Table 2 Reliability Statistics**

Cronbach’s Alpha	N of Items
.794	3

**Table 3 Descriptive Statistics**

	N	Mini- mum	Maxi- mum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
FWA	151	2.35	4.94	3.5976	.57270	-.090	.197	-.653	.392
WLB	151	1.97	5.00	3.3802	.63753	.708	.197	-.064	.392
IS	151	2.00	5.00	3.5379	.55709	-.011	.197	-.142	.392

Valid N (listwise) 151

While analyzing it is clear that Cronbach’s alpha value is greater than 0.7 for all the variables, which means the variable is reliable (Tables 1&2). Thus, we can conclude that the questionnaire has sufficient reliability.

Table 3 shows the basic information such as mean, standard deviation, maximum, minimum, variance, skewness, and kurtosis for each variable under study.

**Correlation & Regression**

Table 4 shows the results based on the correlation analysis conducted on all variables under study. The table shows that the significance value is less than 0.05. Hence it can be inferred that there is a significant correlation between the variables.

Under the model summary in Table 5, the regression result shows that the coefficient of determination value R<sup>2</sup> is 28%. This shows the explanatory power of Employee Intention to Stay on the total change occurring in Flexible Work Arrangements.

Table 6 shows the significance value as 0.00 which is less than the benchmark value of 0.5. Hence, we reject the null

**Table 4 Correlations**

		FWA2	WLB	IS
FWA2	Pearson Correlation	1	.588**	.529**
	Sig. (2-tailed)		.000	.000
	N	151	151	151
WLB	Pearson Correlation	.588**	1	.574**
	Sig. (2-tailed)	.000		.000
	N	151	151	151
IS	Pearson Correlation	.529**	.574**	1
	Sig. (2-tailed)	.000	.000	
	N	151	151	151

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

**Table 5 Model Summary**

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.529 <sup>a</sup>	.280	.276	.47417

a. Predictors: (Constant), FWA2

**Table 6 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.685	.246		6.843	.000
	FWA2	.515	.068	.529	7.619	.000

Note: Dependent Variable: IS

hypothesis and accept the alternate hypothesis. We can infer from the results that there is a significant impact of Employee intention to stay on the perception of Flexible work arrangement. Further based on the results we can formu-

late a regression line equation that shows the relationship between the dependent and independent variables which is shown below.

$$IS = 1.685 + .529(FWA)$$

**Table 7 Model Summary**

Model	R	R Square	Adjusted R Square	The error of the Estimate
1	.588 <sup>a</sup>	.346	.342	.51731

a. Predictors: (Constant), FWA2

Under the model summary (Table 7), the regression result shows that the coefficient of determination value R<sup>2</sup> is 34.6%. This shows the explanatory

power of Work-life balance on the total change occurring in Flexible work arrangements.

**Table 8 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.025	.269		3.814	.000
	FWA2	.655	.074	.588	8.878	.000

Note: Dependent Variable: WLB

**There is a significant impact of Work-life balance on the perception of Flexible work arrangements.**

Table 8 shows the significance value as 0.00 which is less than the benchmark value of 0.5. Hence, we reject the null hypothesis and accept the alternate hypothesis.

We can infer from the results that there is a significant impact of Work-life balance on the perception of Flexible work arrangements. Further based on the results we can formulate a regression line equation that shows the relationship between the dependent and independent variables which is shown below.

$$WLB = 1.025 + .588(FWA)$$

**Table 9 Model Summary**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.574	.329	.325	.45781

Note: Predictors: (Constant), WLB

Under the model summary presented in Table 9, the regression result shows that the coefficient of determination value R<sup>2</sup> is 32.9%. This shows the explanatory

power of Employee intention to stay on the total change occurring in Work-life balance

**Table 10 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.843	.202		9.140	.000
	WLB	.501	.059	.574	8.550	.000

Note: Dependent Variable: IS

Table 10 shows the significance value as 0.00 which is less than the benchmark value of 0.5. Hence, we reject the null hypothesis and accept the alternate hypothesis. We can infer from the results that there is a significant impact on Em-

**There is a significant impact on Employee Intention to stay on the perception of Work-life balance.**

ployee Intention to stay on the perception of Work-life balance. Further based

on the results we can formulate a regression line equation that shows the relationship between the dependent and independent variables which is shown below.

$$IS = 1.843 + .574(WLB)$$

**SEM-Model**

“Average path coefficient (APC)=0.382, P<0.001

Average R-squared (ARS)=0.301, P<0.001

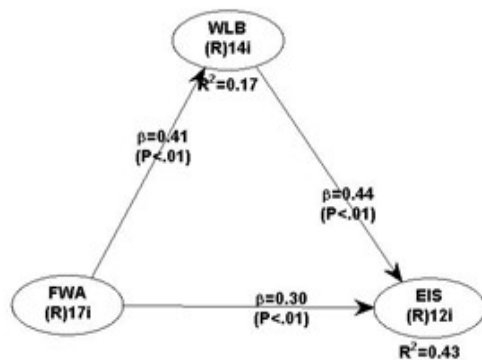
Average adjusted R-squared (AARS)=0.295, P<0.001

Average block VIF (AVIF)=1.541, acceptable if <= 5, ideally <= 3.3

Average full collinearity VIF (AFVIF)=1.453, acceptable if <= 5, ideally <= 3.3

Tenenhaus GoF (GoF)=0.319, small >= 0.1, medium >= 0.25, large >= 0.36"

**Fig.2 SEM Analysis Model of the Variables**



The SEM analysis for the model proposed for the study in fig. 2 and the finding indicate that there is a direct relationship, that is there is a significant re-

lationship between the variables as stated in the hypothesis because the value of p is less than 0.05. Hence, the hypothesis is accepted.

**Table 11 Path Coefficients**

	FWA	WLB	EIS
FWA			
WLB	0.410		
EIS	0.299	0.436	
P values			
	FWA	WLB	EIS
FWA			
WLB	<0.001		
EIS	<0.001	<0.001	

Table 11 shows the path coefficients and p-value of the independent variable to the dependent variable and the mediating effect on both variables. From the result obtained, we can accept the relationship between all the variables. Path coefficient shows the correlation and it is in one way. The path coefficient indicates the direct effect of a variable that is assumed to be a cause on another variable assumed to be an effect. Path analysis helps us to understand the relationship between different variables.

Table 12 shows that there is an indirect relationship between FWA and EIS through WLB, which is shown by the significance value of less than 0.5. And the indirect coefficient effect is 0.179.

**Findings**

The study was conducted among IT employees to understand how flexible work arrangement practices of an orga-

**Table 12 The Indirect Relationship Between FWA & EIS through WLB**

Indirect effects for path with 2 segments			
	FWA	WLB	EIS
FWA			
WLB			
EIS	0.179		
Number of paths with 2 segments			
	FWA	WLB	EIS
FWA			
WLB			
EIS	1		
P values of indirect effects for paths with 2 segments			
	FWA	WLB	EIS
FWA			
WLB			
EIS	<0.001		
Standard errors of indirect effects for path with 2 seg			
	FWA	WLB	EIS
FWA			

nization create an impact on employee work-life balance and employee intention to stay, where work-life balance is acting as a mediator. The p-value is less than 0.05 and all the alternative hypotheses are accepted, and a positive relationship is established. The findings from the study include:

- There is a positive significant relationship found between flexible work arrangements and employee intention to stay.
- There is a positive significant relationship found between flexible work arrangements and work-life balance
- There is a positive significant relationship found between work-life balance and employee intention to stay

- Work-life balance acts as a mediator between flexible work arrangements and employee intention to stay.

From the data collected, we can assume that flexible work arrangements such as flexi-time, and compressed work week impact the employees in a positive way. They tend to contribute more when they can efficiently use the productive hours. From the responses, we can infer that, unlike during the pandemic, not every organization is supporting flexible work arrangements. When the situation changed, there are organizations that are going back to the traditional work system.

- It can also be concluded that many organizations allow their employees

to work with the aid of technology from anywhere for a fixed number of days though a little strict about timing.

- Job sharing is also a common phenomenon currently. People feel happy and more productive when there is one more person in the same position so as to discuss and come up with innovative ideas. At the same time, not everyone is happy about sharing a job with people of the same designation if the rewards and monetary benefits are shared.
- From the responses it is clear that not every organization is keen on the career development of their employees. Since the data collected is only from a few organizations in the IT sector generalization cannot be done. But it is evident that no employee will stay in an organization if their potential is not used and if the organization provides no opportunity for growth. Employee intention to stay depends on employee engagement, career development, and other factors.
- IT employees have stated that there have been instances when the family-work and work-family requirements have collided. The more a person is engaged in work, the chance is more to find a proper balance between work and home requirements.
- It has been discovered that employee engagement is a crucial and desirable component for achieving productivity, profitability, and customer pleasure.

**There is a relation between all three variables such that flexible work arrangements lead to employee intention to stay and work-life balance.**

Hence, the study proves that there is a relation between all three variables such that flexible work arrangements lead to employee intention to stay and work-life balance. When the work-life balance increases the employee's intention to stay is positively impacted. Thus, the study helps us to assume that employees are ready to take up flexible work arrangements different from the traditional work arrangement.

### Implications

The findings are limited and there is future scope to look into different aspects of flexible work arrangements. From the responses, we can conclude that flexible work arrangement is not a hindrance to career development. 57% of the population strongly agreed that their organization supports in their career development. When an organization provides flexible work arrangements it does not affect the growth opportunity of an individual. Though flexible work arrangements are practiced, there occur work-family conflicts which need to be studied in depth. This study also focuses on the extent to which supervisors emphasize on work-life balance. The result cannot be generalized but finding more about this helps us to know how the work-life balance can be achieved with the initiatives from the or-

ganization. Employees' readiness to change from the traditional work environment might have been low in the beginning of the pandemic, but the study shows that they are now ready to adopt flexible work arrangements including work-from-home again if the situation demands.

### Limitations

The analysis and interpretations were made on the assumption that the response given by the respondents are true.

- The findings cannot be generalized across organizations
- The sample is limited to 151 IT employees

### Conclusion

These days, it is more crucial than ever to have flexible work schedules, especially in the wake of the COVID-19 outbreak. Because of the epidemic, many employees now work from home or use hybrid work arrangements that include in-person and remote work. This has significantly changed the way we operate.

Flexible work schedules have proven to be a crucial tool for businesses looking to adapt to these changes, retain productivity, and put employee well-being first. Businesses can encourage work-life balance and lower employee stress by giving employees the freedom to work from home or change their schedules to better suit their personal lives.

Additionally, because they provide workers with more freedom and control

over their work schedules, flexible work arrangements have the potential to boost employee engagement and job satisfaction. As a result of being able to work in settings that are better suited to their particular requirements and preferences, employees may be more productive and creative.

In conclusion, flexible work arrangements are essential in the modern workplace because they enable firms to respond to shifting conditions and foster a more encouraging and productive environment. These are essential for luring and keeping top talent, as many workers today place a high value on flexibility and a work-life balance when evaluating job possibilities.

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