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Flexible working in India: Shaping the future of work culture

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DOI: https://www.doi.org/10.22271/27084515.2025.v6.i2u.927

Abstract
Work flexibility has emerged as a significant factor influencing employment practices in India. This study aims to examine the distinct dimensions of work flexibility and their relationship with employee job satisfaction. Drawing upon both theoretical and conceptual frameworks, the research investigates various flexible work options implemented across organizations in the banking and IT sectors. Using a cross-sectional research design, the findings reveal that although multiple forms of work flexibility are available to employees, their association with overall job satisfaction remains relatively weak. The study contributes to the growing discourse on flexible work practices by offering insights into sector-specific variations and their implications for human resource strategies in the Indian context.

Keywords: Flexible working, forms of work flexibility, job satisfaction, bank & it sector company

Introduction
Flexible working, also referred to as flexi-time, flex-time, flex scheduling, or the implementation of a flexible system, represents an organizational approach that allows employees to benefit from adaptable working hour arrangements. A flexitime system is designed to provide employees with greater autonomy within the workplace by enabling them to begin and conclude their work at times that align with their personal and professional commitments. It serves as an alternative to the conventional eight-hour, five-day workweek, generally followed from 8 a.m. to 5 p.m., by permitting employees to structure their work schedules to accommodate commuting, family, and other personal needs.

Flexible work culture reflects an organizational environment that emphasizes collaboration and connectivity among employees regardless of when, where, or how they work. It transcends the boundaries of physical workspaces, traditional desktops, or rigid log-in and log-out systems. Instead, employees are empowered to complete tasks at their own pace while meeting deadlines and maintaining team communication, even when working remotely. For on-site employees, flexibility may involve variable working hours depending on individual availability and task demands. Globally, organizations are transitioning from traditional structures toward flexible work cultures owing to the numerous associated benefits, such as enhanced optimism, professionalism, productivity, and reduced absenteeism, turnover, and overtime costs.

Flexible work arrangements (FWs) enable employees to work from any location and at times of their own choosing. The concept was first introduced in the 1960s by West German author Christel Kammerer, who described flexible work systems in the German aerospace industry. By the 1970s, flexible work gained popularity in countries such as the United States, Canada, and the United Kingdom (Stanley, 1995) [14]. In the modern context, FWs encompass the possibility of working from home, cafés, or even while traveling, provided that employees have reliable internet access. Employees tend to be more motivated and productive when given the freedom to work in environments where they feel most effective (Khan, Raza, & Ahmed, 2020) [15].

Flexible work arrangements can take various forms, including optional scheduling systems (e.g., flexitime and compressed workweeks), shift and break adjustments, part-time work, career breaks, and telework options such as working from home or remote offices (Masuda *et al.*, 2012; Bajzikova *et al.*, 2013; Stripe, 2016; Opuko & Munjuri, 2017) [10, 16, 17, 18]. Studies indicate that employees with access to flexible scheduling experience better work-

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life balance than those working traditional fixed hours (Hayman, 2009) [19]. Flexitime, particularly for working mothers, has been associated with reduced depression (Barling & Barenbrug, 1984) [20] and lower stress levels (Pierce & Newstrom, 1982) [21]. Researchers have further noted that flexible scheduling enhances attendance and reduces absenteeism compared to fixed working hours (Pierce & Newstrom, 1982) [21].

Flexible work also reflects an organization's concern for employee well-being, as it signals trust and value toward its workforce (McNall, Masuda, & Nicklin, 2010) [22]. Adoption of a flexible work culture often enhances employee satisfaction and productivity (Opuko & Munjuri, 2017) [18]. However, not all forms of flexibility yield the same outcomes. For instance, mobile working, teleworking, job sharing, and career breaks have shown significant positive relationships with work performance, whereas home-based working, shift work, and compressed workweeks have displayed weaker associations (Opuko & Munjuri, 2017) [18]. Despite its benefits, flexible working also presents several challenges. These systems often require greater managerial control and oversight compared to traditional arrangements (Dancaster, 2006) [24]. Previous studies have highlighted that expanding working hours, maintaining timekeeping systems, and managing remote teams may result in additional operational costs, including electricity and infrastructure expenses (Grzywacz, Carlson, & Shulkin, 2008) [23]. Moreover, assessing the productivity of employees engaged in flexible work remains a persistent challenge. Perceived flexibility is also influenced by organizational culture, leadership style, and social support from colleagues (Bjarntoft *et al*., 2019) [26].

Notably, research on flexible working has been concentrated in developed economies, while studies focusing on developing countries remain limited (Peprah, Agyemang, & Damoah, 2020) [27]. Employees working flexibly often perceive an increased workload or effort requirement compared to those in traditional settings (Kelliher & Anderson, 2009) [25]. Furthermore, work culture varies significantly across nations and organizations (Masuda *et al*., 2012) [10]. For example, regions such as Latin America exhibit moderate relationships between flexitime and turnover intentions compared to countries like Canada, Australia, New Zealand, and the United States (Masuda *et al*., 2012) [10].

In the Indian context, employees in IT firms are often more work-invested compared to their counterparts in the United States (Ashwale & Ashte, 2013) [29]. A survey indicated that nearly 48% of Indian employees perceive a lack of supportive work culture, leading approximately 76% to seek new job opportunities, whereas 60% of Americans express satisfaction with their current employment (Ashwale & Ashte, 2013) [29]. This highlights significant cross-national differences in work culture. As suggested by Hofstede, Neuijen, Ohayv, and Sanders (1990) [28], work culture differs not only between organizations but also across national contexts. Occupational culture, therefore, is distinct from national culture, and in India, access to flexible working arrangements is influenced by contextual factors such as organizational type, leadership, and policy support (Chung & Lippe, 2018) [30].

Flexible Working and Job Satisfaction
Job satisfaction is one of the most significant aspects of

employee well-being and organizational success (Rahman, 2019) [35]. Previous studies have shown that work-life balance has a positive relationship with job satisfaction, suggesting that when organizations effectively integrate flexible work arrangements (FWAs), employees are better able to maintain equilibrium between their professional and personal lives. This balance is particularly beneficial for female employees, leading to higher levels of job satisfaction (Rahman, 2019) [35].

In the context of gender differences, the COVID-19 pandemic brought about a noticeable disparity in work efficiency and job satisfaction. While prior to the pandemic, women reported similar levels of productivity and satisfaction as men, post-pandemic data revealed that women experienced lower productivity and job satisfaction compared to their male counterparts (Feng & Savani, 2020) [32]. Flexible work practices have been found to foster a positive relationship between job satisfaction and work-life balance, as flexitime arrangements can effectively reduce the impact of work-related stress (Hayman, 2010). Among various flexible work options, flexitime has been identified as the most preferred arrangement over alternatives such as compressed workweeks, teleworking, and job sharing, with employees reporting higher levels of job satisfaction under this model. Moreover, studies continue to affirm a positive association between flexible work arrangements and work-life balance (Rahman, 2019) [35]. However, different forms of flexible work, such as telecommuting, demonstrate varying relationships with job satisfaction (Bekele & Mohammed, 2020) [33]. Researchers have therefore recommended conducting further investigations, as findings tend to vary across regions and cultural contexts.

Although a considerable body of research supports the positive influence of flexible working on job satisfaction, some scholars have highlighted potential limitations. For instance, Baltes (1999) argued that flexibility is beneficial only up to a certain threshold, beyond which it may adversely affect employee satisfaction. Similarly, Putra *et al*. (2020) [34] found that flexitime working did not always correlate positively with work-life balance or job satisfaction. Given these mixed findings, further research is warranted to analyze how a flexible work culture influences job satisfaction, particularly within diverse organizational and national settings.

Objective
1. To identify the forms of flexible working in the Bank and IT sector companies.
2. To study the relation between flexible working and Job satisfaction of employees working Bank and IT sector companies.
3. To suggest prescriptive guidelines for further effective implementation of flexible working in this sector.

Literature Review
Flexible Working and Forms of Work Flexibility
Organizations that modify their work culture by introducing flexible work arrangements aim to create a more dynamic, adaptive, and resilient structure capable of attracting and retaining talent in an increasingly competitive environment (Papalexandris & Kramar, 1997) [8]. Such initiatives also prepare the workforce to better respond to emerging opportunities and changing business needs. When

organizations provide employees with flexibility in terms of time and place of work, they are essentially fostering a flexible work culture one that empowers employees to perform their duties more autonomously while maintaining productivity and engagement.

According to Barney and Elias (2010) [6], an organization that supports employees through flexible working hours, allowing them to manage their tasks at any time, exemplifies a flexitime or flexible working model. The literature further suggests that organizations offering flexible working options can help reduce employee stress and enhance intrinsic motivation, ultimately improving job satisfaction and overall performance (Barney & Elias, 2010) [6]. Historically, flexible work styles gained traction in the 1970s as they were associated with reductions in absenteeism and improvements in performance outcomes (Atkinson & Hall, 2016) [36]. Employees' ability to control their work schedules and balance professional and personal responsibilities has been identified as a key factor in job satisfaction and organizational commitment (Atkinson & Hall, 2016) [36].

Papalexandris and Kramar (1997) [8] emphasized that different forms of employment arrangements serve distinct organizational purposes part-time work supports operational needs, fixed-term contracts suit strategic objectives, and casual work arrangements are most appropriate for staff-level positions. The literature broadly categorizes flexible work culture into several dimensions.

- **Time Flexibility:** Employees have control over their work schedules, such as through flexitime, annualized hours, or individualized working hour contracts.
- **Duration Flexibility:** Flexibility in the number of hours worked per week, which includes job sharing, part-time work (less than 32 hours per week), compressed workweeks, and extended leave options such as career breaks, parental leave, or sabbaticals.
- **Place Flexibility:** Flexibility concerning the physical location of work, encompassing remote work, telework, hybrid models, and virtual office arrangements (Barney & Elias, 2010) [6].

Work flexibility has been a common practice in several European countries since the 1970s, with its roots traced back to Germany (Papalexandris & Kramar, 1997) [8]. Countries such as France and Belgium adopted flexible work systems to address issues related to extend working hours. In France, the introduction of a four-day workweek and the provision of parental leave with job security exemplified progressive labor policies. Denmark encouraged job sharing and offered paid leave as a means of reducing unemployment, while the United Kingdom adopted both flexitime and flexible place-of-work policies. Notably, the proportion of employees opting for flexible and full-time arrangements in the U.K. remained almost identical, suggesting the growing acceptance of flexible work options (Papalexandris & Kramar, 1997) [8].

Masuda *et al*. (2012) [10], through a cross-country cluster analysis, examined key forms of work flexibility, identifying flexitime, compressed workweeks, telecommuting, and part-time work as the most prominent arrangements. Similarly, Chung and Tijdens (2012) [9] proposed four major dimensions of flexitime work: employer-centered flexibility, employee-centered flexibility, full-time-centered flexibility, and part-time-centered

flexibility. In the Indian context, Yadav, Rangnekar, and Bamel (2016) [11] utilized the Total Interpretive Structural Modeling (TISM) approach to identify six major dimensions of workplace flexibility: time flexibility, pay and benefit flexibility, place-of-work flexibility, learning flexibility, and performance and career planning flexibility. Their study emphasized that most prior research on flexible work practices had predominantly adopted an employer perspective, focusing on managerial convenience and operational efficiency rather than organizational culture or employee outcomes. Furthermore, they highlighted a significant research gap in studies related to the service sector, particularly in industries such as banking, power, and information technology, where flexibility could play a crucial role in improving employee engagement and performance.

Flexible Working and Job Satisfaction
Job satisfaction is widely recognized as one of the key determinants influencing employee retention rates within organizations (Clark *et al*., 1998) [37]. In the post-COVID-19 era, the concept of work flexibility has gained substantial attention in the field of human resource management. The pandemic accelerated the adoption of flexible work practices across sectors; however, not all forms of flexibility have been thoroughly examined in academic research (Origo & Pagani, 2008) [2].

Work flexibility is often analyzed through two primary dimensions functional flexibility and quantitative flexibility. According to Origo and Pagani (2008) [2], only functional flexibility demonstrates a positive relationship with job satisfaction, whereas quantitative flexibility does not yield similar results. Empirical evidence from interviews further indicates that employees who work under flexible arrangements tend to feel more empowered and satisfied, as such practices enhance their sense of autonomy and job security (Kelliher & Anderson, 2008) [3].

Moreover, workplace flexibility is considered a multidimensional construct that contributes to employee satisfaction and supports sustainable human resource development. The integration of multiple flexible work forms fosters organizational adaptability and long-term workforce sustainability (Davidescu *et al*., 2020) [4]. In addition, flexible work arrangements have been shown to strengthen the work-family interface, reduce absenteeism, and improve employee performance outcomes (Masuda *et al*., 2009) [5].

Research Methodology
Research Design
The present study employs a cross-sectional research design to investigate the relationship between work flexibility and job satisfaction among employees in the Indian IT sector. This approach enables the collection of data from respondents at a single point in time, facilitating the assessment of associations between the key variables**.**

Sample and Data Collection
The study sample comprises employees from two major IT organizations, IBM and Google, and 2 major banks - RBS and SBI Bank, located in Gurgaon, India. Data were collected through a web-based survey administered via

Google Forms. A total of 28 respondents voluntarily participated in the study.

Research Instrument
A structured questionnaire was developed to gather relevant data. The instrument consisted of three main sections
1. **Demographic Information:** This section captured details such as age, educational qualification, marital status, and family structure.
2. **Work Flexibility Scale:** The scale was adapted from Hill *et al.* (2001) and included four dichotomous (Yes/No) statements assessing different dimensions of flexibility such as *"where you work"* and *"how much time you will work daily."*
3. **Job Satisfaction Scale:** The scale for measuring job satisfaction was adopted from Govender *et al.* (2018) [1].

Four statements were selected as most appropriate for this study, including items such as *"I am satisfied with my current work arrangement."*

Data Analysis Techniques
Data were analysed using SPSS software. Descriptive statistical techniques, including median and percentage analysis, were employed to summarize the demographic and variable-related information. To test the normality of data distribution, the Shapiro-Wilk test was performed. Furthermore, Pearson's correlation coefficient was used to examine the relationship between work flexibility and job satisfaction among IT employees.
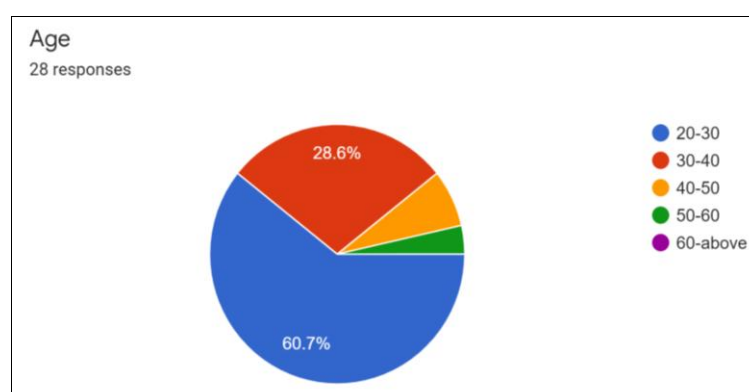
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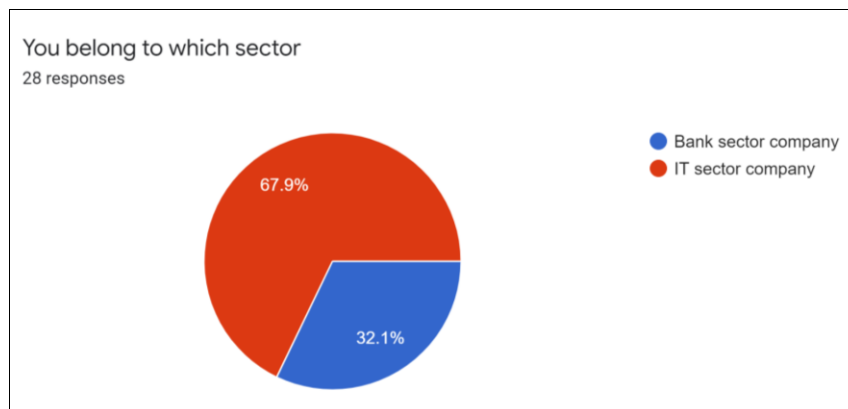
Source: Author's Own.

Fig 1: Employees Sector
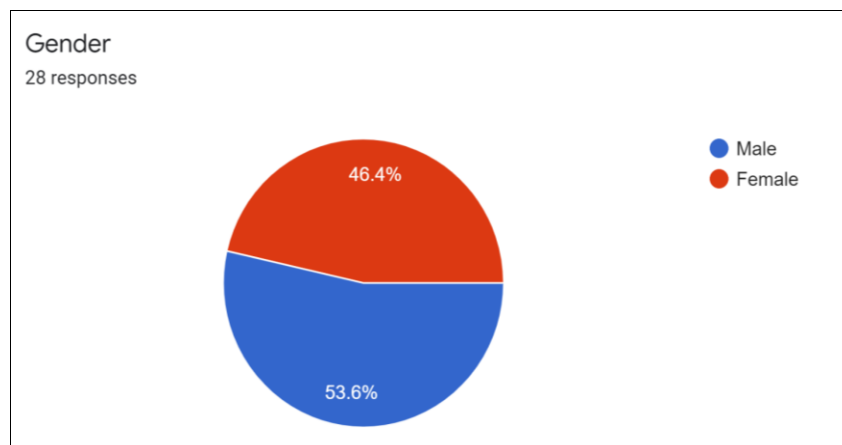
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Fig 2: Gender

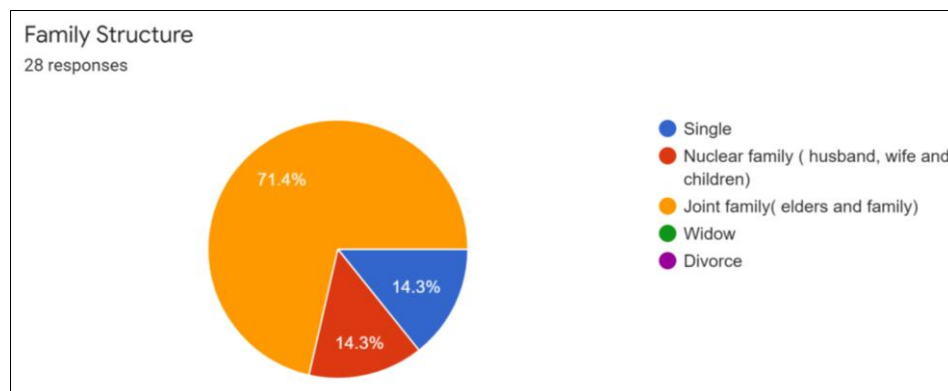**Source:** Author's Own
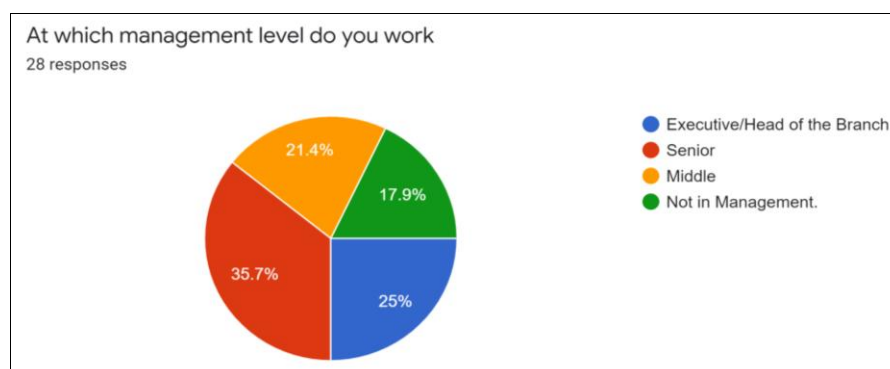
Fig 3: Age
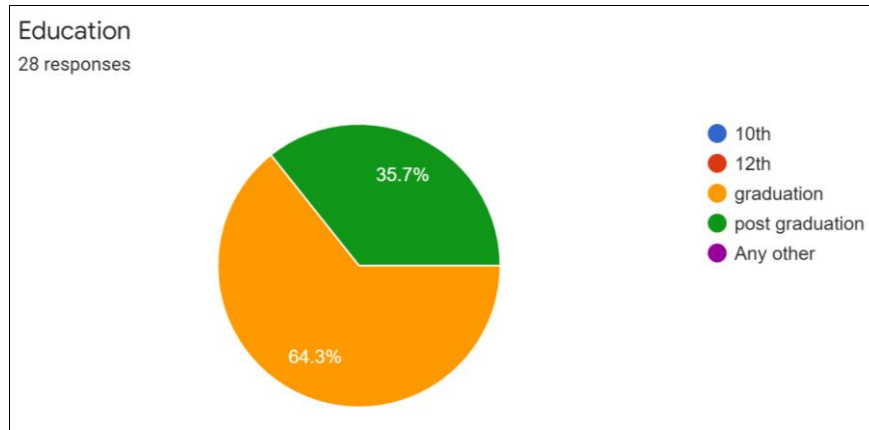
Source: Author's Own

Fig 4: Employees Education
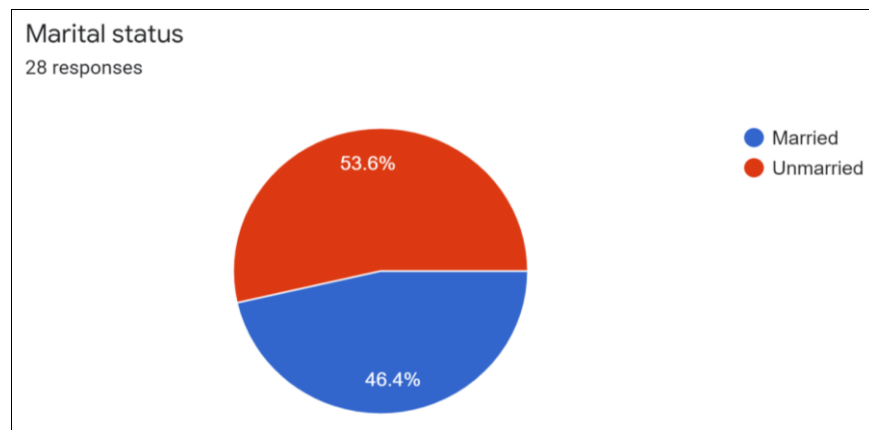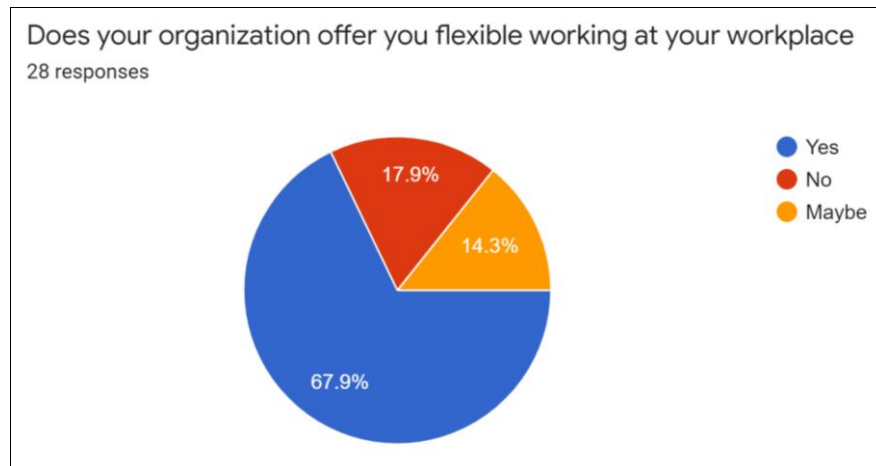

Source: Author's Own

Fig 5: Employees Marital Status

Source: Author's Own

Fig 6: Employees Family Structure

Source: Author's Own

Fig 7: Employees Designation Management Level

Source: Author's Own

Fig 8: Organization flexibility support to Emoployees

Table 1: Normality

Variable	Kolmogorov-Smirnov Statistic	df	Sig.	Shapiro-Wilk Statistic	df	Sig.
Do they have flexibility in selecting the location of where you work	0.429	28	0.000	0.591	28	0.000
Flexibility in selecting when do you work / at what time you will work	0.374	28	0.000	0.631	28	0.000
Flexibility in selecting how you will do your work	0.392	28	0.000	0.622	28	0.000
Flexibility in selecting how much time you will work daily	0.374	28	0.000	0.631	28	0.000
Satisfaction from current work arrangement	0.264	28	0.000	0.860	28	0.001
Would like to be involved in structuring my working timing	0.408	28	0.000	0.712	28	0.000
Flexible working arrangement will make me want to stay in my company	0.361	28	0.000	0.782	28	0.000
Flexible work arrangement will help balance my work-life commitment	0.392	28	0.000	0.730	28	0.000

Source: Author's Own

Table 2: Descriptive Statistics

Statistic	Do they have flexibility in selecting the location of where you work	Flexibility in selecting when do you work / at what time you will work	Flexibility in selecting how you will do your work	Flexibility in selecting how much time you will work daily	Satisfaction from current work arrangement	Would like to be involved in structuring my working timing	Flexible working arrangement will make me want to stay in my company	Flexible work arrangement will help balance my work-life commitment
N (Valid)	28	28	28	28	28	28	28	28
Missing	0	0	0	0	0	0	0	0
Mean	1.32	1.57	1.39	1.43	3.46	3.79	3.82	3.86
Median	1.00	2.00	1.00	1.00	4.00	4.00	4.00	4.00
Std. Deviation	0.476	0.504	0.497	0.504	0.881	0.686	0.945	0.803
Variance	0.226	0.254	0.247	0.254	0.776	0.471	0.893	0.646
Skewness	0.809	−0.305	0.464	0.305	−0.758	−1.179	−1.320	−1.111
Std. Error of Skewness	0.441	0.441	0.441	0.441	0.441	0.441	0.441	0.441

Source: Author's Own

Table 3: Correlation

		Flexibility in selecting when do you work / at what time you will work	Flexibility in selecting how you will do your work	Do they have flexibility in selecting the location of where you work	Flexibility in selecting how much time you will work daily	Satisfaction from current work arrangement	Would like to be involved in structuring my working timing	Flexible working arrangement will make me want to stay in my company	Flexible work arrangement will help balance my work-life commitment
Flexibility in selecting when do you work / at what time you will work	Pearson Correlation	1	.253	.442*	.604**	-.286	.153	.067	.118
	Sig. (2-tailed)		.193	.019	.001	.140	.437	.736	.551
	N	28	28	28	28	28	28	28	28
Flexibility in selecting how	Pearson correlation	.253	1	.229	.338	-.178	.039	.076	.146

you will do your work	Sig. (2-tailed)	.193		.241	.079	.365	.845	.701	.460
	N	28	28	28	28	28	28	28	28
Do they have flexibility in selecting the location of where you work	Pearson Correlation	.442*	.229	1	.331	-.281	-.008	.050	.028
	Sig. (2-tailed)	.019	.241		.085	.148	.967	.800	.889
	N	28	28	28	28	28	28	28	28
Flexibility in selecting how much time you will work daily	Pearson Correlation	.604**	.338	.331	1	-.048	.061	.322	.340
	Sig. (2-tailed)	.001	.079	.085		.810	.757	.094	.077
	N	28	28	28	28	28	28	28	28
Satisfaction from current work arrangement	Pearson Correlation	-.286	-.178	-.281	-.048	1	.416*	.459*	.568**
	Sig. (2-tailed)	.140	.365	.148	.810		.028	.014	.002
	N	28	28	28	28	28	28	28	28
Would like to be involved in structuring my working timing	Pearson Correlation	.153	.039	-.008	.061	.416*	1	.396*	.681**
	Sig. (2-tailed)	.437	.845	.967	.757	.028		.037	.000
	N	28	28	28	28	28	28	28	28
Flexible working arrangement will make me want to stay in my company	Pearson Correlation	.067	.076	.050	.322	.459*	.396*	1	.795**
	Sig. (2-tailed)	.736	.701	.800	.094	.014	.037		.000
	N	28	28	28	28	28	28	28	28
Flexible work arrangement will help balance my work-life commitment	Pearson Correlation	.118	.146	.028	.340	.568**	.681**	.795**	1
	Sig. (2-tailed)	.551	.460	.889	.077	.002	.000	.000	
	N	28	28	28	28	28	28	28	28

Source: Author's Own

Table 4: Descriptive Statistics

Frequencies Do they have flexibility in selecting the location of Where you work		Yes	No
Satisfaction from current work arrangement	> Median	2	0
	<= Median	17	9
Would like to be involved in structuring my working timing	> Median	2	0
	<= Median	17	9
Flexible working arrangement will make me want to stay in my company	> Median	2	3
	<= Median	17	6
Flexible work arrangement will help balance my work-life commitment	> Median	3	1
	<= Median	16	8

Source: Author's Own

Table 5: Median Table

Test Statisticsᵃ	Satisfaction from current work arrangement	Would like to be involved in structuring my working timing	Flexible working arrangement will make me want to stay in my company	Flexible work arrangement will help balance my work-life commitment
N	28	28	28	28
Median	4.00	4.00	4.00	4.00
Exact Sig.	1.000	1.000	.290	1.000

Source: Author's Own

a. Grouping Variable: Do they have flexibility in selecting the location of where you work

Normality and Reliability Analysis
The results of the Shapiro-Wilk test indicated that the significance value was less than the alpha level ($p<0.05$), suggesting that the data were not normally distributed. Despite the non-normality of the data, parametric tests were used for the analysis due to the robustness of the method with small samples. To assess the internal consistency of the measurement scales, Cronbach's Alpha was computed, yielding a value of 0.707, which reflects acceptable reliability for the scales used in this study.

Descriptive Analysis
The median and percentage findings revealed that a considerable portion of the respondents experienced some form of work flexibility within their organizations. Specifically, 67.9% of employees reported having flexibility in choosing where they work, while only 42.9% stated that they had flexibility in deciding when or at what time they work. Additionally, 60.7% indicated flexibility in how they perform their tasks, and 57.1% agreed that they could decide how much time they work daily.

In terms of job satisfaction, 46.4% of respondents expressed satisfaction with their current work arrangement, and 71.4% acknowledged being involved in work structuring. However, only 14.3% of employees strongly agreed that work flexibility directly helps them maintain work composure. Moreover, 60.7% of respondents stated that flexible working arrangements have encouraged them to remain with their current employer.

Correlation Analysis

The Pearson correlation results demonstrated a low positive relationship between various dimensions of work flexibility and job satisfaction.

- Flexibility in when or at what time to work exhibited a very low correlation with job satisfaction, ranging between 0.067 and 0.118.
- Flexibility in how employees perform their work (e.g., job sharing or co-working) showed a correlation between 0.076 and 0.146.
- Flexibility in where employees work reflected a low correlation ranging from 0.05 to 0.28.
- Flexibility in how much time employees work revealed a slightly higher yet still low positive correlation, ranging between 0.322 and 0.340.

Overall, the results indicate that work flexibility has a weak association with job satisfaction. Although employees experience certain forms of flexibility within their workplaces, these do not appear to substantially enhance their satisfaction levels. The significance value is greater than 0.05; therefore, the null hypothesis fails to be rejected.

Qualitative Observations

Open-ended responses from participants revealed that most employees appreciate their companies' initiatives in offering flexibility and supportive work arrangements. However, several respondents also noted that work flexibility sometimes leads to increased workload and comparatively lower compensation, which may negatively influence overall job satisfaction.

Discussion

The findings of this study revealed that work flexibility within the Indian IT and banking sectors has only a weak positive relationship with job satisfaction, which partially contrasts with earlier studies conducted in developed economies. While a majority of respondents reported access to flexible options such as deciding *where* and *how* they work, these forms of flexibility did not significantly enhance their overall job satisfaction. This aligns with Origo and Pagani (2008) [2], who differentiated between functional and quantitative flexibility, asserting that not all forms yield positive outcomes. The results also resonate with Kelliher and Anderson (2008) [3], who found that although flexible arrangements improve perceptions of autonomy and empowerment, they can simultaneously intensify workload and stress.

The qualitative insights from respondents indicate that flexibility often leads to an increased workload without corresponding compensation, echoing Kelliher and Anderson's (2009) [25] argument that flexible work can contribute to work intensification. Furthermore, the low correlation coefficients in this study suggest that flexibility alone may not guarantee job satisfaction supportive managerial practices, fair pay structures, and recognition systems likely moderate this relationship (McNall *et al.*, 2010) [22].

Comparatively, research from Europe and the United States has reported stronger associations between flexible working and employee satisfaction (Masuda *et al.*, 2012; Rahman, 2019) [10, 35]. The relatively weaker relationship observed in India may be attributed to cultural and organizational factors, such as hierarchical work environments, rigid performance monitoring systems, and limited technological infrastructure (Peprah *et al.*, 2020; Chung & Lippe, 2018) [30] [27]. These contextual differences reinforce Hofstede *et al.* (1990) [28], who argued that national culture significantly shapes workplace practices and employee attitudes. Therefore, in India's case, flexibility might still be evolving as a management practice rather than a deeply embedded cultural value.

In line with Davidescu *et al.* (2020) [4], this study reaffirms that workplace flexibility can enhance employee well-being and organizational sustainability, but its success depends on implementation quality. Without adequate managerial support and equitable workload distribution, flexible policies may fail to translate into meaningful satisfaction. Thus, while flexibility is increasingly promoted as a modern HR strategy, its practical impact on employee morale in India remains nuanced and conditional.

Theoretical Contribution

This study adds to the literature on Flexible Work Arrangements (FWAs) by providing empirical evidence from the Indian context, a setting underexplored in prior research dominated by Western economies. It reinforces social exchange theory and work-family enrichment theory, which propose that employees reciprocate organizational support with positive attitudes when flexibility enhances their work-life integration (McNall *et al.*, 2010; Rahman, 2019) [22, 35]. However, the weak correlation found here suggests that cultural and contextual factors moderate this exchange process.

The study also expands Origo and Pagani's (2008) [2] distinction between functional and quantitative flexibility by demonstrating that different forms of flexibility yield distinct outcomes in emerging markets. It provides a theoretical lens for examining flexibility as a multidimensional construct, integrating time, place, and task-related autonomy within India's socio-economic and organizational realities.

Policy and Managerial Implications

For organizations aiming to strengthen employee satisfaction through flexibility, this study offers several actionable insights

1. **Strategic Alignment:** Flexibility policies should be integrated into HR strategy rather than treated as employee perks. Aligning flexible practices with performance management and career development systems will ensure sustainability and fairness.
2. **Supportive Leadership:** Managers should receive training to handle flexible teams effectively, ensuring that autonomy does not lead to overload or disengagement (Kelliher & Anderson, 2009) [25].
3. **Equitable Implementation:** HR departments must ensure equitable access to flexibility across gender, job levels, and departments, as unequal distribution can create perceptions of favoritism or injustice.
4. **Technological Enablement:** Investments in digital tools and virtual collaboration systems can improve the effectiveness of remote and hybrid work arrangements, particularly in sectors like banking and IT.
5. **Employee Well-Being Programs:** Incorporating wellness initiatives, workload management mechanisms, and feedback channels can mitigate potential downsides such as work intensification or burnout.

From a policy standpoint, the findings call for governmental encouragement of flexible labor laws and organizational incentives for adopting employee-centric work models that promote inclusivity, gender balance, and long-term productivity.

Conclusion
The study contributes to understanding how different forms of work flexibility influence job satisfaction among employees in India's IT and banking sectors. Although organizations have integrated flexible practices such as remote work, flexitime, and task autonomy, the correlation between these practices and job satisfaction remains low. The results suggest that while employees appreciate flexibility in principle, its implementation often lacks alignment with employees' personal and professional needs. The research also establishes that flexibility in *how much time* employees work has a relatively higher positive influence compared to flexibility in *where* or *when* they work. Overall, it can be concluded that flexible working in India is still at a developing stage, where policy design and organizational culture are yet to fully support the potential benefits of flexibility.

Limitations and Future Research Directions
This study has several limitations that should be acknowledged. First, the sample size (N = 28) is relatively small, limiting the generalizability of findings to broader sectors or regions. Second, the cross-sectional research design captures relationships at one point in time, thereby restricting causal interpretation. Third, the study relied on self-reported data, which may involve response bias or social desirability effects.

Future research should employ larger and more diverse samples from different industries and geographic regions of India. A longitudinal research design can provide deeper insights into how flexible work arrangements influence satisfaction and performance over time. Additionally, future studies may incorporate moderating variables such as organizational culture, supervisor support, and technological readiness to better understand contextual differences influencing the flexibility-satisfaction relationship.

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