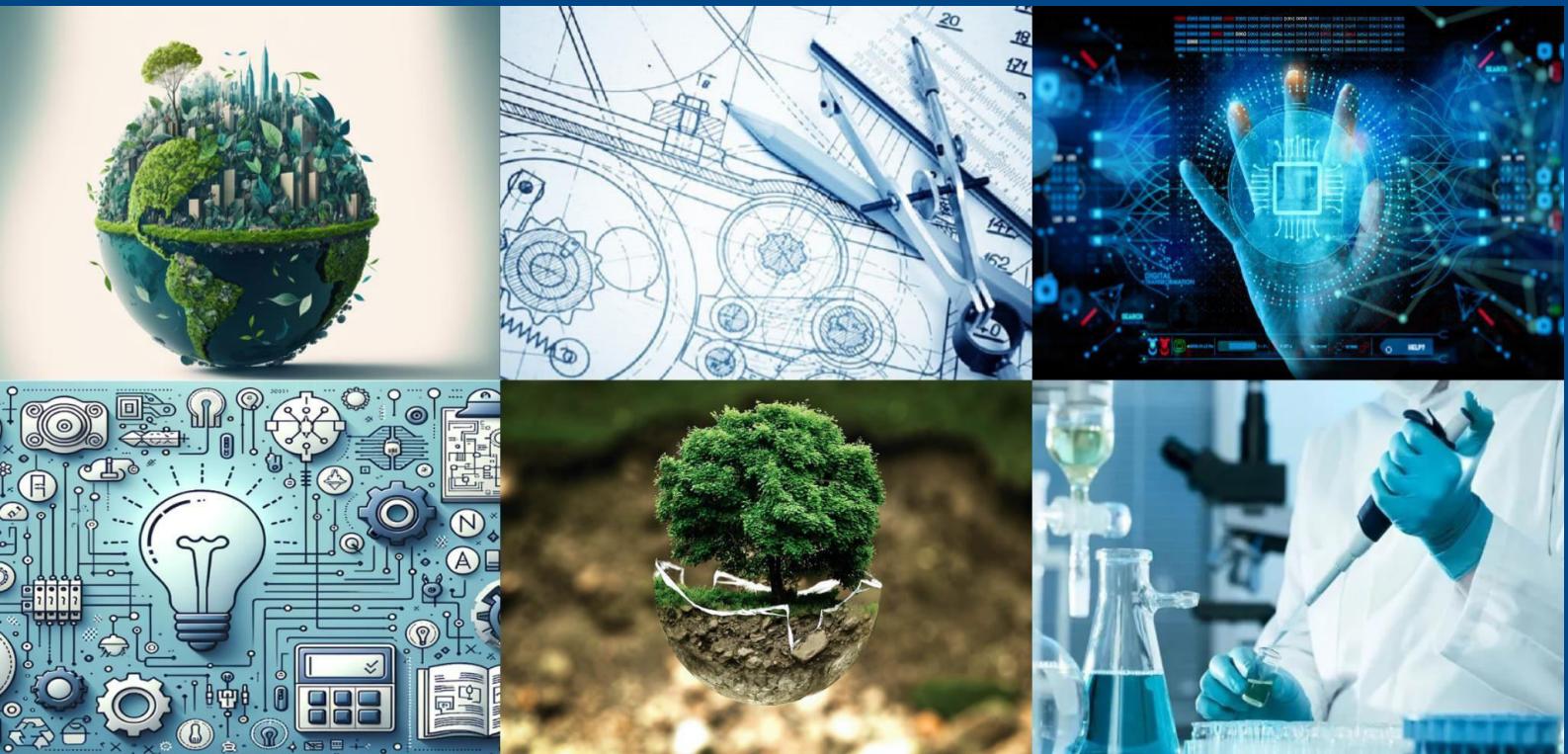




International Journal of Multidisciplinary Research in Science, Engineering and Technology

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)



Impact Factor: 8.206

Volume 9, Issue 1, January 2026



The Effect of Flexible Work Arrangements on Employee Satisfaction in the Information Technology Sector

Nehal Shiv Chorawala

Research Scholar, School of Liberal Arts and Management Studies, P. P. Savani University, Kosamba, Surat, India

ABSTRACT: Flexible Working Arrangements is playing very important role in today's life. Flexible Work Arrangements refer to other arrangements from the standard workday and workweek. This study looked at the link between employee happiness and flexible work arrangements, including flexible working hours, flexible work locations (like remote work), and flexible dress codes. Employees are satisfied with pay, working conditions, rewarding employment, little stress, and job security. Data was collected from 101 Surat city-employed respondents who work in the IT industry. The information was gathered online using questionnaire. The Snowball sampling method was the non-probability sampling methodology that was used. Correlation and frequency analysis using SPSS are the methods employed in this investigation. The study's findings indicated a favorable correlation between employee satisfaction and flexible work arrangements.

KEYWORDS: Employee Satisfaction, Flexible Work Arrangements, Information Technology, Remote Work

I. INTRODUCTION

Flexible Working Arrangements must be required at the workplace for the employees to perform well. Many employees can now work from anywhere and at any time thanks to recent advances in information technology. Nowadays, employers expect their employees to become happy with their job and company where they are working. That is because employees have a life outside of work. "Flexible work arrangement" is a term used to describe any job description that goes beyond the typical five-day work week, nine-to-five schedule. This definition was given by Maxwell, Rankine, Bell and Mac Vicar (2007), Flexible work arrangements are any formal or informal policy that allows people to choose when and where they work. According to Gardiner and Tomlinson (2009), "Flexible Work Arrangements" is a broad term that includes all work arrangements that separate from the employer's regular work and resource and involve daily working hours. . Wheatley, (2017) work from home having the positive impact on both men and women's employees' satisfaction. Although simple, FWA is most common among men, it can have a positive effect, while FWA has a negative effect on some women in the workforce. Rahman, M. F. (2019) when organizations actively engage in FWA, employees can maintain work-life balance and experience greater job satisfaction. This is especially beneficial for working women. However, compressed workweek, one of the components of FWA, was found in the regression analysis to have a value below the significance level in the study by Shapiro, M. et al. (2009), who noticed that employers try to give a good working life. Promote balance and increase employee satisfaction by giving health benefits, encouraging healthy eating and providing physical activity in the workplace.

1.1. Understanding Flextime

Flexible work schedules give permission to the employees to change their work hours within the work week, changing from the usual Monday to Friday 9:00 a.m. to 5:00 p.m. Flexi workers must work a certain number of hours per week, but their start and finish times are more flexible. This can sometimes mean a specific "core period" during which each employee must be present, but other times it can refer to a total control of employees (Dzhingarov, 2017). In a study by Orpen, C. (1981), the authors found that flexible work hours increased employee satisfaction but had little effect on performance. Author Deshwal P. (2016) examines the impact of flexible working practices on businesses. The employee's working hours and flexible working requirements are different. Companies are trying to make working hours more flexible so that employees can manage the daily demands of raising a family. Halpern, D. F. (2005) study that employees with time-flexible work arrangements helps for less stress, higher levels of devotion to their employer, and decreased costs to the organization because of less absences. Krausz, M. and Freibach, N. (1983) compared a group



of women working flexible hours with a group of women who worked under the fixed schedule. Mothers and married women had the least absence when they worked flexible schedules; based on the strict work schedule, there was much more absenteeism.

1.2. Remote Work or Work From Home:

That takes place outside of the office environment. The idea behind remote work is that employees can do their work and projects without being forced to work every day.

Types of Remote work

Full remote work:

In a fully remote role, you do not have to report to the office. Your entire team or company may be working remotely, meaning no one is working in the office. Remote teams working within a company may consist of individuals living in different states or countries or located in the same location. Klopotek (2017) noticed that shifting perspectives, as specialists recognized that the essential focal points of working remotely were having adaptable work plans, dodging commuting, and having a positive effect on the work environment and workers. (Morgan 2004) noted that managing work-life balance is a major concern when it comes to flexible working for employees. Some employees struggle to find a good place to work from home and have to deal with stress and family issues. As a result, some employees may not be able to work remotely. Kim et al. (2020) found that people who work from home are more satisfied with their jobs than those who do not work from home.

Hybrid Remote Work:

A flexible work approach that blends office and remote work is hybrid remote work. Businesses that use this approach let teams to work remotely on certain days while maintaining a physical office on other days. Paulise (2021) found that most of the company's employees feel that a hybrid and flexible work model will increase their levels of satisfaction and productivity.

1.3. Dress code

Companies can make this easier by implementing better dress codes. Employers may give permission to employees to wear jeans, T-shirts, or other items. A simple dress code allows employees to express their personality and feel more comfortable wearing what they want to wear. Botrel Vilela, A. (2021) study that Flexible work schedules can have an impact on employee engagement.such as the ability to choose working hours and uniform preference. The result is that flexible work arrangements have a positive effect on employee engagement and satisfaction. Daniel, Johnson and Miller (1996) study that uniforms are one of the tools used by organizations to strengthen their brand. Wearing uniforms helps employees work together. (Forbes 2020) Allowing flexibility and aligning with employees can benefit both employers and employees and increase employee satisfaction.

1.4. Employees' Job satisfaction :

Employees Job Satisfaction is a behavior that shows how employees like their jobs.

Factors that affects Employees' Job Satisfaction

Hoarer (2012) stated that many factors are responsible for employees' job satisfaction in a company.

Money: Money is the main source of job satisfaction. Giving incentive is a helpful factor to motivate the employees.

Organizing work: There are usually different cultures at the family and work level, which means that the individual must maintain a balance between these two cultures on a daily basis.

Interesting Task: Employees are most satisfied when their task is interesting.

Extra Benefits: Employees tend to be more satisfied with their jobs when they are paid for a job very well. Incentives like extra paid vacation days and other benefits can greatly increase employee satisfaction.

Stress Reduce: Job satisfaction increases when employees know they are appreciated and have a stress-free environment where they don't have to worry about losing their job if something goes wrong.

Security in the job: Job security is a very important factor for job satisfaction.



II. RESEARCH METHODOLOGY

2.1. Research Objectives:

1. To study the demographic factors this affects Flexible Working Arrangements.

2. Identifying the relationship of flexible working arrangements and employee satisfaction within the IT sector.

For the study a descriptive research design has been applied, in which primary and intermediate data sources have been used. Non-Probability Sampling techniques applied in this study was Snowball sampling. A sample size of 101 was used in the study. The questionnaire was used to collect the main data. A total of 120 questionnaires, which have been considered for the study, were submitted and 101 had been completed in all respects. The questionnaire has been modified from the previous studies on this subject. The software 'IBM SPSS Statistics 20' was used for analyzing the gathered data through Correlation and frequency. The respondents who were working in the IT Company in Surat city.

2.2. ANALYSIS THE DATA AND INTERETE IT:

In order to assess the impact of flexible working arrangements on employee satisfaction in the information technology sector, data analysis was conducted using SPSS Statistical Package for Social Science.

Table Number. 2.2.1: Sex

Sex	Percentage
Women	32.7
Men	66.3
Total	100

Interpretation: The table above shows that 32.7% were Women and 66.3 % were men respondents, this is because men want more flexibility in their working lives and are looking for opportunities like this at the company.

Table Number 2.2.2: Marital Status

Marital Status	Percentage
Single	18.8
Married	80.2
Total	100

Interpretation: The table shows that 18.8% of respondents were single, and 80.2 % are married workers, reflecting the majority of data collected from employed spouses.

Table Number. 2.2.3: Types of Family

Types of Family	Percentage
Nuclear family	61.4
Joint Family	37.6
Total	100

Interpretation: The table above shows that the nuclear family accounted for 61.4 % of the respondents, while 37.6 % were a joint family given that most data have been collected from it.

2.2.4 Correlation between Flexible Working Time and Employee Satisfaction

Ho: The relationship between flexible working time and employees' satisfaction is not significant.

H1: The relationship between flexible working time and employee satisfaction is important..



International Journal of Multidisciplinary Research in Science, Engineering and Technology (IJMRSET)

(A Monthly, Peer Reviewed, Refereed, Scholarly Indexed, Open Access Journal)

Table Number. 2.2.4: Correlation between Flexible working time and Employee satisfaction.

Correlations

Spearman's rho	Flexible Time		Flexible Time	Employee satisfaction
		Correlation Coefficient	1.000	.274**
		Sig. (2-tailed)	.	.006
		N	100	100
	Employee satisfaction	Correlation Coefficient	.274**	1.000
		Sig. (2-tailed)	.006	.
		N	100	100

Data Interpretation:

The p value of Spearman Correlation is 0.006, which means that it has less than 1% significance. So we're rejecting the null hypothesis, which means that there is a strong relationship between Flexible Working time and the satisfaction of the employees.

2.2.5. Correlation between Remote work and Employee Satisfaction

Ho: The relationship between remote work and employee satisfaction is of no importance.

H1: Remote work and employee satisfaction are closely related.

Table Number. 2.2.5 : Correlation between Remote work and Employee satisfaction

Correlations

Spearman's rho	Remote work		Remote work	Employee satisfaction
		Correlation Coefficient	1.000	.301**
		Sig. (2-tailed)	.	.002
		N	100	100
	Employee satisfaction	Correlation Coefficient	.301**	1.000
		Sig. (2-tailed)	.002	.
		N	100	100

Data Interpretation:

As the correlation coefficient of Spearmen is 0.002, which means that it has less than 1% meaning. So we're rejecting the null hypothesis, which means there's a significant relationship between flexible working time and employee satisfaction.

2.2.6. Correlation between Uniform and Employee Satisfaction

Ho: The relationship between uniform and employee satisfaction is of no importance.

H1: The relationship between uniform and employee satisfaction is significant.

Table Number. 2.2.6: Correlation between Uniform and Employee satisfaction

Correlations

Spearman's rho	Uniform		Uniform	Employee satisfaction
		Correlation Coefficient	1.000	.377**
		Sig. (2-tailed)	.	.000
		N	100	100
	Employee satisfaction	Correlation Coefficient	.377**	1.000
		Sig. (2-tailed)	.000	.
		N	100	100



Data Interpretation:

As the correlation coefficient of Spearman is 0.000, which means that it has less than 1% importance. So we're rejecting the null hypothesis, which means there's a significant relationship between flexible working time and employee satisfaction.

III. CONCLUSION

Each and every individual is unique and has his/ her own working style. For example, while some people who are highly social may prefer working from office, introverted or laid-back people may prefer to work from home. So, they may perform better based on their convenience of doing their work as per their comfort ability. In this study, it was found that the flexible work system has a significant effect on employee satisfaction in the IT sector. The objective was to examine the relationship between flexible working arrangements and satisfaction with employment. Job satisfaction is an independent variable, with flexible working arrangements being a dependency factor. Spearman correlation shows us that employee get more satisfied by the Flexibility in Uniform comparing Flexibility in Place and Time.

REFERENCES

1. Botrel Vilela, A. (2021). Impact of flexible working arrangements on employee's engagement and satisfaction: An exploratory study of employee age and gender (Doctoral dissertation, Dublin, National College of Ireland).
2. Daniel, K., Johnson, L. W. and Miller, K. E. (1996) 'Dimensions of uniform perceptions among service providers,' *Journal of Services Marketing*, 10(2), p. 42. doi: 10.1108/08876049610114258.
3. Deshwal P. (2015) Impact of Flexible Work Arrangement in MNC's of Delhi. *International Journal of Applied Research* 1(13) 810 – 814
4. Dzhingarov, B. (2017) Exploring the paradox: Experiences of flexible working arrangements and work–family conflict among managerial fathers in Sweden. *Journal of Community, work and Family*, 2 (3) 475-493.
5. Forbes (2020) How To Implement An Office Dress Code Without Harming Employees' Self-Expression. Available at: <https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/02/05/how-to-implement-an-office-dress-code-without-harming-employees-self-expression/?sh=5d68ac451811>
6. Halpern, D. F. (2005). How time-flexible work policies can reduce stress, improve health, and save money. *Stress and health*, 21(3), 157-168.
7. Hill, J. E, Jacob, J, Shannon, L, Brennan, R, Blanchard, V. and Martinengo, G. (2008) 'Exploring the relationship of workplace flexibility, gender, and life stage to family-to-work conflict, and stress and burnout,' *Community, Work & Family*, 11(2), pp. 165–181. doi: 10.1080/13668800802027564.
8. Klopotek, M. (2017) 'The Advantages and Disadvantages of Remote Working from the Perspective of Young Employees,' *Organization & Management Quarterly*, 40(4), pp. 39–49.
9. Krausz, M., & Freibach, N. (1983). Effects of flexible working time for employed women upon satisfaction, strains, and absenteeism. *Journal of Occupational Psychology*, 56(2), 155-159.
10. Maxwell, G., Rankine, L., Bell, S., & MacVicar, A. (2007). The incidence and impact of flexible working arrangements in smaller businesses. *Employee Relations*, 29(2), 138-161.
11. Morgan, R.E. (2004), "Teleworking: an assessment of the benefits and challenges," *European Business Review*, Vol. 16 No. 4, pp. 344-357
12. Orpen, C. (1981). Effect of flexible working hours on employee satisfaction and performance: A field experiment. *Journal of Applied Psychology*, 66(1), 113–115.
13. Parkison, E. (2019, July 18) How flextime and telecommuting increase employee productivity. Retrieved from <https://www.risepeople.com>
14. Paulise, L. (2021) Some 52% Of Employees Prefer Hybrid Work Models: How To Overcome The Challenge. Forbs. Available at: <https://www.forbes.com/sites/lucianapaulise/2021/06/29/some-52-of-employees-prefer-hybrid-work-models-how-to-overcome-the-challenge/?sh=89f732648604>
15. Rahman, M. F. (2019). Impact of flexible work arrangements on job satisfaction among the female teachers in the higher education sector. *Work*, 11(18).
16. Shapiro, S. L. (2009). The integration of mindfulness and psychology. *Journal of Clinical Psychology*, 65(6), 555–560.
17. Wadhawan, S. (2019). Impact of flexible working arrangements on employee satisfaction in IT sector. *BVIMSR Journal of Management Research*, 11(1), 59.
18. Wheatley, D. (2017). Employee satisfaction and use of flexible working arrangements. *Work, Employment and Society*, 31(4), 567-585.



ISSN

INTERNATIONAL
STANDARD
SERIAL
NUMBER
INDIA



INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH IN SCIENCE, ENGINEERING AND TECHNOLOGY

| Mobile No: +91-6381907438 | Whatsapp: +91-6381907438 | ijmrset@gmail.com |