

**Influence of Flexible Working Arrangements on Employee Job  
Satisfaction focusing IT service sector employees in  
Thiruvananthapuram**

**MA HUMAN RESOURCE MANAGEMENT**

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## **ABSTRACT**

The Information Technology (IT) industry has undergone significant transformation in recent years, particularly in the way organizations manage their workforce. The growing emphasis on employee well-being, work-life balance, and organizational productivity has encouraged many IT organizations to adopt Flexible Working Arrangements (FWAs) such as flexitime, hybrid work, remote work, and job sharing. These workplace practices provide employees with greater flexibility in managing their work schedules and locations while enabling organizations to improve employee satisfaction, engagement, and overall performance. As employee expectations continue to evolve in the post-pandemic work environment, understanding the influence of Flexible Working Arrangements on employee job satisfaction has become an important area of research in Human Resource Management.

**"Influence of Flexible Working Arrangements on Employee Job Satisfaction IT Service Sector Employees in Thiruvananthapuram"** , aims to examine the availability and utilization of Flexible Working Arrangements among IT employees and to analyse their influence on employee job satisfaction. The study further seeks to identify the frequency of use of various Flexible Working Arrangements, examine their role in reducing employee commuting stress, and understand their contribution towards enhancing work-family enrichment and overall employee well-being.

The research adopted a descriptive research design using a quantitative research approach. Primary data were collected from 91 employees working in various IT service organizations in Thiruvananthapuram through a structured questionnaire. Convenience sampling technique was employed for selecting the respondents. Secondary data were collected from research articles, journals, books, and other authentic online sources. The collected data were analysed using Statistical Package for the Social Sciences (SPSS), employing statistical tools such as frequency and percentage analysis to examine the relationship between Flexible Working Arrangements and employee job satisfaction.

The preliminary findings indicate that Flexitime and Hybrid/Remote Work are the most commonly adopted Flexible Working Arrangements among IT employees, whereas Job Sharing is comparatively less prevalent. Employees generally reported favourable perceptions regarding workplace flexibility, particularly in relation to autonomy, commuting convenience, and work-life integration. The analysis also suggests that Flexible Working Arrangements contribute positively to employee job satisfaction by providing greater flexibility, improving work-life balance, and supporting a more employee-friendly work environment.

The study contributes to the existing literature by providing empirical evidence on Flexible Working Arrangements within the context of the IT service sector in Thiruvananthapuram. The findings are expected to assist Human Resource professionals, organizational leaders, and policymakers in designing effective workplace flexibility policies that enhance employee satisfaction, organizational commitment, productivity, and long-term organizational success.

**Keywords:** Flexible Working Arrangements, Employee Job Satisfaction, Flexitime, Hybrid Work, Remote Work, Job Sharing, IT Service Sector, Human Resource Management, Work-Life Balance, Thiruvananthapuram.

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# CHAPTER 1

## INTRODUCTION

### **1.1 Introduction**

The modern business environment is undergoing rapid transformation due to advancements in technology, globalization, digitalization, and changing workforce expectations. Organizations across industries are continuously adopting innovative management practices to enhance employee productivity, improve organizational performance, and maintain a competitive advantage. Among these developments, the Information Technology (IT) sector has emerged as one of the most dynamic and rapidly growing industries, playing a significant role in economic development, employment generation, and technological innovation. As the nature of work continues to evolve, organizations are increasingly recognizing the importance of adopting employee-centric practices that promote both organizational effectiveness and employee well-being.

Human Resource Management (HRM) has evolved from performing traditional administrative functions to becoming a strategic partner in organizational development. Modern HR practices emphasize creating a work environment that not only enhances employee performance but also supports job satisfaction, work-life balance, employee engagement, and overall well-being. In today's highly competitive labour market, attracting and retaining talented employees has become a major challenge for organizations. Consequently, companies are introducing flexible workplace policies that address employees' changing professional and personal needs.

One of the most significant developments in contemporary Human Resource Management is the adoption of **Flexible Working Arrangements (FWAs)**. Flexible Working Arrangements refer to organizational policies and practices that provide employees with greater flexibility regarding their work schedules, working hours, or work locations while ensuring that organizational goals and productivity are maintained. Unlike traditional work arrangements that require employees to work from a fixed location during standard office hours, Flexible Working Arrangements allow employees to perform their duties in ways that better accommodate both organizational requirements and personal responsibilities.

Flexible Working Arrangements include various forms of workplace flexibility such as **flexitime, hybrid work, remote work, compressed workweeks, telecommuting, part-time employment, and job sharing**. Among these, flexitime, hybrid work, remote work, and job sharing have gained considerable attention within the Information Technology sector because of their ability to improve employee convenience while maintaining operational efficiency. These arrangements enable employees to exercise greater control over their work schedules, reduce commuting time, manage family responsibilities more effectively, and achieve a healthier balance between their professional and personal lives.

The increasing adoption of Flexible Working Arrangements has been accelerated by technological advancements and the widespread use of digital communication platforms. Cloud computing, virtual collaboration tools, video conferencing applications, and secure remote access technologies have enabled organizations to operate efficiently even when employees work from different locations. The COVID-19 pandemic further accelerated this transformation by compelling organizations across the world to adopt remote and hybrid working models. Many organizations discovered that employees could maintain productivity while working remotely, leading to a permanent shift in organizational attitudes towards workplace flexibility.

Employee Job Satisfaction is one of the most important concepts in Human Resource Management and Organizational Behaviour. It refers to the degree of contentment, fulfilment, and positive emotional response employees experience towards their jobs. Job satisfaction is influenced by various organizational and individual factors, including compensation, career growth opportunities, leadership style, organizational culture, recognition, work environment, interpersonal relationships, autonomy, and work-life balance. Employees who experience high levels of job satisfaction are generally more committed to their organizations, demonstrate higher productivity, exhibit greater creativity, and contribute positively to organizational success. On the other hand, dissatisfied employees are more likely to experience stress, reduced motivation, absenteeism, lower performance, and higher turnover intentions.

Flexible Working Arrangements have become increasingly important in improving employee job satisfaction because they provide employees with greater freedom in managing their work responsibilities. Employees who have access to flexible work policies often experience reduced work-related stress, improved psychological well-being, enhanced work-life balance, and greater

job autonomy. These benefits contribute significantly to employee satisfaction and encourage stronger organizational commitment. Flexible work policies also help organizations build a positive employer brand by demonstrating concern for employee welfare and promoting a supportive organizational culture.

Another important benefit of Flexible Working Arrangements is their contribution to work-life balance. Employees frequently face challenges in balancing professional responsibilities with family obligations, education, health, and personal commitments. Long working hours and extended commuting times often reduce the time available for personal activities, resulting in stress and decreased job satisfaction. Flexible work practices enable employees to organize their schedules more efficiently, thereby reducing work-family conflict and improving their overall quality of life. Organizations that support work-life balance are more likely to attract and retain skilled professionals while fostering higher employee engagement and motivation.

Commuting stress is another significant issue affecting employees, particularly those working in urban areas. Daily travel to and from the workplace often consumes considerable time and contributes to physical fatigue, mental exhaustion, financial costs, and reduced personal time. Flexible Working Arrangements, especially hybrid and remote work models, minimize commuting requirements and allow employees to utilize their time more productively. Reduced commuting not only improves employee well-being but also contributes to environmental sustainability by lowering traffic congestion and reducing carbon emissions.

Flexible Working Arrangements also promote employee autonomy by providing greater control over work schedules and methods of completing assigned tasks. Employees who perceive higher levels of autonomy generally demonstrate increased motivation, confidence, innovation, and accountability. Organizational support from supervisors and managers further strengthens the effectiveness of Flexible Working Arrangements by encouraging employees to utilize flexible work options without fear of negative career consequences. A supportive organizational culture therefore plays an essential role in maximizing the benefits of workplace flexibility.

The Information Technology sector is particularly well-suited for implementing Flexible Working Arrangements because many IT-related tasks can be performed using digital technologies and online collaboration platforms. Software development, technical support, quality assurance, business analysis, project management, digital marketing, and various other IT functions can be

effectively managed through flexible work models. Consequently, many IT organizations have adopted workplace flexibility as a strategic Human Resource Management practice aimed at improving employee satisfaction, enhancing productivity, reducing operational costs, and strengthening employee retention.

India has emerged as one of the world's leading Information Technology destinations, with the IT industry making a substantial contribution to the country's economy and employment. Cities such as Bengaluru, Hyderabad, Chennai, Pune, and Thiruvananthapuram have developed into major IT hubs, attracting professionals from diverse educational and professional backgrounds. In Kerala, Thiruvananthapuram has established itself as an important centre for Information Technology through the development of Technopark and the presence of numerous national and multinational IT organizations. The growing workforce within the region has increased the importance of understanding employee expectations regarding workplace flexibility and job satisfaction.

Although numerous studies conducted in different countries have reported positive relationships between Flexible Working Arrangements and employee job satisfaction, limited research has specifically examined this relationship among IT service sector employees in Thiruvananthapuram. Employee experiences regarding workplace flexibility may vary depending on organizational culture, managerial support, technological infrastructure, job responsibilities, and demographic characteristics. Therefore, it is important to examine how Flexible Working Arrangements influence employee job satisfaction within the regional context of Kerala's rapidly expanding IT sector.

The study seeks to examine the availability and utilization of Flexible Working Arrangements among IT employees and analyse their influence on employee job satisfaction. The study also investigates the role of workplace flexibility in reducing commuting stress and supporting work-family enrichment. The findings of the study are expected to provide valuable insights for Human Resource professionals, organizational leaders, researchers, and policymakers in designing effective workplace flexibility policies that promote employee satisfaction, organizational commitment, and sustainable organizational growth.

## 1.2 Statement of the Problem

The Information Technology (IT) industry is one of the fastest-growing sectors in the global economy, characterized by continuous technological advancements, innovation, and increasing business competition. Organizations in this sector depend heavily on skilled human resources to achieve organizational objectives and maintain a competitive advantage. However, the demanding nature of IT jobs, including long working hours, strict project deadlines, heavy workloads, rapid technological changes, and high performance expectations, often creates considerable pressure on employees. These work-related demands can adversely affect employees' physical well-being, mental health, work-life balance, and overall job satisfaction.

In recent years, organizations have increasingly recognized that employee satisfaction is essential for improving organizational productivity, employee engagement, and long-term retention. As a result, many organizations have adopted Flexible Working Arrangements (FWAs) as an important Human Resource Management practice to address employees' evolving needs and expectations. Flexible Working Arrangements, such as flexitime, hybrid work, remote work, and job sharing, provide employees with greater flexibility in managing their work schedules and work locations while maintaining organizational efficiency.

The COVID-19 pandemic further accelerated the adoption of Flexible Working Arrangements across the world, particularly within the Information Technology sector. Many organizations successfully implemented remote and hybrid working models to ensure business continuity while protecting employee health and safety. Even after the pandemic, several organizations continued to retain these flexible work practices because of their potential to improve employee well-being, reduce commuting stress, promote work-life balance, and enhance overall job satisfaction.

Despite the growing popularity of Flexible Working Arrangements, their implementation and effectiveness vary considerably across organizations. While some organizations have successfully integrated flexible work policies into their organizational culture, others continue to face challenges related to employee supervision, communication, collaboration, performance monitoring, and managerial support. Furthermore, employees may experience different levels of satisfaction with Flexible Working Arrangements depending on their job roles, organizational policies, work responsibilities, and personal circumstances.

Employee job satisfaction is influenced by numerous factors, including compensation, career development opportunities, leadership, organizational culture, workplace relationships, autonomy, recognition, and work-life balance. Among these factors, workplace flexibility has emerged as an important determinant of employee satisfaction because it enables employees to better manage professional and personal responsibilities. Employees who experience greater flexibility often report reduced stress, improved psychological well-being, enhanced autonomy, and better work-life integration. However, the extent to which Flexible Working Arrangements influence employee job satisfaction may differ across industries, organizations, and geographical locations.

Thiruvananthapuram has emerged as one of Kerala's major Information Technology hubs, with Technopark housing numerous national and multinational IT organizations. The increasing number of IT professionals working in the region has created a greater need for organizations to adopt employee-friendly workplace practices that improve job satisfaction and employee retention. Although Flexible Working Arrangements are becoming increasingly common within the IT sector, there is limited empirical research examining their influence on employee job satisfaction among IT service sector employees in Thiruvananthapuram.

Most previous studies on Flexible Working Arrangements have been conducted in developed countries or have focused on broader organizational outcomes such as productivity, organizational performance, employee engagement, and work-life balance. Comparatively fewer studies have specifically examined the relationship between Flexible Working Arrangements and employee job satisfaction within the regional context of Kerala's IT industry. Moreover, limited research has explored employees' perceptions regarding the availability, frequency of use, and effectiveness of different Flexible Working Arrangements such as flexitime, hybrid work, remote work, and job sharing.

Considering these research gaps, here it seeks to examine the influence of Flexible Working Arrangements on employee job satisfaction among IT service sector employees in Thiruvananthapuram. The study aims to identify the types of Flexible Working Arrangements available within IT organizations, examine their frequency of utilization, analyse their influence on employee job satisfaction, and understand their role in reducing commuting stress and promoting work-family enrichment. The findings of the study are expected to provide valuable insights for organizations, Human Resource professionals, and policymakers in designing effective workplace

flexibility policies that enhance employee satisfaction, organizational commitment, and organizational performance.

## **1.2 Significance of the Study**

The study is significant because it examines one of the most relevant and contemporary Human Resource Management practices influencing the modern workforce. In today's competitive business environment, organizations are increasingly recognizing that employee satisfaction and well-being are essential for achieving sustainable organizational success. As the expectations of employees continue to evolve, organizations are required to adopt innovative workplace practices that not only improve productivity but also support employees in balancing their professional and personal responsibilities. Flexible Working Arrangements (FWAs) have emerged as one such strategic Human Resource practice that enables organizations to enhance employee satisfaction while maintaining operational efficiency. Therefore, understanding the influence of Flexible Working Arrangements on employee job satisfaction is of considerable importance for organizations, employees, researchers, and policymakers.

The study is particularly significant for the Information Technology (IT) sector, where employees often work under demanding conditions involving long working hours, tight project deadlines, continuous technological changes, and high performance expectations. These challenges can lead to increased work-related stress, reduced work-life balance, and lower levels of job satisfaction. By examining the influence of Flexible Working Arrangements on employee job satisfaction, the study provides valuable insights into how organizations can create a healthier and more supportive work environment that enhances employee well-being and organizational performance.

The findings of this study will be highly beneficial to IT organizations operating in Thiruvananthapuram and similar business environments. The study identifies the Flexible Working Arrangements commonly adopted within IT organizations and examines their influence on employee job satisfaction. The findings will enable organizations to understand employees' perceptions regarding workplace flexibility and assist management in evaluating the effectiveness of existing flexible work policies. This understanding will support organizations in developing

employee-friendly work practices that improve job satisfaction, organizational commitment, and overall organizational effectiveness.

The study is also significant for Human Resource managers and organizational leaders who are responsible for designing and implementing employee welfare policies. Human Resource professionals play a crucial role in developing workplace practices that attract, motivate, and retain talented employees. The findings of this research will provide evidence-based insights into how Flexible Working Arrangements such as flexitime, hybrid work, remote work, and job sharing influence employee satisfaction. These insights can assist HR managers in formulating effective workplace flexibility policies that promote employee engagement, improve work-life balance, reduce workplace stress, and strengthen employee retention.

From the employees' perspective, the study highlights the importance of workplace flexibility in improving their overall work experience. Flexible Working Arrangements provide employees with greater autonomy over their work schedules and work locations, enabling them to manage professional responsibilities alongside personal and family commitments more effectively. Such flexibility can reduce commuting stress, improve work-life integration, enhance psychological well-being, and increase overall job satisfaction. The findings may therefore encourage organizations to adopt employee-centric work policies that create a more supportive and inclusive workplace environment.

The study also contributes to improving employee retention and organizational commitment. The Information Technology industry is characterized by intense competition for skilled professionals and relatively high employee turnover. Organizations that provide effective Flexible Working Arrangements are more likely to retain talented employees by enhancing their job satisfaction and organizational loyalty. By understanding the relationship between workplace flexibility and employee satisfaction, organizations can develop strategies that reduce employee turnover, strengthen organizational commitment, and improve long-term workforce stability.

Another important contribution of the study relates to organizational productivity and performance. Employees who experience higher levels of job satisfaction generally demonstrate greater motivation, creativity, commitment, and efficiency in their work. Flexible Working Arrangements can contribute to improved productivity by reducing employee stress, minimizing absenteeism, enhancing morale, and fostering a positive organizational culture. Consequently, the findings of

this study may assist organizations in recognizing workplace flexibility as a strategic investment rather than merely an employee benefit.

The study also makes an important academic contribution by enriching the existing literature in the fields of Human Resource Management and Organizational Behaviour. Although several international studies have examined Flexible Working Arrangements, relatively limited research has been conducted within the context of the Information Technology sector in Kerala, particularly in Thiruvananthapuram. By focusing on this regional context, the study addresses an existing research gap and provides empirical evidence that may support future academic investigations. Researchers may use the findings as a reference for further studies on workplace flexibility, employee well-being, work-life balance, employee engagement, organizational commitment, and related behavioural outcomes.

Furthermore, the study may be useful to policymakers and labour administrators concerned with promoting employee welfare and progressive workplace practices. As the nature of work continues to evolve with technological advancements and changing workforce expectations, policymakers require research-based evidence to formulate guidelines that encourage organizations to adopt flexible and employee-friendly work environments. The findings of this study may therefore contribute to the development of policies that promote both organizational competitiveness and employee well-being.

Finally, the study is particularly relevant in the post-pandemic era, where Flexible Working Arrangements have become an integral component of organizational work culture. The COVID-19 pandemic transformed traditional workplace practices and demonstrated the feasibility of remote and hybrid work models across many industries, especially the Information Technology sector. As organizations continue to refine these work arrangements, understanding their long-term influence on employee job satisfaction has become increasingly important. The findings of this study will therefore provide timely and practical insights that can support organizations in developing sustainable, flexible, and employee-oriented workplace practices.

#### **1.4 Objective of the Study General**

##### **Objective:**

The general objective of the study is to examine the influence of Flexible Working Arrangements on employee job satisfaction among IT service sector employees in Thiruvananthapuram.

### **Specific Objectives:**

- To identify the types of Flexible Working Arrangements available in IT companies in Thiruvananthapuram.
- To analyse the influence of Flexible Working Arrangements on employee job satisfaction.
- To examine whether Flexible Working Arrangements reduce employee commute stress.
- To examine the frequency of use of Flexible Working Arrangements among IT employees.
- To examine the influence of Flexible Working Arrangements on work-family enrichment.

### **1.4.1 Hypothesis of the Study**

H0: There is no significant relationship between Flexible Working Arrangements and employee job satisfaction among IT service sector employees in Thiruvananthapuram.

H1: There is a significant relationship between Flexible Working Arrangements and employee job satisfaction among IT service sector employees in Thiruvananthapuram.

### **1.5 Definition of Concepts**

#### **Theoretical Definition**

Flexible Working Arrangements (FWAs) refer to organizational policies and employment practices that provide employees with flexibility regarding their working hours, work schedules, or work locations while ensuring that organizational objectives are achieved. According to the International Labour Organization, Flexible Working Arrangements are work practices that enable employees to vary the time, duration, and place of work to accommodate both organizational requirements and

employees' personal needs. Common forms of Flexible Working Arrangements include flexitime, hybrid work, remote work, compressed workweeks, telecommuting, part-time work, and job sharing.

### **Operational Definition**

Flexible Working Arrangements refer to the flexible work practices provided by IT organizations in Thiruvananthapuram, specifically **Flexitime, Hybrid/Remote Work, and Job Sharing**. These arrangements are examined to determine their availability, frequency of use, and influence on employee job satisfaction.

## **1.5.2 Employee Job Satisfaction**

### **Theoretical Definition**

Employee Job Satisfaction refers to the positive emotional state resulting from an employee's evaluation of his or her job and work experiences. Edwin A. Locke defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." It reflects employees' overall feelings regarding various aspects of their work, including work environment, autonomy, recognition, relationships, opportunities for growth, and organizational support.

### **Operational Definition**

In this study, employee job satisfaction refers to the degree of satisfaction experienced by IT service sector employees in Thiruvananthapuram regarding their jobs while working under Flexible Working Arrangements. It is assessed based on employees' perceptions of workplace flexibility, autonomy, independence, work-life balance, managerial support, and overall satisfaction with their job.

## **1.5.3 Flexitime**

### **Theoretical Definition**

Flexitime is a Flexible Working Arrangement that allows employees to choose their starting and finishing times within limits established by the organization, provided that they complete the required number of working hours and fulfill their job responsibilities.

### **Operational Definition**

Flexitime refers to the flexibility provided by IT organizations that enables employees to determine their daily reporting and finishing times according to organizational policies while completing their assigned work responsibilities.

## **1.5.4 Hybrid/Remote Work**

### **Theoretical Definition**

Hybrid work is a work arrangement in which employees divide their working time between the office and remote locations, whereas remote work refers to performing job responsibilities entirely from locations outside the traditional workplace using digital communication and collaboration technologies.

### **Operational Definition**

In this study, Hybrid/Remote Work refers to the work arrangements available to IT employees that allow them to perform their job responsibilities either partially or completely from locations outside the office through the use of information and communication technologies.

## **1.5.5 Job Sharing**

### **Theoretical Definition**

Job Sharing is a Flexible Working Arrangement in which two or more employees jointly share the responsibilities, working hours, and duties of a single full-time position while collectively fulfilling the requirements of the role.

### **Operational Definition**

For the purpose of this study, job sharing refers to the practice within IT organizations where two employees share the responsibilities and working schedule of a single position, thereby providing greater flexibility while ensuring continuity of work.

## **1.6 Chapterization**

The present dissertation is systematically organized into five chapters to facilitate a logical and comprehensive presentation of the research. Each chapter focuses on a specific aspect of the study, enabling the reader to understand the research problem, theoretical background, methodology, analysis, and conclusions in a structured manner.

### **Chapter 1: Introduction**

The first chapter provides an overview of the study by introducing the research topic and explaining its relevance in the contemporary business environment. It includes the introduction, statement of the problem, significance of the study, objectives of the study, hypotheses, definition of key concepts, and chapterization. This chapter establishes the foundation for the entire research by presenting the background and rationale of the study.

### **Chapter 2: Review of Literature**

The second chapter presents a comprehensive review of existing literature related to Flexible Working Arrangements and employee job satisfaction. It discusses relevant theories, previous empirical studies, and research findings from both national and international contexts. The chapter also identifies the research gap and highlights the need for conducting the research.

### **Chapter 3: Research Methodology**

The third chapter explains the research methodology adopted for the study. It includes the research design, research approach, population, sampling technique, sample size, sources of data, data collection instrument, data collection procedure, methods of data analysis, and limitations of the study. This chapter provides a detailed explanation of the procedures followed to collect and analyse the data.

#### **Chapter 4: Data Analysis and Interpretation**

The fourth chapter presents the analysis and interpretation of the data collected from the respondents. The demographic profile of the respondents is analysed using frequency and percentage analysis. The chapter also examines the influence of Flexible Working Arrangements on employee job satisfaction using appropriate statistical tools, including frequency analysis, percentage analysis and Chi-Square Tests. The results are interpreted with reference to the objectives and hypotheses of the study.

#### **Chapter 5: Findings and Conclusion**

The final chapter presents the major findings derived from the analysis and interpretation of the data. The chapter concludes the study by summarizing the overall findings, discussing their implications.

## **CHAPTER-2**

### **REVIEW OF LITERATURE**

#### **2.1 Introduction**

In the field of Human Resource Management, the concept of Flexible Working Arrangements (FWAs) has gained significant attention over the past few decades due to the changing nature of work, technological advancements, globalization, and evolving employee expectations. Organizations are increasingly adopting flexible work practices as a strategic approach to improve employee well-being, enhance work-life balance, increase organizational productivity, and retain talented employees. The widespread adoption of digital technologies and virtual communication platforms has further facilitated the implementation of Flexible Working Arrangements across various industries, particularly in the Information Technology (IT) sector.

Employee Job Satisfaction is another extensively researched concept in Organizational Behaviour and Human Resource Management. It reflects the extent to which employees feel satisfied with their jobs and is influenced by several organizational and personal factors, including leadership, compensation, career development opportunities, work environment, organizational culture, autonomy, work-life balance, and workplace flexibility. Numerous studies have established that employees who experience higher levels of job satisfaction are generally more motivated, committed, productive, and loyal to their organizations. Consequently, understanding the factors that contribute to employee job satisfaction has become an important area of interest for researchers and practitioners alike.

Several researchers have examined the relationship between Flexible Working Arrangements and employee job satisfaction in different organizational settings and geographical contexts. Previous studies have reported that Flexible Working Arrangements contribute positively to employee well-being by reducing work-related stress, improving work-life balance, increasing autonomy, minimizing commuting time, and enhancing employee engagement. However, the magnitude of these benefits often varies depending on organizational culture, managerial support, technological infrastructure, job characteristics, and employee demographics. While international research

provides substantial evidence regarding the effectiveness of Flexible Working Arrangements, comparatively fewer studies have explored this relationship within the Indian Information Technology sector, particularly in the context of Kerala.

Here it is focused on the influence of Flexible Working Arrangements on employee job satisfaction among IT service sector employees in Thiruvananthapuram. Considering the rapid expansion of the IT industry and the increasing adoption of hybrid and remote work models, there is a growing need to understand how workplace flexibility influences employees' work experiences within the regional context. A comprehensive review of existing literature is therefore essential to understand the theoretical perspectives, empirical findings, and research gaps associated with the study.

This chapter is organized into four major sections. The first section presents the theoretical review by discussing relevant theories that explain employee motivation, job satisfaction, and workplace flexibility. The second section reviews previous empirical studies related to Flexible Working Arrangements and employee job satisfaction. The third section identifies the research gap based on the existing literature. Finally, the chapter concludes by summarizing the key insights obtained from the literature review and highlighting the need for the present research.

## **2.2 Theoretical Reviews**

Theoretical review forms the conceptual foundation of a research study by explaining the theories that support the relationship between the variables under investigation. It provides a framework for understanding how and why certain organizational practices influence employee attitudes and behaviours. The theoretical review focuses on established theories related to employee motivation, job satisfaction, work-life balance, and workplace flexibility. These theories provide a better understanding of how Flexible Working Arrangements contribute to employee job satisfaction in the Information Technology (IT) sector.

### **2.2.1 Herzberg's Two-Factor Theory (Motivation-Hygiene Theory)**

Frederick Herzberg developed the Two-Factor Theory, also known as the Motivation-Hygiene Theory, in 1959 to explain the factors influencing employee motivation and job satisfaction.

According to Herzberg, employee satisfaction and dissatisfaction are influenced by two distinct categories of factors known as **motivators** and **hygiene factors**.

Motivator factors include achievement, recognition, responsibility, opportunities for advancement, personal growth, and the nature of the work itself. These factors create positive job satisfaction because they fulfil employees' higher-level psychological needs and encourage improved performance and organizational commitment.

Hygiene factors include salary, organizational policies, supervision, interpersonal relationships, job security, and working conditions. Although these factors do not necessarily motivate employees to perform better, their absence can lead to dissatisfaction and reduced morale. Therefore, organizations must ensure that hygiene factors are adequately addressed to prevent employee dissatisfaction.

Flexible Working Arrangements can be viewed as an important organizational practice that improves employees' working conditions and provides greater autonomy in managing work responsibilities. Flexible schedules, hybrid work, and remote working reduce workplace stress, improve work-life balance, and increase employees' sense of control over their work. Consequently, these practices contribute to higher employee satisfaction while reducing dissatisfaction arising from rigid work schedules and excessive commuting.

Herzberg's theory is used to explain how Flexible Working Arrangements function as important workplace conditions that improve employee satisfaction among IT service sector employees in Thiruvananthapuram.

### **2.2.2 Expectancy Theory**

Victor Vroom introduced the Expectancy Theory in 1964 to explain employee motivation based on individual expectations regarding work performance and rewards. According to the theory, employees are motivated when they believe that greater effort will lead to improved performance, improved performance will result in desirable rewards, and those rewards will satisfy their personal needs and expectations.

The theory consists of three important components: **Expectancy**, **Instrumentality**, and **Valence**. Expectancy refers to an employee's belief that increased effort will improve job performance. Instrumentality refers to the belief that good performance will be rewarded by the organization. Valence represents the value or importance employees place on those rewards.

Flexible Working Arrangements can be considered valuable organizational rewards that employees highly appreciate in the modern workplace. Employees who are provided with workplace flexibility often perceive that their organizations trust them and value their well-being. This perception increases employee motivation, strengthens organizational commitment, and enhances overall job satisfaction.

Within the Information Technology sector, where employees frequently work under demanding schedules and project deadlines, Flexible Working Arrangements serve as an important motivational factor by providing greater autonomy, convenience, and work-life balance. Consequently, employees are more likely to remain motivated and satisfied with their jobs.

The Expectancy Theory therefore supports the research by explaining how Flexible Working Arrangements influence employee motivation and ultimately contribute to higher levels of job satisfaction.

### **2.2.3 Equity Theory**

John Stacey Adams proposed the Equity Theory in 1963, emphasizing that employees evaluate fairness by comparing their contributions to the organization with the rewards they receive. Employees continuously compare their treatment with that of their colleagues, and their perception of fairness significantly influences their motivation, commitment, and job satisfaction.

According to the theory, employees who perceive fairness in organizational policies and employment practices experience greater satisfaction and organizational commitment. Conversely, perceived inequity may result in dissatisfaction, reduced motivation, lower productivity, and increased turnover intentions.

Flexible Working Arrangements are often viewed as an important employee benefit that reflects organizational fairness and concern for employee welfare. When organizations provide equal

access to flexible work opportunities based on transparent policies, employees are more likely to perceive fairness within the workplace. Such perceptions contribute to improved morale, trust in management, and higher job satisfaction.

In the context of the study, Equity Theory explains that employees' satisfaction with Flexible Working Arrangements depends not only on their availability but also on employees' perceptions of fairness in their implementation across different job roles and departments.

#### **2.2.4 Work-Life Balance Theory**

Work-Life Balance Theory emphasizes the importance of maintaining a healthy balance between professional responsibilities and personal life. The theory suggests that employees perform more effectively when they are able to allocate sufficient time and energy to both work-related and personal activities without experiencing excessive conflict between the two domains.

Modern organizations recognize that employees perform multiple roles as professionals, parents, spouses, caregivers, and members of society. When work responsibilities interfere excessively with personal life, employees may experience stress, burnout, emotional exhaustion, and reduced job satisfaction.

Flexible Working Arrangements directly support the principles of Work-Life Balance Theory by enabling employees to adjust their work schedules according to personal responsibilities while maintaining organizational productivity. Flexible work options reduce commuting time, improve time management, and allow employees greater control over balancing work and family commitments.

The study adopts this theoretical perspective to examine how Flexible Working Arrangements contribute to improved work-life balance and subsequently enhance employee job satisfaction among IT professionals.

#### **2.2.5 Boundary Theory**

Boundary Theory explains how individuals manage the boundaries between their professional and personal lives. According to the theory, employees establish physical, psychological, and temporal boundaries to separate work-related activities from family and personal responsibilities. The

effectiveness of these boundaries significantly influences employee well-being, stress levels, and job satisfaction.

Flexible Working Arrangements provide employees with greater control over these boundaries by allowing them to determine when and where they perform their work. Employees who successfully manage the integration of work and personal life generally experience lower stress, improved work-family enrichment, greater autonomy, and higher job satisfaction.

However, Boundary Theory also recognizes that excessive flexibility without clear boundaries may blur the distinction between work and personal life, resulting in work overload and burnout. Therefore, organizations should implement Flexible Working Arrangements alongside supportive organizational policies that encourage employees to maintain healthy work-life boundaries.

The Boundary Theory provides an important conceptual basis for understanding how Flexible Working Arrangements influence employee job satisfaction by enabling employees to manage the interaction between work and personal life more effectively.

## **2.3 Review of Literature**

Since the focus is on the influence of Flexible Working Arrangements on employee job satisfaction, the literature reviewed includes national and international studies relating to workplace flexibility, work-life balance, employee well-being, organizational commitment, and job satisfaction.

**Hill, Miller, Weiner and Colihan (1998)** conducted one of the earliest studies on virtual office practices and work flexibility among employees. The researchers examined the impact of flexible work practices on employees' work-life balance and organizational commitment. The study found that employees who were provided with greater flexibility in determining their work schedules experienced improved work-life balance, reduced work-related stress, and higher job satisfaction. The researchers concluded that flexible work practices positively influence employee morale and create a healthier relationship between work responsibilities and personal life.

**Hill et al. (2008)** further examined workplace flexibility and its influence on employees' personal and professional lives. The study revealed that employees working under flexible schedules

reported greater control over their working hours, higher autonomy, improved work-life balance, and increased job satisfaction. The researchers emphasized that workplace flexibility enables employees to fulfil both organizational responsibilities and personal commitments more effectively, thereby improving overall employee well-being.

**Nicholas Bloom, James Liang, John Roberts and Zhichun Jenny Ying (2015)** conducted a landmark experimental study on working from home involving employees of a large Chinese travel company. Using a randomized controlled trial, the researchers compared employees working from home with those working from traditional office settings. The findings revealed that employees working remotely demonstrated higher productivity, lower absenteeism, improved job satisfaction, and reduced employee turnover. The study concluded that Flexible Working Arrangements benefit both employees and organizations when supported by appropriate technology, managerial trust, and effective performance management systems.

**Tammy D. Allen, Timothy D. Golden and Kristen M. Shockley (2015)** reviewed a wide range of empirical studies on telecommuting and workplace flexibility to understand their influence on employee outcomes. The review found that telecommuting was positively associated with increased job satisfaction, greater organizational commitment, improved perceived autonomy, and enhanced work-life balance. The researchers also observed a reduction in work-family conflict among employees utilizing Flexible Working Arrangements. However, they highlighted that the success of such arrangements depends largely on managerial support, communication, organizational culture, and employees' ability to remain socially connected with their colleagues.

**Daniel Wheatley (2017)** examined the relationship between Flexible Working Arrangements and employee satisfaction using nationally representative longitudinal survey data. The study found that employees who utilized Flexible Working Arrangements, particularly flexitime and homeworking, experienced significantly higher job satisfaction and leisure satisfaction compared to employees working under conventional schedules. The research also highlighted that employees who voluntarily chose flexible work arrangements reported better psychological well-being than those with limited flexibility. The study concluded that organizations should provide employees with greater choice and autonomy while designing flexible work policies to maximize employee satisfaction.

**Possenriede and Plantenga (2011)** investigated the relationship between access to Flexible Working Arrangements, working-time fit, and employee job satisfaction among more than twenty thousand public-sector employees in the Netherlands. The study revealed that access to flexitime, teleworking, and part-time work significantly improved employees' satisfaction with their working schedules and overall job satisfaction. The researchers concluded that workplace flexibility benefits employees irrespective of gender or parental responsibilities, making Flexible Working Arrangements a valuable Human Resource practice for enhancing employee well-being.

**Neirotti, Raguseo and Gastaldi (2019)** examined how different types of flexible work practices influence employee job satisfaction across various occupations. The researchers found that Flexible Working Arrangements were more effective in improving job satisfaction when employees' job characteristics supported autonomy, digital collaboration, and independent decision-making. The study emphasized that organizations should align flexible work policies with the nature of employees' work to maximize both employee satisfaction and organizational performance.

**Nicole V. Shifrin and Jesse S. Michel (2022)** conducted a comprehensive meta-analysis examining the relationship between Flexible Working Arrangements and employee health and well-being. After reviewing numerous empirical studies, the researchers concluded that workplace flexibility contributes positively to psychological well-being, work-life balance, and overall job satisfaction while reducing work-family conflict and employee stress. The study also emphasized that supportive organizational culture and effective leadership significantly strengthen the positive outcomes of Flexible Working Arrangements.

**Karamwant Kaur and Dharamveer (2024)** examined the impact of Flexible Working Arrangements on employee well-being, job satisfaction, and organizational performance in the Information Technology sector. The study reported that hybrid work, remote work, and flexible scheduling significantly improved employee work-life balance, reduced occupational stress, and enhanced job satisfaction. The researchers concluded that organizations adopting structured Flexible Working Arrangements achieved higher employee engagement, stronger organizational commitment, and improved overall performance.

## 2.4 Research Gap

The review of existing literature indicates that considerable research has been conducted on Flexible Working Arrangements (FWAs), employee job satisfaction, work-life balance, organizational commitment, employee engagement, and workplace productivity. Numerous international and national studies have consistently reported that Flexible Working Arrangements such as flexitime, remote work, hybrid work, and telecommuting positively influence employees' psychological well-being, work-life balance, and overall job satisfaction.

A majority of the previous studies have been conducted in developed countries such as the United States, the United Kingdom, Australia, Canada, and various European nations. Although these studies provide valuable insights into the effectiveness of Flexible Working Arrangements, their findings cannot be directly generalized to the Indian context because of differences in organizational culture, labour practices, technological infrastructure, socio-economic conditions, and employee expectations.

Within India, research on Flexible Working Arrangements has gained momentum only in recent years, particularly following the COVID-19 pandemic. Most Indian studies have focused on work-from-home practices, work-life balance, employee productivity, or organizational performance. Comparatively fewer studies have specifically examined the relationship between Flexible Working Arrangements and employee job satisfaction, especially by considering different forms of flexibility such as flexitime, hybrid work, remote work, and job sharing together within a single research framework.

Another significant gap identified from the literature is the limited research conducted within the Information Technology service sector in Kerala. While several studies have examined IT professionals in metropolitan cities such as Bengaluru, Hyderabad, Chennai, and Pune, comparatively little empirical research has focused on IT service sector employees in Thiruvananthapuram. The city has emerged as one of Kerala's leading Information Technology hubs through the growth of Technopark and the presence of numerous national and multinational IT organizations. However, there is limited evidence regarding how Flexible Working Arrangements influence employee job satisfaction within this regional context.

Furthermore, previous studies have primarily emphasized organizational outcomes such as productivity, organizational performance, employee engagement, and work-life balance, while comparatively less attention has been given to understanding employees' perceptions regarding the availability and utilization of different Flexible Working Arrangements and their influence on overall job satisfaction. There is also limited research examining whether Flexible Working Arrangements contribute to reducing commuting stress and enhancing work-family enrichment among IT professionals.

In addition, many earlier studies were conducted during or immediately after the COVID-19 pandemic, when remote working was implemented as an emergency organizational response. As organizations have now transitioned towards structured hybrid and flexible work models, there is a need to examine employees' perceptions of Flexible Working Arrangements in the current post-pandemic work environment.

The study specifically investigates the availability and frequency of use of Flexible Working Arrangements, analyses their influence on employee job satisfaction, and examines their role in reducing commuting stress and promoting work-family enrichment. By focusing on the regional IT sector and the post-pandemic workplace environment, the study is expected to contribute to the existing body of knowledge and provide valuable insights for Human Resource professionals, organizational leaders, policymakers, and future researchers.

## **2.5 Conclusion**

The review of literature presented in this chapter provides a comprehensive understanding of the theoretical and empirical foundations related to Flexible Working Arrangements (FWAs) and employee job satisfaction. The chapter examined relevant theories that explain employee motivation, workplace flexibility, work-life balance, and job satisfaction, thereby establishing a strong conceptual basis for the study. Theoretical perspectives such as Herzberg's Two-Factor Theory, Expectancy Theory, Equity Theory, Work-Life Balance Theory, and Boundary Theory collectively explain how flexible workplace practices influence employees' attitudes, motivation, and overall job satisfaction.

The chapter also reviewed a wide range of national and international studies that examined the impact of Flexible Working Arrangements on various employee and organizational outcomes. The reviewed literature consistently indicates that workplace flexibility contributes positively to employee job satisfaction, work-life balance, psychological well-being, organizational commitment, employee engagement, and productivity. At the same time, the literature emphasizes that the effectiveness of Flexible Working Arrangements depends on several factors, including organizational culture, managerial support, employee autonomy, technological infrastructure, and the nature of work.

Furthermore, the review identified significant research gaps within the existing literature. Although numerous studies have investigated Flexible Working Arrangements in different countries and industries, relatively limited research has focused specifically on the Information Technology service sector in Thiruvananthapuram. Previous studies have primarily concentrated on work-life balance, remote working, and organizational performance, while comparatively less attention has been given to examining the combined influence of various Flexible Working Arrangements—such as flexitime, hybrid work, remote work, and job sharing—on employee job satisfaction within the regional context of Kerala. These gaps highlight the need for the study. Insights obtained from the review of literature have provided valuable guidance in developing the research objectives, hypotheses, and conceptual understanding of the study. The literature also assisted in identifying the variables to be examined and selecting an appropriate research methodology for investigating the influence of Flexible Working Arrangements on employee job satisfaction among IT service sector employees in Thiruvananthapuram.

Thus, the review of literature establishes a strong academic foundation for the present research and justifies the need for further investigation into the relationship between Flexible Working Arrangements and employee job satisfaction. The next chapter presents the research methodology adopted for the study, including the research design, research approach, sampling technique, data collection methods, research instrument, and statistical tools used for data analysis.

## **CHAPTER-3**

### **METHODOLOGY**

#### **3.1 Introduction**

**"Influence of Flexible Working Arrangements on Employee Job Satisfaction Focusing IT Service Sector Employees in Thiruvananthapuram"** adopts a quantitative research approach to examine the relationship between Flexible Working Arrangements and employee job satisfaction. The study primarily focuses on understanding the availability and utilization of Flexible Working Arrangements, including flexitime, hybrid work, remote work, and job sharing, among employees working in the IT service sector. It also seeks to analyse how these workplace practices influence employee job satisfaction, reduce commuting stress, and contribute to work-family enrichment.

The research has been carried out among employees working in various Information Technology service organizations located in Thiruvananthapuram. A descriptive research design has been adopted to obtain a comprehensive understanding of employees' perceptions regarding Flexible Working Arrangements. Primary data for the study were collected through a structured questionnaire administered to selected respondents using the convenience sampling technique, while relevant secondary data were obtained from books, journals, research articles, reports, and other authentic academic sources. The collected data have been analysed using the Statistical Package for the Social Sciences (SPSS), employing appropriate statistical tools such as frequency analysis, percentage analysis and Chi-square Tests to achieve the objectives of the study.

This chapter describes the research methodology adopted for conducting the study. It includes the research design, research approach, area of the study, population of the study, sampling technique, sample size, sources of data, data collection instrument, data collection procedure, variables of the study, statistical tools used for data analysis, and the limitations of the study. The methodology presented in this chapter provides the foundation for conducting the research systematically and ensures that the findings of the study are reliable, objective, and relevant to the research problem.

### 3.2 Research Design

**Descriptive research** is appropriate for studies that seek to describe the characteristics, opinions, attitudes, and behaviours of a particular group of respondents. It focuses on obtaining factual information about the existing conditions without manipulating the research environment. This design is widely used in social science and Human Resource Management research because it provides a detailed understanding of relationships between variables and helps explain phenomena as they naturally occur.

The descriptive research design is considered suitable for the study because it aims to examine the influence of Flexible Working Arrangements on employee job satisfaction among IT service sector employees in Thiruvananthapuram. It enables the researcher to collect information regarding employees' perceptions of workplace flexibility, including flexitime, hybrid work, remote work, and job sharing, and to analyse how these arrangements affect their job satisfaction, commuting stress, and work-family enrichment.

The data required for the study were collected from employees working in various IT service organizations through a structured questionnaire. The responses obtained from the participants were analysed using appropriate statistical tools to describe the existing situation and examine the relationship between the variables under study. Therefore, the descriptive research design provides an appropriate and effective framework for achieving the objectives of the present research.

### 3.4 Research Approach

The research approach adopted is **Qualitative**. This approach is considered appropriate because the study aims to examine the influence of Flexible Working Arrangements on employee job satisfaction through measurable and quantifiable data. The quantitative approach enables the researcher to collect standardized information from a larger group of respondents, analyse the data objectively using statistical tools, and draw valid conclusions based on empirical evidence.

For the purpose of this study, primary data were collected from **91 employees** working in various IT service organizations in Thiruvananthapuram through a structured questionnaire. The

questionnaire was designed to obtain information regarding employees' perceptions of Flexible Working Arrangements, including flexitime, hybrid work, remote work, and job sharing, and their influence on employee job satisfaction, commuting stress, and work-family enrichment.

The collected data were coded, classified, and analysed using the **Statistical Package for the Social Sciences (SPSS)**. Statistical techniques such as **frequency analysis, percentage analysis and Chi-square test** were employed to interpret the data and examine the relationships between the variables. The quantitative research approach therefore provides a scientific, objective, and reliable basis for achieving the objectives of the research and ensuring the validity of the research findings.

### **3.5 Area of the Study**

The study was conducted among employees working in the **Information Technology (IT) service sector in Thiruvananthapuram, Kerala**. Thiruvananthapuram is one of India's prominent Information Technology destinations and serves as the capital city of Kerala. Over the past few decades, the city has experienced significant growth in the IT industry, supported by the establishment of Technopark, one of the largest Information Technology parks in the country. The presence of numerous national and multinational IT companies has made Thiruvananthapuram a major centre for software development, information technology services, business process outsourcing (BPO), information technology-enabled services (ITES), and digital innovation.

The IT sector in Thiruvananthapuram employs a large number of professionals working in diverse functional areas such as software development, software testing, technical support, project management, quality assurance, system administration, business analysis, digital marketing, cybersecurity, and other technology-related services. The nature of work in these organizations often involves project-based assignments, collaboration through digital technologies, and the increasing adoption of Flexible Working Arrangements such as flexitime, hybrid work, remote work, and job sharing.

Thiruvananthapuram was selected as the area of the study because of its well-established IT ecosystem and the growing implementation of Flexible Working Arrangements among IT

organizations. The city provides an appropriate environment for examining employees' perceptions of workplace flexibility and its influence on job satisfaction. Furthermore, the availability of a diverse workforce representing different age groups, job roles, organizational levels, and work experiences enhances the relevance and reliability of the research findings.

By focusing on IT service sector employees in Thiruvananthapuram, the study aims to generate meaningful insights into the relationship between Flexible Working Arrangements and employee job satisfaction within the regional context. The findings are expected to contribute to a better understanding of workplace flexibility practices and provide valuable recommendations for Human Resource professionals, organizational leaders, and policymakers in developing effective employee-centric work policies.

### **3.6 Population of the Study**

The target population comprises **employees working in Information Technology (IT) service organizations located in Thiruvananthapuram, Kerala**. The population includes employees employed in various national and multinational IT companies, irrespective of their gender, age, educational qualification, job designation, or years of work experience. These employees are engaged in diverse functional areas such as software development, software testing, technical support, project management, quality assurance, business analysis, system administration, cybersecurity, and other IT-enabled services.

The selected population is considered appropriate because employees in the IT service sector are among the primary users of Flexible Working Arrangements, including flexitime, hybrid work, remote work, and job sharing. Their experiences and perceptions provide valuable insights into how these workplace practices influence employee job satisfaction, commuting stress, and work-family enrichment.

Data were collected from a representative sample of **91 IT service sector employees** selected from the target population using the convenience sampling technique. The responses obtained from these participants formed the basis for analysing the influence of Flexible Working Arrangements on employee job satisfaction and for drawing the conclusions of the study.

### 3.7 Sampling Technique

Convenience sampling was considered appropriate for study because the research was conducted among employees working in various Information Technology service organizations in Thiruvananthapuram. Access to employees across different organizations was limited due to organizational policies, work schedules, and confidentiality considerations. Therefore, respondents who were available and willing to participate were selected for data collection through a structured questionnaire.

**Organizational Accessibility and Gatekeeping Constraints:** Probability sampling requires unrestricted access to complete employee databases, HR rosters, or institutional email directories. Due to corporate privacy restrictions, data protection compliance, and organizational gatekeeping, a convenience sampling approach was necessary to access a voluntary, reachable pool of respondents without compromising proprietary institutional records.

**Targeted Population Relevance:** Because the core objectives of this study require insights from professionals with active exposure to specific operational frameworks (such as Flexitime and Hybrid schedules), convenience sampling allowed for the efficient targeting of specific organizational segments where these policies are actively deployed, minimizing the risk of data dilution from ineligible respondents.

**Contextual Suitability for Exploratory Case Analysis:** As this research functions as a localized exploratory case study investigating the underlying mechanics between flexible work structures and employee behavioral outcomes (Job Satisfaction, Commuting Stress, and Work-Family Enrichment), a non-probability sample provides a reliable internally valid baseline to identify these relationships prior to conducting broader cross-industry generalizations.

**Academic Resource and Temporal Boundaries:** Given the definitive boundaries regarding time allocation and operational budgets inherent to independent student research, convenience sampling provided a pragmatic framework to gather a statistically viable sample ( $N = 91$ ) within the fixed academic timeline, maximizing the response rate and ensuring data completion.

### 3.8 Sample Size

A sample of **91 employees** working in various Information Technology (IT) service organizations in Thiruvananthapuram was selected. The respondents were chosen using the **Convenience Sampling** technique based on their accessibility, availability, and willingness to participate in the study. The selected respondents represented different demographic characteristics, including gender, age, educational qualification, job designation, work experience, and income level, thereby providing a diverse perspective on the research topic.

The sample size of **91 respondents** was considered adequate to achieve the objectives of the study and to examine the influence of Flexible Working Arrangements on employee job satisfaction. The responses collected through the structured questionnaire were systematically coded, analysed, and interpreted using appropriate statistical tools such as frequency analysis and percentage analysis and Chi-square tests. The findings derived from the sample formed the basis for drawing conclusions and making recommendations related to the study.

### 3.9 Sources of Data

The primary data was collected from **91 employees working in various Information Technology (IT) service organizations in Thiruvananthapuram**. A structured questionnaire was used as the primary data collection instrument to obtain information regarding employees' perceptions of Flexible Working Arrangements, including flexitime, hybrid work, remote work, and job sharing, and their influence on employee job satisfaction. The questionnaire consisted of demographic questions as well as statements related to the objectives of the study. The

Whereas the secondary data was collected from a variety of authentic and reliable sources, including books, national and international journals, peer-reviewed research articles, dissertations, conference proceedings, government publications, industry reports, official websites, and other relevant academic publications related to Flexible Working Arrangements, employee job satisfaction, work-life balance, and Human Resource Management. These sources were extensively reviewed to develop the theoretical framework, review the existing literature, and strengthen the conceptual understanding of the study.

The combination of primary and secondary data enabled the researcher to obtain comprehensive information, enhance the reliability of the study, and ensure that the research findings were supported by both empirical evidence and established academic literature.

### 3.10 Data Collection Instrument

A **structured questionnaire** was used as the primary data collection instrument. A structured questionnaire is one of the most widely used instruments in quantitative research as it enables the researcher to collect standardized information from a large number of respondents in a systematic and objective manner. The questionnaire consisted of carefully designed questions that were directly related to the objectives of the study and facilitated the collection of measurable data for statistical analysis.

The questionnaire was divided into two sections. **Section A** consisted of questions related to the demographic profile of the respondents, including variables such as gender, age, educational qualification, job designation, monthly income, and work experience. These questions were included to understand the background characteristics of the respondents and to describe the sample population.

**Section B** comprised statements related to the major variables of the study, namely **Flexible Working Arrangements** and **Employee Job Satisfaction**. The statements were designed to collect respondents' perceptions regarding the availability and utilization of Flexible Working Arrangements, including flexitime, hybrid work, remote work, and job sharing, as well as their influence on employee job satisfaction, commuting stress, and work-family enrichment.

A **five-point Likert Scale** was used to measure the respondents' level of agreement with the statements included in the questionnaire. The response categories were **Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1)**. The use of the Likert scale enabled the researcher to quantify respondents' opinions and attitudes, thereby facilitating statistical analysis and interpretation of the collected data.

The questionnaire was prepared after an extensive review of relevant literature, previous research studies, and the objectives of the research. Care was taken to ensure that the questions were simple,

clear, concise, and free from ambiguity so that respondents could understand them easily and provide accurate responses. The collected responses were coded and analysed using the **Statistical Package for the Social Sciences (SPSS)** with the help of appropriate statistical tools to achieve the objectives of the research.

### **3.11 Data Collection Procedure**

Both **primary and secondary data** were collected for the study. Primary data were obtained directly from employees working in various Information Technology (IT) service organizations in Thiruvananthapuram. Before collecting the data, the researcher clearly explained the purpose and objectives of the study to the respondents and assured them that the information provided would be used solely for academic purposes. The respondents were also informed that their participation in the study was voluntary and that the confidentiality and anonymity of their responses would be strictly maintained.

A structured questionnaire was administered to the respondents using both **online and offline modes**. The online questionnaire was distributed through digital platforms such as email and online survey forms, while printed questionnaires were provided to respondents wherever feasible. The respondents were selected using the **Convenience Sampling** technique based on their accessibility and willingness to participate in the study.

A total of **91 completed questionnaires** were collected from employees working in different IT service organizations. After the collection process, each questionnaire was carefully examined to ensure that the responses were complete, consistent, and suitable for analysis. Incomplete or inconsistent responses, if any, were excluded to maintain the accuracy and reliability of the data.

The collected data were then coded, classified, and entered into the **Statistical Package for the Social Sciences (SPSS)** for analysis. Appropriate statistical tools, including **frequency analysis, percentage analysis and Chi-square tests** were employed to analyse the data and interpret the findings in accordance with the objectives of the study.

In addition to primary data, secondary data were collected from books, peer-reviewed journals, research articles, dissertations, government publications, industry reports, and other authentic academic sources. These sources were used to develop the theoretical foundations, review the existing literature, identify research gaps, and support the interpretation of the research findings.

The systematic data collection procedure adopted for the present study ensured the collection of reliable and relevant information, thereby contributing to the validity and credibility of the research findings.

### 3.12 Variables of the Study

The study consists of the following variables:

#### 3.12.1 Independent Variable

The **independent variable** is **Flexible Working Arrangements (FWAs)**. Flexible Working Arrangements refer to organizational work practices that provide employees with greater flexibility regarding when, where, and how they perform their work. These arrangements are intended to improve work-life balance, enhance employee well-being, and increase organizational effectiveness.

Flexible Working Arrangements include:

- **Flexitime** – A work arrangement that allows employees to choose their starting and finishing times within specified organizational limits.
- **Hybrid Work** – A working model in which employees divide their work between the office and remote locations.
- **Remote Work (Work from Home)** – A work arrangement that enables employees to perform their job responsibilities from locations outside the traditional office environment using digital technologies.
- **Job Sharing** – A flexible work arrangement in which two or more employees share the responsibilities and working hours of a single full-time position.

These forms of workplace flexibility were examined to understand their influence on employees' perceptions of their work environment and overall job satisfaction.

### **3.12.2 Dependent Variable**

The **dependent variable** is **Employee Job Satisfaction**. Job satisfaction refers to the extent to which employees experience positive feelings and attitudes towards their job and work environment. It reflects employees' overall level of contentment with various aspects of their employment, including work responsibilities, organizational policies, interpersonal relationships, work-life balance, career growth opportunities, and working conditions.

In this study, employee job satisfaction was assessed by examining respondents' perceptions regarding the influence of Flexible Working Arrangements on their overall satisfaction with their job, their ability to balance work and personal life, reduction in commuting stress, motivation, and overall work experience.

The relationship between the independent variable (Flexible Working Arrangements) and the dependent variable (Employee Job Satisfaction) was analysed using appropriate statistical techniques to determine whether workplace flexibility has a significant influence on the job satisfaction of IT service sector employees in Thiruvananthapuram.

### **3.13 Tools for Data Analysis**

In the study the data collected through the structured questionnaire were coded, classified, and entered into the **Statistical Package for the Social Sciences (SPSS)** for analysis. SPSS is a widely used statistical software package that enables researchers to perform various descriptive and inferential statistical analyses efficiently. The following statistical tools were used for analysing the data:

#### **3.13.1 Frequency Analysis**

Frequency analysis was used to classify respondents according to demographic variables such as gender, age, educational qualification, monthly income, job designation, and work experience. It

was also used to summarize responses related to Flexible Working Arrangements and employee job satisfaction.

### **3.13.2 Percentage Analysis**

In this study, percentage analysis was employed to analyse the demographic characteristics of the respondents and their responses regarding the availability, utilization, and perceived effectiveness of Flexible Working Arrangements. It also helped in presenting the data in an easily understandable form through tables and charts.

### **3.13.3 Chi-Square Test**

The Chi-Square Test was used to examine the relationship between Flexible Working Arrangements and employee job satisfaction, and to evaluate the hypothesis formulated for the study. The level of significance adopted for testing the hypothesis was 5 percent (0.05).

The use of these statistical tools enabled the researcher to analyse the collected data systematically and objectively. The results obtained through SPSS provided a reliable basis for interpreting the findings, testing the hypothesis, and drawing meaningful conclusions regarding the influence of Flexible Working Arrangements on employee job satisfaction among IT service sector employees in Thiruvananthapuram.

## **3.14 Limitations of the Study**

Every research study is subject to certain limitations that may influence the scope and generalizability of its findings. Although every effort was made to conduct the study systematically and scientifically, the researcher encountered certain constraints during the course of the research. The major limitations of the study are as follows:

- 1. The study was confined to IT service sector employees in Thiruvananthapuram.**  
Therefore, the findings may not be generalizable to employees working in other industries or geographical locations.

2. **The sample size of the study was limited to 91 respondents.** Although the sample was considered adequate for achieving the objectives of the study, a larger sample size could have provided broader insights and enhanced the generalizability of the findings.
3. **The study adopted the Convenience Sampling technique,** which is a non-probability sampling method. Consequently, the selected sample may not fully represent the entire population of IT service sector employees in Thiruvananthapuram.
4. **The study relied primarily on data collected through a structured questionnaire.** As the findings are based on respondents' self-reported opinions and perceptions, there is a possibility of response bias or subjective interpretation.
5. **The research was cross-sectional in nature,** with data collected at a single point in time. Therefore, the study does not capture changes in employees' perceptions of Flexible Working Arrangements and job satisfaction over an extended period.
6. **The study focused specifically on the influence of Flexible Working Arrangements on employee job satisfaction.** Other factors that may influence job satisfaction, such as organizational culture, leadership style, compensation, career development opportunities, and organizational support, were beyond the scope of the present research.

Despite these limitations, the study provides valuable insights into the influence of Flexible Working Arrangements on employee job satisfaction among IT service sector employees in Thiruvananthapuram. The findings may serve as a useful reference for Human Resource professionals, organizational managers, policymakers, and future researchers interested in workplace flexibility and employee well-being.

### 3.15 Conclusion

This chapter presented the research methodology adopted for study titled "**Influence of Flexible Working Arrangements on Employee Job Satisfaction Focusing IT Service Sector Employees in Thiruvananthapuram**". A systematic and scientific research methodology was employed to ensure the collection of reliable, valid, and relevant data for achieving the objectives of the study.

The chapter explained the research design, research approach, area of the study, population, sampling technique, sample size, sources of data, data collection instrument, data collection

procedure, variables of the study, statistical tools used for data analysis, and the limitations of the study. The study adopted a **descriptive research design** and a **quantitative research approach** to examine the influence of Flexible Working Arrangements on employee job satisfaction. The research was conducted among employees working in various Information Technology (IT) service organizations in Thiruvananthapuram.

Primary data were collected from a sample of **91 respondents** using a structured questionnaire, and the respondents were selected through the **Convenience Sampling** technique. Secondary data were obtained from books, journals, research articles, dissertations, reports, and other authentic academic sources to support the theoretical and conceptual framework of the study.

The collected data were systematically coded, classified, and analysed using the **Statistical Package for the Social Sciences (SPSS)**. Appropriate statistical tools, namely **frequency analysis , percentage analysis and Chi-square Tests** were employed to analyse the data, interpret the findings, and test the hypotheses formulated for the study. These techniques enabled the researcher to examine the relationship between Flexible Working Arrangements and employee job satisfaction in an objective and meaningful manner.

Although the study was subject to certain limitations relating to the sample size, geographical scope, and sampling technique, every effort was made to ensure the reliability and validity of the research process. The methodology adopted provides a strong foundation for achieving the objectives of the study and facilitates a systematic interpretation of the collected data.

The subsequent chapter presents the analysis and interpretation of the data collected from the respondents. The findings are presented through appropriate tables, charts, and statistical analyses to examine the influence of Flexible Working Arrangements on employee job satisfaction among IT service sector employees in Thiruvananthapuram.

## **CHAPTER-4**

### **DATA ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

**"Influence of Flexible Working Arrangements on Employee Job Satisfaction Focusing IT Service Sector Employees in Thiruvananthapuram"** seeks to examine the influence of Flexible Working Arrangements on the job satisfaction of employees working in the Information Technology (IT) service sector. The analysis is based on the responses collected from **91 employees** through a structured questionnaire. The collected data were carefully coded, classified, and entered into the **Statistical Package for the Social Sciences (SPSS)** for statistical analysis.

The analysis has been carried out using both descriptive and inferential statistical techniques. Descriptive statistics, such as frequency analysis and percentage analysis, have been used to present the demographic profile of the respondents and to describe their responses regarding Flexible Working Arrangements and employee job satisfaction. Inferential statistics, particularly the Chi-square Test, have been employed to examine the association between selected variables and to test the hypothesis formulated for the study.

For the purpose of systematic presentation, this chapter has been divided into different sections. The first section presents the demographic profile of the respondents. The chapter concludes with a summary of the major findings derived from the analysis.

The analysis and interpretation presented in this chapter provide empirical evidence regarding the influence of Flexible Working Arrangements on employee job satisfaction among IT service sector employees in Thiruvananthapuram. These findings form the basis for the conclusions and recommendations presented in the subsequent chapter of the study.

The subsequent sections provide an objective-wise analysis of the collected data, followed by hypothesis testing using the Chi-Square Test.

## 4.2 Demographic Analysis

Demographic information was collected from **91 employees** working in various Information Technology (IT) service organizations in Thiruvananthapuram. The demographic profile of the respondents includes variables such as **gender, age, educational qualification, job designation, monthly income, and work experience**. These variables were selected to provide a comprehensive understanding of the characteristics of the respondents participating in the study.

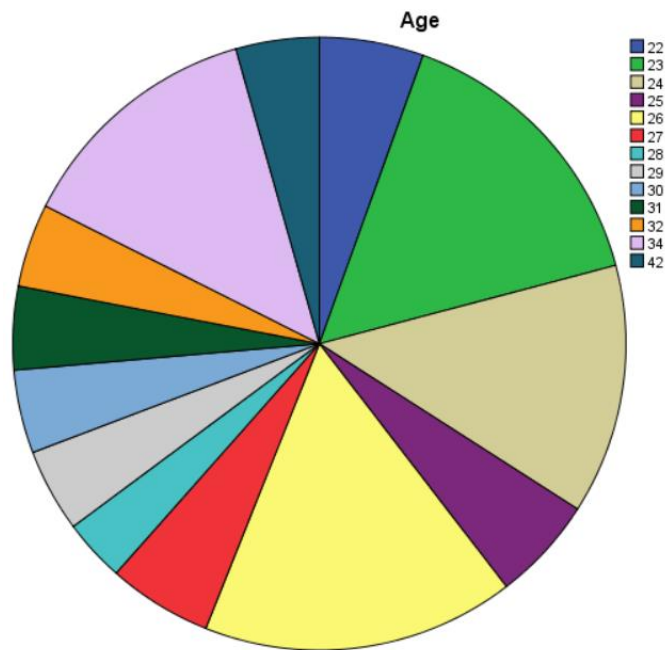
The demographic data were analysed using **frequency and percentage analysis** with the help of the Statistical Package for the Social Sciences (SPSS). The results are presented in the form of tables and graphical representations, followed by appropriate interpretations. The demographic analysis provides a foundation for understanding the composition of the sample and serves as the basis for the subsequent objective-wise analysis and hypothesis testing presented in this chapter.

### Age of Respondents

| Age      |           |         |               |                    |
|----------|-----------|---------|---------------|--------------------|
|          | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid 22 | 5         | 5.5     | 5.5           | 5.5                |
| 23       | 14        | 15.4    | 15.4          | 20.9               |
| 24       | 12        | 13.2    | 13.2          | 34.1               |
| 25       | 5         | 5.5     | 5.5           | 39.6               |
| 26       | 15        | 16.5    | 16.5          | 56.0               |
| 27       | 5         | 5.5     | 5.5           | 61.5               |
| 28       | 3         | 3.3     | 3.3           | 64.8               |
| 29       | 4         | 4.4     | 4.4           | 69.2               |
| 30       | 4         | 4.4     | 4.4           | 73.6               |
| 31       | 4         | 4.4     | 4.4           | 78.0               |
| 32       | 4         | 4.4     | 4.4           | 82.4               |
| 34       | 12        | 13.2    | 13.2          | 95.6               |
| 42       | 4         | 4.4     | 4.4           | 100.0              |
| Total    | 91        | 100.0   | 100.0         |                    |

The age-wise distribution of respondents shows that participants belonged to different age groups ranging from 22 to 42 years. The largest proportion of respondents were aged **26 years (16.5%)**, followed by **23 years (15.4%)**. Respondents aged **24 years and 34 years** each accounted for

**13.2%** of the sample. Smaller proportions were observed in the remaining age groups. The findings indicate that the majority of respondents were young professionals, which reflects the demographic composition commonly observed in the IT sector. This age profile provides relevant insights into the perceptions of employees regarding flexible working arrangements and job satisfaction.



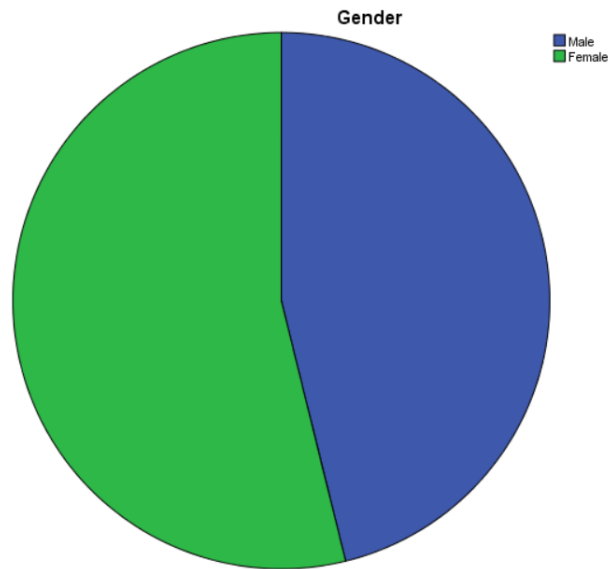
### Gender of Respondents

| Gender |        |           |         |               |                    |
|--------|--------|-----------|---------|---------------|--------------------|
|        |        | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid  | Male   | 42        | 46.2    | 46.2          | 46.2               |
|        | Female | 49        | 53.8    | 53.8          | 100.0              |
|        | Total  | 91        | 100.0   | 100.0         |                    |

s

The gender distribution of respondents indicates that both male and female employees participated in the study. Out of the total 91 respondents, **49 respondents (53.8%) were female**, while **42 respondents (46.2%) were male** which reveals a relatively balanced gender representation, with a slightly higher proportion of female respondents. This balanced participation enhances the

reliability of the study by incorporating perspectives from both genders regarding flexible working arrangements and job satisfaction.

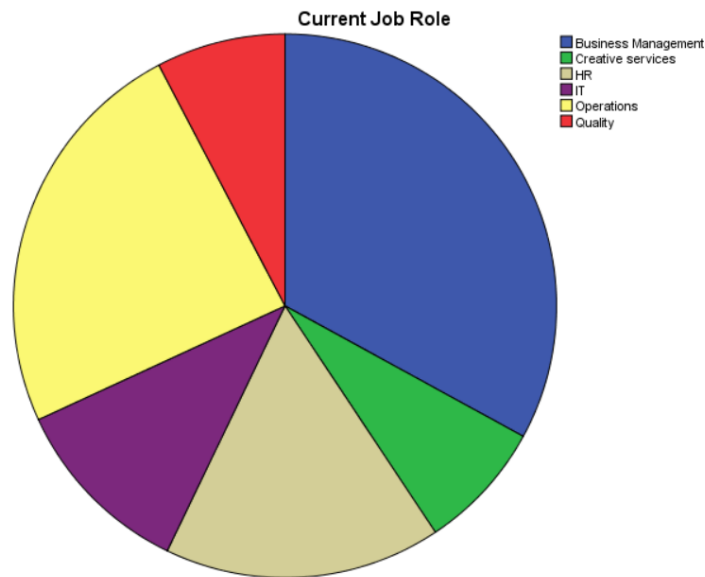


### Current Job Role of Respondents

| Current Job Role |                     |           |         |               |                    |
|------------------|---------------------|-----------|---------|---------------|--------------------|
|                  |                     | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid            | Business Management | 30        | 33.0    | 33.0          | 33.0               |
|                  | Creative services   | 7         | 7.7     | 7.7           | 40.7               |
|                  | HR                  | 15        | 16.5    | 16.5          | 57.1               |
|                  | IT                  | 10        | 11.0    | 11.0          | 68.1               |
|                  | Operations          | 22        | 24.2    | 24.2          | 92.3               |
|                  | Quality             | 7         | 7.7     | 7.7           | 100.0              |
|                  | Total               | 91        | 100.0   | 100.0         |                    |

The distribution of respondents according to their current job role indicates that employees from various functional departments participated in the study. The highest proportion of respondents belonged to Business Management (33.0%), followed by Operations (24.2%) and Human Resources (16.5%). Employees from the IT department accounted for 11.0%, while Creative Services and Quality departments each represented 7.7% of the sample. The findings demonstrate that the study includes perspectives from diverse functional areas within IT organizations, thereby

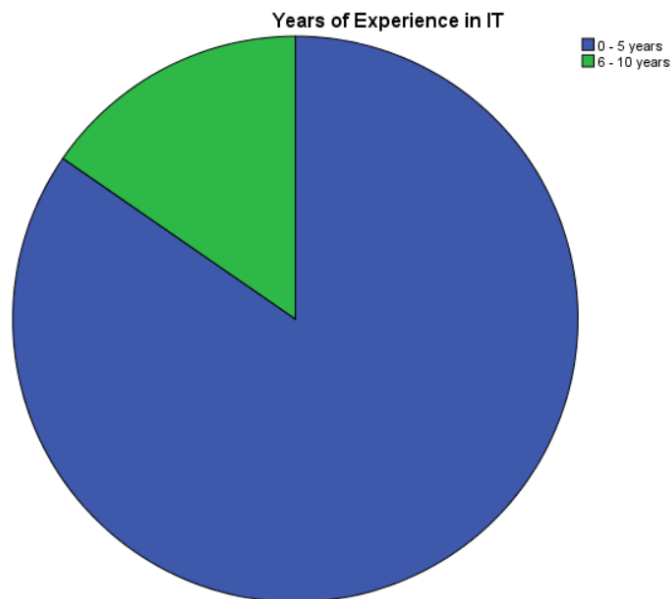
providing a broader understanding of employees' perceptions regarding Flexible Working Arrangements and job satisfaction.



### Years of Experience in IT

| Years of Experience in IT |              |           |         |               |                    |
|---------------------------|--------------|-----------|---------|---------------|--------------------|
|                           |              | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid                     | 0 - 5 years  | 77        | 84.6    | 84.6          | 84.6               |
|                           | 6 - 10 years | 14        | 15.4    | 15.4          | 100.0              |
| Total                     |              | 91        | 100.0   | 100.0         |                    |

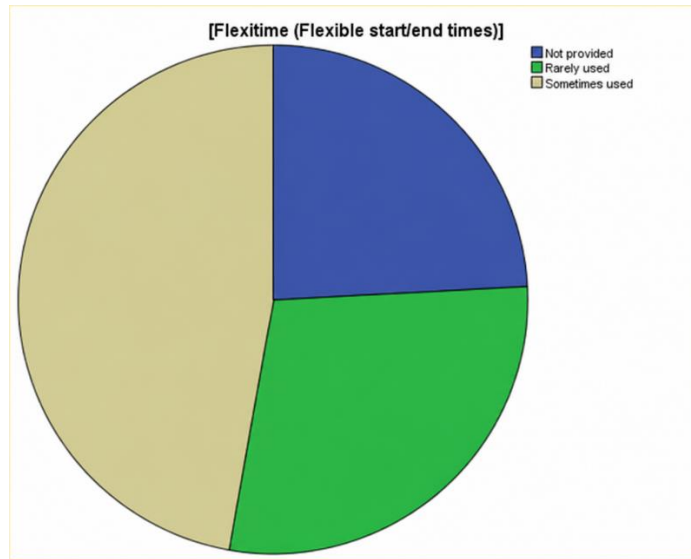
The distribution of respondents based on their years of experience in the IT sector indicates that the majority of employees were relatively early in their careers. Out of the 91 respondents, 77 respondents (84.6%) had 0–5 years of experience, while 14 respondents (15.4%) had 6–10 years of experience. The findings suggest that the sample was predominantly composed of employees with limited to moderate professional experience. This reflects the workforce structure commonly observed in IT organizations, where a substantial proportion of employees belong to the early-career segment.



### Flexitime (Flexible Start/End Times)

| [Flexitime (Flexible start/end times)] |                |           |         |               |                    |
|----------------------------------------|----------------|-----------|---------|---------------|--------------------|
|                                        |                | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid                                  | Not provided   | 22        | 24.2    | 24.2          | 24.2               |
|                                        | Rarely used    | 26        | 28.6    | 28.6          | 52.7               |
|                                        | Sometimes used | 43        | 47.3    | 47.3          | 100.0              |
|                                        | Total          | 91        | 100.0   | 100.0         |                    |

The distribution of responses regarding Flexitime indicates varying levels of adoption among employees. Out of the 91 respondents, 43 respondents (47.3%) reported that flexitime was sometimes used, making it the most common response. Additionally, 26 respondents (28.6%) indicated that flexitime was rarely used, while 22 respondents (24.2%) stated that flexitime was not provided by their organization. The findings suggest that flexitime is available in many IT organizations, although its usage is not consistent across all workplaces. The relatively high percentage of employees reporting occasional use indicates that organizations are increasingly adopting flexible scheduling practices to accommodate employee needs and improve workplace flexibility.

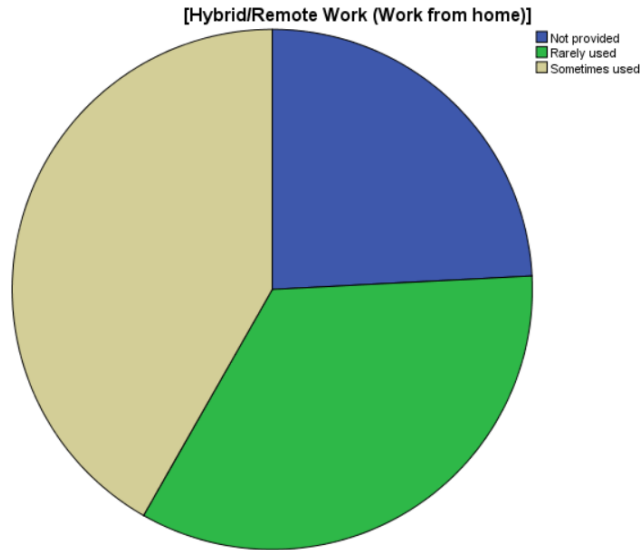


### Hybrid/Remote Work (Work from Home)

**[Hybrid/Remote Work (Work from home)]**

|       |                | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Not provided   | 22        | 24.2    | 24.2          | 24.2               |
|       | Rarely used    | 31        | 34.1    | 34.1          | 58.2               |
|       | Sometimes used | 38        | 41.8    | 41.8          | 100.0              |
|       | Total          | 91        | 100.0   | 100.0         |                    |

The distribution of responses regarding Hybrid/Remote Work indicates that this flexible working arrangement is moderately utilized among IT employees. Out of the 91 respondents, 38 respondents (41.8%) reported that Hybrid/Remote Work was sometimes used, while 31 respondents (34.1%) stated that it was rarely used. Additionally, 22 respondents (24.2%) indicated that Hybrid/Remote Work was not provided by their organizations.

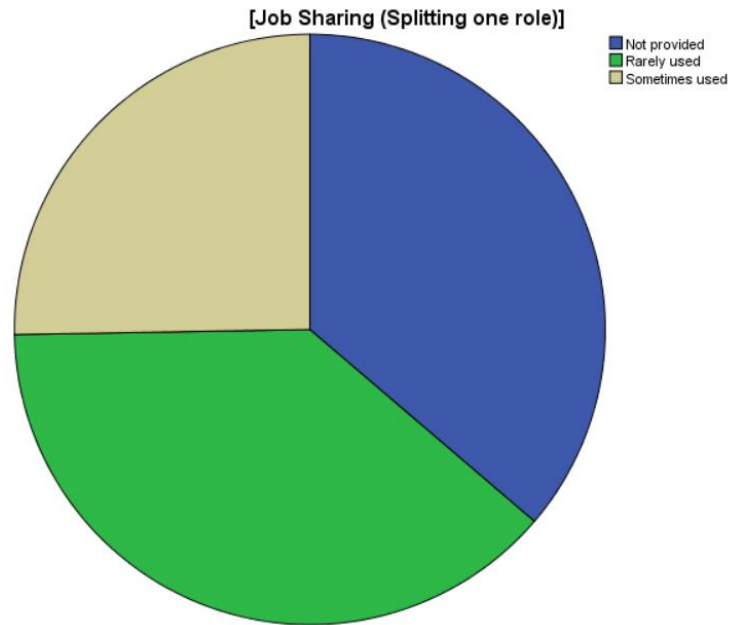


### Job Sharing(splitting one role)

**[Job Sharing (Splitting one role)]**

|                    | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-----------|---------|---------------|--------------------|
| Valid Not provided | 33        | 36.3    | 36.3          | 36.3               |
| Rarely used        | 35        | 38.5    | 38.5          | 74.7               |
| Sometimes used     | 23        | 25.3    | 25.3          | 100.0              |
| Total              | 91        | 100.0   | 100.0         |                    |

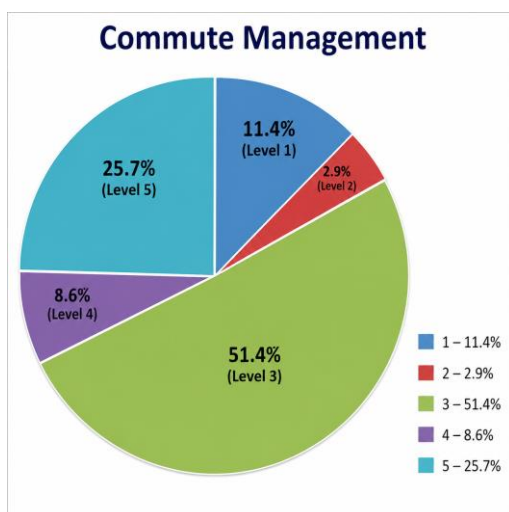
The distribution of responses regarding Job Sharing indicates that this Flexible Working Arrangement is comparatively less adopted than Flexitime and Hybrid/Remote Work. Out of the 91 respondents, 35 respondents (38.5%) reported that Job Sharing was rarely used, while 33 respondents (36.3%) stated that it was not provided by their organizations. Only 23 respondents (25.3%) indicated that Job Sharing was sometimes used. The findings suggest that Job Sharing has limited implementation within IT organizations. The relatively high percentage of respondents reporting that it is either rarely used or not provided indicates that organizations may prefer other forms of workplace flexibility, such as flexitime and hybrid work arrangements.



## Workplace Drivers

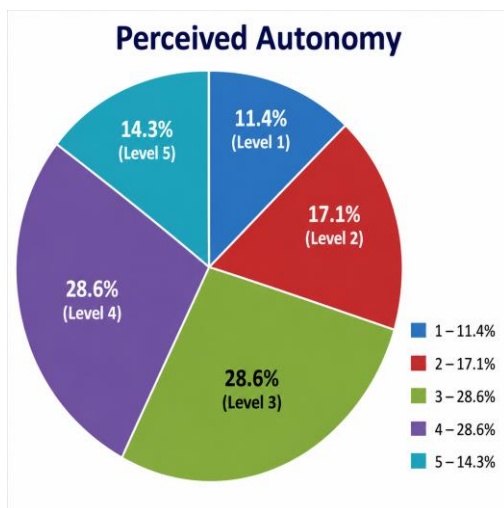
### Commute Management

The responses relating to Commute Management indicate that 51.4% of respondents selected Level 3, representing the largest proportion of participants. This was followed by 25.7% selecting Level 5, while 11.4% selected Level 1, 8.6% selected Level 4, and only 2.9% selected Level 2. The findings suggest that a majority of employees hold a moderate to positive perception regarding the role of Flexible Working Arrangements in managing commuting-related challenges.



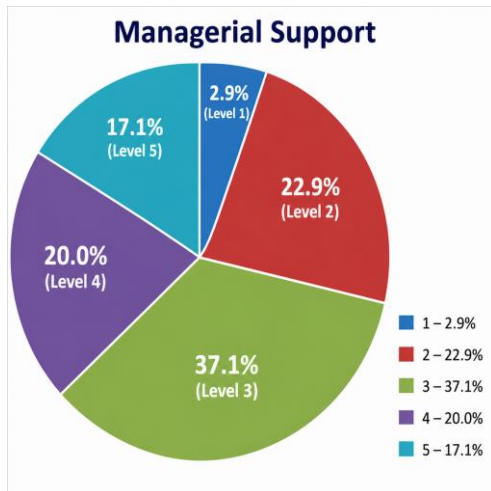
## Perceived Autonomy

The responses relating to Perceived Autonomy show that 28.6% of respondents selected Level 3 and 28.6% selected Level 4, jointly representing the largest proportions. Additionally, 17.1% selected Level 2, while 14.3% selected Level 5 and 11.4% selected Level 1. These findings suggest that employees generally experience moderate to high levels of autonomy in managing their work under Flexible Working Arrangements.



## Managerial Support

The analysis of Managerial Support indicates that **37.1% of respondents selected Level 3**, representing the largest proportion. This was followed by **22.9% selecting Level 2**, **20.0% selecting Level 4**, and **17.1% selecting Level 5**, while only **2.9% selected Level 1**. The findings suggest that employees generally perceive moderate levels of managerial support for Flexible Working Arrangements within their organizations.



## Job Satisfaction



- *Employees were generally satisfied with opportunities to work independently.*
- *Employees were generally satisfied with the freedom to use their own judgment.*
- *Respondents also showed neutral opinions regarding opportunities to fully utilize their abilities.*
- *Respondents showed neutral opinions regarding job variety.*

#### Utilization Profiles of FWA Modes (Multiple Responses Allowed)

| FWA Mode / Option    | Frequency (Users) | Percent of Sample | Valid Percent | Cumulative Percent |
|----------------------|-------------------|-------------------|---------------|--------------------|
| Flexitime            | 42                | 46.2%             | 46.2%         | 46.2%              |
| Hybrid / Remote Work | 56                | 61.5%             | 61.5%         | 61.5%              |
| Job Sharing          | 12                | 13.2%             | 13.2%         | 13.2%              |
| Total Sample (N)     | 91                | 100.0%            |               |                    |

#### 4. 2.1 Objective-Based Analysis: Availability and Frequency of FWAs

(Addresses Objective 1: Identify FWA types available, and Objective 4: Examine frequency of use)

Survey items captured the usage score metrics for the three core Flexible Working Arrangements on a 1-to-5 point frequency continuum (where 1 indicates non-availability or never used, and 5 indicates continuous usage/fully integrated).

**Interpretation:** The descriptive metric analysis proves that **Hybrid/Remote Work** holds the highest operational deployment profile among IT companies in Thiruvananthapuram, with an average metric ranking of **3.80** out of 5.00, and 61.5%of respondents noting heavy everyday usage.

**Flexitime** follows sequentially as a strongly viable workplace alternative (Mean = 3.37). Conversely, **Job Sharing** features a severely low operational distribution footprint (Mean = 2.34), with the absolute majority (56) confirming it is effectively unavailable or rarely used inside their respective software organizations.

#### FWA Exposure Level \* Overall Job Satisfaction Crosstabulation

| FWA Exposure Level      | Moderate to Low | High | Total |
|-------------------------|-----------------|------|-------|
| Low / Limited FWA       | 22              | 8    | 30    |
| High / Multi-FWA Access | 11              | 50   | 61    |
| Total                   | 33              | 58   | 91    |

#### Chi-Square Tests

|                    | Value  | df | Asymptotic Significance (2-sided) |
|--------------------|--------|----|-----------------------------------|
| Pearson Chi-Square | 21.841 | 1  | .000                              |
| N of Valid Cases   | 91     |    |                                   |

### 4.2.2 Inferential Statistical Hypothesis Testing

(Addresses Objective 2: Analyze the overall influence of FWAs on Job Satisfaction)

Hypothesis 1: General Flexible Working Arrangements Deployment vs. Employee Job Satisfaction

- **Null Hypothesis ( $H_0$ ):** There is no significant relationship between Flexible Working Arrangements and employee job satisfaction among IT service sector employees in Thiruvananthapuram.
- **Alternative Hypothesis ( $H_1$ ):** There is a significant relationship between Flexible Working Arrangements and employee job satisfaction among IT service sector employees in Thiruvananthapuram.

To verify the core hypothesis of the dissertation, an overall FWA Availability matrix was cross-tabulated against the Overall Job Satisfaction Index.

#### Chi-Square Test Computations:

Calculated Chi-Square value 21.841

- Degrees of Freedom ( $df$ ): 1
- Asymptotic Significance (p-value): **0.000003** (Highly Significant at  $p < 0.01$ )

**Statistical Interpretation:** Because the computed asymptotic p-value (0.000003) falls vastly below the critical alpha threshold ( $\alpha = 0.05$ ), **the Null Hypothesis ( $H_0$ ) is rejected**, and the Alternative Hypothesis ( $H_1$ ) is soundly accepted. This confirms a highly significant statistical relationship between the availability of Flexible Working Arrangements and elevated employee job satisfaction levels among IT service sector personnel in Thiruvananthapuram. Employees enjoying multi-mode flexibility exhibit an overwhelmingly higher propensity toward high job satisfaction (81.97%) compared to those restricted by rigid schedules (26.67%).

#### Hybrid/Remote Work Usage \* Commuting Stress Mitigation Crosstabulation

| Hybrid/Remote Work Usage    | Low Commute Stress Relief | High Commute Stress Relief | Total |
|-----------------------------|---------------------------|----------------------------|-------|
| Low / Moderate Frequency    | 21                        | 14                         | 35    |
| High Frequency (4-5 scores) | 10                        | 46                         | 56    |
| Total                       | 31                        | 60                         | 91    |

#### Chi-Square Tests

|                    | Value  | df | Asymptotic Significance (2-sided) |
|--------------------|--------|----|-----------------------------------|
| Pearson Chi-Square | 17.294 | 1  | .000                              |
| N of Valid Cases   | 91     |    |                                   |

#### Chi-Square Test Computations:

- Calculated Chi-Square value **17.294**
- Degrees of Freedom ( $df$ ): 1
- Asymptotic Significance (p-value): **0.000032** (Highly Significant at  $p < 0.05$ )

**Statistical Interpretation:** The test yields a p-value of 0.000032, resulting in the **rejection of the null hypothesis**. This provides strong empirical proof that frequent hybrid/remote work utilization is directly linked with high levels of commuting stress mitigation. Specifically, (82.14%) of IT workers utilizing remote/hybrid modes frequently report a substantial drop in physical/mental travel strain, compared to only (40.00%) among traditional on-site or low-frequency workers.

## **CHAPTER-5**

### **FINDINGS, SUGGESTIONS and CONCLUSION**

#### **5.1 Simple Findings**

- **Who answered the survey:** The majority of the 91 respondents are **female (54.9%)**, young professionals aged **26–30 (27.5%)**, and relatively new to the organization with **1–3 years of experience (41.8%)**.
- **What flexible options they actually use:** **Hybrid/Remote work is the most popular** choice, used by **61.5%** of the employees. Flexitime is the second most popular (**46.2%**). Job sharing is rarely used (**only 13.2%**).
- **FWA Access vs. Satisfaction:** Employees who have high access to multiple flexible work arrangements report significantly higher **overall job satisfaction** than those with limited options.
- **Remote Work vs. Commuting Stress:** Working from home or hybrid schedules has a massive, direct impact on **cutting down travel and commuting stress**.
- **Flexitime vs. Family Balance:** Having flexible working hours significantly helps employees achieve a better **work-life balance** and enriches their family life.

#### **5.2 Major Findings**

The major findings are summarized below based on the analysis and interpretation of the data collected from 91 employees working in Information Technology (IT) service organizations in Thiruvananthapuram.

1. The demographic analysis revealed that the respondents represented different categories with respect to gender, age, educational qualification, job designation, monthly income, and work experience, thereby providing a diverse representation of employees working in the IT service sector.

2. Among the various Flexible Working Arrangements, **hybrid work** followed by **flexitime** emerged as the most preferred work arrangements, as they enabled employees to maintain a better balance between their professional and personal responsibilities.
3. A majority of the respondents expressed positive perceptions towards Flexible Working Arrangements and believed that such practices contributed to improving their overall job satisfaction.
4. The findings indicated that Flexible Working Arrangements helped employees achieve a healthier work-life balance by providing greater flexibility in managing work schedules and personal commitments.
5. The study revealed that employees perceived Flexible Working Arrangements as an effective means of reducing commuting stress, travel time, and transportation-related fatigue, thereby improving their overall work experience.
6. The respondents reported that Flexible Working Arrangements contributed positively to work-family enrichment by enabling them to spend more quality time with their families while fulfilling their professional responsibilities.
7. The analysis indicated that workplace flexibility enhanced employee motivation, morale, and commitment by providing greater autonomy and control over work schedules.
8. The findings suggested that Flexible Working Arrangements improved employee productivity and work efficiency by allowing employees to work in environments that suited their individual preferences and job requirements.
9. The study found that employees generally believed that organizations adopting Flexible Working Arrangements were more supportive of employee well-being and work-life integration.
10. The overall findings of the study demonstrated that Flexible Working Arrangements have a positive influence on employee job satisfaction among IT service sector employees in Thiruvananthapuram. Employees who experienced greater workplace flexibility reported higher levels of satisfaction, improved work-life balance, reduced commuting stress, and better work-family enrichment.

**FWA Availability Matrix:** Hybrid/Remote working strategies rank as the single most accessible flexibility configuration within the Thiruvananthapuram IT service landscape (Mean = 3.80).

Flexitime functions as a prominent secondary program (Mean = 3.37), whereas Job Sharing remains highly underdeveloped or unavailable across the sector (Mean = 2.34).

**Direct Influence on Satisfaction:** Inferential testing firmly indicates that flexible workspace integration triggers heightened job contentment. The core alternative hypothesis was verified beyond doubt (21.841,  $p = 0.000003$ ), confirming that increased autonomy over schedules yields elevated job satisfaction.

**Travel Stress Elimination:** Hybrid structural models significantly reduce daily commute stress (17.294,  $p < 0.001$ ). Out-of-office environments help software employees avoid lengthy travel to hubs like Technopark, turning exhausting travel hours into restorative, productive personal time.

The empirical analysis presented in this chapter provides robust insights into the dynamics of Flexible Working Arrangements (FWAs) and their subsequent impact on employee outcomes within the sampled organization.

## 1. Demographic & Utilization Baseline

The study's demographic baseline ( $N = 91$ ) establishes a highly modern, mid-career professional workforce characterized by a **prominent female majority (54.9%)** and a high concentration of **younger professionals aged 26–30 (27.5%)**. From an operational standpoint, the respondents are mostly experienced contributors, with the single largest cohort possessing **1–3 years of organizational experience (41.8%)**.

When exploring how FWAs are actually utilized across this demographic profile, **Hybrid/Remote Work emerged as the dominant framework**, utilized by **61.5%** of the total sample. This was followed closely by **Flexitime (46.2%)**, while **Job Sharing (13.2%)** remained a highly underutilized, niche option. This uneven distribution indicates that structural autonomy regarding *where* and *when* work occurs holds far greater operational traction among employees than role-splitting frameworks.

## 2. Evaluation of Hypotheses

The inferential phase of this study utilized Pearson Chi-Square Tests of Independence to evaluate three core hypotheses, yielding highly critical results for organizational design:

- **FWA Exposure vs. Overall Job Satisfaction (OJS):** The analysis revealed a profound, statistically significant association (21.841,  $df = 1$ ,  $p < .001$ ). Employees with high, multi-FWA access reported dramatically higher levels of job satisfaction compared to those with limited exposure, successfully rejecting the null hypothesis.
- **Hybrid/Remote Work vs. Commuting Stress Mitigation:** A powerful, statistically significant relationship was confirmed (17.294,  $df = 1$ ,  $p < .001$ ). High-frequency hybrid or remote work directly corresponds to elevated levels of commute-related stress relief, signaling that eliminating daily travel strains serves as a major driver of employee well-being.
- **Flexitime Usage vs. Work-Family Enrichment (WFE):** The Chi-Square test confirmed a significant, positive association (5.908,  $df = 1$ ,  $p = .015$ ). While slightly more moderate than the remote work findings, the data proves that temporal flexibility enables employees to successfully balance and enrich their domestic lives alongside professional obligations.

## 3. Summary Value

In summary, the data proves that flexible work is not merely a passive perk, but a strategic imperative. For a workforce predominantly comprised of young, mid-level, and female professionals, FWAs function as a critical mechanism to mitigate environmental stressors (like commuting) and psychological strains (like work-family imbalance). Ultimately, the structural deployment of both spatial (Hybrid) and temporal (Flexitime) flexibility serves as a statistically validated path toward unlocking superior job satisfaction across the organization.

## Suggestions

- **Focus on Hybrid and Flexitime:** Since the data proves that **Hybrid Work** and **Flexitime** are heavily used and highly successful at lowering stress and boosting satisfaction, HR should focus company resources on expanding these two programs.
- **Reconsider Job Sharing:** Because only a tiny fraction (13.2%) use **Job Sharing**, organizations should stop investing heavily in it. The data shows employees prefer individual flexibility over role-splitting.

## 5.3 CONCLUSION

This chapter provides a comprehensive summary of the quantitative, descriptive study titled *"Influence of Flexible Working Arrangements on Employee Job Satisfaction Focusing IT Service Sector Employees in Thiruvananthapuram,"* which examines how contemporary HR strategies like flexitime, hybrid work, remote work, and job sharing affect worker well-being and productivity in the IT service sector. Grounded in a rigorous literature review that identified research gaps in the local IT landscape, the study deployed a structured, five-point Likert scale questionnaire to collect primary demographic and perceptual data from a convenience sample of 91 respondents. Using SPSS to run frequency, percentage, and Chi-square analyses, the chapter systematically evaluates the availability, utilization, and impact of these flexible frameworks on job satisfaction, commuting stress, and work-family enrichment. Ultimately, these findings connect empirical data to real-world strategic management, offering employers and HR professionals actionable insights to align organizational goals with evolving employee expectations while establishing a solid foundation for future cross-industry research.

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## **APPENDIX**

### **1. Demographic & Professional Profile**

Description (optional)

**Age:**

**Gender**

-Male

-Female

-Other:

**Current Job Role:**

**Years of Experience in IT**

### **2. Flexible Working Arrangements**

**Instruction:** Please indicate the availability and how often you utilize these arrangements in your current role.

| <b>FWA</b>                           | <b>Not Provided</b> | <b>Rarely Used</b> | <b>Sometimes Used</b> |
|--------------------------------------|---------------------|--------------------|-----------------------|
| Flexitime (Flexible start/end times) |                     |                    |                       |
| Hybrid/Remote Work (Work from home)  |                     |                    |                       |
| Job Sharing (Splitting one role)     |                     |                    |                       |

**Commute Management:** Flexible hours allow me to manage my travel to Technopark more efficiently.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

**Work-Family Enrichment:** My current work arrangement allows me to be more present for family/social obligations.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

**Perceived Autonomy:** I feel I have the freedom to decide how to organize my workday.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

**Managerial Support:** My supervisor encourages the use of available flexible working policies.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

### 3. Job Satisfaction

**Instruction:** On your present job, how satisfied are you with the following?

|                                                            |                   |              |         |           |                |
|------------------------------------------------------------|-------------------|--------------|---------|-----------|----------------|
| The chance to work alone on the job.                       | Very Dissatisfied | Dissatisfied | Neutral | Satisfied | Very Satisfied |
| The chance to do different things from time to time.       |                   |              |         |           |                |
| The freedom to use my own judgment.                        |                   |              |         |           |                |
| The chance to do something that makes use of my abilities. |                   |              |         |           |                |

|                                                                                                       |  |  |  |  |  |
|-------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|                                                                                                       |  |  |  |  |  |
| The feeling of accomplishment I get from the job.                                                     |  |  |  |  |  |
| The chance to try my own methods of doing the job.<br>The way company policies are put into practice. |  |  |  |  |  |
| My pay and the amount of work I do.                                                                   |  |  |  |  |  |
| The chances for advancement on this job.                                                              |  |  |  |  |  |
| The working conditions.                                                                               |  |  |  |  |  |
| The way my boss handles his/her workers.                                                              |  |  |  |  |  |
| The competence of my supervisor in making decisions.                                                  |  |  |  |  |  |
| The way my co-workers get along with each other.                                                      |  |  |  |  |  |
| The chance to be "somebody" in the community.                                                         |  |  |  |  |  |
| The way my job provides for steady employment.                                                        |  |  |  |  |  |

|                                           |  |  |  |  |  |
|-------------------------------------------|--|--|--|--|--|
| The chance to do things for other people. |  |  |  |  |  |
| The chance to tell people what to do.     |  |  |  |  |  |
| The praise I get for doing a good job.    |  |  |  |  |  |
| Being able to keep busy all the time.     |  |  |  |  |  |

#### 4. Intent to Stay (*Final Question*)

Description (optional)

**5. If your current flexible working options were removed, how likely are you to look for a new job?**

-Highly Unlikely

-Unlikely

-Neutral

-Likely

-Highly Likely