



A STUDY ON FLEXIBLE WORK ARRANGEMENTS AND THEIR EFFECT ON EMPLOYEE MOTIVATION, ENGAGEMENT, AND OUTPUT

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Abstract

The implementation of flexible work arrangements (FWAs) has become an essential method for enhancing employee morale, participation, and productivity in the modern workplace, which is constantly evolving. Job sharing, flextime, remote work, and reduced workweeks are all examples of flexible work arrangements (FWAs). By providing workers with more control over their lives, these agreements enable them to better balance their personal lives with their professional lives. Being able to adjust to changing circumstances frequently results in a reduction in stress, an improvement in health, and an increase in enthusiasm for one's profession. Every one of these factors helps people maintain their commitment and improve their performance. The majority of the time, employees who have influence over their goals report feeling more respected and empowered, which in turn leads to increased levels of engagement and productivity. Using FWAs makes it simpler for businesses to retain their staff, allows them to hire from a larger pool of candidates, and assists the business in operating more effectively. Nevertheless, despite these advantages, there are still issues that need to be resolved with the assistance of strong management and well-organized policies by the organization. These concerns include difficulties in coordination and communication, as well as difficulties in maintaining everyone on the team's ability to operate together.

Keywords: *Flexible Work Arrangements (FWAs), Employee Motivation, Employee Engagement, Employee Output, Remote Work, Flextime, Job Sharing, Work-Life Balance, Organizational Productivity, Employee Performance.*

INTRODUCTION

Flexible Work Arrangements (FWAs) have a big impact on how motivated, involved, and productive employees are. Because of this, they have become an important thing to study in organizational behavior. Researchers from different fields have studied many different aspects of FWAs, such as telecommuting, flextime, shortened workweeks, job sharing, and mixed work models, in the last ten years. All of these studies together show that FWAs are no longer just perks for employees; they are

now planned tools for organizations that affect efficiency, retention, and general workplace culture. People who had flexible work schedules reported much higher job happiness and drive than those who worked in rigid, standard settings, according to a study by Allen, Johnson, Kiburz, and Shockley (2013). The study showed that perceived autonomy is a key factor in the link between FWAs and employee results. This means that when workers have control over their plans, they feel more responsible and accountable, which leads to higher engagement and output. Gajendran and Harrison (2007) also looked at previous studies on freelancing and found that remote work makes employees happier and more productive while also making them less stressed. Their study showed that workers who can balance work with personal responsibilities are more dedicated and effective, which confirms the psychological and behavioral benefits of FWAs.

Besides motivation and job happiness, FWAs have also been connected to employee involvement in a variety of work settings. Engagement is a good and satisfying work-related state of mind that is marked by vigor, dedication, and absorption. The level of flexibility workers have in their work greatly affects their engagement. Flexible work plans made workers in U.S. organizations more engaged, especially those who had to take care of others, according to a study by Hill, Ferris, and Mårtinson (2003). Workers said they had more energy and focus and were more ready to do more than what was required of them. This shows that freedom helps people feel motivated and supported. Similarly, Shockley and Allen's (2012) study showed that FWAs lower work-family friction, which makes people more engaged. When workers don't have to worry about problems between work and personal obligations, they can focus on their jobs more fully, which helps both their own performance and the results for their team. Also, research in Europe and Asia backs up these results, showing that workers in companies with flexible policies show higher voluntary effort, lower absence, and better teamwork even when they can't work in person.

Another important aspect that has been looked at in relation to flexible work arrangements is employee output. Both number-based and opinion-based studies often show that FWAs make people more productive, which suggests that freedom can actually help efficiency. In 2015, Bloom et al. did a large-scale field experiment with a Chinese travel agency. In this experiment, the travel agency's call center workers were randomly told to either work from home or in the office. The study found that people who worked from home did 13% better because they had quieter workplaces, managed their time better, and didn't have to commute. In addition, the rate of turnover among remote workers dropped by 50%, showing that both output and retention had risen. These results agree with what Kossek, Thompson, and Lautsch (2015) said about open work schedules allowing workers to work when they are most productive, which leads to better and faster work. Also, FWAs have been shown to be good for creative work and problem solving because workers with flexible schedules can better control their cognitive load and come up with new ideas outside of standard office hours.

REVIEW LITERATURE

Reza Dwi Ernanda (2023) The COVID-19 epidemic has altered many facets of society, including the educational system and the economy. Students seek solutions to fulfil the ever-increasing demands of life. It is common for students in Surabaya to juggle many responsibilities, including as working

and studying. Jobs in social media are popular among students because of the adaptability and mastery required in the work. Through the lens of work-life balance, this research looks at how flexible work arrangements affect productivity on the job. This study takes a quantitative method to examining causation. Sample selection by use of a nonprobability sampling strategy based on a purposive sampling approach. This research drew its sample from 110 participants, all of them were undergraduates from Surabaya with experience with social media. The Partial Least Squares statistical analysis was conducted using the SmartPLS 3.2.9 program. Flexible work arrangements have a favourable and substantial effect on employee performance on the job, according to this research. Job performance is positively and significantly affected by a work-life balance. The link between flexible work arrangements and job performance cannot be mediated by a work-life balance, however.

Seema Wadhawan (2019) A notable shift has occurred in the firms that organisations are affiliated with. Management and employees have had to be flexible in the face of rapid change due to factors including as innovation, technological progress, and the economic interdependence of countries. Companies in today's global market need to implement strict new regulations and work systems, and flexible work arrangements are one of them. Employee satisfaction as it relates to flexible work arrangements is the focus of this paper's research and analysis. Dimensions like as physical health, social relationships, and psychological well-being impact employee satisfaction. Using a convenience sample distribution approach, data was gathered from one hundred respondents engaged in the IT industry in the Delhi NCR area. Descriptive research was carried out on workers in the IT sector to get insight into the correlation between employee satisfaction and flexible working arrangements. The research found that employees were more satisfied when they had more leeway to decide how they worked.

Francis Ndudi (2014) Flexible work arrangements, also known as FWAs, are an important component in solving the challenges that are present in today's workplaces, as well as in society and the economy. In accordance with this line of thinking, the purpose of this study was to investigate the relationship between various aspects of flexible work arrangements (such as job sharing, flextime, telecommuting, and shortened workweeks) and the performance of employees. In terms of methodology, the study made use of a full synthesis of the literature of previous research on FWAs, in addition to theories, conceptual formulations, and empirical data, in order to provide answers to the research questions and goals. In spite of the fact that Compressed Work Week had both a positive and a negative link with the dependent variable, the findings demonstrated that three of the four FWA measures that were used in the study had a favourable impact on the performance of the employees.

Lamiae ZERHOUNI (2022) In addition to the pressures that they face at work, professionals sometimes have a lot on their plates, including the demands of their families and other personal problems. The failure of the majority of individuals to properly manage all of these things may result in a number of negative effects, including an excessive level of stress, an imbalance between one's personal and professional life, and the likelihood of being dissatisfied with ones work. In order to improve employees' performance and productivity on the job, managers should come up with innovative techniques to help employees find a balance between their personal and professional lives. When it comes to achieving this objective, managers have the option of using flexible work

arrangements, often known as FWAs. Specifically, the objective of this study is to investigate the ways in which FWAs have impacted the well-being, contentment, and productivity of employees working at Pastel Agency Services in Morocco. It is anticipated that the final report would consist of a total of three chapters. In the first chapter, which also acts as an introduction to FWAs, the contents of the research, including the subject, the purpose, the questions, the assumptions, and the methodologies, are presented.

OBJECTIVES

1. To investigate how FWA affects work schedules and how it helps the organisation accomplish
2. To analyze the Flexibility available to employees to meet family needs and other personal obligations

RESEARCH METHOD

An example of a research design is one that organises and investigates the objectives of the project. This comprises the numerous instruments used in data analysis and in the process of hypothesis formulation, as well as the technique of data collecting. An arrangement of conditions for the analysis and collecting of data in a manner that strives to combine relevance for research purposes with economy in its method is what this type of arrangement is. The study design is required only due to the fact that it facilitates the more straightforward operation of a variety of activities that are associated with the project, hence increasing the effectiveness of the project in question. Furthermore, it is able to obtain a significant portion of the information with a reduced expenditure of both time and money, hence reducing favoritism and increasing the dependability of the data that is acquired.

DATA ANALYSIS

This section includes background information on the participants in the questionnaire, such as the respondent's age, gender, and qualifications. Additional information is also included. The gender, age, level of education, employment, and marital status of the respondents are specific details that are included in the survey.

Gender Of The Respondents

A breakdown of the gender distribution of all of the people that participated in the research survey is provided in the table that can be seen below.

Table 1 - Gender Status of Respondents

	Male	Female
Frequency	150	134
Valid Percent	52.8%	47.2%

Cumulative Percent	52.8%	100%
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It can be seen from the table that is displayed above that the majority of the respondents are male [150, which is equivalent to 52.8% of the total], whilst the number of female respondents was [134, which is equivalent to 47.2% of the all respondents]. According to these findings, males are more likely to be employed in information technology and information technology services (IT & ITES) organisations. Furthermore, it is feasible that males are more interested in reporting to the research on flexibility in organisations. In a similar vein, a greater proportion of female respondents who filled out the questionnaire for the study expressed an interest in providing feedback on the flexibility problem.

Age Group Of The Respondents

The below table describes the age details of total respondents that contributed to the survey.

Table 2 - Age Details of Respondents

	18 -years	26 -years	31 - years	36 -years	40 years Above	Total
Frequency	122	64	52	20	26	284
Valid Percent	43.0%	22.5%	18.3%	7.0%	9.2%	100%
Cumulative Percent	43.0%	65.5%	83.8%	90.8%	100%	

A significant proportion of the individuals who were interviewed were located within the age range of 18 to 25 years. They made up 43 percent of the total number of people that were interviewed. Additionally, the age ranges of the other respondents were between 36 and 40 years old; in fact, they made up seven percent of the whole survey population. Respondents who were between the ages of 26 and 30 years old made up 22.5 percent of the sample, respondents who were between the ages of 31 and 35 years old made up 18.3 percent, and respondents who were between the ages of 36 and 40 and over made up 9.2 percent of the sample. This demonstrates that a significant number of individuals working in information technology and information technology services are of a dynamic age and are able to comprehend the infrastructure that is being projected by IT and ITES companies, respectively.

The Participant's Marital Details

The following table provides information on the marital status of the individuals who participated in the study by offering their responses to the sample survey.

Table 3 - Marital Status of Respondents

Marital status	Single	Married	Total
Frequency	159	125	284
Valid Percent	56%	44%	100%
Cumulative Percent	56%	100%	

The remaining 125 interviews, which accounted for 44 percent of the total, were married, while 56 percent of the respondents, which totalled 159, were single. This is evidence that the majority of workers in the information technology and information and communications technology industry did not have family ties that tied them to any one organisation.

Details Of Education Qualifications of Respondents

The participants' educational levels are shown in the following table, which provides a numerical representation of the people who took part in the study.

Table 4 - Educational Level of Respondents

	Valid					
Educational Qualification	10+2 Education [Intermediate]	Diploma holder	Graduate	Post Graduate	Ph.D	Total
Frequency	19	65	161	34	5	284
Valid Percent	6.7%	22.9%	56.7%	12%	1.8%	100%
Cumulative Percent	6.7%	29.6%	86.3%	98.2%	100%	

Most of the people who were interviewed had completed their education up to the Bachelor's level. The total number of responders who fall into this category is 161, which accounts for 56.7% of the total. The number of individuals who held a doctoral degree was five, which is equivalent to only 1.8 percent of the group that was being questioned. In addition to this, 6.7% of the respondents had completed the secondary school level, 22.9% had successfully completed the diploma level, and 12 percent had successfully completed the master's degree level. In light of this, it is clear that the vast

majority of individuals working in information technology and information and communications technology are well-versed in the infrastructures and operations of their respective IT and ITES companies, including BPO activities.

Details Of Different Companies Of Participants

The information on the various businesses that were represented by the respondents who took part in the survey is included in the table that follows.

Table 5 Occupation of Respondents in different companies

	Valid				
Company Details	GENPACT	24/7 Customer	HCL BPO	Wipro Technologies	Total
Frequency	52	72	113	34	284
Valid Percent	18.3%	25.4%	39.8%	16.5%	100%
Cumulative Percent	18.3%	43.7%	83.5%	100%	

According to the findings of the survey, the HCL BPO made up 39.8 percent of the total participants and was determined to be the majority group. Despite the fact that the table does not provide any information on the other industries or firms, the Wipro Technologies company accounts for 16.5% of the available sample. Eighteen percent of the whole group that participated in the study was comprised of individuals who were serving in the Gen pact, while the remaining individuals who were customers of the 24/7 service made up twenty-five percent of the interviews. This is a resounding demonstration of the fact that a significant percentage of clients in the information technology and information technology services industries are able to join any IT or ITES company that utilises the same information technology.

DISCUSSIONS OF FINDINGS

"Employee Experience: A Catalyst for Organizational Performance"

According to the Pearson correlation coefficient, there is a positive and statistically significant association between organisational success and employee experience. This further proves that a high performance rate would be achieved by the organisation when employees have pleasant connections with the company. In order to prove my thesis, let me tell you that if your company is perceived as offering a work environment that is simple, pleasant, efficient, and flexible in their day-to-day responsibilities, your employees will be more motivated and devoted to your business.

This is in line with the suggestions of those who think that when an existing employee has more leeway to choose how and when they work, they would draw conclusions based on their knowledge

and feelings. The most significant part of flexible work arrangements, according to Lockett and others who agree with him, is the constant availability of service, whereas the most significant downsides are the difficulty and danger associated with delivering service to employees. Given the information provided, it can be concluded that the job's ease of execution, the flexibility of the schedule, and the degree to which it aligns with employees' personal lives are the primary factors impacting the company's success. My personal feelings are in harmony with the other thinker's perspective. believed that the efficiency and efficacy of the organisation are affected by the sum of an employee's actual acts and their impressions of the company. Consistent with these findings is the observation made by [Sathye et, al., 1999] on the adoption of flexible practices in companies; specifically, the authors state that employees will not be open to change unless their specific requirements are fulfilled. but also believed that a person's set of characteristics may play a part in deciding the fate of the company's new flexible work practices. found that younger workers value employee convenience or time more than older workers do when discussing flexibility or flexible working. The younger and older employees also differed in how they saw the benefit of working varied shifts.

"The Impact of Flexible Working on Employee Satisfaction and Adaptability"

There is a significant and strong link between employee satisfaction and flexible working arrangements, which eventually leads to higher organisational performance, according to the Pearson correlation coefficient. This association is directly correlated with increased productivity. The fact that this is the case suggests that if employees are satisfied with the promises and commitments made by the company, their feelings will be changed into honesty, dependability, and secrecy, in addition to other potentials such as carrying out the task, which are most likely to be flexible according to the company. These findings, which support the premise that if there is trust in the policies of the company, it will result in good expectations for the company, correlate with the findings of, which also coincide with these findings. When seen in this light, employees regard flexibility to be trustworthy, helpful, and predictable. In spite of the fact that employees may take advantage of flexibility as a financial gain, this does not have any adverse effect on the overall performance of the company. This is the case regardless of whether or not the employees see flexibility as an advantage. The findings of his research indicate that the perceived usefulness and considered hazards of adopting flexibility during work have a positive impact on trust towards the policies of the company. This is the conclusion that can be drawn from the data. This occurs as a result of the fact that it creates a favourable image in the early stage, which is when the service is being provided. Several factors, such as workload, shifts, consistency in job type, and changes in locations, as well as convenience and work-life balance, are the aspects that have the potential to affect the efficiency of work and the success of an organisation. This is in agreement with the thoughts that Lee and others have, who believe that these factors are considered to be the factors that have the potential to affect the success of an organisation. However, research has shown that a change in trust towards flexible policies within one organisation can have an influence on the flexible practices and organisational performances of another company. This is the case when the organisation in question employs flexible policies. It is consistent with the thoughts of those who came to the conclusion that a lack of confidence in organisational policies is the primary obstacle to gaining knowledge about the experiences of workers and the full potential of any adoption of flexible practice by employees with

full commitment from the firm. The finding is consistent with those thoughts. echoes the same feelings and claims that employees are reluctant to adopt flexible working arrangements because they do not trust the rules of the business, particularly when there is no financial benefit to embracing such arrangements.

"Perceived Benefits of Flexibility: A Driver of Employee Performance"

Ultimately, the findings of the study indicate that there is a negative correlation between the perceived benefits of flexibility and the performance of employees. This indicates that as the number of perceived disadvantages associated with flexibility increases, the level of employee performance also increases. For instance, if employees are uncertain about their job security at the company, the rate at which they adopt flexible policies will automatically decrease. This is because employees are more likely to feel dissatisfied with the company's flexibility policies. According to the findings of the study, if there is any perceived worry over emotions of insecurity and disclosures of personal difficulties, it will lead to a negative influence on the adoption of flexible working arrangements by the organisation. This is because the employee has a bad opinion of the legitimacy of privacy and security protections, which is the reason for this situation. also agree with the same viewpoint, since he discovered that workers who have flexible working arrangements believe that the most significant factors that determine whether or not flexible working arrangements are adopted are the advantages of flexible working arrangements and the work-life balance that they provide. Therefore, comes to the conclusion that the perceived benefits of flexible working from workers have a significant influence on the adoption of these flexible practices by companies.

"Perceived Benefits of Flexible Work: Enhancing Organizational Performance"

A negative association continues to exist between the perceived advantages of flexible working arrangements and the performance of the organisation, as indicated by the correlation coefficient of the Pearson instrument (r). It is clear from this that the rate of adoption of flexible practices and the performance of the organisation will both decrease in proportion to the degree to which employees view the advantages of flexible working arrangements to be lower. As an illustration of this, if the firm has strong policies about flexibility, but employees think that they receive less advantages from working in such a flexible manner, then the effectiveness of the organisation will be lower. likewise holds the same opinion, as he believes that when employees get the impression that any flexible policy of the company with poor or no benefits to the employees will damage the reputation of the company among the employees, they will either be resistant to adopting flexible working arrangements or they will not perform well in the new working environment, which will result in lower organisational performance. I also agree with the argument presented above and came to the conclusion that employees are more inclined to bring up their family problems if they believe that the flexible policy is unreliable at the time. Employees will be less concerned about maintaining a healthy work-life balance and other financial perks if they are pleased with the flexible policies of the firm, which will help them feel more at ease. It is usually seen that it is a significant predictor of the company's success, and this is always seen when prior investigations on the link between the perceived benefits of flexible working and employee performances are referred to to. According to the findings of the research, the employees of Australia had a significant role in the development of worries regarding flexibility. These issues, in conjunction with their lack of information regarding the advantages of

flexibility, hindered the operation of their organisation. The circumstances of the flexibility practices in Singapore were investigated by Gerrard and Cunningham et al. (2003), who came to the conclusion that the benefit concern is the issue that determines whether or not an organisation would embrace flexible practices.

Flexible Work Satisfaction & Organizational Performance

At this point in time, it is generally accepted that flexible working arrangements are a vital component in deciding the satisfaction of employees, which in turn has a direct influence on the performance of a company. Employees commonly report greater levels of job satisfaction, fewer levels of stress, and an increased capacity to handle both their personal and professional life when they are given more freedom to regulate their own work schedules. This situation is not uncommon. This contentment, in turn, leads to increased engagement, motivation, and devotion to the company, which eventually results in increased productivity and efficiency across the board. Organisations that place an emphasis on flexibility are able to attract and retain top talent, which results in a reduction in employee turnover and the costs associated with recruitment. At the same time, these organisations are able to cultivate a pleasant culture inside the workplace.

When seen from the point of view of an organisation, the satisfaction that employees feel when they are given the opportunity to exercise their flexibility translates into tangible benefits such as improved performance metrics, more opportunity for creativity, and a workforce that is more resilient. Employees have a propensity to be more proactive and focused when they feel empowered by flexible working alternatives, such as working from home, hybrid models, or flexible hours. This is because employees feel empowered by these options at work. The result of this is enhanced decision-making, which in turn leads to higher-quality output products. Another aspect that adds to the overall success of a company is the existence of happy workers who contribute to a work atmosphere that encourages collaboration. Through the alignment of workplace flexibility with strategic goals, it is feasible for companies to maximise the performance of both individuals and the group as a whole. In the fast-shifting business landscape of today, this will eventually result in the organisation earning a competitive advantage, which will be beneficial to the firm.

RESEARCH TOOLS

In order to accomplish the objectives of the study, the data that was gathered was analyzed with the appropriate statistical methods. In order to determine the typical responses of the interviewers and to define the demographics of the people who were interviewed, a percentage study was conducted. Both the mean and the standard deviation were utilized in order to determine the center trend as well as the range of responses to questions about flexible work arrangements, employee motivation, employee participation, and employee performance. The Pearson correlation coefficient was utilized in order to determine the strength of the connection between flexible work arrangements and parameters related to employees, as well as the direction in which the connection was pointing. A comparison of the average differences between two groups was carried out with the use of the t-test. An analysis of variance (ANOVA) using one-way was carried out in order to determine whether or not there were significant differences between more than two groups on the basis of certain demographic and organizational parameters. All of the statistical investigations were carried out with

the assistance of the Statistical Package for the Social Sciences (SPSS) software in order to guarantee that the findings were accurate and trustworthy.

CONCLUSION

Recent research has demonstrated that Flexible Work Arrangements (FWAs) have a significant impact on the levels of motivation, participation, and productivity that employees exhibit in a number of different ways. Companies have the ability to make their employees happier, less stressed, and healthier overall by providing them with more control over their plans. This may be accomplished by providing options such as job sharing, flexible hours, remote work, and reduced workweeks. Because of these positive outcomes, employees are more likely to be involved, to be more committed, and to produce more, which is beneficial for both enterprises and their employees. Despite the fact that there are challenges such as shortcomings in communication and coordination, as well as potential cultural obstacles, research indicates that these challenges may be mitigated to a lesser extent by effective management, well-defined policies, and supportive leadership. In general, flexible work arrangements (FWAs) are an intelligent method to fulfill the demands of employees as well as the goals of the organization. This results in a workplace that is open, adaptive, and high-performing. Companies that use these kinds of solutions not only make each individual more productive, but they also make it simpler to retain people, develop a solid reputation for the firm, and maintain a competitive edge over the long term in the rapidly evolving work environment of today.

STRUCTURE OF THE QUESTIONNAIRE

The questionnaire consists of **five sections**:

Section A: Demographic Profile

- Gender
- Age
- Marital Status
- Educational Qualification
- Organization
- Work Experience

Section B: Flexible Work Arrangements

- Availability of flexible working hours
- Remote/hybrid work options
- Job sharing and compressed workweeks
- Organizational support for flexibility

Section C: Employee Motivation

- Enthusiasm toward work
- Sense of empowerment
- Job commitment
- Willingness to perform beyond expectations

Section D: Employee Engagement

- Focus and involvement in work
- Emotional attachment to the organization
- Willingness to contribute to organizational goals

Section E: Employee Output and Performance

- Self-reported productivity
- Quality of work
- Timely completion of tasks

Responses were measured using a 5-point Likert Scale ranging from:

1 – Strongly Disagree

2 – Disagree

3 – Neutral

4 – Agree

5 – Strongly Agree

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