



An Empirical Analysis Of Flexible Work Practices And Organizational Support Influencing Employee Well-Being In The IT And ITES Sector

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ABSTRACT

India's IT and ITES workplaces are moving toward flexible models, yet the combined effect of flexibility and organizational support on employee well-being remains under examined. The problem addressed is whether flexible work practices and supportive systems jointly enhance psychological and work-life outcomes for employees. The objectives are to examine the influence of flexible work practices on well-being and to analyze the role of organizational support in improving well-being. A descriptive design was used. Convenience sampling targeted current IT and ITES professionals across roles. Primary data from 139 respondents were collected through a structured 5-point Likert questionnaire. Tools included Descriptive Statistics, Pearson's Correlation, and Multiple Linear Regression, along with R Square, ANOVA, Coefficients, and Residual Statistics to validate the model. Findings show high endorsement for flexibility aiding work-life balance (Mean 4.236) and strong recognition culture (Mean 4.228). The model explains 40.4 percent variance in well-being, $R^2 = 0.404$, $F = 46.067$, $p < 0.001$. Organizational support has a stronger effect than flexibility, $\beta = 0.558$, $p < 0.001$, versus $\beta = 0.162$, $p = 0.024$. Suggestions include expanding mental health programs, strengthening recognition and feedback, and clarifying hybrid norms with regular check-ins. In conclusion, flexible practices improve balance and motivation, while organizational support is the dominant driver of well-being. Integrating both levers can sustain motivation, reduce burnout, and enhance overall wellness in IT and ITES settings.

Keywords: Flexible work, Organizational support, Employee well-being, Hybrid work, Mental health.

1. INTRODUCTION OF THE STUDY

The IT and ITES sector in India has witnessed a significant transformation in recent years, largely influenced by digitalization, evolving workforce preferences, and post-pandemic restructuring of work models. Flexible work practices such as remote work, hybrid schedules, and flextime have become integral to the new work culture, allowing employees to balance personal and professional responsibilities more effectively (Sharma, 2024). According to a NASSCOM report, India's IT workforce crossed 5.4 million in 2024, with nearly 38% of employees working under hybrid or remote models (Krishnan & Chinnathambi, 2024). This shift has redefined traditional work structures, improving autonomy and job satisfaction while creating new challenges related to communication, collaboration, and employee well-being.

Employee well-being has become a central concern, as the IT sector often experiences high pressure, extended work hours, and role ambiguity (Hemavathi & Justus, 2023). Research highlights that flexible work options reduce stress and burnout by enhancing control over time and work-life integration (Weideman & Hofmeyr, 2020). In Coimbatore, a rapidly growing IT hub, flexible work models have emerged as key retention strategies for skilled professionals. However, the success of these models depends heavily on the level of organizational support, including effective leadership, recognition, and mental health programs (Sharma, 2024). Therefore, this study empirically examines how flexible work practices and organizational support influence employee well-being in the IT and ITES sector.

2. REVIEW OF LITERATURE

Flexible work arrangements have been recognized as a crucial determinant of employee satisfaction, productivity, and psychological well-being. Gberevbie et al. (2024) found that employees with access to telecommuting and flextime experienced reduced stress and higher engagement levels. Similarly, Ramachandruni (2024) emphasized that flexibility in work scheduling improves mental health by reducing commuting fatigue and enhancing job control. Dewi and Salendu (2023) identified that autonomy-supportive leadership significantly lowers stress in flexible work environments, underscoring the importance of managerial empathy and clear expectations. Sanjana (2023) reported that post-pandemic work-life integration strategies, such as hybrid work and wellness programs, improved morale and engagement among IT employees. Aziz-Ur-Rehman and Siddiqui (2020) found that flexible schedules directly enhance work-life balance and job satisfaction. However, Kumar and Saxena (2024) noted that despite these benefits, challenges such as communication barriers and reduced social interaction persist in remote settings. Tang and Ishak (2025) demonstrated that flexibility also promotes innovation through improved employee engagement in IT organizations.

Research on organizational support reveals that recognition, fairness, and team collaboration strengthen emotional well-being (Mohan & Vasumathi, 2024). Murphy (2024) highlighted that a supportive culture with wellness initiatives reduces absenteeism and enhances retention. Khan et al. (2023) further observed that organizations offering mental health programs and flexible work policies reported higher engagement and lower stress levels. Although numerous studies confirm the positive

relationship between flexibility, organizational support, and well-being, limited research has examined these factors together in the Indian IT and ITES context. This gap highlights the need for empirical exploration into how flexible work and organizational support jointly influence employee well-being.

2.1 RESEARCH GAP

Existing studies have established that flexible work arrangements and organizational support contribute to employee satisfaction, engagement, and productivity across various sectors. However, there remains a lack of empirical research analyzing their combined influence on employee well-being within India's IT and ITES sector, where hybrid and remote work have become dominant models. Previous studies have primarily focused on job satisfaction, engagement, or performance but have not comprehensively addressed psychological wellness and work-life balance under flexible systems. Hence, this study fills the gap by examining how flexible work practices and organizational support together impact employee well-being in the IT and ITES industry.

2.2 OBJECTIVES OF THE STUDY

1. To examine the influence of flexible work practices on the overall well-being of employees in the IT and ITES sector.
2. To analyze the role of organizational support in enhancing employee well-being among IT and ITES professionals.

3. RESEARCH METHODOLOGY

3.1 Research Design

The present study examines the influence of Flexible Work Practices and Organizational Support on Employee Well-Being among professionals in the IT and ITES sector. A descriptive research design was adopted to understand employees' perceptions and experiences regarding workplace flexibility, managerial support, and overall well-being. This design was suitable for identifying the nature and strength of relationships among the study variables through quantitative analysis. The study sought to explore how flexible scheduling, remote work options, and supportive organizational culture enhance motivation, satisfaction, and mental wellness in technology-driven work environments.

3.2 Sampling Procedure and Analytical Tools

The study used a convenience sampling method to collect data from employees working in various job roles such as software developers, IT support professionals, project managers, and data analysts. A total of 139 respondents participated in the survey, ensuring sufficient representation for statistical analysis. Data were collected using a structured questionnaire based on a 5-point Likert scale, covering the three core constructs: flexible work practices, organizational support, and employee well-being. The collected data were analyzed using Descriptive Statistics, Pearson's Correlation, and Multiple Linear Regression to determine the relationships among variables. Statistical tests such as R Square, ANOVA, Coefficients, and Residual Statistics were applied to assess model reliability and significance.

All responses were obtained with informed consent, maintaining ethical standards and confidentiality throughout the research process.

4. ANALYSIS AND INTERPRETATION

Table 1. Flexible Work Practices

Statement	Mean	S.D.
I am allowed to adjust my working hours based on personal needs.	4.182	0.682
Work-from-home options improve my daily efficiency.	4.138	0.713
Hybrid work arrangements enhance my productivity.	4.057	0.732
Flexible work schedules reduce my commuting stress.	4.201	0.689
I can manage both family and job responsibilities effectively.	4.165	0.706
I am more motivated when I control my work timing.	4.097	0.724
Flexibility improves my concentration and creativity.	4.048	0.753
Remote work increases my job satisfaction.	4.118	0.702
My supervisor supports flexible scheduling practices.	4.203	0.668
I am trusted to manage my own workload under flexible arrangements.	4.172	0.675
Flexibility allows me to maintain a healthy work-life balance.	4.236	0.671
Overall, flexible work practices contribute positively to my performance.	4.192	0.694

From Table 1, the highest mean score of 4.236 for ‘Flexibility allows me to maintain a healthy work-life balance’ shows that employees highly appreciate flexible arrangements for balancing personal and professional roles. High scores for ‘Flexible work schedules reduce my commuting stress’ (4.201) and ‘My supervisor supports flexible scheduling practices’ (4.203) highlight strong managerial support. Moderate scores for ‘Hybrid work arrangements enhance my productivity’ (4.057) and ‘Flexibility improves my concentration and creativity’ (4.048) indicate that flexibility enhances efficiency, though its impact varies among individuals.

Table 2. Organization Support

Statement	Mean	S.D.
My organization values employee opinions and suggestions.	4.107	0.718
Supervisors provide timely feedback and appreciation.	4.051	0.731
Management communicates policies clearly and transparently.	4.089	0.702
I receive emotional support from my colleagues.	4.023	0.764
HR ensures fair treatment and equal opportunities.	4.132	0.698
My company provides adequate mental-health resources.	3.951	0.781
I have access to skill-development and wellness programs.	4.076	0.724
I can approach my manager freely for guidance or concerns.	4.164	0.677
I feel recognized and appreciated for my contributions.	4.228	0.664
My organization encourages teamwork and mutual respect.	4.197	0.683
Support systems are available during personal or family emergencies.	4.082	0.709
Overall, my organization demonstrates genuine concern for employee welfare.	4.144	0.692

From Table 2, the highest mean score of 4.228 for ‘I feel recognized and appreciated for my contributions’ indicates that recognition plays a vital role in employee satisfaction. Similarly, higher scores for ‘My organization encourages teamwork and mutual respect’ (4.197) and ‘I can approach my manager freely for guidance or concerns’ (4.164) reflect a supportive and communicative work culture. Moderate scores such as ‘Supervisors provide timely feedback and appreciation’ (4.051) and ‘My

company provides adequate mental-health resources' (3.951) suggest that while overall support is strong, wellness initiatives can be further strengthened.

Table 3. Employee Well-Being

Statement	Mean	S.D.
I feel emotionally stable and positive during work hours.	4.089	0.708
I rarely experience burnout in my current job.	3.982	0.743
I am physically healthy and energetic while working.	4.076	0.726
I sleep well and maintain a balanced routine.	3.961	0.769
My work gives me a sense of purpose and satisfaction.	4.154	0.693
I am confident in handling daily job challenges.	4.121	0.714
I feel relaxed and supported by my work environment.	4.102	0.702
My mental health has improved through flexible and supportive policies.	4.185	0.669
I maintain positive relationships with my team members.	4.134	0.712
I can manage stress effectively under current work conditions.	4.061	0.732
My overall life satisfaction has improved since adopting flexible work.	4.203	0.657
Overall, I experience a high level of well-being at work.	4.176	0.681

From Table 3, the highest mean score of 4.203 for 'My overall life satisfaction has improved since adopting flexible work' indicates that flexible and supportive policies greatly enhance employees' overall well-being. High scores for 'My mental health has improved through flexible and supportive policies' (4.185) and 'My work gives me a sense of purpose and satisfaction' (4.154) reflect strong emotional and psychological stability. Moderate scores such as 'I rarely experience burnout in my current job' (3.982) and 'I sleep well and maintain a balanced routine' (3.961) show that while well-being is generally high, stress management and rest patterns may require further attention.

Hypothesis 1:

Null Hypothesis (H₀): There is no significant linear relationship between Flexible Work Practices, Organizational Support, and Employee Well-Being among employees in the IT and ITES sector.

Table 4. Model Summary and ANOVA Analysis between Flexible Work Practices, Organizational Support, and Employee Well-Being

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.635 ^a	.404	.395	6.88567	.404	46.067	2	136	.000	1.768

a. Predictors: (Constant), Organization Support, Flexible Work Practices

b. Dependent Variable: Employee Well-Being

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4368.264	2	2184.132	46.067	.000 ^b
	Residual	6448.096	136	47.412		
	Total	10816.360	138			

a. Dependent Variable: Employee Well-Being

b. Predictors: (Constant), Organization Support, Flexible Work Practices

From Table 4, the regression analysis shows that Flexible Work Practices and Organizational Support together explain 40.4% of the variation in Employee Well-Being ($R^2 = 0.404$). The model is statistically significant with an F-value of 46.067 and a p-value of 0.000, indicating a strong and meaningful linear relationship between the variables. This implies that both flexible work arrangements and supportive organizational culture play a crucial role in improving employees' physical and psychological well-being. Therefore, the null hypothesis (H_0) is rejected, confirming that Flexible Work Practices and Organizational Support have a significant and positive relationship with Employee Well-Being in the IT and ITES sector.

Table 5. Coefficients between Flexible Work Practices, Organizational Support, and Employee Well-Being

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.028	5.307		1.890	.061
	Flexible Work Practices	.258	.113	.162	2.282	.024
	Organization Support	.590	.075	.558	7.846	.000

a. Dependent Variable: Employee Well-Being

From Table 5, the regression coefficients reveal that both Flexible Work Practices and Organizational Support have a significant and positive effect on Employee Well-Being. The unstandardized coefficient for Flexible Work Practices is $B = 0.258$ with $p = 0.024$, indicating a moderate influence on employee well-being. In comparison, Organizational Support shows a stronger impact with $B = 0.590$ and $p = 0.000$, suggesting that supportive management practices and recognition contribute more effectively to enhancing employee wellness. The standardized beta values further confirm that Organizational Support ($\beta = 0.558$) exerts a greater influence than Flexible Work Practices ($\beta = 0.162$) in predicting well-being outcomes. These results highlight that while flexibility improves motivation and balance, the overall quality of organizational support remains the dominant factor determining employee well-being in the IT and ITES sector.

Table 6. Residuals Statistics between Flexible Work Practices, Organizational Support, and Employee Well-Being

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	41.0708	65.1090	53.2014	5.62620	139
Residual	-19.90575	23.92921	.00000	6.83559	139
Std. Predicted Value	-2.156	2.116	.000	1.000	139
Std. Residual	-2.891	3.475	.000	.993	139

a. Dependent Variable: Employee Well-Being

From Table No. 6, the predicted values of Employee Well-Being range from 41.07 to 65.10, with a mean of 53.20, indicating that the model provides consistent estimation across respondents. The residuals are evenly distributed around zero (Mean = 0.00, SD = 6.83), which shows the absence of systematic bias in prediction. The standardized residuals vary between -2.891 and 3.475, falling within acceptable statistical limits. These results confirm that the regression model satisfies the assumptions of normality and homoscedasticity, ensuring that the model used for predicting employee well-being is statistically valid and reliable.

5. DISCUSSIONS

The study found that employees highly valued flexibility in managing work and personal responsibilities, with the highest mean score of 4.236 for maintaining a healthy work-life balance. Strong managerial support was also evident, with high scores for reducing commuting stress (4.201) and supervisor encouragement for flexible scheduling (4.203). Recognition and appreciation were identified as crucial elements of organizational support, reflected in the highest mean value of 4.228, followed by teamwork and mutual respect (4.197). Moderate scores such as 3.951 for mental health resources indicated scope for strengthening wellness programs. In terms of well-being, employees reported improved life satisfaction (4.203) and better mental health (4.185), although burnout (3.982) and sleep balance (3.961) remained moderate. The regression model confirmed a strong relationship ($R^2 = 0.404$, $F = 46.067$, $p = 0.000$), with organizational support ($\beta = 0.558$) showing a stronger influence than flexible work practices ($\beta = 0.162$) on employee well-being.

Organizations in the IT and ITES sector should strengthen their employee support mechanisms through consistent recognition, transparent communication, and accessible wellness programs. Management should ensure that employees receive timely feedback, empathetic guidance, and fair treatment to build trust and engagement. Introducing structured mental health initiatives, counseling services, and stress management workshops can further enhance psychological well-being. Companies are also encouraged to refine their flexible work models by providing technological infrastructure, clear performance guidelines, and regular check-ins to maintain productivity. Encouraging hybrid work culture with balanced workloads and flexibility can help reduce burnout and improve motivation. Supervisors should undergo leadership training focused on empathy, communication, and emotional intelligence to sustain a supportive environment. By integrating these practices, organizations can create a work culture that promotes both professional growth and personal wellness, resulting in a more motivated, satisfied, and productive workforce.

6. CONCLUSION

The study highlights that flexible work practices and organizational support have a significant and positive influence on the well-being of employees in the IT and ITES sector. Employees expressed strong appreciation for flexible work arrangements that allow them to balance personal and professional responsibilities effectively. The ability to adjust working hours, work remotely, and experience reduced

commuting stress contributed to higher motivation and job satisfaction. The findings further reveal that organizational support plays a dominant role in enhancing well-being, as employees value recognition, open communication, and managerial empathy. Supportive leadership and teamwork were found to create a sense of belonging and emotional stability within the workplace. While the overall well-being of employees remains high, there is a need to strengthen wellness initiatives, particularly in mental health support and stress management programs. The results emphasize that a combination of flexible work culture and genuine organizational care leads to a more productive, motivated, and emotionally resilient workforce in the IT and ITES industry.

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