



# Impact Of Work-Life Balance On Job Satisfaction

*Understanding Indian IT Employees' Attitudes Towards Flexible Working Arrangements*

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**Abstract:** Flexible work in the Indian IT industry incorporates a range of arrangements, ranging from work from home and hybrid models, to different working hours and shattering the concept of rigid 9-5 work. Such a work system is impregnated with several benefits that include talent retention, enhanced work-life balance, agility, and a content workforce. Flexible work in the Indian IT industry includes staggered hours, compressed weeks, and focusing on outcomes rather than working hours. This type of system is a win-win situation, both for employees who have balance and autonomy, and for employers who enjoy productivity and cost savings. This research work is focused on IT employees of India, and it aims to unearth ways in which flexible working in this sector can boost employee productivity, bring success to the company, and help the company to easily retain its talent pool.

**Index Terms:** Flexi Work, Remote Work, Hybrid Work, Employee Retention, Work-Life Balance, Work environment.

## I. INTRODUCTION

A flexible work environment is the new future of work culture in India. This feature has been known and is becoming popular because of various advantages it brings along, like increased efficiency and productivity, enhanced creativity, higher worker attention, and engagement. After the recent worldwide breakdown because of Corona virus pandemic, flexible work culture has become even more important because this was the means that kept the world alive and going when outdoor activities were absolutely shut for a couple of months. Employers in India have not been very appreciative of this flexible work culture because, according to them, they think that the employees will lose their habits and motivation for going to offline work on a regular basis. This will disturb their routine life their discipline, and their work schedule, and employers even think that employees may take advantage of the freedom to work from home. Getting dissociated from the workplace environment can become a part of their habit, and just in case they have to attend any official gathering, they might not be very comfortable with the idea and might not bring their best foot forward because of a lack of regularity and discipline. But the fact that flexible work culture has now evolved to become a new essential from its initial stages of being the new normal cannot be denied (Nigoti, et al., 2025).

Work flexibility is in high demand in the IT sector of India. It ensures talent retention and better work-life balance. It is an extension of the currently popular hybrid /remote model and work-from-home concept. Major components of flexible work include work from home and hybrid work. This is the latest prominent trend, which allows switching between office and home jobs and has now been legally recognized by some types of businesses. Its golden period was after the world was in post pandemic era, which made it a common household concept that even normal people can understand, and several people are already leading a better life because of this system.

Main features of Flexible work include:

- Flexible work time allows adjustment of time, along with adjusting the start and end time of any project.
- This is beneficial to manage personal needs like school, parent-teacher association, attending cultural events, and even to save time in traffic and commute.
- Flexi staffing is the latest growing trend, which is at its peak in the IT industry, particularly in India; this offers speed and scalability to companies.

Flexible working hours have become a prime necessity for the future of the Indian IT industry; however, the majority of companies are showing an inclination towards a hybrid work model and are not appreciating the idea of fully remote work. Therefore, a balance between employee demands and flexibility, along with organizational needs, seems a better option. Hybrid models are already operative in several Indian companies, for example tech Mahindra, where employees go to the office for around 3 days a week. Flexibility has become an important core differentiator in retaining technical talent. It has been observed that about 45% of employees are ready to quit their job if they are forced to go to the office for working and around 60% employees are ready to reject a new job offer that does not allow flexible working hours. Generation Z employees are the major talent attraction, and for retention of such employees, employers are realizing that they have to shift to flexible work models incorporated with personalized benefits along with competitive pay (Ghonim et al., 2025).

Not only flexible working hours but also flexible office spaces are the new feature where there is high demand for flex spaces, co-working, or managed office. This system enables a company to manage growth and uncertainty, and it also supports hybrid models. India is one of the leaders of the flexible office market, and this field will cross 100 million square feet by 2026. Flexible work schedule has also been covered under the new labor code in India, which enables the employees to get formal recognition while their social security is retained when they work remotely.

The important feature that needs to be considered here is that the focus should be on productivity and outcomes rather than on measuring hours of work. There are exceptions like IT firms like TCS that have a strict return to office policy, and this firm demands around 50 hours of work every week, which is a matter of grave concern in the industry and is definitely causing work-life imbalance in many employees' lives.

The success of any organization is highly dependent on its work force a satisfied workforce will burn their midnight oil for the growth and success of the institution, and on the other hand, a dissatisfied workforce can be a real disaster to the growth of any organization or company. This stands all-the-truer in terms of the IT industry because talented employees drain out very easily if their organizational demands are not fulfilled by the company, particularly women (Shah et al., 2025). Therefore, to cover up both employee needs and organizational objectives, a strategy is needed that ensures work-life balance in the lives of employees, and this study focuses on achieving this work-life balance with the help of flexible working.

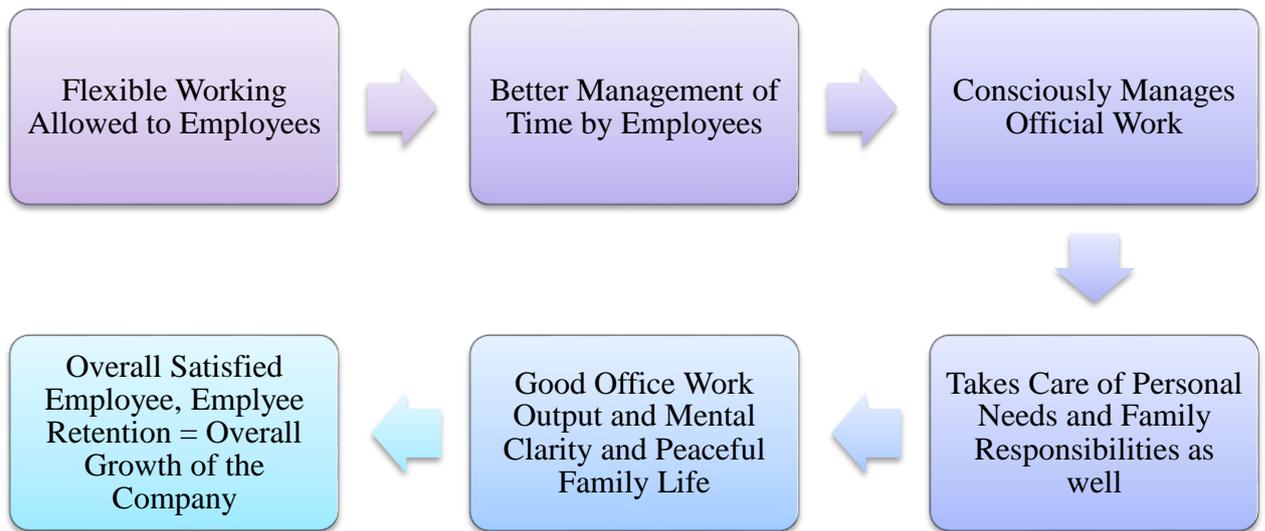


Figure 1: Achieving work-life balance with the help of flexible working

Any employee excels in education and academics to ultimately have a family and rather a happy family. If due to their job pressure they are not able to keep a balance between their work life and their family life then everything seems to come to a halt but adopting flexible working can make this halt smooth and easy to sail. Many modern-day employees have been seen to constantly struggle to maintain balance between their family and personal life while shouldering their organizational responsibilities. Technology advancements and market dynamics have really made achieving work-life balance a dream and this can be achieved to a high degree by adopting flexible work schedule in case of IT industry of India. IT companies in India have certainly injected several practices under the umbrella called work life benefits and practices which include flexible work responsibilities related to family alternative work arrangements and employee assistant programs. By adopting work life benefits practices the companies can enhance employee satisfaction and increase their performance, employee commitment with also seen to enhance with appreciable reduction in burnout and stress related to work (Mahalakshmi & Aziz, 2024).

For many companies in India including several IT companies hybrid and flexible work arrangements is the new normal setting. It is allowing the company to shape the ways in which offices are getting designed and the feelings the workers will be having about their work space and life.

Many times, what is meant by flexible and hybrid work is working outside traditional office premises either from home or from co-working space or at the convenience of the worker. Daily commute to the office premises is absolutely unnecessary in such kind of setting. Hybrid work is a combination of both remote work and working inside the office premises where employees are given the choice of freedom to work from home on some days and on other days come to the office and conduct their work.

Flexibility is a wider term, and it now incorporates flexibility of time and roles, along with flexible working hours and compressed work weeks. The IT sector is one of the most rapidly changing sectors and often has to face challenges like overall employee well-being and their job satisfaction, and if both of these factors are not considered seriously, then a serious drop in productivity has been seen. Implementation of flexible work hours can benefit the organization by enabling cost savings through diminished office space requirements. A rapid shift in the Indian market, including the IT market, has been reported in this decade of 2020, where flexible work models are able to attract already disengaged talent. The workplace is now not a matter of concern or fear; it is evolving into a work of choice and trust, and work for pleasure as per a person's convenience, more applicable for the female gender (Vyas, 2025).

### Advantages of flexible work models in India

1. Efficient work in less time- Because of good quality internet services and a large number of people using mobile computing and laptops, several tasks that were once considered to be done in a physical office can now be successfully conducted from anywhere.
2. Change of employee's mindset- Expectations of employees, particularly in the IT sector, have drastically changed. The world is in the post-pandemic phase, and during the worldwide Covid-19 lockdown, professionals were forced to work from home, and now they have become used to this setting because it is a convenient and easy way to work without compromising personal and daily household responsibilities.

3. Pocket-friendly- The absolute necessity of maintaining a physical office at all times becomes redundant. This has definitely reduced giant office footprints and reduced the necessity to own real estate office buildings because there is no daily occupancy.

4. Diverse talent pool- When geographical boundaries are not the limitations, then employers can hire elite talent from wherever they want, which enriches the talent pool of the company.

## II. LITERATURE REVIEW

Subramaniam & Karunakaran (2025). "Reworking 'flexibility': work-from-home experiences of first-generation graduates employed in the Indian information technology sector". The research paper focused on how work from home culture in India got a boost when the entire world was under the clutches of Covid-19 pandemic. This investigatory work was conducted to examine how male and female gender had to encounter different job challenges while allowed by their company to work from home. The target audience was first-generation graduates who were now IT employees. Outcomes from the study stated that the homes where the target population was initially living had to be re-constituted as a workplace while keeping the family alongside and not abandoning family responsibilities. It was seen that there was a deadly absence of social and economic activities while doing flexible work at the lockdown for their employers.

Babu & Sahayam (2025). "A systematic review on work-life balance among IT professionals in India". This study reveals about maintaining a harmonic balance between professional and personal life in the IT sector of India. This paper states that work from home, along with flexible work, is not a new culture in the IT sector of India. Authors conclude that management of time and energy on a continuous note will help the IT professional to balance work and personal life, and they will also be able to prioritize self-care and holistic living. It was a secondary study that incorporated several relevant papers.

Kandoth & Shekhar (2025). "Employees' intrinsic motivation in mediating the relationship between perceived ambidextrous organizational culture and innovative behavior in the Indian IT sector" – The authors conducted this research work on employees of the IT sector, where 510 employees across different branches of IT were chosen as the sample population. Smart partial least squares structural equation modeling version 3 was applied to analyze the data and draw meaningful conclusions. The conclusions stated that there exists a significant positive association between perceived ambidextrous organizational culture and innovative behavior of employees in the Indian IT sector. The mediating role in this study was played by the intrinsic motivation of Indian IT employees. The fact that internship motivation can play a critical and deciding role was established by this study.

Vaidya et al (2023)- "Association Among Remote Working and Work-Life Balance with Mediating Effect of Social Support: An Empirical Study Concerning Migrated Employees in Hyderabad, During Covid-19 Pandemic". A study was conducted among migrated employees of Hyderabad city to find out the link between remote working and work-life balance, and social support was in a mediating role. Migrated employees working in the IT industry were also a part of the study. Collection of data was done with the help of a questionnaire with 24 items for three constructs, but later on, five items were dropped because outer loadings of the items were  $<0.5$ . Total sample size was 301, and the collected data were analyzed using IBM AMOS 28 version. Findings from the study indicated that the mediating effect of social support was found to be in an appreciable amount,  $p < 0.001$ ; however, there was an insignificant direct effect between remote working and work-life balance ( $p > 0.05$ ). The respondents reported that they would appreciate it if their employers allowed them flexible work timings so that they can better adapt to the Hyderabad culture (being a migrant).

Sharma & Nayak, (2016)- "Study on Work Life Balance and Organization Policy in IT Sector in NCR." This study was conducted on people working in an IT company in Noida. It was a primary study based on information derived from a hundred employees, both male and female, working in 5 IT companies. Information was collected using the questionnaire method, and the data were analyzed with the help of percentage analysis, Chi-square, and t-test. Findings from the studies show that females in the IT sector have a high amount of job stress in comparison to male employees. It was also observed that female employees were finding it difficult to manage work-life balance in comparison to their male counterparts in the IT industry. Different perceptions of work-life balance exhibited the need for flexible working, particularly in the case of the IT sector and in the case of the female gender in the IT industry, which has 38% female population, which is much higher than other corporate sectors of India.

Sharma and Tiwari (2023)- "Modeling the impact of techno-stress and burnout on employees' work-life balance and turnover intention: A job demands-resources theory perspective". Conducted this technology-driven study on 528 employees of Indian IT companies. Data was collected in time lagged approach, and a moderation-mediation model was applied. Statistical conclusions were drawn using the smart partial least squares technique. Findings from the study stated that burnout played the mediating factor between techno

stress and work-life balance of the IT employees. Psychological capital was also found to moderate the effect of techno stress on burnout. Therefore, the study focuses on techno stress and managing it by adopting flexible work timings, which can reduce the impact of techno stress.

Shanmugam & Agarwal (2019). "Support perceptions, flexible work options and career outcomes: a study of working women at the threshold of motherhood in India". The study was based on female gender working in the IT sector in India, and the target issue to be explored was the leaky pipeline issue, which means attrition of the women workforce after or during motherhood. 203 working women from the Indian IT sector were selected, and information was gathered using a questionnaire; three types of women categories were identified, i.e., those undergoing infertility treatment, pregnant females, and postnatal women, which means after delivery of the baby. Findings from the study stated that flexible work options were very much appreciated by women and all three categories because it helps to reduce their work-life conflict, diminish their intention to turnover, and enhance job satisfaction. Organizational and supervisory perceptions were found to play a significant moderate role. The study suggests that organizations should sincerely make initiatives to use flexible work options for female staff so that females can make informed choices in their careers and lives.

Premchandran & Priyadarshi (2020). "Work-family enrichment: evidence from India on source attribution". The study comprises 108 married couples working in several sectors of India and having at least one child in the family. Collected information was analyzed using structural equation modeling. The study was based on source versus cross-domain effects of enrichment, and it was observed that in families where both partners were earning, the satisfaction level was higher in comparison to single-breadwinner families. Flexible work when both parents are working definitely seems to be a good approach that can be practically applied in the case of such couples.

Pandu et al. (2013). "Assessing work-life balance among IT & ITeS women professionals". This was a gender specific study where only female participants were chosen to study the effect of work-life balance in the field of information technology and the information technology-enabled service sector. From both of the above fields 80 women employees were chosen, which makes the sample size 160. Five parameters were chosen, which included work environment, family dependents, taking leave from work, work done responsibility, and feelings about work. Findings from the study revealed that no significant relationship could be observed between work environment and work-life balance; therefore, adopting a flexi-work approach, keeping in mind the female work staff, can definitely lead to a better work environment and will enable the females to have a work-life balance in their lives.

Panda & Sahoo (2021). "Work-life balance, retention of professionals and psychological empowerment: an empirical validation". In this study, with the help of a structured questionnaire, including an interview method, responses were collected from 283 respondents. The gathered information was analyzed using structural equation modeling. AMOS-20 was applied to find out relevant results, and the results stated that psychological empowerment plays a partial role in mediating way between relationship between work-life balance and retention of professional workforce. This means that a good amount of psychological empowerment will improve work-life balance, and psychological empowerment can be achieved only when the work forces are satisfied with the current work conditions. Allowing flexible working will definitely help to empower the workforce on a psychological level, and therefore, the organization is bound to succeed and grow.

Mishra and Bharti (2024). "Exploring the nexus of social support, work-life balance, and life satisfaction in hybrid work scenarios in learning organizations". The concept of hybrid working was examined in learning organizations on the basis of social support, work-life balance, and satisfaction with life. More than 530 employees working in the IT sector of India were selected, and information was collected using a questionnaire method, and the data was analyzed using hierarchical regression. Conclusions from the study revealed that hybrid working has a positive association with all the above-listed dimensions, and social support was in the mediating role between hybrid work and work-life balance. The study clearly states that the hybrid mode of working, which allows flexible working for employees have become a necessity and not a luxury when the entire world is under an uncertain and volatile environment after the post-pandemic phase.

Maurya et al. (2021). "Perceived work-life balance and organizational talent management: mediating role of employer branding". The effect of perceived work life balance on perceived level of employer branding attraction value was tested, and also organizational talent management was tested. In this study, a structural model was developed to study the effects. For data collection convenience incidental sampling technique was used, and the target population was middle-level executives working in different types of IT companies. The model and the data collected were tested with the help of structural equation modeling. Findings from the study show that there was a positive and significant association between perceived work life balance and employer branding attraction value, and organizational talent management. In the present-day scenario, allowing the workers to do flexible work is the main key that can retain organizational talent and help in its

better management, and will also enable the employers to help their employees achieve work life balance. Currently, work force in the IT sector is undergoing several challenges that include dual earning couple with or without kids, enhanced participation of women in the IT sector, therefore, they have less amount of time for their family responsibilities. In such kind of situations, allowing flexible work can definitely come up with practical solutions.

Lamovsek et al (2023). "The key to work–life balance is (enriched) job design? Three-way interaction effects with formalization and adaptive personality characteristics". Attempted the concept of work-life balance on a sample that comprised three different categories of people. The total sample size was 436, and the three different categories were employees, supervisors, and family members. The study was based on the job demand control model, and the study aimed to examine the effect of conditions of imposed formalization by the organization on the employees and how adaptive the personality traits of the employees. It was observed that those companies that allowed flexible working had a more satisfied workforce and their employees were able to have a good relationship both with family members and the supervisors, and were able to achieve a high degree of work-life balance in their life.

Begum et al (2025). "Impact of job insecurity on work–life balance during COVID-19 in India - this study was conducted on 413 employees from different sectors, including people from the IT sector in India". The relationship between job security and its impact on work life balance was studied to evaluate the effect of perceived job insecurity on the health of the workers, on reduced family time, and on their working hours. The study data were collected with the help of a questionnaire, and the study consisted of five hypotheses. Findings from the study indicated a positive relationship between job insecurity, health issues, and work-life conflict. Job insecurity had a negative link with job performance. Results after regression analysis exhibited a mediating effect of work-demand, work-time, and family time on the association of job insecurity with health issues, job performance, and work-life conflict. Several measures were suggested to overcome job insecurity, and allowing flexible working hours was one of them.

Mhatre & Salve, (2024). "Exploring the Impact of Work Flexibility on Employee Performance within the Indian IT Sector: A Comprehensive Analysis". This was a comprehensive analysis with particular reference to the IT sector of India and it aimed to explore the effect of flexible work on the performance of IT employees in India. Outcomes from the study stated that now people in India have good feelings and a professional attitude about the new type of working models, which has definitely enhanced their personal convenience and has raised the bar of satisfaction and loyalty towards the organization they work for. From the study, it was also observed that those organizations that had more practical work-from-home and flexible work policies had employees who were more satisfied and were able to give their maximum productivity to their organization.

Sekhar & Patwardhan (2023). "Flexible working arrangement and job performance: the mediating role of supervisor support". In this study, flexible work was studied in the context of job performance, for which 214 employees from 46 different service firms were chosen as the target population. The model used in the study was analyzed using structural equation modeling. This study indicated the role of the supervisor to be extremely important to mediate relation between flexible work and job performance. Supervisors were found to play an important role in shaping social exchange between workers and employees. Also, support from supervisors was found to radiate positive signals because of which the employees felt that they were being valued by their organization, and this was reflected in their job performance.

Manna, (2025). "A Comparative Study of Work-Family Conflict, Perceived Flexibility Requirement, Work Autonomy, Job Performance, and Perceived Organizational Support among Indian IT Employees across Sex and Work Arrangement". With the help of the purposive sampling method, 104 employees exclusively working in the IT sector of India were chosen for this study. Because this study was gender based, among the chosen candidates, 79 were males, and 75 were females. These employees were working under three different categories, viz. 50- on-site, 54- hybrid, 50- remote working arrangement. Several tools were used in the study, for example, "Perceived Flexibility Requirements Scale (Höge and Hornung, 2015), Work Autonomy Scale (Breugh, 1985), Job Performance Scale (Çalışkan and Köroğlu, 2022), and Survey of Perceived Organizational Support–8-item version (Eisenberger et al., 1986)". Conclusions from the study reveal that there are not very noticeable psychological differences among IT employees with respect to their gender; it was also seen that male participants had a higher perceived flexibility requirement need than females, and female IT employees reported higher work-family conflict. Remote workers exhibited the highest level of job performance and work autonomy, and hybrid mod workers exhibited the highest level of perceived flexibility. Cases of work-family conflict were highest in the onsite employee group, which definitely signifies the use of flexible working among the IT workforce of India.

Rani & Furrer (2021). "Digital labour platforms and new forms of flexible work in developing countries: Algorithmic management of work and workers". The study was based on the emergence of digital technology

along with new forms of flexible work, for example, crowd work. The investigative work explored the latest trend of outsourcing work to crowds through online platforms, which did not require many skills to be accomplished. This was a cross-national study comprising of nations from 27 developing countries and included 675 workers. Because of the flexible work mode, simple tasks that needed enough time and energy were easily outsourced, and even those people who were not able to go outside to do work were able to use their time in a better way and also earn for their hard work.

Bharathi & Mala, (2016). "A study on the determinants of work-life balance of women employees in information technology companies in India". This research was conducted on women working in information technology companies in India. In this study, 186 women from several IT companies were included to study their work-life balance. And the factor of social media in their work life was also included in the study. In this study, 42 different factors under five constructs were explored during the study with the help of exploratory factor analysis. Most of the women participants were found heavily challenged by factors that included insufficient time for self-care, family, and elders, along with feeling depressed, and unable to meet professional deadlines because of odd working hours. Social media, however, did not have any significant impact on the lives of females working in the IT sector. It is suggested that if these women are allowed flexible work-time, then they would be better able to manage their office time with family time and will have a feeling of contentment in their extra burdened life. Those women who were already working from home because of flexible work allowed by their company were able to take care of their fitness through yoga and meditation, along with having a proper diet and an adequate amount of sleep.

Francis & Rajesh (2021). "Prevalence and patterns of work-life balance among women in the Information Technology Sector of Kerala, India". This study was carried out specifically on females working in the IT sector in Kerala, India. The total sample size was 360 women workers in the IT sector, and all women reported that work-life balance in working women is difficult for them to achieve. Those women who were also mothers were especially lacking in work-life balance in their lives and families. Working IT females reported child responsibility as the major factor of not having work-life balance, and when this was clubbed with a non-supportive husband or spouse, then the conditions were even worse. It is suggested that if these working women are allowed flexible working, then they would be better able to manage their house responsibilities and also their status as working women.

Dhavan et al. (2025). "Adapting to Change: The Role of Work-Life Balance Initiatives in Enhancing Employee Productivity in the IT Sector- A Systematic Review". This was a systematic literature review that thoroughly studied 35 articles between 2005 and 2024. Authors stated that work weeks that are shorter and flexible, along with supportive workplaces, can positively and definitely increase worker productivity and enhance their work-life balance in the IT sector. The study provides evidence in favor of this hypothesis in the form of "Infosys's HALE program, and Microsoft Japan's 4-day workweek trial". Another major conclusion from the same study states that if mental health and wellness programs are implemented by the IT sector along with flexible working hours, then they improve job satisfaction and diminish stress levels in IT workers, and this was also validated by stating examples like "Accenture's EAP, Tech Mahindra's Mind Plan, and TCS's Purpose4Life".

Vanitha & T, Dr. (2024). "A systematic literature review on the impact of hybrid work culture on employee job engagement and productivity - a study of its professionals in Karnataka". This study was undertaken to study IT professionals of Karnataka, India, and was focused on those organizations that have adopted a hybrid work model. The main focus was to examine how flexible working has an impact on employee commitment and motivation, along with their overall involvement in work-related activities. Outcomes from the studies state that organizations have switched to a hybrid work mode to improve employee engagement and reinvent appraisal systems. Organizations that were allowing a hybrid mode of work along with flexible working were found to have a good amount of employee retention, and their workers were loyal and satisfied.

Mukherjee & Narang (2023). "Digital economy and work-from-home: The rise of home offices amidst the COVID-19 outbreak in India". The study is based exclusively on people from the IT sector of India working from home during the Covid-19 lockdown phase. Conclusions from the study stated that 71% of the total respondents reported that their working hours have increased because of flexible working and working from home, as it has saved their time going to and coming back from the office. About 42% male and 29% female employees reported this increase in their work hours. And the same thing was reported from the majority of rural respondents, who were nine in this study. Thus, it becomes clear that if flexible work hours are provided with proper settings and infrastructure even to rural people, then it will increase their working hours and their productivity. An increase in working hours was directly proportional to an enhancement of productivity. The study stated that more than 50% of respondents were given monetary help to set up an office at their home, including internet connectivity.

Yadav et al. (2022). "Work-life integration, job contentment, employee engagement and its impact on organizational effectiveness: a systematic literature review". This was a secondary study and was carried out only in India, where several research papers from 2005 to 2021 were studied about how work-life balance can be achieved. This study, with the help of Dubin methodology on organizational effectiveness, was studied in connection to job contentment and employee engagement, along with work life balance. A model named A4 on organizational effectiveness using a deductive approach was built and tested. Results from the study reveal that work-life balance policies can make the workforce more productive and loyal and enhance employee engagement, which will be beneficial in the long run for the company. And in modern concept work-life balance can be achieved by allowing flexible working to the workforce, which will help to maintain and retain a skilled workforce and will accelerate employee trust in their company; because of the flexible work schedule, they will be able to balance their personal commitments along with their work life.

Hashmi et al. (2023). "Impact of flexible work arrangements on employees' perceived productivity, organizational commitment and perceived work quality: A United Arab Emirates case-study". This was a case study from the United Arab Emirates that examined how flexible work arrangements can impact employee productivity and quality of work, along with organizational commitment. It was a quantitative and non-experimental correlational study where numerical data were analyzed with the help of a deductive approach. Results stated that flexible work arrangement facility allows the employees to equally manage their personal and professional life giving them the convenience to choose their preferred mode of work. This leads to employee satisfaction and employee loyalty. This also means that the organization places its trust in its employees that if they are allowing them flexible work flexibly, then employees will definitely complete the task given. This becomes a motivation for all employees to work with dedication, and it is an important factor for creative people who like to work on their own terms and in their preferred time and place.

### III. STATEMENT OF PROBLEM

The Indian IT sector is marked by long working hours and high job demands, which often disturb employees' work-life balance and reduce job satisfaction. Although flexible working arrangements are increasingly adopted, their effectiveness in improving work-life balance and job satisfaction among Indian IT employees is not clearly understood. Hence, there is a need to examine the impact of work-life on job satisfaction and to understand employees' attitudes toward flexible working arrangements in the Indian IT industry.

### IV. OBJECTIVES

- To examine the impact of flexible working arrangements on work-life balance and job satisfaction.
- To identify key factors of flexible work arrangements that influence job satisfaction among IT employees.

### V. HYPOTHESIS

H01: There is no significant impact of flexible working arrangements on work-life balance and job satisfaction.

HA1: There is a significant impact of flexible working arrangements on work-life balance and job satisfaction.

### VI. RESEARCH METHODOLOGY

The present study used a quantitative research approach to examine the impact of flexible working arrangements on work-life balance and job satisfaction. This study offers an empirical analysis of the impact of flexible working arrangements on work-life balance and job satisfaction. For this purpose, descriptive and quantitative methods have been used in the study. In order to collect the data, a structured questionnaire has been circulated to the employees of Accenture and Infosys IT companies in Jaipur city.

### VII. DATA COLLECTION METHODOLOGY

Data collection is the use of primary or secondary data for further research.

**Primary Data:** Primary data is the data collected fresh for which the structured questionnaire method has been used. In order to collect data, the study selected employees working in the Accenture and Infosys companies of IT in Jaipur city.

**Secondary Data:** Secondary data has been collected through websites, journals, books, magazines, etc.

### VIII. SAMPLING DESIGN

A simple random sampling method has been used for the study. A total of 200 questionnaires were distributed to the employees of the IT sector from Rajasthan, out of which 160 questionnaires were received. After the scrutiny of data, in conclusion, 140 filled and completed questionnaires from Jaipur city were used for the present study. The selected organizations for the study are Accenture and Infosys, Jaipur.

**Table 1: Sampling Techniques**

1.	Sampling Method	Simple Random Sampling Method
2.	Sample Size	140 employees 70 employees from Accenture 70 employees from Infosys

The study was focused only on employees of the IT sector, specifically from selected companies, namely Accenture and Infosys, Jaipur, who epitomize the wider demographic of IT professionals. Respondents for the study were drawn from the IT sector with varying levels of experience and different types of employment.

### IX. EMPIRICAL ANALYSIS

The empirical analysis evaluated the impact of work life balance on job satisfaction among the employees of IT sectors in Rajasthan using statistical techniques, i.e., simple regression. This section examines the impact of work-life balance on job satisfaction.

#### Descriptive Analysis

**Table 2: Descriptive Statistics**

	N	Mean	Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
<b>Job Satisfaction</b>	140	3.9962	.66319	-1.250	.205	2.037	.407
<b>Work Life Balance</b>	140	3.9732	.69917	-1.189	.205	1.755	.407
<b>Valid N (listwise)</b>	140						

#### Interpretation

Table 2 presents the descriptive statistics for job satisfaction and work-life balance based on responses from 140 respondents. The mean score for job satisfaction was high ( $M = 4.00$ ,  $SD = 0.66$ ), indicating the respondents generally reported a high level of satisfaction with their jobs. The distribution of job satisfaction scores was negatively skewed (skewness =  $-1.25$ ,  $SE = 0.21$ ), suggesting that most respondents tended to select higher response categories. The kurtosis value (kurtosis =  $2.04$ ,  $SE = 0.41$ ) indicates a leptokurtic distribution, reflecting a higher concentration of responses around the mean.

Similarly, the mean score for work-life balance was also high ( $M = 3.97$ ,  $SD = 0.70$ ), suggesting that participants perceived their work-life balance to be favourable. The distribution was negatively skewed (skewness =  $-1.19$ ,  $SE = 0.21$ ), indicating a clustering of high scores. The kurtosis value (Kurtosis value (kurtosis =  $1.76$ ,  $SE = 0.41$ ) likewise suggests a slightly leptokurtic distribution.

## Regression Analysis

**Table 3: Results of Simple Linear Regression Analysis Predicting Job Satisfaction (JS) from Work–Life Balance (WLB)**

Predictor	Unstandardized Coefficients (B)	Standardized Coefficients ( $\beta$ )	Std. Error	t	p-value
Constant	1.186	—	0.217	5.465	0.00
Work–Life Balance (WLB)	0.707	0.746	0.054	13.142	0.00

**Model Summary:  $R^2 = 0.556$ , Adjusted  $R^2 = 0.553$ , Std. Error = 0.44358, Durbin–Watson = 1.576,**

## Interpretation

Table 3 presents the results of a simple linear regression analysis examining the extent to which work life balance predicts job satisfaction. The overall regression model was statistically significant,  $F(1, 138) = 172.71$ ,  $p < 0.001$ , indicating that work life balance significantly predicts job satisfaction.

Work-life balance emerged as a strong and positive predictor of job satisfaction ( $B = 0.707$ ,  $SE = 0.054$ ,  $\beta = 0.746$ ,  $t = 13.14$ ,  $p < 0.001$ ). This indicates that a one-unit increase in work-life balance is associated with a 0.71 unit increase in job satisfaction. The intercept was also statistically significant ( $B = 1.186$ ,  $SE = 0.217$ ,  $t = 5.47$ ,  $p < 0.001$ ).

The model explained 55.6% of the variance in job satisfaction ( $R^2 = 0.556$ ), with an adjusted  $R^2$  of 0.533, indicating a strong model fit. The standard error of the estimate was 0.44, and the Durbin-Watson statistic (1.58) suggests no serious autocorrelation in the residuals.

Based on the regression analysis, the regression equation is:

$$JS = 1.186 + 0.707(WLB)$$

Overall, the findings demonstrate that Work–Life Balance is a strong and significant predictor of Job Satisfaction.

## X. CONCLUSION

The Indian IT industry caters to several international clients, and allowing flexi time helps them to communicate with global clients as per their personal schedule. Then the focus is on the result and completion of a task, then times spent at the desk does not trigger outrage. Flexi timing, if incorporated with flexi staff, means add hog basis hiring of contract workers having special skills will offer both scalability and speed. Allowing flexi time can be very beneficial to retain Gen Z employees who want to see autonomy and have various types of experience, and also want to have manageable work-life integration. Benefits for the business include convenient scaling and cost efficiency because the need to maintain huge infrastructure gets reduced, it also provides digital agility, and can promote possessing a diverse talent pool even in tier 2 and tier 3 cities. Productivity has definitely been enhanced along with an increase in creativity and engagement of workers. Allowing flexible work empowers women to work in night shift with proper safety and comfort and therefore promotes gender diversity in the IT sector, which already has a large population of women working in India. Major challenges come up in the form of security and management. Security aspects include enhancement of risk with remote access and the need for strong protocols like encryption, etc., and the management aspect includes trust among the employee and the employer, and clear policies so that any misuse can be prevented. This can be achieved by making use of tools like DigiSME, which helps to manage both companies and employees. Flexible working is in high demand not only in the IT sector but also in customer support, cloud, and artificial intelligence fields.

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