

Flexibility Matters: Investigating the Impact of Flexible Work Timings on IT Sector Employee Engagement.

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ABSTRACT

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Introduction: Flexible working time was gaining popularity in India during Covid era. Work is done on the base of what time is convenient for the individual will be selected and core hours of working are fixed in it. Employees at work how they get connect with the company, work and within team and the company. In this research employee engagement judged by the sub variable like Work Environment, Organization Culture, Recognition, Development opportunity, Autonomy. IT industry is the industry who started first this way of working without any hussle.

Objectives: The main objective behind the study is to investigate the impact, relationship and influence of flexible work timing on employee engagement.

Methods: For this study, one sixty-four respondents from the three smart cities of Gujarat are Rajkot, Ahmedabad and Surat. IT Companies has been taken as a sample via simple random sampling method. Data collection has been done through the help of online Google form. The liner regression analysis done on the data.

Results: The alternate hypothesis is accepted that showcase that there is impact of flexible work timing on employee engagement. There is a positive correlation between flexible work timing and employee engagement.

Conclusions: This kind of optimistic relationship assists that company aiming to enhance employee engagement should organize flexible work options. Employee satisfaction and performance led by such kind of flexible working policies.

Keywords: Flexible Work Time, Flexitime, Employee Engagement, FWA, Enthusiasm.

INTRODUCTION

1.1 Flexible working arrangement historical background

The history of flexible work starts from 1930s where first time Kellogs Co. experimented with the flexible working option called as shift work. They started four shifts of six working hours as an alternative of three shifts of eight hours. This was ended when the war had started.

In 1960s, the German management consultant named as Christel Kammerer suggested the concept of flexible hours of working and it was implemented by the German aerospace firm named as Messerschmitt-Boklow-Blohm located in Munich in 1967. To address such issues like absenteeism and late coming at office was the idea behind the application of flexible work hours. MBB opted for staggered start and end time than fixed start and end time for work which allowed employees to have Flexible lunch break times; employees to bank hours and more staggered hours.

In MA plant of Waltham, flexible work options offered by Hewlett Packard during 1972. West Germany has identified the term "Flex Time" in 1978. They initiate the flexible working time policies for the purpose of finding the equilibrium between the family life and work mode. Because of gas crisis the experimentation of telecommuting happened but everybody doesn't want the solution of working from home in 1980.

The trend of remote working was helped by the new technology like mobile phone, portable laptop and internet in 1990s. After the Covid era of 2020, the different options of flexible working become widely popular mode of working than tradition working option. Generation Z is having demand of flexible work arrangements than the salary hike and also improve mental health and stress levels. (Promberger, M. 2021)

When the standard hours of work for the companies start thinking about the flexible options for work to your employees. It might provide better retention, increase productivity and performance, improve work life balance and engagement related benefits to your employees leads to reach towards the company goals easily. As an employer you have to make certain arrangements to apply this flexible working options because otherwise it creates problem while working. It is important in today's world because youngsters get attracted by the new way of working flexibly than the old approach of money is the ultimate motivation. (Sim, 2024)

1.2 Types of FWA

There are certain types of flexible work and in the post covid world in India they are known as a flexible work arrangement. Different workplace set ups increase the performance.

Employee work for the work duty outside form the workplace or else choose own place to work called as remote location or telecommuting. This way of working leads to save cost of transportation and time for both sides. The main challenge is of communication depends on technology only and due to poor network, the company have to suffer. Mainly it is suitable for software developer in IT companies. (Golden & Eddleston, 2020; Allen et al., 2015)

Employees get flexibility in choosing their own time to work at office but only condition in it is to complete the core hours of work without failure named as Flexitime of flexible working hours. It allows betterment of employees to work on their most suitable time of work which increases the productivity and creativity of employees. Such working style can create issues for coordination between team members and arrangement for team meetings. It is favourable for Marketing personnels. (Hill, Erickson, Holmes, & Ferris, 2010)

Employees work 4 days 12 hours and complete the work of whole week of 48 hours called as compressed work week. The benefit for employee is to get extra day off from the tradition way of work will reduce the job burnout. But for some reason it is not helpful for longer period of time because it increases the fatigue and tiredness due to long hours will reduce the productivity. This kind of work is applicable for Nursing work or hospital industry. (Kossek & Michel, 2011)

More than one person is sharing the responsibility of one job roles called as job sharing. This will create a personal and professional life balance as well as opens the opportunity for collaboration. But it demands clear cut communication and understanding between the job sharers to reduce the misunderstanding. In teaching profession there is a concept of vising faculty is the example for same. (Lobel & Kossek, 1996)

Employees are working for half time than the full day load of working called as part time work. It reduces the stress as well as provides more time for extra work or fulfilment of personal work. This way of work will give you less income and low opportunity for the further development. The graphic designing or content writing work are the suitable example for same. (Bailyn, 2011)

Employees are evaluated on the base of result than the working hours called as result only work environment. It truly encourages the autonomy and efficiency but also requires the full discipline and commitment with clear performance expectation. A sales person is judged by their selling outcome than how much they spent time on selling. (Gajendran & Harrison, 2007)

Working hours are flexible means to choose your own time to work by following core hours the employees can set their own schedule. So, they can get the time of the day they want as per the preferability of their schedule. Remote work is all about as an employee you cannot come to the office but you are doing work from your favourable places. It is suitable for those who are hiring from outside that can save money on transportation cost and other utilities. The very famous option for both employee and employer in FWA is hybrid work models. Employees have option to work someday at office and sometime remotely. It serves you an advantage for employee like they able to collaborate with team as well as their home and work life. In compressed workweek option the employee get flexibility in terms of

they will complete the hours of week in four days instead five days. There are certain ways in that like 9/80, 4.5 days, 3/12 and week on/ week off. Job sharing is the one of the options that one position work load shared by two persons also provide the option for employee to work as a part time. Many industries are working in shift bases to keep their operations running 24/7 like in healthcare and it is also suitable for industries like manufacturing too. Other options are like contractual, freelancing and seasonal are also the part of Flexible working arrangement options. (8 Types of Flexible Work Arrangements to Support Your Employees | Benepass, n.d.)

1.3 Flexible work Timings

Flexible work timing is all about having freedom of working from old school 9 to 5 work jobs. It is having flexibility of time of work hours within defined limit. They can choose when they start and end the work. Kinds of it are like Job Shifts, compressed work week and flex hours. It has many advantages like increasing productivity, reducing stress and employee engagement.

1.4 Employee Engagement

The concept of Employee Engagement was introduced by Dr. William Kahn in 1990, highlighting the three areas of involvement: physical, cognitive and emotional. The term Employee Engagement is defined as the investment of employee's emotions in their work in terms of they put their passion into their work and motivation they believe it helps them perform their job effectively. Employee engagement is how much they connect with the organization and how they emotionally feel about organization. It covers under 5c's like care, connect, coach, contribute and congratulate. Higher engagement leads to higher job satisfaction, performance and retention which reflects positive employee experience. (Lalwani Puja; 2021)

For better maintenance of engagement of employees in a flexitime is all about to communicate the company vision and the values, the clear set of expectation from the employees regarding realistic goals, certain required resources and support, bring collaboration and provide opportunities and recognition to the employees.

1.5 FWT impact on Employee Engagement

Flexible work drives the high employee engagement leads to the more efficient and productive work force because it is huge perk they get work flexibly allows the employees to work during their most preferable time which provides more time to work and meet the deadline. Allowing staff to work with flexible schedules shows mutual trust between company and employees which leads to the higher sense of accountability in their work and align with the own goals and employer expectations. Flexibility also creates the happier employees because of better personal and professional life balance which lead to career progression further increases the job satisfaction and engagement and employees become loyal so they are not looking the opportunity elsewhere. By offering demanding flexible work arrangements, as a rise in demand of flexible schedules by employees leads to decrease in staff turnover and enhances the employee retention. (Ugargol, J. D., & Patrick, H. A; 2018)

OBJECTIVES

To analyse the relationship between FWT and Employee Engagement.

To study the impact of FWT on Employee Engagement.

The study is all about to identify whether there is connection between the flexible working time and the employee engagement and if there is relation than how much it has effect of flexible time on engagement of employees at IT companies. The flexitime provides autonomy will lead to higher motivation and satisfaction at work and engagement. FWT also allows the better balance between work and personal life will reduce the stress and job burnout. Adjusted hours of work satisfy the employees at work tend to be more engaged.

Providing flexibility at work can strengthen their emotional attachment between the company and their employees, a core aspect of engagement. Work with their peak performance hours or what so environments that suits them better, further fuelling their engagement. Employee feeling more valued by company provide flexible time option can decrease turnover rates and increase the retention and uplifting loyalty becomes the indication of higher engagement with the organization.

LITERATURE REVIEW

Obumneme & Zainuddin, 2024 : This research examines the impact of working from home on engagement of employees. For this study data of two hundred participants through online google form and performed regression analysis. The research performed three hypothesis named as positive relation between WFH autonomy and engagement, relationship between WFH safety and engagement and relationship between WFH convenience and engagement. It found that autonomy and safety at workplace with extra convenience increase the level of engagement. It correlate with Herzbergs Two factor theory that WFH work as Motivator for employees and in the absence of WFH option will disengage employees.

Suparman, 2024 : This study investigates the flexible work system, work load, ability, stress, job satisfaction, employee engagement on performance. Data is collected through quantity survey method. As a statistical techniques regression and correlation techniques used to examine the relationship between the independent variable and dependent variable like employee performance. Employee engagement and job satisfaction are the most important factor that affects the performance. While flexible work and workload affects reasonably and other variables like stress are affecting in negative way.

Kumar & Saxena, 2024: This study offers valuable ground for the remote work impact on engagement of employees at work in corporates especially changes brought due to covid 19 crisis. Specific methods in study is based on combination of LR, Surveys, comparative analysis and qualitative and quantitative analysis. Flexible work schedules and remote work enhances the engagement of employees due to work and life balance, less stress and more autonomy positively contribute and committed to the organizational works and goals.

Lee et al., 2024: The study is taken to importance because of covid 19 changed the work styles specially for young generation. For that study has taken one hundred eighty-five respondents of below thirty years of age with the help of google form. It found that operational and workplace flexibility had positive relation with engagement of employees at work.

Gašić & Berber, 2023: Study is focusing to find out that what are relationship between flexible working and Intention of turnover by mediating the employee engagement. Five hundred and fourteen respondents are found from the service sector of Serbia. It founds that positive impact of FWA and EE on turnover intention and employee engagement has indirect impact on the relationship of FWA and turnover intention.

Abendroth & Reimann, 2023 : Flexible work arrangements will bring digitalized workplace lead to balance of work and life raises employee engagement. Flexible working also supported by the organization with its policies for the Information technology workers. Employee Employer data linked form German work organizations. To create successful flexible work environment requires a combination between technology, culture and support employees all works to gather. Findings of the study reveals that employees like more flexible work time or place when there is support from their supervisor.

Yamin & Pusparini, 2022 : This study is focusing on the relationship between the flexible work arrangements and job performance effect mediated by employee engagement. For this study data is collected form google form and respondents are of permeant workers of Indonesia of 465 employees. To see the relationship between variables and hypothesis through structured equation modelling. There is a positive effect of flexible work arrangements and perceived organization support on employee engagement. FWA creates the balance of work and life will help in increase of employee engagement leads to boost the performance.

Paula-rodriguez, 2022 : Covid 19 created new digitalization in the ways of different kinds of working in flexible ways. Study used multivariate analysis techniques to analyse the intensity of telework effects working conditions by gender. 43,850 respondents' data collected from European working condition survey. Regression analysis, One- way and Two-way Anova test applied to analyse the differences in job quality and work engagement. Positive outcomes associated with telework like better skill, more autonomy and engagement at work and negative impact like working time quality.

Waseem Shah et al., 2020: This paper showcasing that how flexible hours at work will increase the team performance lead by employee engagement. Two hundred and twenty-one respondents are taken for this study. Study found that by initiating flexible hours at work that enhances the engagement of employees leads to higher team performance.

Weideman & Hofmeyr, 2020: Research reveals that there is a positive influence of flexible work arrangements on engagement of employees at work. Total twenty-three semi structured interviews were taken. To get the idea about the practical study eight subject matter expert and fifteen employees from six different organization and industries.

Ugargol & Patrick, 2018: Study is exploring the relation between FWA and engagement of employees in IT industry. Five hundred and four Data has been collected from IT Hub city of India Bengaluru. It reveals that flexible work arrangements had positive relation towards employee engagement.

METHODS

4.1 Research Design

This study follows a descriptive research design, which is appropriate for understanding and explaining the relationships among the variables under investigation. Descriptive research enables the systematic collection of quantitative data to identify patterns, relationships, and trends. It tells what is happening like it focuses on observing, recording and presenting data about the flexible working time impact on employee engagement.

4.2 Type of Data

To capture first-hand information regarding the flexible working effects on their engagement level, primary data was gathered means directly collected from the owners and Human Resource Manager of IT companies. And the other part of paper is taken as a base from secondary data.

4.3 Data Collection Tool

A Structured Questionnaire is designed to study the different variables and measured on a Likert scale also known as five-point scale, which allowed the participants to choose their point view by answering various statements. For the collection of data, the online questionnaire made through Google form and also send to the respondents via online mode with ease.

4.4 Population

IT Employers and the Human Resource professionals are the targeted population for the study located in smart cities of Gujarat. The smart cities chose because of they are growing as the IT hubs and especially these cities have a strategic role in the development of Gujarat.

4.5 Sampling Frame

The sample for the study is the employers and Human Resource managers are the respondents from the cities of Rajkot, Surat and Ahmedabad, because they are the well positioned to answer the insights regarding the statements of engagement practices and its effect regarding idea in the organization.

4.6 Sampling Technique

To confirm an unbiased selection of participants, the simple random sampling method allowed every member form population to get equal chance to get participated in the study. For that study got help by the IT associations like GESIA from Ahemdabad, Surat information technology association, Rajkot information technology association and their expo's.

4.7 Sample Size

The data form 164 respondents were collected and the sample calculated on the base of population size and expected response variability.

4.8 Variables

For the study, Dependent Variable is Employee Engagement, Independent Variable is Flexible Work Timing and Other Variables are Work Environment, Organizational Culture, Recognition, Development Opportunities, and Autonomy.

4.9 Hypothesis

Null Hypothesis (H₀): There is no significant impact of flexible work timing on employee engagement.

Alternative Hypothesis (H₁): Flexible work timing has a significant impact on employee engagement.

4.10 Scaling and Measurement Techniques

To make an effective measurement of respondent's opinions, Likert scale or five-point scale is as scaling and measurement techniques used. (e.g. – 1 = Strongly Agree to 5 = Strongly Disagree)

4.11 Statistical Tools for Analysis

Regression analysis used because it showcases the relationship with two or more variables. The study used the Linear Regression Analysis as a Statistical method with the help of SPSS software to ensure accuracy and better interpretation. Charts for analysis given by SPSS is good to analyse the data and easy to present in front of anyone.

4.12 Scope of the Study

By focusing the smart cities of Gujarat IT sector to provide invaluable insights in to the post-covid trend of new way of working called as flexible working influences engagement of employees at work in this competitive work environments.

4.13 Limitations

- Geographical area is limited up to the three cities of Gujarat, so results of study may not be generalized to IT industry or may not apply for other geographical location because the approach of geography of IT industry may vary from location to location.
- The study gets affected by the external determinants like size of organization or certain sector specific challenges. Data of study are from different sized organization and that brings their mentality variance to answer the questions.

DATA ANALYSIS & INTREPREATATION

To analyse the relationship between flexible work timing and employee engagement, a linear regression model was employed and hypothesis tested:

H₀ = There is no significant impact of flexible work timing on Employee engagement.

(Table – 1) **ANOVA^a**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	25.037	1	25.037	87.819	0.000 ^b
Residual	46.185	162	.285		
Total	71.222	163			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Flexible Work Time

The F-statistic (87.819) with a significance level of $P < 0.005$ indicates the there is relationship between flexible work timing and employee engagement leading to the acceptance of alternate hypothesis. This means that there is substantial relationship of independent variable on dependent variable.

(Table – 2) **Model Summary^b**

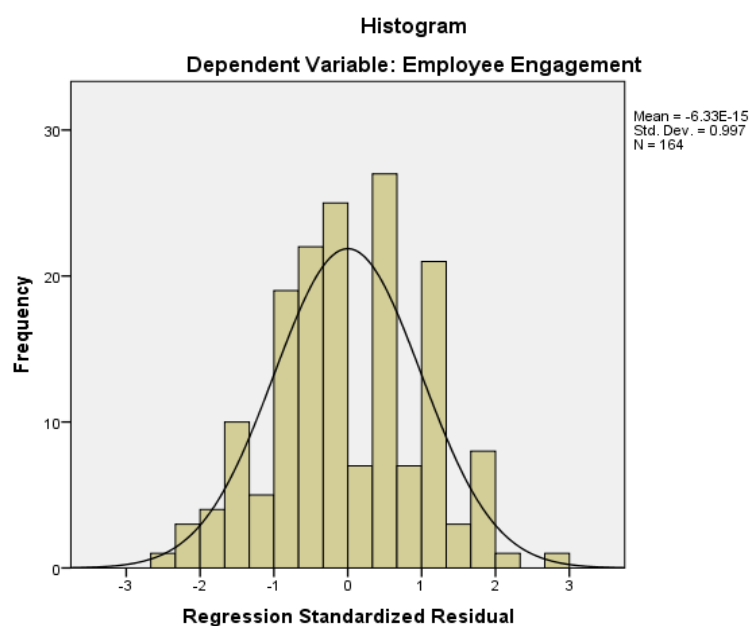
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.593 ^a	0.352	0.348	0.5339427

a. Predictors: (Constant), Flexible Work Time

b. Dependent Variable: Employee Engagement

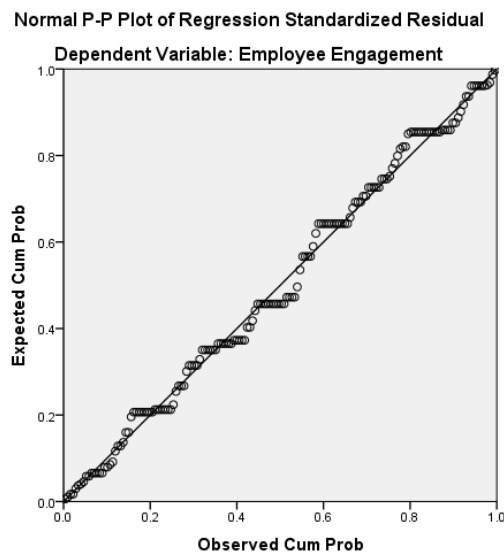
The R value (0.593) called as corelation coefficient reflects a moderate positive correlation, flexible work timing improves leads to increase in employee engagement. The R square value (0.352), around 35% variance suggests that flexible work timing is important factor of employee engagement.

There is moderate positive corelation between independent and dependent variable with a R value of 0.593. Findings from the above data propose that flexible work timing could raise employee satisfaction and engagement within IT sector.



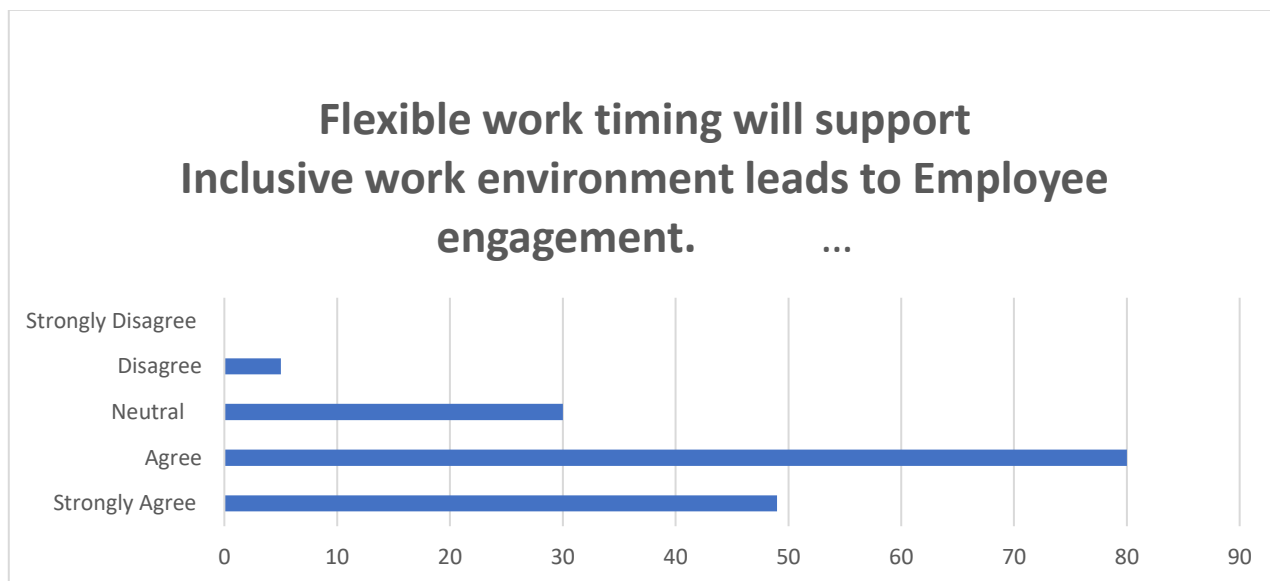
(Figure – 1)

The Normal distribution of residues confirms that regression model is reliable and unbiased. The model's predictions for employee engagement based on flexible work timing are validated by the significant deviations. The histogram indicates that flexible work timing significantly influences employee engagement.



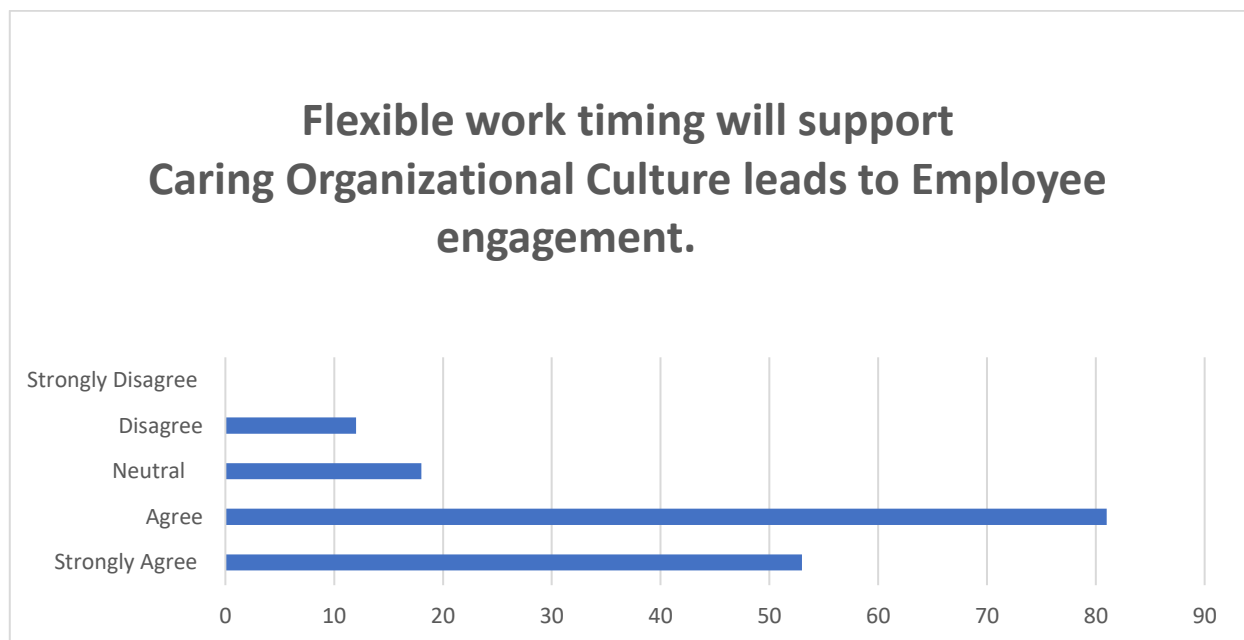
(Figure – 2)

In above graph a normal probability probability plot known as P-P Plot, Employee engagement is the dependent variable. Plot will go close to 45 degree line when the residules are normally distributed. In the above figure points are nearwith diagonal line suggests that the residules are normally distributed. This also supports the relaibility of the conclusions drawn from the regression analysis on employee engagement.



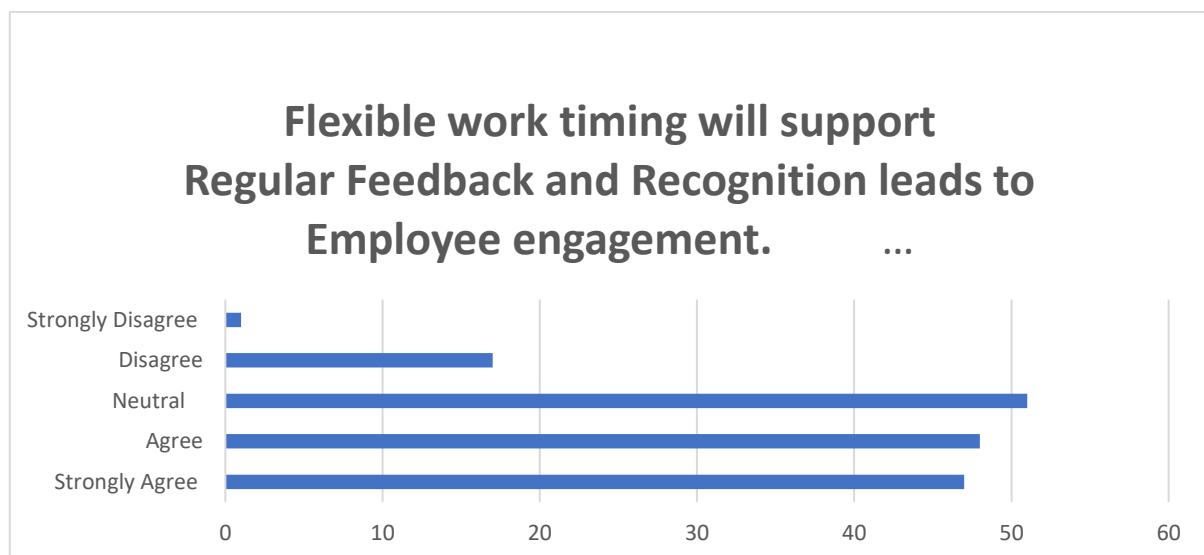
(Figure – 3)

Out of 164 Respondents 129 are positive enhancement means strongly agree or agree with the Flexible work time supports inclusive work environment leads to engagement at work because of tangible benefits. Around 30 respondents are neither rejecting nor accepting means neutralizing their viewpoints because of certain reasons like limited exposure to FWA or insufficient authority support system or may not be having direct relation with each other. 5 respondents mean a negligible number of respondents disagreed on same. The absence of Strong disagreement means widely validate the above matter.



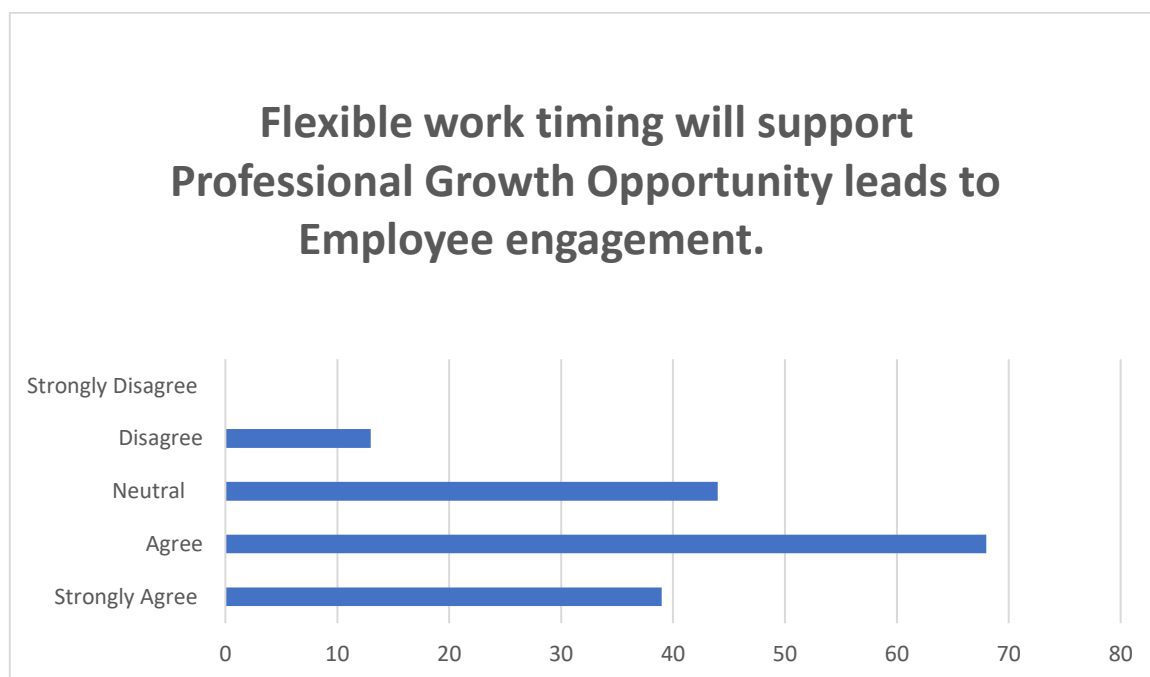
(Figure – 4)

Out of 164 respondents 134 are strongly agree or agree with the Flexible work time signals the employees perceived as acts of organizational caring culture and it is supported by Dutton et al. 2006 that Flexibility is like small acct of care further stronger engagement. 18 respondents are behaving moderately unsure about direct connection and there is need of communication and leadership intent linked with flexible practices for companies. 12 respondents mean minor disagreements like flexibility leads to detachment or lack of managerial oversight might be misinterpreted.



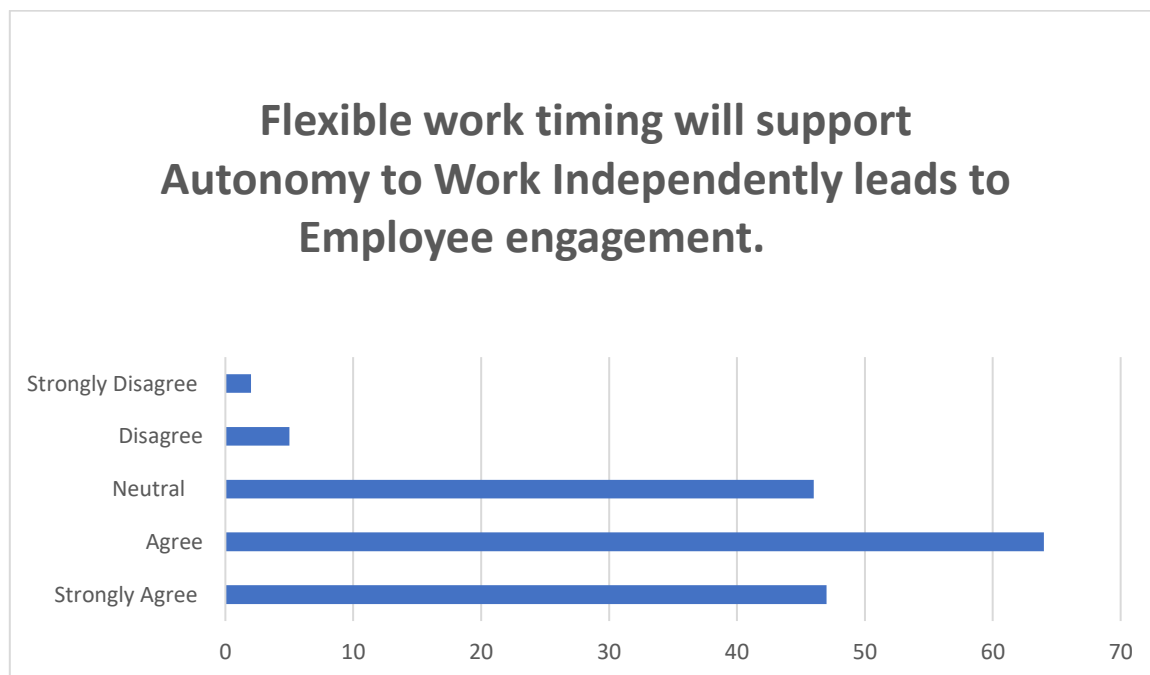
(Figure – 5)

Out of 164 respondents 95 are strongly agree or agree that flexible work provides recognition and feedback leads to engagement. Management gets engage their worker by giving more sight with the help of feedback and recognise them for their work. 51 respondents are having neutral answer that suggests uncertain support and feedback and also flexible conditions are variable in managerial effectiveness. So, these group of respondents represents a critical middle ground. 20 respondents are disagreed because of inconsistent feedback in virtual of flexible teams or lack of on time feedback means there is a gap between communication or need of dashboard, software, application.



(Figure – 6)

Out of 164 respondents 110 are strongly agree or agree that Flexible work time support professional growth opportunity leads to employee engagement because for upskilling workshops can be done without time issues, autonomy for self-learning and create opportunities to take other small projects. 40 respondents having neutral approach because of no clear path for development or ways. They are having not much clarity about how this directly work out. 12 respondents are having disagreement because of certain mismatched expectation regrading growth between organization and employees.



(Figure – 7)

Out of 164 respondents 120 are strongly agree or agree on that the flexible work schedule provides the autonomy to work independently leads to employee engagement. Autonomy is not the byproduct of Flexible work time but it is an

outcome that cultivate the engagement. 45 respondents are neutral that is reflected by less support of management leads to lower autonomy and sometimes team interdependence or alignment of team will create problem for autonomy. 7 respondents are minimal number but they are disagreed on the above statement because of certain job has time constraints or mismanagement of organization in flexible work or certain performance monitoring issues.

RESULTS & FINDINGS

The data indicates that the impact of flexible work timing on inclusive work environment leads to employee engagement. Majority of respondents like more than 78% are agreed but around 21% are not agreed on by giving Flexible time for work will increase the inclusive work environment because it is not only the way that led to people feel valued by company. As a practical implication, Equality in flexible work access required for all like White collar or blue-collar job employees. Flexibility with fairness and performance by outcomes not by hour must be balanced by Organizational managers.

The data specify that there is effect of flexible work timing on caring organizational culture leads to employee engagement. Most of respondents like 81% are agreed but 17% are not agreed because caring culture is not showcased by giving Flexible time for work. Flexible work is an action supports that draws you to care, trust etc. because it balances the personal and professional life feed into higher engagement. Caring is not just an emotion but it reflects in the organizational policies, systems and in the behaviour of management. As a strategy organization can use as a part of employee value proposition in the millennials who prioritize it more than salary.

The data indicated that there is influence of Flexible work timing on recognition and regular feedback leads to employee engagement. More than 58% of respondents are agreed and 11% are disagreed on same. 31% of respondents are not in favour and against on the matter. Employee reciprocate when they feel valued where there is no face to face set up. As a practical implication for feedback weekly check-ins, surveys, peer recognition platforms. For recognition manager can provide digital badges or team shoutouts than in person gestures. That can align the flexible work with performance. This kind of gesture leads to more engaging employee to the firm.

The study showcases that flexible work timing effect on professional growth opportunities leads to employee engagement at work place. 64% of respondents are agreed but around 7% are disagreed on Growth opportunities led by FWT. 26% of respondents are neutral. Today, career is dynamic and self-managed. Flexible work options will help by allowing employees to navigate growth paths. For practical implications, there is a need of establishment clear growth metrics for growth and create platforms that showcase the development efforts are recognised and organization also tell the managers to provide specific learning hours and propose tasks for developmental tasks suited to the interest for the employees.

The research indicates that Flexible work timing influence on autonomy to work independently lead to employee engagement. 65% of respondents are positive but 4% are negative and 28% are neutral on same matter. As a part of practical implications, company can create autonomy via using shared dashboard for work and clarity about their individual and team roles boundary that understand the scope of decision making. At last trust and clarity of expectation must be set up those leads to more engaging environment between management and employees.

This study demonstrates that benefits of flexible work timing having influence on engagement of employees at workplace. The strategic initiative like FWT led the productive.

CONCLUSION

While applying the flexible work timings at workplace that clearly having affected with the environment at work, organization culture, recognition at work place, chances of growth and autonomy will create a strong impact on engagement of employees at work place in IT Sector. After testing the hypothesis, the alternate hypothesis that there is significant impact of FWT on employee engagement is accepted. The limitation of the study is tested in limited area. And the future scope of study will they given more mental and physical health been judged.

This kind of optimistic relationship assists that company aiming to enhance employee engagement should organize flexible work options. Employee satisfaction and performance led by such kind of flexible working policies. In future we can explore the additional factors in relation to flexible work timing.

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APPENDIX

Employer Name – _____

Name of the Organization – _____

Number of years of establishment – _____

Number of years of experience as an Employer – _____

Age -

☐ 18 to 25 Years

☐ 26 to 35 Years

☐ 36 to 45 Years

☐ 46 to 58 Years

Gender -

☐ Male ☐ Female

City - _____

Size of the IT Company defined by its terms of investment in equipment acc. to turnover -

☐ Large size – More than 5 crores

☐ Medium size - More than 2 crore & less than 5 crore

☐ Small size - More than 10 lakh & less than 2 crore

☐ Micro size - Don't exceed 10 lakh rupees

What is your post in Organization?

☐ Employer/Owner

☐ Manager

Other ☐ _____

Number of employees -

☐ Less than 50

☐ 51 to 100

☐ 101 to 200

More than ☐ 200

Questions on Flexible work Timing

Flexible work timing is important for IT Company.

Strongly Agree Agree Neutral Disagree Strongly Disagree

Flexible work timing is advantageous for IT Company.

Strongly Agree Agree Neutral Disagree Strongly Disagree

Flexible work timing is creating happiness among the IT Employees.

Strongly Agree Agree Neutral Disagree Strongly Disagree

Flexible work timing is in need for Systematic arrangements.

Strongly Agree Agree Neutral Disagree Strongly Disagree

Flexible work timing is creating good relationship between employer and employee.

Strongly Agree Agree Neutral Disagree Strongly Disagree

Questions on Employee Engagement

Flexible work timing supports inclusive work environment leads to Employee Engagement

Strongly Agree Agree Neutral Disagree Strongly Disagree

Flexible work timing supports caring organizational culture leads to Employee Engagement.

Strongly Agree Agree Neutral Disagree Strongly Disagree

Flexible work timing supports regular feedback and recognition lead to Employee Engagement.

Strongly Agree Agree Neutral Disagree Strongly Disagree

Flexible work timing supports professional growth opportunity leads to Employee Engagement.

Strongly Agree Agree Neutral Disagree Strongly Disagree

Flexible work timing supports autonomy to work independently leads to Employee Engagement.

Strongly Agree Agree Neutral Disagree Strongly Disagree

What are the advantages you are proposing while implementing the Flexible work timing for IT employees?

Flexible work timing is cost-Efficient for IT employees.

Extremely Important Very Important Moderately Important

Some What Important Not At All Important

Flexible work timing increases Productivity for IT employees.

Extremely Important Very Important Moderately Important

Some What Important Not At All Important

Flexible work timing attracts Top Talent for IT employees.

Extremely Important Very Important Moderately Important

Some What Important Not At All Important

Flexible work timing improves Retention for IT employees.

Extremely Important Very Important Moderately Important

Some What Important Not At All Important

Flexible work timing is more choice of Recruitment for IT employees.

Extremely Important

Very Important Moderately Important

Some What Important

Not At All Important

What are the limitations you are proposing while implementing the Flexible work timing for IT employees?

Flexible work timing requires supervision for IT employees.

Extremely Important

Very Important Moderately Important

Some What Important

Not At All Important

Flexible work timing requires fairness for IT employees.

Extremely Important

Very Important Moderately Important

Some What Important

Not At All Important

Flexible work timing requires increased complexity and security issues for IT employees.

Extremely Important

Very Important Moderately Important

Some What Important

Not At All Important

Flexible work timing requires challenges of coordination for IT employees.

Extremely Important

Very Important Moderately Important

Some What Important

Not At All Important

Flexible work timing requires need for training in technologies required for IT employees.

Extremely Important

Very Important Moderately Important

Some What Important

Not At All Important