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**IMPACT OF WORK FLEXIBILITY ON JOB SATISFACTION
OF INFORMATION TECHNOLOGY SECTOR EMPLOYEES IN
INDIA**

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I hereby declare that I have compiled the thesis independently and all works, important standpoints, and data by other authors have been properly referenced, and the same paper has not been previously presented for grading.

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TABLE OF CONTENTS

ABSTRACT	5
INTRODUCTION	6
1. LITERATURE REVIEW	9
1.1. Work flexibility.....	9
1.2. Job satisfaction.....	10
1.3. Employee loyalty	10
1.4. Employee engagement.....	11
1.5. Work flexibility and job satisfaction.....	11
1.6. Work flexibility and employee loyalty	16
1.7. Work flexibility and employee engagement	16
1.8. Conceptual framework.....	18
1.9. Research gap	19
2. RESEARCH METHODOLOGY	20
2.1. Research design	20
2.2. Population and sampling	20
2.3. Data.....	21
2.4. Data collection methods	22
2.5. Research instruments.....	22
2.6. Reliability	23
2.7. Validity.....	23
2.8. Ethical considerations.....	23
2.9. Statistical tools.....	24
3. EMPIRICAL STUDY AND PRACTICAL IMPLICATIONS	25
3.1. Empirical analysis	25
3.1.1. Demographic profile of respondents	25
3.1.2. Mean and standard deviation	28
3.1.3. Association between the work flexibility and employee loyalty, employee engagement, employee job satisfaction and antecedents of employee loyalty	32

3.1.4. Impact of work flexibilities on employee engagement of information technology sector in India	33
3.1.5. Impact of work flexibilities on job satisfaction of information technology sector in India	34
3.1.6. Impact of work flexibility on antecedents of employee loyalty	35
3.1.7. Impact of work flexibility on employee loyalty	36
3.1.8. Impact of work flexibility on employee engagement	37
3.1.9. Impact of work flexibility on Job satisfaction	37
3.1.10. Differences in work flexibilities in terms of gender	38
3.1.11. Factor analysis	40
3.2. Results	45
3.3. Discussion.....	47
CONCLUSION	50
LIST OF REFERENCES	52
APPENDICES	60
Appendix 1. Questionnaire	60
Appendix 2. Results.....	62
Appendix 3. Non-exclusive license	64

ABSTRACT

Introduction: Indian information technology employees are overlooked and exhausted with work flexibilities. Indian employees could not care about their commitment because of their work flexibilities. Due to its contrary view, the study focuses on measuring the work flexibilities of the information technology sector in India. Despite employee's loyalty being a significant factor for an information technology organization to keep their employees loyal and reduce their turnover. As a result, work flexibilities and antecedents of employee loyalty have been taken into account. The study aims to find out the flexibilities associated with antecedents of employee loyalty of the Information technology sector in India.

Objectives: The study objective is to identify how flexibilities are associated between employee engagement and job satisfaction in the Information technology sector in India. Secondly, the study examines whether male work flexibilities differ from female work flexibilities in the Information technology sector in India.

Research methodology: Such measurement of association makes through quantitative research methods; the hypothesis for the study is work flexibilities associated with employee engagement, work flexibilities associated with employee loyalty, and work flexibilities associated with job satisfaction.

Results: Analysing the hypothesis using statistical tools reveals that higher work flexibilities, the higher employee loyalty. Employee engagement and job satisfaction have a moderate and low work flexibilities relationship, respectively. Despite the gender difference in work flexibilities, the outcome is not statistically significant.

Conclusion: Work flexibilities had a linear relationship and a high statistical effect on employee engagement, moderate job satisfaction and employee loyalty. So, the study concludes that higher work flexibilities higher employee loyalty. The study suggests that the companies must create a flexible policy in increasing employee engagement, loyalty, and job satisfaction.

Keywords: Work flexibilities, employee engagement, employee loyalty, and job satisfaction

INTRODUCTION

The service sector drives its growth forward in India. One such service sector is Information technology is cited as an example for the sector (Gupta, Basole 2020). One of the pillars of modern India is an information technology (Hindu 2020). Today, information technology is a global powerhouse, and its effect is incomparable to the country (Meity 2021). The industry gets preferred investment from global investors and sets up huge employment prospects in India. It creates 4 million direct jobs and 10 million indirect employments (Hindu 2020). As per recent Ministry of electronics and information technology statistics, the sector contributes 8% of the Indian GDP (Meity 2021). India is one of the leading destinations for IT companies across the world. This medium may eventually lead to cost-effectiveness, reliability, good quality, speedy deliveries, and global utilization of state-of-the-art technologies (*ibid*).

Flexible work arrangements are not a new concept but were previously occasionally practised by a few employees in the IT sector (Allen *et al.* 2015; Dima *et al.* 2019). However, it is a new norm for many employees in India (Bolisani *et al.*, 2020). Many employees were able to work from home suddenly (Kniffin *et al.*, 2021). Sudden and unexpected work patterns were challenges for employees and organizations (Chong *et al.* 2020; Rudolph *et al.* 2021). Most employees are forced to do their job to work from home (Kniffin *et al.*, 2021). Mandatory flexible work arrangements created workload, unclear job instructions (Rigotti *et al.*, 2021; Rudolph *et al.* 2021).

Moreover, mandatory flexible work arrangements made the organization find it difficult to offer support and resources to perform the job (Errichiello, Pianese 2021). However many companies failed to support flexible work arrangements, SAP supports many of its employees. One support for employees is 100% flexibility (Busvine 2021). Moreover, as per recent statistics, SAP employees want to integrate working from home or remotely sometimes in the office (Khan 2021).

Research problem: The statistics of RGF International recruitment latest talent in Asia 2020 indicates that work flexibility increases 14% higher than usual rates (RGF 2020). However, in another survey, BS Reporter (2021) mentioned that Indian employees felt overworked and

exhausted. Also, it pinpointed that work flexibility acquires more Indian time for work but never cares about their other commitment.

Nevertheless, the opinion of Indian employees about work flexibility creates inspiration to measure the actual response of flexible work arrangements of employees in India. Prior research in work flexibilities can be useful, but limited studies give importance to antecedents of employee loyalty (Shagvaliyeva, Yazdanifard 2014). Thus, the study provides an insight into the need for measuring the association between work flexibility and antecedents of employee loyalty.

Aim of the study: The study aims to find out the flexibilities associated with antecedents of employee loyalty of the Information technology sector in India.

Objectives: The objective of the study is

- 1) To identify how flexibilities associate between employee engagement and job satisfaction in the Information technology sector in India
- 2) To analyse whether male work flexibilities differ from female work flexibilities in the Information technology sector in India

Scope of the study: The purpose of the study is to measure the association between work flexibilities and antecedents of employee loyalty. This measurement of variables is based on Information technology employees' opinions in Bangalore. The theory holds the association of variables are social exchange theory and Herzberg theory. Such theories direct the researcher to frame the hypothesis for the study.

Hypothesis: The hypothesis of the study is

- 1) Work flexibility is associated with job satisfaction
- 2) Work flexibility is associated with employee engagement
- 3) Male employees differ in work flexibilities from Female employees.

Significance of the work: Indians are overworked and exhausted due to work flexibilities. Information technology companies in India give employees personal commitment less importance. Work flexibilities can be useful, but limited studies give importance to antecedents of employee loyalty (Shagvaliyeva, Yazdanifard 2014). So, this study measures the association between work flexibilities and antecedents of employee loyalty. Such antecedents were job satisfaction,

employee engagement and employee loyalty. Individual studies gave more attention to work flexibilities on job satisfaction, employee engagement and employee loyalty. But there is a lack of direct studies on measuring the work flexibilities and antecedents of employee loyalty. So, the study made a detailed investigation on the variables in quantitative research methods Jung and Yoon (2021); Koekemoer *et al.* (2021); Zaman and Ansari (2021); Ugargol and Patrick (2018); Timms *et al.* (2015); Rawashdeh *et al.* 2016; Dilmaghani 2020; Azar *et al.* 2018; McNall *et al.* 2009; Wheatley 2017; De Menezes, Kelliher 2017; Ray, Pana-Cryan 2021; Possenriede, Plantenga 2014; Possenriede *et al.* 2016; Aziz-Ur-Rehman, Siddiqui 2019. The results derived from the study will benefit the Information technology sector companies in India.

The chapter scheme of the study is divided into three sections. Section 1 gives a detailed description of theories concerned with work flexibilities and its antecedents of employee loyalty. The second section presents how to carry out the study to accomplish the research objectives. In the third section, a detailed statistical analysis presents the findings and discussion of the outcome. The study conclusion is drawn in the last section.

1. LITERATURE REVIEW

The importance of work flexibility has been gaining attention in recent years. Organizations are deliberately designed in their policies to get work commitment from employees. Similarly, in the IT sector, employees can have the option to choose their work flexibilities. As per recent statistics EC (2020), most Indians prefer work flexibility. Indians have given more importance to work flexibility in recent days. Thus, the aspects induce the researcher to measure the work flexibility of employees in India. There is a wide array of studies that give importance to work flexibilities. However, the focus of the study is unrestricted to work flexibilities and extends to job satisfaction, employee loyalty, and employee engagement in detail in the subsequent subsection.

1.1. Work flexibility

Work flexibility can characterise how the work is done, where, when, and how long the work is done (Jeffrey Hill *et al.*, 2008; Michalos 2014; Berg *et al.* 2014). Also, employees can decide their workplace, when and where to work (Ma 2018). Work flexibility refers to employees showing adaptability to the dynamic environment (Svensson 2012). Employees' work flexibility is the preference of their location, working time, and even the extent to which employees work (Govender *et al.*, 2018). The main intention of work flexibility is to motivate employees and make them satisfied with their roles (*ibid*). These practices can direct the employees to balance their work and family requirements (Jeffrey Hill *et al.* 2008).

Moreover, it can increase employee performance, which improves the organization's whole performance (Davidescu *et al.* 2020). It helps the employees to diminish their stress and increase organizational commitment. A further indication of employees' organizational commitment diminishes the employee intention to a great extent (Choo *et al.*, 2016).

Work flexibilities can be in the form of working at home, taking time off whenever required, and changing their work schedule based on their convenience (Ray, Pana-Cryan 2021). Some other studies mentioned that flexitime, flexiplace, compressed work practices, part-time, and job sharing

were prevalent (Kaur n.d.; Yunus, Mostafa 2021; Austin-Egole *et al.* 2020; Njiru *et al.* 2015). Azar *et al.* (2018) indicated that flexitime and flexi place were the major used work flexibility practices. As per Cășuneanu (2013), forms of flexibilities were contractual, functional, wage, working time flexibility. Ray and Pana-Cryan (2021) mention that the work flexibility indicators were location leave and schedule flexibility. Despite the above authors, Kim *et al.* (2020) and Ma (2018) discussed two dimensions, namely schedule and workplace flexibility. At the same time, the other study, Koekemoer *et al.* (2021), mentions technological flexibility in their study. The researcher observed that the authors focused on the workplace, schedule, and functional flexibility from the studies. A small number of studies have utilized other flexibilities. Thus, the study focuses on flexibilities like leave, location, schedule, time, function, and workspace, general in studies. But the researcher is dissimilar from other studies through incorporating technological flexibilities in their work.

1.2. Job satisfaction

It refers to how people feel about the work and various facets of the job. It is a collection of favourable and unfavourable feelings of employees integrating with themselves and their work in the organization (Mohapatra *et al.*, 2019). Job satisfaction is determined based on the know-how helpful (Ibrahim *et al.* n.d). At the same time, the other study, Alegre *et al.* (2016), discusses that job satisfaction is a positive state stemming directly from assessing one's job. Bulińska-Stangrecka and Bagieńska (2021) mention a subjective comparison between actual work and expected work. Job satisfaction is an essential aspect of employee life. However, from an organizational perspective, it is important because it associates with individual performance, productivity, life satisfaction, etc. (Berassa *et al.* 2021).

1.3. Employee loyalty

It refers to knowing the employee's psychological attachment to the organization (Tomic *et al.*, 2018). Employees generally believed that working for the organization brought out the best (Iqbal 2015). According to recent articles, employee loyalty is reflected in employee behaviour to remain forever in the organization through defending and maintaining the organization from being undermined by irresponsible people (Hasibuan 2009; Rodríguez, Román 2020). Abdullah *et al.* (2021) reported that employee loyalty is vital in enhancing and improving excellence and

efficiency. Recent studies reported that employee loyalty helps to gain a competitive advantage in any organization (Dutta, Dhir 2021; Mariana, Irfani 2017). Study findings hold that higher loyalty can guarantee up and over the performance of employees in the organization (Ardana *et al.* 2012). Previous research has established that High loyalty employees are optimised for the organization's progress (Ismail, Abd Razak 2016). It makes it easier for the organization to achieve its goals (Mariana, Irfani 2017).

1.4. Employee engagement

According to Shuck and Wollard (2010), employee engagement refers to an individual's cognitive, behavioural, and emotional aspects directed at organization outcomes. Saks (2006) refers to how an individual is attentive to their performance. Schaufeli *et al.* (2002) point out that employee engagement is a positive, fulfilling, and work-related state of mind. Also, it is characterized by three indicators, namely vigor, dedication, and absorption. These characteristics make up the employees physically present and minimize the mistakes and errors made at work (Shantz *et al.*, 2013). Hence, it is crucial to the development and growth of an organization. If employee engagement is high, it increases and improves productivity (Alshaabani *et al.*, 2021). Moreover, such people had a positive attitude against the organization and its values (Men 2015).

The studies presented thus far provide evidence of work flexibility, job satisfaction, employee engagement, and employee loyalty. Therefore, the subsequent section describes the association between work flexibility & job satisfaction, work flexibility & employee loyalty, and Work flexibility & employee engagement.

1.5. Work flexibility and job satisfaction

Work flexibilities are where, when, and how much an employee has to work in their day to day working life (Govender *et al.* 2018). Job satisfaction represents the enjoyment of employees while at work (Saeed *et al.*, 2014). A review of major studies empirically confirmed that work flexibilities are associated with job satisfaction (Rawashdeh *et al.* 2016; Dilmaghani 2020; Azar *et al.* 2018; McNall *et al.* 2009; Wheatley 2017; De Menezes, Kelliher 2017; Ray, Pana-Cryan 2021; Possenriede, Plantenga 2014; Possenriede *et al.* 2016; Aziz-Ur-Rehman, Siddiqui 2019). A detailed description of individual studies is presented below

Ma (2018) has shown that work flexibility on employee job satisfaction is mediated by perceived organizational support. Work flexibility includes scheduled flexibility and workspace flexibility. It has a close relationship with job satisfaction. Administrative support acts as a mediatory between flexibility and job satisfaction. Thus, it concludes that work flexibility increases the job satisfaction level of employees.

Yaghi (2016) has focused on identifying the association between work flexibility and job satisfaction. The study uses the mediating role of work flexibility. The study finds a strong link between worker flexibility and job satisfaction. Thus, it concludes that empowerment mediates the association between work flexibility and job satisfaction.

Rawashdeh *et al.* (2016) have focused on assessing that flexible work practices motivate employees and satisfy their work-related roles. Hence, the author measured the relationship between flexible work practices, performance, and job satisfaction at Eskom. The study measured the variables; samples were determined using simple random sampling techniques. In addition, the online questionnaire was used as an effective instrument to assess the relationship between the variables. Reliability of the variables measured using Cronbach alpha; values were 0.75, indicating the items' high internal consistency. Analysis showed that job satisfaction and flexible work arrangement were statistically significant. Also, performance and flexible work arrangements were positive and statistically significant. Thus, the study concluded that flexible work arrangement was an important factor in determining the performance and satisfaction of employees.

Dilmaghani (2020) has taken the dataset of the Candian general society survey conducted in 2016. With the help of the dataset, the study measured the flexible work arrangements of employees and their level of satisfaction of employees in Canada. The study utilized secondary data sources and found that flexible time had a high job satisfaction whereas flexible place had no job satisfaction. On the whole flexible work arrangement of men had higher satisfaction. Also, flexible work arrangements were stronger among men and women without dependent children.

In the study, Azar et al. (2018) pointed out that flexible work arrangements extended to employees to resolve the work and family conflict. Thus, it became imperative for the organization to measure the effectiveness of flexible work arrangements. Hence, the study measured the relationship

between flexible work arrangements and job satisfaction using social exchange theory. A self-reported questionnaire was used to gather the opinion of respondents. More male employees highly participated in the survey than females. SEM analysis showed that flexible work arrangements affected job satisfaction, but the effect was indirect.

McNall *et al.* (2009) discuss the relationship between flexible work arrangements and job satisfaction. The study measures the aspects using quantitative research methods. The authors considered the flexible work arrangements of flexi-time and compressed workweek. Analysis of the study showed that flexible arrangements had a positive relationship with job satisfaction. Higher flexible work arrangement, higher the satisfaction and lowered the turnover intention.

Wheatley (2017) measures the effect of flexible work arrangements on job satisfaction. The analysis showed that flexible work arrangements positively affected job satisfaction irrespective of gender. Flexitime had a positive effect on job satisfaction among men. However, women negatively affect job satisfaction.

De Menezes and Kelliher (2017) show that the author examines the relationship between flexible work arrangements and job satisfaction. The author measured the aspects through quantitative research methods. Analysis showed that formal flexible working negatively affects job satisfaction. However, informal flexible working had a positive effect on job satisfaction.

Ray and Pana-Cryan (2021) mention that wages and salary workers had a flexible work schedule. They could be able to fix their work timings and their location. Hence, the information pertained to the author to recognize the growing interest in work flexibility trends in the USA. Thus, the study measured the flexibility trends and associated with job satisfaction. The authors assessed the aspects through secondary sources of information. Work flexibilities of working at home, schedule flexibility, and taking time off had taken into account. Analysis showed that taking time off had an association with job satisfaction. However, additional flexibilities had no association with job satisfaction.

Possenriede and Plantenga (2014) discuss the backdrop of an ageing society, shortages of labour forces, and the advent of new technology increased the need for locational flexibility in the organization. Hence, the recent upliftment in location flexibilities directed the author to measure the effect of locational flexibility on employees' job satisfaction. The findings of the study showed

that locational flexibility is associated with satisfaction. Flexibilities of flexo-time, telehomework, and part-time had been considered. Out of three flexibilities, flexi-time had an association with job satisfaction. Also, the effect of flexibilities dissimilar among male and female respondents.

Possenriede *et al.* (2016) mention in their study that employees had control over temporal and locational flexibilities. It helped in facilitating the integration of work and private life. But the employees had engaged in work for the least amount of working hours. Hence, it is essential to increase employees' average working hours through a policy. The authors had observed that policy instruments of flexible work arrangements had not yet been investigated in studies. Therefore, the study measured whether the temporal and locational arrangements increased the actual working hours of employees. The study acquired the data from secondary sources, and the outcome exhibited a weak relationship between temporal and locational flexibilities and working hours. However, telework was associated with actual working hours, whereas flexi-time did not increase working hours. Moreover, job satisfaction and temporal and flexible arrangements were observed, but they did not give relevant results for the study.

Aziz-Ur-Rehman and Siddiqui (2019) discuss that flexible work arrangements benefit employers and employees. But there was a lack of studies on measuring flexible work arrangements for public sector organizations. Thus, the study measured whether there existed any relationship between flexible work arrangements and job satisfaction. The study designed the research as simple; quantitative methods were used. Samples were selected based on convenience sampling, and the opinion of the samples gathered through a self-structured questionnaire. The assessment of variables in the questionnaire had a total response rate of 84%. Analysis of the opinion showed that male respondents were more involved in the study than female respondents. The majority of respondents were married. Flexible work arrangements had a positive effect on job satisfaction. Finally, it concluded that flexible work arrangements were a predictor of job satisfaction. Higher flexible work arrangement, higher the satisfaction among employees.

Solanki (2013) discusses that many working professionals are concerned about professional challenges, and personal challenges create stress at home. Hence, the author has observed that limited attention is given to flexible working hours and their relation to job satisfaction. Thus, the study measured the relationship between flexitime and job satisfaction. Quantitative research methods were utilized, and statistical tools were applied in this study. This study showed that most

flexitime employees were between 21-23 years. UG education level of employees was the majority of respondents than others education qualification. Regression results revealed that flexitime was associated with job satisfaction, but the effect was 4.3%. Therefore, it concluded that higher flexitime employees satisfied the employees and increased productivity.

Kiran and Khurram (2018) mention in their study that the employees were still working in an uncertain environment. The working environment was competitive, and hence the organization had employed HR specialists to motivate, satisfy and keep up employees in a happier way. Hence, there was a need to measure the relationship between flexitime and employee job satisfaction. The authors had carried out the study through deductive and exploratory studies. The self-administered questionnaire was used to measure the variables. The outcome showed that males were more involved in the survey than females. The majority of respondents were Masters, and their age was between 21-25 years. Also, the integral outcome was that flexitime had a positive and statistically significant association with employees' job satisfaction.

Viorel *et al.* (2018) state that redefining the labour market made in recent years. It transformed the way employees report to employers. One such transformation was work flexibility. It has been gaining importance in recent days. Employees spend their long time in the job without changing the nature of the job. Hence, the author tested the association between work flexibility, job satisfaction, and job performance. The measurement was made through quantitative research methods. Empirical results showed that work flexibility affected job satisfaction and job performance. However, the study found that schedule flexibility had influenced job satisfaction than other flexibilities (flexible program, teleworking).

Ayrancı and Şimşek (2012) agreed that work flexibility was a tool to meet competitiveness in the dynamic environment. It had the power to affect employees' happiness, satisfaction, and performance. Hence, the authors' ideas to measure the work flexibility and job satisfaction of private employees in Turkey. The measurement of variables is made through quantitative research methods. The reliability of variables was 0.803 indicated a higher internal consistency. Findings revealed that work flexibilities are associated with job satisfaction. Apart from the relationship, some of the study's demographic information indicated that females highly participated, and most respondents' education level was postgraduates.

1.6. Work flexibility and employee loyalty

Summarised in his findings, employees could control the organization's working hours, location, and work schedule. This way of controlling the aspects can be termed work flexibility (Shagvaliyeva, Yazdanifard 2014). Employee loyalty is the employee's commitment to the organization. Employees believe that working within the organization is considered the best option (Iqbal 2015). The study observes that the recent investigation demonstrates the relationship between work flexibility and employee loyalty (Capnary *et al.*, 2018). Therefore, the study has been described in detail.

Capnary *et al.* (2018) have discussed that the companies lacked human resources. To overcome the absence of HR, companies had a flexible work arrangement strategy to gain and maintain the availability of HR in the organization. The study was developed to identify the effect of work arrangement flexibility on loyalty and satisfaction with work-life balance. The author determined the study through quantitative research methods; samples were acquired through convenience and snowball sampling. A questionnaire was used to collect the data from the samples. Analysing the opinion of the sample revealed that flexibility of work arrangement had a significant effect on both loyalty and satisfaction. However, work-life balance has no mediate relationship between both loyalty and satisfaction.

1.7. Work flexibility and employee engagement

Work flexibility is the flexibility allocated to employees to change their working patterns (Berber *et al.*, 2017). However, employee engagement is represented as a workplace attitude that ensures enthusiastic employees give their excellence to the organization every day (Chanana 2020). Work flexibility and Employee engagement have recently gained attention because they can be used as an effective instrument to gain a competitive advantage (Gašić, Berber 2021). A recent investigation of the variables has demonstrated that the possible use of quantitative research methods provided the association between work flexibility and employee engagement (Koekemoer *et al.* 2021; Jung, Yoon 2021; Zaman, Ansari 2021).

Jung and Yoon (2021) show that examining the effect of workplace flexibility on satisfaction, engagement, and commitment. The author had made efforts to resolve the issues through quantitative research methods. The questionnaire was used to collect the data for the study. The

findings of the study showed that work flexibility had a positive effect on engagement. Also, work flexibility had satisfaction on the satisfaction of employees.

Koekemoer *et al.* (2021) discuss that covid have created a storm for the whole world. It affected leadership, performance, and motivation during the lockdown. The study focused on measuring the effect of technological flexibility on work engagement through quantitative research methods. Data collection of quantitative research is made through a questionnaire. The findings of the study showed that technological flexibility did not affect work engagement. From the study, the researcher can know that technological flexibility is one of the flexibilities emerging in recent times due to covid. The researcher finds it useful to consider in the questionnaire.

Zaman and Ansari (2021) show that the study focused on measuring the relationship between workplace flexibility and engagement. The authors carried out the study through a cross-sectional study. A questionnaire-based survey was used as an instrument to collect the opinion of the employees of software firms in India. The findings of the study showed that a positive association between workplace flexibility and engagement. The researcher observes that workplace flexibility is the essential aspect that impinges on employee engagement from the study. Thus, workplace flexibility and engagement are evaluated through quantitative research methods. The statistical relationship is useful for the researcher to evaluate the aspects of the study.

Ugargol and Patrick (2018) discuss that Indian employees found difficulty maintaining work-life balance. Therefore, organizations took flexible work arrangements to resolve the gap between personal and work commitments. Hence, the author framed how flexible work arrangements relate to employee engagement in Bangalore. The aspects are measured through quantitative research methods. Samples were determined through convenience sampling and a questionnaire to gather data. The study also evaluated that 87.65% of respondents actively participated and filled the survey. The findings of the study showed that flexible work arrangements had an association with employee engagement. Overall, the employee engagement in the IT organization was 7%. Thus, the study gives insights that engagement can indicate in percentage form. Also, respondents' opinions can evaluate through response rate. Therefore, both aspects direct the researcher to replicate the same in their study.

Weideman and Hofmeyr (2020) have stated that organizations often ignore in favour of employee commitment. It may lead to high absenteeism and turnover. The organization needs to improve

its performance, and hence research is essential in identifying the significant effect of flexible work arrangements on engagement. Flexible work arrangements included time flexibility, place, and workweek flexibility. The qualitative research methods measured all the flexibilities; Samples were determined to the full extent to select the samples through the purposive sampling method; Qualitative methods like face-to-face interviews and semi-structured interviews were utilized to gather the participants' opinions. According to the findings, it was evaluating the subsequent outcomes. The study found that the most prominent flexible work arrangement was employee well-being. Employee engagement and flexible work arrangements had a positive relationship, promoting employee productivity.

Timms *et al.* (2015) discuss that work flexibilities are suited for difficult interface for employees (work and non-work domain). The authors investigate the relationship between work flexibilities and employee engagement in Australia. With the help of quantitative research methods, the study found that the variables had an average response rate was 33%. The findings of the study showed that the majority of respondents were female, postgraduates, and the average work experience was 11 years. The surprising result of the study was work flexibility had a negative relationship with work engagement.

1.8. Conceptual framework

From the assessment of past studies relating to work flexibility and job satisfaction, Herzberg's theory is suited for the variables. Herzberg's theory has two factors, namely motivators and hygiene factors. Former are important to determine job satisfaction and the absence of latter lead to dissatisfaction of employees (Govender *et al.* 2018). This theory is one of the significant theories used to measure employees' satisfaction and dissatisfaction through intrinsic and extrinsic factors. Previous studies have established the relationship between workplace flexibility and job satisfaction through Herzberg's theory (Govender *et al.* 2018; APUKO 2021; Hrobowski-Culbreath 2010; Govender 2017; Onyango *et al.* 2019). Thus, this theory takes hold of work flexibility as an independent variable and job satisfaction as the dependent variable.

However, the other theory that supports the integration of work flexibility and employee engagement is the social exchange theory. Social exchange theory concerns the meeting of obligations to generate through a series of exchanges among parties (Kieserling 2019). As per the

theory, employees engage in a relationship with the employer (Fletcher 2015). Work flexibility induces employers in return for engagement (Kossek *et al.*, 2012). Employees can perceive work flexibility as a gift, and in return, they show positive reciprocity to the organization. When there is positive reciprocity, employees are more engaged in the organization. Some studies pinpointed work flexibility and employee engagement through social exchange theory (Koon, Chong 2018; Ivanauskaite 2015; Fletcher 2015; Avgoustaki, Bessa 2019). Thus, this theory supports that work flexibility is associated with employee engagement.

Therefore, the hypothesis for the study is “Work flexibility associates with job satisfaction”; “work flexibility associates with employee engagement.” The study observes that the lack of theory supports the statement “Work flexibility associated with employee engagement.”

1.9. Research gap

Individual assessment of past studies relating to work flexibility & job satisfaction, work flexibility & employee engagement, work flexibility & employee loyalty, the study observes that a wide array of studies had done on the past relating to work flexibility and job satisfaction. However, very few give importance to the recent emerging concept of work flexibility & employee engagement. Nevertheless, there is a lack of studies on assessing work flexibility & employee loyalty of IT employees. Therefore, the researcher observes the gap and directs the study equally to all the study indicators.

Employee engagement and loyalty are essential to induce employees and gain a competitive advantage in the dynamic environment. Thus, the aspects induce the researcher to give special attention to employee engagement and loyalty in the study. Moreover, there is a lack of knowledge on the authors examining work flexibility, job satisfaction, employee engagement, and employee loyalty in the same study. Therefore, the researcher makes a detailed investigation of all the above-stated aspects in this study

2. RESEARCH METHODOLOGY

The section showed how to carry out the methods and methodologies used by the researcher to find out the answers to research questions exhibited in the introduction chapter. The chapter starts with research design, population and sampling, data collection methods, research instruments, validity, reliability, and ethical considerations. A detailed analysis of research methods used in the research is acknowledged and discussed in the following section.

2.1. Research design

Research design indicates the research structure, which holds all the research elements; integrate it. It contains a precise statement of the research problem, procedures and techniques used to gather information, the population studied, and methods used to process and analyse the data (Kothari 2004). The research design applicable for the study is the descriptive research design. It is otherwise known as statistical research. The key goal of descriptive research design is to portray the prerequisites of a particular group or situation. Also, it answers the questions like who, what, when, where, and how. Moreover, it associates more with naturally occurring phenomena. Similar methods have been previously described by (Kumar 2012; Ugargol, Patrick 2018), and it has been used to know the effect of work, schedule flexibility, and job satisfaction.

2.2. Population and sampling

Population refers to the group of activities applicable to the particular research findings (Shukla 2020). There are two types of population, namely finite and infinite population. Finite population refers to the number of units that can be counted precisely, whereas infinite could not. Among two types of population, the study has acquired a population that can be precisely counted. The present study had a population of Information technology sector employees in India. As of 2020, 4360000 employees are currently working in India's Information technology sector (PTI. 2020).

Out of 4.36 million employees, 150000 employees are working in the Information technology sector in Bangalore

Sample defines as a part of a population that represents the whole population. The primary role of the sample in research is that it makes the process faster and less expensive. The research process is precise because the number of subjects in the sample is less than that of the population makes data collection, analysis, and interpretation precise. Therefore, the study has fixed samples of Information technology employees in Bangalore. Similar samples which have been already utilized as extensive evidence in the study (Ugargol, Patrick 2018)

Sampling is a procedure to pick out the samples from a wide array of populations for knowing the effect of work and schedule flexibility on job satisfaction. The present study acquires sampling as employees working in information technology companies in Bangalore.

Sampling techniques are of two types, namely probability sampling and non-probability sampling. Each population member is known in probability sampling, whereas non-probability sampling is unknown (Bhardwaj 2019). Among two types, the study picks out the non-probability sampling in which convenience sampling has been taken into account. Convenience sampling is selecting the members of samples based on the researcher's convenient accessibility. The selection of convenience sample have been reported previously in Kumar (2012) and Ugargol, Patrick (2018)

Sample size: Population is 150000, the confidence level is 95%, a confidence interval is 10%, and the sample size derived for the study is 88. However, in the previous studies (*ibid*), the authors have utilized more than 100 respondents. Due to time and resource constraints, the researcher limits the sample size to be 88.

2.3. Data

There are two types of data, namely primary and secondary data. Primary data is of collecting the data for the first time for research. Collecting such kind of primary data is reliable. However, someone has already collected and compiled secondary data, and the researcher utilizes the data from previous studies and other sources (Parveen, Showkat 2017). To justify the data, the present study utilises primary data to gather respondents' opinions for the first time to measure work,

schedule flexibility, and job satisfaction. The researcher has approached a local consultancy which is in Bangalore. The researcher gathered information on employees' email IDs and contact numbers with assistance from the consultancy. The researcher individually contacts the respondents; gets prior approval from the respective persons. The researcher has also prepared the questionnaire in the Google form and sent links to all the approved respondents. With the voluntary involvement, the respondents have filled the questionnaire.

2.4. Data collection methods

Data collection is an ongoing process of systematically collecting data, analysing and interpreting the data for a different design, and implementing and evaluating programs. It considers the heart of research irrespective of any field of study (*ibid*). Out of two data collection methods, this study picks out quantitative data because the researcher is keen on quantifying the outcome statistically. As per the earlier work of McNall *et al.* (2009); Ayrancı and Şimşek (2012); Solanki (2013); Timms *et al.* (2015); Rawashdeh *et al.* (2016); De Menezes and Kelliher (2017); Capnary *et al.* (2018); Ugargol and Patrick (2018); Aziz-Ur-Rehman and Siddiqui (2019); Viorel *et al.* (2018); Jung and Yoon (2021); Koekemoer *et al.* (2021); Zaman and Ansari (2021), the quantitative technique offers an appropriate outcome for work flexibilities and the antecedents of employee loyalty. So, this study uses an instrument to gather data which is through a self-structured questionnaire. A detailed explanation of the questionnaire is mentioned in the subsequent section.

2.5. Research instruments

The study has utilized a primary research instrument, is questionnaire. It contains information like the profile of respondents, work flexibilities, job satisfaction, employee loyalty, employee engagement. Profile of respondents includes age, gender, and education qualification. The designation, management level, and working form can be presented in the form of open-end and close-ended questions. Work flexibilities, employee loyalty & engagement, and job satisfaction were measured using five-point Likert scale questions. Questions coded from 5 to 1, in which 1- strongly disagree and 5- strongly agree.

Work flexibility aspects were provided by Davidescu *et al.* (2020), Casuneanu *et al.* (2019), and Ma (2018). Some previous studies have undertaken the schedule flexibility aspects (Cowdin 2019;

Omondi 2016; Carlson *et al.* 2010). Finally, the researcher has utilized the Minnesota satisfaction questionnaire to measure employees' job satisfaction (Casuneanu *et al.*, 2019). Detailed information of the questionnaire is provided in Appendix.

2.6. Reliability

Reliability refers to how the instrument's construct measure is consistent or dependable (Drost 2011). The reliability of data affects by systematic error and random error. Random error defines as uncontrollable external attributes which affect the observations randomly but no other observations. Systematic errors are the attributes that systematically influence the observations across the entire sample. The researcher measures the constructs through Cronbach's alpha to overcome such errors. It measures the internal consistency of different items present in the construct (Edwin 2019). Hence, the researcher has utilized SPSS to measure the internal consistency of items. The study has measured the 38 items, which provides the Cronbach value of 0.888, indicating a strong internal consistency.

2.7. Validity

Validity accurately measures the concept in a quantitative study (Heale, Twycross 2015). There are three types of evidence to measure validity: content, criterion, and construct validity. The researcher has picked out content validity to evaluate the constructs with the help of experts. Experts offered the questionnaire and were requested to evaluate the constructs through dichotomous questions. All the experts' opinions were measured through Cohen's Kappa coefficient. It shows that work flexibility has secured 0.934, schedule flexibility has 0.922, and job satisfaction has 0.989. All the values lie between 0.92 and 0.98, which indicates the perfect agreement, and hence it is suitable to measure work and schedule flexibility on job satisfaction.

2.8. Ethical considerations

Ethics is a branch of philosophy that deals with people and directs the norms or standards of people's behaviour and relationships. Research ethics is significant for researchers to safeguard subjects' dignity and publish the researched information (Fouka, Mantzorou 2011). The primary

objective of research ethics is to promote the welfare of people and eradicate bias. Moreover, it is crucial for any researcher who needs support from various people in diverse disciplines, institutions, and ethical standards in fostering collaborative efforts. It includes trust, mutual respect, accountability, and fairness (Akaranga, Makau 2016). Also, it is vital to respect persons very often, which articulates in terms of rights. The person should not be injured or mistreated in any way. Also, the person should be informed, uncovered consent to participate in the research. They have the right to privacy, confidentiality, and anonymity.

Moreover, persons involved in research have a right to make their own decision. Thus, giving the participants informed consent to engage in research activity (Gajjar 2013). The researcher must adhere to guidelines that integrate with authorship, copyright, patent, data sharing policies and confidentiality rules in peer review. A researcher has to follow ethics appropriately.

2.9. Statistical tools

The study evaluates the profile of respondents through frequency distribution. The primary objective of applying frequency distribution is to exhibit the outcome precisely. Such outcomes are presented in the form of tables and graphs.

Descriptive statistics is to measure the range of levels of variables. It applies mean and standard deviation. The highest mean value represents the highest precision, whereas the highest standard deviation has the lowest accuracy.

Correlation applies to determine the relationship between work flexibility, employee engagement, employee loyalty, and job satisfaction. Later determining the relationship, further multiple regression adopts to know the effect of a variable. Such tools measure the effect of work flexibilities on employee engagement, employee loyalty, and job satisfaction. These tools present in detail in the subsequent chapter.

3. EMPIRICAL STUDY AND PRACTICAL IMPLICATIONS

3.1. Empirical analysis

The importance of empirical analysis is to measure the association between flexibilities, employee engagement, employee loyalty, and job satisfaction. Along with this, such a study estimates how male work flexibilities differ from female work flexibilities in the Information technology sector in India. The present study measures the variables using a self-structured questionnaire; opinions gather through a web survey. On the whole, 150 respondents approached, in which 132 respondents were adequately involved in the survey. Therefore, the appropriate response rate for the study is 88% which is relatively higher than the rest of the studies Aziz-Ur-Rehman and Siddiqui (2019); Ugargol and Patrick (2018)

3.1.1. Demographic profile of respondents

The demographic profile provides respondents information such as age, gender, education qualification, designation, marital status, and work experience. In addition, the study raised open-ended questions for age and work experience. Such questions subcategories classification based on appropriate responses of the respondents.

Age: The present study classifies the age of respondents to specific limits; 25-30 years, 30-35 years, and above 35 years. The frequency distribution of age indicates that the highest number of respondents between the age category of 30-35 years (40.9%), moderate respondents between 25-30 years (38.6%), and the least respondents are more than 35 years.

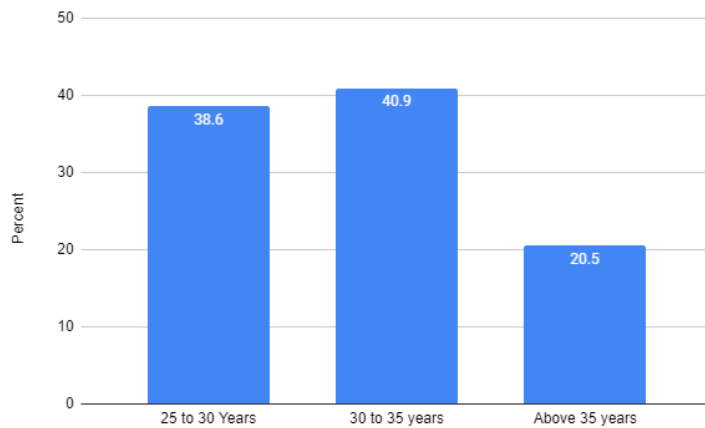


Figure 1. Age of respondents
Source: Own calculation

Gender: Frequency distribution of gender is confirmed by the fact that most respondents are Male (54.5%), indicating a higher level of participation in the study. As a result, female participation reduces slightly (45.5%).



Figure 2. Gender of respondents
Source: Own calculation

Education qualification: Education qualifications have the sub-categories such as Undergraduates, postgraduates, and diploma holders. The Frequency distribution of education qualification reveals that most information technology employees are postgraduates (47.7%). The other education qualifications of employees are graduates (45.5%) and diploma holders (6.8%) respectively.

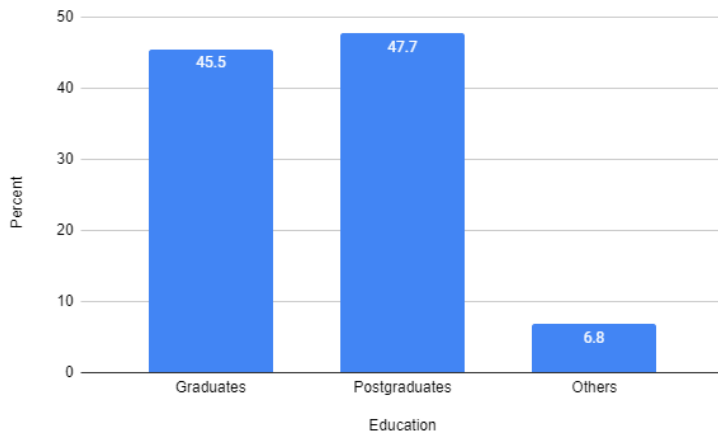


Figure 3. Education of respondents
Source: Own calculation

Marital status: Marital status have the sub-classification; single and married, respectively. The majority of respondents (54.5%) are married, indicating a high level of participation in the study. Due to its higher participation, the number of single respondents is small (45.5%)

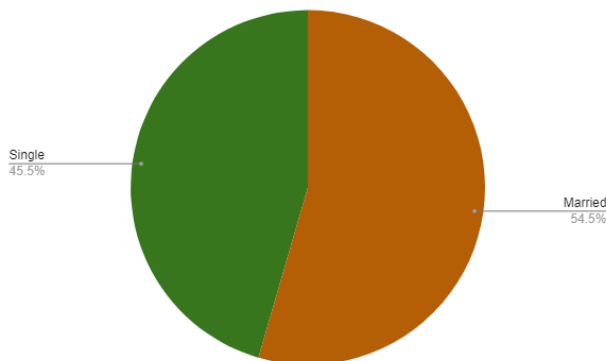


Figure 4. Marital status of respondents
Source: Own calculation

Work experience: Work experience classification as less than three years, three years to five years, 5-7 years, and more than seven years. The frequency distribution results indicate that the highest number of employees have work experience of 3-5 years whereas the lowest is found in the work experience of more than five years.

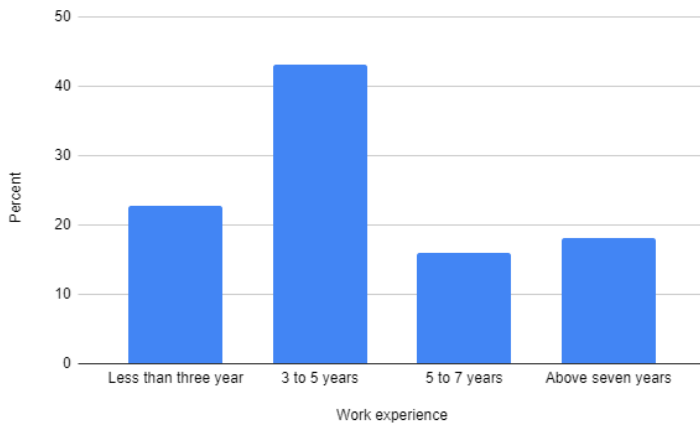


Figure 5. Work experience
Source: Own calculation

Designation: Information technology employees occupy designations like senior engineers, engineers, developers, and technicians in their respective organizations. The highest percentage of employees are technicians (40.9%), engineers (27.3%), whereas a small percentage of employees whose designations are senior engineers (18.2%) and developers (13.6%).

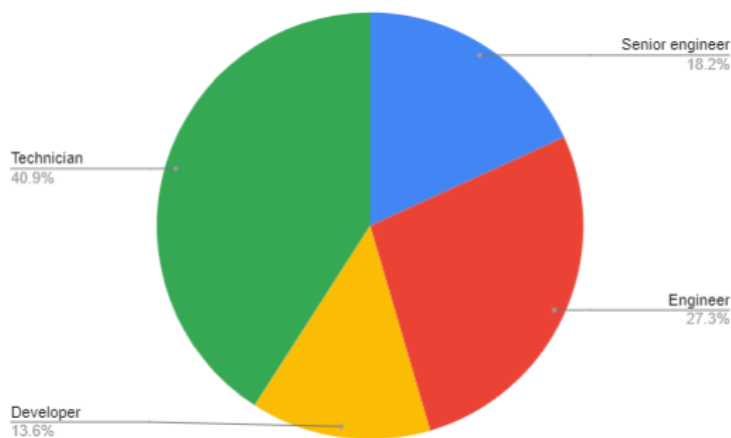


Figure 6. Designation
Source: Own calculation

3.1.2. Mean and standard deviation

It is a specific technique for rationally, meaningfully, and effectively describing and summarizing Likert scale questions (Vetter 2017). The researcher summarized the findings in tables and graphs. The study uses fundamental descriptive statistics concepts such as mean and standard deviation. The mean indicates the variety of the scores, ranging from strongly agree to disagree strongly. As

a result, the standard deviation illustrates the average variability of Likert scale variables (Urduan 2016; Salkind, Frey 2019).

Work flexibility: Work flexibilities are leaving, location, schedule, time, function, workspace, and technological flexibilities. The mean value of flexibilities lies between 2.9 and 4.22. The highest mean value of 4.22 indicates workplace flexibility, whereas the least found is schedule flexibility (2.93). Workplace flexibility has the highest precision than other flexibilities. Later determining the precision, the accuracy measures through standard deviation values. Workplace flexibility has the highest accuracy (1.02) than other flexibilities. To sum up, workplace flexibility has both precision and accuracy.

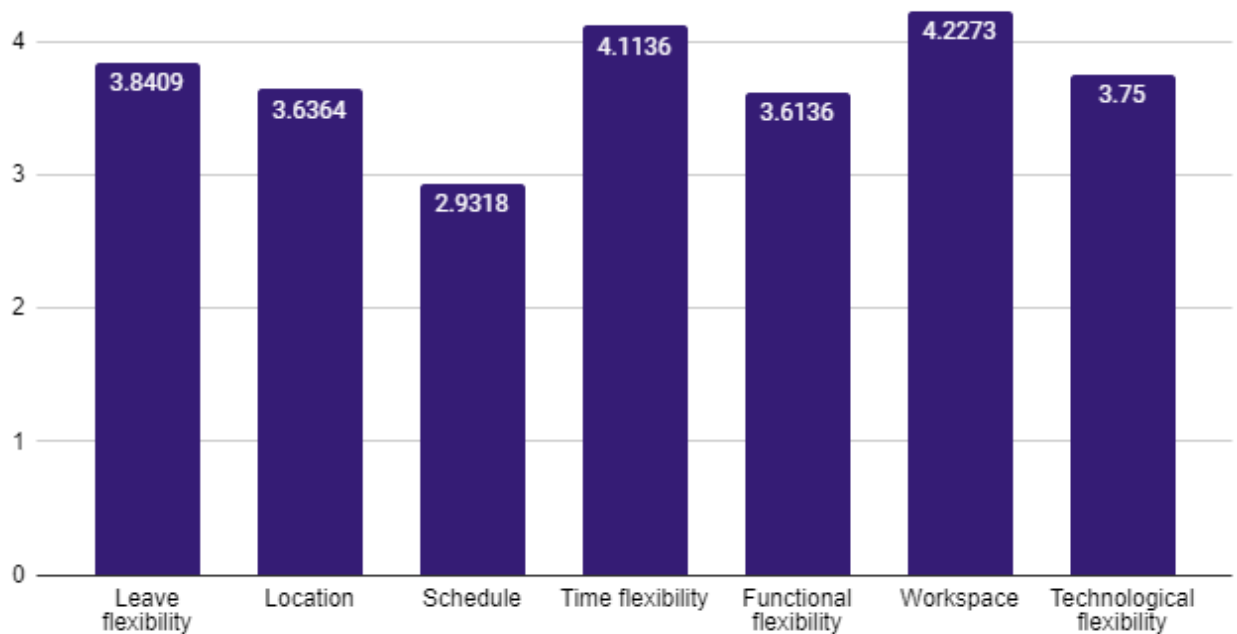


Figure 7. Work flexibility
Source: Own calculation

Employee loyalty: Employee loyalty secures the value ranging from 2.30 to 4.15. The highest value (4.15) represents the statement “I speak positively about my company to others”. The least value indicates the statement “I would not change if I got a job offer” (2.30). On the other hand, the mean results indicate that “I speak positively about my company to others” had the highest precision of the employee loyalty statement. The study presents the individual mean value of employee loyalty illustrated in the figure below.

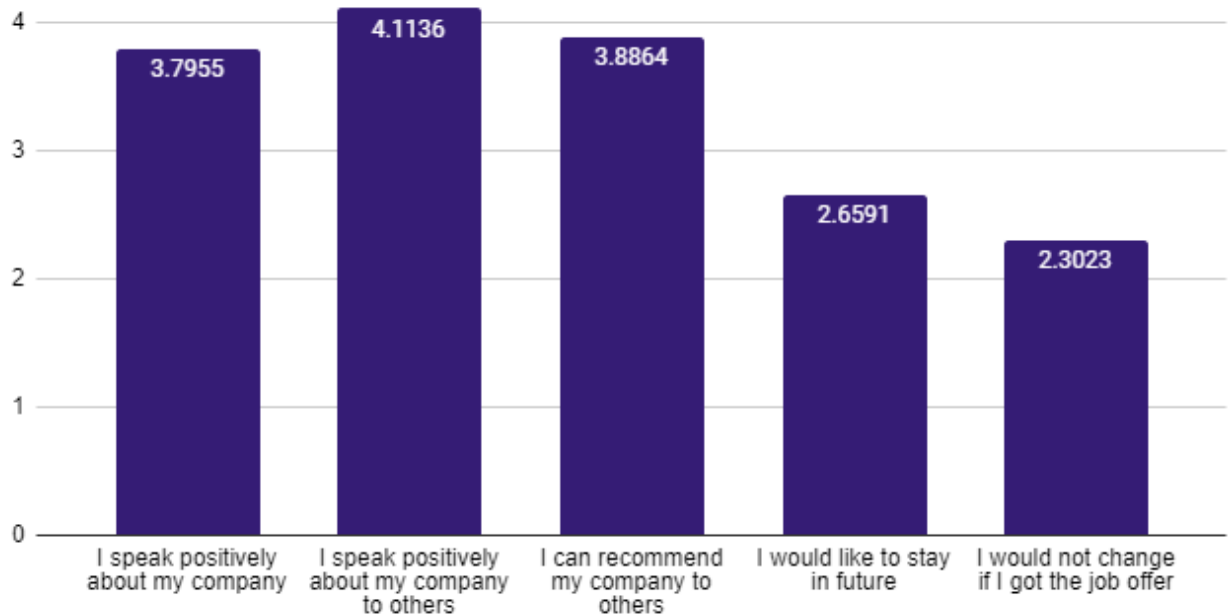


Figure 8. Employee loyalty
Source: Own calculation

Employee engagement: Employee engagement secures the mean value of 3.7 and 4.05, respectively. The highest mean value for the statement is "I feel bursting with energy at work". In contrast, the least mean value (3.79) for "I am at work time files. My job inspires a lot" as the mean value indicates that employee engagement is precise in representing the feeling of bursting employee energy at work.

The standard deviation indicates the precision of the statement. The highest standard deviation for the statement "I feel like going to work in the morning" is 1.26, indicating the lowest precision. The least standard deviation for the statement "I am strong and vigorous at my work" is 1.02, indicating the highest accuracy. As a result, employee engagement is more accurate on the statement, "I am strong and vigorous at my work."

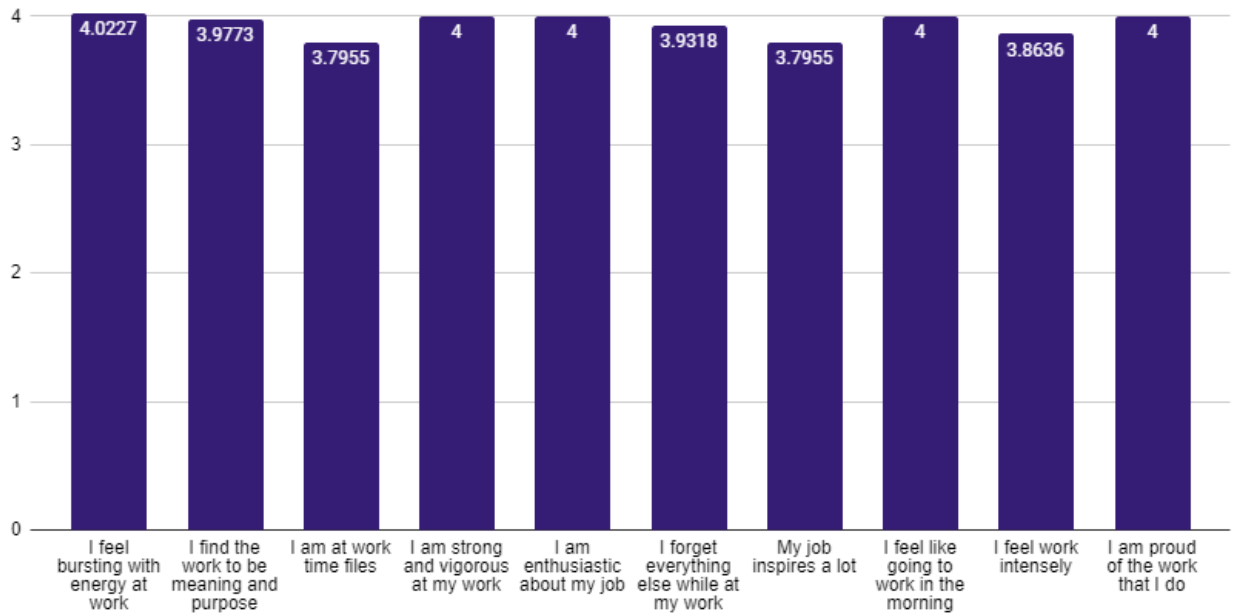


Figure 9. Employee engagement
Source: Own calculation

Job satisfaction: Employee job satisfaction has average values ranging from 3.15 to 4.05. Highest mean values for the statement “I can do things that don’t go against my moral values”, indicating the highest precision. Despite low mean value, low precision was observed in the statement, “I am getting technical assistance from each my supervisor for making an effective decision.”

The standard deviation represents the statement precision in this study. The highest standard deviation is in “I can also do things for other people,” indicating a low precision. The least standard deviation in the statement of “I had a chance to tell other people what to do” indicates high precision, respectively.

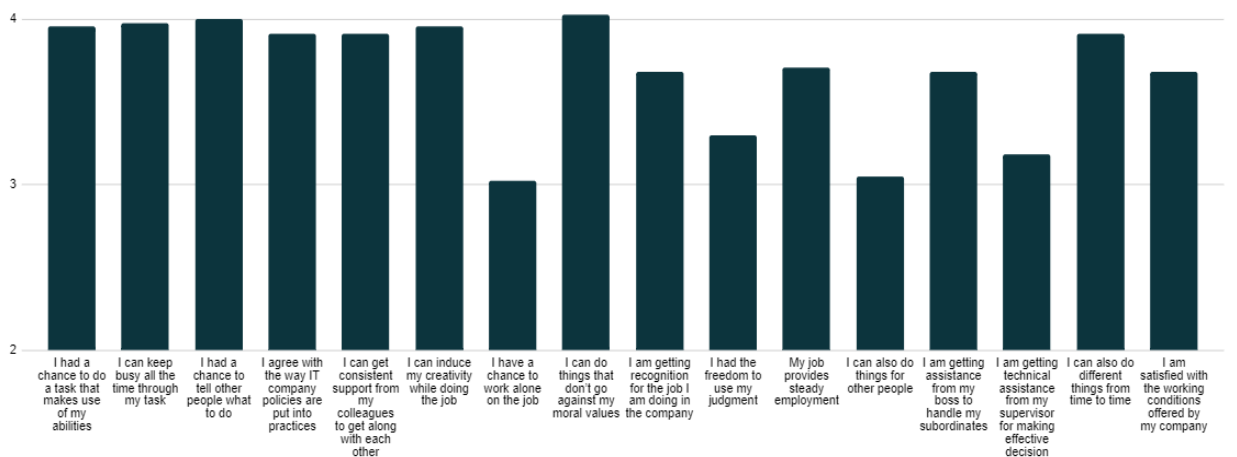


Figure 10. Employee Job satisfaction
 Source: Own calculation

3.1.3. Association between the work flexibility and employee loyalty, employee engagement, employee job satisfaction and antecedents of employee loyalty

Bivariate correlation coefficient applies in determining the relationship between work flexibility & employee loyalty, work flexibility & employee engagement, work flexibility & job satisfaction and work flexibility & antecedents of employee loyalty. Such coefficient presents the results using two values, r and significant results. These results describe in tabular format in detail

Table 1. Association between the work flexibility and employee loyalty, employee engagement, and employee job satisfaction

Particulars		value
Work flexibility and employee loyalty	r	.504**
	sig	(.000)
Work flexibility and employee engagement	r	.402**
	sig	(.000)
Work flexibility and job satisfaction	r	.194*
	sig	(.024)

Source: Own calculation

The first hypothesis is “work flexibility associated with employee loyalty”. The table shows that the correlation coefficient of work flexibility and employee loyalty is 0.504 with a 5% significance level. This R-value of 0.504 is a strong correlation with a high statistical significance.

The second hypothesis is “work flexibility associated with employee engagement”. Such associates measure through bivariate correlation. The work flexibility and job satisfaction R-value is 0.402, significant at a 5% significance level. The results show that work flexibility had a moderate and significant relationship with employee engagement.

The third hypothesis is “work flexibility associated with job satisfaction”. Bivariate correlation uses to determine the association between the variables. The correlation value of work flexibility and job satisfaction is 0.197 ($p < 0.005$). The results indicate that work flexibility had a low and significant relationship with employee engagement.

As a result of bivariate correlation, work flexibilities associate more with employee loyalty than others (Employee engagement and job satisfaction). Later determining the association, further regression tools extend to measure the effect of variables. A detailed description of multiple regression presents below.

Table 2. Association between the work flexibility and antecedents of employee loyalty

Particulars		value
Work flexibility and antecedents of employee loyalty	r	.449**
	sig	(.000)

Source: Own calculation

The hypothesis is “work flexibility associated with antecedents of employee loyalty”. The table shows that the correlation coefficient of work flexibility and antecedents of employee loyalty is 0.449 with a 5% significance level. This R-value of 0.449 is a moderate correlation with a high statistical significance.

3.1.4. Impact of work flexibilities on employee engagement of information technology sector in India

The study measures the work flexibilities and their impact on employee engagement. The measurement of variables was made with the help of multiple regression analysis. Such analysis indicates the relationship between the variables and estimates the variation of an independent variable on a dependent variable. In the present analysis, work flexibilities (leave, location, schedule, time, functional, workspace, and technologies) are independent variables, and the dependent variable is employee engagement.

Table 3. Impact of work flexibility on employee engagement of information technology sector in India

Particulars	r	r ²	f	sig	b	t	sig
c	.732 ^a	.536	20.501	.000 ^b	1.439	3.561	.001
Leave flexibility					.109	1.647	.102
Location					.089	1.201	.232
Schedule					.214	2.974	.004
Time flexibility					-.079	-1.113	.268
Functional flexibility					-.103	-1.380	.170
Workspace					-.027	-.368	.713
Technological flexibility					.719	9.559	.000

Source: Own calculation

The regression table shows that the R-value for work flexibilities and employee engagement is 0.732. These r values indicate that the relationship between work flexibilities and employee engagement is strong. Later determining the relationship, R² indicates the variation of work flexibilities on employee engagement. At present, work flexibilities have a 53.6% variation in employee engagement. The f value of the variable is 20.501 (p<0.005); the value represents that the present value is sufficient to predict employee engagement. Out of seven flexibilities, schedule and technological flexibilities are statistically significant with employee engagement. The additional flexibilities (leave, location, time, function, and workspace) do not significantly affect employee engagement. As a result, the equation for the work flexibilities effect on employee engagement is

$$\text{Employee engagement} = 1.439 + 0.70 (\text{leave flexibility}) + 0.066 (\text{location flexibility}) + 0.171 (\text{schedule flexibility}) - 0.079 (\text{time flexibility}) - 0.066 (\text{functional flexibility}) - 0.026 (\text{work space}) + 0.577 (\text{technological flexibility})$$

3.1.5. Impact of work flexibilities on job satisfaction of information technology sector in India

Multiple regression analysis determines the variation of work flexibilities on job satisfaction. These analyses have the work flexibilities as independent variables and employee engagement as the dependent variable. The regression analysis fixes the variables and explains the variation is in percentage form. A detailed description of the analysis presents in the below table.

Table 4. Impact of work flexibility on job satisfaction

Particulars	r	r ²	f	sig	b	t	sig
c	.601 ^a	.361	10.022	.000 ^b	3.065	11.858	.000
Leave flexibility					-.005	-.058	.954
Location					-.171	-1.961	.052
Schedule					.168	1.984	.050
Time flexibility					-.238	-2.843	.005
Functional flexibility					.043	.490	.625
Workspace					.188	2.188	.031
Technological flexibility					.434	4.914	.000

Source: Own calculation

As in the table, the R-value is 0.601; work flexibilities (leave, location, schedule, time, functional, workspace, and technological flexibilities) strongly correlate with job satisfaction. The relationship between the variables is 60%. After determining the relationship, R² for work

flexibilities and job satisfaction is 36.1%. The f value of the regression analysis is 10.022 ($p < 0.005$), indicating the present data is sufficient to predict the job satisfaction of information technology employees. Out of six work flexibilities, technological, time and schedule flexibilities statistically affect job satisfaction. As a result, the equation for the work flexibilities effect on job satisfaction is

$$\text{Job satisfaction} = 3.065 - 0.02 (\text{leave flexibility}) - 0.069 (\text{location flexibility}) + 0.073 (\text{schedule flexibility}) - 0.129 (\text{time flexibility}) - 0.015 (\text{functional flexibility}) - 0.101 (\text{workspace flexibility}) + 0.190 (\text{technological flexibility})$$

3.1.6. Impact of work flexibility on antecedents of employee loyalty

The study measures the work flexibilities and their impact on antecedents of employee loyalty. The measurement of variables was made with the help of multiple regression analysis. Such analysis indicates the relationship between the variables and estimates the variation of an independent variable on a dependent variable. In the present analysis, work flexibilities are dependent variables, and the dependent variable is antecedents of employee loyalty (Employee loyalty, employee engagement and job satisfaction).

Table 5. Impact of work flexibility on antecedents of employee loyalty

Particulars	r	r ²	f	sig	B	t	sig
C	.567 ^a	.321	20.186	.000 ^b	1.924	4.803	.000
EL					.417	5.215	.000
EE					.375	3.513	.001
JS					-.203	-1.966	.051

Source: Own calculation

The model description illustrates the relationship between the dependent and independent variables. It is observed that the R-value of the variable is 0.567, which suggest a close and strong relationship between the variable. However, the R-square value is 0.321, which indicates that employee loyalty, engagement and job satisfaction has a 32.1% impact on work flexibility. Also, the ANOVA shows that the f-value of the variable is 20.186, and the significance value is 0.000, which shows the significance value is lesser than 5%. Thus, it is stated that employee loyalty, engagement and job satisfaction highly influence work flexibility.

The regression test shows that the coefficient value of employee loyalty is 0.417, the t-value is 5.215, and the p-value is 0.000 (p<5%). Hence, it shows that employee loyalty has a strong and positive impact on work flexibility. Secondly, the coefficient value of employee engagement is 0.375, the t-value is 3.513, and the p-value is 0.000. Thus, it makes clear that employee engagement is positively affected work flexibility. Lastly, employee job satisfaction has a coefficient value is -0.203, the t-value is 1.966, and the p-value is higher than 5%. Therefore, it finds that employee job satisfaction does not influence work flexibility and negatively values it. Thus, it denotes it with the help of the equation.

$$\text{Work flexibility} = 1.924 + 0.417 (\text{employee loyalty}) + 0.375 (\text{employee engagement}) - 0.203 (\text{job satisfaction})$$

3.1.7. Impact of work flexibility on employee loyalty

The simple linear regression analysis determines the variation of work flexibilities on employee loyalty. These analyses have work flexibilities as a dependent variable and employee loyalty as the independent variable. The regression analysis fixes the variables and explains the variation is in percentage form. A detailed description of the analysis presents in the below table.

Table 6. Impact of work flexibility on employee loyalty

Particulars	r	r ²	f	sig	B	t	sig
C	.504 ^a	.254	44.355	.000 ^b	1.627	5.094	.000
EL					.504	6.660	.000

Source: Own calculation

As in the table, the R-value is 0.504; work flexibilities strongly correlate with employee loyalty. The relationship between the variables is 50.4%. After determining the relationship, R² for work flexibilities and employee loyalty is 25.4%. The f value of the regression analysis is 44.355 (p<0.005), indicating the present data is sufficient to predict the employee loyalty of information technology. As a result, work flexibilities statistically affect employee loyalty. As a result, the equation for the work flexibilities effect on employee loyalty is

$$\text{Work flexibility} = 1.627 + 0.504 (\text{Employee loyalty})$$

3.1.8. Impact of work flexibility on employee engagement

The study measures the impact of work flexibility on employee engagement using linear regression analysis. The researcher considers work flexibility a dependent variable and employee engagement an independent variable. A detailed description of the analysis presents in the below table.

Table 7. Impact of work flexibility on employee engagement

Particulars	r	r ²	f	sig	B	t	sig
C	.402 ^a	.162	25.086	.000 ^b	2.718	13.028	.000
EE					.402	5.009	.000

Source: Own calculation

The regression table shows that the R-value for work flexibilities and employee engagement is 0.402. These r values indicate that the relationship between work flexibilities and employee engagement is strong. Later determining the relationship, R² indicates the variation of work flexibilities on employee engagement. At present, employee engagement has a 16.2% variation in work flexibilities. The f value of the variable is 25.086 (p<0.005); the value represents that the present value is sufficient to predict employee engagement. It is found that work flexibility strongly affects employee engagement. The equation for the work flexibilities effect on employee engagement is

$$\text{Work flexibility} = 2.718 + 0.402 (\text{employee engagement})$$

3.1.9. Impact of work flexibility on Job satisfaction

The simple linear regression analysis determines the work flexibilities on job satisfaction variation. A detailed description of the analysis presents in the below table.

Table 8. Impact of work flexibility on job satisfaction

Particulars	r	r ²	f	sig	B	t	sig
C	.197 ^a	.039	5.242	.024 ^b	2.879	7.663	.000
JS					.197	2.290	.024

Source: Own calculation

The table above shows the R-value of job satisfaction is 0.197, which indicates a high relationship between them. However, the R-square value is 0.039, representing job satisfaction explain 3.9%

of the work flexibility. Thus, the model used to relate the variables' relationships is acceptable. The F-value is inferred as 5.242, which is statistically significant at a 5% level of significance. Thus, the value represents that the present value is sufficient to predict job satisfaction.

Consequently, the coefficient value is 0.197, which is statistically significant at a 5% significance level. The sign of the coefficient is positive. The researcher found a t-Statistic of 7.663 with a p-value is less than 0.05. Hence, it is concluded that work flexibility strongly affects job satisfaction.

$$\text{Work flexibility} = 2.879 + 0.19 \text{ (Job satisfaction)}$$

3.1.10. Differences in work flexibilities in terms of gender

Work flexibilities are left, location, schedule, time, function, workspace, and technology. Such flexibilities use to measure how it may vary in terms of gender. Independent sample t-test application measured how male work flexibilities differ from female work flexibilities. The t-test and its value are present below.

Table 9. The difference in work flexibility based on the gender of respondents

Particulars	Gender	mean	sd	f	sig.
Leave flexibility	Male	3.8333	1.55645	.226	.635
	Female	3.8500	1.60323		
Location	Male	3.3333	1.32154	.681	.411
	Female	4.0000	1.31484		
Schedule	Male	2.9167	1.29734	.147	.702
	Female	2.9500	1.21327		
Time flexibility	Male	4.1250	.97775	.513	.475
	Female	4.1000	1.05284		
Functional flexibility	Male	3.9167	1.45108	9.188	.003
	Female	3.2500	1.62215		
Workspace	Male	4.1667	1.07468	.471	.494
	Female	4.3000	.96199		
Technological flexibility	Male	3.9167	1.12275	2.952	.088
	Female	3.5500	1.37070		

Source: Own calculation

The hypothesis for the section is “Male work flexibilities differ in terms of female work flexibilities.”

Leave flexibility: The mean value of leave flexibility is 3.83 and 3.85, respectively. Females have the highest precision in leave flexibility than male employees. The standard deviation of leave flexibility of Male and females is 1.55 and 1.60, respectively. Male employees have more accuracy than females. As seen in the table, the F value for leave flexibility is 0.226, and it is not statistically significant ($p>0.05$)

Location flexibility: The mean value of location flexibility is 3.33 to 4.00. Female employees have more precision than male employees. The standard deviation for leave flexibility is 1.31 and 1.32, respectively. These results indicate that males have more accuracy in location flexibility than female employees. As seen in the table, the F value is 0.681, and it is not statistically significant ($p>0.05$)

Schedule flexibility: Schedule flexibility secures mean value ranging from 2.91 to 2.95. Female employees have the highest mean (2.95), indicating the lowest precision. Male employees have the least mean (2.91), indicating the highest precision. Male employees have the highest precision than female employees. The standard deviation for Male and females is 1.29 and 1.21, respectively. Male employees have the highest accuracy than female employees. As seen t-test, the F value is 0.147, and it is not statistically significant ($p>0.05$)

Time flexibility: Mean value of time flexibility for males and females is 4.12 and 4.10, respectively. Male employees have the highest precision on time flexibility than female employees. The standard deviation for male and female time flexibility is 0.97 and 1.05, respectively. Male employees have the highest accuracy on time flexibility than female employees. As per t-test tables, the F value is 0.513, which is not statistically significant. ($P>0.05$)

Functional flexibility: Mean and standard deviation values for functional flexibility of male and female is 3.91&3.25, 1.45 &1.62, respectively. Such values indicating Male employees have the highest precision and accuracy for functional flexibility than female employees. F value of the table is 9.188; values are not statistically significant. ($p>0.05$)

Workspace flexibility: Mean and standard deviation values of male and female workspace flexibility are 4.17&4.30, 1.07&0.91 respectively. Such values indicate males have the highest accuracy, whereas the highest precision is in female employees. As per the t-test table, the F value of the table is 0.417; values are not statistically significant ($P>0.05$).

Technological flexibility: Male and female technology flexibilities' mean and standard deviation values are 3.91&3.55, 1.12&1.37, respectively. Such values indicate that male employees have more accuracy and precision than female employees. The t-test table shows that the F value is 2.952 and is not statistically significant ($P>0.05$).

To sum up the gender differences in work flexibilities, the independent sample t-test indicates that male work flexibilities did not vary with female work flexibilities and vice versa. As a result of insignificant values, gender differences in work flexibilities fails to prove statistically.

3.1.11. Factor analysis

KMO (Kaiser-Meyer-Olkin Measure) measures the value proposition against the variables. To measure the value proportion of work flexibilities and antecedents of employee loyalty, the KMO and Bartlett test was adopted. KMO value is 0.519, which indicates the value of KMO is higher than Kaiser's threshold value of 0.5. Thus, the analysis shows that the value of KMO is significant. It presents in the below table. Although the Bartlett's Test of Sphericity has a chi-square value of 7369.252 and the significance value is 0.000, which is lesser than 5%, it indicates that the relationship between the variables was sufficiently significant for the analysis. The Bartlett's Test of Sphericity and KMO results for all constructs, work flexibility, employee engagement, employee loyalty, and employee job satisfaction, were highly significant, implying that these variables were acceptable for factor analysis.

Table 10. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.519
Bartlett's Test of Sphericity	Approx. Chi-Square	7369.252
	df	703
	Sig.	.000

Source: Own calculation

The communalities of constructs are measured through Principal Components Analysis. The main purpose of the principal component analysis is to express the communality, vector, and variance. Work flexibility, employee engagement and employee loyalty have a value of 0.639 to 0.946. High factor loading indicates the statement "I can induce my creativity while doing the job", whereas low is "I can also do different things from time to time". The detailed description of communalities presents in the following table.

Table 11. Communalities

Particulars	Extraction
WF1	.741
WF2	.805
WF3	.811
WF4	.761
WF5	.910
WF6	.806
WF7	.792
EL1	.653
EL2	.780
EL3	.786
EL4	.704
EL5	.712
EE1	.944
EE2	.827
EE3	.876
EE4	.812
EE5	.890
EE6	.881
EE7	.698
EE8	.808
EE9	.770
EE10	.940
JS1	.907
JS2	.893
JS3	.906
JS4	.857
JS5	.890
JS6	.946
JS7	.875
JS8	.796
JS9	.742
JS10	.665
JS11	.760
JS12	.773
JS13	.723
JS14	.789
JS15	.639
JS16	.839

Source: Own calculation

Later deriving communalities, total variance calculation made for each of the retrieved components. A component is defined as the sum of all possible values for each variable. The eigenvalue of a component indicates the fraction of variation explained by the component. Kaiser's criterion (1958) states that only components having an eigenvalue of 1.0 or above should be

maintained for analysis purposes. However, four components with an eigenvalue greater than 1.0 account for nearly 80.8 per cent of the total variance. The highest percentages of total variance explained suggest a significant relationship between the variables in this study. Such total variance values show in the below table.

Table 12. Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	total	% of variance	cumulative %	total	% of variance	cumulative %
1	14.772	38.873	38.873	14.167	37.280	37.280
2	3.608	9.494	48.368	2.210	5.816	58.788
3	2.961	7.793	56.161	1.706	4.489	68.497
4	2.350	6.184	62.345	1.480	3.894	80.800
5	1.815	4.776	67.121			
6	1.508	3.968	71.089			
7	1.338	3.520	74.609			
8	1.211	3.186	77.795			
9	1.142	3.005	81.800			
10	.986	2.594	83.394			
11	.930	2.446	85.840			
12	.751	1.977	87.817			
13	.650	1.710	89.527			
14	.590	1.553	91.079			
15	.500	1.316	92.396			
16	.387	1.018	93.413			
17	.371	.975	94.389			
18	.326	.859	95.247			
19	.301	.792	96.039			
20	.274	.721	96.760			
21	.242	.636	97.397			
22	.198	.521	97.918			
23	.149	.393	98.311			
24	.128	.337	98.648			
25	.126	.331	98.979			
26	.095	.249	99.228			
27	.068	.180	99.407			
28	.057	.149	99.556			
29	.045	.120	99.676			
30	.036	.094	99.770			
31	.028	.072	99.843			
32	.020	.053	99.895			
33	.015	.040	99.936			
34	.010	.027	99.962			
35	.009	.024	99.987			
36	.003	.008	99.994			

37	.002	.004	99.999			
38	.000	.001	100.000			

Source: Own calculation

A Scree plot graph uses to represent the concept in an illustration form. Such a graph demonstrates the values nearly continuous from the second factor onwards, meaning that each subsequent factor accounts for smaller and smaller quantities of the overall variance. This curve is also difficult to understand because after the second factor, the curve tail off, yet another spike in the next factor, and a steady plateau is hit before the end.

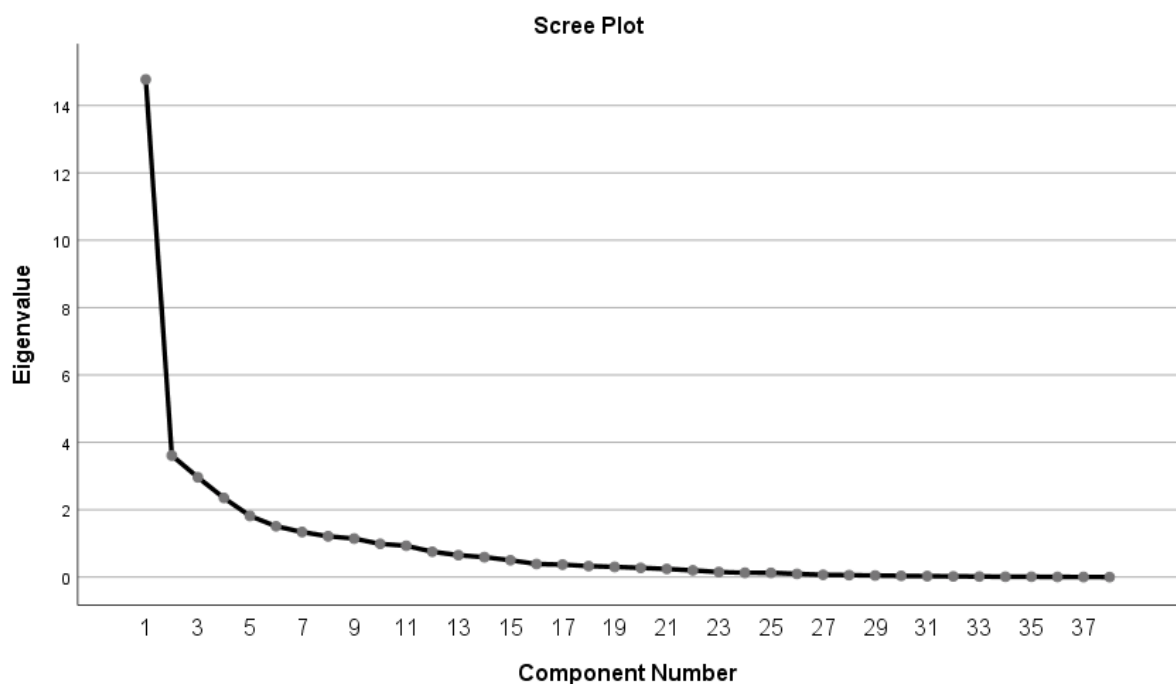


Figure 11. Screen plot
Source: Own calculation

The rotated component matrix determines the work flexibilities, employee engagement, and employee loyalty. As a rotated component matrix table, values indicate the four components: work flexibility, employee loyalty, employee engagement, and employee job satisfaction. These components and their values are shown in the below table.

Table 13. Rotated Component Matrix

Particulars	Component			
	1	2	3	4

WF1				.764
WF2				.665
WF3				.795
WF4				.560
WF5				.913
WF6				.873
WF7				.672
EL1		.576		
EL2		.864		
EL3		.684		
EL4		.539		
EL5		.526		
EE1	.963			
EE2	.864			
EE3	.858			
EE4	.872			
EE5	.913			
EE6	.885			
EE7	.761			
EE8	.863			
EE9	.829			
EE10	.948			
JS1			.935	
JS2			.928	
JS3			.930	
JS4			.879	
JS5			.918	
JS6			.961	
JS7			.609	
JS8			.858	
JS9			.773	
JS10			.749	
JS11			.841	
JS12			.597	
JS13			.649	
JS14			.780	
JS15			.765	
JS16			.866	

Source: Own calculation

The first component of this analysis is employee engagement, which comprises the statement such as burst with energy, work to be meaning, work time files, strong and vigorous in work, enthusiastic, forget everything else in work, the inspiration of job, going to work, work intensely and proud of the work. However, the factor load of employee engagement may vary from 0.829 to 0.963. Thus, it is found that employee engagement reveals a factor load is higher than 0.6, which means employee engagement is considered the most important factor for this study.

The second component of this analysis is employee loyalty, which comprises the items that include speaking positively about the company, speaking positively about the company to others, recommending the company to others, like staying in the future and not changing the job if they get a job offer. Furthermore, the factor load of employee loyalty differs from 0.526 to 0.864. Hence, it is observed that employee loyalty shows the factor load is higher than 0.5, which suggests that employee loyalty is considered a second important factor for this study.

The third component of this analysis is employee job satisfaction, which includes the statement like abilities, keep busy, chance to tell other people about work, IT company policies, creativity, consistent support from my colleagues, chance to work alone, moral values, recognition, freedom, steady employment, do things for other people, handle my subordinates, different things from time to time and satisfied with the working conditions. At the same time, the factor load of employee job satisfaction is in the range of 0.597 to 0.961. Hence, it is observed that employee job satisfaction indicates the factor load is higher than 0.5, representing that it is considered a third important factor for this study.

The last component of this analysis is work flexibility, which involves leaving flexibility, location, schedule, time flexibility, functional flexibility, workspace, and technological flexibility. However, the factor load of work flexibility may vary from 0.672 to 0.913. Thus, it is found that work flexibility reveals a factor load is higher than 0.6, which represents that work flexibility is considered as the most important factor for this study.

Finally, the study found from the analysis that employee engagement and work flexibility are considered the most important factors. Then the remaining variables like employee loyalty and job satisfaction are considered important factors.

3.2. Results

Investigating the association between work flexibilities, employee engagement, employee loyalty, and job satisfaction. Bivariate correlation showed that work flexibilities had a strong association with employee loyalty. In addition to the outcome, work flexibilities and employee engagement were moderately associated; work flexibilities had a low association with job satisfaction. Further

regression tools were adopted to measure work flexibilities on employee engagement, employee loyalty, and job satisfaction.

Work flexibility had a strong association with employee engagement. Schedule and technological flexibilities had a statistically significant effect on employee engagement. The study measured the variation of work flexibilities and job satisfaction through multiple regression analysis. Work flexibilities (leave, location, schedule, time, functional, workspace, and technological flexibilities) are strongly associated with job satisfaction. Three (technological, time and schedule) flexibilities statistically affect job satisfaction from the six flexibilities.

Male work flexibilities did not vary with female work flexibilities and vice versa. As a result of nominal values, gender differences in work flexibilities fails to prove statistically. The detailed description of hypothesis results is presented below

Table 14. Hypothesis outcome

Particulars	Description of hypothesis
Work flexibility is associated with job satisfaction	Accepted (strong; statistically significant)
Work flexibility is associated with employee engagement	Accepted (Moderate; Statistically significant)
Male work flexibilities differ in terms of female work flexibilities	Rejected

Source: Own calculation

Apart from the primary outcome, descriptive statistics for each variable (work flexibilities, employee engagement, employee loyalty, and job satisfaction) were assessed individually. Workplace flexibilities had a high precision and accuracy than other flexibilities. Employee loyalty had the highest precision and accuracy for the statement (“I speak positively about my company to others”). Employee engagement had the highest precision in representing the feeling of bursting employee energy at work. The highest accuracy indicates the statement indicating the strong and vigorous employees at work. Job satisfaction is higher, indicating the employees did not go against moral values. The highest accuracy for job satisfaction representing employees could tell other people about the work. The general profile of respondents indicated that only a relatively greatest number of employees were between 30 and 45. The majority of respondents were male, postgraduates; married; had experience of 3-5 years. Technicians of information technology highly participated than other designation employees.

Main outcome: The primary outcome derived from this study is work flexibilities moderate associated with antecedents of employee loyalty. In addition, work flexibilities are strongly associated with employee loyalty, moderate with employee engagement and low with job satisfaction. Also, the effect of work flexibilities is employee engagement (16.2%), employee loyalty (25.4%) and job satisfaction (3.9%). On the whole, the effect of work flexibilities on antecedents of employee loyalty is 32.1%, indicating a low effect. So, the outcome provides insights into how to work flexibilities affect employee loyalty antecedents. A detailed description of new knowledge gives below

New knowledge: This study gives importance to three antecedents: employee engagement, employee loyalty, and job satisfaction. It is quite difficult to conclude the work flexibilities association with the limited antecedents. Several antecedents include self-efficacy, social benefits, employee commitment, social support, and organizational citizenship behaviour. Taking such variables may change the effect of work flexibilities. Further improvements are expected to improve understanding of antecedents of employee loyalty. Furthermore, it would also be interesting to modify the methodology that will improve in recognising the work flexibilities effect in a detailed way.

3.3. Discussion

The study aims to find out the flexibilities associated with antecedents of employee loyalty of the Information technology sector in India. The first objective is to measure the association between work flexibilities and employee engagement in the information technology sector in India. Such measurements were made through quantitative research methods. Several authors have used this method for measuring the work flexibilities and employee engagement Jung and Yoon (2021); Koekemoer *et al.* (2021); Zaman and Ansari (2021); Ugargol and Patrick (2018); Timms *et al.* (2015). These studies were directed to frame self-structured questionnaires for work flexibilities and employee engagement. After determining the methods, this study used bivariate correlation to measure the association between the variables. Similar correlation methods have been used previously by Ugargol and Patrick (2018), Zaman and Ansari (2021), Timms *et al.* (2015). This study finds work flexibilities that are statistically and positively associated with employee engagement. These results were directly compared with the previously reported findings, and the

outcome was positive and significant Jung and Yoon (2021); Ugargol and Patrick (2018), Weideman and Hofmeyr (2020). In this study, it is surprising that work flexibilities had a moderate association with employee engagement. The results are inconsistent with Weideman and Hofmeyr (2020); Ugargol and Patrick (2018) because the relationship was strong and significant.

Later determining the association between the variables, a further extension was made on identifying the effects through regression analysis. Such analysis was best in producing an effective outcome Jung and Yoon (2021); Koekemoer *et al.* (2021). The variables for this analysis were work flexibilities, including leave, location, time, schedule, functional, workspace, schedule, and technological flexibilities. These variables were provided by the previous studies (Kaur n.d; Yunus, Mostafa 2021; Austin-Egole *et al.* 2020; Njiru *et al.* 2015; Azar *et al.* (2018); Cășuneanu (2013); Ray and Pana-Cryan (2021); Kim *et al.* (2020) and Ma (2018); Koekemoer *et al.* (2021). All the above-stated work flexibilities had a strong association with employee engagement. A similar outcome agrees with the results reported by Koekemoer *et al.* 2021; Jung, Yoon 2021; Zaman, Ansari 2021. Despite the strong association, a statistically significant effect was found between schedule & technological flexibilities and employee engagement.

The outcome contradicts the previous studies Koekemoer *et al.* (2021) because it pinpointed that technological flexibility did not have a statistical effect on employee engagement.

Later, quantitative research methods were applied to determine the association between work flexibilities and job satisfaction. Such methods used are similar to the methods as described in Rawashdeh *et al.* 2016; Dilmaghani 2020; Azar *et al.* 2018; McNall *et al.* 2009; Wheatley 2017; De Menezes, Kelliher 2017; Ray, Pana-Cryan 2021; Possenriede, Plantenga 2014; Possenriede *et al.* 2016; Aziz-Ur-Rehman, Siddiqui 2019. This study employed bivariate correlation to measure the association between work flexibilities and job satisfaction (Rawashdeh *et al.* 2016; Dilmaghani 2020; Azar *et al.* 2018; McNall *et al.* 2009; Wheatley 2017; De Menezes, Kelliher 2017; Ray, Pana-Cryan 2021; Possenriede, Plantenga 2014; Possenriede *et al.* 2016; Aziz-Ur-Rehman, Siddiqui 2019). The outcome derived from the correlation that works flexibility had a positive and low association with employee job satisfaction. Statistically, a positive association between work flexibility and job satisfaction was confirmed in previous studies. Rawashdeh *et al.* (2016); McNall *et al.* (2009); Possenriede *et al.* (201); Aziz-Ur-Rehman and Siddiqui (2019); Viorel *et al.* (2018). Surprisingly, the study finds that information technology employees' work flexibilities had a low association with job satisfaction. Along with these associations, the variables are

statistically significant. The present results are in contrast with the findings from previous studies De Menezes and Kelliher (2017); Rawashdeh *et al.* (2016); McNall *et al.* (2009); Possenriede *et al.* (201); Aziz-Ur-Rehman and Siddiqui (2019); Viorel *et al.* (2018) because the outcome was strong and significant.

Next, the effect of work flexibilities on job satisfaction was measured through multiple regression analysis. Such analysis is widely used in the literature to calculate the effect of variables Aziz-Ur-Rehman and Siddiqui (2019); Solanki (2013); Viorel *et al.* (2018). This study found that work flexibilities (leave, location, schedule, time, functional, workspace and technological flexibilities) were affected by job satisfaction. These results were directly compared with the previously reported findings on the effect was strong and significant Azar *et al.* (2018); Wheatley (2017); De Menezes and Kelliher (2017); Aziz-Ur-Rehman and Siddiqui (2019); Solanki (2013); Viorel *et al.* (2018). Despite this outcome, technological, time and schedule flexibilities affected job satisfaction. Similar findings were reported in the literature Weideman and Hofmeyr (2020); Kiran and Khurram (2018); Solanki (2013); McNall *et al.* (2009); Wheatley (2017); Dilmaghani (2020). The three flexibilities above (technological, time and schedule) had no association with job satisfaction Ray and Pana-Cryan (2021).

The second objective was to determine the gender differences in work flexibilities. Such differences were measured through an independent sample t-test. This t-test is widely used in the literature to calculate the differences Dilmaghani (2020); Wheatley (2017); Possenriede and Plantenga (2014). Independent sample t-test revealed that male employees have more flexibilities (leave, location, schedule, time, functional, workspace and technology) than female employees. These results were directly compared with Dilmaghani (2020) reported that men had more work flexibilities than female employees.

Demographic profile of respondents: Information technology sector, Male employees highly participated than females. These results were directly compared with the previously reported findings. Kiran and Khurram (2018) and Aziz-Ur-Rehman and Siddiqui (2019) reported similar observations in their findings. The same results contrast with a previous study of Ayrancı and Şimşek (2012). Most of the information technology employees are postgraduates which are quite similar to the findings of Timms *et al.* (2015) and Ayrancı and Şimşek (2012)

CONCLUSION

Work flexibility concept for Indian employees may increase the productivity to be more than 14%. Indian employees have been overworked despite its increment and largely exhausted their potential. One recent study pinpointed that work flexibility requires a considerable amount of Indian employee's time more to grasp the work and never cares about commitment. Nevertheless, the opinion of Indian employees about work flexibility creates inspiration to measure the actual response of flexible work arrangements of employees in India. Prior research in work flexibilities can be useful, but limited studies give importance to antecedents of employee loyalty. So, the present study aim is to find out the flexibilities associated with antecedents of employee loyalty of the Information technology sector in India. As far as the quantitative research method is concerned, the outcome reveals that work flexibilities are strongly associated with employee loyalty, moderate association with engagement, and low association with job satisfaction. Gender differences of work flexibilities exist, and it is not statistically significant. Despite the individual assessment of variables, work flexibilities are strongly associated with employee engagement and job satisfaction. These results support two theories: social exchange theory and Herzberg theory.

Only two (schedule and technological) flexibilities statistically significantly affected employee engagement among six flexibilities. As technological, time and schedule flexibilities statistically affect job satisfaction. These variations indicate that changes in flexibility affect employee engagement (53%) and job satisfaction (36%). In summary, work flexibilities had a linear relationship and a high statistical effect on employee engagement, whereas moderate on job satisfaction and loyalty. So, the study concludes that higher work flexibilities higher employee loyalty.

Suggestion: The study suggests that information technology companies should practice work flexibilities measures to increase the well-being of employees. These companies have to create flexible policies to increase employee engagement, loyalty and satisfaction. Such policies should allow the employee to take off during the week, change the work times, control work schedules, empower Human resource members to arrange flexible schedules and have a transparent channel

for smooth communication. Greater autonomy and flexibility are essential for the employees to increase performance and diminish the employees to face mental health problems. Work flexibilities are visible and consistent for all the employees. Information technology companies should have a transparent channel to increase flexibility irrespective of employees' level (top, middle, or low).

Work flexibilities have not changed the performance targets of the employees. So, top managers have to continuously and systematically monitor the employees and their performance and motivate them to work flexibly. The action can increase the job satisfaction of employees of information technology companies.

Limitations: The results observed from the study cannot be claimed to be the case for all information technology sectors universally because there are two main streams in information technology: the information technology sector and business process management. This study sample size is small, and the extension of sample size may effectively generalise the results. In the pandemic time, the study finds difficulty reaching the respondents to collect opinions from the respective samples. Employees might be busy with their work and did not allocate time to participate in the survey. So, the researcher waited for a month to gather the respective samples' opinions. In such a case, the study gets a limited sample size. Also, the study gets a sample from limited companies, and hence it is quite difficult to say that the outcome replicates other information technology companies.

Scope for further research: It would be interesting to do an extended analysis (work flexibilities and antecedents of employee loyalty). Further study can transform from quantitative to qualitative methodology to provide detailed information on work flexibilities and the antecedents of employee loyalty from an employee perspective. The present method considers the outcome in mathematical form, and it is essential to do text analysis subject to further improvement.

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APPENDICES

Appendix 1. Questionnaire

Profile of respondents

1. Age
2. Gender
3. Marital status
4. Education qualification
5. Designation
6. Number of years of experience
7. How frequently do you work at home as part of your job?
 - a. Always
 - b. More than once a week
 - c. About once a week
 - d. Do not work at home
 - e.
8. Below are several statements regarding work flexibility? Please read each one and indicate your opinion by clicking one box for each statement. (5-Highly Presence to 1-Highly not presence)

Particulars	5	4	3	2	1
Leave flexibility					
Location					
Schedule					
Time flexibility					
Functional flexibility					
Workspace					
Technological flexibility					

9. Below are several statements regarding employee loyalty? Please read each one and indicate your opinion by clicking one box for each statement. (5-Strongly agreed to 1-Strongly disagree)

Particulars	5	4	3	2	1
I speak positively about my company					
I speak positively about my company to others					
I can recommend my company to others					
I would like to stay in future					
I would not change if I got a job offer					

10. Below are several statements regarding employee engagement? Please read each one and indicate your opinion by clicking one box for each statement. (5-Strongly agreed to 1-Strongly disagree)

Particulars	5	4	3	2	1
I feel bursting with energy at work					
I find the work to be meaning and purpose					
I am at work time files					
I am strong and vigorous at my work					
I am enthusiastic about my job					
I forget everything else while at my work					
My job inspires a lot					
I feel like going to work in the morning					
I feel work intensely					
I am proud of the work that I do					

11. Below are several statements regarding job satisfaction? Please read each one and indicate your opinion by clicking one box for each statement. (5-Strongly agreed to 1-Strongly disagree)

Particulars	5	4	3	2	1
I had a chance to do a task that makes use of my abilities					
I can keep busy all the time through my task					
I had a chance to tell other people what to do					
I agree with the way IT company policies are put into practices					
I can get consistent support from my colleagues to get along with each other					
I can induce my creativity while doing the job					
I have a chance to work alone on the job					
I can do things that don't go against my moral values					
I am getting recognition for the job I am doing in the company					
I had the freedom to use my judgment					
My job provides steady employment					
I can also do things for other people					
I am getting assistance from my boss to handle my subordinates					
I am getting technical assistance from my supervisor for making effective decision					
I can also do different things from time to time					
I am satisfied with the working conditions offered by my company					

Appendix 2. Results

Table 15. Demographic profile of respondents

Particulars		Frequency	Per cent
Age	25 to 30 Years	51	38.6
	30 to 35 years	54	40.9
	Above 35 years	27	20.5
Gender	Male	72	54.5
	Female	60	45.5
Education qualification	Graduates	60	45.5
	Postgraduates	63	47.7
	Others	9	6.8
Marital status	Married	72	54.5
	Single	60	45.5
Work experience	Less than three year	30	22.7
	3 to 5 years	57	43.2
	5 to 7 years	21	15.9
	Above seven years	24	18.2
Designation	Senior engineer	24	18.2
	Engineer	36	27.3
	Developer	18	13.6
	Technician	54	40.9
Total		132	100.0

Source: Own calculation

Table 16. Work flexibility

Work flexibility	Mean	SD
Leave flexibility	3.8409	1.57184
Location	3.6364	1.35507
Schedule	2.9318	1.25518
Time flexibility	4.1136	1.00872
Functional flexibility	3.6136	1.56121
Workspace	4.2273	1.02332
Technological flexibility	3.7500	1.25019

Source: Own calculation

Table 17. Employee loyalty

Employee loyalty	Mean	SD
I speak positively about my company	3.7955	1.14411
I speak positively about my company to others	4.1136	1.00872
I can recommend my company to others	3.8864	1.15678
I would like to stay in future	2.6591	1.09006

I would not change if I got the job offer	2.3023	.88038
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Source: Own calculation

Table 18. Employee engagement

Employee engagement	Mean	SD
I feel bursting with energy at work	4.0227	1.21985
I find the work to be meaning and purpose	3.9773	1.05906
I am at work time files	3.7955	1.06103
I am strong and vigorous at my work	4.0000	1.02637
I am enthusiastic about my job	4.0000	1.19157
I forget everything else while at my work	3.9318	1.17994
My job inspires a lot	3.7955	1.18347
I feel like going to work in the morning	4.0000	1.26612
I feel work intensely	3.8636	1.14434
I am proud of the work that I do	4.0000	1.07006

Source: Own calculation

Table 19. Employee Job satisfaction

Job satisfaction	Mean	SD
I had a chance to do a task that makes use of my abilities	3.9545	1.19070
I can keep busy all the time through my task	3.9773	1.01490
I had a chance to tell other people what to do	4.0000	1.07006
I agree with the way IT company policies are put into practices	3.9091	1.22602
I can get consistent support from my colleagues to get along with each other	3.9091	1.18807
I can induce my creativity while doing the job	3.9545	1.17131
I have a chance to work alone on the job	3.0227	1.52068
I can do things that don't go against my moral values	4.0227	1.36178
I am getting recognition for the job I am doing in the company	3.6818	1.41593
I had the freedom to use my judgment	3.2955	1.34640
My job provides steady employment	3.7045	1.44486
I can also do things for other people	3.0455	1.54259
I am getting assistance from my boss to handle my subordinates	3.6818	1.50986
I am getting technical assistance from my supervisor for making effective decision	3.1818	1.50225
I can also do different things from time to time	3.9091	1.41666
I am satisfied with the working conditions offered by my company	3.6818	1.22517

Source: Own calculation

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