Influence Of Employees' Perception On The Use Of Flexible Work Arrangements

Mamatha M, Lakshmi B

Abstract— The study aims to explore the factors that influence the perception of employees on the usability of flexible work arrangements and to predict whether those factors induce them to opt for such flexible practices. The data was collected from 239 Indian employees working across different sectors of the country. The study employed a quantitative approach for data collection by using a structured questionnaire consisting of close-ended questions. The data was analyzed using factor analysis, binomial logistic regression and Analysis of Variance on SPSS Statistics 25. The study identified five major factors that influenced the employees' perception about using flexible work options. Among them two factors namely, FWA perquisites and FWA anxiety were found significant in predicting the employees' use of flexible work options. Further, it was found that married employees recognized strong benefits from using flexible options. This study contributes to the existing literature by unveiling the mindset of Indian employees towards flexible work arrangement and suggests that the employers, society and the government should create favorable environment for deploying flexible work practices.

Keywords— Benefits, Community factors, Costs, Employee perception, Flexible work arrangements, India, Organizational and Occupational barriers.

1 INTRODUCTION
IN the new era of Industrial Revolution the traditional nine to five work schedule is soon becoming a thing in the past with organizations becoming more flexible (Leslie, Park, & Mehng, 2012; Messenger, 2011) with diverse set of employees having heterogeneous attitude, need and commitment (Cooke, 2012). The findings of the Timewise (2017) report reveal that 92 per cent of the millennial seek flexibility as their top priority while hunting for a job with strong preference among both male (84%) and female (91%). Statistics also discover that more than 60 per cent of the companies provide work from home option to its employees as a part of their workplace flexibility policy (Society of Human Resource Management, 2017). In addition to that, the dawn of gig economy has revolutionized the workplace with 53 per cent of the Gen Z workers taking up freelancing in the US (Upwork Global Inc., 2019). Managing the workforce in such a dynamic era has become a tedious task for most managers today as they have to find ways to incentivize their employees to meet the growing demands of the competitive market. The use of Flexible work arrangement has become an imperative tool to meet the relentless 24/7 work culture as researchers have found that such practices not only reaps economic benefit to the company in terms of reduced cost of physical resources, increased sales and customer services (Boeri, 2011; Cooke, 2012; Houseman, Erickcek, & Kalleberg, 2003) but also helps in attracting (Thompson, Payne, & Taylor, 2015), motivating (Stone, Braidford, Houston, & Bolger, 2012) and retaining talented employees (Moen et al., 2017). Further some scholars try to analyze the mediating roles of FWAs and trace a positive relation on employee engagement, performance and job satisfaction (Chartered Institute of Personnel and Development, 2018; Sekhar, Patwardhan, & Vyasa, 2018; White, Hill, McGovern, Mills, & Smeaton, 2003). In India the trend of adopting Flexible work arrangement was started by Startups, MNCs and large entrepreneurs. A report by LinkedIn (2019) revealed that workplace flexibility was an important perk for Indian professionals as they felt that such practices promoted the quality of work life as well as helps them in balancing their work and life (Bansal & Agarwal, 2017a; Rastogi, Rangnekar, & Rastogi, 2018). A global research study of online employees reveals that about 56 per cent of the Indian employees use telecommuting frequently (Ipsos, 2012). This trend is justified by the existing literature that many Indian employees feel that flexible work practices tends to improve employees' work engagement which further leads to benefits such as job satisfaction, employee morale, commitment and productivity (Deshwal, 2015; Ugargol & Patrick, 2018). However, other studies have shown that such flexibility leads to negative spillover causing work-life imbalance (Kim, Kim, & Kim, 2019; Lott, 2018). In certain cases, it also negatively impacts an employee’s promotion, career growth also resulting in loss of pay since employers tend to perceive employees using FWAs to be less efficient compared to those who don’t (Albion, 2004).

2 RATIONALE FOR THE STUDY
Flexible work practices have both positive as well as negative outcomes and major contributor to such varied outcomes as identified from the existing literature include extrinsic factors like national culture, organizational characteristics (Peretz, Fried, & Levi, 2018) and community factors (Hill et al., 2008). Further, studies have recognized that an employee’s own attitude and perceived benefits and costs associated with FWAs form intrinsic factors that can influence their decision to use such policies (Albion, 2004; Charron & Lowe, 2005; Giannakis & Mihail, 2011). It is worth noting that all previous studies have originated from the context of developed countries, the implications of which may not be the same as in the case of a developing economy such as India which has its own cloud of workplace diversity (Rastogi et al., 2018; Ugargol & Patrick, 2018). As per the World Bank (2019), India has the second largest workforce in the world with 519.469 million people participating in the labor market as against a growing population of 1.37 billion which is further expected to grow. With the availability of such unprecedented workforce, India has become a hub for global outsourcing, attracting several MNCs. Yet, very few articles focus on the antecedents that induce the use of FWAs in India despite the striking
differences in terms of demographics in workforce and workplace policies. Given the empirical background that necessitates a study in the Indian setting, this study thus aims at exploring the factors that influence the use and potential usability of FWAs such that the findings guide the managers not only to understand if such policies benefit the employees but also to successfully implement better employee driven flexible work policies.

3 REVIEW OF RELEVANT LITERATURE
Global competition, multigenerational workforce, demand for skilled workers, economic downturn among several other factors are changing the workplace in terms of where, when and how the work is done and as an attempt to attract and retain employees companies have progressively adopted Flexible Work Arrangements (Dulk, Groeneveld, Ollier-Malaterre, & Valcour, 2013; Stavrou, Parry, & Anderson, 2015). Flexible work arrangement are those organizational policies that allow employees to choose the amount, timing and/or location of their work (de Menezes & Kellihier, 2011). Most common types include part-time, job-sharing, term-time working, flextime, compressed work weeks, Flexplace and other informal flexible arrangements (Chandola, Booker, Kumari, & Benzeval, 2019). Several countries have realized the need of FWAs and have brought in significant legislations. For instance, the German government passed a law in 1998 which regulates the lifetime work-time accounts and ensures social security to workers taking sabbaticals. Prior to this there was another law called ‘The Co-determination Act of 1976’, that allowed employees to raise their voices concerning FWAs in big companies. In France, the concept of workplace flexibility has gained legal momentum through the ‘El Khomri Law’ in 2016 (Moureu Associés - Avocats à la Cour, 2016) and the ‘35-hour work week’ policy introduced in the year 2000 (Estevao, Sa, & Petrongolo, 2008). Though the US had been promoting FWAs without any special legislation, it has passed some notable Acts recently like the ‘Telework Metrics and Cost Savings Act, 2018’, ‘Working Families Flexibility Act, 2017’ and so on to encourage the practice of FWAs (1 Million for work flexibility, 2018). Other such decrees include the ‘flexicurity’ initiative in the European Union that formulates flexible and reliable contractual work arrangements (European Commission, 2012). But when it comes to India which is the focus area of this research, there are no statutes in force that promulgate flexible work policies except for the Maternity Benefit Act of 1961 that specifies the duration of paid maternity leave (Dubey & Subramanian, 2019). Nevertheless as per the findings of a workplace flexibility study, the demand for FWAs has spiked drastically due to benefits like reduced stress level and absenteeism, increased workforce diversity, job satisfaction, loyalty, attraction and retention of talented employees (Society of Human Resource Management, 2008). Another report by the European Commission found that FWAs are not available for one third of the employees and among those for whom it was available only four in ten made use of such arrangement (European Commission, 2018). It is also worth noting that there is not only a gap between the supply and demand of FWAs but also its availability and use. A survey in 2017 justifies this issue by stating that though 58 per cent of the employees were offered FWAs almost 24 per cent did not make use of it (Pizano, 2017). A significant hurdle for such organizational barriers could be that the managers or supervisors discouraging the usage of FWA as identified by a report by the (Chartered Institute of Personnel and Development, 2019). Further another survey revealed that 56 per cent of the workers believed that managers lacked skills to tackle a remote workforce, urging them to adapt their managerial styles according to the changing needs (Choi, 2018; Pizano, 2017). Apart from such organizational level barriers, factors like gender, employees’ experience, their attitude and perceived benefits and costs associated with FWAs also helps in reducing the disparities between the availability and use of such policies (Bansal & Agarwal, 2017b; Chung & van der Lippe, 2018; De Menezes & Kellihier, 2017; Giannikis & Mihai, 2011; Kröll & Nüesch, 2017). Literature from across 21 countries reveal that national cultural characteristics should also be considered while implementing FWA, the failure of which would reduce the use of FWAs thereby leading to absenteeism and turnover (Peretz et al., 2018). Therefore, this study contributes to the literature by empirically tracing if such issues prevail in the Indian context through the analyses of factors that might influence the use of FWA among Indian employees and further predicting if such perceived factors influence their choice of opting FWA.

4 MATERIALS AND METHODS

4.1 Sampling Design
The study covered the employees in India to understand the availability of FWAs, their relative perception and usage across different sectors like IT, professional services, banking, insurance, manufacturing and educational and research. A total of 257 responses were collected through an online survey using LinkedIn portal on the basis of convenient sampling. However, only 239 responses were deemed fit for the study post removal of outliers. The final data included for the study had 159(66.5%) male employees and 80(33.5%) female employees. Majority of the participants belonged to the age group of 21 to 30 years corresponding to almost 85% of the total sample collected, while those aged between 31 to 40 years were 11%, above 41 years were 1.2% and below 21 years were 2.5%. Out of the total sample collected, nearly 49% of the employees had work experience ranging between 1 to 5 years, while 35% of them had less than a year’s experience and approximately 11% had 6 to 10 years of work experience and the remaining had an experience of above 11 years. The participants included employees working across different levels (top level, middle level, first line managers and other supportive and administrative level staffs). Among those included in the study 83.3% were unmarried while the remaining were married. Remarkably almost 66% of the total participants were using FWAs during the study period, as on 2019.

4.2 Measures
The data was collected with the help of a structured questionnaire consisting of four sections, all of which were close-ended questions. The first section of the instrument was relating to the demographic characteristics that included gender, age, highest education, income, work experience, work position, type of company and marital
The second section gathered information pertaining to the community factors like infrastructural facility and societal norms conducive for the use of FWA. The third section consisted of 20 questions relating to the perceived benefits and costs associated with FWA usage, adopted from the study of Giannikis & Mihail (2011) which was previously adopted from Albion (2004) and Charron & Lowe (2005). The items in section two and four were rated on a five-point Likert Scale (1= strongly disagree, 5=strongly agree). The last section of the questionnaire used a dichotomous scale to measure the use of FWA among the employees. The responses of the employees who did not use FWA were coded 1 as against 2 for those who used.

4.3 Data Analysis
The analysis of the data was done using SPSS Statistics 25. In order to validate the data collected and used in the study confirmatory factor analysis was run along with tests of appropriateness and Sphericity like KMO and Bartlett’s Test. Statistical models like Binomial Logistic Regression and Analysis of Variance were used to arrive at desired results.

5 EMPIRICAL RESULTS

5.1 Cross Tabulation
To determine the proportion of FWA usage across several demographic variables included in the study, cross tabulation was run and the results of the same are discussed in this section.

Gender: Among the 65.7% of the employees who used FWA, it was found that majority of the male used FWA (approx. 68%) as against 32% of females.

Work Experience: It was found that employees having a work experience of 1 to 5 years accounted for almost 52% of total FWA usage, while those with less than a year accounted for 33%. Remarkably employees with more than 10 years’ experience used comparatively less FWA.

Position: The study revealed that employees at the middle level occupied a significant portion in terms of FWA usage (approx. 37%) followed by those in the level of first line managers (29%) and supportive and administrative staff (20%). However, the results showed that the top level management used very less FWA (1.3%) which is in line with one of the statements of the study which says that FWAs are not suitable for higher positions with greater responsibilities included in the FWA anxiety factor.

Type of Company: The study was conducted across companies in five main sectors namely, IT, Professional service sector, Banking and insurance, Education and research and the last sector that included manufacturing and other sectors. The results of cross tabulation revealed that the employees in the Professional Service Companies used FWAs at large nearly 47% followed by those in the IT sector with 38% usage. In all other sectors FWA was less likely to be used.

Marital Status: Surprisingly employees who were married contributed to only 17% of the total FWA usage while majority of the usage was attributed to those employees who were single.

5.2 Factor Analysis
To develop a simplified structure that helps in predicting the employee’s participation in FWAs, an exploratory factor analysis was run using Varimax rotation with Kaiser Normalization.

Table 1: KMO and Bartlett’s Test

To confirm the suitability of data for factor analysis, KMO and Bartlett’s test was run and the results of the same are presented in Table 1. The sampling adequacy was satisfied as the KMO value was greater than 0.5 (Hair, Jr, Black, Babin, & Anderson, 1998). The fitness of data as per Bartlett’s test was significant (χ²= 1909.511; p<0.05). Since both the tests were statistically significant the data was appropriate for factor analysis.

The results of the principal component method identified five key factors having eigenvalues greater than 1.00, accounting for 63.53% of the variance in the employee’s perception towards FWAs. Only the items with factor loadings greater than 0.4 (Henson & Roberts, 2006; Park, Dailey, & Lemus, 2002) were included under each factor whose corresponding details are shown in Table 2. After analyzing the list of items under each component, factor names were assigned as follows:

Factor 1: FWA perquisites
(Eigen Value = 5.229; Mean Value: 3.78; Cronbach’s Alpha: .897)

The first factor was named ‘FWA perquisites’ and has the highest mean value (M= 3.78) among all the other factors, accounting for almost 23.04% of variance. This factor had eight items dealing with the various benefits that an employee perceives from using FWAs which includes benefits to both, the employees (work life balance) as well as the employer (increased productivity, attracting and retaining employees).

Factor 2: FWA anxiety
(Eigen Value = 3.254; Mean Value: 2.87; Cronbach’s Alpha: .611)

The second factor was identified as ‘FWA anxiety’ with a mean value of 2.87, which accounted for 9.99% of variance. The items under this factor focus on the shortcomings of FWA in terms of usage apprehensions and the potential loss of networking at office due to such usage.

Factor 3: Social infrastructure
(Eigen Value = 2.018; Mean Value: 3.22; Cronbach’s Alpha: .770)

The third factor includes three statements that study the support system available along with the society’s attitude towards FWAs that influence the employee’s perception and usage of FWAs and is termed as ‘Social infrastructure’. This factor had a mean value of 3.22 and accounted for nearly 9.88% variance.

Factor 4: Occupational impediments
(Eigen Value = 1.233; Mean Value: 3.12; Cronbach’s Alpha: .740)

The fourth dimension deals with the potential negative impact of using FWA like loss of technical and managerial skills, impeded career progress due to difficulties in performance evaluation termed as ‘Occupational impediments’, with a mean value of 3.12, accounting for
almost 9.19% variance.

Factor 5: Organizational impediments
(Eigen Value =1.124; Mean Value: 2.89; Cronbach’s Alpha: .695)

‘Organizational impediments’ was identified as the last factor having a mean value of 2.89 accounting for variance of 9.14%. This category deals with the negative attitudes of superiors and others at workplace towards those using FWAs.

5.3 Logistic Regression
For the purpose of predicting the use of FWAs by employees, Logistic regression was run using the independent variables FWA perquisites, FWA anxiety, Social infrastructure, Occupational impediments and Organizational impediments as identified from the factor analysis. The dependent variable sought to address the FWA usage among the employees by indicating the usage with a yes and non-usage with a no (Yes= 2 and No=1). Due to the dichotomous nature of the dependent variable, a binary logistic regression was run. The results of the same are presented in Table 3 with the relevant values of the regression coefficient (B), the Wald statistic (to test the each independent variable’s contribution in predicting the outcome), the significance level and the odds ratio (Exp (B)). The Exp (B) value indicates how much of variation is caused by a unit change in the predictor i.e. an odds ratio of 1 signifies no change in the dependent variable for a unit change in the predictor. While an odds ratio greater than 1 indicates that the predictor has a positive impact on the chances of an employee opting to use FWA, a lower odds ratio indicates a negative impact. The odds ratio for all the predictors are greater than 1, indicating that the employees will choose FWA.

Table 2. Factor Analysis

<table>
<thead>
<tr>
<th></th>
<th>Helps balance</th>
<th>FWA perquisites</th>
<th>Helps to manage workload</th>
<th>Focus on other interests and duties</th>
<th>Positive impact on productivity</th>
<th>Helps to attend family obligations</th>
<th>More focus on the job</th>
<th>Increases employee retention</th>
<th>Increases employee attraction</th>
<th>Unfair and unequal availability</th>
<th>Chances of FWA abuse</th>
<th>Unsuitable for higher work positions</th>
<th>Workplace isolation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factor 1 FWA</td>
<td>0.82</td>
<td>3.78</td>
<td>0.89</td>
<td>24.9</td>
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<td></td>
<td>0.53</td>
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<td></td>
<td>FWA</td>
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<tr>
<td>Factor 2 FWA anxiety</td>
<td>0.71</td>
<td>2.87</td>
<td>0.611</td>
<td>40.39</td>
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</table>

The Nagelkerke’s R2 is .089 indicating that 8.9% of the variance is explained by the independent variables and the overall model is significant ($\chi^2 = 291.543; p < 0.005$). The logit coefficient (B) of the independent variables revealed a positive influence. The logit coefficient (B) values indicated that all the independent variables had a positive influence on the employee’s decision to use FWA. The ‘FWA perquisites’ variable (B=.580; p<0.005; Wald= 7.202) had the strongest positive impact supporting that with higher perceived benefits of FWA, the likelihood of its usage also increases. However, the variable ‘FWA anxiety’ also has a positive impact despite the significance value lower than 0.005, indicating that although employees associate adversities (unfair and unequal availability of FWA, workplace isolation and FWA abuse) with respect to use of FWA, they would still prefer to use them as their benefits are more compared to their costs. It is also worth noting that all other variables are proven insignificant with p values more than 0.005 contradicting the findings with respect to Occupational impediments and Organizational impediments (Giannikis & Mihail, 2011) and Social infrastructure (Hill et al., 2008) implying a paradigm shift over the period of time. The relative logit coefficients are also positive suggesting that employees would invariably choose to use FWA.

Table 3. Logistic regression analysis.

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>B</th>
<th>SE</th>
<th>Wald</th>
<th>Sig</th>
<th>Exp(B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FWA perquisites</td>
<td>.580</td>
<td>.216</td>
<td>7.202</td>
<td>.007</td>
<td>1.787</td>
</tr>
<tr>
<td>FWA anxiety</td>
<td>.488</td>
<td>.243</td>
<td>4.029</td>
<td>.045</td>
<td>1.630</td>
</tr>
<tr>
<td>Social infrastructure</td>
<td>.101</td>
<td>.137</td>
<td>.544</td>
<td>.461</td>
<td>1.106</td>
</tr>
<tr>
<td>Occupational</td>
<td>.067</td>
<td>.188</td>
<td>.126</td>
<td>.722</td>
<td>1.069</td>
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<tr>
<td>impediments</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational</td>
<td>.193</td>
<td>.207</td>
<td>.865</td>
<td>.352</td>
<td>1.213</td>
</tr>
<tr>
<td>impediments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant</td>
<td>-3.981</td>
<td>1.257</td>
<td>10.027</td>
<td>.002</td>
<td>.019</td>
</tr>
<tr>
<td>Model X2 (df)</td>
<td>15.843(5)</td>
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<tr>
<td>Model significance</td>
<td>.007</td>
<td></td>
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<td></td>
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<tr>
<td>Nagelkerke R2</td>
<td>.089</td>
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Note: * 5% Level of significance.
5.4 Analysis of Variance
To evaluate the effect of various demographic variables (gender, age, income, experience, position etc.) on the employee’s perception towards the use of FWA, analysis of variance was conducted. A series of ANOVA was conducted with various demographic variables as independent variable and the five factors condensed from factor analysis as dependent variable. Among all, only the results for the factor ‘FWA perquisites’ with Income (F = 5.727; p, <= 0.005) and Marital status (F = 3.997; p, <= 0.005) were significant. The mean plots between their groups are presented in figure 1 and 2 depicting how different the employees in each category of income level and marital status associate the benefits associated with FWA.

**Fig. 1.** Mean plots for Income and FWA Perquisites

From the Mean plots chart it is evident that employees belonging to the fourth income category (above Rs. 10, 00,000 i.e. USD 14, 000 p.a.) perceived the highest benefits associated with FWA while those belonging to the second category (Rs. 2, 50, 00 to Rs. 5, 00, 000 i.e. USD 3, 500 to USD 7, 000 p.a.) perceived the next highest benefits. However, employees earning below Rs. 2, 50, 000 i.e. USD 3, 500 p.a. belonging to the first category perceive the least benefit from FWA.

**Fig. 2.** Mean plots for marital status and FWA Perquisites

Figure 2. depicts the means plot between marital status and perceived FWA benefits, indicating that married employees perceive higher benefits associated with FWA as compared to unmarried employees.

6 DISCUSSION AND IMPLICATIONS OF THE STUDY
The extant literature shed scare knowledge about the proliferation of flexible work practices in the Indian context. In the light of which, this study was undertaken to explore the factors that influence the employees’ perception about FWAs and whether such factors induce their decision of using FWA in the future. The findings of the study bear a clear demarcation as to how FWAs in India is different from that of the developed countries with respect to the explored factors along with few demographic variables. While some authors argue that woman perceive higher benefits associated with flexible work practices and thereby opt for more flexible work options (Albion, 2004; Charron & Lowe, 2005; Giannikis & Mihail, 2011), this study however reveals that majority of men compared to women use flexible work arrangements. The reason could be that men are increasingly witnessing the benefits of workplace flexibility as against the associated costs like loss of pay, delayed promotion and so on thereby attaching more value in the recent time. Another important observation is that millennials entering the job market with work experiences ranging between 1 to 5 years, occupying the first line and mid-level managerial roles are significantly using FWAs as compared to those employees having more than 10 years’ of experience who occupy higher levels of work responsibilities. Previous literature pointed out that FWAs are not suitable for higher positions that have greater amount of responsibility (Giannikis & Mihail, 2011), the same is confirmed in this study with employees expressing similar opinions. Predominantly FWA are being offered and widely used in the Professional Service and IT sector which is often marked with strict project deadlines involving high degree of workload and stress. The current study however unveiled a puzzling observation with respect to the degree of benefits that married employees associate with FWAs as against its actual use. Though they affirm that FWA helps them to manage their workload and improves job focus ultimately resulting in higher performance, they express some sort of apprehension when it comes to using flexible work options. However, when it comes to unmarried employees, despite lower association of benefits with FWAs, they seem to have been participating more as compared to the married employees. After identifying the factor that influence the employees in opting for flexible work practice and their relative positive and negative association, the study also predicted whether such factors would predict the employees’ participation in flexible work practices. Accordingly, the results foresee that more and employees are willing to opt FWAs as they believe that they offer great degree of benefit both at personal and professional level. Unlike in the previous studies, a remarkable shift is seen with respect to the negative aspects associated with FWAs. It is evident through the empirical results that over the period of time both the employers as well as the employees have realized the advantages of using flexibility as a tool to tackle work-related stress among several other work pressures. This study is in direct contrast with the predictions of Giannikis & Mihail (2011) who stated that employees would not want to use flexible work arrangements due to the prevailing organizational level barriers as well as their own negative perception attached with such policies. Factors like negative impact on career growth, loss of technical and managerial skills, negative reactions from supervisors and colleagues have become insignificant in inducing employees to use FWAs. In other words, organizations have become more empathetic and are breaking the barriers that prevent employees from using FWAs. This is indeed a tremendous development in the field of human
resource management and employee well-being as it shows that companies are becoming more employee-centric and care about their employees who play invaluable role in the company’s growth. However, the study also identified certain impediments that hindered the employees’ participation in FWAs. Majority of the employees believe that FWAs are unfair and unequally available across different levels. Some also believed that those who are offered with FWAs are bound to misuse the practice while some others expressed concerns about losing touch with their colleagues and supervisors, impairing social interaction. Additionally, there were also upset with existing social support systems right from the attitude of the society towards FWAs till the availability of sound transportation systems. Therefore, the implications of this study suggest that the organization as well as the society should build conducive environment to enable employees to adopt more flexible work practices without any bias. The government in union with companies should strive to improve the existing social and economic infrastructures starting from the right set of attitude towards FWA to the availability of adequate utility services like telecommunication/broadband, child care facility and transportation systems. The first step in this regard could be introducing a statute that incorporates the aspects of flexible work arrangements making it a right of every employee in need. This is very crucial in changing the mindset of the society that barricades the use of FWAs as there is no special legislation that propagates the importance of workplace flexibility. Moreover, the HR managers should shift from the request-response model to compulsory offer model that equally deploys FWAs across several categories of employees. Finally, the HR managers should also come up with employee specific flexible practices after understanding their individual as well as collective needs.

7 CONCLUSION
It is empirically apparent that more Indians are realizing the benefits of FWAs and have increasingly started to make use of them. However, in order to fully leverage on this practice, the shortcomings as identified from the study need to be immediately addressed so that not only the employees and organizations reap the welfares but also the economy at large.

This study only aims at identifying the factors that influence and employees’ participation in FWAs using a quantitative approach. Future research that explores contemporary factors that influence the perception of both the employees and employers using a qualitative approach is recommended to add more value to the literature.

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