

# A Study of the Perception of Employees towards Flexible Work Culture

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## Abstract

Flexible work culture has become one of the most significant developments in contemporary human resource management, encompassing practices such as flexible working hours, remote and hybrid work models, and employee-centric wellness benefits. This study examines the perception of employees towards flexible work culture across organisations. The study aims to understand how employees perceive flexibility in their work arrangements and how this perception relates to their productivity, work-life balance, organisational loyalty, and overall wellbeing.

Primary data were collected from 150 employees across different organisations using a structured questionnaire consisting of five-point Likert-scale statements covering work-life balance, stress and burnout, productivity, organisational loyalty, emotional commitment, and expectations around communication, feedback, and wellness support. The data were analysed using frequency and percentage analysis and interpreted alongside established organisational behaviour literature and recent industry-wide workplace surveys.

The findings reveal that a clear majority of employees hold a positive perception of flexible work culture, associating it with reduced stress and burnout, higher productivity, and a stronger sense of loyalty towards the organisation. At the same time, the study identifies specific areas of concern including employees who remain neutral or unconvinced that flexibility alone increases loyalty or emotional attachment and clear requests for greater managerial feedback, communication, and wellness support. The study concludes that flexible work culture, when paired with supportive benefits and clear communication, significantly strengthens employee wellbeing and organisational commitment.

## Introduction

The nature of work has undergone a profound transformation over the past decade, driven by advances in digital technology, changing employee expectations, and the widespread adoption of remote and hybrid work models following the COVID-19 pandemic. Traditionally, organisations operated on rigid schedules that required employees to be present at a fixed location during fixed hours. This model is increasingly being replaced by flexible work arrangements that give employees a degree of control over when, where, and how they perform their duties. Flexible work culture today encompasses several dimensions, including flexible working hours (flextime), remote or work-from-home options, hybrid work models that combine office and remote work, and results-oriented work environments that emphasise output over hours logged.

The rise of flexible work culture is not merely a logistical adjustment; it represents a fundamental shift in how organisations view the employer-employee relationship. Employees today increasingly value autonomy, wellbeing, and a healthy balance between their professional and personal lives, and organisations that fail to accommodate these expectations risk higher attrition and lower engagement. At the same time, flexibility is not without its complexities. Excessive or poorly managed flexibility can blur the boundaries between work and personal life, reduce face-to-face collaboration, and create feelings of isolation among employees who work away from their teams for extended periods.

Given these dynamics, understanding how employees themselves perceive flexible work culture is critical. Perception shapes behaviour: an employee who views flexibility positively is more likely to feel engaged, productive, and loyal, whereas an employee who views it with scepticism, or who experiences it without adequate structure and support, may disengage despite the formal availability of flexible policies. This distinction between the existence of a policy and an employee's lived experience of it makes perception-based research particularly valuable for organisations designing their workplace strategies.

This study focuses on employees across different organisations and examines how they perceive flexible work arrangements, along with the benefits that typically accompany them, such as paid time off and wellness programmes. By capturing employee attitudes towards flexibility across dimensions such as work-life balance, stress, productivity, loyalty, and emotional connection to the organisation, the study aims to provide insights that can help organisations design flexibility policies that genuinely improve employee wellbeing and commitment, rather than functioning merely as a formality.

### **Objectives**

1. To study the perception of employees towards flexible work culture.
2. To identify the key factors that influence employees' preference for and satisfaction with flexible working arrangements.
3. To examine the impact of flexible work culture and associated employee benefits on productivity, organizational loyalty, and work-life balance.

### **Scope of the Study**

The scope of this study is to examine the perception of employees towards flexible work culture across different organisations. The research focuses on understanding employee attitudes towards various dimensions of flexibility, including flexible working hours, remote and hybrid work arrangements, and the wellness and time-off benefits that often accompany such policies. The study considers how these factors relate to employees' work-life balance, stress levels, productivity, sense of loyalty, and emotional connection with the organisation.

The study is based on primary data collected through a structured questionnaire from 150 employees across different organisations within a defined time period. It reflects the opinions, attitudes, and perceptions of the respondents at the time the survey was conducted and does not track changes in perception over a longer period. The research is restricted to employee perception and does not extend to a detailed financial or operational analysis of any single organisation's flexible work policies. Therefore, the findings are applicable within the defined sample and may not be generalised to all organisations or industries.

## Literature Review

### 1. Hackman and Oldham (1976)

Hackman and Oldham's Job Characteristics Model remains one of the most influential frameworks in the study of work design and employee motivation. The model identifies autonomy the degree of freedom an employee has in scheduling and carrying out their work as one of five core job dimensions that drive internal motivation, satisfaction, and performance. Flexible work arrangements directly expand employees' autonomy over when and how they work, providing a strong theoretical foundation for why flexibility is associated with positive employee attitudes.

### 2. Hill, Hawkins, Ferris and Weitzman (2001)

In a large-scale study of IBM employees (n = 6,451), Hill and colleagues found that employees who perceived greater flexibility in the timing and location of their work reported a significantly better balance between work and family life, even after accounting for hours worked and domestic responsibilities. Their research established that it is the perception of flexibility, not merely its formal availability, that drives improved work-family balance a distinction that remains central to research on flexible work culture.

### 3. Greenhaus and Beutell (1985)

Greenhaus and Beutell's foundational work on work-family conflict identified three primary sources of conflict between work and family roles: time-based conflict, strain-based conflict, and behaviour-based conflict. Their framework underpins much of the later research on flexible work arrangements, which are largely designed to reduce time-based and strain-based conflict by giving employees greater control over how work and personal responsibilities are scheduled.

### 4. Golden and Veiga (2005)

Golden and Veiga examined the relationship between the extent of telecommuting and job satisfaction among 321 professional employees. Their findings revealed a curvilinear, inverted-U relationship: job satisfaction rose as telecommuting increased, but only up to a point, after which further increases in remote work began to reduce satisfaction, likely due to declining face-to-face interaction. The study suggests that moderate, well-balanced flexibility produces the most positive employee outcomes.

### 5. Kossek, Lautsch and Eaton (2006)

Kossek, Lautsch and Eaton introduced the concept of "flexibility enactment," arguing that the psychological experience of control over one's schedule, and how employees manage the boundary between work and family roles, matters more for wellbeing than simply having access to a flexible policy. Their study of professionals across two organisations found that employees with greater perceived job control reported lower turnover intentions and less work-family conflict.

### 6. Gajendran and Harrison (2007)

In a meta-analysis of 46 studies covering 12,883 employees, Gajendran and Harrison found that telecommuting had small but consistently beneficial effects on perceived autonomy and reduced work-family conflict, with no general negative impact on the quality of workplace relationships. However, employees who worked away from the office for three or more days a week did report some decline in relationship quality with coworkers, pointing to the importance of balance in flexible arrangements.

### 7. Kelly, Moen and Tranby (2011)

Using longitudinal data from 608 white-collar employees before and after a workplace initiative that increased schedule control, Kelly, Moen and Tranby found that the initiative significantly increased employees' sense of control over their schedules, which in turn reduced work-family conflict and improved

their overall sense of work-family fit. The study provides strong evidence that organisational initiatives explicitly designed to increase schedule control can meaningfully improve employee wellbeing.

#### **8. Bloom, Liang, Roberts and Ying (2015)**

In a nine-month randomised experiment at a large Chinese travel agency, Bloom and colleagues found that call-centre employees who worked from home showed a measurable increase in performance, driven by fewer breaks and sick days and a quieter working environment. Home-based employees also reported improved work satisfaction and were less likely to leave the company, demonstrating that well-structured remote work can benefit both employees and employers simultaneously.

#### **9. NASSCOM and Deloitte (2025)**

A 2025 industry survey conducted jointly by NASSCOM and Deloitte found that a large majority of Indian employees now prefer hybrid work arrangements over either fully remote or fully in-office models, indicating that Indian employees increasingly see a blended approach as the ideal balance between flexibility and structure.

#### **10. Cisco Global Hybrid Work Study (2025)**

Cisco's 2025 global study on hybrid work found that Indian employers rank remote and hybrid work among the most important factors in employee retention and loyalty, with India recording one of the highest such rates among the countries surveyed — underscoring the strategic, and not merely operational, importance of flexibility to Indian organisations.

#### **11. PwC India Workforce Survey (2024)**

PwC India's workforce survey found that a majority of younger employees, particularly those from Generation Z, indicated they would be unwilling to accept a job offer that did not include hybrid or flexible working options, highlighting flexibility as an increasingly non-negotiable expectation among newer entrants to the workforce.

#### **12. ADP Research Institute, People at Work (2025)**

The ADP Research Institute's 2025 global workforce survey found that Indian employees who reported full autonomy over their choice of work location were considerably more likely to describe themselves as fully engaged at work than those with little or no such autonomy, reinforcing the link between perceived control over work arrangements and engagement.

#### **13. Owl Labs, State of Hybrid Work Survey (2025)**

Owl Labs' 2025 survey found that employees place similarly high value on flexible hours, flexible working days, and flexible work location, and reported being willing to trade a meaningful share of salary in exchange for greater flexibility — evidence that flexibility functions as a form of compensation in its own right, not merely a workplace convenience.

#### **14. SHRM India (2025)**

A 2025 survey of Indian HR leaders by SHRM India found that maintaining organisational culture was cited as the single biggest concern in implementing hybrid and flexible work models, even as many of the same organisations reported productivity gains under flexible policies. This highlights that flexibility brings real productivity benefits alongside real cultural challenges that organisations must actively manage.

### **Research Methodology**

The research methodology explains the systematic approach adopted to study the perception of employees towards flexible work culture. The study aims to analyse how employees perceive flexible work

arrangements and how this perception relates to productivity, work-life balance, and organisational loyalty.

### Research Design

The study follows a descriptive research design, as it focuses on understanding and describing employee opinions, attitudes, and perceptions regarding flexible work culture.

### Primary Data

Primary data were collected directly from employees across different organisations using a structured questionnaire administered through an online form. The questionnaire consisted of two parts: the first captured demographic information (age group, gender, marital status, job role/designation, and length of service), and the second consisted of 20 close-ended statements measured on a five-point Likert scale (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree), covering work-life balance, stress and burnout, productivity, organisational loyalty, emotional commitment, and expectations around communication, feedback, and wellness support. A total of 150 employees participated in the survey.

### Secondary Data

Secondary data were collected from published journal articles and reputable industry workplace-survey publications (including NASSCOM-Deloitte, Cisco, PwC India, the ADP Research Institute, Owl Labs, and SHRM India) related to flexible work arrangements, employee engagement, and organisational behaviour. These sources helped build the theoretical framework of the study and contextualise the primary findings against broader industry trends.

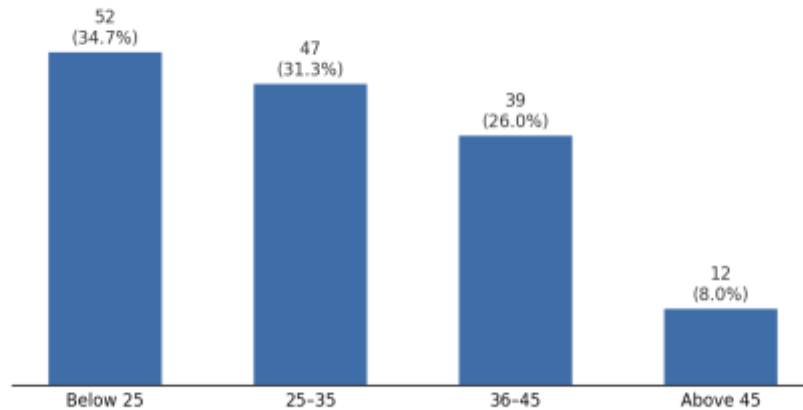
### Analysis and Interpretation

This section presents the analysis of primary data collected from 150 employees across different organisations through a structured questionnaire. The analysis begins with the demographic profile of respondents, followed by their responses to 20 Likert-scale statements grouped under three themes: flexibility, wellbeing, productivity and work-life balance; flexibility, benefits and organizational loyalty; and employee expectations and support for strengthening flexibility. Each statement is presented with a frequency and percentage table, a corresponding chart, and a brief interpretation.

### Demographic Profile of Respondents

#### 1. Age Group

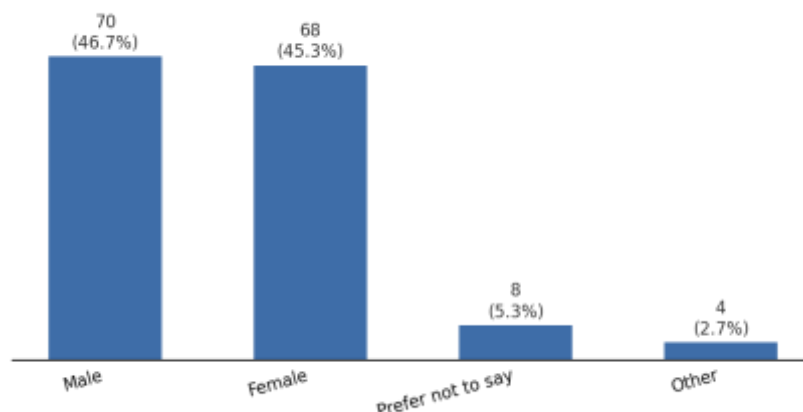
| Age Group    | No. of Respondents | Percentage  |
|--------------|--------------------|-------------|
| Below 25     | 52                 | 34.7%       |
| 25–35        | 47                 | 31.3%       |
| 36–45        | 39                 | 26.0%       |
| Above 45     | 12                 | 8.0%        |
| <b>Total</b> | <b>150</b>         | <b>100%</b> |



**Interpretation:** The sample skews towards a relatively young workforce, with 66.0% of respondents aged below 36 and only 8.0% above 45. This age profile is consistent with the demographics typically found in India's e-commerce sector and is an important lens through which to read the study's findings on flexibility and work-life balance.

## 2. Gender

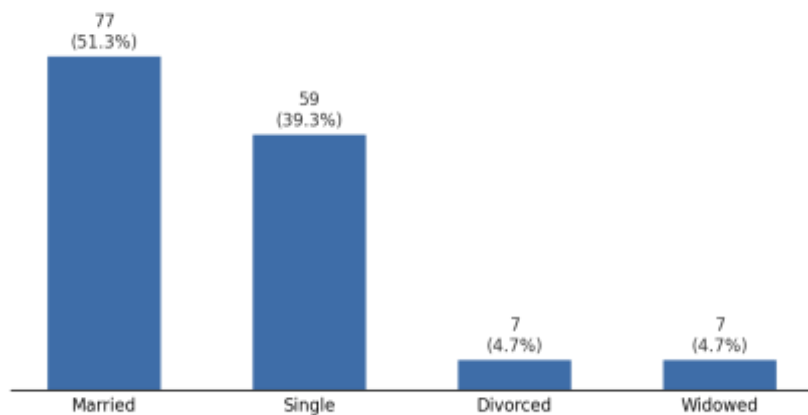
| Gender            | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Male              | 70                 | 46.7%       |
| Female            | 68                 | 45.3%       |
| Prefer not to say | 8                  | 5.3%        |
| Other             | 4                  | 2.7%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |



**Interpretation:** The sample includes a near-even split between male (46.7%) and female (45.3%) respondents, with a small share of respondents identifying as other or preferring not to disclose their gender (8.0% combined). This reasonably balanced mix suggests the findings reflect the perceptions of a mixed-gender workforce rather than any single group.

### 3. Marital Status

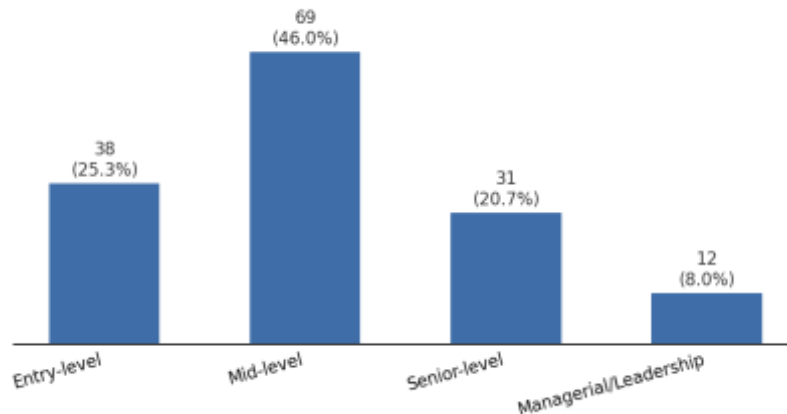
| Marital Status | No. of Respondents | Percentage  |
|----------------|--------------------|-------------|
| Married        | 77                 | 51.3%       |
| Single         | 59                 | 39.3%       |
| Divorced       | 7                  | 4.7%        |
| Widowed        | 7                  | 4.7%        |
| <b>Total</b>   | <b>150</b>         | <b>100%</b> |



**Interpretation:** Just over half of the respondents (51.3%) are married, while 39.3% are single. Since flexible work arrangements are often linked to managing family and caregiving responsibilities, this reasonably balanced mix of marital statuses strengthens the relevance of the study's findings on work-life balance.

### 4. Job Role / Designation

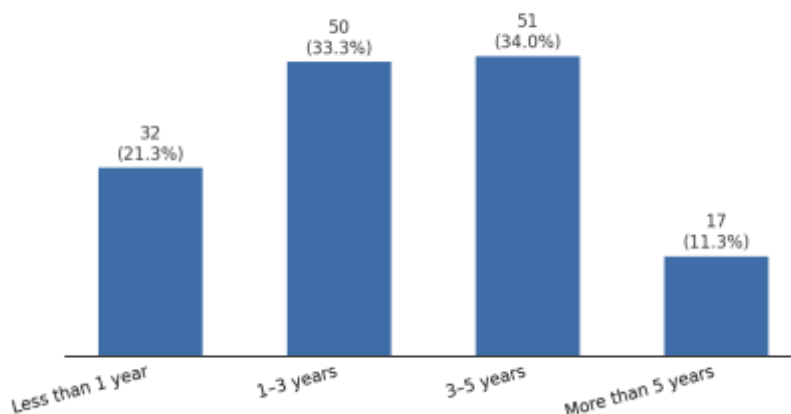
| Job Role / Designation | No. of Respondents | Percentage  |
|------------------------|--------------------|-------------|
| Entry-level            | 38                 | 25.3%       |
| Mid-level              | 69                 | 46.0%       |
| Senior-level           | 31                 | 20.7%       |
| Managerial/Leadership  | 12                 | 8.0%        |
| <b>Total</b>           | <b>150</b>         | <b>100%</b> |



**Interpretation:** Mid-level employees form the largest share of respondents (46.0%), followed by entry-level (25.3%) and senior-level employees (20.7%), with managerial and leadership staff forming the smallest group (8.0%). This distribution means the findings primarily reflect the perceptions of individual contributors and mid-level staff rather than senior leadership.

## 5. Length of Service

| Length of Service | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Less than 1 year  | 32                 | 21.3%       |
| 1–3 years         | 50                 | 33.3%       |
| 3–5 years         | 51                 | 34.0%       |
| More than 5 years | 17                 | 11.3%       |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |

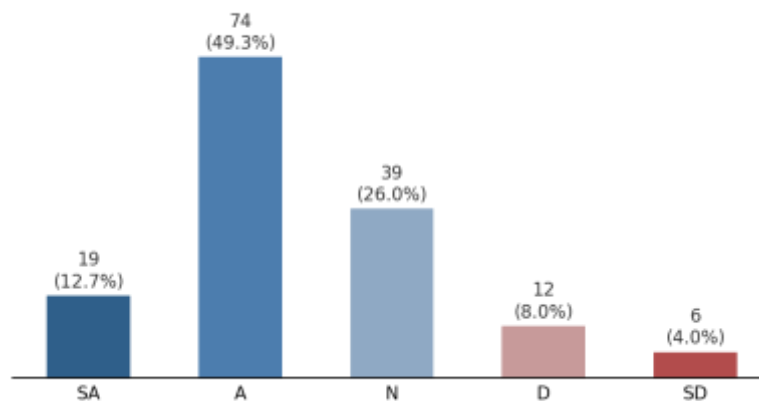


**Interpretation:** A majority of respondents (67.3%) have between one and five years of tenure with their current organisation, indicating that the study's findings largely reflect the perceptions of a reasonably established, though not long-tenured, workforce.

## I. Flexibility, Wellbeing, Productivity and Work-Life Balance

**Statement 1: Flexible work hours help me maintain a healthy balance between my personal and professional life.**

| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 19                 | 12.7%       |
| Agree             | 74                 | 49.3%       |
| Neutral           | 39                 | 26.0%       |
| Disagree          | 12                 | 8.0%        |
| Strongly Disagree | 6                  | 4.0%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |

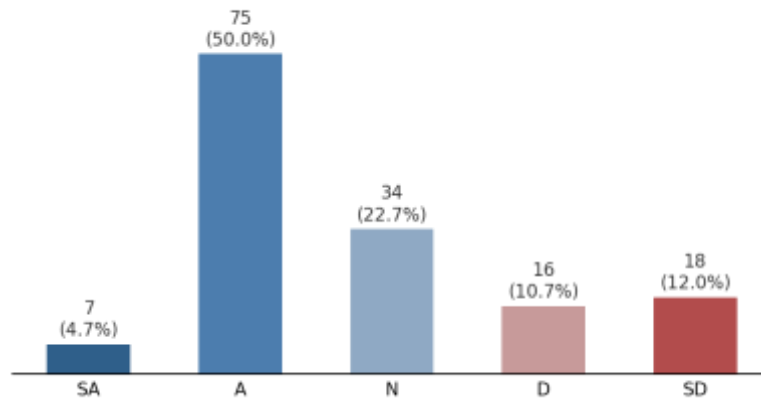


**Interpretation:** A substantial majority of employees (62.0% combined Agree/Strongly Agree) agree that flexible work hours help them maintain a healthy balance between their personal and professional lives, while only 12.0% disagree. A notable 26.0% remain neutral, suggesting that although flexible hours are broadly appreciated, a meaningful share of employees have not yet experienced a strong effect on their work-life balance, possibly due to role-specific limits on how much flexibility they can actually use.

**Statement 2: Working remotely or in a hybrid model reduces my stress levels.**

| Response          | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 7                  | 4.7%       |
| Agree             | 75                 | 50.0%      |
| Neutral           | 34                 | 22.7%      |
| Disagree          | 16                 | 10.7%      |
| Strongly Disagree | 18                 | 12.0%      |

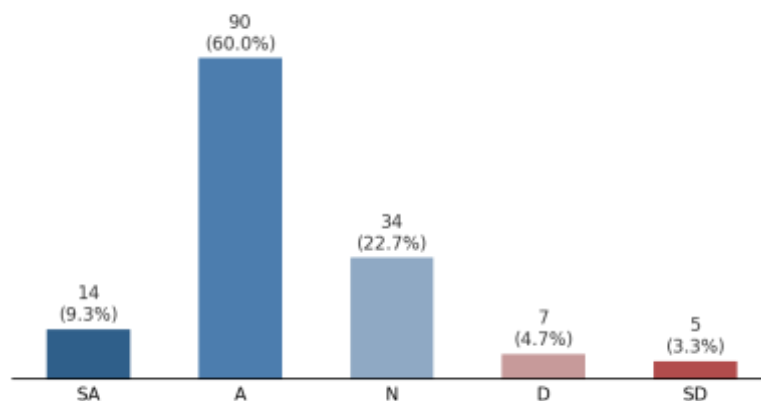
| Response | No. of Respondents | Percentage |
|----------|--------------------|------------|
| Total    | 150                | 100%       |



**Interpretation:** About 54.7% of respondents agree that working remotely or in a hybrid model reduces their stress levels, but this statement also recorded one of the higher disagreement rates in the study (22.7%, including 12.0% who strongly disagree). This indicates that while remote and hybrid work reduces stress for a majority, a meaningful minority may find these arrangements stressful, possibly due to isolation, connectivity issues, or difficulty separating work from home life.

### Statement 3: I am more productive when I have control over my work schedule.

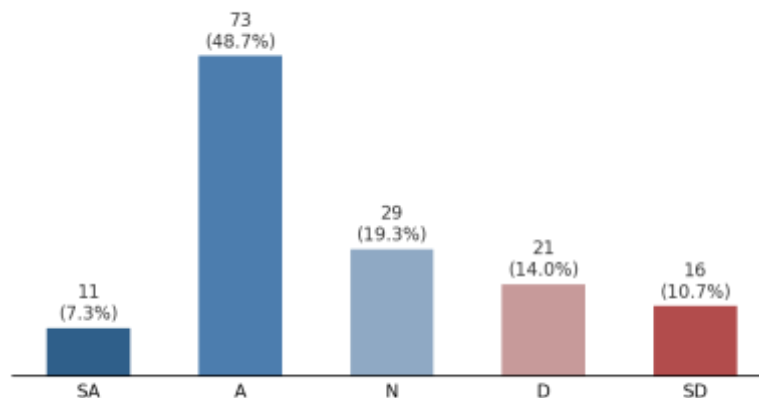
| Response          | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 14                 | 9.3%       |
| Agree             | 90                 | 60.0%      |
| Neutral           | 34                 | 22.7%      |
| Disagree          | 7                  | 4.7%       |
| Strongly Disagree | 5                  | 3.3%       |
| Total             | 150                | 100%       |



**Interpretation:** This statement recorded one of the strongest levels of agreement in the entire survey, with 69.3% of employees agreeing that they are more productive when they have control over their work schedule, and only 8.0% disagreeing. This strongly supports the established link between autonomy and motivation described in the Job Characteristics Model, confirming schedule control as one of the clearest drivers of perceived productivity among employees.

**Statement 4: Flexible work arrangements allow me to spend more quality time with my family.**

| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 11                 | 7.3%        |
| Agree             | 73                 | 48.7%       |
| Neutral           | 29                 | 19.3%       |
| Disagree          | 21                 | 14.0%       |
| Strongly Disagree | 16                 | 10.7%       |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |

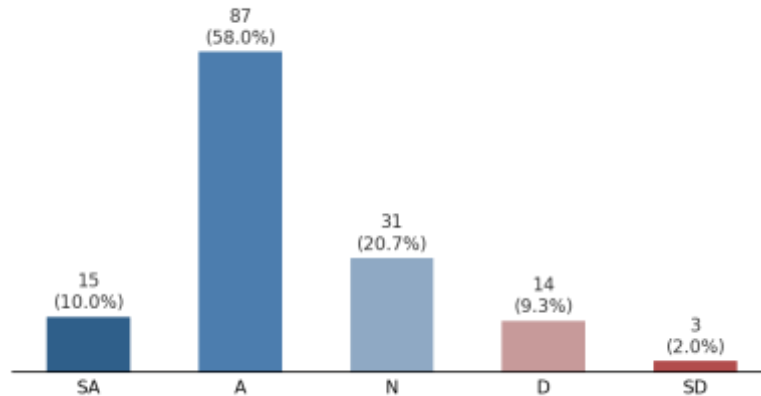


**Interpretation:** 56.0% of employees agree that flexible work arrangements allow them to spend more quality time with their families, though close to a quarter (24.7%) disagree. This split suggests the family-related benefits of flexibility are strongly felt by a majority but are not universal, and likely depend on factors such as family structure, caregiving responsibilities, and the specific flexible arrangement each employee uses.

**Statement 5: I feel less burnt out due to the flexibility in my work environment.**

| Response       | No. of Respondents | Percentage |
|----------------|--------------------|------------|
| Strongly Agree | 15                 | 10.0%      |
| Agree          | 87                 | 58.0%      |
| Neutral        | 31                 | 20.7%      |
| Disagree       | 14                 | 9.3%       |

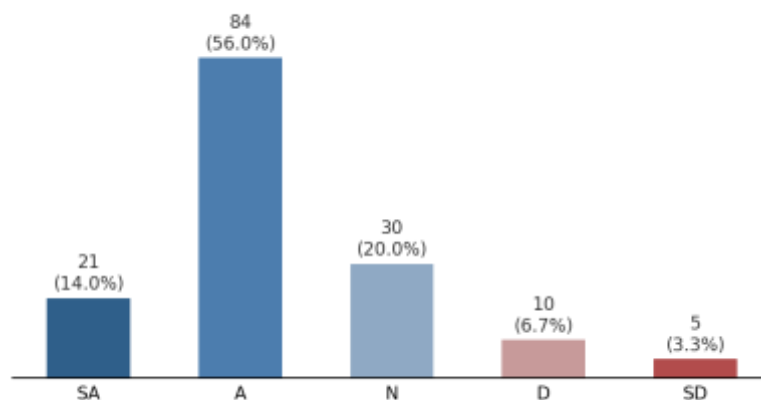
| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 3                  | 2.0%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |



**Interpretation:** A clear majority of employees (68.0%) agree that they feel less burnt out due to the flexibility in their work environment, with only 11.3% disagreeing. This is among the more strongly positive results in the study and reinforces the connection between flexible work culture and employee wellbeing highlighted throughout the wider literature.

## Statement 6: Flexibility in work location helps me manage unexpected personal responsibilities.

| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 21                 | 14.0%       |
| Agree             | 84                 | 56.0%       |
| Neutral           | 30                 | 20.0%       |
| Disagree          | 10                 | 6.7%        |
| Strongly Disagree | 5                  | 3.3%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |

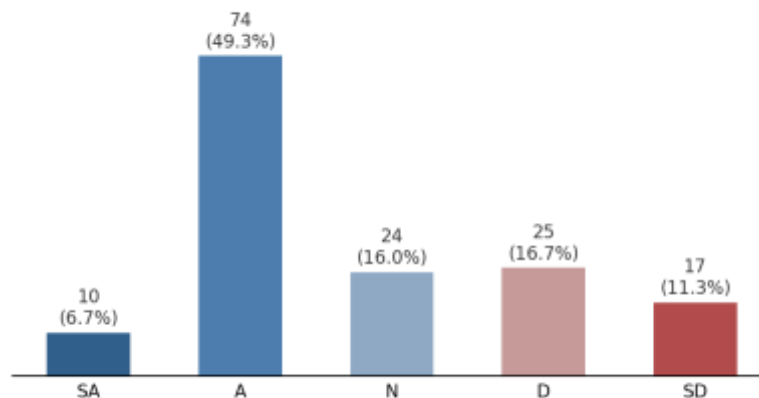


**Interpretation:** 70.0% of respondents agree that flexibility in work location helps them manage unexpected personal responsibilities — the highest level of agreement recorded in the wellbeing and work-life balance theme. This finding highlights that one of the most practically valued aspects of flexible work culture is its ability to help employees handle day-to-day disruptions without needing to take formal leave.

## II. Flexibility, Benefits and Organizational Loyalty

**Statement 7: The availability of flexible work options increases my loyalty to the organization.**

| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 10                 | 6.7%        |
| Agree             | 74                 | 49.3%       |
| Neutral           | 24                 | 16.0%       |
| Disagree          | 25                 | 16.7%       |
| Strongly Disagree | 17                 | 11.3%       |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |

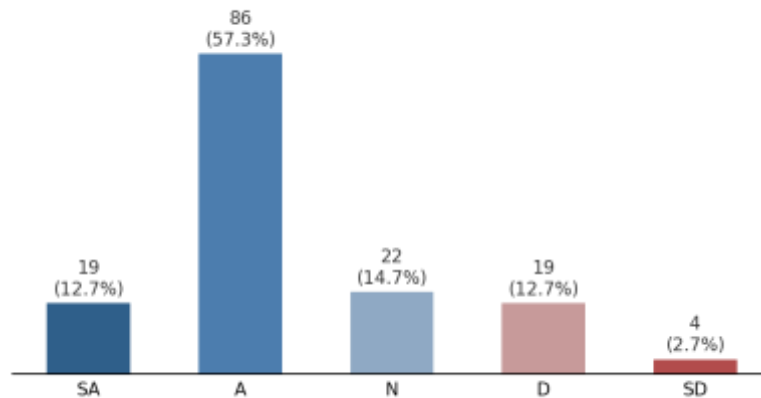


**Interpretation:** While 56.0% of employees agree that the availability of flexible work options increases their loyalty to the organisation, this statement also recorded the highest combined disagreement (28.0%) among all loyalty-related statements. This indicates that, for a meaningful segment of employees, flexibility alone is not a decisive factor in building loyalty and must likely be reinforced by other elements of the employment relationship.

**Statement 8: I feel more committed to the company because of the benefits (e.g., paid time off, wellness programs) offered alongside flexible work.**

| Response       | No. of Respondents | Percentage |
|----------------|--------------------|------------|
| Strongly Agree | 19                 | 12.7%      |
| Agree          | 86                 | 57.3%      |
| Neutral        | 22                 | 14.7%      |

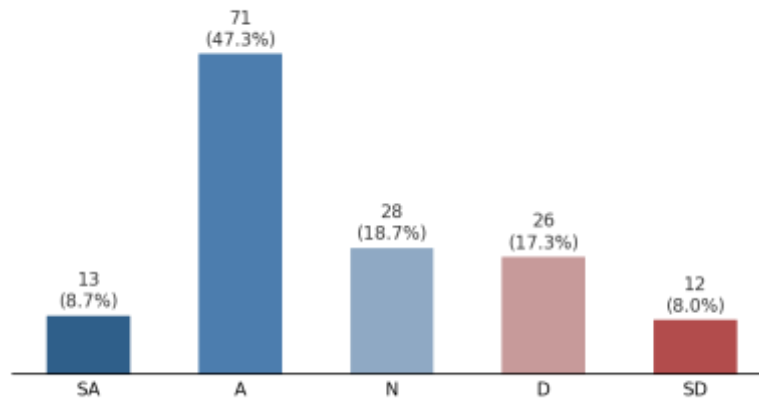
| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Disagree          | 19                 | 12.7%       |
| Strongly Disagree | 4                  | 2.7%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |



**Interpretation:** 70.0% of employees agree that they feel more committed to the company because of benefits such as paid time off and wellness programmes offered alongside flexible work — one of the highest agreement scores in the loyalty theme. This suggests that pairing flexibility with tangible benefits has a stronger effect on commitment than flexibility offered on its own, as reflected in the comparatively lower agreement seen for Q7.

**Statement 9: Flexibility at work, along with supportive employee benefits, makes me less likely to leave the organization.**

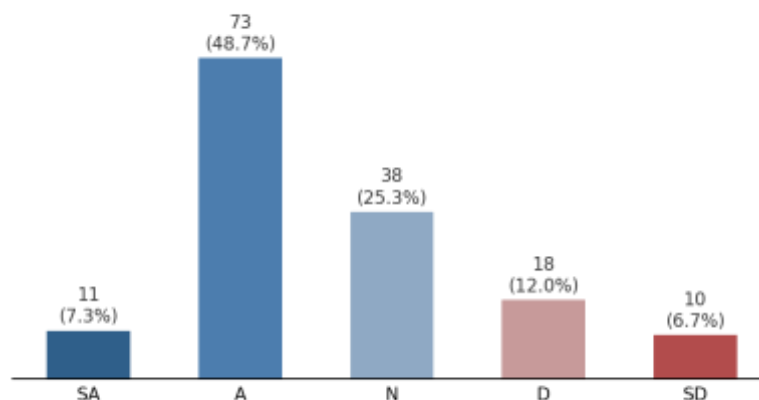
| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 13                 | 8.7%        |
| Agree             | 71                 | 47.3%       |
| Neutral           | 28                 | 18.7%       |
| Disagree          | 26                 | 17.3%       |
| Strongly Disagree | 12                 | 8.0%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |



**Interpretation:** 56.0% of respondents agree that flexibility combined with supportive benefits makes them less likely to leave the organisation, though 25.3% disagree — one of the higher disagreement levels in the study. This mirrors the pattern seen in Q7: flexibility-related retention effects, while real for a majority, are not felt equally across the workforce, and retention strategies may need to extend beyond flexibility alone for some employee segments.

**Statement 10: I value the organization more because it supports my wellbeing through both flexibility and employee benefits.**

| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 11                 | 7.3%        |
| Agree             | 73                 | 48.7%       |
| Neutral           | 38                 | 25.3%       |
| Disagree          | 18                 | 12.0%       |
| Strongly Disagree | 10                 | 6.7%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |

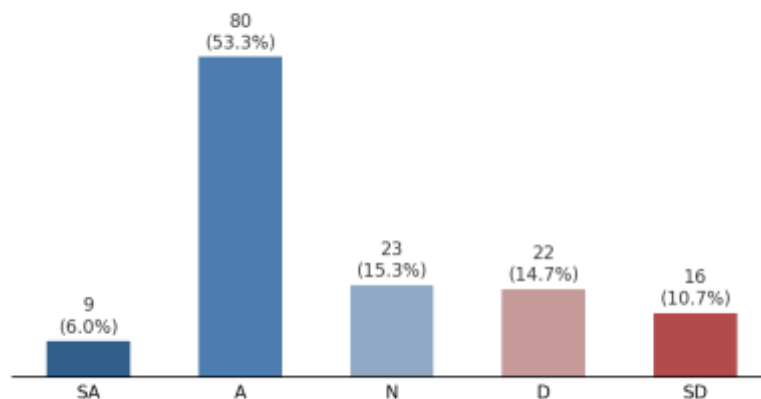


**Interpretation:** 56.0% of employees agree that they value the organisation more because it supports their wellbeing through flexibility and benefits, while a quarter of respondents (25.3%) remain neutral — the

highest neutral share recorded in this theme. This points to an opportunity for the organisation to more clearly communicate the wellbeing support already on offer, in order to shift neutral employees towards stronger agreement.

**Statement 11: I am motivated to perform better because the organization respects my work-life needs.**

| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 9                  | 6.0%        |
| Agree             | 80                 | 53.3%       |
| Neutral           | 23                 | 15.3%       |
| Disagree          | 22                 | 14.7%       |
| Strongly Disagree | 16                 | 10.7%       |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |

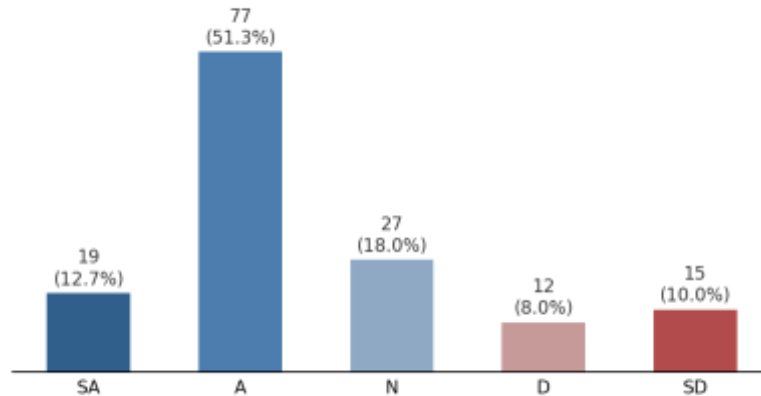


**Interpretation:** 59.3% of employees agree that they are motivated to perform better because the organisation respects their work-life needs, while 25.3% disagree. The relatively high disagreement rate suggests that motivation gains from flexibility are strongest where employees feel their work-life needs are genuinely acknowledged, rather than simply accommodated on paper.

**Statement 12: Having access to flexible work options makes me speak positively about my organization to others.**

| Response       | No. of Respondents | Percentage |
|----------------|--------------------|------------|
| Strongly Agree | 19                 | 12.7%      |
| Agree          | 77                 | 51.3%      |
| Neutral        | 27                 | 18.0%      |
| Disagree       | 12                 | 8.0%       |

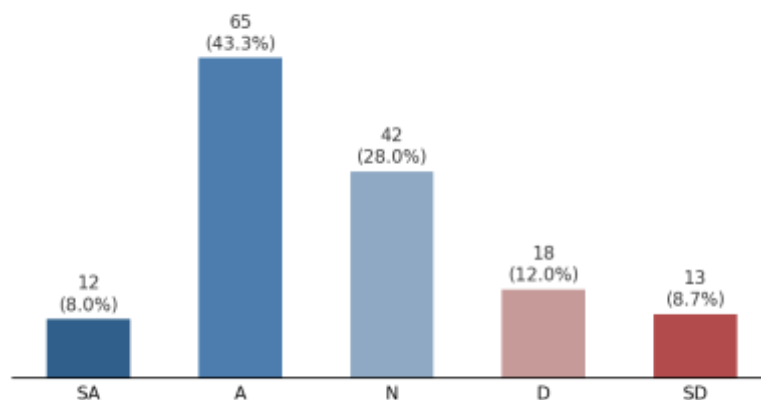
| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 15                 | 10.0%       |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |



**Interpretation:** 64.0% of employees agree that having access to flexible work options makes them speak positively about the organisation to others — one of the stronger results in the loyalty theme. This points to a potential employer-branding benefit of flexible work culture, as satisfied employees are likely to act as informal advocates for the organisation among peers and prospective recruits.

## Statement 13: I feel emotionally connected to the company due to its employee-friendly policies.

| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 12                 | 8.0%        |
| Agree             | 65                 | 43.3%       |
| Neutral           | 42                 | 28.0%       |
| Disagree          | 18                 | 12.0%       |
| Strongly Disagree | 13                 | 8.7%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |

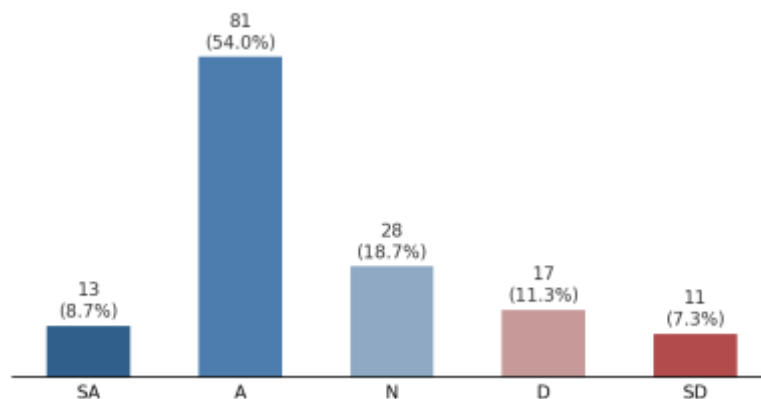


**Interpretation:** This statement recorded the lowest agreement level (51.3%) and the highest neutral response (28.0%) among all 20 statements in the survey. While a majority of employees do feel some emotional connection to the company because of its employee-friendly policies, the unusually high neutral share suggests that emotional attachment is the slowest-forming and least certain outcome of flexible work culture, developing more gradually than practical benefits such as productivity gains or reduced burnout.

### III. Employee Expectations and Support for Strengthening Flexibility

**Statement 14: I would benefit from more autonomy in choosing my working hours.**

| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 13                 | 8.7%        |
| Agree             | 81                 | 54.0%       |
| Neutral           | 28                 | 18.7%       |
| Disagree          | 17                 | 11.3%       |
| Strongly Disagree | 11                 | 7.3%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |

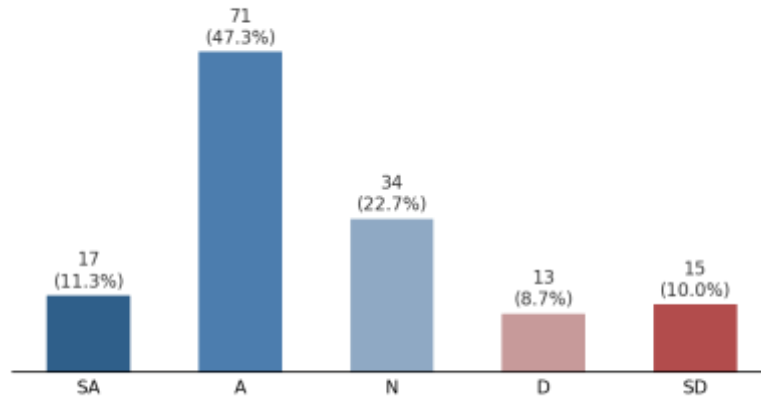


**Interpretation:** 62.7% of employees agree that they would benefit from more autonomy in choosing their working hours, indicating that current flexibility, while valued, has not fully satisfied employee demand for control over scheduling. This represents a clear, low-cost opportunity for the organisation to extend flexible scheduling further.

**Statement 15: Training or support on time management would improve my work-life balance.**

| Response       | No. of Respondents | Percentage |
|----------------|--------------------|------------|
| Strongly Agree | 17                 | 11.3%      |
| Agree          | 71                 | 47.3%      |
| Neutral        | 34                 | 22.7%      |
| Disagree       | 13                 | 8.7%       |

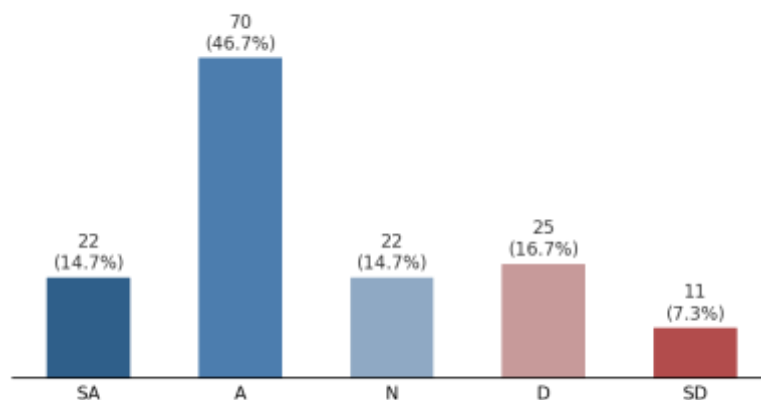
| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 15                 | 10.0%       |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |



**Interpretation:** 58.7% of respondents agree that training or support on time management would improve their work-life balance. This suggests that beyond simply offering flexibility, equipping employees with the skills to manage flexible schedules effectively could meaningfully strengthen the benefits they already experience.

**Statement 16: I believe regular feedback sessions would strengthen my engagement and loyalty.**

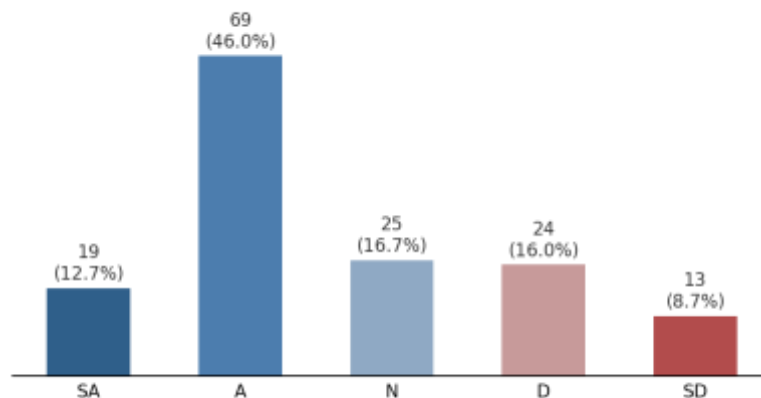
| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 22                 | 14.7%       |
| Agree             | 70                 | 46.7%       |
| Neutral           | 22                 | 14.7%       |
| Disagree          | 25                 | 16.7%       |
| Strongly Disagree | 11                 | 7.3%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |



**Interpretation:** 61.3% of employees agree that regular feedback sessions would strengthen their engagement and loyalty, though 24.0% disagree. Read together with the strong result for Q20, this signals that structured, two-way communication from managers is one of the clearest areas where employees want further organisational investment.

**Statement 17: Providing clear communication about work expectations helps balance work and life better.**

| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 19                 | 12.7%       |
| Agree             | 69                 | 46.0%       |
| Neutral           | 25                 | 16.7%       |
| Disagree          | 24                 | 16.0%       |
| Strongly Disagree | 13                 | 8.7%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |

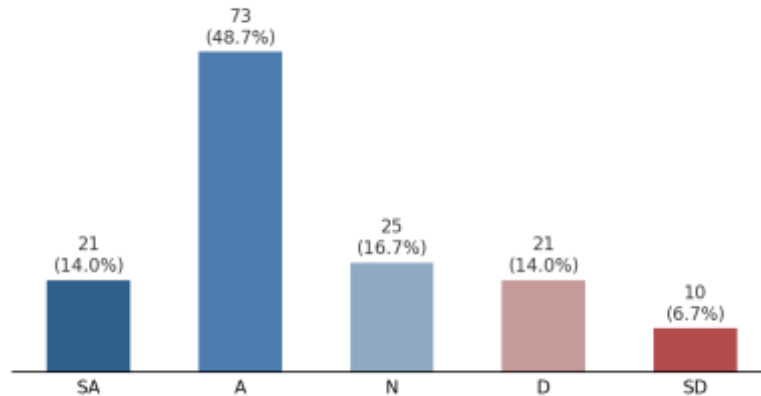


**Interpretation:** 58.7% of employees agree that clear communication about work expectations helps them balance work and life better, while 24.7% disagree. This indicates that ambiguity in expectations can undercut the benefits of flexibility even when flexible arrangements are formally available, reinforcing the importance of manager clarity alongside policy design.

**Statement 18: I recommend implementing more wellness initiatives (e.g., mental health days, fitness programs) to improve WLB and loyalty.**

| Response       | No. of Respondents | Percentage |
|----------------|--------------------|------------|
| Strongly Agree | 21                 | 14.0%      |
| Agree          | 73                 | 48.7%      |
| Neutral        | 25                 | 16.7%      |
| Disagree       | 21                 | 14.0%      |

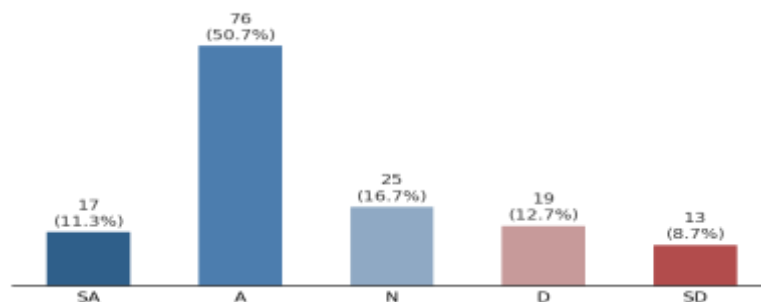
| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Disagree | 10                 | 6.7%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |



**Interpretation:** 62.7% of respondents recommend implementing more wellness initiatives, such as mental health days and fitness programmes, to improve work-life balance and loyalty. This is a direct, actionable request from employees and aligns closely with the wellbeing-related benefits already associated with flexible work culture elsewhere in the survey.

**Statement 19: Providing mental wellness days or time-off options would enhance both loyalty and work-life balance.**

| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 17                 | 11.3%       |
| Agree             | 76                 | 50.7%       |
| Neutral           | 25                 | 16.7%       |
| Disagree          | 19                 | 12.7%       |
| Strongly Disagree | 13                 | 8.7%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |

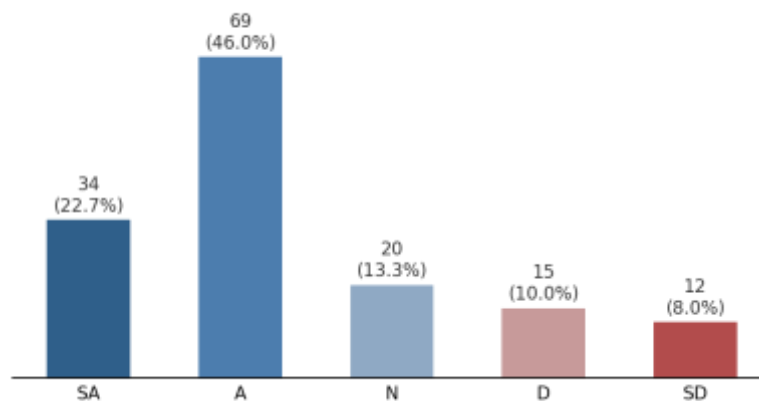


**Interpretation:** 62.0% of employees agree that providing mental wellness days or additional time-off options would enhance both their loyalty and work-life balance. Taken together with Q18, this confirms

strong employee demand for dedicated wellness-focused benefits, distinct from scheduling or location flexibility alone.

## Statement 20: Regular feedback from managers would increase my engagement and loyalty.

| Response          | No. of Respondents | Percentage  |
|-------------------|--------------------|-------------|
| Strongly Agree    | 34                 | 22.7%       |
| Agree             | 69                 | 46.0%       |
| Neutral           | 20                 | 13.3%       |
| Disagree          | 15                 | 10.0%       |
| Strongly Disagree | 12                 | 8.0%        |
| <b>Total</b>      | <b>150</b>         | <b>100%</b> |



**Interpretation:** This statement recorded the highest "Strongly Agree" share of any statement in the survey (22.7%) and the strongest overall agreement within the expectations theme (68.7%). This makes regular managerial feedback the single most strongly endorsed improvement area identified by employees — ahead of wellness initiatives, communication clarity, and time-management training.

## Findings of the Study

1. The sample is drawn from a relatively young workforce, with 66.0% of respondents aged below 36 and a majority (67.3%) having between one and five years of service with their current organisation.
2. A large majority of employees (69.3%) agree that they are more productive when they have control over their work schedule, making it one of the strongest results in the entire study.
3. 70.0% of employees agree that flexibility in work location helps them manage unexpected personal responsibilities, and an equal share (70.0%) feel more committed to the company because of benefits offered alongside flexible work.
4. 68.0% of respondents feel less burnt out due to flexibility in their work environment, and 54.7% feel that remote or hybrid work reduces their stress levels, confirming a strong link between flexibility and employee wellbeing.

5. While a majority of employees agree that flexible work options increase their loyalty (56.0%) and reduce the likelihood of leaving (56.0%), these two statements also recorded the highest levels of disagreement in the loyalty theme (28.0% and 25.3% respectively), suggesting that flexibility alone does not guarantee loyalty for a meaningful minority of employees.
6. Emotional connection to the company due to employee-friendly policies recorded the lowest level of agreement (51.3%) and the highest level of neutrality (28.0%) among all 20 statements, indicating that flexible work culture builds emotional attachment more slowly and unevenly than it builds practical benefits such as productivity or reduced burnout.
7. A strong majority of employees (62.7%) would like more autonomy in choosing their working hours, indicating unmet demand for greater flexibility beyond current arrangements.
8. Regular feedback from managers recorded the highest share of “Strongly Agree” responses among all 20 statements (22.7%) and the highest overall agreement within the expectations theme (68.7%), showing that employees place very high value on consistent managerial communication.
9. Between 58.7% and 62.7% of employees agreed that training on time management, clearer communication of expectations, and expanded wellness initiatives (such as mental health days) would further improve their work-life balance and loyalty, pointing to specific, actionable areas for improvement.
10. Across nearly all 20 statements, combined “Agree” and “Strongly Agree” responses substantially outweighed “Disagree” and “Strongly Disagree” responses, indicating an overall positive perception of flexible work culture among employees — though a consistent 15%-28% minority expressed some reservation on nearly every statement.

### **Suggestions**

1. Organisations should continue to invest in flexible work arrangements, such as flexible hours and hybrid or remote options, given the strong positive association with productivity and reduced burnout.
2. Since flexibility alone does not guarantee loyalty for all employees, the organisation should pair flexible policies with other loyalty-building initiatives such as career development opportunities and recognition programmes.
3. Given that emotional connection to the company recorded the lowest agreement score, management should consider more visible and personal ways of demonstrating that policies are designed around employee wellbeing, such as leadership communication and manager check-ins.
4. As a majority of employees want more autonomy in choosing their working hours, the organisation could pilot expanded flextime options for suitable roles.
5. Given the very high value employees place on regular feedback from managers, the company should institutionalise structured, periodic feedback sessions across all levels.
6. Clear communication of work expectations should be prioritised, as employees who feel expectations are unclear are more likely to struggle with balancing work and life despite flexible arrangements.
7. The organisation should expand wellness initiatives such as mental health days and fitness programmes, which a majority of employees explicitly recommended.
8. Time-management training or support could be introduced, particularly for employees managing hybrid or remote schedules, to help them make the most of flexible arrangements.

9. Given differences in agreement levels across job roles and tenure groups, the organisation may benefit from tailoring flexibility policies to different employee segments rather than applying a uniform approach.
10. Regular pulse surveys should be conducted to track how employee perception of flexible work culture evolves over time, allowing the organisation to adjust policies proactively rather than reactively.

## Conclusion

This study set out to examine the perception of employees towards flexible work culture, to identify the factors influencing their preference for flexible working arrangements, and to assess the impact of flexibility and associated benefits on productivity, loyalty, and work-life balance. Based on primary data collected from 150 employees, the study finds that flexible work culture is, on the whole, viewed positively: a clear majority of respondents associate flexibility with reduced stress and burnout, greater productivity, and better management of personal responsibilities, echoing the theoretical link between autonomy and motivation described by Hackman and Oldham (1976) and the wellbeing benefits documented in studies such as Bloom et al. (2015).

At the same time, the study reveals that the relationship between flexibility and organisational loyalty is more complex than the relationship between flexibility and personal wellbeing. Statements linking flexibility directly to loyalty, retention, and emotional connection to the company consistently recorded higher disagreement and neutrality than statements about productivity or stress reduction, most notably on the question of emotional connection to the company, where agreement fell to its lowest point in the entire survey. This pattern is consistent with Golden and Veiga's (2005) finding that the benefits of flexibility are not unconditional, and with Kossek, Lautsch and Eaton's (2006) argument that it is the lived, day-to-day experience of control — not merely the existence of a policy — that determines employee outcomes.

The study also highlights clear and specific expectations from employees: a strong majority want greater autonomy over their working hours, more regular feedback from managers, clearer communication of expectations, and expanded wellness initiatives such as mental health days. These findings align closely with recent Indian industry survey evidence — including NASSCOM-Deloitte (2025), Cisco (2025), and the ADP Research Institute (2025) — which similarly find that Indian employees place high value on flexibility and autonomy, while HR leaders (SHRM India, 2025) continue to grapple with maintaining organisational culture in flexible work environments.

Overall, the study concludes that flexible work culture is a genuine asset to employee wellbeing and, to a meaningful extent, to organisational loyalty. However, its full benefits are best realised when flexibility is deliberately paired with supportive employee benefits, consistent managerial feedback, and clear communication — rather than treated as a standalone policy. Organisations that invest in these complementary elements, alongside flexibility itself, are best placed to convert a positive employee perception of flexible work culture into stronger long-term engagement and retention.

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