

The Impact of Flexible Work Arrangements on Work-Life Balance among IT Employees

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Abstract: Flexible work arrangements have become increasingly important in the information technology (IT) sector as organisations seek to enhance employee well-being and performance. This study examines the impact of flexible work arrangements on the work-life balance of IT employees. The study employed a quantitative design and collected primary data with the help of a structured questionnaire from 150 IT employees. The findings revealed that employees generally held positive perceptions regarding flexible work arrangements and their contribution to work-life balance. The study concludes that flexible work practices, such as hybrid work, remote work, and flexible working hours, enable employees to balance their professional and personal life more effectively, resulting in improved job satisfaction, reduced stress, and enhanced overall well-being. The findings suggest that the IT sector should continue to strengthen and expand flexible work policies to improve employee productivity, engagement, and retention while fostering a healthy work-life balance.

Keywords: Flexible Work Arrangements, Work-Life Balance, IT Employees, Hybrid Work, Remote Work, Employee Well-being.

1. INTRODUCTION

The rapid growth of the Information Technology (IT) industry has transformed the modern workplace, creating new opportunities as well as challenges for employees. IT workers frequently operate in extremely demanding settings with strict deadlines, long workdays, ongoing technical advancements, and high-performance standards. Work-life balance is a crucial topic in the IT industry since these characteristics might make it difficult to integrate professional obligations with personal and family commitments. Flexible Work Arrangements (FWAs), which include compressed work schedules, remote work, hybrid work models, and flexible working hours, have become crucial organisational practices to help employees successfully balance their personal and professional lives. The increasing adoption of these arrangements, particularly after the COVID-19 pandemic, has significantly altered traditional work patterns and highlighted the need to understand their impact on employee well-being.

The capacity to strike a balance between work-related responsibilities and personal activities while finding fulfilment in both areas is known as work-life balance. According to earlier research, flexible work arrangements can improve work-life balance by giving workers more freedom and control over their schedules. Higher job satisfaction, enhanced productivity, decreased stress, and stronger organisational commitment have all been linked to improved work-life balance. However, the efficacy of flexible work arrangements may differ based on individual circumstances, job requirements, and corporate culture. As one of Kerala's prominent IT hubs, Ernakulam City hosts a large number of IT professionals working under diverse organisational settings. Despite the growing adoption of flexible work practices, limited research has examined their influence on the work-life balance of IT employees in this region. Therefore, this study aims to investigate the impact of flexible work arrangements on work-life balance among IT employees and provide insights that may assist organisations in designing employee-friendly workplace policies.

2. REVIEW OF LITERATURE

(Dwitanti et al., 2023) examined the influence of work–life balance on employee performance, with work stress and workload acting as mediating variables, among employees of PT. Bank Negara Indonesia (Persero). The study analyzed the relationships between work–life balance, work stress, workload, and employee performance. The findings revealed that work–life balance has a positive and significant impact on employee performance. The study also found that high levels of work stress and workload negatively affect employee performance. Furthermore, work–life balance was identified as a mediating factor that helps reduce the adverse effects of work stress and workload, thereby enhancing employee productivity and overall performance. The study highlights the importance of implementing organisational policies and programs that promote a healthy work–life balance to improve employee well-being and organisational effectiveness.

(Wolor et al., 2020) Investigated the impact of e-training, e-leadership, work–life balance, and work motivation on the performance of millennial employees during the COVID-19 pandemic. Conducted among 200 millennial employees working at a Honda motorcycle dealership in Jakarta, Indonesia, the research employed a quantitative survey approach and Structural Equation Modelling for data analysis. The findings revealed that e-training, e-leadership, and work–life balance positively influence employee work motivation. Additionally, all four factors—e-training, e-leadership, work–life balance, and work motivation—were found to have a significant positive effect on employee performance. The study emphasised that organisations should focus on strengthening digital training programs, effective online leadership practices, and work–life balance initiatives to maintain employee motivation and enhance performance, particularly in an online working environment during challenging periods such as the COVID-19 pandemic.

(Gagnano et al., 2020) Investigated the importance of the effects of the work–family balance (WFB) and the work–health balance (WHB) on job satisfaction. They also explored how the effects of the WFB and the WHB on job satisfaction change according to worker characteristics such as age, gender, parental status, and work ability. The findings indicate that employees valued their health just as highly as their families in the WLB. Work ability moderated the effect of the WHB on job satisfaction, and age, gender, and parental status moderated the influence of the WFB on job satisfaction. This study emphasises the significance of the health domain in the WLB and emphasises the need to take various worker groups' distinctiveness into account while evaluating the WLB.

(Bhat & Sharma, 2018) conducted research to identify the obstacles that female entrepreneurs experience in maintaining a healthy work-life balance. Researchers looked at and investigated the various factors that influence and contribute to the disparity between the personal and professional life of women entrepreneurs. Poor networks, government training, technical know-how, poor assistance from family members, and inadequate advice are all barriers to their commercial endeavours. They also advised female entrepreneurs to develop their business skills in areas like effective delegation, planning, organising, and communicating in order to maintain a work-life balance.

3. OBJECTIVES

1. To examine the impact of flexible work arrangements on the work–life balance of IT employees.

4. RESEARCH METHODOLOGY

The study adopts a descriptive research design to examine the work-life balance of employees working in the IT sector in Ernakulam City. The research is conducted among IT employees working in various IT companies located in Ernakulam City, Kerala. Data is collected from both primary and secondary sources. Primary data is collected from IT employees in Ernakulam city through a structured questionnaire. Secondary data are collected from journals, research articles, websites, and previous studies on work-life balance and the IT industry. The population comprises all employees working in IT companies in Ernakulam City. A sample of 150 respondents is selected for the research. The study uses a convenience sampling method to select respondents from different IT companies in Ernakulam City.

5. STATEMENT OF THE PROBLEM

The rapid growth of the IT industry has increased job demands, long working hours, and work-related stress, making it difficult for employees to maintain a healthy balance between their professional and personal lives. Even though many companies have implemented flexible work arrangements, including remote work, flexible schedules, and hybrid work models, it is still necessary to assess whether these arrangements actually enhance IT personnel's work-life balance. Thus, the purpose of this study is to look into how flexible work schedules affect IT workers' work-life balance.

6. SIGNIFICANCE OF THE STUDY

This study examines the impact of flexible work arrangements on the work–life balance of IT employees. The findings will help firms to understand how flexible work practices influence employees' ability to manage professional and personal responsibilities effectively. The study will provide insights for developing employee-friendly policies that increases job satisfaction, productivity, and retention. It will also assist employees in understanding the benefits and challenges of flexible work arrangements and their effect on overall well-being. Furthermore, the research will contribute to existing literature and serve as a reference for future studies on workplace flexibility and work–life balance.

7. DATA ANALYSIS AND INTERPRETATION

Table 1.1 Demographic Profile of the Respondents

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	77	51.3
	Female	72	48.0
	Other	1	0.7
	Total	150	100.0
Age	Below 25 years	42	28.0
	26–35 years	78	52.0
	Above 36 years	30	20.0
	Total	150	100.0
Marital Status	Single	79	52.7
	Married	60	40.0
	Other	11	7.3
	Total	150	100.0
Educational Qualification	Undergraduate	18	12.0
	Postgraduate	72	48.0
	Professional Qualification	47	31.3
	Diploma	7	4.7
	Others	6	4.0
	Total	150	100.0
Work Experience	Less than 2 years	48	32.0
	3–5 years	31	20.7
	6–8 years	6	4.0
	8–10 years	6	4.0
	Above 10 years	59	39.3
	Total	150	100.0
Current Work Arrangement	Hybrid	72	48.0
	Work from Home	42	28.0
	Office-Based	30	20.0
	Flexible Working Hours	6	4.0
	Total	150	100.0

Source: Primary data

Interpretation

The demographic profile indicates that the respondents represent a diverse group of IT employees. Among the 150 respondents, 51.3% were male and 48.0% were female, with 0.7% identifying as other. The majority (52.0%) belonged to the 26–35 years age group, indicating that most participants were young and mid-career professionals. More than half (52.7%) were single, while 40.0% were married. Regarding educational qualifications, 48.0% of the respondents were postgraduates and 31.3% held professional qualifications, reflecting the highly educated nature of the IT workforce. In terms of work experience, 39.3% had more than 10 years of experience, followed by 32.0% with less than 2 years of experience.

With respect to work arrangements, the hybrid work model (48.0%) was the most commonly adopted, followed by work from home (28.0%), office-based work (20.0%), and flexible working hours (4.0%). Overall, the demographic characteristics indicate that the sample is appropriate for examining the impact of flexible work arrangements on the work–life balance of IT employees.

Table 1.2: Descriptive Statistics

Variable	No. of Items	Mean	Standard Deviation
Flexible Work Arrangements	8	3.85	0.63
Work–Life Balance	10	3.49	0.77

Source: Primary data

Interpretation

The average score for Flexible Work Arrangements was 3.85, indicating that respondents generally agreed that their organizations provide adequate flexibility in terms of work schedules, work locations, and organizational support. The mean score for Work–Life Balance was 3.49, suggesting that respondents experienced a moderately positive level of work–life balance. These findings indicate that flexible work arrangements are positively perceived by IT employees and are associated with improved work–life balance.

Table 1.3 Reliability Analysis

Cronbach's Alpha was used to assess the internal consistency of the measurement scales.

Variable	Number of Items	Cronbach's Alpha
Flexible Work Arrangements	8	0.870
Work–Life Balance	10	0.945

Source: Primary data

Interpretation

The Cronbach's Alpha value for Flexible Work Arrangements was 0.870, while the value for Work–Life Balance was 0.945. Since both values are greater than the recommended threshold of 0.70, the questionnaire demonstrates high internal consistency and is considered reliable for measuring the constructs in this study.

Table 1.4 Pearson Correlation Analysis

Hypotheses

H₀: There is no significant relationship between flexible work arrangements and work–life balance among IT employees.

H₁: There is a significant relationship between flexible work arrangements and work–life balance among IT employees.

Variables	Flexible Work Arrangements	Work–Life Balance
Flexible Work Arrangements	1.000	0.753
Work–Life Balance	0.753	1.000

Source: Primary data

Interpretation

Pearson's correlation coefficient was $r = 0.753$, with a significance level of $p < 0.001$. This indicates a strong positive and statistically significant relationship between flexible work arrangements and work–life balance. IT employees who perceived greater workplace flexibility also reported better work–life balance. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted.

Table 1.5: Simple Linear Regression Analysis

Statistic	Value
R	0.753
R Square (R ²)	0.568
Adjusted R ²	0.565

Source: Primary data

Interpretation

R value of 0.753, indicates a strong positive relationship between flexible work arrangements and work–life balance. The R² value of 0.568 shows that approximately 56.8% of the variation in work–life balance is explained by flexible work arrangements.

Table 1.6 ANOVA

Source	F	Significance
Regression	194.27	< 0.001

Source: Primary data

Interpretation

The regression model was statistically significant ($F = 194.27$, $p < 0.001$), indicating that flexible work arrangements significantly predict work–life balance among IT employees.

Table 1.7 Regression Coefficients

Variable	Unstandardized Coefficient (B)	Significance (p)
Constant	−0.108	0.684
Flexible Work Arrangements	0.934	< 0.001

Source: Primary data

Interpretation

The regression coefficient ($B = 0.934$) indicates that for every one-unit increase in the Flexible Work Arrangements score, the Work–Life Balance score increases by approximately 0.934 units. Since the p-value is less than 0.001, flexible work arrangements have a statistically significant positive effect on work–life balance.

8. FINDINGS OF THE STUDY

The major findings of the study are as follows:

1. The study included responses from 150 IT employees working under different work arrangements.
2. Hybrid work was the most common work arrangement reported by respondents.
3. Respondents generally expressed positive perceptions regarding the availability and effectiveness of flexible work arrangements (Mean = 3.85).
4. Employees also reported a moderate to high level of work–life balance (Mean = 3.49).
5. The reliability analysis showed that both measurement scales were highly reliable, with Cronbach's Alpha values of 0.870 for Flexible Work Arrangements and 0.945 for Work–Life Balance.
6. Pearson correlation analysis revealed a strong positive relationship between flexible work arrangements and work–life balance ($r = 0.753$, $p < 0.001$).
7. Regression analysis demonstrated that flexible work arrangements significantly predict work–life balance, explaining 56.8% of the variance ($R^2 = 0.568$).

8. The regression coefficient ($B = 0.934$) indicates that improvements in workplace flexibility are associated with significant improvements in employees' work-life balance.
9. The hypothesis that flexible work arrangements have a significant positive impact on work-life balance was supported.

9. CONCLUSION

The analysis demonstrates that flexible work arrangements have a strong and statistically significant positive impact on the work-life balance of IT employees. Employees who have greater flexibility in their work schedules, locations, and organisational support are more likely to achieve a healthy balance between their professional and personal lives. The strong correlation and significant regression results indicate that flexible work arrangements are an important determinant of employee well-being. These findings support the study objective and suggest that organisations in the IT sector should continue to strengthen flexible work policies to improve employee satisfaction, productivity, and overall quality of life.

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