



Workplace Flexibility and Its Influence on Male and Female Employees' Performance and Satisfaction

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Abstract

This study explores how workplace flexibility influences the performance and satisfaction of male and female employees in today's changing work environment. With work shifting beyond traditional office boundaries, flexibility has become central to achieving balance, trust, and overall well-being. Data collected from 23 employees across different sectors revealed that most participants worked in hybrid setups and had access to flexible arrangements such as remote work and flexible timings. The findings showed no significant differences between full-time and hybrid employees or between men and women in terms of performance and satisfaction, indicating that flexibility benefits all equally. However, it deeply enhances well-being—87% of respondents reported feeling mentally and emotionally better. The study highlights that flexibility is not merely a work policy but a human need—fostering inclusion, fairness, and a sense of control over one's life and career. Ultimately, workplace flexibility empowers people to perform better and live better.

Keywords: *Workplace flexibility, Employee performance, Work-life balance, Job satisfaction, Leadership, Hybrid work models*

Introduction

Work today is no longer confined to a desk or defined by strict 9-to-5 routines. It has evolved into something more human about balance, trust, and the freedom to live and work meaningfully. Employees now value the ability to manage their time, care for their families, and still perform at their best. Workplace flexibility through remote work, hybrid setups, or flexible hours has become not just a trend but a lifeline for modern workers seeking both productivity and peace of mind.

This study, "Workplace Flexibility and Its Influence on Male and Female Employees' Performance and Satisfaction," explores how men and women experience flexibility in different ways. Each brings unique roles and challenges whether managing careers, parenting, or caregiving and flexibility can be the bridge that helps them balance it all.

By listening to the real experiences of working professionals, this research aims to uncover how flexibility influences their performance, satisfaction, and sense of fairness. Beyond policies and statistics, it looks at people their struggles, hopes, and the simple need to feel trusted and valued. Ultimately, this study highlights that workplace flexibility is not just about how we work, but about how we live better while doing it.

Review of Related Literature

Bloom et al. (2015) has described Flexible work has emerged as a key feature of modern organizations, transforming how people experience their jobs. A landmark study through the National Bureau of Economic Research (NBER) at Ctrip revealed that employees who worked from home showed higher productivity, reduced

attrition, and greater job satisfaction. However, it also uncovered that remote workers were promoted less often, indicating that while flexibility improves well-being and output, it requires organizations to rethink evaluation and promotion systems to ensure fairness and visibility for all employees.

Ellen et al. (2015) have consistently emphasized that workplace flexibility works best when supported by thoughtful management and inclusive policies. Their research shows that flexibility can significantly reduce work–family conflict and enhance both job and life satisfaction. However, they stress that flexibility should not merely be a benefit offered on paper, it must be embedded in an organizational culture where managers trust employees and outcomes are valued over presence.

Choudhary and Singh (2018) highlights that Indian IT professionals with autonomy over their working hours and the option to work remotely experience higher job satisfaction and improved productivity. Yet, cultural norms, such as expectations of long working hours and the visible presence of employees, often limit the full benefits of flexibility. The study emphasizes that simply offering flexible policies is not enough; organizations must build trust and focus on outcome-based evaluations to make flexibility meaningful. In India's rapidly changing corporate world, workplace flexibility is no longer a luxury it has become essential for employees striving to balance professional and personal responsibilities

Rastogi and Chaudhary (2020) show that women in India often rely on flexible work arrangements to manage both career and domestic responsibilities. While flexibility can help women maintain balance, it sometimes reinforces traditional gender roles, adding invisible burdens rather than alleviating them. Men, by contrast, tend to use flexibility more for professional convenience than caregiving. These findings underscore that flexibility in India must go beyond policy it requires a gender-sensitive, empathetic approach, creating workplaces where both men and women can truly benefit, thrive, and feel supported.

Objectives of the Study

1. To explore how workplace flexibility affects employees' performance and productivity.
2. To investigate gender differences in experiencing workplace flexibility.

Hypotheses

- H₀₁:** There is no significant impact of workplace flexibility on employees' performance and productivity.
- H₀₂:** There is no significant difference between men and women in experiencing workplace flexibility.

Research Methodology

For this study, data was gathered directly from employees through a Google Form, providing a simple yet effective way to capture their real experiences with workplace flexibility. The research followed a quantitative-descriptive approach, aiming to systematically explore how workplace flexibility influences employee performance and satisfaction. The study considered employees' performance and satisfaction as the dependent variable, while gender (male or female) and job type (full-time or hybrid) were treated as independent variables. The population consisted of employees randomly selected from various sectors, ensuring a diverse perspective. From this population, a sample of 23 employees representing different job sectors was chosen to participate. Using a Google Form as the primary tool for data collection made the process convenient and accessible, allowing participants to share their honest experiences and insights in a straightforward manner.

Result and Discussion

Work Setup

3. . What best describes your current work setup?

23 responses

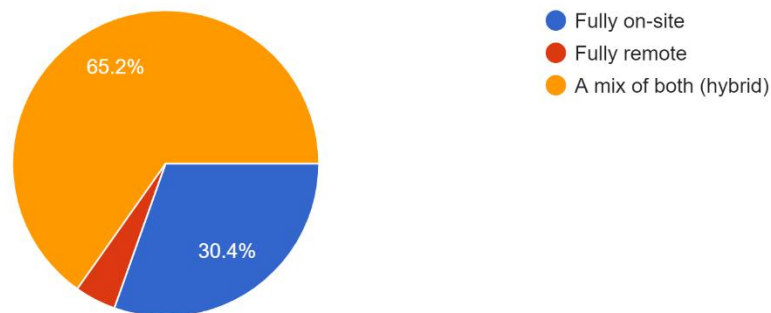


Image 1: Work Setup

65.2% Hybrid, 30.4% On-site, 4.3% Remote

The vast majority (almost 2 in 3) are working in a hybrid setup, reflecting a major shift in modern work culture post-pandemic. Only one person is fully remote—this may point to either a policy preference for physical presence or roles that demand some on-site attendance.

Job Performance Since Using Flexible Work Options

6. . How would you describe your job performance since you started using flexible work options?

23 responses

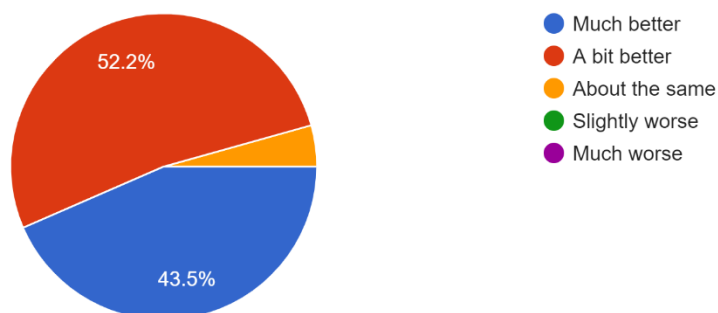


Image 2: Job Performance Since Using Flexible Work Options

Key Insights:

- 52.2% feel their performance is "A bit better."
- 43.5% say it's "Much better."
- Only a tiny fraction felt neutral or worse, and there's no visible segment for "Slightly worse" or "Much worse."

This is a strong endorsement of flexible work. Most employees not only adjusted well but believe they're thriving. It's rare to see such a high concentration of perceived performance improvement—this suggests that people feel more focused, empowered, or energized when they have control over their schedules.

Frequency of Using Flexible Work Options

7. How often do you use flexible work options during a typical week?

23 responses

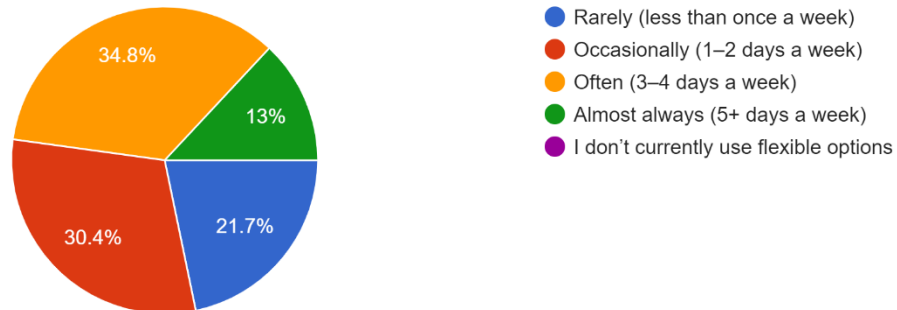


Image 3: Frequency of Using Flexible Work Options

Key Insights:

- The largest group (34.8%) uses flexible work 3–4 days a week.
- A significant share (30.4%) uses it 1–2 days a week.
- 21.7% use it rarely, and 13% use it 5+ days a week.

People are making use of flexibility but not necessarily going fully remote. The 3–4 days usage sweet spot implies a hybrid model is preferred suggesting employees value both autonomy and in-person interaction. That balance can prevent burnout and foster collaboration while still supporting personal needs.

Gender Equity in Access to Flexibility

10. In your experience, are both male and female employees equally supported when they seek flexible work arrangements?

23 responses

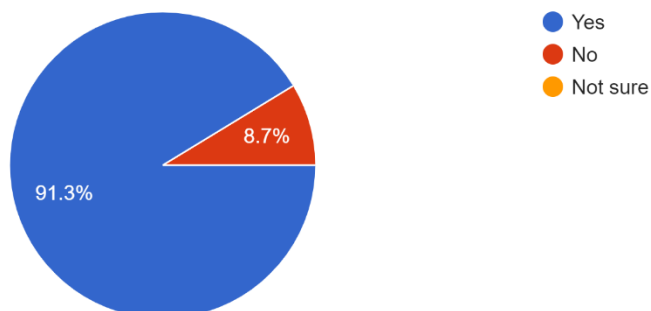


Image 4: Gender Equity in Access to Flexibility

Key Insights:

- 91.3% believe both male and female employees are equally supported.
- Only 8.7% think otherwise.

This level of perceived equity is a huge positive. In many organizations, gender-based disparities around flexibility still exist—so this feedback shows a mature, inclusive culture. Still, 8.7% deserves a listening ear: even a few negative experiences can undermine trust if not addressed.

Mental/Emotional Well-Being Impact

17. Since adopting flexible work, how has your mental or emotional well-being changed?

23 responses

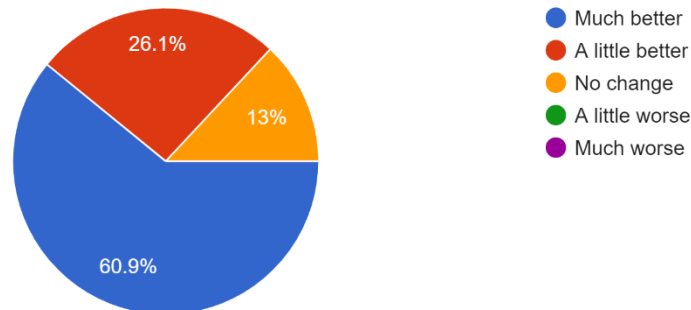


Image 5: (Mental/Emotional Well-Being Impact)

Key Insights:

- 60.9% reported feeling much better.
- 26.1% said it was a little better.
- 13% saw no change. No one reported a decline.

This is powerful- nearly 9 in 10 experienced a positive shift in their well-being. Flexibility isn't just a perk; it's clearly a multiplier. The absence of negative responses shows that flexibility, at worst, does no harm, and at best, significantly improves people's lives.

Ideal Work Style Preferences

20. If you could design your ideal work style, what would it look like?

23 responses

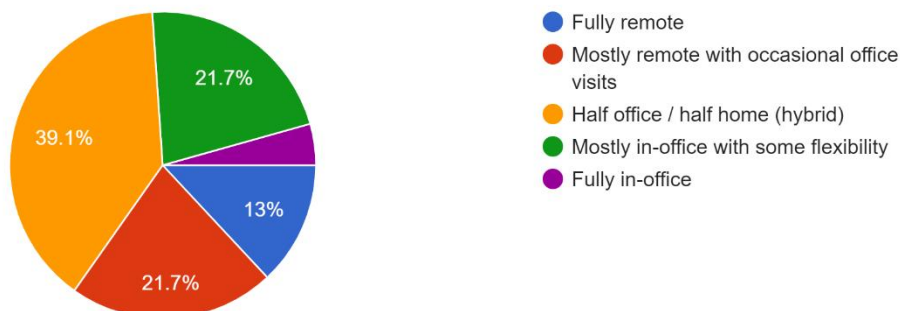


Image 6: Ideal Work Style Preferences

Key Insights:

- The most preferred model is hybrid (39.1%), followed by equal preference for:
 - Mostly remote with occasional office visits (21.7%)
 - Mostly in-office with some flexibility (21.7%)
- Only 13% prefer fully remote; 4.3% prefer fully in-office.
 - Key Takeaways
- Flexibility boosts well-being and is widely embraced, but pockets of discomfort and stigma remain.
- Most employees feel safe, but there's room to build greater consistency and inclusion in the flexible work culture.
- The ideal future is hybrid — but varied — and organizations should embrace choice and personalization rather than rigid models

H₀₁: *There is no significant impact of workplace flexibility on employees' performance and productivity*

Employee Performance and productivity	Group	N	Mean	Standard Deviation	t-value	Significant Level	Remarks
	Full Time job	8	80.875	15.39024	0.836131	0.05	Not Significant
	Hybrid	15	79.53333	13.17			

P- value is 0.836131 which is greater than 0.05 level of significance so that Null hypothesis is accepted and the result is not significant. Hence, there are no significant differences in mean scores of full-time job and Hybrid jobs in acquiring employee performance and satisfaction.

H₀₂: *There is no significant difference between men and women in experiencing workplace flexibility*

Men and women in experiencing workplace flexibility	Group	N	Mean	Standard Deviation	t-value	Significant Level	Remarks
	Male	13	79.38462	12.30096	0.820311	0.05	Not Significant
	Female	10	80.8	15.89843			

P- value is 0.820311 which is greater than 0.05 level of significance so that Null hypothesis is accepted and the result is not significant. Hence, there are no significant differences in mean scores of Males and Female employees in acquiring employee performance and satisfaction.

Discussion

The findings offer an insightful and encouraging look into today's evolving workplace. With a near-equal gender representation 52.2% male and 47.8% female employees appear to feel respected, safe, and valued in expressing their identities. The majority (65.2%) thrive in hybrid setups, blending the structure of office work with the freedom of remote options, while 91.3% of employees have access to flexible arrangements such as adjustable hours, part-time work, or remote options. This freedom seems to pay off, as 95.7% report improved performance and over 82% express genuine job satisfaction. Importantly, 91.3% believe flexibility is equally available to men and women, reinforcing fairness and inclusivity. Beyond productivity, 87% noted improvements in their mental and emotional well-being, highlighting the human impact of flexibility. Additionally, no significant differences were found between full-time and hybrid employees ($p = 0.836$) or between men and women ($p = 0.820$), confirming that workplace flexibility supports everyone equally. Overall, flexibility fosters balance, trust, and happier, more fulfilled employees.

Conclusion

Workplace flexibility is reshaping the way we work, making it more human-centered. Employees are experiencing tangible benefits, from improved performance and productivity to better mental health and work-life balance. Yet, challenges remain, around a third of employees still feel uncertain about fairness or fear stigma, and some worry that using flexible options might affect their career growth. Leadership plays a critical role in shaping this culture, and empowering managers and HR professionals can make flexibility truly effective. Employees value autonomy, trust, and well-being; they want to perform their roles in ways that honor their

personal lives, not just fulfill organizational goals. The future of work is flexible, but it cannot be one-size-fits-all. Personalized, inclusive, and balanced approaches particularly through hybrid models will be essential for long-term success. By listening attentively, acting compassionately, and leading with empathy, organizations can ensure that workplace flexibility evolves beyond a mere policy, becoming a core part of their purpose and culture.

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