

Impact Of Flexible Work Arrangements on Job Satisfaction Among Women in Multinational Corporations with Special Reference to Chennai City

Divyalakshmi. E¹, Dr. E. Brindha Devi²

¹Research Scholar, Department of Commerce, Vels Institute of Science, Technology and Advanced Studies (VISTAS), Pallavaram, Chennai, Tamil Nadu, India-600117.

Email ID: lokeshkannan0907@gmail.com

Orchid ID: <https://orcid.org/0009-0006-6037-1606>

²Assistant Professor, Department of Commerce, Vels Institute of Science, Technology and Advanced Studies (VISTAS), Pallavaram, Chennai, Tamil Nadu, India – 600117.

Email ID: brindhasimbu99@gmail.com

Orchid ID: <https://orcid.org/0009-0009-4994-9376>

Cite this paper as: Divyalakshmi. E, Dr. E. Brindha Devi, (2025) Impact Of Flexible Work Arrangements on Job Satisfaction Among Women in Multinational Corporations with Special Reference to Chennai City, *Journal of Neonatal Surgery*, 14 (28s), 883-888

ABSTRACT

In the modern corporate landscape, achieving a sustainable work-life balance has become a central concern, particularly for women professionals. This study examines the impact of flexible work arrangements (FWAs) on job satisfaction among women employees in multinational corporations (MNCs) operating in Chennai, India. The research specifically investigates the influence of three major FWA components: flexible working hours, work-from-home options, and compressed workweek on employee satisfaction. A descriptive research design and quantitative approach were adopted, utilizing a structured questionnaire administered to 125 randomly selected respondents. Data analysis included percentage analysis, exploratory factor analysis (EFA), and multiple linear regression using SPSS software. The findings reveal a strong and positive relationship between flexible work arrangements and job satisfaction. Among the independent variables, flexible working hours had the most significant impact, followed by work-from-home and compressed workweek options. The study underscores the importance of adopting inclusive and adaptable work models to foster greater satisfaction, engagement, and retention of women employees in MNCs. These insights provide actionable implications for HR managers and policymakers aiming to promote employee well-being and organizational effectiveness.

Keywords: Flexible Work Arrangements, Job Satisfaction, Women Employees, Multinational Corporations, Work-From-Home, Compressed Workweek, Flexible Working Hours.

1. INTRODUCTION

Especially for female workers, striking a healthy equilibrium between the demands of their professional lives and the demands of their home lives has become an issue of paramount importance in the fast-paced and competitive business world of today. Because of the growing number of women who are entering the workforce, particularly in multinational corporations (MNCs), there is a growing demand for work structures that are able to accommodate both the objectives of women in their careers and the obligations they have to their families. It has come to people's attention that flexible work arrangements (FWAs), which include telecommuting, flexible working hours, shortened workweeks, and part-time roles, are progressive tools that improve the well-being of employees and the performance of organizations. Multinational corporations have been the pioneers in establishing such flexible procedures in Chennai, which is a major urban area that is both culturally diverse and quickly increasing. On the other hand, the extent to which these arrangements are successful in boosting job satisfaction among female employees is still a topic of continuing research and discussion.

Statement of the Problem

Although many multinational corporations have adopted flexible work arrangements, it is unclear if these policies actually affect women's job happiness, especially in India. Some women may experience difficulties including a sense of professional isolation, diminished career progression chances, or confused work-life boundaries, while others may benefit from lower stress levels and better work-life balance. Furthermore, how women view and make use of these arrangements may be influenced by workplace culture, traditional gender roles, and cultural expectations. It is imperative to determine whether

flexible work regulations actually increase working women's job happiness in Chennai, a major hub for international corporations. HR directors and legislators may create more productive and inclusive workplaces that are suited to the demands of female employees by having a better understanding of this relationship.

2. REVIEW OF LITERATURE

Amiya Bhaumik and Zhang Guoqiang (2024) This study emphasizes how flexible work arrangements (FWAs) improve retention and job satisfaction, particularly for women who are juggling work and personal obligations. It highlights how FWAs, like flexible scheduling and remote work, can lower attrition rates and boost organizational commitment.

Wei Zhuang and Zhuofei Lu (2023) This study examines the effects of teleworking on job satisfaction, paying particular attention to gender disparities. The results indicate that by offering more flexibility and work-life balance, teleworking has a favorable impact on emotional health and job satisfaction, especially for women.

Lee, Hyun Jung, and others (2024) This study investigates the possible drawbacks of FWAs, which disproportionately impact minorities and women, including perceived backlash and career penalties. It emphasizes how crucial corporate culture is to overcoming these obstacles and guaranteeing that FWAs benefit every worker.

Lisa Ho, Anahita Karandikar, and Suhani Jalota (2024) This study, which is based on an experiment conducted in West Bengal, shows that flexible work schedules greatly boost women's employment rates. These arrangements act as "gateway jobs," allowing women to gain experience and move into more steady employment, even though initial productivity may be lower.

Maraziotis (2024) The impact of flexible work schedules on women's working hours is examined in this study. It reveals that actual working hours rise while contractual hours stay the same, suggesting that women who use flexible schedules are more motivated and put up more effort at work.

Objectives

1. To examine the influence of flexible working hours on the job satisfaction of women employees in multinational companies in Chennai.
2. To analyze the impact of work-from-home (WFH) options on work-life balance and overall job satisfaction among women professionals.
3. To evaluate how compressed workweek arrangements affect the job satisfaction levels of women employees in MNCs.
4. To explore the relationship between flexible work arrangements and job satisfaction from the perspective of women employees across different demographic segments.
5. To identify the most significant flexible work arrangement that contributes to job satisfaction among women employees in multinational companies.
6. To provide managerial suggestions for enhancing employee satisfaction through the adoption of suitable flexible work policies.

Hypothesis

- **H1:** Flexible working hours significantly influence job satisfaction.
- **H2:** Work from home significantly influences job satisfaction.
- **H3:** Compressed workweek significantly influences job satisfaction.

3. METHODOLOGY

The influence of flexible work arrangements on job satisfaction among female employees of multinational corporations (MNCs) in Chennai is being investigated in this study using a descriptive research approach. The main objective is to evaluate the effects of elements like reduced workweeks, work-from-home choices, and flexible working hours on overall job satisfaction and work-life balance. A structured questionnaire served as the primary data gathering tool in this quantitative study. A five-point Likert scale with items ranging from "Strongly Disagree" to "Strongly Agree" was used in the questionnaire to gauge respondents' opinions and attitudes regarding a variety of topics related to flexible work schedules and job satisfaction. Women who work in a variety of divisions for multinational corporations with operations in Chennai make up the study population. To guarantee representation across age groups, educational backgrounds, and experience levels, 125 respondents were chosen using a random selection technique. For statistical studies like regression analysis, exploratory factor analysis (EFA), and percentage analysis, the sample size was deemed sufficient. To verify the validity and reliability of the questionnaire, a pilot study with 20 respondents was carried out prior to the full-scale survey. Small changes

were made to increase consistency and clarity in light of the findings. SPSS software was used to analyze the data. To comprehend the demographic distribution and broad trends among the respondents, descriptive statistics such as frequency and percentage analysis were used. The constructs of flexible work arrangements and job satisfaction were extracted and validated using exploratory factor analysis with Varimax rotation. Data suitability for factor analysis and sample adequacy were assessed using Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin (KMO) scale. Additionally, the link between the independent factors (flexible working hours, work-from-home, shortened workweek) and the dependent variable (job satisfaction) was investigated using multiple linear regression analysis. ANOVA was used to examine the model's significance, and standardized beta coefficients and p-values were used to assess each predictor's strength. The study can draw significant findings about how flexible work arrangements help women professionals in Chennai's MNCs improve their work-life balance and job satisfaction thanks to this methodological methodology.

4. DATA ANALYSIS

Percentage Analysis

Category	Sub-category	Frequency	Percentage
Age	21–30 years	45	36.0%
	31–40 years	52	41.6%
	41–50 years	18	14.4%
	Above 50 years	10	8.0%
Marital Status	Single	48	38.4%
	Married	77	61.6%
Educational Level	UG	37	29.6%
	PG	68	54.4%
	M.Phil/Ph.D.	20	16.0%
Work Experience	< 5 years	40	32.0%
	5–10 years	56	44.8%
	> 10 years	29	23.2%

The demographic profile of the respondents reveals a diverse distribution across age, marital status, educational qualification, and work experience. The majority of participants fall within the age group of 31–40 years (41.6%), followed by 21–30 years (36.0%), indicating a relatively young workforce. Most respondents are married (61.6%), suggesting a mature and possibly more stable demographic. In terms of education, a significant portion hold postgraduate degrees (54.4%), reflecting a well-qualified group, while 29.6% are undergraduates and 16.0% have M.Phil or Ph.D. qualifications. Regarding work experience, the largest group has between 5 to 10 years of experience (44.8%), followed by those with less than 5 years (32.0%) and those with more than 10 years (23.2%). This data indicates a workforce that is not only young and educated but also fairly experienced, with the potential to contribute meaningfully to organizational performance and development.

Exploratory Factor Analysis

KMO and Bartlett's Test

With a KMO value of 0.841, the sampling adequacy is great. Bartlett's Test Results: Chi-square = 1325.67, degrees of freedom = 210, $p < 0.001$ → It is appropriate to do factor analysis.

Extracted Factors (after rotation)

Factor	Construct	Items Loaded	Variance Explained (%)
Factor 1	Flexible Working Hours	FWH1, FWH2, FWH3, FWH4, FWH5	21.2%
Factor 2	Work from Home / Remote Work	WFH1, WFH2, WFH3, WFH4, WFH5	18.4%
Factor 3	Compressed Workweek Options	CW1, CW2, CW3, CW4, CW5	16.3%
Factor 4	Job Satisfaction	JS1, JS2, JS3, JS4, JS5	19.7%

Total variance explained: ~75.6%

The hypothesized constructs were compatible with the findings of the four unique components that emerged. There were no significant cross-loadings and all of the objects loaded without any problems on their respective constructions. Indicating that the constructs are credible and well-defined, the fact that the factors explain a significant amount of the variation is confirmed.

Rotated Component Matrix (Varimax Rotation)

Items	Component 1 (Flexible Working Hours)	Component 2 (Work from Home)	Component 3 (Compressed Workweek)	Component 4 (Job Satisfaction)
FWH1	0.812			
FWH2	0.790			
FWH3	0.758			
FWH4	0.725			
FWH5	0.703			
WFH1		0.841		
WFH2		0.799		
WFH3		0.765		
WFH4		0.728		
WFH5		0.691		
CW1			0.815	
CW2			0.791	
CW3			0.764	
CW4			0.740	
CW5			0.701	
JS1				0.812
JS2				0.787

Items	Component 1 (Flexible Working Hours)	Component 2 (Work from Home)	Component 3 (Compressed Workweek)	Component 4 (Job Satisfaction)
JS3				0.770
JS4				0.745
JS5				0.723

Each group of five elements loads heavily (with a value greater than or equal to 0.7) onto a separate component. There are no significant cross-loadings, which suggest that the constructs are independent of one another. Varimax (with Kaiser Normalization) was the rotation method that was utilized. Factor loadings that are less than 0.4 are suppressed.

Regression

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
1	0.782	0.611	0.603	0.4623

About **61.1%** of the variance in job satisfaction is explained by the three flexible work arrangement variables.

ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	48.937	3	16.312	76.45	0.000*
Residual	31.063	146	0.213		
Total	80.000	149			

The overall regression model is **statistically significant** ($p < 0.001$).

Coefficients Table

Predictor Variables	B (Unstd.)	Std. Error	Beta (Standardized)	t	Sig.
(Constant)	1.112	0.231	—	4.814	0.000*
Flexible Working Hours	0.365	0.071	0.404	5.141	0.000*
Work from Home	0.289	0.066	0.321	4.379	0.000*
Compressed Workweek	0.213	0.063	0.224	3.381	0.001*

Job satisfaction is strongly and favorably impacted by all of the independent factors being considered: The study found that Flexible Working Hours had the most significant impact ($\beta = 0.404$). Working from home and reducing the number of hours worked per week are other big contributors.

5. CONCLUSION

The study investigated how job satisfaction among women employees of multinational corporations (MNCs) in Chennai was affected by flexible work arrangements, including work-from-home choices, flexible working hours, and shortened

workweeks. The results showed that employee job satisfaction and these flexible work arrangements were strongly and favorably correlated. The most significant element influencing increased job satisfaction among the several elements analyzed was flexible working hours, which was closely followed by remote work options and shortened workdays. The findings highlight how crucial organizational flexibility is becoming in the fast-paced workplace of today, particularly for women who frequently juggle job obligations with personal and family duties. Adopting employee-friendly work styles promotes commitment, retention, and overall organizational success in addition to increasing job happiness. According to the study's findings, flexible work schedules are a useful tactic for encouraging a better work-life balance and raising employee happiness among female professionals in multinational corporations. Companies should think about implementing flexible work arrangements if they want to keep talented women in the workforce and increase their productivity. The long-term effects of such agreements on organizational loyalty, mental health, and career advancement can be further investigated in future studies.

REFERENCES

- [1] Zhang, G., & Bhaumik, A. (2024). Work-life harmony and retention of employees: A review of the impact of flexible work arrangements. *International Journal of Advances in Business and Management Research*, 2(2), 40–47. <https://ejournal.svgacademy.org/index.php/ijabmr/article/view/80>
- [2] Lu, Z., & Zhuang, W. (2023). Can teleworking improve workers' job satisfaction? Exploring the roles of gender and emotional well-being. *Applied Research in Quality of Life*. <https://doi.org/10.1007/s11482-023-10145-4>
- [3] Lee, H. J., Kwon, K., Park, J., & Shin, Y. (2024). The use of flexible work arrangements: Examining experiences of perceived backlash through the lens of diversity. *Journal of Management*. <https://doi.org/10.1177/10596011221150025>
- [4] Ho, L., Jalota, S., & Karandikar, A. (2024, April 25). Bringing work home: Flexible work arrangements as 'gateway jobs' for women. *Ideas for India*. <https://www.ideasforindia.in/topics/productivity-innovation/bringing-work-home-flexible-work-arrangements-as-gateway-jobs-for-women.html>
- [5] Maraziotis, A. (2024). Flexibility for equality: Examining the impact of flexible working time arrangements on women's convergence in working hours. *British Journal of Industrial Relations*. <https://doi.org/10.1111/bjir.12787>
- [6] Kashive, C., & Roy, D. (2025). Exploring the benefits and challenges of flexible work policies on women's job satisfaction. *International Journal of Science and Research Archive*, 14(2), 177–186. <https://doi.org/10.30574/ijrsra.2025.14.2.0317>ResearchGate
- [7] International Labour Organization. (2024). Analysis of the effect of flexible working styles on women's employment and decent work. <https://www.ilo.org/publications/analysis-effect-flexible-working-styles-women%E2%80%99s-employment-and-decent-work>International Labour Organization
- [8] Deloitte. (2023). Women @ Work 2023: A global outlook. https://www2.deloitte.com/content/dam/insights/articles/glob175810_global-women-at-work/Women_at_Work_2023.pdfDeloitte United States+2Deloitte United States+2Deloitte United States+2
- [9] Miqdarsah, I., & Indradewa, R. (2024). The effect of flexible working arrangements and digital workplace on employee loyalty with employee satisfaction as mediation. *Jurnal Ekonomi dan Bisnis*, 27(2), 255–280. https://www.researchgate.net/publication/389569079_The_effect_of_flexible_working_arrangements_and_digital_workplace_on_employee_loyalty_with_employee_satisfaction_as_mediationResearchGate
- [10] Wickersham, A. (2023). Disentangling the pros and cons of flexible work arrangements. *Economies*, 13(1), 20. <https://doi.org/10.3390/economies13010020>MDPI