

The Impact of Perceived Workplace Flexibility on Shaping Employee Voice & Mitigating Work-Family Conflict

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Abstract

Flexible work arrangements are the choice of maximum organizations and employees after pandemic. Workplace flexibility gives employees to lead full lives after office hours, maintaining personal and professional lives better. The concept Perceived flexibility at all related to flexibility in policies and employee is aware that availability of policies can easily balance their work and family. Growing organizations are looking for skilled and engaged employees and retaining such employees requires new work structures and policies for flexi working. The study seeks to provide insights into how flexible work arrangements can impact employee's ability to express their voice and manage their work and family goals effectively. This is an empirical research where 200 respondents working across various banking and financial institutions in Maharashtra filled the survey questionnaire which further, analysed through SEM to know relationships between variables. Research signifies Perceived workplace flexibility significantly impact work to family conflict and the employee voice within financial institutions. There's wider exploration gap regarding perceived workplace flexibility concept. Also, in Financial Institutions less research has been done for workplace flexibility impact on employee voice and work to family conflict.

Keyword(s): Workplace Flexibility (WF), Perceived workplace flexibility (PWF), employee voice (EV), employee choice, flexi time, flexi place, Work to Family Conflict (WFC).

1. Introduction

The traditional office environment, characterized by rigid 8-9 hour workdays within a fixed physical space, is rapidly diminishing. Millennials and Gen Z are increasingly drawn to flexible work options such as freelancing, contractual roles, and remote work across various time zones. Initially adopted by a few companies prioritizing organizational benefits over employee welfare, the concept of workplace flexibility has evolved significantly, especially in the course of pandemic. The experience of working with flexible options during the pandemic has led to the recognition that workplace flexibility is no longer just a trend; it is a necessity. A common trend which has been observed today is in the form of organizations and businesses investigating new and unique ways for offering better solutions for their employees, enabling them to improve their working

conditions in a way which will enable them to manage their professional and personal responsibilities in an effective way. The employees too are on the lookout for possible job opportunities with employers who will be able to help them to develop a favorable work-life balance, enabling them to fulfill their commitments to their family and their workplaces and has often been expressed by the employees to their employers in several ways and means ranging from suggestions to one's immediate and intermediate superiors, comments left on the organization's official social media accounts and in some extreme cases, resignation.

Workplace Flexibility as a concept is a mutually beneficial option for both the employers and employees as it can enable the employees to work in more convenient ways, which can be considered as 'mutually beneficial' for organizations and employees and is a

research topic worth exploring in depth. (WF) can comprise of both formal and non-formal arrangements made between the organizations and the employees. Informal arrangements for flexibility can be granted to certain specific employees, whose services are critical for the organization upto an extent or for certain reasons, whether official or un-official. In comparison, formal arrangements for flexibility for employees can be implemented on a policy basis throughout the organizations with a formally defined terms/conditions regarding the flexibility arrangements at work for the benefits of the employees. The trend towards workplace flexibility is seen in a prominent way amidst organizations (big and small companies, large corporations, startups, etc.) who prioritize new innovations and inventions as the brain needs to be in a comfortable environment for the generation of new ideas. The system of FWA (Flexible Work Arrangements) spearheaded by the leading players in the field is creation a revolution in the workplaces and is being explored as a solution for the retention of quality talent in the wake of the 'great resignation' seen in the world, particularly in the post pandemic period due to the difficulties associated with identification of quality talent in the labor markets today.

Flexibility is now considered a perk that enhances the quality of life by helping employees balance both work and family demands. Mahatma M. and Lakshmi B. et al. (2020) highlight that employees have varying needs, attitudes, and behaviors, along with differing levels of commitment. They observe that millennials often prioritize workplace flexibility during job searches, and approximately 60% of organizations are now accommodating this demand. Companies are implementing rigorous policies to offer flexibility, including options like telecommuting, remote work, and compressed workweeks. Gen Z, in particular, is increasingly opting for freelancing roles, and various industries, including education, finance, production, and hospitality, are adopting flexible work arrangements to foster organizational growth. The benefits of such flexibility extend to minimizing physical resources and monetary expenses through the use of online tools like Zoom, G Suite, and laptops, while also motivating, attracting, and retaining a skilled workforce. From an organizational perspective, workplace flexibility is primarily seen as a means to get the financial benefits and drive growth. For employees, however, flexible work options provide a sense of motivation, autonomy, and the ability to meet personal needs while balancing work and family responsibilities. Flexibility in the workplace generally revolves around two key aspects: flexible time (when) and flexible place (where), which can manifest in various forms like working part-time work, telecommuting, freelancing, sharing the job, and compressed workweeks. Legislation in several countries

underscores the importance of workplace flexibility. For example, Germany introduced a law in 1998 that regulates work-time accounts for a lifetime, allowing workers to take sabbaticals while ensuring social security. The Co-Determination Act (1976) in Germany empowers employees to voice their opinions on flexible work arrangements (FWAs) in large organizations. In France, the EL Khomri Law (2016) promotes workplace flexibility. Dina Guglielmi et al. (2016) examined the relationship between employment dynamics (permanent vs. temporary employees) and the desire for job flexibility. Their study found that the perceived consequences of job flexibility play a mediating role in this relationship, along with the dimensions of attitudes towards requested flexibility and potential flexibility. A flexible work schedule has also been linked to reduced psychological and physical symptoms of workplace stress.

Three key strategies for the effective utilization of job flexibility were discovered by Majella. J. Albion. et. al., (2004). The factors are – 1) Time Management, 2) Resolution of inter and intra role conflicts and 3) Provision of opportunities for health care for the employee's dependents. The connection between work and conflict in the employee's family was identified by Divna Haslam et. al., (2015) who stated that an employee who is caught in a two front conflict – 'Work to Family' and 'Family to Work' conflict finds it difficult to manage his affairs in order as both of the conflicts so mentioned by the author are interdependent and have mutual effects on each other which affects the employee's family life, his performance at work and his mental wellbeing leading to poor productivity and erosion in his workplace relations with his employers. It is the objective of this study to perform an exploration of the decisions, interventions, measures for attainance of a positive work-life balance and related policy decisions and developments for the benefit of the employees.

The need for the development of a positive and favorable work-life balance is very high as employees are often stressed, which affects their performance at work. It is unfortunate that the topmost companies in the world (as per Fortune 100 reports) do not prioritize policies regarding disbursal of work-family life benefits, out of the fear that such benefits could have consequences which could affect the ways employees work in the organizations (Cynthia. A. Thompson et. al., (1999)). It is unfortunate that such decisions are not taken as the employees could benefit from the effects of such decisions as they are forced to manage multiple roles during the course of their professional and personal lives. Benefits such as flexi-time policies, telecommuting /virtual work, job sharing, etc. hybrid work week, etc. are beneficial as they can create a positive work-life balance.

An Employee's Voice (EV) has a crucial role to play

while influencing changes in the organizations whether through individual or collective basis. A study by Jian Liang Antai et. al., (2012) has stated that the EV factor serves as a channel for the employees, enabling them to share their ideas, their opinions, concerns and suggestions regarding their work and such a mechanism can enable the organizations for introducing new policies which could lead to a change in the business environments as a strong EV can enable the formation of a strong and favorable work environment, and can benefit the organization through the increased levels of quality at work and productivity exhibited by the employees. Two different types of voices of the employees were identified by Van Dyne et. al., (2003) namely 1) Promotive and 2) Prohibitive. The promotive voice places an emphasis on the ideas, suggestions and points of interest raised by the employees in favor of the future of the organization and seeks to enable changes which can lead to significant shifts in the organization. The prohibitive voice is a voice of warning which raises concerns about the way things are going in the organization regarding the existing decisions, policies and practices utilized in the organization. An organization which lends an empathetic ear to both voices is bound to succeed as they can take situation appropriate decisions, focusing on the diseases by paying attention to the symptoms.

2. Literature review:

The literature review gave insights about the concept of Workplace Flexibility (WF) and its consequences, alongside Work-to-Family Conflict (WFC) and Employee Voice (EV). Marlin Damman et al. (2018) argue that workplace flexibility promotes employment among older and female workers, particularly in later stages of their careers, thus positively affecting late-career employment and retirement. Amy L. Richman et al. (2008) observed that employee retention and engagement improve significantly with the implementation of supportive workplace policies, which also reduce the WFC and wellbeing of the employees. The study found that both informal and formal flexibility are associated with perceived workplace flexibility. E. Jeffrey Hill et al. (2010) further examined flexi place and flexi time arrangements, indicating that work-at-home options and perceived schedule flexibility reduce work-life conflict. However, it was noted that perceived schedule flexibility could lead to longer working hours, beyond the standard eight and a half-hour workday. Defining workplace flexibility as "the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks," Hill et al. (2008) emphasize its critical role in contemporary work environments. Daniel Wheatley et al. (2023) highlighted the challenges large organizations face when implementing flexible work options. While remote work has gained significant traction, Wheatley argues that organizations must adopt a tailored approach to flexibility

that considers employee autonomy and inclusivity, as the needs of organizations vary. Merlin Mythili et al. (2019) emphasize that the successful implementation of flexible options depends heavily on organizational and supervisory support. The study found a relationship between workplace flexibility, work to family conflict, turnover intentions, and job satisfaction. Furthermore, the research suggests that fostering diversity and inclusion within organizations necessitates changes to organizational structures, working hours, and the psychological contracts between employees and employers. Mamatha M. et al. (2020) focused on employee perceptions toward flexible work practices, identifying five key factors that influence their use of flexible options, including perquisites and anxiety. However, the study also points out the potential negative spillovers, such as career progression challenges and work-life imbalance.

Carlson et. al., (2010) in their investigation in the relationship between organizations which have enabled flexi-work arrangements and the performance of the employees have discovered that the arrangement enabled the employees to maintain the desired levels of outputs in work as they were in a position to manage their commitments to their work without compromising on their commitments to their families. Gasic et. al., (2023) in their examination on the link between flexible workplace arrangements in the workplaces and the employee's intentions to leave from their jobs. The factor of employee engagement was identified as the mediating variable and it was found in the study that the flexibility at work had a positive impact on the employee's engagement and retention levels at work, leading to beneficial outcomes for both parties. Gellert et. al., (2022) have placed forth the suggestion that workplace flexibility ranks high amidst the standard expectations held by the employees, especially in today's date after the Covid 19 pandemic. The research examines the ways through which the employers and the employees perceive the work-life balance, the way the organizations recruit employees and the changing nature of the work in today's post pandemic era. Ancillio et. al., (2023) have examined the experiences of the employees and the organizations in the wake of the workplace changes as a result of Covid 19 and have suggested that flexible work arrangements might be considered by organizations who expect quality work from their employees.

Ameen et. al., (2023) have found that employees who had to telecommute during the pandemic experienced positive changes in the way they performed their work from their homes, experiencing positive levels in their work-life balances and their social well-being. The study suggests that organizations need to consider adoption of flexible work policies as they can lead to positive changes for the organizations due to the creation of mental peace for the employees leading to improved quality in work.

Available literature regarding WFC (Work to Family Conflict) has indicated that the cultures of the organizations have a significant effect on the work-life balance of the employees as organizations who are ok with such changes can reap beneficial results from their decisions due to employees displaying greater quality in their work when their lives were balanced in a good way. Cynthia A. Thompson et. al., (1999) have explored the association between an employee's attachment with his organization and the work-life culture wherein they found a few key factors such as the level of support offered by the organization in the employee's day to day operations, the way his career was progressing and the way he was managing his time, etc. The authors state that these factors could be critical for the achievement of a favorable level of work life balance as the enablement of the above could increase the levels of organizational commitment whereas a reduction or scarcity in these factors could force the employees to quit.

Blair Loy et. al., (2009) have stated that work scheduling flexibility policies may need to be tailor made to the specific needs of the employees as a 'one size fits all' approach may not work, as in case of stockbrokers who may experience increased levels of conflict in their homes due to the stressful nature of their jobs. Yucel et. al., (2023) have examined the relationship between organizational culture, psychological stress and tension and workplace flexibility policies and have found that organizations who have implemented flexible arrangements at work have enabled their employees to mitigate the psychological effects of stress and strain at work, leading to favorable outcomes for employees in forms of peace at home and at their workplaces. Albertsen et. al., (2010) in their study on the effects of WFC on knowledge workers found that organizations who adjust the levels of workloads based on the suitability of the employees in fulfilling them along with similar arrangements regarding the deadline driven tasks were found to have reduced the impact of the WFC on the personal lives of the employees. Putnam et. al., (2014) have stated that workplace flexibility needs to be implemented by organizations in a careful and controlled way as such policies if not implemented in a careful and planned manner will lead to contradictions which could defeat its intended purpose, that is for the promotion of a better work-life balance. The research suggests that organizations need to create a transparent work environment along with a supportive culture within their echelons as a combination of the both can act as a salve for several workplace issues experienced by the employees.

Glavin et. al., (2012) have proposed that the border theory and the job demands resources model could lead to an effective reduction in the work to family conflict as it can lead to a reduction in the workplace stress and can give greater autonomy to the employees. Pesian et. al.,

(2023) have emphasized that organizations, especially working in the medical field can benefit from the implementation of policies for the creation of open communication, zero discrimination and other policies in favor of a family friendly workplace as such decisions can lead to the development of supportive workplace environments. The literature on the employee voices has highlighted the crucial role played by such policy decisions as a mechanism for increasing the levels of the effectiveness in the organizations. Jian Liang Antai et. al., (2012) have performed a differentiation between the nature of the promotive and the prohibitive voices, stating that the latter should not be disregarded by organizations as it portends to ominous warnings about the issues in the organizations whereas the former could lead to suggestions and motivational inputs for improving the end output of the employees. Donnelley et. al., (2012) have stressed that legislative action may be required for the promotion of policies regarding workplace flexibility along with ensuring that the voices of the employees are heard in the organizations

Serricchio-Joiner et al. (2023) explored the challenges of workplace grief, finding that inadequate policies and inconsistent communication negatively impact organizational compassion and employee well-being. The study underscores the need for flexible bereavement support and effective communication to address these challenges. Overall, the literature underscores the importance of workplace flexibility, work-to-family conflict management, and employee voice in fostering a supportive and productive work environment.

3. Theoretical Framework:

Various theories related to workplace flexibility are :

3.1 Social Exchange Theory:

It is sociological and psychological theory which talks about cost and benefit analysis. During social interactions people analyse risk and benefit. Also they see the value in good part of other party. This theory also involves economic relation.

3.2 The Transactional Model:

Lazarus and Folkman developed this theory. Theory says our body deals with various stresses which can be either positive or negative. Using a good coping mechanism helps in overcoming the stress. If we are aware that what creates the stress in workplace and method to overcome it. In workplace flexible arrangements helps to overcome the stress. Flexible arrangements can help in coping through different options of working and reduce the anxiety in turns

improve overall job satisfaction.

3.3 Work family Enrichment Theory:

In contrast to WTFC this theory states that if there is positive spill over in any of domain leads to enrichment say it WF or FW enrichment. It basically says experiences in one domain effects the quality of other domain.

3.4 Facilitation Theory:

Facilitation theory given by Grzywacz,2022, proposes that it is building an environment which encourages employees to work. It says better workplace benefits increases productivity, organizational outcomes and affects employee motivation. All the options of flexi space and time can be used to facilitate employees in their work, (Remote working, flexi time and space, autonomy etc)

3.5 Spill-Over Theory:

According to this theory one domain spills over other domain (positively or negatively) i.e. WTF or Family To Work. Positive spill over comes with experience in one domain reflects in other. Basically it leads to role enrichment.

Negative spill over occurs when both domain is affected due to not having flexible boundaries related to place and time.

3.6 Inter-Role Conflict Theory:

According to Greenhaus and Beutell (1985), Person has to handle multiple roles in family and office and sometime conflict arises in the set of role. Role conflict affects the relationship and work and in turn drains the resources.

3.7 Resource Drain Theory:

Morris and Madsen (2007) gave this theory and according to this person have limited resources in terms of physical, psychological and social resources. Person should know how to utilize these resources as they are finite and it's important to understand the priority.

3.8 Integration Theory :

Clark 2000 all people involved in family and work performed mutually leads to better outcome. There should be strong and flexible penetrable boundaries from one domain to another for better family and work life.

3.9 Ladder theory:

Theory is given by Bird 2006 explained the work life balance approach.

WLB has two sides Personal responsibilities towards organization and family and second organization views towards employees. In both these there should be Work Life Balance.

3.10 Hirschman Exit Voce Loyalty Model:

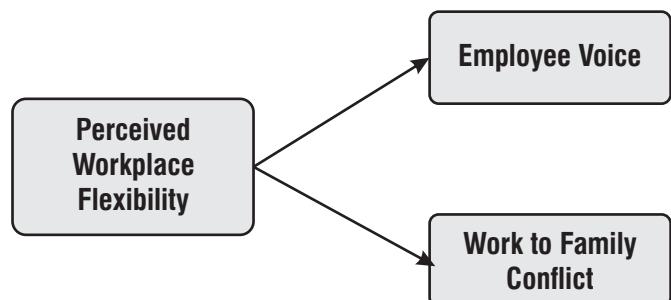
Given by Hirschman, stated that employee who are having faith towards the organization express their point of view for modification and innovation in turn making systems better in the organization. Three steps in this model are: 1) Exit, when employee is dissatisfied he or she may wish to leave. 2) Voice, alternatively one can choose to express their dissatisfaction for improvements and 3) Loyalty, depends on employee whether they wish to stay back or move.

3.11 Theory of Planned Behaviour:

This theory was given by Azjen in 1985, he described the planned behaviour and its components. It is basically psychological theory and relates belief and behaviour. It suggests individual involved in certain behaviour has intention towards it.

The three components are Personal Behaviour, Subjective norm and Perceived Behaviour control. Personal behaviour comprised of individual attitude towards particular behaviour and positive and negative related to it. Subjective norms relate to how other person's attitude towards his/her behaviour. Perceived Behaviour Control means that how much control or self determination person has on his /her behaviour.

4. Research Model



4.1 Research Objectives:

The aim of this research is to identify influence of PWF towards EV and WFC.

1. To understand the relationship between the Perceived

Workplace Flexibility on the Employee Voice.

2. To understand the relationship between the Perceived Workplace Flexibility on Work to family conflict.

4.2 Research Hypotheses:

Two hypotheses were framed with the support of available literature in the field of perceived workplace flexibility, work to family conflict and employee voice

1. **H01:** There is no significant relationship between PWF and EV.
2. **H02:** There is no significant relationship between PWF and WFC.

5. Research Methodology:

The methodology in this research is comprised of Objectives, hypothesis, sampling, sample size, data collection procedures, measurement scales, tools used for data analysis.

The methodology included in the study is systematically built up to achieve and align the objectives of the research and techniques to be used in the data analysis. Measurement scales used in research were scientifically verified by researcher through conducting a pilot study on the selected sample so that the data can be collected on a larger scale. The hypotheses were tested through applying a quantitative design for investigation of relationships among the variables.

5.1 Sampling:

Sample means the subset of population (Frey et al., 2000). The current research is done on Banking Finance and Insurance Sectors in different cities from Maharashtra. Respondents are taken from Assistant Manager level to the CEO. Selected cities of Maharashtra were chosen for the data collection procedure. Respondents were chosen through Non purposive convenience sampling.

The survey was floated among the employees working in public/private sectors in Banking Finance and Insurance Industries of selected cities of Maharashtra state. Approximately 380 survey forms were shared and sent via online (through LinkedIn, WhatsApp, emails etc) and 120 through offline modes out of which 200 responses were considered for use. As the total item in scale were 20 and there were 200 respondents, the data

was considered as per the rule 1:10 (Schwab 1980). In present study there were 20 items including all the variables including independent and dependent.

5.2 Sampling Element:

Individual employees working in several private and public financial institutions were the sampling element of the study.

5.3 Sampling Technique:

Data collections were done from Financial Institutions through non-probability convenient sampling technique. The method was employed to approach maximum of the respondents who could be easily approachable and ready to give responses (Henry, 1990).

Data collection procedure Individual employee was approached personally and through online modes (Gmail, LinkedIn, Whatsapp etc.). During the offline data collection phase, the employees were contacted at their respective organizations and were requested to fill the questionnaire. While, during online data collection phase survey form with invitation link was sent on their Gmail, LinkedIn and Whatsapp accounts and was requested to fill the survey form. The participants were assured that their information will remain confidential and used for educational purposes mainly. Additionally, the anonymity of the respondents was also assured.

5.4 Measurement scales:

For the data collection purposes standardized scales were adopted to receive responses on the targeted constructs. Data collected on Likert 7 point scale.

1. Employees' voice Van Dyne & Lepine (1990) constructed a six-item scale was used to collect the responses on employee voice behavior.
2. Perceived Workplace Flexibility constructed a nine-item scale that was used.
3. Work to family Conflict (2001) constructed a five-item scale that was used.

6. Data Analysis:

6.1 Measurement Model Assessment:

Outer loadings:

Table 1 shows outerloadings. Factor loading is done to

know the items. Few items were dropped from variables due to low factor loadings. In the variable Perceived Workplace flexibility, item no 1 and 4 is dropped due to factor loading lower than 0.5.

Hence, the constructs of the study confirmed outer-loadings criterion given by Heir et al., 2017.

Table 1 shows all values are above 0.5 and so that we can proceed for SEM.

Table 1 showing Outer loadings			
	Employee voice	Perceived workplace flexibility	Work to family conflict
EV1	0.779		
EV2	0.831		
EV3	0.802		
EV4	0.753		
EV5	0.808		
EV6	0.801		
PWF2		0.644	
PWF3		0.741	
PWF5		0.617	
PWF6		0.79	
PWF7		0.656	
PWF8		0.754	
PWF9		0.744	
WTFC1			0.642
WTFC2			0.828
WTFC3			0.8
WTFC4			0.735
WTFC5			0.65

6.2 Reliability and Convergent validity:

Value of Cronbach's Alpha for employee voice is 0.884, Perceived Workplace Flexibility is 0.833 and Work to Family Conflict is 0.788 which shows that data collected through the instrument is reliable and can be used for various statistical function. The internal consistency of items is found accurate.

The researchers extracted the average variance factor for checking the convergent validity of the variables. The obtained values were greater than the threshold limit (0.5) (Fornell & Larcker, 1981; Hair et al., 2019) which reveals that a convergent validity between the variables was established. The values of the internal consistency reliability figures – Composite reliability (ρ_a) and Composite reliability (ρ_c) were above the standard figure of 0.7. (Hair et al., 2017)

Table 2 (Reliability & Convergent Validity)				
	Cronbach's alpha	Composite reliability (ρ_a)	Composite reliability (ρ_c)	Average variance extracted (AVE)
Employee voice	0.884	0.887	0.912	0.633
Perceived workplace flexibility	0.833	0.839	0.876	0.503
Work to family conflict	0.788	0.811	0.853	0.54

6.3 Discriminant Validity:

Table 03 has displayed a representation of the discriminant validity of the model. This current study the discriminant validity is achieved through two methods – 1) The Heterotrait Monotrait Ratio and 2) The Larker Ratio. The off diagonal values found by the researchers are higher than the correlation factor amidst the variables. Thus, the authors state that the first criterion of the discriminant validity has been met.

A. Fornell-Larcker Criterion: .

Table 3 (Discriminant Validity)			
Fornell-Larcker Criterion			
	Employee voice	Perceived workplace flexibility	Work to family conflict
Employee voice	0.796		
Perceived workplace flexibility	0.473	0.709	
Work to family conflict	0.398	0.412	0.735

B. HeteroTrait-MonoTrait ratio:

As per research by Henseler et al., (2015), the value of the HTMT quantity should be less than 0.9 (< 0.9). By referring to the data we found that both of the requirements for assessing the discriminant validity have been fulfilled through the means of the Forner Larcker

and the HTMT ratios.

Table 4 Discriminant Validity			
Hetero Trait and Mono Trait Ratio			
	Employee voice	Perceived workplace flexibility	Work to family conflict
Employee voice			
Perceived workplace flexibility	0.546		
Work to family conflict	0.468	0.485	

6.4 Structural Model Assessments:

The researchers used the Structural Model assessment test for discussing the inter-relationship between the constructs and their predictive relevance (Hair et. al., 2017)

VIF (Multi-Collinearity):

It is expected that the structural model should be free from issues related with the multicollinearity of the variables and the same was found through the assessment of the VHF values, which were found to be 3.33 as per research by Diamantopoulos et al., (2008) for the constructs used in the study.

Table 5 shows the VIF value less than 4, no significant multicollinearity is found and no correction of data is

Table 5 (VIF Values)	
EV1	1.938
EV2	2.299
EV3	2.016
EV4	1.845
EV5	2.061
EV6	1.98
PWF2	1.512
PWF3	1.763
PWF5	1.423
PWF6	1.922
PWF7	1.473
PWF8	1.95
PWF9	1.796
WTFC1	1.26
WTFC2	1.798
WTFC3	1.647
WTFC4	1.783
WTFC5	1.532

required

Direct Effects

Table 6 gives information related to the hypothesis testing I.e., The influence of perceived workplace flexibility was positive and significant (Sig. 0.0) and on work to family conflict was positive and significant (Sig. 0.0). Hence, both the hypothesis are supported. Values shows significant relationship in both perceived workplace flexibility on employee voice and on work to family conflict.

Table 6 (Direct Effects)					
	Original sample (0)	Sample mean (M)	Standard deviation (STDEV)	T statistics (T/STD)	P values
Perceived workplace flexibility -> Employee	0.473	0.477	0.052	9.131	0
Perceived workplace flexibility -> Work to family	0.412	0.418	0.053	7.829	0

R-Square & Adjusted R square

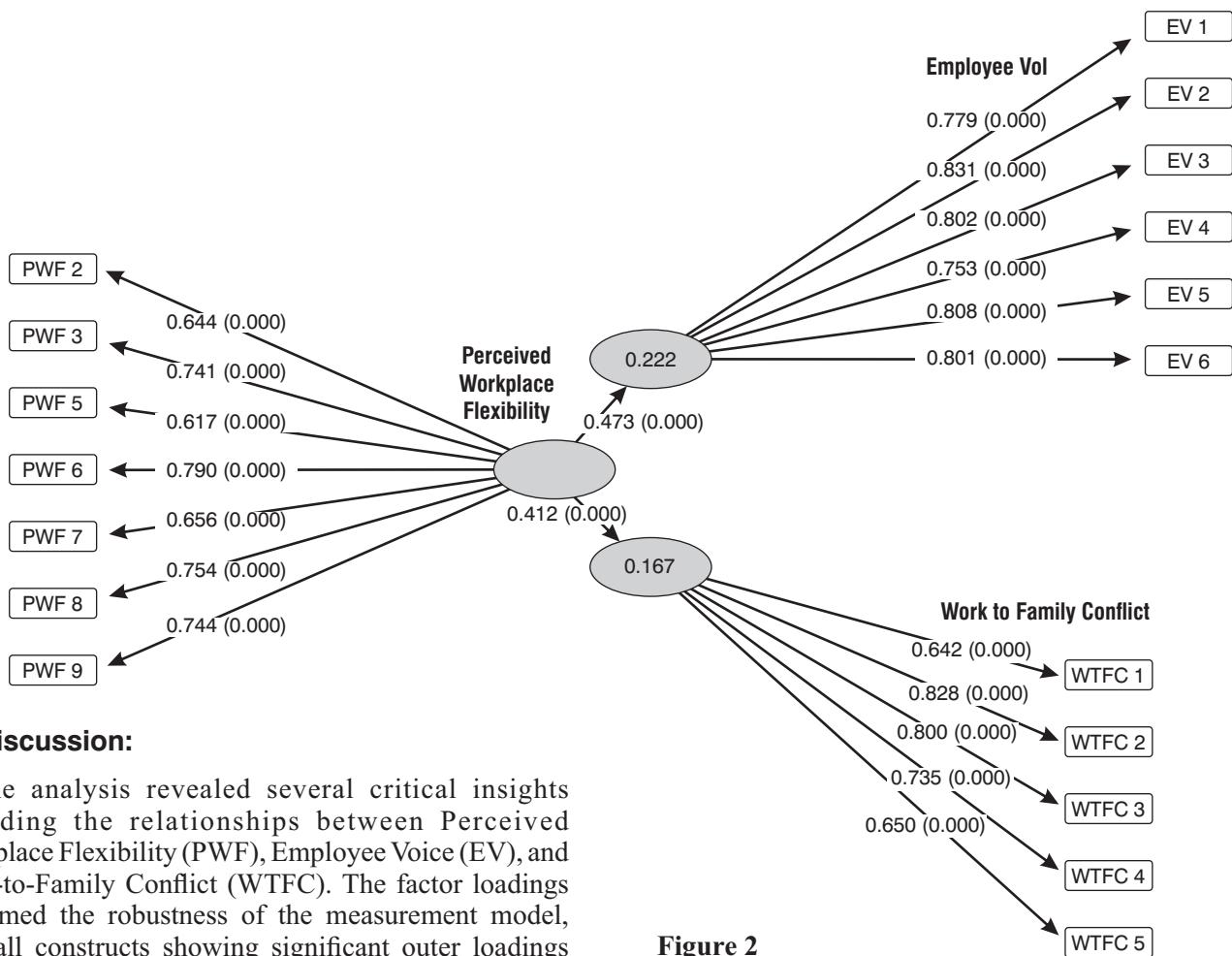
The Adjusted R Square or the Co-efficient of determination for all the constructs – Employee Voice (22.2 percent) and Work to family conflict (16.7%) was assessed. In the context of social science research, R2 or the Adjusted R2 values, if they are more than 20 percent are considered highly significant (Rasooli Manesh et al., (2017)..

Table 7 (R Square & Adjusted R Square)		
	R-square	R-square adjusted
Employee voice	0.224	0.222
Work to family conflict	0.169	0.167

Path Model

Figure 02 depicts the graphical representation of the path model and the loadings, the path co-efficients and the p values.

See Fig 2 on next page



7. Discussion:

The analysis revealed several critical insights regarding the relationships between Perceived Workplace Flexibility (PWF), Employee Voice (EV), and Work-to-Family Conflict (WTFC). The factor loadings confirmed the robustness of the measurement model, with all constructs showing significant outer loadings above the acceptable threshold of 0.5. The reliability and the convergent validity assessment values have validated the constructs in an additional way, which can demonstrate the strong consistency of internal nature and the convergence factor between all the variables in the study. The researchers state that no issues related with multi-collinearity were found in the assessment of the structural model as all of the VIF values were within the critical threshold, which can lend support to the integrity of the model. The effects of the direct analysis confirms that the 'Perceived Workplace Flexibility' has a positive influence on the variables of Employee Voice and the Work to Family Conflict, due to the support provided by the p-values which were significant, proving the second hypothesis in the study. The R-Square values, even though being moderate act in alignment with the expectation in the researches in social science which can indicate that the model can account for a substantial portion of the variance in between the variables of the Employee Voice and the Work to Family conflict.

The Direct effects analysis testing confirmed that the factor of the Perceived Workplace Flexibility has a positive influence on the variables of the Employee Voice and the Work to Family Conflict with the p-values of a significant nature acting in rejection of the proposed hypothesis. This has underscored the level of importance

Figure 2

accorded to the factor of flexibility in the workplace as it acts in favour of the willingness of the employees in speaking up but could increase the conflict in between the domains of work and family, which is a dynamic of complex nature, which could be explored in future research studies in this topic. The moderate R Square values are in congruence with the expectations of social science researches, indicating that the model can account for a very large portion of the variance in the variables of Employee Voice and Work to Family Conflict. In specific terms, the R Square values can demonstrate the explanatory power of the Perceived Workplace Flexibility in the prediction of the outcomes which could highlight the fact that while the other factors may play different roles, the factor of workplace flexibility remains as the key predictor. The adjusted R Square values also lend further credibility to these findings by accounting for the number of predictors in the study, which could ensure that the rests are indeed robust on their own and are not artificially inflated through the inclusion of different variables.

The discriminant validity of the construct was checked using the Fornell-Larcker criterion ratio and the Heterotrait-Monotrait Ratio which could demonstrate

that each individual construct was indeed sufficiently unique from the others in the model. This confirms that the constructs capture unique aspects of workplace flexibility, voice, and conflict, providing confidence in the theoretical underpinnings of the model. Cross-loadings further validated the measurement model, with each indicator loading highest on its respective construct, confirming that the indicators accurately measure the intended variables and do not significantly contribute to other factors.

The analysis of path coefficients and effect sizes highlighted the meaningful relationships between variables, with positive effect sizes indicating that changes in Perceived Workplace Flexibility have practical implications for Employee Voice and WTFC.

8. Conclusion:

Decision making is a crucial aspect of every organization. Organizations must leverage all the existing resources to develop decisions which replicate the attainment of organizational objectives. Employees are the major source of creative and innovative ideas for an organization to achieve competitive advantage. Organizations must encourage employees to share constructive ideas and suggestion, for the same leaders should have a participative approach. In addition to ensuring participation leaders must develop a climate that is flexible as flexibility reciprocates creativity. The present research measures the role of employees' perception flexibility and to what extent it influences employee's voice and work to family conflict. The results revealed that perceived workplace flexibility is substantially related to employee voice and work family conflict. Perceived flexibility shows a positive effect on WTFC, which hints at the development of some organizational level interventions to ensure flexible arrangements at work, therefore building a positive perspective amongst the employees, as a result they will be able to manage work and family commitments.

Additionally, when employees are not able to leverage all the benefits being offered by the organization, it creates frustration amongst employees resulting in a poor congruence between their work and family life. It is seen that in financial institutions have strict work in boundaries, employees cannot take their work to home and lot many confidential issues arises. Also keeping flexibility effects their customer and client base. Different softwares are used would not able to manage at home.

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Despite having flexible arrangements in and organization employees won't able to use and for the same organizations have to create different organization structures and policies.

9. Theoretical and Managerial Implications:

Theoretical insights reflected that the significance of perceived workplace flexibility as an important factor in improving employee voice and reducing work-to-family conflict. The findings align with various theories like Social Exchange Theory, suggesting that if organizations provide flexible working arrangements in return employees shows increased loyalty and innovative contributions. The Transactional Model emphasizes work place stress is reduced in flexible environment, and improves job satisfaction and employee's overall well-being. Also, the Work-Family Enrichment Theory states that positive experiences in the workplace can improve family life creating a beneficial spillover effect. From a managerial and organizational perspective, organizations should develop flexible work policies that are inclusive and cater to diverse employee needs and changes organizational structures. They should also foster a participative climate, encouraging employees to share and discuss their ideas and concerns. Proper training for managers should be provided to support and implement flexible work arrangements effectively which minimizes work-to-family conflict and improves work engagement. By aligning organizational policies and practices with given theoretical frameworks, companies can achieve a competitive advantage through a motivated and committed workforce.

10. Limitations and Scope:

The study is detailed but has several limitations as well provide several opportunities for forthcoming research. This study is specifically done in Financial Institutions in Maharashtra and limits its generalizability of findings in other industries and region. Future researches should consider a more diverse and larger sample to improve the robustness of the results. Also if any mix method approach, like qualitative interviews and longitudinal approach, it can provide more accurate data. The research relies on self-reported data, which can introduce bias and affect the accuracy of the findings. Study mainly focuses on the perceived flexibility and not reflecting its actual use.. The study addresses WTFC and in future research FTWC can be discussed.

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