

**A SINO-U.S. COMPARISON ON WORKPLACE FLEXIBILITY:  
EXAMING EMPLOYEES' ATTITUDES ABOUT, ACCESS TO AND USE  
OF FLEXIBILITY AND ITS EFFECTIVENESS ON EMPLOYEE  
OUTCOMES**

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**ABSTRACT**

Using data from 2,688 employees of three multinational corporations with worksites located in both the U.S. and China, this paper demonstrated that Chinese viewed workplace flexibility as less important, perceived fewer benefits and more costs associated with its use, and reported less access to and use of flexibility than Americans. Access to flexibility is linked to higher job satisfaction for Americans, but not for Chinese. Both access to and use of flexibility are linked to higher satisfaction with work-family balance for Americans, but not for Chinese, with the exception of access to flexplace. We conclude that workplace flexibility policies should be customized to improve their cultural congruence in different nations.