



The Impact of Flexibility in Human Resource Management on Employee Performance

Njoud AlJohani

Lecturer in Administration Department, Collage of Administration and Finance Science,
Saudi Electronic University, Saudi Arabia

Email: Njoudmohsin@gmail.com

ABSTRACT

The current study aimed to examine the impact of human resource flexibility on improving employee performance in small and medium-sized enterprises (SMEs) in Saudi Arabia. The study adopted a descriptive-analytical approach, and fieldwork was conducted on a sample of 123 administrative employees, supervisors, and managers working in SMEs. A structured questionnaire was used as the main tool for data collection, consisting of three main dimensions: HR flexibility, organizational commitment, and employee performance. The study revealed several key findings, most notably that human resource flexibility positively affects employee performance by enhancing their ability to adapt to changing work conditions and improve work quality and productivity. Furthermore, flexibility was found to play a crucial role in increasing employee commitment and job satisfaction, which in turn boosts overall performance. The study recommended the importance of adopting flexible HR practices in SMEs to foster a more dynamic and responsive workforce. Additionally, it emphasized the need for continuous employee development and training to further enhance performance and adaptability in changing work environments.

Keyword: Human Resource Management, Employee Performance.



Introduction

Flexibility in Human Resource Management (HRM) has gained importance as organizations strive to adapt to evolving workplace dynamics, particularly in the Kingdom of Saudi Arabia. Many organizations have emphasized the importance of enhancing workforce flexibility in order to increase the employee's productivity, engagement, and innovation. This article examines the impact of flexible HRM on employee performance within medium-sized organizations in Saudi Arabia (Alotaibi, 2023; AhmedAlqasa & Alsulami, 2022).

There are many key elements of flexibility in HRM in medium-sized organizations in Saudi Arabia. First, work-life balance initiatives; the cultural shift towards valuing work-life balance has prompted organizations in Saudi Arabia to adopt flexible working arrangements. According to a study by Alharbi (2020), flexible work hours and remote work options contribute significantly to employee satisfaction and increase their productivity (Alharbi, 2020). Second, customized training programs; companies are increasingly recognizing the need for tailored training to meet diverse employee needs. Development programs enhance employee skills and boost overall performance, supporting employees to be part of the succession planning program (Alotaibi, 2023; AhmedAlqasa & Alsulami, 2022). Third, employee autonomy; providing employees with more control over their work processes and taking full responsibility for their tasks has been linked to increased motivation, employee performance, involvement, and productivity (George & Poluru, 2024). Finally, diverse work arrangements; flexible HRM includes various arrangements such as flexible working hours, team projects, and remote work, all of which contribute to job satisfaction (Alazdi & Badawi, 2021).

Flexibility in HRM practices: Positive outcomes

Flexibility in HRM practices yields several positive outcomes. First, increased employee commitment; flexible HRM practices promote a supportive work environment, leading to higher engagement levels. According to a survey by the Saudi Ministry of Human Resources and Social Development (2021), companies that implement flexible practices report greater employee commitment and enthusiasm (Saudi Ministry of Human Resources and Social Development, 2021).

Second, higher retention rates; medium-sized organizations in Saudi Arabia that adopt flexible HRM strategies tend to experience lower turnover rates (Alanazi & Ul Hadi, 2024). Third, enhanced productivity; flexibility in HRM strategies allows employees to work during their most productive hours, particularly during holidays. Lastly, greater innovation; flexible working hours encourage creativity, collaboration, innovation, and problem-solving skills among employees (Ghali-Zinoubi, Amari, & Jaoua, 2024).

Challenges in Implementing Flexibility in HRM

Despite the benefits, implementing flexibility in HRM practices in medium-sized organizations in Saudi Arabia presents challenges. Firstly, employee resistance; traditional perspectives on work structures may hinder acceptance of flexible HRM



practices. Organizations must engage employees in change management to foster a culture that supports flexible working environments (AhmedAlqasa & Alsulami, 2022). Second, communication barriers; remote work can lead to misunderstandings if communication channels are not well established. Organizations must invest in various communication technologies, including face-to-face meetings, virtual conferences, and phone calls, to promote effective communication between managers and employees (Ghali-Zinoubi, Amari, & Jaoua, 2024). Lastly, measuring performance; it is challenging to adapt performance appraisal systems to fit flexible working conditions. Organizations need to modify their evaluation systems to reflect these new working arrangements (Al-Bishi, 1996).

Flexibility in Human Resource Management significantly impacts employee performance in Saudi Arabia. By promoting work-life balance, enhancing training, and providing autonomy, organizations can boost employee satisfaction, commitment, and productivity. While challenges remain, the benefits of adopting flexible HRM practices are substantial, aligning with organizational goals to increase productivity and foster an innovative workforce (Alotaibi, 2023; George & Poluru, 2024).

Study Methodology

The study uses the correlational descriptive approach, which is used to determine the extent of correlation in the change between two or more dependent variables and requires measuring at least two variables and then determining the degree of relationship between them, so the researcher chose it as a method for current research in order to describe and analyze the ability of psychological immunity to predict emotional regulation Students of King Faisal University

Study population

The study population consists of all administrative employees, supervisors, and managers working in small and medium-sized enterprises in the Kingdom of Saudi Arabia.

Sample

The study was conducted on a randomly selected sample of 123 administrative employees, supervisors, and managers working in SMEs, ensuring diversity in the types of Saudi SMEs. The characteristics of the organization under study show a dominance of medium-sized enterprises. Specifically, 63.4% of the respondents work in medium-sized enterprises, while 36.6% are employed in small enterprises.

The gender distribution of the respondents indicates that the majority are male (58.5%), with females making up 41.5% of the total. In terms of age, most respondents fall within the 35-44 years category (26.8%), followed by 25-34 years (23.6%), 45-54 years (20.3%), and those under 25 years and 55 years or older both at 14.6%. Regarding educational qualifications, the majority of respondents have a university degree (64.2%), while the remaining 35.8% hold a high school diploma or



equivalent. As for the job titles, 60.2% of the respondents are administrative supervisors, while 39.8% are administrative employees.

When considering the duration of employment in the current organization, 29.3% of respondents have worked for more than six years, 30.1% for 1-3 years, 22.8% for 4-6 years, and 17.9% for less than one year. The industry sectors represented by the respondents show a diverse range of sectors, with 29.3% working in retail, 26.8% in aviation, 25.2% in technology, and 18.7% in logistics services. Finally, the departments where the respondents are employed are also varied. The majority work in marketing (30.1%), followed by finance (26.8%), human resources (24.4%), and operations (18.7%).

Study Tools

The flexibility questionnaire for employees in small and medium-sized enterprises in Saudi Arabia was prepared by the researcher. This questionnaire was developed by leveraging relevant theories and reviewing previous measures used for similar study populations. The scale was designed to collect data from the study sample and answer the research questions in light of previous studies. It included three main axes:

1. Human Resource Flexibility
2. Employee Performance
3. Impact of Human Resource Flexibility on Employee Performance

Questionnaire of was carried out using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The main variables in this study consist of three parts: flexibility of human resources, employee performance, and the impact of human resource flexibility on improving employee performance. The questionnaire items were adapted from previous literature, ensuring high validity. The questionnaire was tested for reliability using Cronbach's Alpha, which indicated good internal consistency across the dimensions.

The flexibility of human resources was measured across four dimensions:

1. Behavioral Flexibility (Cronbach's Alpha = .759, 3 items)
2. Skill Flexibility (Cronbach's Alpha = .725, 6 items)
3. Practice Flexibility (Cronbach's Alpha = .753, 5 items)
4. Human Resource Flexibility (Cronbach's Alpha = .724, 14 items)

Employee performance was evaluated across three dimensions:

1. Quality of Work Accomplished (Cronbach's Alpha = .708, 7 items)
2. Commitment (Cronbach's Alpha = .641, 7 items)
3. Quantity of Work Accomplished (Cronbach's Alpha = .775, 7 items)

Finally, the impact of human resource flexibility on improving employee performance was assessed using 10 items (Cronbach's Alpha = .710).

Before the full study was conducted, a pilot survey was administered to a sample of 40 employees working in small and medium-sized enterprises in Saudi Arabia to ensure the reliability of the questionnaire across all dimensions. The results showed good reliability across all scales.



Study Hypotheses

1. There are no statistically significant differences at the 0.05 level in the performance of the sample members on the human resource flexibility scale among employees in small and medium-sized enterprises due to the sector variable.
2. There are no statistically significant differences at the 0.05 level in the performance of the sample members on the employee performance scale among employees in small and medium-sized enterprises due to the sector variable.
3. The human resource flexibility variable and its dimensions can predict the performance level of employees in small and medium-sized enterprises.

Results

The results of answering the first question: What is the level of human resource flexibility in small and medium-sized enterprises?

To answer this question, the means and standard deviations of the responses of the study sample on the level of human resource flexibility in small and medium-sized enterprises were calculated as follows:

Table (1) Level of human resource flexibility in small and medium-sized enterprises

Dimensions	Items	Means	Standard deviation
A- Behavioral Flexibility	1. Employees in the organization exhibit a variety of behavioral roles in different situations.	4.44	0.629
	2. Employees in the organization adapt to diverse work demands within a short period.	4.02	0.677
	3. Employees in the organization have autonomy in their behavior.	4.07	0.903
Total		4.17	0.498
B- Skill Flexibility	1. Employees in the organization possess diverse skills.	4.17	0.610
	2. Employees in the organization are continuously encouraged to learn new skills.	4.08	0.708
	3. Employees in the organization easily accept new skills in their work.	4.15	0.636
	4. Employees in the organization adapt to changing work conditions.	4.07	0.642
	5. Employees in the organization effectively perform new tasks.	3.99	0.607



Dimensions	Items	Means	Standard deviation
	6. Employees in the organization appropriately utilize their skills.	3.75	1.021
Total		4.04	0.378
C- Practice Flexibility	1. Human resource practices are adapted to different circumstances in the organization.	4.20	0.507
	2. The organization has flexibility in recruitment when selecting candidates.	3.93	0.748
	3. The organization has flexibility in changing work policies and procedures when necessary.	4.02	0.958
	4. The organization has flexibility in performing work practices aligned with defined objectives.	3.94	0.710
	5. The organization has flexibility in meeting its needs for competent human resources.	4.08	0.874
Total		4.03	0.417

The table indicates that the level of human resource flexibility in small and medium-sized enterprises is high, with an overall mean of 4.08 and a standard deviation of 0.431. The standard deviation values ranged from 0.378 to 1.021, reflecting a relatively consistent response from the study sample. The dimensions of human resource flexibility are ranked as follows:

1. Behavioral Flexibility: Ranked first with a mean of 4.17 and a standard deviation of 0.498. This suggests that employees demonstrate diverse behavioral roles and can adapt quickly to changing work demands.
2. Skill Flexibility: Ranked second with a mean of 4.04 and a standard deviation of 0.378. This indicates that employees possess diverse skills and are open to learning new ones, enabling them to meet evolving work requirements.
3. Practice Flexibility: Ranked third with a mean of 4.03 and a standard deviation of 0.417. This shows that organizations can adjust their human resource practices and policies in response to changing circumstances when necessary.

These results suggest that small and medium-sized enterprises exhibit a high degree of flexibility in managing challenges and changes in behavior, skills, and organizational practices.

The results of answering the second question: What is the level of employee performance in small and medium-sized enterprises?



To answer this question, the means and standard deviations of the responses of the study sample on the level of employee performance in small and medium-sized enterprises were calculated as follows:

Table (2) Level of employee performance in small and medium-sized enterprises

Dimensions	Items	Means	Standard deviation
Quality of Work Accomplished	1. I regularly review and improve the quality of my work.	4.35	0.572
	2. I ensure that my work is accurate and error-free.	4.15	0.474
	3. I strive to deliver high-quality work that meets organizational standards.	4.07	0.569
	4. I have the skills and expertise to perform my work proficiently.	4.04	0.740
	5. I always seek to improve my job performance to achieve the best possible quality.	4.11	0.755
	6. I can meet the expectations of my supervisors and colleagues regarding the quality of work.	4.11	0.675
	7. I find that a desire to work plays a crucial role in improving my performance quality.	3.99	0.763
Total		4.12	0.346
Commitment	1. I attend meetings and organizational events related to work.	4.18	0.859
	2. I follow the guidance provided by management to achieve goals.	4.03	0.600
	3. I always adhere to the rules and procedures in place at the organization.	4.02	0.757
	4. I ensure that my actions align with the values and goals of the organization.	4.24	0.761
	5. I follow organizational policies in all aspects of my work.	3.76	0.978
	6. I consider adherence to regulations a fundamental part of my job responsibility.	4.02	0.814



Dimensions	Items	Means	Standard deviation
	7. I find that commitment to laws enhances the organization's image and success.	4.28	0.453
Total		4.08	0.369
Quantity of Work Accomplished	1. I work towards achieving my daily goals without compromising work quality.		
	2. I can handle work pressure to complete a large volume of tasks when needed.	4.19	0.953
	3. I can complete the required amount of work within the specified time.	4.29	0.637
	4. I work hard to achieve the goals set for me at work.	4.12	0.505
	5. I utilize my time at work to achieve maximum productivity.	4.05	0.493
	6. I ensure to organize my time and efforts to achieve satisfactory results.	4.26	0.676
	7. I find that clarity in required tasks helps increase my productivity.	4.00	0.736
Total		4.10	0.863

The table demonstrates that the level of employee performance in small and medium-sized enterprises is high, with an overall mean of 4.10 and a standard deviation of 0.526. The standard deviation values ranged from 0.346 to 0.978, indicating a relatively homogeneous distribution of responses among participants. The dimensions of employee performance are ranked as follows:

1. Quality of Work Accomplished: Ranked first with a mean of 4.12 and a standard deviation of 0.346. This reflects employees' consistent effort to enhance the quality of their work, meet organizational standards, and maintain a high level of accuracy and skill in their tasks.
2. Commitment: Ranked second with a mean of 4.08 and a standard deviation of 0.369. This suggests that employees demonstrate a strong commitment to following organizational rules, aligning their actions with goals and values, and adhering to policies and procedures.



3. Quantity of Work Accomplished: Ranked third with a mean of 4.10 and a standard deviation of 0.863. This shows that employees effectively manage their time, handle work pressure, and meet daily goals without sacrificing quality. These results suggest that employee performance in small and medium-sized enterprises is characterized by a high level of quality, commitment, and productivity, enabling these organizations to achieve their objectives effectively.

The results of answering the third question: What is the impact of human resource flexibility on improving employee performance in small and medium-sized enterprises?

To answer this question, the means and standard deviations of the responses of the study sample on the impact of human resource flexibility on improving employee performance in small and medium-sized enterprises were calculated as follows:

Table (3) Impact of human resource flexibility on improving employee performance in small and medium-sized enterprises

Items	Means	Standard deviation
1. Human resource flexibility enables employees in organizations to quickly adapt to changing circumstances, thereby enhancing job performance.	4.22	0.684
2. Employees demonstrate behavioral flexibility that allows them to present a variety of functional behaviors, enhancing their ability to handle different challenges efficiently.	3.85	0.363
3. Flexibility empowers employees to make quick and decisive decisions when faced with unexpected circumstances, contributing to improved productivity and faster task execution.	3.97	0.724
4. Skill flexibility encourages employees to easily learn new skills, increasing their capability to perform various tasks and supporting the quality of Accomplished work.	3.66	0.556
5. Employees showing a range of behavioral roles contribute to improving work efficiency and providing innovative solutions that enhance job performance.	4.07	0.921
6. Flexibility allows employees to adapt to diverse work requirements in short periods, leading to continuous performance and achieving organizational goals.	3.80	0.677



7. Empowering employees to act independently in the workplace enhances their commitment and productivity, positively impacting job performance.	4.17	0.698
8. Flexibility enables employees to use their diverse skills in ways that achieve the required efficiency, enhancing work quality and speed of completion.	4.06	0.669
9. Redesigning administrative practices flexibly, such as training and recruitment, improves the quality of Accomplished work and increases institutional commitment.	3.96	1.019
10. Flexible practices, such as task or policy changes, ensure that performance aligns with organizational objectives, enhancing overall productivity.	3.89	0.925
Total	3.95	0.307

The table reveals that the impact of human resource flexibility on improving employee performance in small and medium-sized enterprises is positive, with an overall mean of 3.95 and a standard deviation of 0.594. The standard deviations ranged from 0.307 to 1.019, indicating a moderate variation in the responses of the study sample. The items are ranked as follows:

1. Human resource flexibility enables employees to quickly adapt to changing circumstances, thereby enhancing job performance: Ranked first with a mean of 4.22 and a standard deviation of 0.684. This suggests that flexibility plays a crucial role in helping employees adjust to dynamic work environments, leading to improved performance.
2. Empowering employees to act independently in the workplace enhances their commitment and productivity: Ranked second with a mean of 4.17 and a standard deviation of 0.698. This indicates that autonomy in decision-making is a key factor in boosting both commitment and job performance.
3. Employees showing a range of behavioral roles contribute to improving work efficiency and providing innovative solutions: Ranked third with a mean of 4.07 and a standard deviation of 0.921. This highlights the role of behavioral flexibility in fostering innovation and efficiency in task execution.
4. Flexibility enables employees to use their diverse skills to achieve efficiency: Ranked fourth with a mean of 4.06 and a standard deviation of 0.669, demonstrating that skill diversity, supported by flexible practices, enhances the quality and speed of work completion.
5. Flexibility empowers employees to make quick decisions in unexpected circumstances, improving productivity: Ranked fifth with a mean of 3.97 and a standard deviation of 0.724, showing the importance of decision-making agility in enhancing productivity.



These results underscore the significant positive impact of human resource flexibility on various aspects of employee performance, including adaptability, commitment, efficiency, and innovation, which in turn contribute to the overall productivity and success of small and medium-sized enterprises.

Discussion

The researcher attributes the high level of human resource flexibility in small and medium-sized enterprises to the fact that these organizations are generally more adaptable to changing market conditions due to their smaller size and less bureaucratic nature. The flexibility allows employees to shift roles, tasks, and even working hours with relative ease, facilitating better response times to challenges. This finding is consistent with the findings of Alotaibi's study (2023), which indicated that flexibility was highly valued by Saudi employees in multi-sector organizations, especially in the context of remote working. This finding is also supported by AhmedAlqasa and Alsulami's study (2022), which confirmed that flexible work arrangements, such as flextime, positively influenced employee performance, particularly in the Saudi education sector. Both studies highlight the significance of flexible policies in enhancing adaptability in various work environments.

The researcher attributes the relatively high level of employee performance in small and medium-sized enterprises to the fact that flexibility enables employees to adjust quickly to work demands and thereby improve their overall productivity. The ability to adapt to various tasks and conditions results in better quality work and stronger commitment to organizational goals. This finding is consistent with George and Poluru's study (2024), which found that flexible work arrangements positively impacted job satisfaction and reduced turnover intention, particularly through improved work-life balance. This finding is also supported by Alazdi and Badawi's study (2021), which indicated that flexible work arrangements significantly enhance work engagement in Saudi start-up companies, leading to higher performance levels.

The researcher attributes the positive impact of human resource flexibility on employee performance to the fact that flexibility allows employees to balance diverse responsibilities, learn new skills, and make quicker decisions, all of which improve job outcomes and organizational performance. This finding is consistent with Alanazi and Ul Hadi's study (2024), which demonstrated a significant positive effect of flexible working arrangements on employee performance, specifically through improved work-life balance at SABIC. This finding is also supported by Ghali-Zinoubi, Amari, and Jaoua's study (2024), which confirmed that flexible working arrangements reduced work pressure and work-life conflict, contributing to higher job satisfaction among academics during the COVID-19 pandemic. These studies underscore the critical role of flexibility in fostering a conducive work environment for enhanced performance.

Conclusion

In conclusion, this study has highlighted the significant role that human resource flexibility plays in enhancing employee performance in small and medium-sized



enterprises (SMEs) in Saudi Arabia. The findings demonstrate that flexibility in HR practices allows employees to adapt quickly to changing circumstances, make decisive decisions, and improve their overall job performance. This is particularly important in SMEs, where agility and responsiveness are critical for success in dynamic market environments. The results suggest that fostering a flexible HR environment can lead to better quality of work, increased commitment, and enhanced productivity among employees.

Moreover, the study reveals that flexibility not only improves job performance but also enhances employee satisfaction and commitment to organizational goals. Employees who have the freedom to manage their tasks, make decisions, and apply their skills across diverse areas tend to demonstrate higher levels of engagement and job satisfaction. This suggests that SMEs in Saudi Arabia can benefit from implementing flexible work arrangements, as they contribute to a more motivated and efficient workforce. The research also aligns with previous studies that emphasize the positive impact of HR flexibility on performance and organizational success.

While the study provides valuable insights, it also identifies areas for further research, such as the integration of HR flexibility with training and development programs. Future studies could explore how these combined strategies affect long-term performance and employee growth. Additionally, expanding the sample size and including a wider range of employee categories would enhance the generalizability of the findings. Overall, this research underscores the importance of adopting flexible HR practices as a key driver of employee performance and organizational success in the SME sector.

Recommendations

It is recommended that small and medium-sized enterprises (SMEs) in Saudi Arabia actively promote flexible work arrangements, such as flextime and remote work, to further enhance human resource flexibility. By implementing clear policies that allow employees to adjust their work schedules according to personal and organizational needs, SMEs can increase overall adaptability and responsiveness. This flexibility can be particularly beneficial in managing seasonal workloads or unexpected market shifts. Managers should be trained on how to effectively manage flexible teams, ensuring that the flexibility does not compromise work quality or productivity.

SMEs should invest in cross-training programs to encourage skill flexibility among employees. By providing opportunities for employees to learn new skills across different functions within the organization, they can quickly adapt to changing work requirements, which is essential in a competitive market. Cross-training not only increases employee engagement but also provides a versatile workforce capable of performing various tasks. SMEs in Saudi Arabia can apply this by creating a rotating system where employees spend a few hours each week in a different department to gain exposure to new areas of the business.

SMEs should adopt performance management systems that recognize and reward high-quality work and employee commitment. Regular feedback sessions and performance reviews that focus on both individual and team contributions will



encourage continuous improvement in employee performance. By using a system that ties performance reviews to promotions, bonuses, or other rewards, employees will be motivated to maintain and enhance their performance. This can be applied through digital platforms that track employee performance metrics, ensuring that recognition is timely and aligned with organizational objectives.

Introducing structured mentorship programs can be another way to sustain and improve employee performance in SMEs. Mentorship enables less experienced employees to learn from senior staff, which can accelerate the development of necessary skills and knowledge for high-quality job performance. Saudi SMEs can implement this by assigning mentors to new hires during their onboarding process and periodically reviewing progress, providing support tailored to individual development needs. This mentorship approach fosters a learning environment and enhances both skill acquisition and productivity.

To capitalize on the positive impact of human resource flexibility on performance, SMEs should empower employees with decision-making authority in their roles. Allowing employees to make decisions independently regarding task execution and work methods not only boosts productivity but also enhances job satisfaction. This can be applied by setting clear boundaries within which employees can operate autonomously, such as giving team leaders the authority to make on-the-spot decisions without needing managerial approval for every action. This increased autonomy can lead to faster task completion and higher employee engagement.

SMEs should introduce flexible administrative practices, such as tailored training programs and adaptable recruitment strategies. By focusing on continuous employee development, especially in areas that allow for quick adaptation to new roles and responsibilities, SMEs can ensure that employees remain competitive and effective. For example, SMEs in Saudi Arabia can create flexible training sessions that employees can attend based on their schedules, allowing them to learn new skills without disrupting their current responsibilities. This approach fosters a culture of ongoing learning and adaptability.

Limitations

The flexibility of human resources is a significant issue addressed in this study concerning employee performance. The study also explored the mediating effects of organizational culture adaptation and job satisfaction. The increased flexibility of human resources has a positive impact on improving employee performance. Companies can maintain their sustainability if they adopt a flexible human resource strategy that enables them to respond to environmental changes and consumer needs. In other words, the contribution of high human resource flexibility plays a crucial role in enhancing employee performance. Moreover, the flexible application of human resources has a positive effect on the process of adapting organizational culture. Therefore, it is essential to implement an organizational culture that is flexible, open to information, responsive, and focused on continuous growth. This is achieved by employees as part of their efforts to meet consumer needs and expectations.



This research has been conducted following standard research methodologies; however, there are limitations that warrant consideration for future studies. One primary limitation is the focus on a specific subset of employees—administrative employees, supervisors, and managers in small and medium-sized enterprises (SMEs) within the Kingdom of Saudi Arabia. The study does not account for the perspectives of other employee categories, such as operational staff or entry-level workers, who might experience human resource (HR) flexibility and its impact on performance differently. Expanding the study to include a broader employee base could provide more comprehensive insights into HR flexibility's effects across different organizational levels.

Another limitation of this study lies in its narrow scope, which examines the relationship between HR flexibility and employee performance without addressing other influential factors like training and continuous learning programs. HR flexibility in isolation may not fully capture the complexity of employee performance improvements, especially when flexibility is not supported by adequate training or skill development. Future research could explore how the combination of flexibility and structured training programs enhances the ability of employees to meet organizational goals, offering a more holistic understanding of performance dynamics. Finally, the study relies solely on respondents' perceptions to measure variables, which introduces the risk of subjectivity and bias in the results. Perception-based data may not always accurately reflect actual performance outcomes or organizational realities. Employing a mixed-methods approach, combining quantitative and qualitative data, or using objective performance metrics could reduce potential biases. Additionally, future research could utilize a larger, more diverse sample to improve the generalizability of the findings across various sectors and geographic regions.

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