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**The impact of a flexible work environment on job
performance in the events sector**

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Introduction

In light of the major transformations taking place in contemporary work environments, it has become necessary to reconsider traditional work organization models and develop methods that are more compatible with rapid technological, social and economic changes. One of the most prominent and common of these methods in recent decades is the concept of a "flexible work environment". It reflects a management approach based on providing flexibility in location, time and task performance, giving employees greater control over how they do their work, while at the same time enhancing their productivity and balancing their careers. and personal. (Al-Jabri, 2021)

A flexible work environment has become a strategic choice adopted by many organizations around the world to address multiple challenges, such as changing expectations of new generations of employees, high levels of burnout, increased competition for competencies, and the need to enhance sustainability and improve organizational performance. Technological advances, especially in the areas of telecommunications and remote work, have facilitated the application of these models, so that the work environment

is no longer confined to the traditional workplace, but has become more widespread and expansive, and able to accommodate diversity and flexibility. (Eagles, 2022)

From this perspective, it is important to study the relationship between a flexible work environment and job performance. Job performance is one of the most important indicators of the organization's success and effectiveness, and it is related to several factors, including motivation, job satisfaction, the ability to focus, and positive interaction with colleagues and tasks. A flexible work environment is supposed to provide optimal conditions that enable employees to perform at their best possible by reducing stress, providing flexibility in time, and enabling them to make decisions that suit their nature and personal work style. (Al-Sharaya, 2022)

Although a flexible work environment promises to improve the quality of working life and raise productivity levels, the results of previous studies on this topic have been mixed. Some studies have suggested that flexibility leads to improved performance by increasing job satisfaction and enhancing organizational loyalty, while others have warned of potential negative effects, such as lower levels of supervision, poor communication between teams, or

overlapping work and personal life. This calls for studying this topic in greater depth in different contexts. and across diverse sectors. (Abu Fara, 2022)

Therefore, this study seeks to analyze the impact of a flexible work environment on job performance, by examining how flexibility practices (such as remote work, flexible schedules, and job sharing) affect the quality of task execution, degree of commitment, level of creativity, and achievement of goals. The study also aims to provide a scientific understanding that helps decision-makers develop flexible work policies that balance the interests of the organization and the needs of employees, thus enhancing the effectiveness of the work environment in achieving sustainable performance. (Al-Ajalin, 2020)

The concept of ergonomics has evolved significantly in recent decades as a result of the rapid transformations imposed by the digital revolution, globalization, changing lifestyles and human needs. In the midst of these changes, the agile work environment has emerged as a modern managerial and organizational concept that seeks to redefine the relationship between employees and the workplace by providing greater flexibility and freedom in how, where and when job tasks are performed. This shift comes in response

to the need for organizations to increase productivity, improve the quality of work life, attract talent and adapt to Crises, which was evident during the COVID-19 pandemic, which forced many organizations to adopt flexible policies to ensure business continuity. (Akl, 2022)

A flexible work environment generally means providing policies and systems within the organization that allow employees to reorganize their schedules, perform their tasks from different locations (such as remote work), reduce in-person hours, or combine multiple forms of traditional and virtual work to suit their personal and professional circumstances without compromising the organization's goals. Flexible work practices vary from organization to organization, and may include options such as part-time work, intensive working weeks, job sharing, or using communications and cloud storage technologies to provide work. Decentralized. (Aley, 2020)

The emergence of this new model of work organization reflects not only a shift in the operational structure of organizations, but also a deeper cultural shift in management philosophy, where employees are given confidence as responsible partners in the production process, rather than just executing orders. Recent studies confirm that a flexible work environment contributes

to enhancing job satisfaction, increasing organizational loyalty, reducing stress and professional burnout, and enabling individuals to balance their professional and personal lives. It also helps organizations reduce operating costs and broaden the base of talents, particularly in global and virtual work environments. (Khatib, 2021)

Despite the significant advantages offered by a flexible work environment, its adoption faces real challenges related to the nature of work, the culture of the organization, the level of technological readiness, and the willingness of management and employees to adapt to unconventional methods of communication, monitoring and evaluation. Their implementation also requires restructuring HR policies and developing results-based performance measurement systems rather than actual working hours. Accordingly, a flexible work environment is no longer just an organizational option, but a strategic necessity that contemporary organizations seek to adopt to ensure adaptation to rapid changes, maintain competitiveness, and achieve organizational sustainability. More studies and research are needed to explore the impact of this new environment on performance, organizational culture, innovation and team relations. This would enhance the ability of

organizations to make informed decisions when transitioning to a more flexible and open work environment. (Haddadin, 2023)

Study problem

With the rapid changes taking place in contemporary work environments, it has become necessary to reconsider traditional ways of organizing work, especially those related to time, place and performance of tasks. With the advancement of technology, growing attention to employee wellbeing, and growing expectations about work–life balance, the concept of a flexible work environment has emerged as a modern organizational model that organizations seek to adopt to improve the work environment and achieve higher levels of efficiency and productivity. The proliferation of remote work, part–time work, and flexible working hours have led to A radical change in the relationship between employees and the workplace, and it has become necessary to understand the impact of these changes on their behavior and performance. (Haramsheh, 2022)

Job performance is one of the most important indicators of the effectiveness of the organization, as it reflects the extent to which employees achieve their goals and accomplish tasks efficiently and quality. However, performance is

influenced not only by qualifications and skills, but also by many environmental and organizational factors, most notably the nature of the work environment. Hence, a flexible work environment is one of the factors affecting performance, as it provides freedom in time management and reduces the stress associated with strict adherence to time and place. This may contribute to improving job satisfaction and self-motivation, thereby raising levels of Performance. However, the relationship between a flexible work environment and job performance is not always clear or direct, as it can be affected by several interrelated variables, such as the nature of the job, organizational culture, technical readiness, and leadership and management styles. (Bani Hammoud, 2020)

Despite the growing interest in agile work in the recent literature, studies looking at the impact of this environment on job performance in Arab or local contexts are still limited, both in terms of their number and in terms of in-depth analysis of the actual impact of applying flexibility to different aspects of performance, such as accuracy, speed, commitment, and creativity. The results of previous studies also vary, with some supporting the idea that flexibility leads to improved performance, while others warn of a decline

Discipline or poor effective communication due to poor direct supervision.
(Tayeb, 2025)

Based on this reality, the problem of this study stems from the attempt to understand and analyze the relationship between a flexible work environment and job performance. This is achieved by examining the impact of this environment on the quality of employee performance, and exploring whether organizational flexibility is an enabler and motivator, or can become a source of confusion and low productivity if not implemented within a structured institutional framework. The study seeks to answer a fundamental question: To what extent does a flexible work environment affect job performance? What regulatory dimensions contribute to reinforcing or undermining this impact?

The importance of addressing this problem stems from the need to develop evidence-based management policies, especially in light of the trend of many organizations towards digital transformation and hybrid work, and the accompanying fundamental changes in management culture and performance appraisal mechanisms.

The importance of the study

The importance of this study stems from the radical changes taking place in the modern work environment, which prompted organizations to review their traditional methods of managing and organizing work. The acceleration of digital transformation, the development of communication tools, and the emergence of new work patterns such as remote work and hybrid work have led to the emergence of a flexible work environment as a management concept that has received wide attention from researchers and practitioners alike. This environment represents a qualitative leap in the relationship between the organization and the employee, which gives him more freedom and independence in the performance of its tasks, while maintaining productivity and effectiveness.

In this context, the importance of this study stems from its analysis of one of the contemporary issues that most affect job performance, which is a key criterion for the success of individuals and organizations alike. Job performance depends not only on the technical capabilities of the employee, but is also greatly influenced by the nature of the work environment, his sense of comfort and flexibility, and his ability to adapt to work pressures without sacrificing his personal life. Therefore, understanding the relationship

between a flexible work environment and job performance is essential to establish a scientific foundation for efficient human resource management, Balancing the organization's goals with the needs of employees.

This study is of great practical importance, especially in light of the tendency of many institutions – public and private – to adopt flexible work policies in response to emergencies such as health crises and economic changes, or to attract young talent who prefer more flexible and balanced work environments. Therefore, the results of this study can contribute to guiding decision-makers towards adopting flexible and scientifically based business models that take into account the impact of these policies on performance levels. This study could also contribute to Formulate clear policies that support the achievement of business objectives without compromising the quality of employees' professional life.

Academically, this study builds on previous studies on individual behavior within organizations, by highlighting a relatively recent variable in the work environment (flexibility) and its relationship to a traditional and fundamental variable (job performance). It also opens the door to more specialized future studies that address the impact of specific forms of flexibility (e.g., remote

work or variable schedules) on different performance elements (e.g., creativity, commitment, and productivity). The study may also contribute to the development of measurement tools to help researchers and practitioners assess the effectiveness of Flexible work according to objective scientific criteria.

Hence, the importance of this study lies in providing a comprehensive vision to understand the dimensions of a flexible work environment and assess its practical impact on job performance, which enables organizations to make informed decisions that contribute to achieving efficiency and sustainability in a rapidly changing work environment.

The importance of this study depends on its theoretical and practical contributions to the following:

Theoretical significance

- ✓ This study contributes to enriching the scientific literature on contemporary work concepts, and contributes to expanding the theoretical understanding of the concept of a "flexible work environment", a topic that is still relatively new in many academic settings, especially in the Arab world. The study also helps to link this

concept to a basic variable in management science and the behavior of individuals within organizations, namely job performance, thus forming a qualitative addition to the scientific literature.

- ✓ By developing theoretical models related to employee behavior, the study contributes to building or supporting explanatory models that link the work environment as an external organizational factor to employee behavior as an internal response reflected in performance levels. This helps to understand the nature of the causal or correlation between flexibility and performance, paving the way for future research examining these relationships in different contexts.
- ✓ Bridging a research gap in Arab studies, as many studies in the Arab region still focus on traditional models of human resource management, while the topic of flexible work environments, their applications and impacts has not received sufficient scientific attention. This makes this study important in bridging this gap in the literature, and supporting the production of local knowledge compatible with cultural and organizational specificities.

- ✓ The study encourages researchers to explore intermediate and influential variables, and opens the door for future research to explore intermediate or modified variables of the relationship between flexible work environments and performance, such as job satisfaction, type of leadership, or organizational engagement. This deepens the scientific analysis of this administrative phenomenon.

Practical importance

- ✓ Support decision-makers in developing flexible, evidence-based policies. The study provides results that can help decision-makers in organizations develop flexible policies that are realistic and consistent with the nature of work and employee needs, and improve performance rather than negatively affect it. This makes it an important tool in formulating contemporary business strategies.
- ✓ Improve the work environment to achieve a balance between efficiency and well-being. The study helps organizations understand how elements of flexibility, such as the freedom to choose working hours or remote work, enhance employees' efficiency without compromising

their quality of life, contributing to a healthy and sustainable work environment in terms of performance and productivity.

- ✓ Directing training and institutional development programs, as the results of the study enable human resources managers to design training and awareness programs that prepare employees to adapt to a flexible work environment, and enhance time management skills, digital communication, and self-employment, which enhances performance under non-traditional work patterns.
- ✓ Reducing employee turnover and increasing organizational loyalty, as the results of the study help to understand how flexibility can address some of the chronic problems in organizations, such as job burnout or loss of talent, by providing a supportive and stimulating work environment that leads to employee stability and increased participation.
- ✓ Measuring the return on flexible working, as the results of the study enable organizations to use them as an indicator to measure the effectiveness of the implementation of flexible work policies in terms of their direct impact on performance, which facilitates the assessment

of the return on investment in these policies and adjusting them based on actual results.

Objectives of the study

The study aims to find out the impact of the work environment in its various dimensions (working conditions, organizational structure, incentives and rewards, technology) on job performance in the events sector, and it branches out of a set of sub-objectives:

- ✓ Identify working conditions and their reflection on job performance.
- ✓ Identify the organizational structure and the extent to which it reflects on job performance.
- ✓ Identify incentives and rewards and their reflection on job performance.
- ✓ Learn about technology and how they reflect on job performance.

Study Questions

The first main question: What is the impact of the work environment in its various dimensions (working conditions, organizational structure, incentives and rewards, technology) on job performance in the events sector, and several sub-questions branch out of it as follows:

- ✓ What is the impact of identifying working conditions and their reflection on job performance?
- ✓ What is the impact of identifying the organizational structure and the extent to which it reflects on job performance?
- ✓ What is the impact of identifying incentives and rewards and their reflection on job performance?
- ✓ What is the impact of learning about technology and how does it reflect on job performance?

Study assignments:

To achieve the objectives of the study and answer its questions, the researcher can rely on the theoretical framework related to the study, and based on the results of previous studies, the following hypotheses have been formulated:

The first main hypothesis: There is no statistically significant impact of the work environment in its various dimensions (working conditions, organizational structure, incentives and rewards, technology) on job performance in the events sector

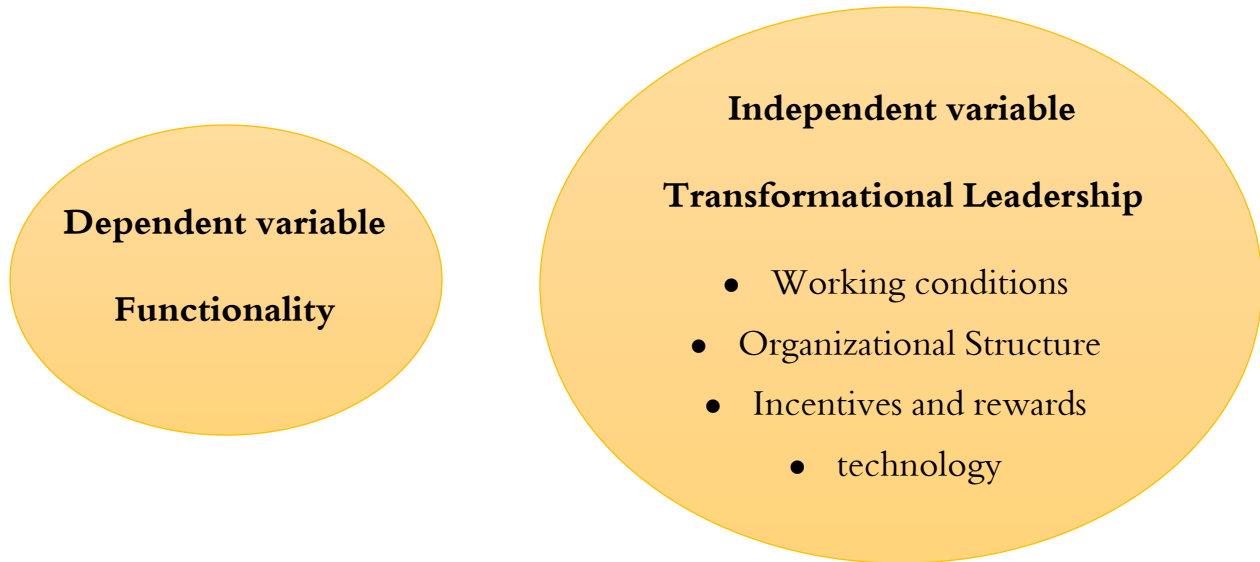
From this hypothesis emerge the following three sub-hypotheses:

- ✓ There is no statistically significant effect of working conditions and their reflection on job performance.
- ✓ There is no statistically significant effect of the organizational structure and the extent to which it reflects on job performance.
- ✓ There is no statistically significant effect of incentives and rewards and their reflection on job performance.
- ✓ There is no statistically significant impact of technology and how much they reflect on job performance.

Study Form:

Independent variable: work environment in its various dimensions (working conditions, organizational structure, incentives and rewards, technology)

Dependent variable: functionality



Previous studies

1. A study (Al–Maaytah, 2021) entitled:

The Impact of the Work Environment on Achieving Administrative Innovation: A Case Study of the Aqaba Special Economic Zone Authority

This study aimed to identify the impact of the work environment on achieving administrative innovation in the Aqaba Special Economic Zone Authority. The study population consisted of all (2100) employees in the Aqaba Special Economic Zone Authority, and the study sample was (340) male and female employees. The study followed the descriptive analytical field approach, where previous

studies were referred to, and a questionnaire was developed to collect data related to the study variables. The hypotheses of the study were tested through multiple regression analysis using the statistical package for social sciences and humanity (SPSS V 23). The study reached several results, including: The general average of respondents' answers on the areas of the work environment was (3.92) with a high degree, and the general average of respondents' answers on the fields of administrative creativity was (3.98) with a high degree. The study also found a positive and statistically significant correlation between the work environment and the level of achieving administrative innovation in the Aqaba Special Economic Zone Authority, and the existence of a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the independent variable (work environment) on the dependent variable (administrative creativity). The study made a set of recommendations, the most important of which are: The need for the management of the Aqaba Special Economic Zone Authority to continue to exert more efforts to provide suitable

working conditions that enable it to encourage performance Creative employees and achieve high levels of administrative creativity.

2. A study (Alwan, 2020) entitled:

The Impact of Employee Empowerment on the Performance of Cement Companies in Jordan: The Mediating Role of Quality of Work Life

The study aimed to clarify the impact of employee empowerment on the performance of cement companies in Jordan, with the quality of working life as an intermediate variable. The study relied on a questionnaire to collect data. To achieve the objectives of the study, a model was built that illustrates the impact of empowerment in its dimensions: (impact, efficiency, self-direction, meaning of work) on performance in its dimensions: (customer satisfaction, internal processes, innovation and learning, environmental performance), and the quality of working life as an intermediate variable. The study population consisted of all employees of cement companies operating in Jordan, numbering (6) companies. One such company declined to participate. The study used a stratified sample proportional, and the

sample size was ($n = 217$) out of 307. To test the hypotheses of the study, the study relied on the descriptive analytical approach. The main tool was a questionnaire that was adopted after reviewing it and taking the opinion of a group of university professors specialized in it. The study concluded several results, the most important of which are: the existence of a statistically significant impact of empowering employees in its dimensions (impact, efficiency, self-direction, and the meaning of work) on performance in its dimensions (customer satisfaction, internal processes, innovation and learning, and environmental performance) in the surveyed companies; The study recommended a set of recommendations, the most important of which are: emphasizing management in the surveyed companies to support the empowerment process; focusing on developing the capabilities of employees through various courses, dialogues and discussions; and increasing attention to aspects of the quality of work life. The study recommends further studies on the topic of empowerment, performance and quality of work life.

3. Study (Alia, 2020) entitled:

The impact of quality of business life on organizational compliance through employee satisfaction at Royal Jordanian Airlines

This study aimed to measure the impact of quality of work life on organizational compliance through job satisfaction at Royal Jordanian Airlines. The study population was represented by all employees working at Royal Jordanian Airlines. The questionnaire was distributed to an appropriate sample of (155) employees. The researcher used the descriptive analytical approach to answer the questions of the study using the statistical analysis program (spssv21). The study concluded with a set of results, the most important of which is the existence of a high degree of agreement among Royal Jordanian employees on the level of implementation of the quality of work life in Royal Jordanian Airlines, the absence of an impact of the quality of work life on the organizational commitment of Royal Jordanian employees, and the absence of an impact of the quality of work life on the job satisfaction of employees. Furthermore, there is no impact of employee job satisfaction on organizational compliance, and job

satisfaction has been shown not to mediate the relationship between quality of business life and organizational commitment at Royal Jordanian. In light of the results of the study, it is recommended that Royal Jordanian Airlines study and analyze the factors affecting the quality of working life of employees and the personal and functional variables affecting them to address them because of their impact on employee job satisfaction.

4. Study (Scientific, 2021) entitled:

The availability of the dimensions of the wonderful work environment in private schools in the Gaza Strip and its impact on the productivity of workers

The study aimed to identify the degree of availability of the dimensions of the wonderful work environment, and to know the impact of these dimensions on the productivity of workers in private schools in the Gaza Strip. To achieve these goals, the descriptive and analytical approach was used. The study population consisted of all employees with different job titles: principal, deputy director, teacher, and other positions. Their number reached (1377) individuals. The researcher

distributed 350 questionnaires to a stratified random sample distributed by governorate. A total of 315 questionnaires were retrieved, or 90%. The study concluded that there is a high degree of approval by workers in private schools in the Gaza Strip on the paragraphs of the dimensions of the wonderful work environment, where the degree of approval on the availability of these dimensions came from the highest to the lowest in order (cooperation – pride – credibility – respect – justice). The results also showed a positive relationship between the dimensions of the great work environment and the level of productivity of employees, and that these dimensions have an impact on the productivity of workers. There were also statistically significant differences in the respondents' answers about the impact of a good work environment on employee productivity due to years of service, job title and date of establishment of school workers, while there were no differences due to educational qualification, governorate or ownership. The study recommended the need to focus on the components of schools as wonderful and happy places and work environments, because of the psychological and behavioral effects that

ultimately affect productivity. In addition, the need to ensure justice and fairness, especially when paying employees' wages, commensurate with their efforts to advance the educational process. It also recommended the need to adopt participatory and democratic leadership styles at work.

5. A study (Al-Tayeb, 2025) entitled:

The impact of the innovative work environment on sustainability in Manaseer Group

The study aimed to clarify the impact of the innovative work environment with its dimensions of leadership and physical environment, encourage innovation and provide learning opportunities on sustainability (social sustainability, economic sustainability and environmental sustainability) in Manaseer Group. The study used the quantitative approach, and the current study population consisted of administrative workers at all administrative levels in Manaseer Group, distributed over (7) companies, and employed by (1382) workers. The data was collected through an electronic questionnaire distributed to a sample of (302) workers through the website The group's official

electronic form, using the proportional stratified random sample method. (290) questionnaires representing the final sample of the study were retrieved. The study also used SPSS software to analyze data using descriptive analysis tools such as arithmetic mean and standard deviation, and through simple and multiple standard regression test to test hypotheses. The results of the study showed that the levels of the innovative work environment and its dimensions and sustainability and dimensions were all high in Manaseer Group. It also showed a statistically significant impact of the innovative work environment in its dimensions on sustainability in Manaseer Group, where there was a statistically significant impact of leadership, encouraging innovation and providing learning opportunities, while there was no impact of the physical environment on sustainability in Manaseer Group. The study recommended enhancing the use of the physical environment and continuous work to develop and invest in it well and include it in strategic planning processes effectively, to improve its use in promoting sustainability. It also recommended further strengthening the commitment of the Group's leadership

Building a culture of innovation and promoting an atmosphere of innovative competition among employees on an ongoing basis, in addition to the need to enhance cooperation with the government and exchange advice in the management of environmental and economic affairs, which contributes to enhancing sustainability in Manaseer Group.

Research gap

The work environment is one of the essential elements that shape the employee experience and directly affect their performance and job behavior. Previous studies have addressed this concept from different perspectives, some of which focused on a work environment that supports creativity, as in the study of Maaytah (2021), which examined the impact of the work environment on administrative creativity in government institutions. Other studies, such as Alami (2021), have focused on the "great" work environment in the private education sector and its role in increasing productivity. While these proposals are important, However, most of them did not address the flexibility of the work environment as an independent variable with specific organizational characteristics associated with the modern work style based

on flexibility in time and place, freedom of performance, and mutual trust between the employee and the organization. Moreover, studies such as Alwan (2020) and Alia (2020) have focused on quality of work life as a mediating variable between empowerment or job satisfaction on the one hand and performance on the other. However, these studies did not directly address the impact of flexible working policies – such as remote work, flexible schedules, or a culture of unrestricted work – on individuals' performance in a specific organizational context. Some studies, such as El-Tayeb (2025), examined the "innovative" work environment in the context of sustainability, but remained within the framework of general models of organizational culture, and did not address the operational dimensions of flexibility as a pivotal factor in shaping the contemporary work experience.

On the other hand, most of the previous studies were conducted in traditional sectors such as government institutions, industry, education, and banking, and did not address emerging or highly dynamic sectors, such as the events sector, which has unique organizational characteristics, including reliance on temporary teams, the ever-changing nature of tasks, and working under atypical time pressures. This makes flexibility one of the most important

factors for adaptation and success in this field. Therefore, there is a clear research gap related to the lack of study of flexible work environment as a factor affecting job performance in the events sector. In particular, despite being one of the most demanding sectors for flexible working arrangements and quick response from employees.

Moreover, according to the studies reviewed, there is a lack of treatment in addressing the relationship between the dimensions of a flexible work environment (such as time flexibility, independence, hybrid work, and self-accountability) and job performance at different levels (individual, team, and creative), especially in intensive environments during certain periods, such as organizing events, conferences, and exhibitions. Therefore, the current study seeks to bridge this gap by providing an accurate scientific analysis of the impact of a flexible work environment on job performance within this important sector. And emerging in the Kingdom of Saudi Arabia.

Finally, it should be noted that the Arab research environment still needs modern applied analytical models that keep pace with the rapid developments in work patterns, especially after the transformations imposed by the Covid-19 pandemic. These shifts have demonstrated that a flexible work

environment is not an organizational luxury, but a strategic imperative. This is what the current study seeks to address by introducing a new application framework for the work environment in the events sector, which today represents one of the main pillars of Saudi Vision 2030.

Theoretical premises of the study

The theoretical foundations of the study "The Impact of a Flexible Work Environment on Job Performance" represent the scientific and intellectual basis through which this study explains the relationship between a changing work environment and employee outcomes. These foundations stem from the literature of management, organizational behavior and human resources, where there is a growing need to understand how changes in the work environment affect performance, especially in light of technological developments and changing global employment patterns.

The study is based on a set of theoretical foundations that explain the concept of a flexible work environment as an alternative management model to rigid traditional systems. This environment is flexible in time, space and style of delivery, and provides employees with greater restraint and flexibility in performing their tasks. This study is based on the theory of "managerial

empowerment", which indicates that giving employees the freedom to make decisions and control their work enhances their sense of responsibility and belonging, which positively affects their performance. It is also based on the theory of self-determination, which It assumes that individuals perform better when meeting their basic psychological needs, such as independence, competence, and belonging. These needs can be met through a flexible working environment.

The study is also based on the "resource-based view" literature, which views employees as strategic assets that must be strengthened and enabled to achieve competitive advantage. In this context, flexibility in the work environment is an organizational factor that contributes to leveraging the capabilities of employees and maximizing their productivity, especially when combined with a supportive, psychologically and technologically equipped environment.

On the other hand, this study is based on the premise that job performance is not only influenced by individual abilities, but also significantly affected by the environment surrounding the employee, which includes flexible work schedules, the possibility of remote work, work-life balance, and

transparency in goals. The study is also based on variables related to the theories of participatory leadership and organizational trust, which emphasizes that providing a flexible work environment contributes to creating an environment of mutual trust, empowerment and self-responsibility, which motivates employees to do more. of effort and achieve better results.

This study also stems from the need to understand the relationship between flexibility, as a modern management concept, and employee performance in its various dimensions (efficiency, effectiveness, creativity, and commitment), especially in sectors that require rapid response to changes and high utilization of human resources, such as the events sector, which is witnessing rapid dynamic transformations in the work environment.

In summary, the theoretical hypotheses of this study are based on the intersection of modern management, motivation, empowerment, functional balance, and organizational innovation. These assumptions contribute to the formulation of an analytical framework that seeks to explain how a flexible work environment affects high or low levels of job performance, taking into account individual differences, work contexts, and the readiness of the organization to implement flexible work systems.

Methodology and Research Methods:

The descriptive approach and the analytical approach were followed as an appropriate method of description, which corresponds to the theoretical chapters, either in the applied analytical chapter and the deductive method in order to analyze and evaluate the data obtained in the questionnaire of the institution under study as appropriate for determining the facts and understanding the components of the subject, while subjecting it to careful study and analysis of its dimensions, which we will address in the applied chapter in the case study.

The choice of the appropriate approach to the nature of the research depends on the nature of the problem and the goal of its study, and in order to take note of the various aspects of the study, the descriptive analytical approach will be relied on, the descriptive method is suitable for the description that matches the theoretical chapters, but in the applied analytical chapter and the deductive approach in order to analyze and evaluate the data obtained in the questionnaire under study, as this approach contributes to answering research questions through data collection and then analysis and discussion. This approach is used in most previous studies.

Sources of data collection

- **Secondary sources:** These include data and information in books and references, theses, working papers, journals, periodicals, scientific conferences and workshops, in addition to published and unpublished reports that dealt with the topic in various relevant institutions.
- **Primary sources:** The study relied on the questionnaire as the main tool in collecting data from its sources, which was specially designed for this purpose on Google Forms and sending its link to the research community.

Study Tools:

The search tool is defined as "the means by which the data collection process is carried out in order to answer his questions, and researchers will rely in collecting data on the questionnaire, which is defined as "a specific version of paragraphs and questions aimed at collecting data from research individuals"

It consisted of two main sections:

- **The first section:** It is the part related to the demographic variables of the members of the study sample, which are: gender, age, educational qualification, and job level.
- **Section II: The** second section included paragraphs and dimensions that measure the variables of the independent and dependent study.

Statistical methods used

The following statistical methods were used to achieve the objectives of the study:

- Cronbach alpha coefficient to measure the stability of the study tool and Pearson's correlation coefficient to measure the validity of the study tool and the relationship between variables
- Frequencies, percentages, arithmetic mean and standard deviation related to the study variables and to all responses to the questionnaire paragraphs.
- Simple linear regression coefficient to measure the effect of each dimension of the independent variable on the dependent variable

Study Tool

The questionnaire in the current study is designed to suit the variables of the research by reviewing previous studies related to the subject of the study.

The questionnaire consists of two main sections:

The first section: deals with the demographic variables of the study sample of employees in the Saudi Ministry of Health, and includes job title, age, educational level, and number of years of experience.

The second section: contains the paragraphs that measure the independent and dependent variables in the study.

First: The independent variable – the work environment, measured through 15 paragraphs divided into four main dimensions:

1. Working conditions
2. Organizational Structure
3. Incentives and rewards
4. technology

Second: The dependent variable – job performance, measured through (10) distributed paragraphs.

Limitations of the study:

- **Objective limits:** The study is limited to analyzing the impact of the flexible work environment in its various dimensions (working conditions, organizational structure, incentives and rewards, technology) on job performance in the events sector.
- **Spatial boundaries:** The study is conducted on the events sector
- **Time limits :** The study was prepared in 2025.

Human limits: The human limits of this study are limited to workers in the events sector, who are directly related to government business

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