

# The Impact of Flexible Working Hours on Employee Productivity in The Private Sector in Jeddah, Saudi Arabia

تأثير ساعات العمل المرنة على إنتاجية الموظفين في القطاع الخاص  
بجدة، المملكة العربية السعودية

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Graduation Project – 1

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## Table of Contents

|                                       |   |
|---------------------------------------|---|
| 1. Introduction .....                 | 2 |
| 2. Research Problem .....             | 3 |
| 3. Research Significance .....        | 4 |
| 4. Research Questions .....           | 5 |
| 5. Research Objectives .....          | 6 |
| 6. Research Hypotheses .....          | 6 |
| 7. Research Model .....               | 7 |
| 8. Research Methodology .....         | 7 |
| 9. Empirical Study .....              | 8 |
| 10. Suggested Project Structure ..... | 9 |
| 11. References .....                  | 9 |

## **1.0 Introduction**

Research on project management has made a significant contribution towards the comprehension and improvement of various organizational operations. One specific area of interest in the private sector in Jeddah, Saudi Arabia, is the impact of flexible working hours on employee productivity. This study aims to determine whether the introduction of flexible working hour policies has an effect on the performance levels of employees in private sector organizations in Jeddah.

The concept of flexible working hours has become a prominent factor in the corporate world, with organizations willing to maximize their employees' satisfaction, work-life balance, and boost productivity (Abid, S., & Barech, D. K. 2017). In Jeddah a key business center in Saudi Arabia companies from the private sector have started considering flexible work arrangements as an incentive for their employees to stay. Nevertheless, the actual influence of these policies on employees' efficiency continues to be controversial and calls for deeper analysis.

Technological progress and employees' demands have resulted in the transformation of work areas, forcing them to become more flexible in terms of schedules (Abdul Rahim, 2023). Although the effects of flexible working hours are widely explored and recognized, it is still necessary to study how these policies can bring about actual changes that will help improve employee performance, specifically in Jeddah's private sector.

It is true that the literature available on project management enlightens the practices of making changes in an organization and their impact on workers' performance. It can be noted from other research done on whether productivity is increased by having flexible working hours that this study has a good foundation since it discusses positive outcomes that come with flexible hours and also negative outcomes.

Though the interest in alternative working arrangements is increasing, limited comprehensive research has specifically focused on this issue within Jeddah private sector.

For the most part, existing researches generalize findings from other areas or sectors without considering the particularities of the local business environment and own culture that influence effectiveness of flexible working hour policies.

This study targets private sector organizations in Jeddah who want to optimize their workforce productivity via innovative HR practices. The gap in literature will be addressed with an aim of providing empirical evidence regarding how flexible working hours can impact employee productivity hence giving a direction for organizational leaders, HR professionals and policy makers in Saudi Arabia (Lazer, R. I. 1980).

The primary purpose of this proposed study is to examine the relationship between flexible working hours and employee productivity in the private sector in Jeddah, Saudi Arabia. By conducting a thorough investigation and analysis, this research seeks to contribute to the existing knowledge base, inform strategic decision-making within organizations, and promote a culture of continuous improvement in workplace practices.

## **2.0 Research Problem**

The research problem addressed in this study focuses on understanding the impact of flexible working hours on employee productivity within the private sector in Jeddah, Saudi Arabia. While the concept of flexible work arrangements is gaining traction globally, there is a need to explore how the implementation of such policies specifically influences productivity levels in the context of Jeddah's business environment.

### **2.1 Theoretical Gaps**

Existing literature provides insights into the potential benefits of flexible working hours in enhancing employee satisfaction and work-life balance. However, there is a theoretical gap in understanding the direct relationship between flexible work arrangements and employee productivity, particularly within the private sector in Jeddah. This research aims to bridge

this theoretical gap by investigating the specific effects of flexible working hours on productivity outcomes.

## **2.2 Empirical Gap**

Despite the increasing interest in flexible working practices, there is a notable empirical gap in research focusing on the private sector in Jeddah, Saudi Arabia. Limited empirical studies have examined how flexible working hours impact employee productivity in this specific context, highlighting the need for empirical evidence to guide organizational decision-making and policy development.

The main research question driving this study is:

"How does the implementation of flexible working hours policies influence the productivity levels of employees within private sector organizations in Jeddah, Saudi Arabia?"

## **3.0 Research Significance**

This study's dual significance lies in its potential to advance theoretical understanding of the relationship between flexible work arrangements and productivity while also offering practical implications for organizations in Jeddah, Saudi Arabia. By shedding light on this important topic, the research aims to contribute to both academia and the real-world context, ultimately benefiting organizational performance and employee well-being in the private sector of Jeddah (John, W. 2017).

### **3.1 Theoretical Significance**

This study holds theoretical significance by addressing the gap in the existing literature concerning the direct relationship between flexible working hours and employee productivity within the private sector in Jeddah, Saudi Arabia. While previous research has explored the benefits of flexible work arrangements on employee satisfaction and work-life balance, there remains a lack of understanding regarding how these policies specifically

impact productivity outcomes. By investigating this relationship, this research aims to contribute to theoretical knowledge by providing insights into the effects of flexible working hours on productivity levels, filling a critical gap in the literature (Lewis, S. 2003).

### **3.2 Empirical Significance**

In addition to its theoretical contributions, this study also carries empirical significance by addressing the lack of empirical research on the impact of flexible working hours on employee productivity within the private sector in Jeddah, Saudi Arabia. With limited studies focusing on this specific context, there is a clear need for empirical evidence to guide organizational decision-making and policy development in Jeddah's business environment. By examining how the implementation of flexible working hour policies influences productivity levels, this research aims to provide practical insights that can inform organizational practices and enhance workforce management strategies in the private sector of Jeddah (Qarni, H. 2022).

## **4.0 Research Questions**

The main research question driving this study is:

"How does the implementation of flexible working hours policies influence the productivity levels of employees within private sector organizations in Jeddah, Saudi Arabia?"

Sub-Question 1: How do flexible working hours policies affect employee satisfaction levels in private sector organizations in Jeddah, Saudi Arabia?

Sub-Question 2: What are the expected benefits of implementing flexible working hours policies for employees in private sector organizations in Jeddah, Saudi Arabia?

Sub-Question 3: What are the challenges expected from implementing flexible working hours policies for employees in private sector organizations in Jeddah, Saudi Arabia?

Sub-Question 4: What strategies can be implemented in private sector organizations in Jeddah, Saudi Arabia to evaluate the impact of flexible working hours policies on the level of employee productivity?

## **5.0 Research Objectives**

1. Studying the impact of the flexible working hours system on employee productivity in the private sector in Jeddah, Saudi Arabia.
2. Identify the expected benefits to implement flexible working hours of employees in private sector organizations in Jeddah Saudi Arabia.
3. Exploring the expected challenges of implementing flexible working hours policies for employees in private sector organizations in Jeddah, Saudi Arabia.
4. Evaluating the effectiveness of implementing the flexible working hours system on employee productivity in private sector institutions in Jeddah, Saudi Arabia.

## **6.0 Research Hypotheses**

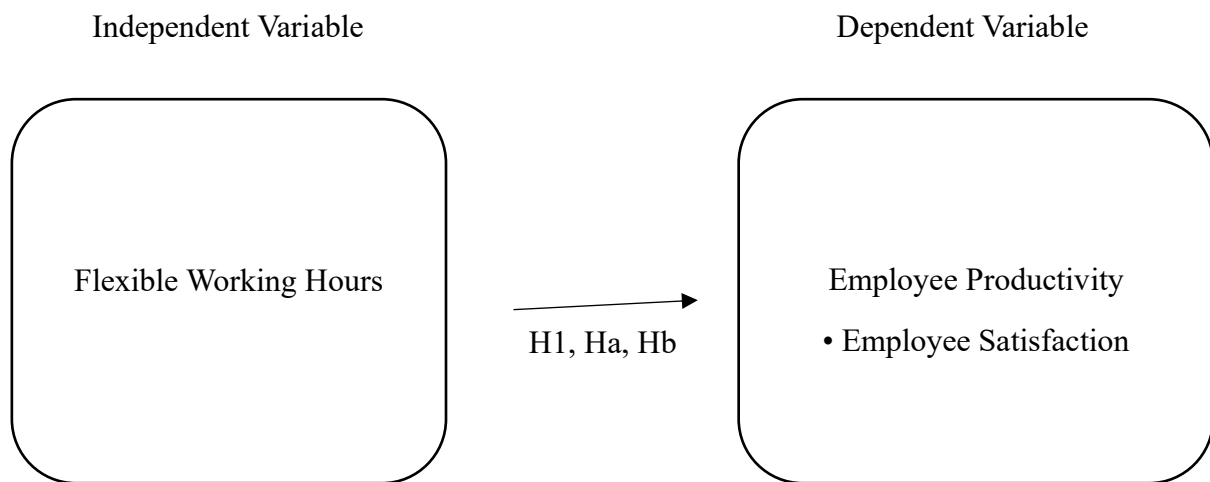
Through reviewing previous studies and literature, these hypotheses were predicted:

Main hypothesis H1: There is a statistically significant relationship between the implementation of flexible working hours policies and employee productivity (Abid, S., & Barech, D. K. 2017).

The first sub-hypothesis Ha: There is a positive, statistically significant relationship with increasing employee productivity through implementing a flexible working hours system (Schein, V. E., Maurer, E. H., & Novak, J. F. 1977).

The second sub-hypothesis Hb: There is a positive, statistically significant relationship between implementing the flexible working hours system and employee satisfaction (Orpen, C. 1981).

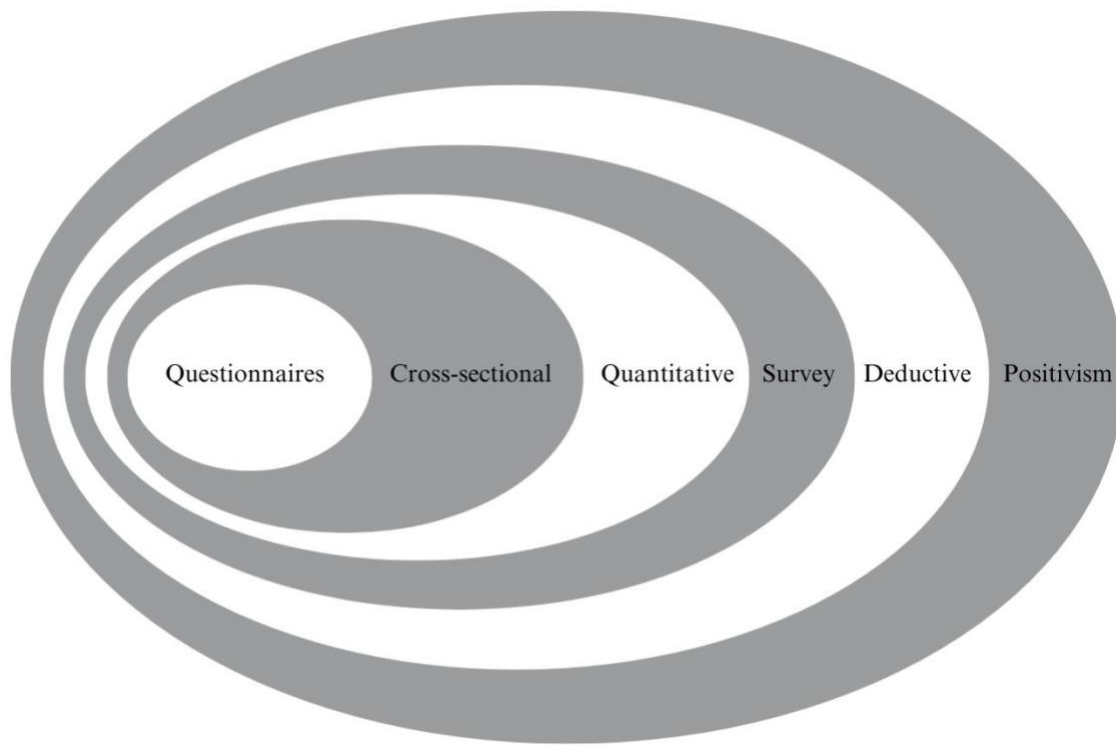
## 7.0 Research Model



Suggested Research Model: Designed by Researcher

## 8.0 Research Methodology

1. Research Philosophy: Positivist
2. Research Approach: Deductive
3. Research Strategy: Survey
4. Research Choice: Quantitative
5. Time Horizon: Cross-sectional
6. Data Collection and Analysis Techniques: Questionnaires



## 9.0 Empirical Study

This field study aims to explore the impact of flexible working hours on the productivity of employees in the private sector in Jeddah, Saudi Arabia. This topic is of great importance given the recent developments in the labor market and the need to balance personal and work life. The study will include an analysis of past experiences and scientific research related to flexible working hours and their impact on employee productivity. Data will also be collected from employees in the private sector in Jeddah through questionnaires to find out their opinions and experiences on the subject. Through this study, I hope to provide effective recommendations to companies and institutions in Jeddah to improve working hours policies and increase the productivity of their employees.

## **10.0 Suggested Project Structure**

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Statistical Analysis

Chapter 5: Discussion and Conclusion

## **11.0 References**

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