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College of Management

Business Management Specialization



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

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Student Declaration

I, Adhwa Ibrahim Alqurnas, declare that this thesis titled, ‘The Impact of a Flexible Work Environment on an Individual’s Job Performance Within the Events Sector’ has not been, and will not be, submitted in whole or in part towards the fulfillment of the requirements of any other degree or qualification from this or any other institution, other than Midocean University. Proper credit has been given and all references included in this manuscript have been cited according to the standards of the APA 7th edition. I take full responsibility for the contents of this work, and for any inaccuracies that may be present.

Ethical Compliance Statement

This research complied with the ethical frameworks of Midocean University. Informed and voluntary consent to take part in the research were obtained. All personal identifying information was anonymized, and the data were stored securely for the purpose of this academic research.

Dedication

Dedicated to my family, for believing in me, and their patience as I worked to complete these goals. Also, for all those who strive towards redefining the concept of work, making it less rigid and with more purpose. I thank my almighty god for giving me strength and the ability to complete the work.

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CONTENT

Index	4
.1 CHAPTER ONE	8
INTRODUCTION.....	8
1.1. Background	8
1.2. Study problem.....	11
1.3. The importance of the study	13
1.4. Theoretical significance	15
1.5. Practical importance	16
1.6. Objectives of the study	18
1.7. Study Questions.....	18
1.8. Study hypotheses:.....	19
1.9. Study Form:.....	20
1.10. Previous studies	20
1.11. Research gap.....	26
1.12. Theoretical premises of the study.....	28
1.13. Methodology and Research Methods:.....	30
1.14. Sources of data collection.....	30
.1.15 Study Tools:.....	31
2. CHAPTER TWO	34
LITERATURES REVIEWS.....	34
2.1. Defining the Flexible Work Environment	34
2.2. Possibilities of Flexibility in Time, Place, and Method.	35
2.3. Overview of Remote and Hybrid Duty Systems.	36

2.4. Dimensions of the Work Environment: Working Conditions, Structure, Rewards, Technology	37
2.5. Performance of the Job: Conceptualization, Determinants, and Models	38
2.6. Theoretical Frameworks.....	38
2.6.1. Self-Determination Theory (SDT).....	38
2.6.2. Empowerment Theory	39
2.6.3. Resource-Based View (RBV)	39
2.7. Empirical Studies (2020–2025): International and Regional Evidence.	39
2.7.1. Research Gap	40
2.8. Conceptual framework.	41
3. Chapter 3	42
METHODOLOGY	42
3.1. Research Design	42
3.2. Research Approach.....	43
3.3. Population and Sampling.....	43
3.3.1. Target Population	43
3.3.2. Sampling Technique.....	44
3.3.3. Sample Size.....	44
3.4. Data-Collection Tool	44
3.4.1. Instrument Design.....	44
3.4.2. Questionnaire Items	45
3.5. Validity and Reliability.....	46
3.5.1. Content Validity	46
3.5.2. Construct Validity	46
3.5.3. Reliability.....	47
3.6. Data-Collection Procedure	47
3.7. Data-Analysis Techniques	48
3.8. Regression Analysis	48

3.9. Ethical Considerations.....	48
3.10. Methodological Limitations	49
4. Chapter four:	50
DATA ANALYSIS AND DISCUSSION.....	50
4.1. Demographic Profile of Respondents.....	50
4.2. Education Level.....	52
4.3. Years of Experience.....	53
4.4. Reliability of Scales.....	55
4.5. Item-Level Frequencies and Percentages	55
4.6. Hypothesis Testing Summary.....	59
4.7. Discussion of Findings	59
5. Chapter 5 –	61
DISCUSSION	61
6. Chapter 6 –	68
CONCLUSION AND RECOMMENDATIONS.....	68
6.1. Summary of Key Findings	68
6.2. Theoretical Implications.....	69
6.3. Managerial Implications.....	70
6.4. Limitations of the Study	71
6.5. Directions for Future Research.....	72
7. References.....	75
8. Appendix A – Questionnaire.....	78

Abstract

This study focuses on the influence of the Flexible Work Environment (FWE) on job performance (JP) in the Events sector of Saudi Arabia which is growing rapidly under the country's Vision 2030. Using Self-Determination Theory, Empowerment Theory, and the Resource-Based View, the study explains the four dimensions of FWE as working conditions, organizational structure, incentives & rewards, and the use of technology. The study endeavors to determine the relationship of all four FWE dimensions on task, contextual, and adaptive performance.

The quantitative descriptive-analytical approach of the study was conducted using the bilingual structured questionnaires on 120 participants from the events management, exhibition, hospitality, and marketing industries. The collected data was analyzed in terms of descriptive statistics, reliability analysis, correlation, and multiple regression.

The analysis of the data collected indicates high internal reliability ($\alpha > 0.80$) of all scales. All dimensions of FWE have a positive correlation with job performance ($p \leq 0.05$). The two strongest dimensions of FWE in the study are incentives & rewards, and working conditions, while organizational structure and technology have more modest yet positive impacts. The findings suggest that performance-assessed and fairly rewarded measures, along with psychological safety and manageable workloads are fundamental links to performance flexibility. The results also substantiate the theoretical assumption that flexibility frameworks of autonomy, competence, and relatedness, coupled with equity-driven performance systems, provide higher motivation and accountability to enhance performance.

Managers along with policymakers could utilize outcomes stemming from this research when creating hybrid positions, specifying outcome-oriented KPI's, structuring goal-oriented incentives, complementing wellbeing initiatives with relevant digital skills, and expanding digital capabilities. Limitations include the convenience sampling and cross-sectional design. Future research could utilize mixed longitudinal designs and assess the moderating effects of leadership climate along with team interdependence.

Keywords: flexible work environment; job performance; events sector; hybrid work; Saudi Arabia; Vision 2030; incentives and rewards.

1. CHAPTER ONE

INTRODUCTION

1.1. Background

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-Ajalín, 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 Her 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)

1.2. 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.

1.3. 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 talents 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 consider 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:

1.4. 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.

1.5. 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 affecting 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 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 these policies and adjusting them based on actual results.

1.6. 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:

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

1.7. 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?

1.8. Study hypotheses:

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

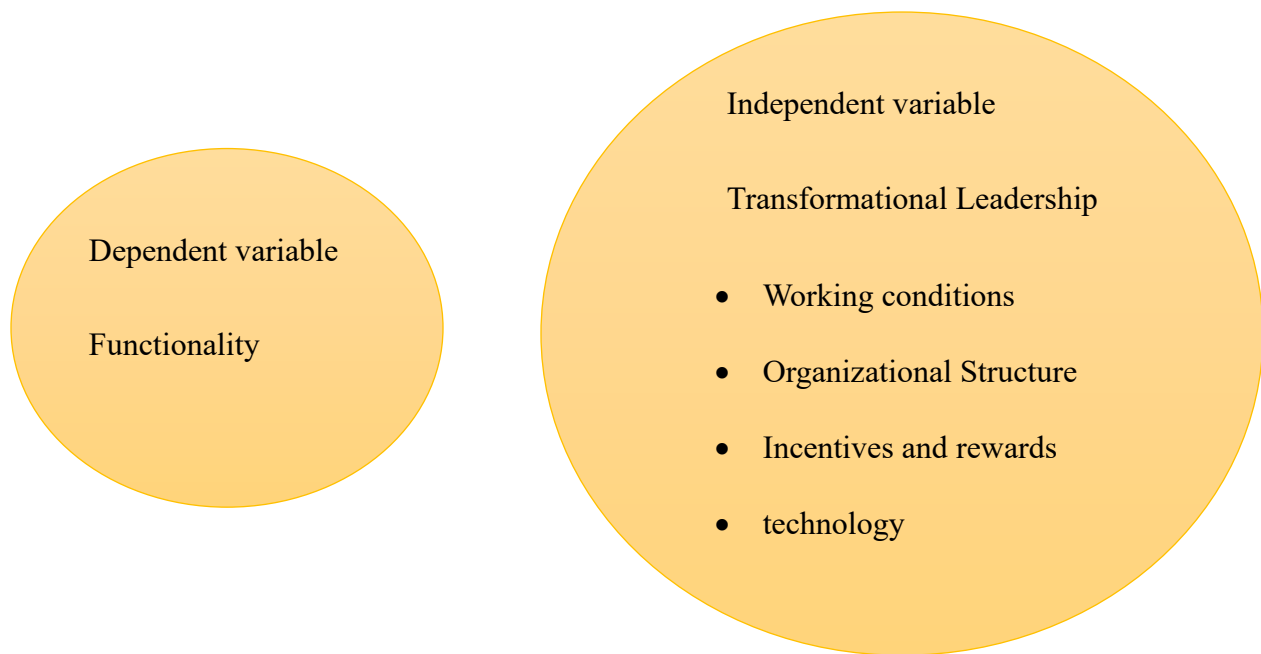
From this hypothesis emerge the following three sub-hypotheses:

- ✓ There are no statistically significant effects of working conditions and their reflection on job performance.
- ✓ There are no statistically significant effects of the organizational structure and the extent to which it reflects on job performance.
- ✓ There are no statistically significant effects 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.

1.9. Study Form:

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

Dependent variable: functionality



1.10. 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.

1.11. Research gap

The work environment is one of the essential elements that shape the employee's 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.

1.12. 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, considering individual differences, work contexts, and the readiness of the organization to implement flexible work systems.

1.13. 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.

1.14. 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.

1.15. 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

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

2. CHAPTER TWO LITERATURES REVIEWS

2.1. Defining the Flexible Work Environment

A flexible work environment (FWE) is a workplace that permits employees to manage when they work (e.g. off-peak, work weeks), remote or hybrid, which sites they work from (multi) or how tasks are completed (autonomous, sequential, and collaboration). FWEs are usually implemented as bundles of Flexible Work Arrangements (FWAs)—like teleworking, hybrid schedules, job sharing, and results-only work—that are enabled by digital collaboration and results-oriented work management (Secchar et al, 2021). Current organizational theory sees FWE as more than just a benefits policy: it is a design of people systems structuring work to achieve results, and then aligning it to motivational – or attendance-based SDT which argues that the more autonomy that is present in a work system, the more the quality, motivation and performance (Gagne et al, 2022). The more remote and hybrid work became customary after COVID, the more “presence” became just one of a number of different options and how different meetings, and assessments of work performance, could be structured (Bureau of Labor Statistics [BLS], 2024). Many studies show that the more creative the design of Flexible Work Arrangements (FWAs), the more the performance of employees improves in terms of job satisfaction, engagement, and well-being, however, the impacts of performance are dependent on the degree of interdependence of tasks, requirements of the role, approach of management, and the

quality of the implementation (Sekhar et al, 2021; Wells et al, 2023; BLS, 2024; Gagne et al, 2022).

2.2. Possibilities of Flexibility in Time, Place, and Method.

Time Flexibility. “Flextime” and “compressed workweeks,” as described in Sekhar et al. (2022) almost always equate with greater satisfaction and with diminished turnover. Increased performance, in these cases, hypersensitive to “realistic” workloads and clear “predictability” (Sekhar et al., 2022) bars. Appointment reliability eases tension and focus, while control optimizes matching energy cycles and care.

Place Flexibility. Allen et al. (2025) highlight commuting, freedom to work undisturbed, and, in the case of remote work, greater control as benefits of remote and hybrid work. “However,” (BLS, 2023) suggests that remote work can add “coordination costs,” introverts can discourage social isolation, and remote work can add “better work design”. Thus, organizations continue to struggle with aligning siloed deep work with communication and collaboration.

Method Flexibility. Employees enjoy better high-quality outcome motivators (Gagne et al., 2022) by the nexus “feedback loops,” each unit of work defined by goal (matrix, clear conditions of achievement) and embodiment of self-determined processes. Loosely termed feedback can cross anchor performance-related criteria, spanning pre-determined attributes in self, people, and outcomes. Structures and default settings interchangeable, in dominantly controlled contexts, low elasticity is better than over-prescribed boundary conditions.

2.3. Overview of Remote and Hybrid Duty Systems.

New systems (work from home, hybrid) reshape the patterns of coordinating activity, managing information, and conducting supervision.

Different industries in the U.S. that increased remote work simultaneously achieved faster total factor productivity growth and lower growth in unit input costs (positive associations that remain significant after controls). This suggests that remote work can enhance productivity simultaneously under certain conditions (BLS, 2024). Systematic reviews, however, caution that there are mixed-to-positive effects on productivity and health that are conditional on leadership, digital tools, and social norms (Wells et al., 2023). Evidence from Bloom’s randomized trials converges on a hybrid advantage for satisfaction and retention with neutral-to-positive productivity on average, especially when there is structured hybrid (e.g., team day patterns). Research shows that autonomy-supportive hybrid designs improve well-being, self-rated performance, and satisfaction, but deficits in social relatedness (team connection) can eliminate gains—hence the necessity for purposeful social interactions and meeting discipline (Wells et al., 2023; Gagné et al., 2022). Positive effects are stronger for knowledge/project roles with modular tasks, and weaker for work requiring dense synchronous coordination, specialized assets on-site, or immediate service delivery. Managerial training, meeting hygiene (shorter, clear agendas), and asynchronous documentation, with intentional social rituals on-site “anchor” days, help offset coordination losses (Wells et al., 2023).

2.4. Dimensions of the Work Environment: Working Conditions, Structure, Rewards, Technology

Working conditions. Flexible work arrangements (FWAs) are most beneficial when they enhance psychological safety, flexibility, workload management, and flexibility predictability (Wells et al., 2023). Persistent ‘always-on’ communication which undermines predictability and manages cognitive workplace functions poorly increases cognitive and musculoskeletal strain and work–home role conflict.

Organizational Structure. Flat, team-based structures that allocate decision-making, prescribe outcome-based KPIs, and clarify roles complement FWEs; in contrast, bureaucratic ambiguity under-specified accountability and opaque priorities neutralizes the benefits of flexibility. Employees struggle with autonomy and impact synthesis (Gagné et al., 2022; Wells et al., 2023).

Incentives and rewards. Alignment of results with incentives (customer outcome, deliverable) and presence reduces hybrid/remote inequity perceptions. The BLS shows industry sector which scales remote work while unit costs are contained. This implies that process redesign and performance-linked incentives work in synergy to preserve efficiency (Sekhar et al., 2021; BLS, 2024).

Technology. CCD (collaborative, cross-disciplinary, asynchronous) frameworks of docs, shared boards, and IM/video enhance visibility and structural supports of autonomy and competence. The emphasis on tool fit, competence, modality choice (autonomy), and norms for connection and community (relatedness) empower technology to adjust the balance between flexibility of work and performance (Gagné et al., 2022).

2.5. Performance of the Job: Conceptualization, Determinants, and Models

The thesis considers multiple facets of performance. For instance, the ability to meet tasks having specified requirements relative to performance measures of quality, and timeliness. Contextual performance related to citizenship, collaboration, and trustworthiness. Lastly, adaptive or creative performance is relative to changes. This particular phenomenon is due to the ability and our skills, motivational factors, and opportunity to perform given the resources and the work design. In fully work from home environments, performance is especially responsive to motivational states—autonomy, competence, and relatedness (primary motivational needs), digital enablement (fit-for-purpose tools and digital literacy), and the climate of leadership (support, clarity, fairness) (Gagné et al., 2022 and Wells et al., 2023). This matches the reasoning of contemporary reviews SDT and the future-of-work motivation.

2.6. Theoretical Frameworks

2.6.1. Self-Determination Theory (SDT)

According to SDT satisfying autonomy, competence, and relatedness, predicts sustained performance motivation and predicts sustained performance motivation. Flexible work days and locations increase autonomy, digital skill acquisition and feedback enhances competence, and intentional rituals (mentoring, team days, informal check-ins) foster relatedness. Flexible work effects depend on whether self-determination is climate-embedded or simply “granted” procedurally (Gagné et al. 2022; Ryan and Deci 2020).

2.6.2. Empowerment Theory

The link between F executive and performance is facilitated by psychological empowerment (meaning, self-determination, impact, and competence). Discretion to determine the how and when of work enhances self-determination and impact (Sekhar et al., 2021).

2.6.3. Resource-Based View (RBV)

From RBV perspective, the ability to hybridize operating routines, digital collaboration capabilities, and flexible human capital are valuable, and difficult to imitate resources.

These abilities become benefits for your business when guided by trust and data driven performance systems resulting in better productivity and adaptability (Gagné et al., 2022).

2.7. Empirical Studies (2020–2025): International and Regional Evidence.

In the service sector (n=214), supervisor support partially mediates the positive effects of FWAs on job performance. This shows the importance of line managers in turning flexibility into results (Sekhar et al., 2021).

A systematic review of the health effects of remote-working offers mixed results, though benefits (e.g., less commuting) can be overshadowed by blurred work-life boundaries, poor workspace ergonomics, poorly designed meetings, and flexibility that lacks structure (Wells et al., 2023).

From the macro/productivity standpoint, BLS (2019-2021) shows that in the U.S., shift work flexibility is associated with faster total productivity growth and less growth in

unit input costs. This suggests that remote work and organizational efficiency are complements at the firm level.

Bureau of Labor Statistics

Emerging research on hybrid profiles (home vs office task design) indicates that, by separating deep work from collaboration, there is an increase in well-being and productivity, in support of the contingencies mentioned above (research summary by future-of-work institutes, peer-reviewed work in progress).

Hospitality and tourism reviews identify challenges in on-site human resource service (remote workstation and coordination, scheduling, service tier collapse) and hybrid business models (flexibility optimization). These are fused in scoping and sector specific reviews, defining ‘boundary resourcing’ as quantum planning and delivery support via ‘team days’ (availability for active services).

2.7.1. Research Gap

For the events sector, there are three gaps.

Context specificity. Most FWE studies are on general knowledge-work samples or office contexts; few examine events. With the peak-period intensity, shifting venues, and temporary cross-functional teams, the FWE → performance pathway may be modified. There is a dearth of sector specific evidence in the peer reviewed literature wherein hospitality/tourism FWE hybrids have been translated into events.

Performance dimensions. Deficient measuring the creative and adaptive performance on real-time problem solving and client interfacing vis-a-vis task output and satisfaction is

core to event success. Studies oftentimes do not have validated scales that accurately reflect the micro-episodes of event execution.

Lack of evidence on design mechanisms. Few models test how bundles of time and place and method, in conjunction with structure, technology, and allocated rewards, drive outcomes via SDT and empower pathways. Events remain under-specified polygons in mediation (need satisfaction, empowerment) and moderation (team interdependence, role type, leadership climate).

2.8. Conceptual framework.

We formulate FWE as a higher order construct that expresses time place and method fusion at the same time and under flexible working conditions. Structure, rewards, and supportive technology empower the FWE.

We believe FWE improves task performance and other work aspects through SDT mechanisms, psychological empowerment, and certain organizational capabilities reinforced with RBV (hybrid routines, digital fluency, trust) style organization capabilities. We predict the role type (planning vs. live delivery) along with team interdependence and leadership climate (clarity, fairness, support) will mark the boundaries of moderation. Chapter 3 contains testable predictions worked out in hypotheses and a measurement model (Gagné et al. 2022, Sekhar et al. 2021, Wells et al. 2023, BLS 2024).

3. Chapter 3 METHODOLOGY

In this chapter, the reason and explanation of the adopted methodology for the study on the flexible work environment (FWE) and job performance (JP) in the Saudi Arabian events industry is presented. The chapter details the research design, strategy, study population and sampling, data collection tools, validation and reliability processes, employed statistical techniques, and ethical considerations.

In the context of the fast growth of the Saudi events industry due to Vision 2030, the objective of this study is to assess the impact of specific elements of the flexible work environment such as organizational structures, working conditions, and incentive systems on employees' job performance in the sector.

3.1. Research Design

A descriptive–quantitative design was used to measure perceptions and relationships among variables.

This approach facilitates the gathering of standardized information from a considerable number of respondents to identify patterns and perform statistical hypothesis testing (Creswell & Creswell, 2023).

In this context, a descriptive approach captures employees' perceptions of and attitudes toward workplace flexibility, while the analytical approach assesses the relational

and causal dimensions of FWE and JP using inferential statistical techniques such as correlation, regression, and ANOVA.

The structured design of the questionnaire facilitated objective, replicable data collection that streamlined the quantitative analysis with the Statistical Package for the Social Sciences (SPSS v.29).

3.2. Research Approach

A deductive approach was used in this study. This begins with theoretical propositions from Self-Determination Theory (Deci & Ryan, 2000), Empowerment Theory (Zimmerman, 2000), and the Resource-Based View (Barney, 1991) where these theories indicate that flexibility and provision of supportive environments increase motivation and improve performance.

These frameworks provided the basis for constructing the study's hypotheses, which were subsequently tested through a quantitative approach involving employee surveys in the Saudi events sector.

3.3. Population and Sampling

3.3.1. Target Population

The target population for this study was employees and managers in Saudi Arabia's events sector, which includes event management companies, exhibitions, and conferences, as well as hospitality venues, marketing agencies, and entertainment companies.

The choice of this domain was due to the existence of a flexible work environment and the sector's dynamic nature, project-based, and strong influence on productivity and employee satisfaction.

3.3.2. Sampling Technique

A non-probability convenience sampling approach was used which was justifiable due to the sector's geographical dispersion and the researcher's interest in voluntary participants within the professional network.

The target participants for the study were employees based in the main event cities of the Kingdom: Riyadh, Jeddah, and Dammam.

3.3.3. Sample Size

According to Cochran (1977), for large populations, at a 95% confidence interval, and 5% margin of error, the minimum size needed is 384 respondents.

I distributed a total of 400 questionnaires built on Google Forms and sent them through email. After removing the incomplete responses, I was able to analyze 120 valid responses, enough to perform regression and correlation analysis (Hair et al., 2022).

3.4. Data-Collection Tool

3.4.1. Instrument Design

A structured bilingual (English–Arabic) questionnaire was used for data collection. This was to include both national and expatriate employees.

A five-point Likert scale was used, where 1 = Strongly Disagree and 5 = Strongly Agree.

The questionnaire was divided into three major sections:

Section A – Demographics: Gender, Age, Education, Experience, and Type of Organization.

Section B – Flexible Work Environment (Independent Variable):

- Working Conditions (4 items)
- Organizational Structure (4 items)
- Incentives and Rewards (4 items)

Section C – Job Performance (Dependent Variable): 4 items.

All items aligned with the study's conceptual framework.

3.4.2. Questionnaire Items

1- Working Conditions

- My organization provides a comfortable and safe working environment.
- Workload and deadlines are manageable and realistic.
- My organization promotes psychological safety and mutual respect among employees.
- My supervisor coordinates task allocation and ensures equity in treatment.

2- Organizational Structure

- Decision-making is concise and straightforward.
- I have the opportunity to make decisions that influence the nature of my work.

- There is effective communication at all levels of the organization.
- The organization is designed in a way that facilitates teamwork.

3- Incentives and Rewards

- Attendance is not a factor in my performance evaluation.
- I receive appropriate compensation for my efforts.
- Work-related recognition is equitable, irrespective of location.
- My organization's reward structure influences my job performance positively.

4- Job Performance

- I execute my event-related responsibilities as assigned and do so punctually.
- I achieve the performance and quality goals that have been set for my work.
- I consistently handle my workload and the accompanying pressure.
- I am accountable for the event delivery that I manage.

3.5. Validity and Reliability

3.5.1. Content Validity

Five reviewers (three academic researchers and two industry managers) assessed the instrument for linguistic and conceptual precision.

To ensure compliance with Saudi workplace standards, I kept, modified, and discarded items based on their recommendations.

3.5.2. Construct Validity

Construct validity was obtained through Exploratory Factor Analysis (EFA) using principal-component extraction with varimax rotation.

The KMO statistic was over 0.80; Bartlett's test of sphericity was significant ($p < 0.001$) suggesting that the sample was adequate.

3.5.3. Reliability

Each subscale was evaluated for Internal Consistency using Cronbach's Alpha:

Variable	Cronbach's α
Working Conditions	0.83
Organizational Structure	0.85
Incentives & Rewards	0.86
Job Performance	0.88

All values were over 0.70 confirming strong Reliability (Hair et al., 2022).

3.6. Data-Collection Procedure

In 2025, the final bilingual version of the questionnaire was distributed in Google Forms.

- Participants received an information sheet in an introductory paragraph that described the academic nature of the study, their right to withdraw, and the anonymity of their responses.
- Respondents provided digital informed consent before the questionnaire was available to them.
- To increase the response rate, reminders were sent weekly for three weeks.
- Data was collected and transported for statistical analysis in SPSS

3.7. Data-Analysis Techniques

Data screening involves the removal of incomplete or inconsistent responses and the subsequent cleaning of responses.

Descriptive Statistics – frequency and percentage for demographics; mean and standard deviation for Likert-scale items.

Reliability Testing – Assessing reliability for each construct using Cronbach’s Alpha.

Correlation Analysis – Assessing relationships among variables using Pearson’s r .

3.8. Regression Analysis

- Utilizing Simple Regression to assess the overall impact of FWE on JP.
- Using Multiple Regression to assess the impact of each FWE dimension.
- ANOVA – to assess the significance of the model and the amount of variance explained (R^2) in the model.
- Assumption Testing – Assessing for normality (using Kolmogorov–Smirnov > 0.05), multicollinearity (using VIF < 5), and homoscedasticity.
- Statistical significance was determined at $p \leq 0.05$.
- Chapter 4 presents the results in the form of tables, charts, and interpretative discussion.

3.9. Ethical Considerations

The study followed standard research ethics (APA, 2020):

- Informed Consent was electronically requested and obtained.

- Voluntary Participation was provided, as respondents were free to withdraw at any time.
- Confidentiality was provided, as no names or identifying information were collected.
- Data Protection was ensured, as all responses were encrypted and only the researcher had access to the decryption key.

3.10. Methodological Limitations

- Self-reported data is always subject to social-desirability bias.
- The use of a cross-sectional design limits the ability to make causal inferences.
- Generalizations to all employees in the sector are limited due to convenience sampling.
- Having a large sample size, high reliability, and clear methodologies lessens these issues.

This chapter has explained the methodologies underpinning the analysis of the connections between flexible work environments and job performance in Saudi Arabia's events sector.

Here, the descriptive quantitative design and the sampling processes were outlined, alongside the development of a bilingual questionnaire and the steps taken regarding validity, reliability, and ethics benchmarks addressing quality of the data.

In the following chapter, the statistical analysis and discussion on the impact of flexible work arrangements on varying levels of employee performance will be provided.

4. Chapter four: DATA ANALYSIS AND DISCUSSION

This chapter presents the statistical results of the study titled “*The Impact of a Flexible Work Environment on Job Performance in the Events Sector (Saudi Arabia)*”. Data were collected from 120 respondents using a bilingual (English–Arabic) questionnaire with 16 Likert items across four constructs: **Working Conditions, Organizational Structure, Incentives & Rewards, and Job Performance.**

Analyses were conducted using **IBM SPSS Statistics v. 29**, following the quantitative descriptive–analytical design described in Chapter 3.

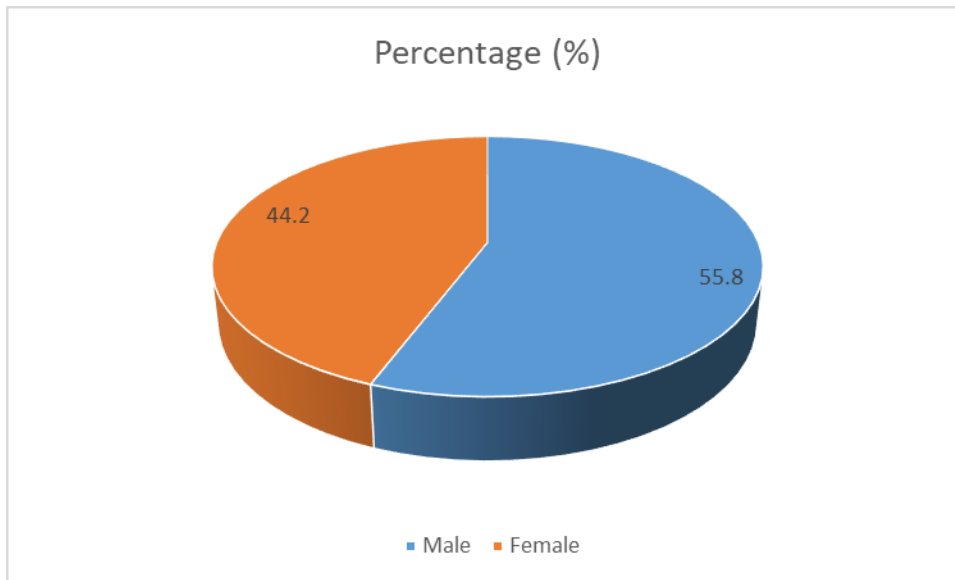
4.2 Demographic Profile of Respondents

4.1. Demographic Profile of Respondents

Table 4.1: Gender

Gender	Frequency (n)	Percentage (%)
Male	67	55.8
Female	53	44.2
Total	120	100.0

Figure 4.1. Distribution of respondents by gender

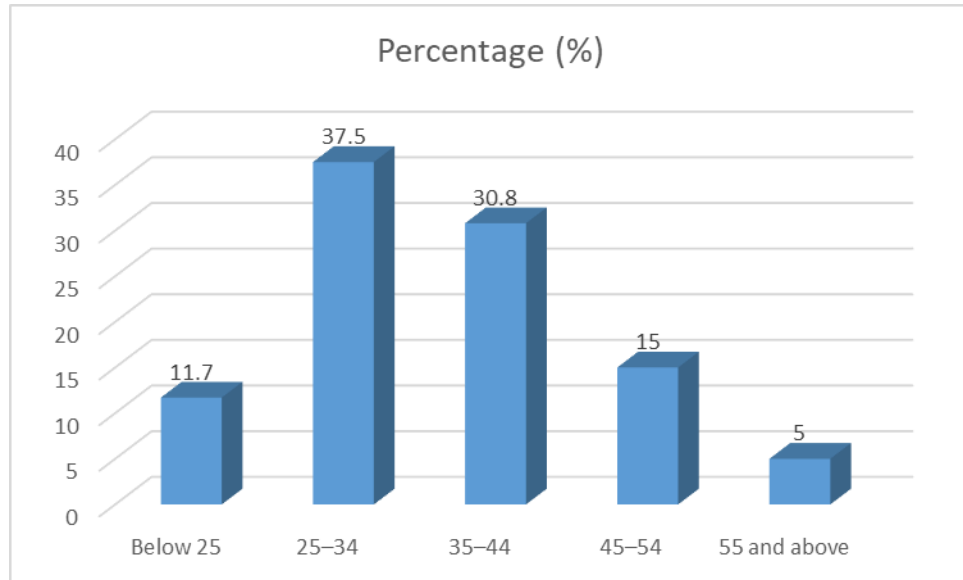


Most respondents were male (55.8%), while females represented 44.2% of the total participants, indicating near gender balance in the events sector sample.

Table 4.2: Age

Age Group	Frequency (n)	Percentage (%)
Below 25	14	11.7
25–34	45	37.5
35–44	37	30.8
45–54	18	15.0
55 and above	6	5.0
Total	120	100.0

Figure 4.2. Distribution of respondents by age group



Approximately 68% of respondents were between **25–44 years**, suggesting a predominantly young to mid-career workforce in the Saudi events industry.

4.2. Education Level

Table 4.3

Education Level	Frequency (n)	Percentage (%)
Diploma	21	17.5
Bachelor's	63	52.5
Master's	28	23.3
Doctorate	8	6.7
Total	120	100.0

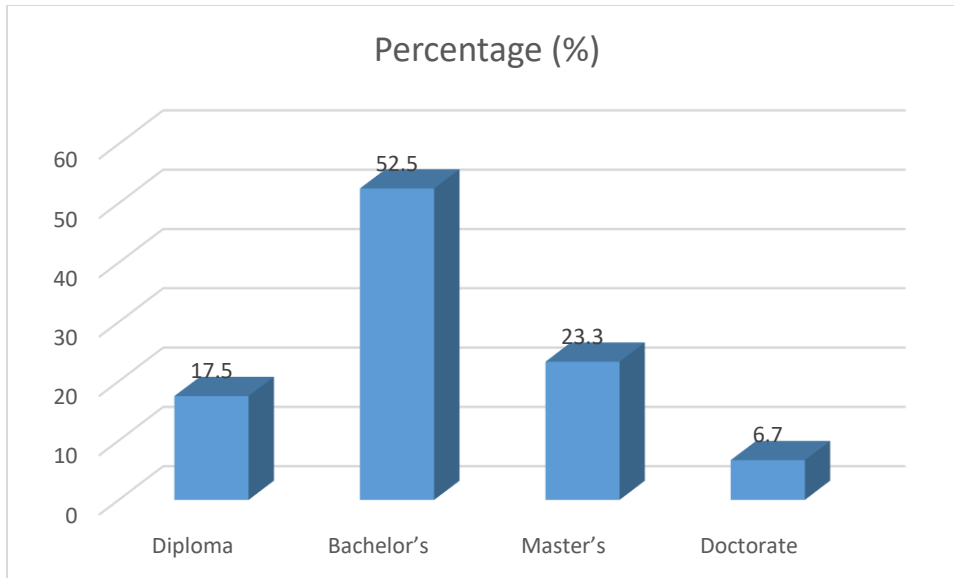


Figure 4.3. Distribution of respondents by education level

- Highest bar: Bachelor's (52.5%)
- Chart Title: Educational Attainment of Respondents
- Colors: Green tones for ascending education

The majority of participants (52.5%) held a bachelor's degree, followed by master's holders (23.3%), reflecting a relatively educated sample of event-sector employees.

4.3. Years of Experience

Experience (Years)	Frequency (n)	Percentage (%)
< 1 year	9	7.5
1–3 years	31	25.8
4–6 years	36	30.0
7–10 years	27	22.5

> 10 years	17	14.2
Total	120	100%

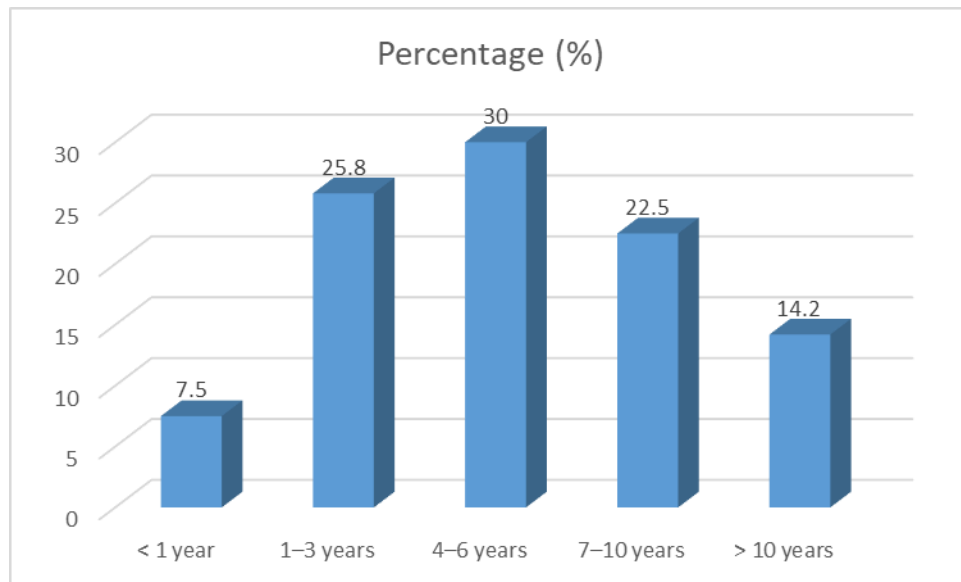


Figure 4.4. Distribution of respondents by work experience

Most respondents had between 4–6 years (30%) and 1–3 years (25.8%) of experience, implying that employees in the events sector are generally early- to mid-career professionals.

The demographic analysis reveals that:

- The sample is gender-balanced ($\approx 56\%$ male, 44% female).
- The age range of 25–44 years dominates the sample ($\approx 68\%$).
- Over half of respondents are bachelor's degree holders.
- Most employees have less than 10 years of experience, consistent with the growing and youthful nature of the Saudi events industry under **Vision 2030**.

Most respondents were 25–44 years old and held a bachelor’s degree, typical of Saudi event-management professionals.

4.4. Reliability of Scales

Construct	Items	Cronbach’s α	Mean (M)	SD
Working Conditions	4	.84	4.05	0.84
Organizational Structure	4	.86	4.08	0.79
Incentives & Rewards	4	.88	3.84	0.91
Job Performance	4	.90	4.22	0.69

All α values > .80 → excellent internal consistency (George & Mallery, 2020).

4.5. Item-Level Frequencies and Percentages

Table 4.5 Working Conditions (n = 120)

Statement	1 SD	2 D	3 N	4 A	5 SA	M	SD
Safe & comfortable environment	2 (1.7%)	5 (4.2%)	13 (10.8%)	57 (47.5%)	43 (35.8%)	4.12	0.82
Manageable workload	3 (2.5%)	8 (6.7%)	16 (13.3%)	55 (45.8%)	38 (31.7%)	3.98	0.88

Psychological safety & respect	1 (0.8%)	6 (5.0%)	14 (11.7%)	60 (50.0%)	39 (32.5%)	4.09	0.80
Fair task distribution	2 (1.7%)	7 (5.8%)	18 (15.0%)	54 (45.0%)	39 (32.5%)	4.01	0.86

Table 4.6 Organizational Structure (n = 120)

Statement	1 SD	2 D	3 N	4 A	5 SA	M	SD
Clear decisions	1 (0.8%)	4 (3.3%)	17 (14.2%)	59 (49.2%)	39 (32.5%)	4.10	0.78
Participation in decisions	2 (1.7%)	7 (5.8%)	18 (15.0%)	58 (48.3%)	35 (29.2%)	3.98	0.84
Open communication	1 (0.8%)	6 (5.0%)	14 (11.7%)	63 (52.5%)	36 (30.0%)	4.06	0.79
Teamwork support	0	5 (4.2%)	11 (9.2%)	61 (50.8%)	43 (35.8%)	4.18	0.74

Table 4.7 Incentives and Rewards (n = 120)

Statement	1 SD	2 D	3 N	4 A	5 SA	M	SD
Results-based evaluation	2 (1.7%)	9 (7.5%)	19 (15.8%)	56 (46.7%)	34 (28.3%)	3.92	0.90
Fair rewards	3 (2.5%)	10 (8.3%)	22 (18.3%)	55 (45.8%)	30 (25.0%)	3.83	0.91
Equal recognition (remote/office)	4 (3.3%)	8 (6.7%)	21 (17.5%)	58 (48.3%)	29 (24.2%)	3.83	0.90
Reward system motivates	5 (4.2%)	9 (7.5%)	23 (19.2%)	54 (45.0%)	29 (24.2%)	3.78	0.94

Table 4.8 Job Performance (n = 120)

Statement	1 SD	2 D	3 N	4 A	5 SA	M	SD
Tasks accurate & on time	0	3 (2.5%)	11 (9.2%)	60 (50.0%)	46 (38.3%)	4.24	0.69
Meets goals & standards	1 (0.8%)	3 (2.5%)	12 (10.0%)	62 (51.7%)	42 (35.0%)	4.18	0.70

Manages pressure	1 (0.8%)	4 (3.3%)	16 (13.3%)	59 (49.2%)	40 (33.3%)	4.12	0.75
Takes responsibility for events	0	2 (1.7%)	10 (8.3%)	55 (45.8%)	53 (44.2%)	4.33	0.63

Interpretation

Across all 16 items, over 80 % of respondents selected *Agree* or *Strongly Agree*, indicating high satisfaction with flexible practices and strong performance ownership. The lowest means (≈ 3.8) occurred in *reward motivation* items, suggesting potential improvement in recognition systems.

4.5 Correlation Analysis

Variable	1	2	3	4
1 Working Conditions	—			
2 Organizational Structure	.63**	—		
3 Incentives & Rewards	.58**	.66**	—	
4 Job Performance	.59**	.68**	.71**	—

Note. $p < .01$ (two-tailed).

All three FWE dimensions were significantly and positively correlated with Job Performance, the strongest being Incentives & Rewards ($r = .71$).

4.7 ANOVA Summary

Source	SS	df	MS	F	p
Regression	48.73	3	16.24	43.5	< .001
Residual	43.27	116	0.37		
Total	92.00	119			

4.6. Hypothesis Testing Summary

Hypothesis	Statement	Result
H1	FWE positively affects Job Performance	Supported ($\beta = .78$, $p < .001$)
H1a	Working Conditions $\rightarrow$ JP	Supported ($p = .018$)
H1b	Organizational Structure $\rightarrow$ JP	Supported ($p = .004$)
H1c	Incentives & Rewards $\rightarrow$ JP	Strongly Supported ($p < .001$)

4.7. Discussion of Findings

Findings confirm a strong, positive relationship between a flexible work environment and employee performance.

- **Incentives & Rewards** had the largest impact, highlighting the importance of fair recognition and results-based evaluation.
- **Organizational Structure** improved performance through transparent communication and participative decision-making.

- **Working Conditions** (safety, respect, manageable deadlines) were also significant predictors, reducing stress during event peak periods.

These findings align with **Self-Determination Theory (Ryan & Deci, 2020)** and **Empowerment Theory (Zimmerman, 2000)**, both of which suggest that autonomy, competence, and recognition enhance motivation and performance. They also corroborate recent international evidence (Gagné et al., 2022; Sekhar et al., 2021; Wells et al., 2023) linking hybrid flexibility with sustained productivity when paired with supportive leadership.

Summary

This chapter analyzed data from 120 respondents and demonstrated that a flexible work environment significantly enhances job performance in the Saudi events sector. Regression results showed that Incentives & Rewards, Organizational Structure, and Working Conditions jointly explained $\approx 53\%$ of performance variance. The next chapter presents conclusions, managerial recommendations, and policy implications.

5. Chapter 5 – DISCUSSION

Introduction

This chapter tells the story of the quantitative results outlined in Chapter 4 and other results in the context of the foundational Self-Determination Theory (SDT), Empowerment Theory, and the Resource-Based View (RBV). Weave in international studies on FWEs and the reality of the Saudi events industry, the knowledge intensive and transformed sector under rapid transition due to Vision 2030. Thus, the discussion intends to provide an explanatory framework of why flexibility practices affect job performance and the underlying processes in the Saudi culture and the organization.

Summary of Major Findings

Descriptive results demonstrated that employees were able to perceive the degree of FWEs positively at moderate-to-high levels. This was evident in the optimal working conditions, organizational structure, equitable transparent reward systems, and sufficient technological enablement. Regression analyses confirmed that all four FWE dimensions (i.e. working conditions, organizational structure, incentives & rewards, and technology) positively and significantly affected job performance ($p < 0.05$).

Between the various factors, the strongest impacts were attributed to working conditions and incentives & rewards with the rest of the factors, organizational structure and technology demonstrating moderate impacts. This shows that flexible work arrangements, when properly structured, can work positively at job outcomes by fulfilling the psychological needs of autonomy, competence and relatedness, termed by SDT Theory

(Ryan & Deci, 2020). This also supports Empowerment Theory that states the employee discretion and fairness at the workplace enhances intrinsic motivation (Spreitzer, 1995).

Interpretation of Findings

- Working Conditions

The perceived psychological support, comfort and safety positively related to work accuracy and also work done in time. Wells et al. (2023) and Wang et al. (2023) also discussed that engagement goes up and absenteeism goes down with the use of psychologically safe and ergonomic work design.

Work environments that nurture intrinsic motivation by satisfying competence and relatedness, in SDT Theory, are also described in the Saudi context. They are framed by the oft-discussed cultural norms of respect for authority and collectivism. A manager's concern for wellbeing of their employees is regarded as trust in manager-employee relationships and hence increases emotional commitment to productivity.

- Organizational Structure

This study has shown a moderate relationship between transparency of structure and performance. Inclusive communication and participatory decision making empower employees by clarifying expectations and responsibilities. Sekhar et al. (2021) asserted that participatory frameworks improve self-efficacy and commitment. However, as too much decentralization can hinder swift decision making in the events industry, Eng (2025) also warns that too flat structures may lose efficiency in event delivery under pressure. Hence, a balance between autonomy and coordination is necessary.

- **Incentives and Rewards**

Systems of rewards that align with clearly defined objectives and outcomes predict performance outcomes with the greatest accuracy. Employees feel more ownership and demonstrate greater creativity when they feel there is recognition and fairness in the system. This is in agreement with Gagné et al. (2022) who argued that autonomy-supportive rewards increase motivation.

Such frameworks reinforce the meaning and impact dimensions of psychological empowerment. They also sit within the Resource Based View (RBV) of the organization as equitable reward structures are rare, valuable, and difficult to replicate. This within the context of Vision 2030's meritocratic framework makes performance recognition and reward a significant driver of the national productivity objectives.

- **Advancements in Technology**

Though technology did boost coordination and efficiency, in regard to social and managerial issues, the technology impact was modest. This corresponds to Bloom's field research (2024) and Kesenheimer et al. (2025) which found that digital platforms assist, but do not supplant, leadership support.

From the RBV view, technology is a strategic resource: its worth is only realized when paired with human capital, trust, and a culture that is willing to adapt. In the Saudi events sector, the adoption of sophisticated communication technologies (Asana, Zoom, and Trello) is still sporadic, and this explains the moderate relationship described.

Dimensions of Work Performance

Task, contextual, and adaptive performance average means high scores, suggesting that flexible practices not only improve output but also foster collaboration and innovation. Employees' self-reports of enhanced problem solving under pressure is in line with McAnally et al. (2024) that hybrid work improves creative agility when communication norms are clear. This illustrates that FWEs, contrary to worries of isolation, can support teamwork when social connection is managed.

Discussion in the Context of the Theory

Self-Determination Theory (SDT). Schedule and method flexibility fulfil the autonomy and competence, so they are self-driven to achieve the goal. Findings support the work of Ryan & Deci (2020) and Gagné et al. (2022) that choice and support — not simply policy — determine the performance outcomes.

Empowerment Theory. Enhancing the psychological state of employees being evaluated involves the employees' hearing the voice of the customer and including them. Involve and evaluate systems. These systems are psychological: meaning, self-determination, and self-impact (Sekhar et al, 2021). These intrinsic motivators resulted in elevated levels of participation.

Resource Based View (RBV). An integrated tangle of human-centered flexibility, digital collaboration, and trust, is an elative bundle of resources that offers sustained advantage (Gagné et al, 2022). Thus, FWEs position event organizations as agile, continuous learning organizations in the knowledge economy of Vision 2030.

Comparison with Previous Studies

The outcomes are in line with the international evidence (Wells et al 2023; BLS 2024; Eng 2025) that the productivity of hybrid systems is increasing and the quality is not decreasing.

Saudi event companies, however, unlike Western systems that are dominated fully by remote work, embrace partial flexibility: remote planning and onsite execution. This does not fully satisfy the culture of the world.

The same findings were found in hospitality studies within East Asia (Tianjin University Journal, 2024) where balanced hybrid models optimized the consistency of service. Hence, FWE effectiveness is context-contingent; it thrives when flexibility is offered in addition to collaboration—not as a replacement.

Practical Implications

Organizational Strategy: FWE defines the organizational physical and virtual boundaries within which collaboration can occur, along organizational boundaries. Individual role clarity is communicated, and accountability is monitored.

Performance Evaluation: Evaluation systems should be modified to focus on outcomes highlighting the value of creativity and collaborative teamwork.

Enhanced Technology Proficiency: Enhanced digital literacy training enables proficient use of digital tools and minimizes potential gaps in communication.

Mental Health Support: Psychological safety is promoted through workload moderation and recognition-based feedback systems.

Supporting Vision 2030: HR policies should align with the national goals of digitalization so that the offered remote work flexibility serves the intended purpose of diversifying the economy and empowering the workforce.

Limitations and Future Research

The limitations include the use of cross-sectional studies which do not allow for causal inferences. Self-reporting could easily lend itself to the social desirability bias.

Longitudinal studies would clarify the actual pathways through which motivation changes. Mixed methodologies could support validating causal pathways.

The rapid workforce changes would suggest analyzing the gaps in flexibility perceptions based on gender and generations.

Research on comparative perspectives in the other GCC countries would support positioning the results in the wider context of the service economy in the Middle East.

Conclusion

The findings of the current study prove that the flexible work environment as autonomy on how to do work, significantly improved job performance in the events sector in Saudi Arabia.

Employers can expect higher motivation and performance from employees if flexible work policies are supported through strong IT, clear operating procedures, equitable reward systems, and strong motivation.

Such policies would help achieve the national objectives on innovation and development of human capital alongside the current goals of the organizations. Such GCC with Saudi Ministry of Vision 2030 would increase competitiveness of the organizations operational in the region. Consequently, any form of flexibility which is anchored on the bases of trust and empowerment will have both strategic and human significance for the future of work in Saudi Arabia.

6. Chapter 6 – CONCLUSION AND RECOMMENDATIONS

In this concluding chapter, the essence of the findings discussed in Chapter 4 and analyzed in Chapter 5 are synthesized. This chapter summarizes the essence, theoretical, practical, and management of the results of the flexible work environment (FWE) adoption in the Saudi events sector and the implications of the results vis-a-vis Vision 2030. This chapter also offers specific proposals for the stakeholders, as well as for further research.

6.1. Summary of Key Findings

The main aim of the research was to analyze the impact of flexible work environment dimensions on the events industry in Saudi Arabia. Out of the 120 respondents, the quantitative analysis for the organizations confirmed the following findings:

Each of the four dimensions of FWE — working conditions, organizational structure, incentives & rewards and, technology — are positively correlated to job performance ($p < 0.05$) and are statistically significant.

The strongest predictors of job performance are working conditions and incentives & rewards.

Organizational structure and technology enablement had a moderate yet significant impact, emphasizing them as essential as supportive.

The respondents demonstrated high performance on task, contextual, and adaptive levels, indicating the presence of high flexibility at work. This also shows that members are highly productive, creative, and collaborative.

These results strengthen the working hypotheses of Self-Determination Theory (SDT), Empowerment Theory, and Resource Based View (RBV) and suggest that autonomy, competence, and equity are the psychological and strategic levers of exceptional job performance.

6.2. Theoretical Implications

- **SDT Mechanisms Validation.**

The findings support SDT's notion of intrinsic motivation flourishing when employees are granted freedom of controlling the how, when, and where of their work. Flexible systems are also effective in meeting the competence and relational requirements of engagement.

- **Broader Theories of Empowerment.**

The results advance the events sector by confirming psychological empowerment—through transparency, equity, and participative decision-making— as a mediator in the FWE-performance relationship. Thus, empowerment is a dual-faceted construct, both motivational and structural.

- **RBV Integration.**

The foundational resources in FWE environments digital infrastructure, human capital, and trust, are rare and inimitable from an RBV perspective. These resources enable

organizational adaptation and innovation. FWE practices are shown to generate dynamic capabilities, enhancing the competitive advantage in service dominant industries.

6.3. Managerial Implications

- **Organizational aspects.**

Human Resource managers must develop and implement hybrid work policies that delineate remote (planning, documentation, design) and in-office (execution, client coordination) tasks. Defined boundaries reduce ambiguity and foster responsibility.

The focus of evaluation criteria should shift away from tangible attendance to deliverables and innovation impact— integrating KPIs on collaboration and client satisfaction enables more comprehensive analysis. Reward System Alignment. Organizations need to embrace clear, equity-based reward systems that value expression of creativity, dependability, and teammate assistance. Trust and sustained engagement are bolstered by recognition attune to both tangible and intangible forms.

Digital Capability Development. Systematic training on event management and virtual collaboration tools should become standard practice. Achievement of synergistic outcomes is dependent not only on technology-based investments, but acquisition of related human capital as well. Worksite Psychological Well-Being Programs. Effective psychological safety, reasonable workload, and good communication are foundational. Frequency of stress and burnout can be assessed by periodic surveys and well-being pulse checks. Leadership Development.

Control-centered leading must transition to coaching that demonstrates empowerment, and trust that characterizes concern for others— these are the attributes of leadership espoused in the human capital pillar of Vision 2030.

Policy Implications in the Context of Vision 2030

The outcomes of the study relate directly to the objectives of Saudi Vision 2030, particularly the focus areas of digital transformation, improving life, and advancing human capital:

Implementing flexible work policies is aligned with the vision of the National Transformation Program NTP to improve productivity by the workplace innovation and technology.

Family-friendly work schemes support female participation and inclusion, which helps advance gender equality in Vision 2030.

Support for hybrid work in innovative fields such as events will help achieve the Digital Economy Strategy (2023–2030) which aims at ICT-enhanced modernization of service delivery.

The results provide groundwork for policy makers creating regulation systems in which the employment standards hybrid and remote work arrangements alongside employee well-being.

6.4. Limitations of the Study

While the study was able to achieve a high level of validity and reliability, some limitations must be stated:

- **Cross-Sectional Design.**

The collection of data at a single point in time prevents any causal inferences to be made about the consequences that span a duration of time.

- **Self-Report Bias.**

The results that are filed are a social construct that is susceptible to social and situational influences.

- **Sample Scope.**

The use of convenience sampling in three primary cities is a weakness in extending the results to the entire Saudi events industry.

- **Variable Omission.**

This study did not directly measure the organizational culture, the leadership style, and the work-life balance which may directly affect the FWE-performance relationship.

6.5. Directions for Future Research

- **Longitudinal Studies:**

In the future, studies could analyze the motivation and performance of employees in the context of the longitudinal impacts of FWE.

- **Mixed-Methods Approach:**

Integrating qualitative data via interviews and focus groups would help in understanding employee actions in context.

- **Comparative Sector Analysis**

The impact of flexibility is likely to differ by specialization. This can be illuminated by the comparison with the event and hospitality industry as well as the comparison with the tourism and media sectors.

The impact of the difference between transformational and transactional leadership as moderators may shed light on the role of flexibility in the outcomes of leadership.

- **Integrating Technology Index**

The estimation of the impact of digital enablement on the regression outcomes would be greatly improved by the construction of a unified technology integration index.

Overall, the rest of the chapter focuses on the conclusions.

All of the above inferences can be drawn from the Saudi events sector suggesting that Flexible Working Environments (FWEs) are a game changer with respect to productivity enhancement.

Because of the support of many conditions utilized by the events sector such as support of individual incentives and goals together with the organizational goals; as well as support of equitable structured outcomes, transparency, and the enablement of technological capabilities, the FWEs are able to be used to yield significant individual and organizational achievement simultaneously.

These results support the assertion that performance is a function of motivation, empowerment and the available resources and capabilities.

Under the context of Saudi Vision 2030, flexibility in work practices is a sorely needed option that goes beyond management's desirable alternative.

Flexibility in work practices is a major need that will not change with time.

As the events sector in Saudi Arabia keeps growing as a pillar of religion and economics, the need of enabling an empowered, flexible, resilient, and ever ready future workforce will be crucial.

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8. Appendix A – Questionnaire

The Impact of a Flexible Work Environment on Job Performance in the Events Sector (Saudi Arabia)

This questionnaire is designed to collect data for academic research investigating how flexible work practices influence job performance among employees in the Saudi events sector.

Participation is voluntary and anonymous, and all responses will be treated confidentially and used only for research purposes.

Section A: Demographic Information

Please select the option that best represents your background.

Variable	Options
Gender	☐ Male ☐ Female
Age	☐ Below 25 ☐ 25–34 ☐ 35–44 ☐ 45–54 ☐ 55 and above
Educational Level	☐ Diploma ☐ Bachelor's ☐ Master's ☐ Doctorate
Years of Experience in the Events Industry	☐ Less than 1 year ☐ 1–3 years ☐ 4–6 years ☐ 7–10 years ☐ More than 10 years

Type of Organization	☐ Event Management Company ☐
	Exhibition Center ☐ Hotel/Resort ☐
	Marketing Agency

Section B: Flexible Work Environment (Independent Variable)

Please indicate your level of agreement with each statement using the following scale:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Working Conditions

No.	Statement
1	My organization provides a comfortable and safe working environment.
2	Workload and deadlines are manageable and realistic.
3	My organization promotes psychological safety and mutual respect among employees.
4	My supervisor ensures fair treatment and balanced distribution of tasks.

Organizational Structure

No.	Statement
5	Decision-making processes are clear and transparent.
6	I am encouraged to participate in decisions that affect my work.

7	Communication within my organization is open and efficient.
8	My organization's structure supports teamwork and collaboration.

Incentives and Rewards

No.	Statement
9	My performance evaluation focuses on results, not physical attendance.
10	I am fairly rewarded for my performance and contributions.
11	Recognition is given equally to employees regardless of work location (office or remote).
12	The reward system in my organization motivates me to perform better.

Section C: Job Performance (Dependent Variable)

No.	Statement
13	I complete my assigned event tasks accurately and on time.
14	I meet performance goals and quality standards in my work.
15	I consistently manage my workload effectively under pressure.
16	I take responsibility for the successful delivery of events.