

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

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Final Project - 2

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Dedication

I dedicate this work to my dear parents, who have always been a source of inspiration and support, and to my beloved siblings, who have shared every moment of this journey with me. I also dedicate this achievement to myself; in recognition of all the effort and dedication I have put into reaching this goal.

Abstract

This study aims to reveal the effect of flexible working hours on employee productivity in the private sector in Jeddah, Saudi Arabia. To achieve the objectives of the study, the researcher used the descriptive analytical approach, where the study population consisted of 30 to 45 employees, and the study was applied to a sample of 41 employees and administrators in various companies in Jeddah. The study found that the level of employee productivity in relation to flexible working hours was high. The results indicated that flexibility in working hours positively influences employee productivity, with the highest impact observed in job satisfaction and work-life balance. This study contributes to the literature by investigating the relationship between flexible working hours and employee productivity. The study provides recommendations to the relevant parties in the private sector on the importance of applying flexible working hours and their positive relationship with employee productivity, which can enhance the overall performance of the organization.

Keywords: Flexible working hours, Employee productivity, Employee satisfaction.

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1. Chapter 1: Introduction

1.1. Research Background

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

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

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

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

Though the interest in alternative working arrangements is increasing, limited comprehensive research has specifically focused on this issue within Jeddah private sector. For the most part, existing researches generalize findings from other areas or sectors without considering the particularities of the local business environment and own culture that influence effectiveness of flexible working hour policies.

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

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

1.2. Research Problem

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

specifically influences productivity levels in the context of Jeddah's business environment.

1.2.1. Theoretical Gaps

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

1.2.2. Practical Gaps

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

The main research question driving this study is:

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

1.3. Research Significance

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

1.3.1. At the theoretical level

This study holds theoretical significance by addressing the gap in the existing literature concerning the direct relationship between flexible working hours and employee productivity within the private sector in Jeddah, Saudi Arabia. While previous research has explored the benefits of flexible work arrangements on employee satisfaction and work-life balance, there remains a lack of understanding regarding how these policies specifically impact productivity outcomes. By investigating this relationship, this research aims to contribute to theoretical knowledge by providing insights into the effects of flexible working hours on productivity levels, filling a critical gap in the literature (Lewis, S. 2003).

1.3.2. At the practical level

In addition to its theoretical contributions, this study also carries empirical significance by addressing the lack of empirical research on the impact of flexible

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

1.4. Research Questions

The main research question driving this study is:

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

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

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

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

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

1.5. Research Objectives

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

1.6. Research Hypotheses

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

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

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

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

1.7. Research Model

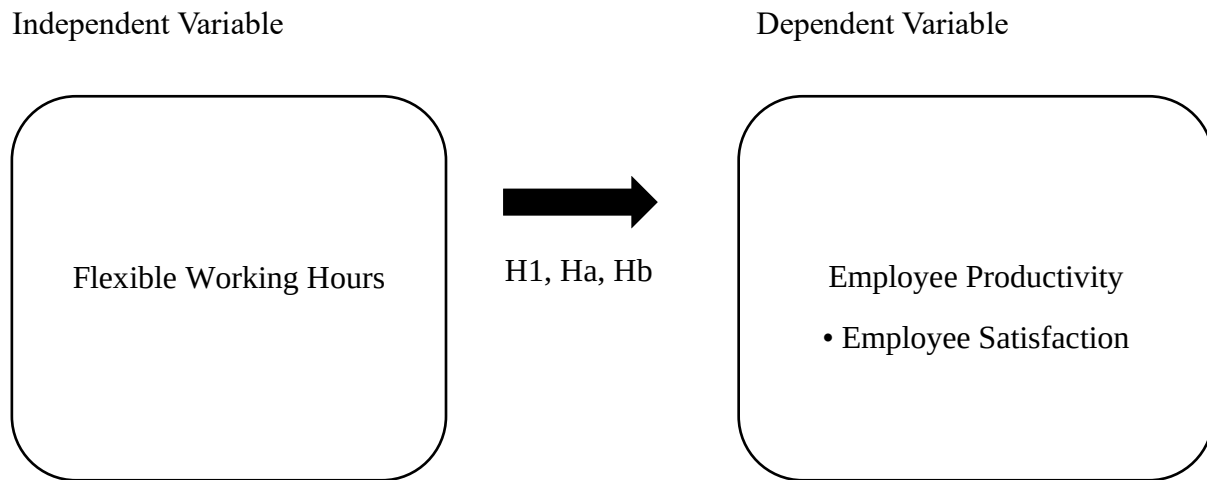


Figure 1: Suggested Research Model, Designed by Researcher

1.8. Scope of The Study

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

1.9. The Project Structure

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Statistical Analysis

Chapter 5: Discussion and Conclusion

2.Chapter 2: Literature Review

2.1. Introduction

The concept of flexible working hours has received great attention in recent years, especially in the context of enhancing employee productivity in the private sector. This literature review aims to explore the impact of flexible working hours on employee productivity in the private sector in Jeddah, Saudi Arabia. By examining previous research studies, this review seeks to provide a comprehensive understanding of how flexible work hours impact employee performance and overall organizational outcomes.

The potential benefits of implementing flexible working hours such as increased job satisfaction, work-life balance, and employee retention have been highlighted in previous studies. Understanding the results of these studies is crucial for organizations in Jeddah, Saudi Arabia, as they consider implementing or modifying their policies related to flexible work arrangements by drawing on existing research. The literature review aims to contribute to the current knowledge base and provide practical insights for organizations seeking to enhancing employee productivity through flexible working hours.

The main variables that will be explored in this literature review are flexible working hours and employee productivity. Flexible work hours refer to the ability of employees to adjust their work schedules to better suit their personal needs and preferences. Employee productivity includes various factors such as task performance, efficiency and job satisfaction. Therefore, by examining the relationship between variables, this review aims to provide a deeper understanding of how flexible working hours affect employee productivity in the private sector in Jeddah, Saudi Arabia.

2.2. The independent variable (Flexible Working Hours)

Flexible working hours refer to a work arrangement where employees have the flexibility to determine their start and end times for work within a certain range of hours. This arrangement allows employees to adjust their work schedules to better suit their personal needs, such as family responsibilities, commuting constraints, or personal preferences.

Flexible working hours can contribute to improved work-life balance, increased job satisfaction, and potentially higher productivity levels (Felstead, A., Jewson, N., Phizacklea, A., & Walters, S. 2002).

Flexible working hours system is an approach that allows employees to adjust their work schedules and locations to better suit their personal needs and preferences, which can lead to various positive outcomes such as improved productivity, morale, work-life balance, and employee wellbeing (Elbing, A., Gadon, H., & Gordon, J. 1974).

Flextime (also spelled flexitime (BE) or flex-time) is a flexible hour's schedule that allows workers to alter their workday and decid /adjust their start and finish times (Gariety, B. S., & Shaffer, S. 2001).

Flexible working hours refer to the incorporation of arrangements that modify the timing and location of work (In, Sik, Kim. 2022).

It is also known by the term “Flexible Work” and was defined by the Central Research Administration of the Central Organization for Organization and Administration as “it is an optional system that allows workers to determine the time in which they will work, whether specifying days - or specifying its hours or working times, provided that they adhere to the number of working hours in accordance with

the law, so that it is not less than 35.” One hour and no more than 42 working hours per week” (Tawfiq, D. A., & Doaa Ahmed 2021).

The flexible working hours system has evolved significantly over the years:

In the 1960s, the idea came from German management consultant, Christel Kammerer in West Germany (1960). It was first implemented by German Aerospace firm, Messerschmitt-Böckler-Blohm in 1967. It was not until the 1970's that FWA practices began in Canada, the United Kingdom, and the United States (Stanley, A. 1995). There was interest in the idea of providing flexibility in working hours, so some began researching the importance and how to enable employees to determine their working hours based on their needs and what suits them.

Then some leading companies began implementing a flexible working hours system and gave their employees the ability to determine their working hours flexibly.

Governments have also begun to pass laws that encourage the implementation of a flexible working hours system in order to improve the quality of life of employees and workers, which reflects increased productivity.

Currently, in recent years, with technical development and the emergence of new jobs that can adapt to the flexible working hours system, there has become what is called remote work, which allows the system to be implemented, as companies and institutions have begun to adopt the flexible working hours system for some jobs that allow this, and this is to increase job satisfaction and improve their quality of life, and thus is reflected in increased productivity (Hill, E. J., Erickson, J. J., Holmes, E. K., & Ferris, M. 2010).

The flexible working hours system has several dimensions, including:

Communication: Effective communication between employees and managers helps the success of the flexible working hours system whether it is via email, instant chat or video meetings.

Location: Employees can work from anywhere they choose whether from home, café, shared office or while traveling, increasing the flexibility of job sites.

Time: The system allows employees to set the appropriate working periods for them, thus enhancing their work-life balance and improving the quality of life.

Tasks: The flexible working hours system allows employees to arrange and perform tasks due to their importance and according to their personal abilities and priorities.

These dimensions all work together to enhance the efficiency and flexibility of the company and benefit from technical development, as well as to enhance employee productivity and job satisfaction.

Many theories regarding flexible working hours have been mentioned in previous studies. Some of these theories include:

1. Theory of the impact of working hours on productivity and corporate performance: Allowing workers to set their working hours based on times that are convenient for them may lead to increased productivity and efficiency.
2. Personal and professional life balance theory: Flexibility in working hours can help achieve a better balance between one's personal life and professional life leading to employee satisfaction and improved performance.
3. Health and well-being theory: Flexible working hours can reduce stress and increase stress in employees leading to improved health and psychological state being more balanced and raising their well-being.

There are many theories regarding the flexible working hours system and these are some of them to help us know the benefits and impact of the implementation of the flexible working hours system on employees and companies.

Table 1: Advantages of implementing a flexible work system

جدول رقم (١٣) إيجابيات تطبيق نظام العمل المرن (ن=٢٣٠)

الترتيب	الانحراف المعياري	المتوسط الحسابي	العبارات
١	1.424	3.12	١ حرية العامل في اختيار ساعات عمله.
٢	1.283	3.06	٢ يخلق بيئة محفزة للعمل
٦	1.368	2.72	٣ ارتفاع الرضا الوظيفي لدى العامل.
٨	1.248	2.65	٤ ارتفاع مستوى الأداء الوظيفي للعاملين
١٢	1.199	2.47	٥ تجنب تأخر العاملين
١٣	1.231	2.46	٦ يخفف التزامات صاحب العمل تجاه العاملين.
١١	1.235	2.49	٧ عدم التعرض لمشكلات المواصلات
١٠	1.235	2.50	٨ تدريب العامل لأداء مهام متنوعة؛ ليتمكن العامل من تأدية عمل زميله في حال خروجه.
٣	1.270	2.94	٩ قدرة العامل على التوفيق بين مهامه الشخصية ومهام العمل.
٤	1.215	2.89	١٠ توفير عمالة وقت المواسم
١٥	1.353	2.31	١١ يقلل ضغط العمل

العدد السابع والعشرون (الجزء الثالث) ٢٠٢١

(٢٩٤)

مجلة كلية التربية - جامعة عين شمس

الترتيب	الانحراف المعياري	المتوسط الحسابي	العبارات
٥	1.488	2.83	١٢ انخفاض معدل الاختناقات المرورية.
١٦	1.323	2.17	١٣ تعزيز ثقة العامل بجهة العمل.
١٧	1.214	2.13	١٤ قيام العامل بواجبه تجاه أسرته.
١٤	1.362	2.36	١٥ العمل عن طريق التناوب بما يؤدي لاستمرار العمل.
٩	1.267	2.53	١٦ يساعد على الاستفادة من ذوي الخبرات الذين يصعب عليهم العمل طوال الوقت.
٧	1.266	2.71	١٧ يوفر مصدر دخل إضافي .

Designed by: (Tawfiq, D. A., & Doaa Ahmed 2021).

Table 2: Showing the increased willingness to work on flexible working hours for female and male employees.

Table 2 Flexible working patterns for employees; United Kingdom; spring quarters 2000 and 2003				
Working pattern	Women		Men	
	2000	2003	2000	2003
Flexitime	11	12	8	9
Term-time working	7	8	1	1
Annualised hours	4	5	4	5
Job sharing	1	2	~	~
Nine-day fortnight/four and a half day week	1	1	2	2
Zero hours	1	1	1	1
None of the above	75	73	84	82

Source: Labour Force Survey

~ Less than 0.5 per cent.

Designed by: (Hibbett, A., & Meager, N. 2003).

2.3. The dependent variable (Employee Productivity)

Employee Productivity is the amount of goods and services that a group of workers produce in a given amount of time. It is one of several types of productivity that economists measure. Workforce productivity, often referred to as labor productivity, is a measure for an organisation or company, a process, an industry, or a country.

Productivity is defined as: a term that refers to increasing the productivity of workers due to the “remote work” system’s focus in evaluating the performance of workers on the employee’s productivity to a very large extent instead of focusing on holding the employee accountable for his daily attendance at the workplace (Walter, 2013).

Employee productivity: the number of units produced divided by the number of workers (Qarni, H. 2022).

Employee productivity can evolve through several factors that affect employees, such as:

Apply an effective motivational system such as material rewards or giving thanks and motivating phrases for the achievements made.

Apply methods to time management and task management to employees to improve and increase their productivity.

Encourage effective employee communication with the work team and managers.

The presence of a comfortable and flexible work environment helps to increase the productivity and efficiency of employees.

Providing continuous training and development to enhance the skills of employees and employees of the organization encourages increased productivity.

This is one of the ways to help develop and raise the efficiency of employee productivity in organizations.

Employee productivity has two dimensions:

Output: Refers to the extent to which the product and outputs are compatible with customer requirements and expectations and includes factors such as materials used in manufacturing, performance, design, speed and effectiveness of customer service, price, and other factors that may affect the customer experience of the product.

It is also considered good performance for user-based quality and the suitability and ability of the product/service to match consumer expectations and requirements (Alouti, 2008).

Production volume: It expresses the amount of production of a product during a certain period of time divided by the number of workers during this period (Babiker, 2007).

There are many theories of employee productivity, including:

Contingency Theory of Motivation: It is that productivity depends on the compatibility between the individual's internal motivations and the variables of the external environment as well.

Social Motivation Theory: It is that social relations within the team or organization affect the extent to which employees are motivated to increase the efficiency and efficiency of their productivity.

Expectancy Theory: When employees believe that increasing their productivity and increasing the effort expended will lead to excellent performance, and thus obtain a desired reward such as a promotion, thanks and appreciation, or obtaining a financial reward, etc.

Achievement Need Theory: Beliefs that employees work hard when the task is considered a challenge, which increases their desire to excel and succeed.

In short, employee productivity theories provide an understanding of what motivates employees and influences their productivity in the workplace. Some theories also focus on personal needs and individual ambitions, while others focus on environmental and social factors that affect employee behavior. Despite this diversity of theories, we can all use them as tools to improve employee productivity and enhance their performance in various organizations.

Table 3: It is clear from the previous table that there is a statistically significant effect of "remote work" on "productivity Workers.

اختبار الانحدار المتعدد القياس أثر تطبيق العمل عن بعد على إنتاجية العاملين

معامل الانحدار				ملحق النموذج		تحليل التباين			المتغير المستقل
B	الخطأ المعياري	T	مستوى الدلالة	المتغير التابع	معامل الارتباط	معامل التحديد	F	درجة الحرية	
0.336	0.039	18.64	0.000	إنتاجية العاملين	0.895	0.82	674.3	37	
0.472	0.024	16.31	0.000						
0.572	0.23	16.21	0.000						

Designed by: (Ahmed, H. Q. 2022).

Table 4: Bibliometric coupling of top 10 countries published in employee productivity.

Table 5: Bibliometric Coupling of the Top 10 Countries Publishing in Employee Productivity.

Rank	Country	P	Citations	Link	Total link strength	Total Cooperation strength
1	United States	58	1264	22	705	12.15%
2	United Kingdom	25	478	19	530	21.2%
3	Australia	14	190	18	632	45.14%
4	India	13	8	13	45	3.46%
5	Canada	10	184	17	279	27.9%
6	Malaysia	10	140	20	325	32.5%
7	Netherlands	9	241	9	70	7.77%
8	Indonesia	8	11	14	109	13.62%
9	Iran	7	20	8	10	1.42%
10	South Africa	7	17	14	132	18.85%

Designed by: (Singh, S., Solkhe, A., & Gautam, P. 2022).



Figure 7: Most Popular Keywords in the field of EP.

Figure 2: Most popular keywords in the field of EP.

Designed by: (Singh, S., Solkhe, A., & Gautam, P. 2022).

2.4. The relationship between the flexible working hours and the employee productivity

The impact of flexible working hours on employee productivity is an important and interesting topic that raises many questions and discussions in academic literature and scientific research. Here are some models, contradictions, and gaps that have been studied in previous literature:

Many studies indicate that flexible working hours can lead to increased employee productivity, as employees are able to organize their working times in a way that suits their personal needs, making them more comfortable and satisfied, and thus employees are more effective in performing their tasks. However, there are also studies that indicate that flexible working may lead to distraction and lack of concentration, especially when there is a lack of clarity about expected working hours or when work lacks a strict time structure, which can cause a decrease in the level of employee productivity and negatively affect their performance. the organization.

There are also studies that indicate that flexible working hours can lead to increased job satisfaction and loyalty to the company or organization, while other studies have shown a different effect, as flexible work can lead to a poor relationship between the employee and the manager or employer due to lack of communication and coordination between them, and this may indicate Some research indicates that flexible working hours increase employee productivity in some fields and industries, such as creative, information technology, and the financial services sector, while other studies show that this effect may not be tangible in traditional industries or those that require direct interaction with customers, such as the retail sector.

In the end, it is possible to know and see how flexible working hours affect employee productivity based on the nature of the work and the requirements of each industry.

The variation in the definition of “flexible work” and its application from one company or organization to another is one of the main gaps in previous research, as its application can differ according to different cultures, contexts and practical fields. Some studies may lack control for other factors that may influence the relationship between flexible working hours and employee productivity, which can lead to inaccurate or impractical conclusions. It appears that the relationship between flexible working hours and employee productivity is complex and affected by several factors, including the nature of work, the culture of the company or organization, and the needs and preferences of employees.

Table 5: Increasing productivity is one of the reasons for implementing a flexible working hours system

الترتيب	الانحراف المعياري	المتوسط الحسابي	العبارات
١	1.373	3.29	١ تشغيل العاملين ذوي الكفاءة والاحتفاظ بهم
٦	1.416	3.09	٢ كثرة الغياب والخروج أثناء العمل
٢	1.363	3.27	٣ الاجهاد والتعب في العمل .
١٢	1.317	2.40	٤ يساعد على زيادة الانتاجية.
١٣	1.254	2.13	٥ التوفيق بين مهام العمل ومتطلبات الأسرة
٩	1.336	2.88	٦ مواجهة مشكلة كورونا
١١	1.366	2.49	٧ اجتياز الكوارث والأزمات
٥	1.280	3.11	٨ مراعاة الظروف الشخصية للعامل.
١٠	1.340	2.85	٩ مراعاة الظروف الصحية للعاملين
٤	1.202	3.15	١٠ خلق فرص عمل ملائمة للعاملين ذوي الإعاقة المؤهلين للعمل
٨	1.230	2.92	١١ خلق فرص عمل مناسبة للنساء الذين يتولون رعاية أطفالهم وأسراهم.
٣	1.277	3.19	١٢ تغطية النقص الطارئ في العاملين
٧	1.349	2.96	١٣ يواجه الطوارئ لسرعة وسهولة التعاقد بين الطرفين

Designed by: (Tawfiq, D. A., & Doaa Ahmed 2021).

2.5. Conclusion

Based on a review of the previous literature, it is clear that there is a positive impact of flexible working hours on employee productivity and studies show that flexibility in working hours increases the level of satisfaction and balance between personal and work life leading to increased productivity and higher performance rates. However, to ensure maximum benefit from them and avoid potential negative impacts, cultural and organizational considerations must be taken into account when implementing the flexible working hours policy.

Meta-analysis of studies showed that flexible working can provide a wide range of benefits for businesses such as increased performance, productivity and reduced absenteeism. That flexible work can prevent and show many opportunities.

Research on the impact of flexible working hours on employee productivity indicates the importance of studying this area more widely in the future. Current research shows that there is a positive effect of flexible working hours on employee productivity, and this system has been adopted by some companies and institutions. But there are still many aspects that have not yet been studied in depth. Among these aspects, it is possible to study the impact of flexible working hours on achieving a balance between personal and work lives among employees, its impact on effective communication between the work team and managers, and knowing the challenges that companies face when implementing the working hours system. Flexible. In addition, future research could focus on finding out how flexible working hours can be better organized to improve and increase employee productivity. Therefore, we can say that there is an urgent need for more research to understand the factors that affect the effectiveness and success of applying flexible working hours in various professional fields and its benefits to employees and companies.

By exploring the impact of flexible working hours on employee productivity, previous research has made important contributions. By studying various factors such as employee satisfaction, work-life balance, and productive organizations, these studies contribute to a deeper understanding of how the flexible working hours system positively affects the productivity results of employees, companies, and institutions. In addition, the results provide valuable guidance to employers, managers, and entrepreneurs who seek to implement effective strategies to enhance productivity. And the well-being and wellbeing of employees in today's work environments.

3. Chapter 3: Research Methodology

3.1. Introduction

This chapter outlines the research methodology employed to investigate The Impact of Flexible Working Hours on Employee Productivity in The Private Sector in Jeddah, Saudi Arabia. It details the operational definitions for research variables, research design, research population & sampling methods and technique, data collection methods, types of data, and data analysis methods & procedures.

3.2. Operational definitions for research variables

In research studies, operational definitions are key in clearly defining the variables being measured. An operational definition describes how a variable will be measured, observed, or manipulated. It helps researchers ensure that their studies are consistent, reliable, and valid.

3.2.1 Flexible Working Hours (The Independent Variable)

Operational Definition of Flexible Working Hours: Flexible working hours refer to a work arrangement that allows employees to choose their start and end times within a specified range set by the organization, rather than adhering to a fixed schedule. This system includes options such as part-time work, remote work, and compressed workweeks, where employees complete their required weekly hours in fewer days. The primary goal of this arrangement is to provide employees with greater flexibility in managing their personal and professional time, potentially leading to improved job satisfaction and increased productivity.

3.2.2 Employee Productivity (The Dependent Variable)

Operational Definition of Employee Productivity: Employee productivity refers to the efficiency and effectiveness with which an employee performs their job duties and contributes to the organization's goals. It is typically measured by the output generated by an employee within a specific period relative to the resources used, such as time, effort, and materials. In this study, employee productivity will be assessed through various performance metrics, including the quantity and quality of work produced, meeting deadlines, achieving targets, and overall contribution to team and organizational objectives.

3.3. Research design (research onion)

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

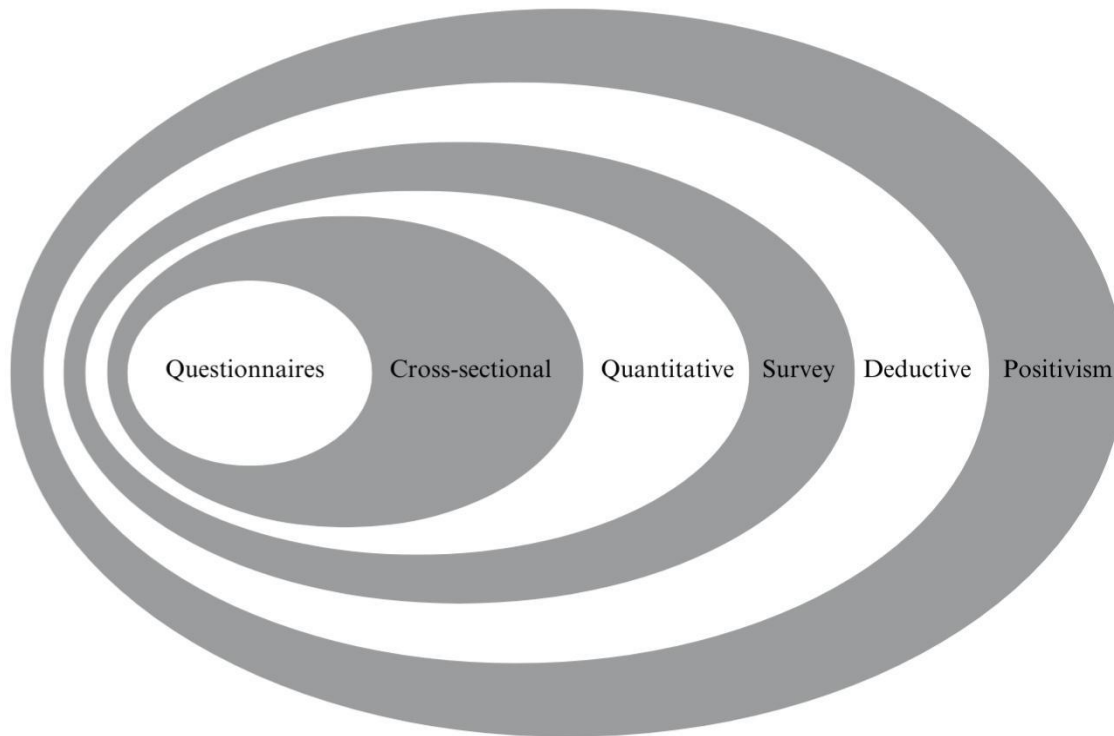


Figure 3: Research Methodology, Designed by Researcher

3.4. Research population & Sampling methods and technique

This research is based on a deductive methodology to study the impact of flexible working hours on the productivity of employees in the private sector in Jeddah, Saudi Arabia. The research aims to provide an in-depth understanding of how these hours affect the productivity and job satisfaction levels of employees. This section includes a description of the study population, sample selection methods, and the tool used to collect data.

3.4.1 Research Population

Table Number (6) Research Population

Sector	Classifications	Number of Employees
Private Sector	Jeddah, Saudi Arabia	1 – 2 M

By The Researcher, (2024)

3.4.2 Research Sample

Table Number (7) Research Sample

The Research Sample	Sample Size
Targeting employees in the private sector in Jeddah, Saudi Arabia	30 – 45 Employees

By The Researcher, (2024)

3.4.3 Sampling Methods and Techniques

The sampling method is Probability and the sampling techniques is Simple Random Sampling.

3.5. Data collection method

The collected data will be analyzed Statistically. Statistical analysis involves identifying, analyzing, and turning raw data into useful information. This approach will help to uncover the key relationships between the Independent variable (Flexible Working Hours) and the Dependent variable (Employee Productivity) at (Private Sector in Jeddah, Saudi Arabia).

3.5.1 Independent Variable (Flexible Working Hours)

The researcher relied on the questionnaire of Ahmad, A. R., Idris, M. T. M., & Hashim, M. H. (2013). In order to measure the independent variable (flexible working hours), in terms of one dimension: flexible working hours. With a total of 14 items for the entire variable. Likert tool type: Strongly agree, agree, neutral, disagree, strongly disagree.

Table Number (8) Independent Variable

Variable	Dimension	Number of Items	Source
Flexible Working Hours	Flexible Working Hours	14	Ahmad, A. R., Idris, M. T. M., & Hashim, M. H. (2013).

By The Researcher, (2024)

3.5.2 Dependent Variable (Employee Productivity)

The researcher relied on the questionnaire of Awan, A. G., & Tahir, M. T. (2015). In order to measure the dependent variable (employee productivity), in terms of two dimensions: employee productivity, employee satisfaction. The employee productivity dimension consists of 6 elements, and employee satisfaction consists of one element, with a total of 7 elements for the entire variable. Likert tool type: Strongly agree, agree, neutral, disagree, strongly disagree.

Table Number (9) Dependent Variable

Variable	Dimension	Number of Items	Source
Employee Productivity	Employee Productivity	6	Awan, A. G., & Tahir, M. T. (2015).
	Employee Satisfaction	1	
	Overall	7	

By The Researcher, (2024)

3.6. Types of data

Data is an essential element of any scientific research, as it helps in analyzing phenomena and reaching accurate and reliable results. In this research, two types of data were collected and used: primary data and secondary data. This paragraph aims to provide a brief description of each type of data and how to use it in research.

3.6.1 Primary Data

Primary data were collected by using the questionnaire as the main tool for the study. The questionnaire is carefully designed to cover all aspects of the research topic and achieve the objectives of the study. The questionnaire was distributed to a representative sample of the target and a high response rate was obtained.

This data helps to provide accurate insights on the topic studied and allows the necessary statistical analyzes to be carried out to draw conclusions by using advanced statistical software.

3.6.2 Secondary Data

Information was collected from pre-existing sources, such as previous studies. This data was used to support and analyze the raw data and provide a broader context for research. Secondary data help enhance the credibility of the results and provide a theoretical framework that supports hypotheses and conclusions drawn from the primary data.

By combining primary and secondary data, the research seeks to provide a comprehensive understanding of the impact of flexible working hours on employee productivity in Jeddah's private sector.

3.7. Statistical analysis procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data.

The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests (Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time.

3.8. Conclusion

In conclusion, the research methodology adopted in the study "The Impact of Flexible Working Hours on the Productivity of Employees in the Private Sector in Jeddah, Saudi Arabia" is in line with positivist philosophy, using the deductive approach to test hypotheses derived from existing theories. The survey strategy was chosen as the best means of collecting quantitative data, enabling the collection of broad and representative samples of employees in the private sector to provide insights into their productivity levels under flexible working hour arrangements.

Due to the aim of the study of capturing a snapshot of the current impact of flexible working hours. Data collection through questionnaires helped to efficiently gather standardized information from respondents, allowing patterns and correlations between flexible working hours and productivity to be analyzed.

This methodological design ensures the reliability and validity of the results, adding valuable empirical evidence to the debate on flexible working arrangements in the Saudi context. Insights from this study can contribute to the formulation of organizational policies and practices, with the ultimate goal of enhancing employee productivity through good regulation of flexible working hours.

4. Chapter 4: Statistical Analysis & Findings Discussion

4.1. Introduction

This chapter presents the results of the field study that were statistically analyzed using the statistical programs SPSS version 28. The current chapter of statistical analysis includes descriptive statistics for the sample under study using SPSS version 28. Testing the validity and reliability of the questionnaires used to collect the required data from the current study sample. In order to test the research hypotheses and the suitability of the model, simple linear regression analysis was conducted via SPSS 28.

4.2. Characteristics of The Study Sample

The study sample was distributed according to gender - age - marriage status - level of education - length of service.

Frequencies and percentages were calculated for the study sample members and are represented by demographic information that includes:

- Gender includes (male, female).
- Age includes (20 - 25, 26 - 30, 31 - 40, 40 and above).
- Marriage status includes (single, married).
- Level of education includes (matriculation, diploma, bachelor's, master and above).
- Length of service includes (below 5 yrs., 5 - 10 yrs., above 10 yrs.).

The following table, figures and paragraphs illustrate the classification of the sample under study, as follows:

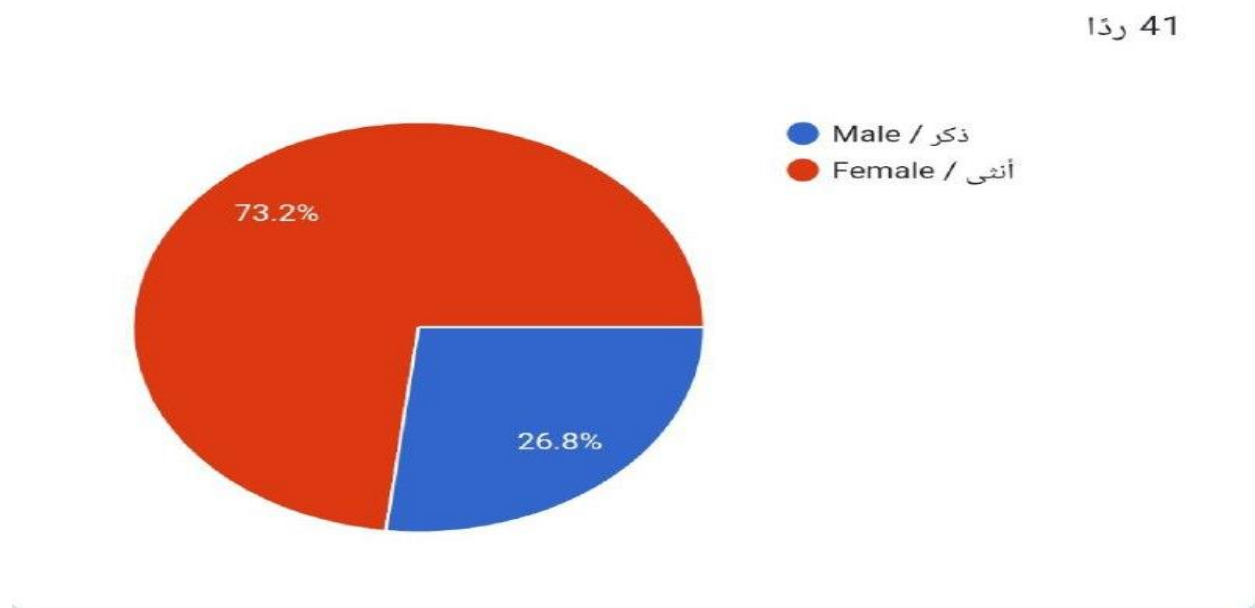
Table Number (10) Description Table For The Study Sample

Variable	Variable Classes	The Number	Percentage of the sample
Gender	Male	11	26.8%
	Female	30	73.2%
	Total	41	100%
Age	20 – 25	20	48.8%
	26 – 30	10	24.4%
	31 – 40	7	17.1%
	40 and above	4	9.8%
	Total	41	100%
Marriage Status	Single	27	65.9%
	Married	14	34.1%
	Total	41	100%
Level of Education	Matriculation	9	22%
	Diploma	2	4.9%
	Bachelor's	29	70.7%
	Master and above	1	2.4%
	Total	41	100%
Length of Service	Below 5 yrs.	29	70.7%
	5 – 10 yrs.	4	9.8%
	Above 10 yrs.	8	19.5%
	Total	41	100%

By The Researcher, (2024)

From the data in the table, the following results were extracted:

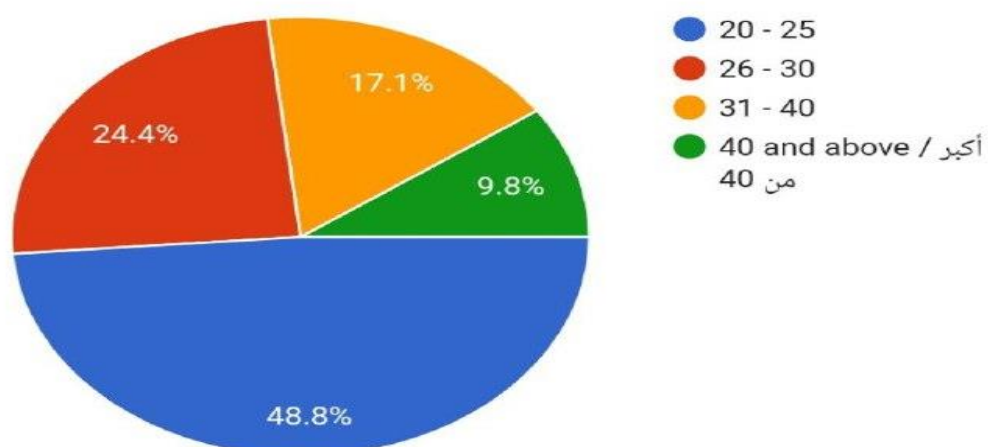
- Regarding gender: The statistical results showed that the number of females is greater than the number of males, as the number of males reached 11 individuals, representing 26.8% of the total sample, while the number of females reached 30 individuals, representing 73.2% of the total sample. As shown in the following figure:



Sample classification according to gender

- As for age: 20 items from 20-25 years old came with 48.8%. While the age group from 26-30 years old came with 10 items with 24.4%. The age group from 31-40 years old came with 7 items with 17.1%. While the age group from 40 years old and above came with 4 items with 9.8%. The following figure illustrates this.

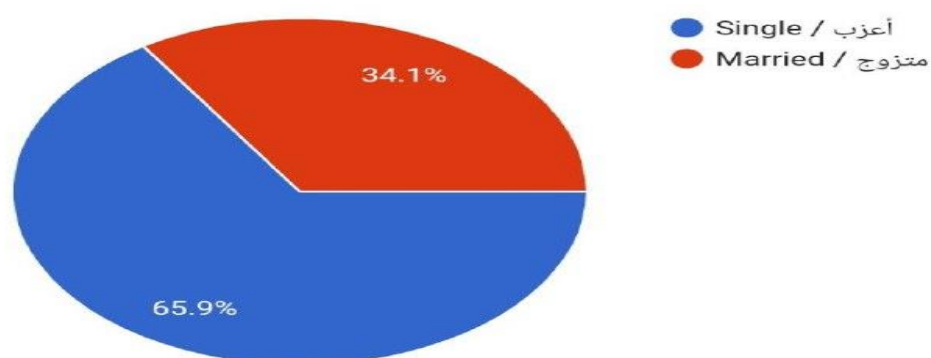
41 ردًا



Classification of the study sample according to age

- Regarding Marriage status: 27 individuals were single (65.9%), while 14 individuals were married (34.1%).

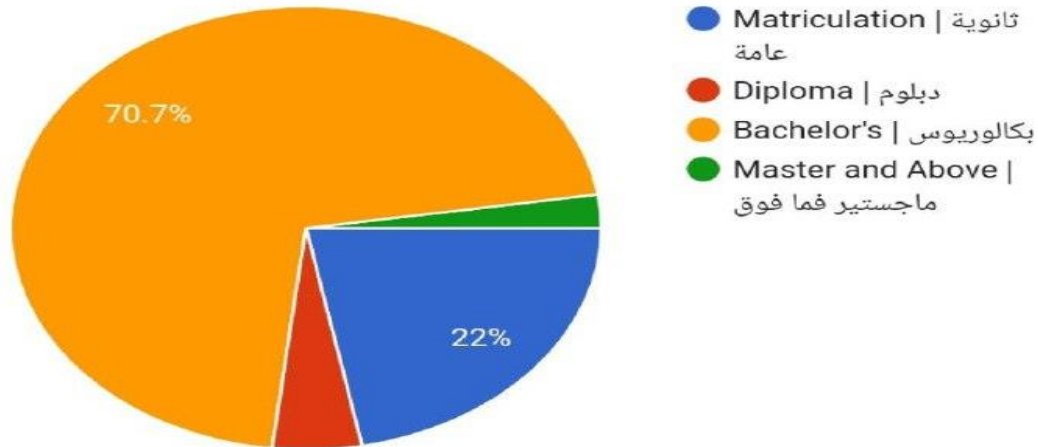
41 ردًا



Classification of the study sample according to marriage status

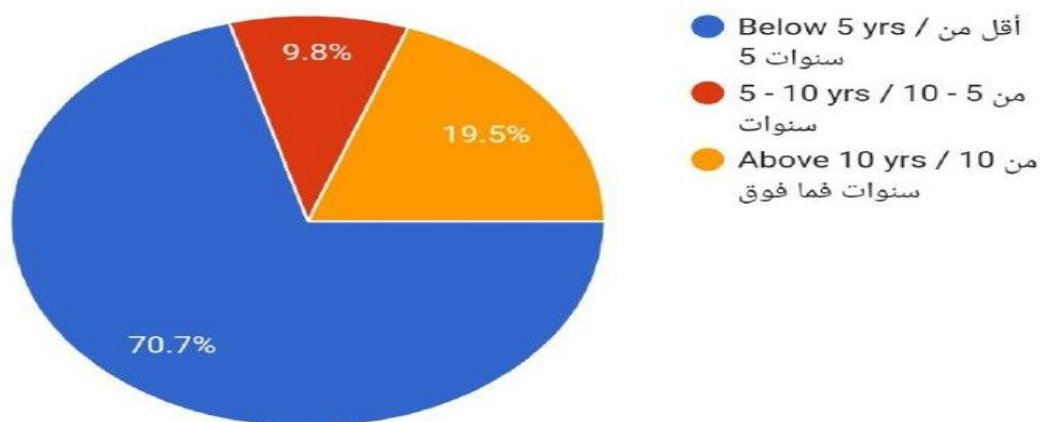
- Regarding the educational level: The number of those holding a matriculation qualification was 9 items, representing 22% of the total sample. The number of those holding a diploma qualification was 2 items, representing 4.9% of the total sample. While the number of those holding a bachelor's qualification was 29 items, representing 70.7% of the total sample. Finally, the number of those holding a master and above qualification was 1 item, representing 2.4% of the total sample. The following figure illustrates this.

41 رداً



Sample classification by level of education

- As for the length of service: 29 individuals had less than 5 years of experience, representing 70.7%. While the experience level from 5 to 10 years had 4 individuals, representing 9.8%. While the experience level of more than 10 years had 8 individuals, representing 19.5% of the total sample. The following figure illustrates this.



Sample classification by level of service

4.3. Measuring The Validity and Reliability of Study Instruments

In order to verify the validity and reliability of the measures used in the study, the internal consistency validity of the questionnaires used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the Average Variance Extracted (AVE). While the reliability of the measures used in the study was measured by Measuring the value of Cronbach's alpha, through the structural equation modeling (SEM), using the statistical analysis program SPSS version 28. The following paragraphs and tables explain this.

4.3.1 Validity of The Measures Used in The Study

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted.

- Internal consistency validity: It means the extent to which each statement of the questionnaire is consistent with the variable to which it belongs. Therefore, the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to Kaiser (1974) study, a correlation coefficient of less than 0.5 is removed from the questionnaire.
- Convergent Validity: The average variance between statements that measure the same scale is measured by calculating the average variance extracted (AVE), whose value must be greater than 0.5 according to Hair et al (2006).

The following tables show the statistical results for (correlation coefficients, standard deviation, calculated T value, and P value between the score of each statement and the total score of the variable to measure the validity of the internal consistency of the questionnaires. Also, calculating the value of the average variance extracted (AVE) to measure the convergent validity of the questionnaires through the equation model. Structural SPSS version 28, as follows:

Table Number (11) Results of the internal consistency and convergent validity test for the study variables scales

Variable		Statements	KMO	Factor Loadings	Standard Deviation	P Values	Average Variance Extracted	
Flexible Working Hours	Flexible Working Hours	F1	0.825	0.504	0.756	0.00	0.907	0.907
		F2		0.627	0.774	0.00		
		F3		0.744	0.650	0.00		
		F4		0.864	0.767	0.00		
		F5		0.617	0.728	0.00		
		F6		0.616	0.954	0.00		
		F7		0.775	0.735	0.00		
		F8		0.680	0.888	0.00		
		F9		0.732	0.917	0.00		
		F10		0.754	0.917	0.00		
		F11		0.696	0.662	0.00		
		F12		0.722	0.750	0.00		
		F13		0.795	0.800	0.00		
		F14		0.706	0.767	0.00		
Employee Productivity	Employee Productivity	E1	0.755	0.637	0.802	0.00	0.708	0.702
		E2		0.797	0.728	0.00		
		E3		0.816	0.586	0.00		
		E4		0.745	0.674	0.00		
		E5		0.708	0.865	0.00		
		E6		0.546	0.821	0.00		
	Employee Satisfaction	E7		0.667	0.530	0.00	0.667	

By The Researcher, (2024)

It is clear from the table above:

Flexible Working Hours Scale: All correlation coefficients for all data are strongly correlated with their dependent variable (flexible working hours) with values exceeding 0.7. In addition, all correlation coefficients for the data were statistically significant at a significant level of less than 0.001, indicating that the internal consistency validity of the scale was achieved. Through the analysis of the average variance extraction (AVE), it was found that its value for the flexible working hours variable was $0.907 > 0.5$, indicating that the convergent validity of the questionnaire was achieved.

Employee Productivity Scale: All correlation coefficients for statements that measure (employee productivity, employee satisfaction) have a value greater than 0.7 in addition to the values of all correlation coefficients for statements statistically significant at a significant level less than 0.0001 accordingly, the validity of the internal consistency of the scale has been achieved in its dimensions. Further, from The above results related to the value of the average variance extracted AVE for the variable of employee productivity is equal to .0.702 and the values of the average variance extracted for the dimension of employee productivity (employee satisfaction) are: 0.708 and 0.667 respectively. Accordingly, the convergent validity of the resolution was achieved.

4.3.2 Reliability of The Study Tool

The stability of the questionnaire refers to the stability of the questionnaire results and their non-change significantly if they were redistributed to the sample individuals several times during specific time periods. To measure the stability of the questionnaires used to measure the study variables, Cronbach's alpha values were calculated using SPSS version 28. According to (2010) Hair et al, the value must be greater than 0.7 for the scale to be stable.

Table Number (12) Measurement of reliability of the study tool

Variable		Number of Statements	Cronbach's alpha	
Flexible working hours	Flexible working hours	14	0.903	0.903
			0.898	
			0.895	
			0.889	
			0.898	
			0.906	
			0.893	
			0.908	
			0.894	
			0.893	
			0.896	
			0.894	
			0.891	
			0.895	
Employee Productivity	Employee Productivity	6	0.764	0.785
			0.735	
			0.729	
			0.747	
			0.787	
			0.777	
	Employee Satisfaction	1	0.762	

By The Researcher, (2024)

It is clear from the table above that the values of the stability coefficients for the study scale are as follows:

- (Flexible working hours): The statistical results showed that the values of Cronbach's alpha are (0.903, 0.898, 0.895), which indicates that all values are greater than 0.7. According to Hair et al. (2010), the stability of the scale has been achieved.
- (Employee Productivity): The statistical results showed that the values of Cronbach's alpha are (0.764, 0.735, 0.787), which indicates that all values are greater than 0.7. According to Hair et al. (2010), the stability of the scale has been achieved.

According to the statistical results mentioned above, which have proven the validity and reliability of the measures used in the current study, it means that the results can be trusted, and the questionnaires are suitable for application and reliable for use in conducting analyses related to testing the study's hypotheses.

4.4. Descriptive Statistics For Research Variables

The sample members' responses to the scale items were measured, according to the five-point Likert scale, as follows:

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

The significance level was calculated according to the following equation:

The relative weight corresponding to each category was calculated by multiplying the arithmetic mean by $[100 \div 5 \text{ (the five-point scale)} = 20\%]$.

The following table illustrates the significance of the arithmetic means, as follows:

The significance of the arithmetic means

Level (Degree) Practice/Importance	Relative Weight %	Result (General Trend)	The Value of The Arithmetic Mean
Very low	From 20 to less than 36%	Strongly disagree	From 1 to less than 1.80
Low	From 36 to less than 52%	Disagree	From 1.80 to less than 2.60
Middle	From 52 to less than 68%	Neutral	From 2.60 to less than 3.40
High	From 68 to less than 84%	Agree	From 3.40 to less than 4.20
Very high	From 84 to less than 100%	Strongly agree	From 4.20 to less than 5

The following table shows the descriptive analysis of the study variables represented by the arithmetic means based on the five-point Likert scale, along with the standard deviations of the variables according to the table related to the significance of the arithmetic mean. The significance of the arithmetic mean shown in the table above is considered to understand the impact of flexible working hours on employee productivity and its implications, according to the perspective of the study sample. This is as follows:

Table Number (13) Arithmetic means and standard deviations of study variables

Variable		Arithmetic Mean		Standard Deviations		General Trend		Level of Importance	
Flexible Working Hours		59.29	59.29	7.417	7.417	Agree	Agree	High	High
Employee Productivity	Employee Productivity	25.56	30.20	3.050	3.350	Agree	Agree	High	High
	Employee Satisfaction	4.66		0.530		Agree		High	

By The Researcher, (2024)

The table above for the arithmetic means and standard deviations of the study variables shows the following:

- The results of describing the independent variable (Flexible Working Hours): indicate that the general trend among the study sample is agreement, which suggests a high level of impact of flexible working hours on employee productivity in the private sector in Jeddah. The arithmetic mean of the respondents' opinions was (59.29), with a high agreement percentage of 59.29%, and a standard deviation of (7.417).
- Regarding the description of the dependent variable (Employee Productivity): The results showed that the general trend among the study sample is agreement, which indicates a high level of impact of flexible working hours on employee productivity in the private sector in Jeddah. The overall arithmetic mean of the variable was (25.56), with an agreement percentage of (30.20%) and a standard deviation of (3.050). The descriptive statistical results of the dimensions of employee productivity also showed that the dimension of employee productivity (Employee Satisfaction) had a general trend of agreement among the study sample, indicating a high level of application in the private sector in Jeddah. The arithmetic mean for the dimension (Employee Satisfaction) was (4.66), with an agreement percentage of (80.9%) and a standard deviation of (0.530).

According to the descriptive results of the study variables, the descriptive statistical results regarding the independent variable (flexible working hours) indicated that the general trend among the study sample is approval and that its application in the sector is high, while the descriptive statistical results for the dependent variable (employee productivity) and its dimensions were at a high level in the private sector in Jeddah, from the point of view of the study sample.

4.5. Linear Correlation Coefficients Between The Study Variables

The following table shows the linear correlation coefficients (Pearson) between the study variables, which were measured using SPSS-V.28 as follows:

Table Number (14) Correlation coefficients between study variables

Variable		Flexible Working Hours	Employee Productivity	Employee Satisfaction
Flexible Working Hours	Pearson Correlation	1	.736	.542
	Sig. (2-tailed)		<.001	<.001
	N	41	41	41
Employee Productivity	Pearson Correlation	.736	1	.621
	Sig. (2-tailed)	<.001		<.001
	N	41	41	41
Employee Satisfaction	Pearson Correlation	.542	.621	1
	Sig. (2-tailed)	<.001	<.001	
	N	41	41	41

By The Researcher, (2024)

Linear Correlation Between the Impact of Flexible Working Hours (as an Independent Variable) and Employee Productivity and Its Dimensions (as Dependent Variables):

- There is a significant strong positive correlation (0.736) between the impact of flexible working hours as an independent variable and overall employee productivity as a dependent variable at a significant level of less than (0.01).
- There is also a significant strong positive correlation (0.542) between the impact of flexible working hours as an independent variable and the dimension of employee productivity (employee satisfaction) with a

correlation coefficient of 0.542 as a dependent variable at a significance level of less than (0.01).

- The above findings indicate that the correlation coefficients between the study variables are high, reflecting the strength of this correlation.

Linear Correlation Between the Dimension of Employee Productivity (Employee Satisfaction) and the Variable of Employee Productivity:

The results from the previous table show a significant positive correlation between employee productivity and its dimension (employee satisfaction) at a significant level of less than (0.01).

4.6. Testing Hypotheses & Findings Discussion

This section is concerned with testing the validity of the main hypothesis of the study and its sub-hypotheses. The statistical results reached using the SPSS statistical package are presented as follows:

Main hypothesis of the study:

There is a statistically significant relationship between the implementation of flexible working hours policies and employee productivity.

The main hypothesis branches into the following sub-hypotheses:

The first sub-hypothesis Ha: There is a positive, statistically significant relationship with increasing employee productivity through implementing a flexible working hours system.

The second sub-hypothesis H_b: There is a positive, statistically significant relationship between implementing the flexible working hours system and employee satisfaction.

Results of the main hypothesis test of the study:

This hypothesis states that: There is a statistically significant relationship between the implementation of flexible working hours policies and employee productivity.

To test this hypothesis, the Simple Linear Regression Analysis method was used, with flexible working hours as the independent variable and employee productivity (overall) as the dependent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 ^a	.541	.530	.328

a. Predictors: (Constant), Flexible

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.961	1	4.961	46.033	<.001 ^b
	Residual	4.203	39	.108		
	Total	9.164	40			

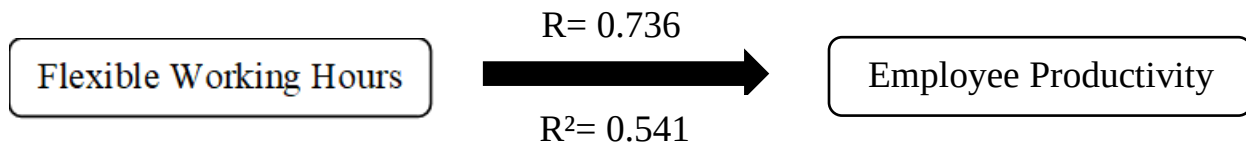
a. Dependent Variable: Employee

b. Predictors: (Constant), Flexible

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.502	.418		3.592	<.001
	Flexible	.665	.098	.736	6.785	<.001

a. Dependent Variable: Employee



It is clear from the tables above that:

- The F-test value indicates the significance of the simple linear regression model, with an F-value of 46.033 and a significance (Sig.) value of less than 0.001. This suggests that the model is statistically significant at the 0.001 level.
- The correlation coefficient (R) indicates a strong positive correlation between the independent variable "flexible working hours" and the dependent variable "employee productivity," with a correlation coefficient of 0.736. This demonstrates a strong relationship between the two variables.
- The adjusted R-squared (Adjusted R Square) is 0.530, meaning that approximately 53.0% of the variance in "employee productivity" can be explained by the variance in "flexible working hours."
- The t-value for the regression coefficient Beta (β) indicates the significance of the regression coefficient, with a t-value for flexibility of 6.785 and a significance (Sig.) level of less than 0.001. This shows that the regression coefficient for flexibility is statistically significant.

Based on the results, the existence of a statistically significant positive correlation between "flexible working hours" as an independent variable and "employee productivity" as a dependent variable can be confirmed.

The results of the first sub-hypothesis test of the study:

This hypothesis states that: "There is a positive, statistically significant relationship with increasing employee productivity through implementing a flexible working hours system." This hypothesis tests the direct relationships between the impact of flexible working hours in the private sector in Jeddah as an independent variable, and employee productivity as a dependent variable.

To test this hypothesis, the Simple Linear Regression Analysis method was used.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714 ^a	.510	.498	.360

a. Predictors: (Constant), Flexible

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.272	1	5.272	40.607	<.001 ^b
	Residual	5.064	39	.130		
	Total	10.336	40			

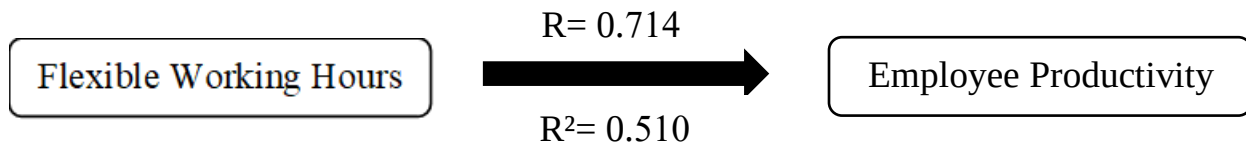
a. Dependent Variable: Emplo1

b. Predictors: (Constant), Flexible

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.358	.459		2.959	.005
	Flexible	.685	.108	.714	6.372	<.001

a. Dependent Variable: Emplo1



It is clear from the tables above that:

- The F-test value indicates the significance of the simple linear regression model, with an F-value of 40.607 and a significance (Sig.) value of less than 0.001. This suggests that the model is statistically significant at the 0.001 level.
- The correlation coefficient (R) indicates a strong positive correlation between the independent variable "flexible working hours" and the dependent variable "employee productivity," with a correlation coefficient of 0.714. This reflects a strong relationship between the two variables.
- The adjusted R-squared (Adjusted R Square) is 0.498, meaning that approximately 49.8% of the variance in "employee productivity" can be explained by the variance in "flexible working hours."
- The t-value for the regression coefficient Beta (β) indicates the significance of the regression coefficient, with a t-value for flexible working hours of 6.372 and a significance (Sig.) level of less than 0.001. This shows that the regression coefficient for flexibility is statistically significant.

Based on the previous results, the validity of the first sub-hypothesis is accepted, which states that there is a positive, statistically significant correlation between increased employee productivity and the application of a flexible working hours system.

Results of the second sub-hypothesis test of the study:

This hypothesis states that: "There is a positive, statistically significant relationship between implementing the flexible working hours system and employee satisfaction." This hypothesis tests the impact of flexible working hours as an independent variable on employee satisfaction as a dependent variable.

To test this hypothesis, the Simple Linear Regression Analysis method was used.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.293	.275	.451

a. Predictors: (Constant), Flexible

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.291	1	3.291	16.188	<.001 ^b
	Residual	7.929	39	.203		
	Total	11.220	40			

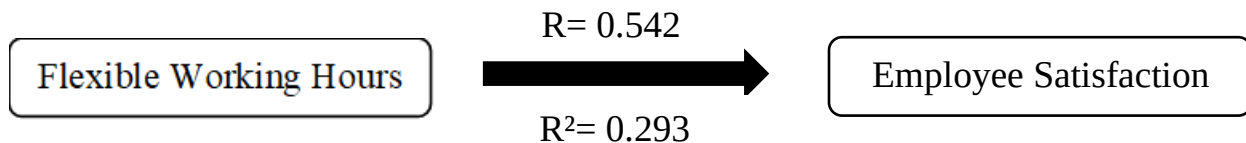
a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Flexible

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.366	.574		4.119	<.001
	Flexible	.541	.135	.542	4.023	<.001

a. Dependent Variable: Satisfaction



It is clear from the tables above that:

- The F-test value indicates the significance of the simple linear regression model, with an F-value of 16.188 and a significance (Sig.) value of less than 0.001. This suggests that the model is statistically significant at the 0.001 level.
- The correlation coefficient (R) indicates a positive correlation between the independent variable "flexibility" and the dependent variable "satisfaction," with a correlation coefficient of 0.542. This reflects a positive relationship between the two variables.
- The adjusted R-squared (Adjusted R Square) is 0.275, meaning that approximately 27.5% of the variance in "satisfaction" can be explained by the variance in "flexibility."
- The t-value for the regression coefficient Beta (β) indicates the significance of the regression coefficient, with a t-value for flexibility of 4.023 and a significance (Sig.) level of less than 0.001. This shows that the regression coefficient for flexibility is statistically significant.

Based on the previous results, the second sub-hypothesis is accepted, which states that there is a statistically significant positive correlation between implementing the flexible working hours system and employee satisfaction.

4.7. Conclusion

In this study, SPSS 28V software was used for data analysis. The researcher conducted a descriptive analysis of the study sample as well as the study variables. Based on the results of the statistical analysis, the validity and reliability of the measures used to assess the study variables were confirmed. The main hypothesis of the study, which states that there is a statistically significant relationship between the implementation of flexible working hours policies and employee productivity, was also proven, along with the two sub-hypotheses of the study.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Introduction

This chapter addresses the discussion of the study's findings and the conclusions drawn, focusing on the theoretical contributions and practical applications regarding 'the impact of flexible working hours on employee productivity in the private sector in Jeddah.' The chapter also covers the recommendations derived from the research, the study's limitations, suggestions for future studies, and concludes with the conclusion.

5.2. Theoretical Contribution

This study contributes to enriching the theoretical understanding of the relationship between flexible working hours and employee productivity, especially in the context of the Kingdom of Saudi Arabia. Many previous studies have addressed this relationship in different contexts, but there is a lack of research that targeted the private sector in the Kingdom, specifically the city of Jeddah.

Through this study, the researcher was able to build a theoretical framework that enhances theoretical knowledge related to the study variables, including the impact of flexible working hours on employee productivity in the private sector in Jeddah. This framework helped in identifying the dimensions of the basic variables of the study, such as flexible working hours, productivity level, and employee satisfaction. To implement this study and achieve its objectives, the descriptive analytical approach was relied upon, which allowed the researcher to accurately analyze the relationship between the study variables. Questionnaires were also chosen as the main tool for collecting data from the study sample, due to their ability to provide quantitative information that can be statistically analyzed to measure the impact of flexible working hours on employee productivity.

5.3. Practical Applications

In practice, the research provides viable recommendations for companies and organizations in Jeddah on how to improve the productivity of their employees by adopting flexible working hours. Based on the findings, this study could help guide policies and procedures related to human resource management within companies, which may lead to improved work efficiency, increased job satisfaction, and reduced employee turnover. These findings can be particularly valuable for private sector decision-makers seeking to improve the overall performance of their organizations.

5.4. Research Recommendations

Considering the study results, the researcher recommends the following:

- The necessity of raising awareness about the concept of flexible working hours among employers and employees in the private sector. This can be achieved through workshops, training sessions, and informational campaigns to highlight the benefits of flexibility in work schedules.
- The necessity of encouraging managers to use flexible working arrangements as a tool to enhance employee productivity. Managers should be trained in how to effectively implement and monitor flexible working hours to ensure that productivity goals are met without compromising work quality.
- The necessity of providing employees with the necessary resources and tools to work efficiently under flexible working hours. This includes access to technology, communication platforms, and support systems that enable them to maintain high levels of productivity regardless of their work location or schedule.

- The researcher suggests that companies in Jeddah's private sector pilot flexible working hours on a small scale before fully implementing them across the organization. This pilot phase will allow companies to assess the impact on productivity and make any necessary adjustments before rolling out the program more broadly.

5.5. Study's Limitations

In this section, the limitations of the study are addressed, which include multiple limits that affect its results and applications. These restrictions include:

5.5.1 Objective Boundaries

The study focuses on the impact of flexible working hours on employee productivity as well as its dimension (employee satisfaction) only, which may limit the generalization of results to other aspects.

5.5.2 Human Boundaries

It relates to the scope of the sample used in the study, which includes a specific group of employees in the private sector in Jeddah, which may not reflect the diversity of all segments and jobs.

5.5.3 Spatial Boundaries

The study focuses on a specific geographical area, Jeddah, which may affect the generalization of the results to other areas within or outside the Saudi Arabia.

5.5.4 Temporal Boundaries

The study will be conducted during the 2024 academic year, which may not reflect long-term impacts or changes in productivity over time.

5.6. Future Studies

Based on the findings of this study, which showed the close relationship between flexible working hours and employee productivity, as well as its impact on employee satisfaction in Jeddah's private sector, Saudi Arabia, it was recommended that future researchers address these findings in diverse work environments. Emphasis should be placed on testing the sub-hypotheses of the study and their relationship to the proposed research questions. For example, the second sub-hypothesis, "a statistically significant positive relationship between the implementation of flexible working hours and employee satisfaction" (Orpen, C. 1981) can be studied more deeply. The effects of flexible working hours on different aspects of employee satisfaction can also be explored in diverse geographic or industry contexts, contributing to an enhanced understanding of the relationship between flexible working hours and employee satisfaction.

5.7. Conclusion

This research aims to examine the impact of flexible working hours on employee productivity in the private sector in Jeddah, Saudi Arabia. With the increasing trend towards adopting more flexible work arrangements worldwide, especially in light of technological advancements and changes in workforce dynamics, this research sought to investigate how these practices affect productivity in the cultural and economic context of Jeddah. The main objective of the study was to determine whether flexible working hours, as a variable, significantly affects employee productivity, and to provide empirical evidence that can contribute to improving management practices in the region.

The results of this research revealed a statistically significant positive relationship between the implementation of flexible working hours and employee productivity. Employees who had the flexibility to adjust their working hours reported higher levels of job satisfaction, which in turn was reflected in improved performance indicators. The data showed that when employees were given the autonomy to manage their work schedules, they were more motivated and less likely to burn out, leading to increased productivity. This relationship was consistent across different industries in the private sector in Jeddah, suggesting that flexible working hours can be a comprehensive strategy for improving productivity in diverse work environments.

In addition, the research showed that the effectiveness of flexible working hours also depends on factors such as the nature of the work environment and organizational culture, as well as the level of interaction and support provided by management to employees. It was found that employees who work in environments that promote

work-life balance and feel supported by their management benefit more from flexible working hours, which contributes to increased productivity.

Based on these findings, it is recommended that private sector companies in Jeddah consider adopting flexible working hours as part of their human resource management strategies. By doing so, companies can boost employee productivity, which will likely lead to improved business results. However, it is also essential that organizations provide adequate support and resources to employees to ensure that the transition to flexible working arrangements is smooth and does not lead to unintended consequences such as a breakdown in communication or decreased collaboration.

Furthermore, it is suggested that future studies focus on exploring the long-term effects of flexible working hours on productivity, as well as how these effects vary across different employee demographics, such as age, gender, and job role. Research could also examine how technology, such as telecommuting tools and productivity monitoring software, can be integrated with flexible working hours to increase employee performance. Additionally, investigating the potential downsides of flexible working arrangements, such as the overlapping of work-life boundaries, could provide a more comprehensive understanding of the effects of this practice.

In conclusion, this research contributes to the growing literature on flexible working hours and productivity and provides valuable insights for both academics and practitioners in the field of human resource management. The positive relationship between flexible work schedules and employee productivity in the private sector in Jeddah underscores the potential of this approach to enhance business performance in a rapidly changing business environment. Through careful implementation and management of flexible work arrangements, companies can not only improve

productivity, but also foster a more committed and satisfied workforce, ultimately leading to sustainable organizational success.

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Appendix

Dear Ladies and Gentlemen,

I am conducting a study titled "The Impact of Flexible Working Hours on Employee Productivity in The Private Sector in Jeddah, Saudi Arabia." This study is part of the requirements for obtaining a Bachelor's degree in Project Management from Midocean University. Given that the topic pertains to the private sector in Jeddah, the success of this study heavily relies on your precise reading and subsequent responses to the survey questions by selecting the option that best aligns with your opinion.

I appreciate your recognition of the importance of this study and your cooperation in helping to achieve its results. Please be informed that the information provided in the questionnaire will be used exclusively for scientific research purposes and will be treated with the utmost confidentiality.

Best regards,

Researcher: Razan Hassan Abu Alkhayr

Electronic Questionnaires

<https://forms.gle/MxPtPpGHPA6dM5Vu7>

Variables	Variable of Dimensions	Number of Statements	Source
Flexible Working Hours	Flexible Working Hours	1 - 14	Ahmad, A. R., Idris, M. T. M., & Hashim, M. H. (2013). A study of flexible working hours and motivation. Asian Social Science, 9(3), 208-215.
Employee Productivity	Employee Satisfaction	1 – 7	Awan, A. G., & Tahir, M. T. (2015). Impact of working environment on employee's productivity: A case study of Banks and Insurance Companies in Pakistan. European Journal of Business and Management, 7(1), 329-345.

Personal Information

Gender		Age		Marriage Status		Level of Education		Length of Service	
Male		20 - 25		Single		Matriculation		Below 5 yrs.	
Female		26 - 30		Married		Diploma		5 - 10 yrs.	
		31 - 40				Bachelor's		Above 10 yrs.	
		40 and above				Master and above			

First Variable: Flexible Working Hours

A system that allows employees to choose their working hours within certain limits set by the employer. This system provides employees with the flexibility to start and finish their work at different times, rather than adhering to a fixed schedule.

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I feel comfortable with the implementation of FWH compared to the normal working schedule.					
2	Flexible Working Hours (FWH) allows me to spend more time with my family.					
3	Selection of a suitable working shift according to the Flexible Working Hours (FWH) system allows me to sort out my personal matters at home without interrupting working hours.					
4	I have ample rest time to be with my family by selecting the suitable working shift (WS).					
5	Implementation of FWH is able to increase my service quality to the customer.					
6	I feel stressed at work when my responsibilities and my children's welfare and safety at home are neglected.					
7	I feel FWH helps me from being late to office.					
8	I feel that service to customer will be affected if staffs are late to work.					
9	I believe that implementing Flexible Working Hours (FWH) across all departments in the private sector can					

	effectively reduce the issue of delays in task completion.					
10	I have high commitment to come to work through the implementation of FWH.					
11	In my opinion, high commitment among employees is important in promoting FWH in the private sector.					
12	My motivation level at work can be increased through FWH.					
13	Staff motivation level can be increased through the implementation of new policies by private sector entities such as Flexible Working Hours (FWH).					
14	In my opinion more time spent with the family may increase my motivation level at work.					

Second Variable: Employee Productivity

The measure of the efficiency of an employee in converting inputs (like time, resources, and effort) into valuable outputs (like products, services, and results). It reflects how effectively an employee performs their tasks and contributes to the organization's goals.

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Do you think that your productivity level is increased with the help of Flexible Working Hours (FWH)?					
2	Do you think that good relation with coworkers helps to play role in developing a good working environment in the organization?					
3	Does a good training and development plan help you in playing role to develop a good working environment in the organization?					
4	Does a good performance incentive and rewards plan help you to increase level of productivity in the organization?					
5	Do you think that adequate workload helps you to develop in playing role to develop a good working environment in the organization?					
6	Do you think that your productivity level is increased with the help of your supervisor?					
Employee Satisfaction:						
7	Does your sense of satisfaction help you improve your performance in the work environment in the organization?					

Descriptive Statistics of The Sample:

Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	11	26.8	26.8	26.8
	Female	30	73.2	73.2	100.0
	Total	41	100.0	100.0	

Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 25	20	48.8	48.8	48.8
	26 - 30	10	24.4	24.4	73.2
	31 - 40	7	17.1	17.1	90.2
	40 and above	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

Marriage Status

MarriageStatus					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	27	65.9	65.9	65.9
	Married	14	34.1	34.1	100.0
	Total	41	100.0	100.0	

Level of Education

		Level of Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matriculation	9	22.0	22.0	22.0
	Diploma	2	4.9	4.9	26.8
	Bachelor's	29	70.7	70.7	97.6
	Master and Above	1	2.4	2.4	100.0
	Total	41	100.0	100.0	

Length of Service

		Length of Service			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 yrs	29	70.7	70.7	70.7
	5 - 10 yrs	4	9.8	9.8	80.5
	Above 10 yrs	8	19.5	19.5	100.0
	Total	41	100.0	100.0	

Correlation coefficients of each statement with the total score of the scale to which it belongs

Statements	Flexible Working Hours	Employee Productivity	Employee Satisfaction
F1	0.504		
F2	0.627		
F3	0.744		
F4	0.864		
F5	0.617		
F6	0.616		
F7	0.775		
F8	0.680		
F9	0.732		
F10	0.754		
F11	0.696		
F12	0.722		
F13	0.795		
F14	0.706		
E1		0.637	
E2		0.797	
E3		0.816	
E4		0.745	
E5		0.708	
E6		0.546	
E7			0.667