

Everyone's Smart University

College of Management

Master of Management



**The Impact of Flexible Work on the Productivity at Telecommunications Sector
in the Kingdom of Saudi Arabia**

أثر العمل المرن على الإنتاجية في قطاع الاتصالات بالمملكة العربية السعودية

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Introduction

Recently the concept of flexible work has gained a lot of attention from academicians and practitioners as a solution to various issues face the employees and the employer as well. Flexibility has been raised by the employees in different sectors and it has been implemented by few giant companies around the world.

In the Kingdom of Saudi Arabia, it was recently introduced for the first time in 2018 and found this system has many advantages for both employees and employer as well such as work life balance, reduce the labor attendance rate, reduce vacation days, reduce the sickness rate and increase the productivity (Maren Tream,2020). With the availability of advanced technologies, the work/non-work boundaries seem have diminished with the passage of time (Lewis et al., 2009). The implementation of flexibility of working in Europe in both private and public sectors has led to balance between work and family responsibility thus the staffs have more suitable time to care about their families (De Roure, 1995).

The aim of this research is to identify the impact of flexible work on productivity at telecommunication in the kingdom of Saudi Arabia.

Research problem

Work flexibility was relatively a new concept in the east; however, it had gained broader recognition in the west thus some great west's organizations applied this approach in their organizational culture which gained a positive effect on their productivities (Ansari, Chimani, Baloch& Bukhari,2015). Therefor the aim of this research is to find-out the impact of work flexibility by its all types on the productivity.

Research Important

Work flexibility is a key motivator for pursuing a different job or organizations (Casper and Buffardi, 2004). flexibility became more on demand since both organization and employees had experience during covid-19 period (Choudhury, Foroughi, and Larson, 2020). Moreover, retention and turnover are strongly associated with the degree of work flexibility thus all these factors will reflect positively on productivity.

Research Objective

The main objective of this research is to study and examine the impact of flexible work on productivity at telecommunications sector in the Kingdom of Saudi Arabia.

Research aims to study the relation between the flexible of working arrangement and the productivity (Whealthy,2017).

Research Hypothesis

What is the extent impact of the work flexibility on productivity at the telecommunications sector in the Kingdom of Saudi Arabia?

Research Limitation:

1- Objective Boundaries

The research sample will target deliberately a range of (100) employees from the telecommunications sector in the Kingdom of Saudi Arabia 2023, where the total original community are (1000) employees.

2- Temporal Limits

The survey will be conducted from March 2023 to April 2023.

3- Spatial Limits

The study will be conducted at the telecommunications sector in the Kingdom of Saudi Arabia.

Literature Review

Joyce, Pabayo , Critchley and Bambra (2010) , they evaluated the effects (benefits and harms) of flexible working interventions on the physical, mental and general health and wellbeing of employees and their families by searching over many books websites and came out by that flexible working interventions that increase worker control and choice (such as self-scheduling or gradual/partial retirement) are likely to have a positive effect on health outcomes.

Saleh & Hussein (2010), their aim was to give a clear idea of the flexible working hours which leads to improve working and living conditions that conducting in the University of Mosul by using survey method applied over 150 employees of the University of Mosul which came up by Theoretical studies have proven that the applying of flexible working hours in developed countries contributed successfully to addressing the phenomenon of absence, reducing vacations, etc. thus recommend to expanding the use of flexible working hours for male and female employees to facilitate the conditions of life.

Golden (2011), they studied the impact of working hours on productivity and performance using previous research by examining the relation between working time and different aspects recommending to set the policy on the national level to implement the flexible working time arrangement to gain positive affect.

Ahmed, Idris and Hashim (2013), they Studied the relationship between Flexible Working Hours and employees' motivation using survey method thus they got results indicated that the implementation of flexible working hours shows a significant impact to the employees' motivation thus this study recommends to enhance the effectiveness of the working system.

Al-Habil and K. El-Rjoudi (2013), Their paper aimed to highlight the concept of flexibility at the work place, by investigating the impact of five types of flexible work arrangements (FWAs) on workers' productivity in the Information and Communication Technology sector in the Gaza by collecting 178 employees feedback through a survey questionnaire and came out by that flexible work arrangements had a positive impact of on workers' productivity since 65.68% of the employees rated this item positively. The study recommended that ICT companies should raise the awareness of the management and staff about the importance of FWAs programs and its significant effect on employees' productivity.

Ansari, Chimani, Baloch & Bukhari (2015), their aim of this research was to find out the impact of Work Life Balance on the productivity of employees using survey distributed among the bankers who typically work 9-10 hours a day then concludes that work life balance has great association with employee productivity thus Organization and managers both need to spread awareness about all work-life balance practices and implement them carefully to retain their important assets of company.

Lbser (2016), he studies and test the impact of the flexible working on employees' satisfaction on workers in information and communication technology sector by questionnaire for workers in information and communication technology sector at Jijel.

Wheatley (2017), he Studied how can flexible working arrangement help to balance work, life needs and improve the employee's satisfaction by Logit Regression and Resolution thus they recommend facilitating by choice implementation of flexible working arrangement and improve the quality of reduced working hours available options.

John (2017), he Studied the relation between the implementation of flexible working hours and the organization productivity using Extensive study and examine of past relevant studies thus recommend HR to implement after considering the different factors as it helps to improve both organization and employee's productivity.

Bydén (2017), his aim was to investigate the relationship between flexible working arrangements and the perceived stress levels of employees using survey method then he came-up the result of the questionnaire provides support for the main hypothesis (H1), which states that flexible work arrangement increases the psychological well-being (i.e., decreases the stress levels). Thus, suggesting that the level of control the employee has on their work situation is an important factor in determining their work-related wellbeing.

Aziz-Ur-Rehman& Siddiqui (2019), Their aim of this research is to identify the relationship of flexible working arrangements with work-life balance and job satisfaction of employees of public universities in Karachi using survey over nine different public universities then they found the results indicate that flexible working arrangements have an impact on each of the dependent variables such as work-life balance and job satisfaction.

Ab. Wahab (2020), he examined the impact of chasing productivity demands on worker well-being and firm performance in manufacturing firms in Malaysia by collecting 213 workers feedback through a survey questionnaire and came out by flexible work arrangements play a significant role in moderating the relationship between chasing productivity demands and well-being as well as firm performance thus it is recommended to provides more flexible work arrangements to workers.

Austin-Egole, Stella, Iheriohanma and Nwokorie (2020), Their study highlighted the various forms and general principles of flexible working arrangements and their effect on employee performance by using library research involving analytical discussion of secondary data and came out by organization should imbibe employee-driven flexible work arrangements as they have been shown to help employees balance their work-life and this positively affects their abilities.

Choudhury, Foroughi, and Larson (2020), they Studied the relation between remote work implementation and productivity using analysis of examiner personnel data, experiment on data on patents and patent application-level, and natural experiment thus they found that the employee productivity greatly improved when they can work from anywhere.

Abdullatif (2021), she studied the impact of working from home during Covid-19 on females' productivity in Jordan by interviewing females working in different sectors thus she came up by the flexibility of working hours was found to have a significant impact on females' productivity especially those who have infants and toddlers.

Research Methodology

In this research descriptive method will be used by doing survey over a sample of telecommunication sectors' employees in addition to use a historical data as we have experience in such situation during Covid-19 pandemic.

CONCLUSION

Organizations are recommended to explore the different options and to consider applying flexible work which has positive outcomes like lower absenteeism and turnover which lead to increase the productivity. Moreover, it will help the employees to balance their work-life and this will reflect positively on their abilities, interest, and zealously towards their jobs and performance in the organization (Austin-Egole, Iheriohanma & Nwokorie, 2020).

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