



The Relationship between Flexible Work Arrangement and Work Engagement in Start-up Companies in Saudi Arabia

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ABSTRACT

This study intends to investigate and discover the relationship between flexible working arrangements and employee engagement in Saudi Arabian start-up companies, as well as the effects of flexible work arrangements on employee engagement in Saudi Arabian start-up organizations. I used experience sampling methodology. In addition, at baseline data collection points, I analyzed a variety of additional dimensions to see how they changed over time in relation to involvement. I'll be able to show how work arrangements influence or don't influence engagement levels if I collect data on these other components. A total of fifty people took part in the study, who worked for two separate companies in two different industries. A group of twenty persons from a technology-focused organization came to represent a start-up communication company. The results of the research are as following: The middle level of flexible work arrangements in Saudi Arabian start-up companies, with a mean dimension of 2.811 and a standard deviation of 1.228. Flexible work arrangements have a statistically significant impact on work engagement in Saudi Arabian start-up companies.

Keywords:

Flexible Work, Work Arrangements, Employee Engagements, Saudi Start-Up Companies

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Chapter I: Introduction

Introduction:

It has become known today that the severe work style contrarily influences usefulness and makes it hard for the association to flourish and raise the degree of in general execution, as extraordinary abilities once in a while get comfortable an unforgiving workplace, on the grounds that there are many organizations that tackle flexibility in the plan for getting work done as a benefit Competitiveness to draw in. (Allen, et al., 2013, p.55)

Flexibility is the capacity to adjust to pressure and tensions in the workplace. We have discovered that individuals who are profoundly strong are certain about confronting difficulties, regardless of whether those difficulties are positive, (for example, finding another line of work or a greater situation with greater obligation) or negative difficulties (like an everyday specialist with a terrible chief) and managing issues should be possible in two ways: either by tackling these issues or by adjusting to them. (Chen, et al., 2017, p.25)

The start-up companies in Saudi Arabia apply flexible work strategies improves amicability between the worker's work and his own life, as the idea of the work takes a positive nature. The worker feels regard and certainty when he sees that the association where he works helps out him in accomplishing his own objectives. At the point when this culture wins among workers, the obstruction isolating the worker's very own objectives and his work objectives starts to blur, and the worker's prosperity turns into the accomplishment of the association since he has now turned into a committed accomplice who tries to foster the association and make progress for it. (Allen, et al., 2013, p.56) Literature has proposed a connection among flexible work arrangements and different builds of worker engagement in Saudi start-up companies. Nonetheless, the quantity of factors that drive worker engagement is hypothetically

limitless. For associations to further develop their worker engagement and advance authoritative execution and seriousness, a superior comprehension of the contributing elements that impact worker engagement is required. This exploration set off to investigate the impact that Flexible work arrangements have on worker engagement. The goal of this examination was to build up why associations in South Africa execute Flexible work arrangements, explore the worker engagement helps that associations see after carrying out Flexible work arrangements, and comprehend the encounters of workers who utilize Flexible work arrangements through a worker engagement focal point, decide the downsides of Flexible work arrangements and see how Flexible work arrangements can be improved to advance worker engagement. (Chen, et al., 2017, p.45)

Kanter (1977) emphasized the interconnected nature of various areas of employees' lives, observing that emotional states would inevitably permeate domain borders, for better or bad. Positive emotional states that pervade work and network domains can enhance and increase people's emotions of well-being and self-efficacy, resulting in a positive affect upward spiral. This fosters a sense of competence, which empowers individuals and improves businesses. High absenteeism and turnover in Saudi start-up companies were among the organizational costs of ignoring employees' personal engagements and duties. As a result, rules aimed at enhancing employees' autonomy are a good idea. As a result, policies that promote employee autonomy and the integration of their work and personal life will benefit businesses. Flexible options, including as flexible hours, career paths, and telecommuting, can help firms recruit more qualified candidates. Thus, in order to recruit and retain qualified workers, it is in the best interests of businesses to provide the methods by which employees may handle different duties. (Allen, et al., 2013, p.60)

Research Problem:

Although there is agreement on the importance of linked workers and the benefits that come with them, there are no official findings on the factors that contribute to worker engagement. Position fulfillment, worker prosperity, boss trust, organizational accountability, objective to turnover, and authoritative help have all been identified as forerunners of worker engagement. However, further research is needed to determine whether an organization's approach to flexibility has an impact on the above-mentioned precursors of worker engagement. (Chen, et al., 2017, p.47)

If temporal flexibility is able to meet the needs of both the employer and the employee, then the human resource is clearly being used well rather than being depleted." However, because flexibility is such a broad phrase, it's important to distinguish between groups of definitions and arguments regarding different forms' benefits to the parties (employers and employees). Most academics characterize temporary flexibility in this way as an internal labor market strategy that places the burden of competitive pressure squarely on employees. (Chen, et al., 2017, p. 66) Functional flexibility, on the other hand, refers to a company's ability to move personnel between activities and jobs when workloads change. It can be beneficial to both the company and the employee. Organizations do not need to hire new employees every time someone departs because their current employees can perform a variety of activities and cope with a variety of client needs. The link between functional flexibility and multi-skilling and job enrichment employers for the Work-Life Balance survey reveals that it has a motivating effect for employees. Functional flexibility, on the other hand, has been portrayed in a negative light, particularly as an exploitative method of regulating the pay bill. In contrast to popular belief, there is no link between functional flexibility and retraining. (Bal, P., & De Lange, 2014, p. 80)

The most difficult task for firms is to elicit a sense of engagement from their personnel, as well as to instill devotion and loyalty in them. Saudi start-up companies must give more attention to the topic of organizational development as they strive to turn into a high-income nation by 2020. High employee engagement to the organization best explains how the company maximizes staff productivity, resulting in

benefits like lower absenteeism, higher efficiency, and higher production rates. Juggling work and family engagements has become a regular experience for many employees in their hectic daily lives. Although combining work and family responsibilities can be beneficial, if people are unable to strike a good balance between the responsibilities of both jobs, the risk of work-family conflict rises. Despite increased media attention and previous literature on work-family concerns, much of the management found in organizations is still focused on work-family issues; most of the management found in organizations simply does not know which organizational initiatives actually reduce work-family conflict and how these changes are likely to impact employees and the whole organization. (Allen, et al., 2013, p.75)

Research Aim and Objectives:

Aim:

In order to fill the above gaps in the existing literature, this study aims to examine and identify the relationship between flexible working arrangements and work engagement in start-up companies in Saudi Arabia, and to identify the impacts of flexible work arrangements on employees' engagement in start-up companies in Saudi Arabia.

Objectives:

- 1.** To investigate the relationship between flexible working arrangements and work engagement in start-up companies in Saudi Arabia.
- 2.** To identify the impacts of flexible work arrangements on employees' engagement in start-up companies in Saudi Arabia.

Research Hypotheses:

This research attempts to discover whether the following hypotheses are true or not:

1. There is a relationship between flexible work arrangements and Work Engagement
2. There is a positive correlation between flexible work arrangements and Work Engagement

Research question:

1. What are the most perceived benefits do start-up companies in Saudi Arabia achieve from flexible work arrangements?
2. What is the relationship between flexible work arrangements and work engagement?

Research Significance:

This problem has gained prominence as a result of the growing global focus on employment conditions, particularly when workers in start-up companies in Saudi Arabia, who are unable to fully meet family duties due to lengthy working hours. As a result, workers frequently fear that satisfying their family's demands may imperil their career. In terms of the consequences of exhibiting organizational care and support for employees, the findings of this paper may be a useful reference for organizations, particularly HR managers and policymakers, to consider different work arrangement flexibility options. (Allen, et al., 2013, p.62)

Furthermore, this research is likely to contribute to the body of literature concerning the relationship between organizational engagement and flexible working

conditions, which could have bad or good repercussions for all employees in Saudi start-up companies. Employees will benefit greatly from the findings of this article, particularly in terms of understanding how flexible working arrangements might help them achieve work-life balance. At the same time, being flexible allows employees to be more receptive to change, making them more competitive and allowing them to more quickly adjust to challenging conditions. In conclusion, this article would make a substantial contribution as a source of input to government policy, as the government is currently considering how to harness its own people resources. (Allen, et al., 2013, p.88)

Companies that applied the sample and research:

- 1- CBAHI (Central Board for Accreditation Healthcare Institution)
- 2- King Abdelaziz Medical City.
- 3- Bin Zomah Group.

Type pf Sample:

Stratified Random Sample.

Chapter II: Research Methodology

Research Methodology

Over the course of four weeks, I used experience sampling methodology to gauge engagement at various points throughout the day. In addition, I evaluated numerous other constructs at baseline data collection points to examine how they changed over time in line with engagement. Collecting data on these other components will enable me to demonstrate how work arrangements may influence or not influence

engagement levels. Having a tailored look into employees' well-being could be crucial in explaining why their personal engagement levels may change.

Research Sample

A stratified random sample of fifty participants worked at two distinct companies in two different industries. A group of twenty people from a Start-up communication company came to represent a technology-focused organization. Thirty people from a large health-care provider took part in the study. Four hundred and eighty-nine employees were initially approached to complete baseline questionnaires, with 146 responding, representing a response rate of 29.9% for the baseline. The moment-to-moment surveys were completed by 134 of the 146 participants.

Fifty employees completed 15 or more daily surveys, allowing them to be included in the statistical analysis (one participant was then eliminated due to invariant responses on all of the moment-to-moment answer variables), resulting in a daily survey retention rate of 36.6 percent. 72.1 percent of participants were female, with an average age of 41.02 and average employment tenure of 3.67 years. They worked full-time (93 percent; 7% worked between 20 and 40 hours per week), and were mostly Caucasian (83.7 percent; 11.6 percent were multi-racial). The participants covered a wide range of employment types and levels. The organizational level of a technological firm was analyzed, and 30 percent were mid-level managers, Medical assistants made up 39.5 percent of the sample, patient services representatives were 21.1 percent, administrative assistants, disease management support specialists, practice managers, and RN's each made up 5.3 percent of the sample, and coding specialists, executive assistants, and RN's each made up 5.3 percent of the sample at the health care firm job type was collected, A total of 2.6 percent of the sample was made up of health information specialists, care management managers, physician practice managers, nursing clinic supervisors, and surgery schedulers. Because employees came from a variety of job types, organizations, and industries,

demographic factors were evaluated as potential confounders in the analyses to guarantee that they could be used as a single sample.

Procedures:

There are various different sorts of study designs that can be used with experience sampling. Researchers can report on events or signals based on their findings (Bolger & Laurence au, 2013). Participants in event-contingent reporting are asked to complete a survey each time a specific action, mood, or event occurs. In the case of engagement, for example, an event-contingent design would urge participants to actively recognize and report their engaged state. Although this method of data collection is beneficial, it might lead to a reliance on the participant's own awareness of when certain states occur and then interrupting that state to take the measurement. Frequency monitoring works by alerting employees via a smartphone, alarm, or email at random times to remind them that it's time to report their present condition (whether engaged or not) at that time. This method allows for a more comprehensive representation of states reported throughout time, reducing response range restrictions. When compared to daily diary research, which rely on data collected another advantage of adopting signal-contingent experience sampling can be noted. The issue with this single-point post-work daily diary study is that it demands employees to precisely recollect events from their day, which is difficult to do. Some of the issues with conscious remembering, as well as how easily memories can be influenced, are discussed. The current study's methodology is based on previous experience.

Miner, Glomb, and Hulin (2005), for example, gave participants telephones that reminded them to complete questionnaires at different times of the day. Fuller et al. (2003) employed a similar approach, instructing participants to submit online questionnaires within an hour of receiving a signal. Both groups of researchers employed signal-contingent approaches and requested participants to submit many

data points every day. Miner et al. (2005) pioneered the use of randomized time points to adjust for variances in day of the week. The argument was that by randomizing the time of day, engagement levels would not be measured in the mornings or afternoons, but rather in the middle of the day. The same might be said of weekdays. The new study also randomized the times of day that participants were surveyed, as well as the three days within a workweek when they completed repeated surveys. (Fuller et al. 2003)

Work` Arrangement Scale:

It was difficult to assess task significance on a moment-by-moment basis. Other meaningfulness measures (May et al., 2004; Steger, Dik, & Duffy, 2012) look at work as a whole and at a static level, with most questions having little to do with real-time alterations in job duties. As a result, I altered three items from May et al meaningfulness's survey and evaluated each item in relation to the baseline survey's tasks. "These responsibilities are personally meaningful to me," for example. I calculated a meaningfulness score for each of the eight jobs for each employee based on that information. The database contains information on a wide range of jobs, which are organized by industry, level, occupation, or job. Work activities from the information input category were left out because they looked to be less generalizable across occupations than the other categories. In addition, I chose labor assignments that represented a wide range of engagement, autonomy, and skill levels. To clearly communicate the meaning of work tasks based on feedback from the pilot test, which indicated that activity titles could be unclear at times. Participants were asked to reply to three meaningfulness items related to each of the eight activities on the baseline survey. (Meyer, J. P., & Gagné, M. 2008)

Participants were asked to tick off which of the eight activities they had done. Based on this, I calculated a composite meaningfulness score for each data collection point for each employee, which was calculated by averaging the meaningfulness of the work tasks they had accomplished in the previous three hours (meaningfulness as indicated by their baseline ratings of these tasks). For example, if a participant rated

“Making decisions and solving problems” as 3.9 (out of 5) in terms of meaningfulness (at baseline), and only did that activity over the three hours, For that data collection point, his or her momentary task meaningfulness score would have been 3.9. If that same participant had given “Performing general physical activities” a 2.1 in terms of meaningfulness as his or her least meaningful work activity on his or her baseline survey, and he or she completed that task as well as “Making decisions...”, his or her momentary task meaningfulness score would be a 3. (the average of 3.9 and 2.1). The daily scale's checklist format also served to reduce the stress of question answering on a daily basis for participants. Answering twenty-four questions regarding meaningfulness with a checklist of eight activities is far more manageable. (Lazarus, R. S. 1993)

Work Engagement scale:

Rich et al. (2010)'s Job Engagement Scale strongly resembles seminal work on engagement as a simultaneous manifestation of emotional, cognitive, and physical presence at work. On the baseline and follow-up surveys, I used the 18-item Job Engagement Scale to assess engagement. To satisfy length issues, the moment-to-moment surveys employed a 9-item abbreviated version of the JES. Because staff had to complete these surveys 30 times in real time, brevity was critical. During the within-day surveys, the item stems were changed to reflect a real-time perspective of interaction. Previous examination of the whole JES revealed strong internal consistency ($=.95$; Rich et al.). The measure includes items that assess three types of engagement: cognitive (e.g., "At work, my mind is focused on my job"), emotional (e.g., "I am excited about my profession"), and physical (e.g., "I spend a lot of energy to my job"). Items are rated on a 5-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement. The differentiation of the full-length JES from other variables such as work satisfaction, job involvement, and intrinsic motivation provides evidence of validity (Rich et al., 2010). The metric was designed to be scored as a sum of the three engagement dimensions. This is in line with the

theory (Kahn, 1990) that engagement is the simultaneous exertion of all of one's abilities.

Chapter 3

Application framework

Data Analysis

The research will use the SPSS23 to analyze the data of questionnaire using Alpha coefficient, percentages, mean, standard deviation, relative weight, Pearson correlation coefficient and Regression coefficient

Research Hypothesis:

There is statistically significant impact of the Flexible Work Arrangement on Work Engagement in Start-up Companies in Saudi Arabia

-The medium level of the Flexible Work Arrangement in Start-up Companies in Saudi Arabia where mean dimension 2.811 and S.D 1.228

-The medium level of the Work Engagement in Start-up Companies in Saudi Arabia where mean dimension 3.363 and S.D 0.804

-There is a statistically significant impact of the Flexible Work Arrangement on Work Engagement in Start-up Companies in Saudi Arabia and the impact is positive, the more it increased Flexible Work Arrangement 1% is The Work Engagement in Start-up Companies in Saudi Arabia has increased 0.483 %.

Validate the study tool

The first dimension: Flexible Work Arrangement

Table 1 Correlation between score each phrase and dimension

Phrases	Person Correlation coefficient	P-value
How much control do you have in scheduling your work hours-that is, how much control do you have in setting the time you arrive at work and leave every day?	**0.802	0.000
How much control do you have in making sure your schedule is predictable? In other words, how much control do you have with regard to working overtime, extra hours, or some hours different than your regularly scheduled hours?	**0.819	0.000
How much control do you have in the number of hours you work, such as being able to work part-time if you're full-time or full-time if you work part-time?	**0.836	0.000
Some people are required to work at one employer-specified location, while other people have the choice of working at that location, or at another of the employer's locations, or at home. With that in mind, how much control do you have over where you work?	**0.776	0.000

The second dimension: Work Engagement

Table 2 Correlation between score each phrase and dimension

Phrases	Person Correlation coefficient	P-value
At my work, I feel bursting with energy.	**0.723	0.000
At my work I always persevere, even when things do not go well.	**0.380	0.000
I can continue working for very long periods at a time.	**0.368	0.000
At my job, I am very resilient, mentally.	**0.447	0.000
At my job I feel strong and vigorous.	**0.635	0.000
To me, my job is challenging.	**0.579	0.000
My job inspires me.	**0.665	0.000
I am enthusiastic about my job.	**0.783	0.000
I am proud on the work that I do.	**0.653	0.000
I find the work that I do full of meaning and purpose.	**0.664	0.000
When I am working, I forget everything else around me.	**0.622	0.000
Time flies when I am working.	**0.497	0.000
I get carried away when I am working.	**0.329	0.000
It is difficult to detach myself from my job.	**0.306	0.000
I am immersed in my work.	**0.581	0.000
I feel happy when I am working intensely.	**0.389	0.000

All correlation for questionnaire items was statistically significant in 0.01 and the tool has structural validity.

Stability study tool

Table 3 Stability questionnaire

Dimension	Alpha Cornbach	number of elements
Flexible Work Arrangement	0.827	4
Work Engagement	0.790	16
Total questionnaire	0.811	20

Source: Study sample data

Stability coefficient Alpha is greater than 0.6 for all dimension of the questionnaire, which confirms the validity and correlation of the statements of the questionnaire axes and the stability of the tool used in the study.

Source: Study sample data

Stability coefficient Alpha is greater than 0.6 for all dimension of the questionnaire, which confirms the validity and correlation of the statements of the questionnaire axes and the stability of the tool used in the study.

Analysis of the questionnaire:

Personal data

Table 4- sample according to Type of work

Categories	N	%
Private sector	43	42.6
Government sector	57	56.4
Facility owner	1	1.0
Total	101	100

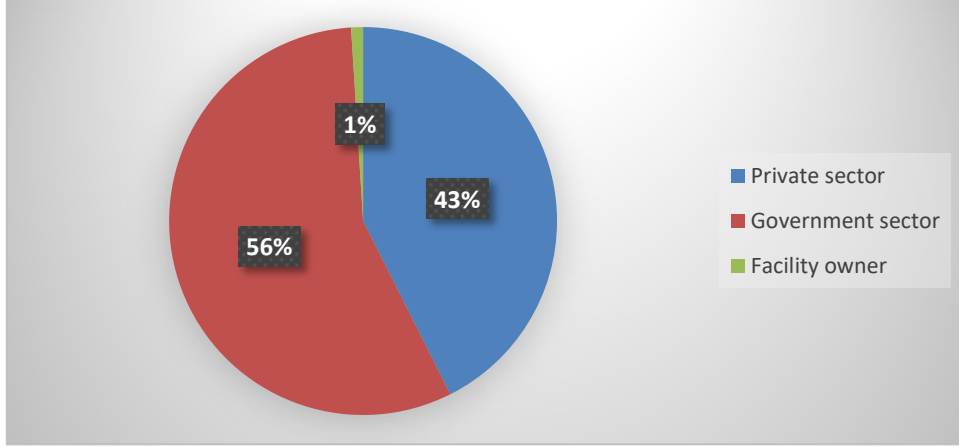


Figure 1 sample according to Type of work

Table (5) sample according to Type of Job

Categories	N	%
Office work	74	73.3
Field work	25	24.8
Remote work	2	2.0
Total	101	100

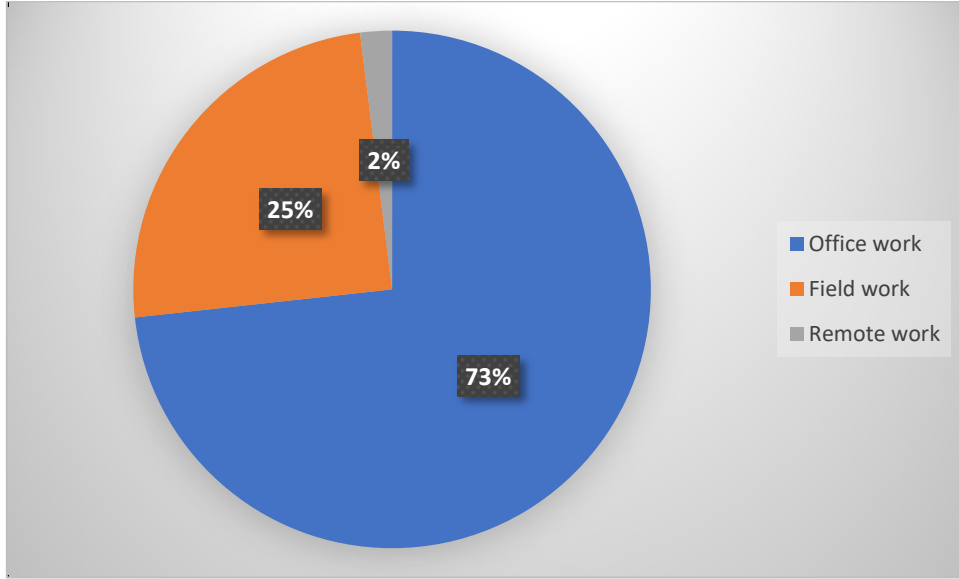


Figure 2 sample according to Type of Job

Table 6 sample according to Age

Categories	N	%
25 – 35	47	46.5
35 – 45	46	45.5
45 – 55	8	7.9
Total	101	100

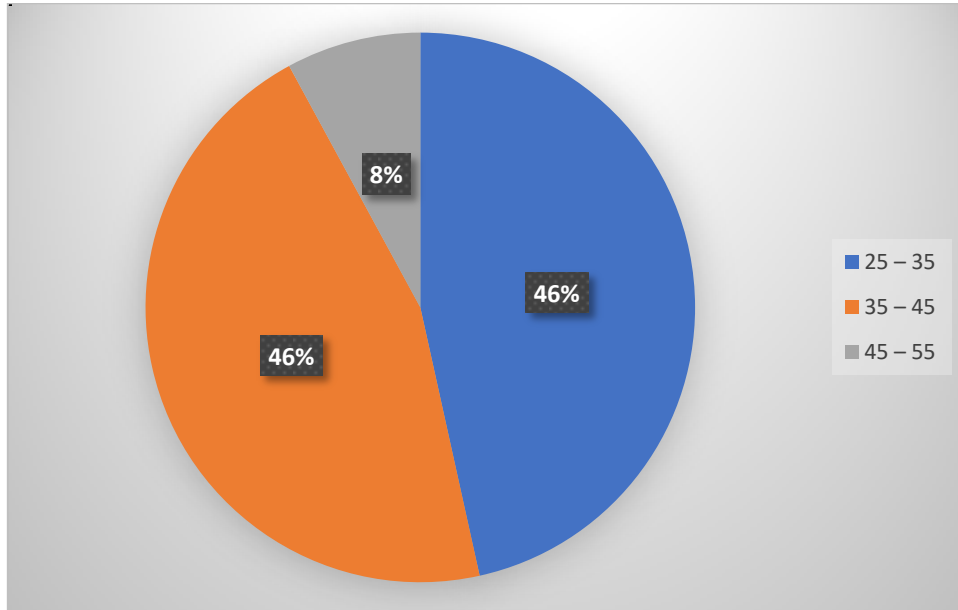


Figure 3 sample according to Age

Work Engagement dimension were 5 expressions in the high e and 10 expressions in the Medium and 1 expression in the low it shows the medium level of the Work Engagement in Start-up Companies in Saudi Arabia where mean dimension 3.363 and S.D 0.804

Test Research Hypothesis:

There is statistically significant impact of the Flexible Work Arrangement on Work Engagement in Start-up Companies in Saudi Arabia

Table 9 impact of the Flexible Work Arrangement on Work Engagement

B	T	F	P-VALUE
0.483	**3.176	**10.086	0.002

The simple regression equation was significant at the level of 0.01, and there is a statistically significant impact of the Flexible Work Arrangement on Work Engagement in Start-up Companies in Saudi Arabia and the impact is positive, it is correct the hypothesis it turned out that the more it increased Flexible Work Arrangement 1% is The Work Engagement in Start-up Companies in Saudi Arabia has increased 0.483%

CONCLUSION

- ✓ The medium level of the Flexible Work Arrangement in Start-up Companies in Saudi Arabia where mean dimension 2.811 and S.D 1.228
- ✓ The medium level of the Work Engagement in Start-up Companies in Saudi Arabia where mean dimension 3.363 and S.D 0.804
- ✓ There is a statistically significant impact of the Flexible Work Arrangement on Work Engagement in Start-up Companies in Saudi Arabia and the impact is positive, the more it increased Flexible Work Arrangement 1% is The Work Engagement in Start-up Companies in Saudi Arabia has increased **0.483%** in

Recommendations

- ✓ The need to work on the development of regulations and laws that are flexible and able to face all changes that may occur in the internal and external work environment
- ✓ Work to increase the delegation of employees and increase the powers and authorities, which contributes to increasing their ability to make decisions quickly and works to increase their interest in their work and their eagerness to perform them efficiently and effectively
- ✓ Interest in increasing training programs and courses that increase the capabilities and skills of workers in adapting to all surrounding work conditions

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