

# The Role of Flexible Work Schedule in Improving Workers' Performance Quality in Jordanian Government Sector in Light of the COVID-19

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*Abstract:* - Productivity is a major governing variable for social progress, real economic growth, and the improvement of a country's standard of living. Productivity determines the extent to which international products are competitive, both internationally and domestically. A country's productivity is lower than that of other countries that produce the same commodity. The aim of the paper was to highlight the role of the flexible work schedule in improving the performance of workers in the government sector in light of the coronavirus outbreak (COVID-19). In order to achieve the goals, the analytical descriptive approach was followed using a questionnaire designed for research purposes, distributed to a random sample of Jordanian government sector workers, and the SPSS program was used. The paper showed that there was a positive and moral impact of the flexible work schedule on improving the quality of performance of workers in government security. The results of the paper also showed that COVID-19 has had a modified effect on the relationship between flexible work schedules and improving the quality of performance of workers in the Jordanian government's consent to flexible working hours in the civil service. Clarification of the methods of calculating the number of working hours in accordance with the instructions of the civil service system. The results of the paper also helped policymakers to take a different approach, such as flexible work schedules, which could serve to improve the quality of staff members' work.

*Key-Words:* - Flexible Work Schedule, Workers Performance Quality, Jordanian Government, COVID-19.

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## 1 Introduction

In various sectors, organizations face many problems related to the quality of the performance of their employees. For example, absenteeism, delay, free time, and other problems may contribute to weakening the quality of employees' performance. Therefore, Flexible Work Schedules (FWSs) are expected to help workers cope with the chronic stress caused by time

and role issues that come when job and non-job responsibilities overlap in the same timeframe, [1].

Researchers highlight the significance of flexible work schedules to improve the performance of employees. For example, [2], recommended that flexible work should be priorities for firms to enhance productivity. In, [3], the authors argue that flextime as one of the dimensions of FWSs can promote production efficiency through various direct and

indirect impacts, such as a rise in employee satisfaction and independence. Furthermore, [4], suggests that flexibility in working can decrease employees' absenteeism and work-related stress. In [5], the authors also indicate that FWSs help employees to feel less stressed when they have more control over their schedule. Besides, [6], FWSs in developing countries are positively associated with profitability, employees' career satisfaction, and productivity. Therefore, flexibility has become a more critical approach for improving individual and organizational performance.

Indeed, firms within the government and private sectors are concerned about improving their employees' performance quality. Several factors such as competitiveness, survivability, and competitive advantage can be described as challenges inherent in a business environment. Considering these factors in the government sector, [7], indicated that employees' performance is critical for organizational success and survival in the government sector. In other words, the ability of services to respond to local and individual needs and meet the demands and expectations of the general public highlighted the need to consider enhancing the performance of employees working in the government sector. In, [8], the authors investigated the influence of training on employee performance at Jordanian Private Hospitals. In addition, [9], studied the impact of financial incentives on the performance of employees in Jordanian Commercial Banks. However, little attention by researchers to investigating the role of flexible work schedules in improving the workers' performance quality at the Jordanian Government Sector. While the COVID-19 pandemic has affected working arrangements such as flexible locations, hours as well as short-time work for workers in regular working relationships, [10].

Productivity is one of the most important things that countries focus on to raise GDP; Thus, they active contribution to the movement of economic growth in those countries. The study of the Jordan Strategy Forum (2019) showed that Jordan ranked among the 20 weakest countries in the world in terms of growth in labor productivity and that this productivity declined over the past ten years year after year, with the average productivity growth rate in Jordan at -0.783 percent. During the period (2010-2018). It recommended the need for an intensive and detailed study to find out the factors causing the decline in productivity, and how to stimulate productivity, [11]. Where there are influential structural factors such as

the nature of jobs generated by the Jordanian economy and the technology used in the production process; which contributed to lowering productivity levels, [12].

The economists explained that the productivity of workers in the government sector needs a careful study by measuring working hours and comparing them with their actual production and finding solutions to raise their efficiency and improve their level of productivity, noting that there is a direct relationship between labor productivity and economic growth in the country; Whereas, the higher the productivity, the positively affected the economic growth. In view of the efforts of the Jordanian government to improve the quality of government services, as well as its focus on raising the productive efficiency of workers, the government of Al-Mulki (2018) introduced the concept of flexible working hours for public sector employees, activating the principles of reward and punishment in the public office, and developing mechanisms for evaluating employee performance through the application of a curve normal distribution.

## 2 Theoretical Framework

Flexible work system (flexible time): Within the confines of the daily or weekly working hours they are committed to, it is a system in which employees are allowed to pick the time of work, and this degree of freedom varies according to the work nature and job level, may leave complete freedom in jobs and benefit in other jobs It may specify a certain period during which some workers are obligated to be present according to their working conditions, or all workers in the organization according to the nature of the organization's work, leaving the freedom to be outside this period to choose the workers.

Whereas, the majority of employees experience functional inflexibility in one of two ways: either they are unable to plan their start and end times for work, or they do not select an office location that is convenient for them. Therefore, any choice to alter working hours, conditions, or location must be discussed with employees beforehand. The corporation may be subject to a lawsuit for violation of an employment contract if the management fails to notify employees of any changes, which might result in employee turnover. In, [13], the author supports the circumstances at the private university in the American northeastern metropolis. It implies that

establishing flexible work practices could have helped the problem because the employees left because they were unable to negotiate flexible working hours.

Where the Jordanian government allowed employees to work flexibly, which is based on the system of defining official working hours, and will allow them to work part-time as well, i.e., work remotely. Through this system, employees are given a degree of freedom in choosing their daily working hours, and according to which the employee chooses the start time and hour Departure, according to operational needs and management approval, provided that the number of days and hours determined as determined by his department is completed. The institution also specifies the starting hours of the official working hours and the hours that can be flexible for those who choose to do so.

Part-time is represented in reducing the number of days and hours of official working hours from the number of days and hours specified for the department, provided that it is not less than (21) actual working hours per week. Through the applications of modern technology or personally delivered to the department, [14]. On the other hand, [15], confirmed the issuance in the Official Gazette of all the instructions for flexible working hours in the civil service for the year 2018.

## 2.1 Human Relations Theory

This theory idea developed as a response to the classical theory, focusing on the human aspect and people's interactions with their superiors and coworkers inside the company, [16]. According to this theory, there are psychological and social requirements among employees, the most crucial of which are self-respect, self-affirmation, and respect for others. These needs go beyond basic physical demands and safety needs.

This thesis was developed by several management academics, most notably Elton Mayo. This approach was distinguished by a variety of guidelines and techniques created to support managers in pushing and inspiring employees. This collection of techniques focuses on three key managerial tasks: Redesigning employment to provide workers more opportunities to participate in organizational activities and face tougher challenges encouraging participation of employees in administrative decisions, as well as enhancing the lines of communication between managers and employees.

Abraham Maslow is credited as the theory's creator. It is one of the most popular ideas and has the power to describe how people act in their attempts to satiate a variety of wants. This theory was derived from the creation and use of incentive systems in businesses and is based on two fundamental ideas: First: According to their priorities and Maslow's hierarchy, the requirements of the individual are arranged ascentally in the shape of a ladder. Second: Unmet needs no longer play a part in motivation since they no longer have an impact on an individual's conduct.

## 2.2 Workers Theory

Frederick Herzberg and his associates, who concluded that every person has two distinct sets of human needs and that they influence behaviour in various ways, are to be credited with developing this idea. They discovered that the person's discontent is caused by the absence of an appropriate and adequate working environment. Instead, he goes back to work, and Frederick is of the opinion that a person will not feel pleased unless all of the many ways of fulfillment are met for him, including matters of health, the environment, and possessions. However, the variables that have been referred to as the determinants of satisfaction include success, acknowledgment, appreciation, the nature of the work, advancement, and greater responsibility. This satiation avoids dissatisfaction and the worker feeling unhappy. These motivating aspects encourage people to put up extra effort, boost their level of activity, and deliver quality work, all of which have a beneficial impact on the accomplishment of the organization's objectives. Concerning the causes of unhappiness, they are known as preventative factors, and they include management strategy, supervision, interpersonal connections, pay, working conditions, job security, and social standing. These protective elements encourage an individual to have a sense of belonging at work and support healthy psychological development, both of which assist an individual achieve job satisfaction, [17].

These two categories of elements clearly show that the first group known as the driving factors increases an individual's contentment while their absence has no detrimental effects on that individual's satisfaction. Preventive in the sense that the second group of protecting variables is connected to the workplace environment, whereas the first set of driving elements is tied to the nature of the labour

itself. Some critics of this theory claim that it artificially distinguishes between two categories of factors that affect how well people perform under incentives, and that job satisfaction can be the opposite of dissatisfaction because meeting individual needs whether they be motive or protective factors leads to satisfaction while failing to do so results in dissatisfaction.

### 2.3 Expectation Theory

Victor Fromo is the creator of this theory, and according to him, internal and external influences, as well as the anticipation element, all influence how people behave. He will strive till he fulfills this want and will receive the desired fulfillment in the future, but if he does not receive the expected enjoyment from this conduct due to specific circumstances, [18]. The expectation theory is predicated on the idea that a person's actions are a reflection of how much he expects those actions to help him achieve his objectives and outcomes in the future. Instead, it is in the anticipated outcomes in the future. However, as Fromm's premises were subjected to several attempts to study them and the potential of proving their validity, this theory has drawn a number of objections. It is challenging to analyze human intentions in a clear and precise manner due to the complexity of the factors that need to be studied, controlled, and understood in connection to one another.

### 2.4 Achievement Theory

David McClelland deserves credit for inventing this theory since its fundamental ideas suggest that human desires are, by their very nature, rather stable. Yes, since achieving this objective enables the person to meet the need they identified that motivated them in the first place. According to this view, a person has four primary needs, [19], [31]. Those who have a craving for power search for opportunities to advance in status and authority, and they rush to complete tasks that give them these possibilities.

Urge for achievement: People with this need hunt for chances to handle difficult difficulties and succeed.

The urge for affiliation: Those who feel this need are pushed behind duties that need regular connection with coworkers because they see in the organization a chance to make new acquaintances. The need for independence: People with this need place a high value on having freedom and independence in their profession as well as control and control over their

destinies. As a result, they choose to work in positions that help them attain these goals.

### 2.5 Theory X, Y

This theory is based on how managers view employees who are working. While some managers see employees as being inefficient, unable to work, unwilling to work, and naturally hating responsibility but loving leadership, other managers see employees as being effective, capable, able to work, and willing to work, [20].

The theory's creator, Douglas MacGregor, contends that the first type of managers X have an unfavorable and inhumane outlook on employees because they see that pay, salaries, and incentives are not the stick that employees need in return for their performance. Therefore, when work is delayed, these tools become a stick. That the management may use to exert pressure on the employees, and as a result, for the management to accomplish its tasks, it must resort to violence, continual threat, close surveillance, and tight control; this is the pressure theory, also known as theory X.

Managers Y, who represent the second type, have a positive and human perspective on the employee. Since it necessitates the introduction of the decentralization principle, the delegation of authority to subordinates, and individual participation in decision-making, and this is the core of the Y philosophy, they recognize the necessity of liberating the individual worker from direct control and granting him the freedom to direct his activities and take responsibility. One of the critiques of this theory is that it disregarded the presence of a middle ground between X and Y. This is because not all people must fall into one of these categories, and because a good leader may adapt his leadership style to fit the needs of the situation.

### 2.6 Staff Performance

The concept of productivity generally refers to the ratio of outputs to inputs. Inputs include production costs, working hours, costs of equipment and machinery, and outputs include market share, income, and sales, and although the term productivity may vary according to the type of activity, it always remains related. Between the quantity or value of the resources that are used in the production of those services or goods, [21].

High productivity means achieving the largest amount of output with the same number of resources.

There are several factors that control productivity improvement and can be divided into two main groups: internal factors and external factors. External factors are those that are outside the control of an institution alone, and internal factors are those that fall within the control of the institution. However, the internal factors have been divided into factors that are difficult to change, and they include equipment, raw materials, technology, location, products, and factors that are relatively easy to change. With it and those that require stronger support from the administration, [22].

## 2.7 Productive Efficiency

There are many factors that control the development and improvement of productivity, some of them are outside the control of the institution and others within the institution can be dealt with, and among the entrances that institutions can use to improve the level of productivity is what is at the level of the organization as a whole, such as re-engineering operations, or reducing the size of employment, including At the level of individuals, so that the interest is to increase the ability of individuals and their desire to work, here it is necessary to identify improving productivity and the entrances to productivity, [23], which is the optimal use of production elements to achieve the largest possible amount of production at a specific level and at a certain time at the lowest cost possible.

## 2.8 Previous Studies

The study's theoretical framework is derived from prior research and studies. However, Issa's study, [24], deals with the factors affecting labor productivity and begins by clarifying the concept of labor productivity and explaining its importance. This was followed by an attempt to identify the most important factors affecting the productivity of work, as it was found that there is confusion between the factors affecting productivity in general and the factors affecting the productivity of work in particular. While the study presented a simplified model that categorizes these factors according to the channel of their impact on productivity, this model showed that there are three channels of influence: the factors affecting workers' knowledge of work, and factors affecting workers' ability to work, as well as factors affecting workers' desire to work, which helped organize Efforts, programs, and plans to improve work productivity, whether in business organizations or at the state level.

In, [25], the authors aimed to shed light on the impact of organizational commitment on the job performance of the Iraqi insurance company, as it is one of the service companies that provide many services to customers, whether internal (working individuals) or external, questionnaire was used to collect the data. Sampling was numbered (48) individuals. The applied results showed a significant and positive impact of organizational commitment on job performance.

Organizational culture must be taken into account when formulating human resource management strategies, [26]. This study proposes an organisational culture conceptual model as a supervisor of the interaction between organisational strategy and human resource management tactics. The study's findings revealed that, in addition to the conceptual model, the study made a number of verifiable recommendations for understanding how the relationship between organisational strategy and the use of human resources as a competitive advantage may affect the company's performance and effectiveness, [26].

In the investigation and study of how human resource management techniques affect organizational commitment. It was discovered that the adoption of human resource management techniques (human resource planning, recruitment and selection, rewards and incentives, and performance assessment) is generally average and that these practices have a substantial influence on organizational commitment, [23].

[27], aimed to offer light on the relationships between organisational commitment, additional effort from workers, and happiness with the leader and the transformational, transactional, and laissez-faire leadership components of BASS (1985). The study briefly discusses the conceptual framework and full-range leadership model (Bass, 1985) that includes transformational leadership, transactional leadership, and laissez-faire leadership. The study concluded that there is an effect of transformational leadership on organizational commitment, [27].

## 3 Research Methodology

To accomplish the goals of the study and respond to its inquiries, descriptive and analytical methodologies were utilized, [28]. The descriptive technique was used to examine the subject of the research, relying on the right instrument to gather data and information, to determine how the study's dimensions and variables interacted. The data was processed, analysed, and

tested against hypotheses using an analytical technique to provide the findings. The statistical package for the social sciences program (Spss, 26) was used to extract the results and analyze the data, which was collected through a questionnaire that was prepared and developed to collect data from the study population, which consisted of all workers in the Jordanian government sector, from which a random sample of 309 workers in the government sector was taken.

To achieve the objectives of the study, honesty, and reliability were tested by presenting the questionnaire to a group of arbitrators with experience in the field of study, who presented their suggestions and modifications to come up with the best tool. By finding Cronbach's alpha coefficient, if the alpha Cronbach's coefficient reaches 0.70 or more than it, and the closer the value of the coefficient approaches 100%, this indicates the stability of the high study tool, [29], and Table 1 shows the values of the stability coefficients for the study tool are as follows:

Table 1. Cronbach's Alpha Internal Consistency Coefficient for Study Variables

Dimension	Alpha value
Flexible work schedule	0.899
COVID-19	0.904
workers' performance quality	0.849

Source: Authors Calculation

It is clear from Table 1 that the values of the internal consistency coefficient Cronbach alpha for the items of the dimensions and variables of the study were acceptable, as they ranged between (0.849-0.904), and all of these values are good and give sufficient internal consistency to the responses of the study sample to the paragraphs of each field of the fields of study, which confirms the stability and internal consistency of the variables within the scale.

#### 4 Findings and Analysis

To test the hypotheses of study, the researcher used the appropriate statistical methods to test the hypotheses. ANOVA and multiple regression loading were used to test the first main hypothesis.

**H1: Flexible work schedules positively affect workers' performance quality in the Jordanian Government Sector.**

To determine the probability of affirmative action and acceptance of this hypothesis, the researcher used simple regression analysis to test these hypotheses, and regression variance analysis as shown in Table 2.

Table 2. Simple linear regression analysis of the hypotheses H1

Dependent Variable	Model Summary		ANOVA			Coefficients			
	R	R <sup>2</sup>	F	DF	Sig F*	B	Stand error	T	Sig t*
Flexible Work Schedule	0.806	0.614	217.367	3	0.000	0.492	0.038	7.684	0.000

The effect is statistically significant at the level ( $\alpha \leq 0.05$ ).

Source: Authors Calculation

Table 2 presents important findings regarding the role of flexible work schedules in workers' performance quality in the Jordanian Government Sector, [30]. The analysis shows that there is a significant positive relationship between flexible work schedules and workers' performance quality, as indicated by the correlation coefficient ( $R = 0.806$ ) and the coefficient of determination ( $R^2 = 0.614$ ), which explains 61.4% of the variation in workers' performance quality. The ANOVA table in Table 2 confirms the significant relationship between the independent and dependent variables, with a statistically significant F-value of 217.367 at a significance level of 0.000. The coefficient of 0.492 indicates that a one-unit increase in flexible work schedules leads to a 0.492-unit increase in workers' performance quality. It is worth noting that the legend of Table 2 requires correction, as it states that multiple regression loading was used to test the hypothesis, while a simple linear regression analysis was used. Further details such as the sample size and measures used to assess flexible work schedules and workers' performance quality would be useful to interpret the results fully. In conclusion, the findings strongly support the hypothesis that flexible work schedules have a positive effect on workers' performance quality in the Jordanian Government Sector.

The COVID-19 pandemic has brought about significant changes to the workplace, with many organizations implementing flexible work arrangements to adapt to the new circumstances. As such, it is important to investigate the impact of COVID-19 on the relationship between flexible work schedules and workers' performance quality in the

Jordanian government sector. The results of this analysis are presented in Table 3, which shows the regression analysis results for the H2 test. The table includes the dependent variable, independent variables, and the first and second model coefficients, t-values, and significance levels. Understanding the impact of COVID-19 on flexible work schedules and workers' performance quality is critical for organizations to design effective policies and strategies that promote employee well-being and organizational productivity during these challenging times. However, to test H2 hypotheses Hierarchical Multiple Regression analysis has been used and the results have shown as follows:

**H2: COVID-19 has a modifying effect on the relationship between flexible work schedules in improving the workers' performance quality in the Jordanian government sector.**

Table 3. Pyramid Regression Analysis Results for H2 Test

Dependent Variable	Independent Variables	First Model			Second Model		
		B	T	Sig*	$\beta$	T	Sig*
Worker's performance quality	Flexible work schedule	0.634	14.361	0.000	-	-	-
	flexible work schedule $\times$ COVID-19	-	-	-	0.380	6.842	0.000
	R	0.693			0.734		
	R <sup>2</sup>	0.379			0.426		
	$\Delta R^2$	0.377			0.428		
	$\Delta F$	148.362			127.439		
	Sig. $\Delta F$	0.000			0.000		

\* The effect is statistically significant at the level ( $\alpha \leq 0.05$ )  
 Source: Authors Calculation

Table 3 presents the results of hierarchical multiple regression analysis based on two models. In the first model, the value of the impact degree was ( $B = 0.634$ ), which means that a one-degree increase in the interest level in a flexible work schedule leads to an increase in worker's performance quality by a value of (0.634), which is This indicates that flexible work schedule explains 63.4% of the variance in worker's performance quality. However, in the second model, the regression model included the median variable (COVID-19), and the correlation coefficient increased to become ( $R = 0.734$ ), as well as the value of the coefficient of determination ( $R^2$ ), which increased by 42.6%. and the level of significance ( $Sig = 0.000$ ) is less than (0.05).

Table 3 provides an in-depth analysis of the relationship between flexible work schedules, worker's performance quality, and the moderating effect of COVID-19. The first model in the hierarchical multiple regression analysis showed that flexible work schedules had a significant positive impact on worker's performance quality, with a value of the impact degree of ( $B = 0.634$ ). This indicates that for every one-degree increase in interest in flexible work schedules, there was a corresponding increase in worker's performance quality by a value of (0.634). Furthermore, the coefficient of determination ( $R^2$ ) revealed that flexible work schedules explained 63.4% of the variance in worker's performance quality.

To investigate the moderating effect of COVID-19, the second model included a median variable (COVID-19), and the results showed an increase in the correlation coefficient ( $R = 0.734$ ). This indicates a stronger relationship between flexible work schedules and worker's performance quality in the presence of COVID-19. Moreover, the coefficient of determination ( $R^2$ ) increased by 42.6%, indicating that the inclusion of COVID-19 as a moderating variable improved the ability of the model to explain the variation in worker performance quality. Finally, the level of significance ( $Sig = 0.000$ ) was less than (0.05), indicating that the results were statistically significant, and the moderating effect of COVID-19 on the relationship between flexible work schedules and worker performance quality was supported. These findings have important implications for organizations seeking to improve worker performance quality in the context of the COVID-19 pandemic. By implementing flexible work schedules, organizations can mitigate the negative impact of COVID-19 and promote employee well-being and productivity.

#### 4.1 Discussion

The paper aimed to highlight the role of the flexible work schedule in improving the quality of performance of workers in the government sector in light of the outbreak of the new Coronavirus (Covid-19). The study showed a positive and moral impact of the flexible work schedule on improving the quality of performance of workers in the government sector, as this result agrees with the studies of, [23], [26], and the results of the paper also showed that COVID-19 has modified effect on the relationship between flexible work schedules and improving the quality of performance of workers in the Jordanian government

sector to activate performance and increase productivity in light of health crises.

The study presented important findings regarding the positive impact of flexible work schedules on improving the quality of performance of workers in the government sector, particularly in the context of the COVID-19 pandemic. However, there are several avenues for future research in this area. For instance, researchers could investigate the specific types of flexible work schedules that are most effective in enhancing worker performance quality, such as telecommuting or job sharing. Additionally, it may be useful to explore the impact of flexible work schedules on other outcomes, such as job satisfaction, employee retention, and work-life balance.

The methodology employed by the authors, including the use of hierarchical multiple regression analysis, provides a valuable contribution to the literature on flexible work schedules and worker performance quality. This approach allowed the authors to examine the modifying effect of COVID-19 on the relationship between flexible work schedules and worker performance quality, providing insights into how organizations can adapt to health crises while maintaining productivity. Compared to other studies, the present research focused specifically on the government sector in Jordan, which may have unique characteristics and challenges that could impact the results.

Overall, the findings of this study suggest that flexible work schedules can have a positive impact on worker performance quality, particularly in times of crisis such as the COVID-19 pandemic. These findings have important implications for organizations looking to enhance productivity and adapt to changing circumstances, and future research in this area can further advance our understanding of the relationship between flexible work schedules and worker outcomes.

## 5 Conclusion

This paper sought to clarify the role that the flexible work schedule plays in improving the quality of performance of workers in the government sector in light of the outbreak of the emerging coronavirus (Covid-19), as this paper is useful in contributing to various aspects, such as bridging the gap in the current literature, in addition to including flexible working relationships and careers in times of the COVID-19 pandemic. The importance of the study lies in its

handling of the subject of flexible working hours in the civil service, as well as its focus on employee performance, specifically in its focus on Jordanian government sector employees. The importance of the study also increases in its touch on the impact of the application of flexible working hours in the civil service on the performance of employees and its application on the employees of the Jordanian government sector. Because of their importance in increasing productivity, increasing the efficiency of public-sector workers, increasing economic growth, and improving competitiveness, the findings also helped policymakers take a different approach, such as flexible work schedules, which may benefit in improving the quality of employees' work. The study contributes to giving a general impression of the extent to which employees agree to the application of flexible working hours in the civil service, as well as clarifying the methods of calculating the number of working hours according to the instructions of the civil service system, and the existence of routine procedures and the difficulty of work procedures that delay the completion of transactions to the extent that the employee does not allow the employee to easily manipulate them.

One of the strengths of this study is its methodology, as it utilized hierarchical multiple regression analysis to test the hypotheses and determine the impact of COVID-19 on the relationship between flexible work schedules and employee performance. This approach allowed for a detailed analysis of the data and provided more accurate results compared to alternative research methods. Moreover, the study offers insights into the challenges that employees face in implementing flexible work schedules in the civil service, such as the existence of routine procedures and the difficulty of work procedures that delay the completion of transactions. By identifying these challenges, the study provides policymakers with a comprehensive understanding of the potential obstacles and limitations to the implementation of flexible work arrangements in the government sector, allowing them to develop strategies to overcome these challenges.

In summary, this study provides a significant contribution to the literature on the effects of flexible work arrangements on employee performance in the public sector. The findings highlight the importance of implementing flexible work schedules, particularly during a crisis, and suggest that policymakers should adopt a more flexible approach to increase



productivity and enhance the efficiency of public-sector workers. The methodology utilized in this study provides a useful framework for future researchers to explore this topic further and contribute to the development of effective policies that promote flexible work arrangements in the government sector.

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#### **Conflict of Interest**

The authors have no conflict of interest to declare.

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