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Flexible Work Systems and Their Role in Improving Organizational Agility

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Abstract

This study explores the role of flexible work systems in enhancing organizational agility within the ICT sector. It focuses on three key dimensions: work time flexibility, workplace autonomy, and administrative support. Electronic surveys were distributed to programmers in 12 ICT companies in Palestine to assess how flexible work practices influence agility. Findings reveal a statistically significant positive relationship between flexible work systems and organizational agility. Allowing employees to choose when and where to work, supported by effective administrative structures, enhances performance, innovation, and responsiveness. The study emphasizes that flexible systems contribute to work-life balance, improve mental well-being, and increase job satisfaction factors that strengthen organizational adaptability and employee retention. Future research should expand across different sectors and regions to improve generalizability. Overall, the study highlights the strategic value of adopting flexible work systems to improve agility and competitiveness in dynamic business environments.

Keywords: flexible work system, organizational agility, ICT sector, work time, workplace, administrative support.

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أنظمة العمل المرنة ودورها في تحسين الرشاقة التنظيمية

الملخص

تستكشف هذه الدراسة دور أنظمة العمل المرنة في تعزيز رشاقة المؤسسات ضمن قطاع تكنولوجيا المعلومات والاتصالات .(ICT) وتركّز على ثلاثة أبعاد رئيسية: مرونة وقت العمل، واستقلالية مكان العمل، والدعم الإداري. تم توزيع استبيانات إلكترونية على مبرمجين في 12 شركة تكنولوجيا معلومات واتصالات في فلسطين لتقييم مدى تأثير ممارسات العمل المرنة على الرشاقة المؤسسية. أظهرت النتائج وجود علاقة إيجابية ذات دلالة إحصائية بين أنظمة العمل المرنة ورشاقة المؤسسات. حيث يسهم تمكين الموظفين من اختيار وقت ومكان العمل، إلى جانب وجود هياكل إدارية فعالة، في تعزيز الأداء، والابتكار، والقدرة على الاستجابة للتغيرات. وتؤكد الدراسة أن هذه الأنظمة المرنة تُسهم في تحقيق التوازن بين الحياة المهنية والشخصية، وتحسين الصحة النفسية، وزيادة الرضا الوظيفي، وهي عوامل تدعم قدرة المؤسسة على التكيف وتعزز من ولاء الموظفين. وتوصي الدراسة بتوسيع نطاق البحث مستقبلاً ليشمل قطاعات ومناطق جغرافية مختلفة لتعزيز قابلية تعميم النتائج. وبشكل عام، تسلط الدراسة الضوء على القيمة الاستراتيجية لتبني أنظمة العمل المرنة من أجل تعزيز الرشاقة والتنافسية في بيئات الأعمال الديناميكية.

الكلمات المفتاحية :نظام العمل المرن، الرشاقة التنظيمية، قطاع تكنولوجيا المعلومات والاتصالات، وقت العمل، مكان العمل، الدعم الإداري.

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1. Introduction

Organizations and companies nowadays are striving to enhance their operational techniques to better adapt to market dynamics and competition while also improving the efficiency of their products and services production to boost profitability. Management of these entities encounters several obstacles, one of which is the need for alterations in work procedures, which encompass the concepts, methodologies, and tools required by managers to improve or restructure operations and carry out tasks (Harmon, 2019).

Several organizations have already adopted flexible work systems due to their positive impact on both employees and the organizations, particularly from economic and social aspects. Flexible work systems contribute to cost reduction for certain establishments, improve skills, learning, and experience, and foster a balance between employees' personal lives and professional duties, thus enriching performance quality (Tawfiq, 2021). Adopting workforce flexibility strategies can significantly enhance an enterprise's market adaptability and productivity, which are crucial for maintaining competitiveness in a rapidly changing market environment. This suggests that businesses should consider implementing flexible work arrangements to improve operational efficiency (Chang, 2024).

Organizational agility enables companies to make decisions more quickly and effectively, which is critical in today's fast-paced business environment. Agile organizations typically rely on decentralized decision-making structures, empowering employees at different levels to make decisions without the need for

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top-down approval. This approach minimizes bureaucratic delays and enhances the organization's ability to respond swiftly to market shifts (Kasamani et al., 2024; Murugan et al., 2025). In Palestine—as in many other countries ICT companies are increasingly striving to enhance their organizational agility. These enterprises operate in highly competitive environments and must navigate numerous challenges. To remain resilient and responsive, ICT firms need to adopt strategic mechanisms capable of adapting to ongoing environmental changes. As Al-Nashili (2020) highlights, this adaptability is grounded in the organization's ability to continuously sense internal and external shifts and align its strategies with evolving customer needs and long-term vision. Against this backdrop, the present study focuses on programmers working in these firms, aiming to examine how flexible work systems can contribute to strengthening organizational agility within the ICT sector.

2. Literature Review and Theoretical Framework

2.1 Flexible Work Systems and Organizational Agility

Flexible work systems are organizational arrangements that grant employees increased control over when and where they work. These systems commonly include practices such as telecommuting, flextime, compressed workweeks, and job sharing. Their primary goal is to promote a better work-life balance while simultaneously boosting organizational efficiency and responsiveness (Kelliher & Menezes, 2019; Ridzuwan et al., 2025). Over the past few years, interest in flexible

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work models has grown notably in both academic literature and organizational strategies, as flexibility is now widely regarded as a valuable tool for attracting talent, retaining employees, and enhancing overall performance (Kumar et al., 2023; Aaref & Sherif, 2022). When applied strategically, such systems not only reduce job-related stress but also support employee well-being and stimulate innovation, factors that are essential for developing and sustaining organizational agility (Tawfiq, 2021).

To explore how flexible work systems, influence organizational agility, the following section examines the main dimensions of each concept, drawing on both theoretical perspectives and recent empirical research.

2.2 Theoretical Foundations

Flexible Work Systems

A. Work Time

Flexible working hours refer to the level of autonomy employees have in deciding when to carry out their tasks. As noted by Thompson, Payne, and Taylor (2015), this form of flexibility involves adjusting traditional time constraints, ranging from limited to full control over one's work schedule. When employees are given the freedom to choose their working hours, they are more likely to align their tasks with periods of peak productivity and work in settings that suit their personal preferences. This autonomy can lead to notable improvements in individual performance (Anhar et al., 2025; Ananda, 2024). Moreover, such flexibility fosters

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greater employee engagement, stimulates administrative creativity, and contributes to overall organizational success (Ahmad, 2019).

B. Workplace Location

Workplace flexibility allows employees to perform tasks from various locations, including home, using modern communication technologies (Tawfiq, 2021). This spatial autonomy improves job satisfaction, work-life balance, and innovation (Ahmad, 2019). However, some concerns remain, particularly regarding reduced social interaction, which may hinder cooperative behaviors and engagement (Ter Hoeven & Van Zoonen, 2023).

C. Administrative Support

To institutionalize flexibility, organizations need supportive policies, legal frameworks, managerial training, and investment in communication technologies (Lebsir, 2016; Smith et al., 2019). These elements not only facilitate flexible work arrangements (FWAs) but also strengthen organizational reputation and employee retention. Effective communication tools such as video conferencing, messaging apps, and collaboration platforms are essential for coordination and productivity in flexible settings (Egasamara et al., 2025; Ridzuwan et al., 2025). However, the impact of administrative support varies with organizational culture and managerial approaches. Strategies such as unconditional, performance-based, or approval-dependent support influence the implementation of FWAs and their impact on employee satisfaction (Buick et al., 2024).

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2.3 Organizational Agility

Organizational agility refers to an organization's capacity to sense and respond rapidly to internal and external changes. It is a multidimensional construct involving sensing capabilities, response capabilities, and agile practices (Žitkienė & Deksnys, 2018). Agile organizations are characterized by having the necessary infrastructure, culture, and leadership that enable them to adapt quickly and make effective use of knowledge (Cegarra-Navarro, Soto-Acosta & Wensley, 2016). This adaptability enables them to innovate, respond to threats, and capitalize on emerging opportunities. The strategic importance of agility also lies in its contribution to enhancing organizational learning, which in turn boosts competitiveness (Ahmed et al., 2024). According to Appelbaum et al. (2017), achieving true agility requires a comprehensive transformation that spans all levels of the organization—including structural design, leadership approaches, and individual capabilities. A real-world example is Siemens, which showcases agility through its flexible resource management and adoption of modern technologies, allowing it to stay responsive to global shifts (Kocot & Kocot, 2024).

2.4 Empirical Literature and Development of Hypotheses

Empirical research consistently highlights a strong link between flexible work systems and organizational agility. Setiyani et al. (2019) found that flexible working hours and supportive environments significantly boost employee motivation, leading to greater engagement and adaptability. Leadership also plays a vital role in this relationship. As Abadir et al. (2019) emphasize, effectively managing multicultural teams and integrating diversity can enhance collaboration

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and fuel innovation. Flexible arrangements—such as telecommuting, flextime, and compressed workweeks can further improve employee morale and productivity, especially when aligned with broader organizational objectives. However, as Singh (2023) points out, these benefits are only fully realized when such practices are implemented through a clear strategic framework.

In the Chinese context, Ren and Xu (2023) found that flexible work practices have a positive influence on employee engagement and well-being, although some performance-driven models introduced unintended challenges. In the Arab region, studies by Tawfiq (2021) and Al-Hamayde (2021) provide insights into the local dynamics of flexibility adoption. Tawfiq emphasizes the importance of technological readiness and employee autonomy in fostering innovation and productivity, while Al-Hamayde highlights the significance of fair task allocation and participatory decision-making. Additionally, Holbeche (2019) and Koçyiğit & Akkaya (2020) draw a clear connection between workplace flexibility and organizational agility, emphasizing that structural redesign and strategic alignment are critical in building agile capabilities. Together, these studies underline the importance of both structural and cultural adaptability in unlocking the full potential of flexible work systems across diverse organizational settings.

2.5 Summary and Transition to Hypotheses

The integration of theoretical insights and empirical evidence highlights the strategic role that flexible work systems play in fostering organizational agility. Flexibility in work hours, workplace location, and administrative support enhances

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responsiveness, encourages innovation, and boosts employee engagement critical elements for organizations operating in fast-changing environments. These findings provide the basis for the development of specific hypotheses that explore the impact of each dimension of flexible work systems on organizational agility within the ICT sector.

2.6 Hypotheses Development

Grounded in the literature, this study proposes that flexible work systems influence organizational agility through three key dimensions: work time flexibility, workplace flexibility, and administrative support. Each of these elements is believed to enhance an organization's capacity to sense and adapt to environmental shifts, reconfigure internal processes, and maintain a culture of continuous innovation.

Integrated Flexible Work Systems

Firms in the ICT sector that embrace comprehensive flexibility such as robust IT infrastructure, decentralized decision-making, and agile methodologies like Scrum are better equipped to drive continuous innovation and respond swiftly to change (Mikalef et al., 2016; Alamri et al., 2024). Product variety flexibility, supported by iterative development and frequent product releases, strengthens competitiveness in dynamic markets (Simpson et al., 2024). In addition, allowing flexibility in work time and location not only promotes employee well-being but also enhances the organization's overall responsiveness (Fan, 2020). Together, these elements form a cohesive, flexible work system that drives agility.

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Primary Hypothesis

H1: *The overall flexible work system (work time, workplace, and administrative support) has a positive effect on organizational agility.*

Work Time Flexibility

Allowing employees to align work hours with their peak productivity enhances individual and operational efficiency (Ridzuwan et al., 2025). This autonomy improves work-life balance, boosts job satisfaction, and reduces turnover, outcomes that support an organization's adaptability and responsiveness (Chang, 2024, 2025). Nevertheless, challenges such as social isolation and reduced collaboration must be addressed to fully leverage the benefits of flexibility (Lisnawati, 2024).

H1-1*-: Work time flexibility has a positive effect on organizational agility*.

Workplace Location Flexibility

The ability to work from various locations using modern technologies enhances employee autonomy, work-life balance, and job satisfaction (Tawfiq, 2021; Ahmad, 2019). Teleworking has proven particularly effective in maintaining operational continuity during disruptions, such as the COVID-19 pandemic (Stella et al., 2021). Leveraging digital tools allows firms to sustain performance, drive innovation, and remain responsive to changing market conditions. While reduced physical interaction may impact collaboration and engagement (Ter Hoeven & Van Zoonen, 2023), case evidence from firms like GitHub and Microsoft suggests that location flexibility contributes significantly to organizational agility (Chang, 2025).

H1-2: *Workplace location flexibility has a positive effect on organizational agility.*

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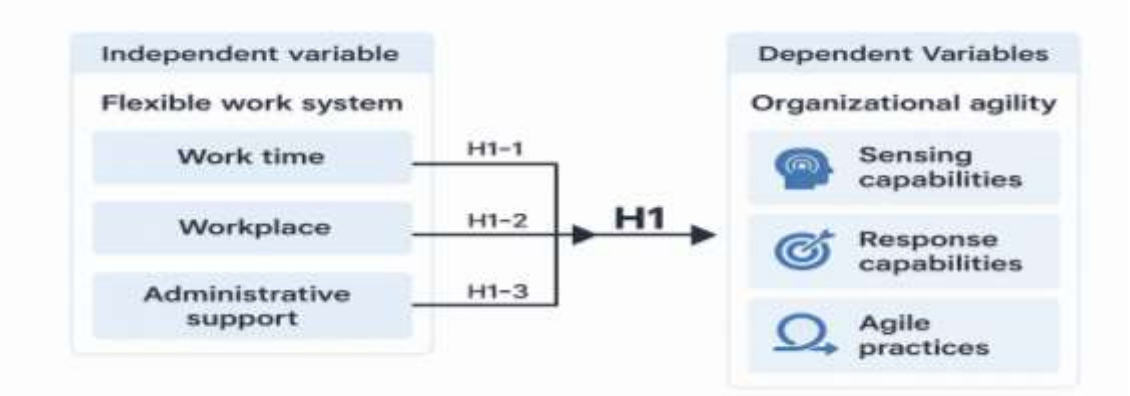
Administrative Support

Robust administrative support, particularly through the integration of digital technologies, is essential for enabling flexible work systems and enhancing organizational agility. Tools like predictive analytics and real-time data facilitate agile decision-making, efficient resource allocation, and rapid responsiveness (Basiru et al., 2023). Furthermore, administrative agility plays a key role in fostering innovation and improving overall organizational performance (Yikilmaz & Çekmecelioğlu, 2023). As such, effective support structures are critical to the



successful implementation and impact of flexible work systems. **H1-3:** *Providing administrative support for flexible work systems has a positive effect on organizational agility.*

Figure 1 (The research framework)

***Source**: authors work based on a literature review.*

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3. Methodology

3.1 Study Design and Nature: This study adopts an explanatory purpose and an applied nature. It seeks to explore the flexible work system in all dimensions and its role in enhancing organizational agility across various facets within Information and Communication Technology (ICT) companies operating in Ramallah city.

3.2 Study Population and Sampling Method: The study focused on 150 ICT companies officially registered with the Palestinian Ministry of National Economy in 2022. These companies represent the core of the small-sized ICT sector in Ramallah. The target group for this research was programmers currently working within these firms.

3.3 Sampling Method: Due to the practical challenges of reaching programmers in person especially given the fast-paced nature of their work and limited access to some workplaces the researchers used a convenience sampling method. From the total pool of 150 companies, those that had been delisted, were in the process of closing, or had shifted away from ICT activities were excluded. Out of the remaining companies, 12 agreed to take part in the study based on their willingness and availability. Online questionnaires were then distributed to programmers in these companies. This approach allowed the researchers to collect relevant data while respecting time and access limitations.

3.4 Data Collection Methods: Primary sources: The study collected data using a 29-item questionnaire based on previous studies. Out of 50 questionnaires distributed, 41 were found to be valid. Secondary sources include books, journals

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(print and electronic), documents, reports, statistics, references, theses, and various databases.

3.5 Validity of the Instrument: Specialized reviewers revised the questionnaire survey to verify its validity, and their feedback was considered.

3.6 Reliability of the Instrument: The researchers employed Cronbach's alpha test for the different study variables to assess the instrument's reliability. Table (1) demonstrates the internal consistency values (Cronbach's alpha) for the main variables.

Variables	Cronbach's Alpha	Number of paragraphs
Flexible Work System	**0.734**	**14**
Organizational Agility	**0.851**	**15**

Table (1): Cronbach's Alpha Values for Study Variables

According to the questionnaire outcome, all Cronbach's alpha coefficients for the flexible work system and the organizational agility variables exceeded (0.70). This indicates that the study variables are internally consistent which ensures the instrument's reliability and its suitability for statistical analysis purposes (Al-Najjar, Al-Najjar, & Al Zoubi, 2018, p. 151).

3.7 Model Fit Test: Linear correlation test (Multicollinearity), Shapiro-Wilk normality distribution test, and autocorrelation test were selected to determine whether the study data was suitable for linear regression analysis. The results of the linear test indicated that all Variance Inflation Factor (VIF) values were larger than

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(1) and less than (10), and all Tolerance values were greater than (0.10), indicating no linear correlation between the study variables (Gujarati, 2004, 352-259). The Shapiro-Wilk test showed that the value of the flexible work system variable (0.982) and organizational agility variable (0.975) were all nonsignificant, indicating normal distribution. As for the results of the Durbin-Watson test to detect autocorrelation problems among independent study variables, the results showed that all Durbin-Watson (D-W) values fell outside the lower and upper limits, indicating the absence of autocorrelation problems and the suitability of the data for the regression model (Montgomery, Peck & Vining, 2006, 477-478).

4. Results and Discussion

4.1 Description of Demographic and Personal Characteristics

Table (2) illustrates the distribution of sample individuals according to variables (educational qualification, gender, and Experience).

Table (2) Distribution of Sample Individuals by Variables (Educational Qualification, Gender, Experience):

Variable		Occurrence	Percent
Educational qualification	Diploma	1	2.4
	Bachelor	38	92.8
	Master	1	2.4
	Other	1	2.4
gender	Male	39	95.1
	Female	2	4.9
Years of Experience	Less than 5 years	31	75.6
	5 to less than 10	5	10

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	years		
	10 to less than 15 years	3	7.5
	More than 15 years	2	5.0

Source: Compiled by the researchers based on the results of the statistical analysis program SPSS.

4.2 Relative Significance of Study Variables

Relative Significance of Flexible Work System

Table (3) Relative Significance of Flexible Work System

No.	Paragraph	Arithmetic Mean	Standard Deviation	Ranking	Relative Significance
1	Work time	3.59	0.60	3	Mediate
2	Workplace	4.10	0.57	1	High
3	Administrative support	3.80	0.55	2	High
Flexible Work System		3.85			High

Source: Compiled by the researchers based on the outputs of the statistical analysis program

4.3 Relative Significance of Organizational Agility

Table (4) Relative Significance of Organizational Agility Items

No.	Paragraph	Arithmetic mean	Standard Deviation	Ranking	Relative Significance
1	Sensing Capabilities	3.69	0.60	3	High
2	Response Capabilities	3.70	0,56	2	High
3	Agile Practices	3.81	0.54	1	High
Organizational Agility		3.73			High

Source: Compiled by the researchers based on the results of the SPSS statistical analysis program

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4.4 Testing Study Hypotheses

First Primary Hypothesis:

H1: *The overall flexible work system (work time, workplace, and administrative support) has a positive effect on organizational agility.*

The hypothesis was analyzed based on stepwise multiple linear regression analysis:

Table (5) Summary Model Results and ANOVA for Primary Hypothesis 1

No.	Sample	Summary		ANOVA		
		R	R^2	F	Df	SigF*
1	Workplace	0.459	0.211	10.399	1	0.003

* The effect is statistically significant at (α≤0.05).

Table (5) in the first model shows that the coefficient of determination value (R2) is (0.211), and the F-value is (10.399) at a significance level of (0.003). This means that the workplace accounts for (21.1%) of the variance in improving organizational agility, indicating a significant regression at the level of ($\alpha \leq 0.05$) in this model. We observe a weak effect of both work time and administrative support combined on organizational agility.

Table (6) Coefficients Results for Primary Hypothesis 1

No.	Model	Coefficients		
		ß	Calculated T	SigT*
1	Workplace	0.459	3.225	.003

* The effect is statistically significant at (α≤0.05).

According to the results presented in Table (6), the coefficient value (ß) is statistically significant at (p=0.003), indicating that the regression is significant at the **$\alpha \leq 0.05$** level. Therefore, the alternative hypothesis is accepted, stating that:

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"The overall flexible work system (work time, workplace, and administrative support) has a positive effect on organizational agility."

This primary hypothesis gives rise to the following sub-hypotheses:

Sub-Hypothesis 1:

H1-1: *Work time flexibility has a positive effect on organizational agility.*

Table (7) Results of Simple Linear Regression Analysis for Sub-Hypothesis 1

	Model Summary		**ANOVA**		
Dependent Variable	r Correlation Coefficient	r^2 Coefficient of Determination	F Calculated	Df Degree of Freedom	SigF*
Improving Organizational Agility	0.080	0.006	0.248	1	0.621

* The effect is statistically significant at (α≤0.05).

The results of Table (7) indicate that the coefficient of determination value (r2) for the work time dimension for employees in information technology and communication companies is (0.006), indicating a weak interpretation of the variance in improving organizational agility. From the analysis of variance, the F-value is (0.248) at a confidence level of (0.621) and with (1) degree of freedom, confirming the non-significance of the regression at a significance level ($\alpha \leq 0.05$). The analysis revealed that the value of ß is (0.080), and the value of t is (0.498) at a confidence level of (0.621), confirming the non-significance of the coefficient at a significance level of($\alpha \leq 0.05$). Based on the above, the alternative sub-hypothesis

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(H1-1) is rejected, and the null sub-hypothesis is accepted, which states: "*Work time flexibility has no effect on organizational agility.*"

Second sub-hypothesis:

H1-2: *Workplace location flexibility has a positive effect on organizational agility*

Table (8) Results of Simple Linear Regression Analysis for Second Sub-Hypothesis

	Model Summary		**ANOVA**		
Dependent Variable	r Correlation Coefficient	r^2 Coefficient of Determination	F Calculated	Df Degree of Freedom	SigF*
Improving Organizational Agility	0.459	0.211	10.399	1	0.003

* The effect is statistically significant at (α≤0.05).

The results of Table (8) indicate that the coefficient of determination (r2) for the workplace location of employees in information and communication technology companies is (0.211). This means that the workplace location explains (21.1%) of the variance in organizational agility improvement. From the analysis of the variance table, it can be seen that the F-value is (10.399) at a confidence level of (0.003) and with (1) degree of freedom, confirming the significance of the regression at a significance level of ($\alpha \leq 0.05$). The analysis revealed the value of ß

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is (0.459), and the value of t is (3.225) at a confidence level of (0.003), confirming the significance of the coefficient at a significance level of ($\alpha \leq 0.05$).

Based on the above, we accept the alternative sub-hypothesis, which states that: *"Workplace location flexibility has a positive effect on organizational agility."*

Third sub-hypothesis

H1-3: "*Providing administrative support for flexible work systems has a positive effect on organizational agility*."

Table (9) Results of Simple Linear Regression Analysis for the Third Sub-Hypothesis

	Model Summary		**ANOVA**		
Dependent Variable	r Correlation Coefficient	r2 Coefficient of Determination	F Calculated	Df Degree of Freedom	SigF*
Improving Organizational Agility	0.388	0.151	6.929	1	0.012

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

The results of Table (9) indicate that the coefficient of determination (r) for administrative support in information and communication technology companies is (0.151). This means that administrative support explains (15.1%) of the variance in organizational agility improvement. From the analysis of the variance table, it can be seen that the F-value is (6.929) at a confidence level of (0.012) and with (1) degree of freedom, confirming the significance of the regression at a significance level of ($\alpha \leq 0.05$). It is evident from the coefficients analysis that the value of ß is

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(0.388), and the value of t is (2.632) at a confidence level of (0.012), confirming the significance of the coefficient at a significance level of ($\alpha \leq 0.05$).

Based on the above, we accept the alternative sub-hypothesis, which states that: "*Providing administrative support for flexible work systems has a positive effect on organizational agility*."

5. Discussion and Hypothesis Interpretation

The results show that most study participants hold a bachelor's degree (92.8%), and a large proportion are male (95.1%). Around three-quarters of the sample (75.6%) have less than five years of experience, reflecting the nature of the ICT sector in Ramallah, where recent graduates and younger employees dominate.

Regarding flexible work systems, results indicate a high perceived relevance, with an average score of 3.85. Among the dimensions, workplace flexibility ranked first, followed by administrative support, while work time flexibility ranked last. This suggests that employees place higher value on where they work, especially in a setting like the West Bank, where reaching physical workplaces may be challenging due to complex security conditions.

Organizational agility was also rated relatively high, with an average score of 3.73. Agile practices scored the highest, while sensing capabilities scored the lowest. This may indicate that while organizations are responsive in operations, they still need to enhance their ability to anticipate external changes.

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The table below summarizes the hypothesis test results:

Table (10)

Hypothesis	Description		Result	Significance Level
H1	Flexible work system Organizational agility	→	Supported	$\alpha \leq 0.05$
H1-1	Work time flexibility Organizational agility	→	Not Supported	Not Significant
H1-2	Workplace flexibility Organizational agility	→	Supported	$\alpha \leq 0.05$
H1-3	Administrative support Organizational agility	→	Supported	$\alpha \leq 0.05$

The rejection of the first sub-hypothesis (H01-1) is particularly noteworthy. It may indicate that in the Palestinian ICT sector, time flexibility is constrained by organizational culture, limited resources, or managerial hesitance to adopt output-based performance metrics. This contradicts studies such as Tawfiq (2021), which emphasized the importance of time autonomy in fostering innovation and productivity. On the other hand, workplace flexibility showed a statistically significant effect, consistent with Kristensen and Shafiee (2019), who found that agile work environments enhance transparency, role mobility, and responsiveness. Similarly, administrative support demonstrated a positive effect on agility, supporting the findings of Yikilmaz and Çekmecelioğlu (2023), who emphasized the role of digital tools and decision-making systems in fostering organizational adaptability. Compared to findings in Western and Southeast Asian markets where

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all three dimensions of flexibility, especially work time, show strong correlations with agility, ICT companies in Ramallah appear to be at an earlier stage of maturity in adopting flexible time practices. Cultural norms, limited remote access infrastructure, and rigid job structures may partially explain this discrepancy.

6. Conclusion and Recommendations

The study highlights that employees in ICT companies highly value the ability to choose their workplace, as it significantly enhances task completion and creativity. This form of flexibility is particularly important in the West Bank, where geopolitical conditions often hinder consistent workplace access. This finding aligns with Putri and Prastika (2024), who found that workplace autonomy improves collaboration and innovation among ICT teams.

Prior research also confirms a positive relationship between job autonomy and innovative work behavior, which is essential for maintaining a competitive edge. Effective administrative support also plays a critical role in enhancing agility and adaptability in fast-changing environments. However, some participants noted that while companies possess the structural flexibility to amend policies, their responses to competitors are not always timely. This highlights a gap between strategic intention and operational execution. From a managerial perspective, the following recommendations can be made:

- Reevaluate the culture of fixed working hours and shift toward performance-based evaluations.
- Invest in digital infrastructure to better support time and location flexibility.

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- Promote participatory leadership and decentralized decision-making to speed up response times.

Future research is encouraged to explore cultural and structural barriers to implementing flexible time practices in constrained environments and to compare findings across different sectors and regions.

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