

Improving Employee Adaptive Performance through Workplace Flexibility - An Applied Study of the Opinions of a Sample of Human Resources Department Employees in The Najaf Education Directorate

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Abstract: The present study aimed to explore the nature of the relationship between adaptive performance and workplace flexibility among employees of the Human Resources Department at the Najaf Al-Ashraf Directorate of Education. To achieve this objective, the study was conducted on a simple random sample of 90 employees, and data were collected using a questionnaire as the primary tool. The study sought to examine the correlation and impact between the two variables, and the data were analyzed using the Statistical Package for the Social Sciences (SPSS v.23) and Smart PLS (v.3.3.2).

Given the limited number of studies addressing the relationship between adaptive performance and workplace flexibility, this research aims to address a real-world issue that affects employees in the HR department at the Najaf Directorate of Education and society at large. The study yielded significant theoretical and practical findings, most notably the existence of a statistically significant impact relationship between adaptive performance and workplace flexibility.

Keywords: Adaptive Performance, Workplace Flexibility, Human Resources Department, Najaf Directorate of Education.



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Introduction

The contemporary business world is witnessing rapid and unprecedented transformations that require both organizations and employees to possess the ability to adapt quickly and effectively to these shifts. Within this context, the concept of adaptive performance has emerged as one of the core competencies that enable individuals and organizations to thrive in dynamic and unstable work environments. Accordingly, investigating the factors that enhance this type of performance has become of paramount importance.

Among the modern strategies adopted by many organizations to cope with these changes, the concept of workplace flexibility stands out as a powerful tool that grants employees a certain degree of control over various aspects of their work—such as scheduling, location, and methods of performance. With growing evidence pointing to the potential benefits of workplace flexibility on multiple dimensions of employee performance and well-being, it becomes essential to explore

its possible impact on their ability to adapt to the evolving demands of the work environment. Employers are increasingly recognizing that organizational goals can be achieved through such practices and policies.

Chapter One: Methodological Framework of the Study

1. Research Problem

The ability to adapt to changes is considered one of the essential skills that employees need in modern work environments, especially in light of the accelerating technological and organizational transformations. Workplace flexibility has emerged as one of the managerial strategies adopted by organizations to support their employees and enable them to adapt more effectively. However, the impact of such flexibility on employees' adaptive performance has not received sufficient academic attention—particularly in local contexts that differ significantly from Western environments where most previous studies have been conducted.

Accordingly, the research problem stems from the following main question: **(What is the impact of workplace flexibility on improving employees' adaptive performance?)**

This main question gives rise to several sub-questions:

- ✓ What is the level of workplace flexibility applied in the organization?
- ✓ What is the level of adaptive performance among employees in the organization?
- ✓ What is the relationship between workplace flexibility and employees' adaptive performance?

2. Significance of the Study

The significance of this study emerges from several theoretical and practical dimensions, which can be summarized as follows:

- ✓ The study contributes to enriching the academic literature related to *workplace flexibility* and *adaptive performance* by linking both concepts within a unified research framework.
- ✓ It aligns with modern managerial trends that emphasize employee empowerment and the creation of flexible work environments that support adaptation to rapid changes in the workplace.
- ✓ The findings of the study provide valuable insights for decision-makers and human resource managers regarding the impact of implementing workplace flexibility on improving employees' adaptive performance.

3. Objectives of the Study

This study aims to:

- ✓ Identify the level of workplace flexibility in the organization under study.
- ✓ Measure the level of adaptive performance among employees.
- ✓ Analyze the relationship between workplace flexibility and employees' adaptive performance.

4. Hypothetical plan of the study

Based on previous relevant studies concerning the variables of this research—such as the studies by Krijgsheld et al. (2024), Viterouli et al. (2024), and Olusoji & Ndubuisi (2024)—the researcher has developed a hypothetical model that illustrates the nature of the relationship between the study variables, as shown in Figure (1) below.

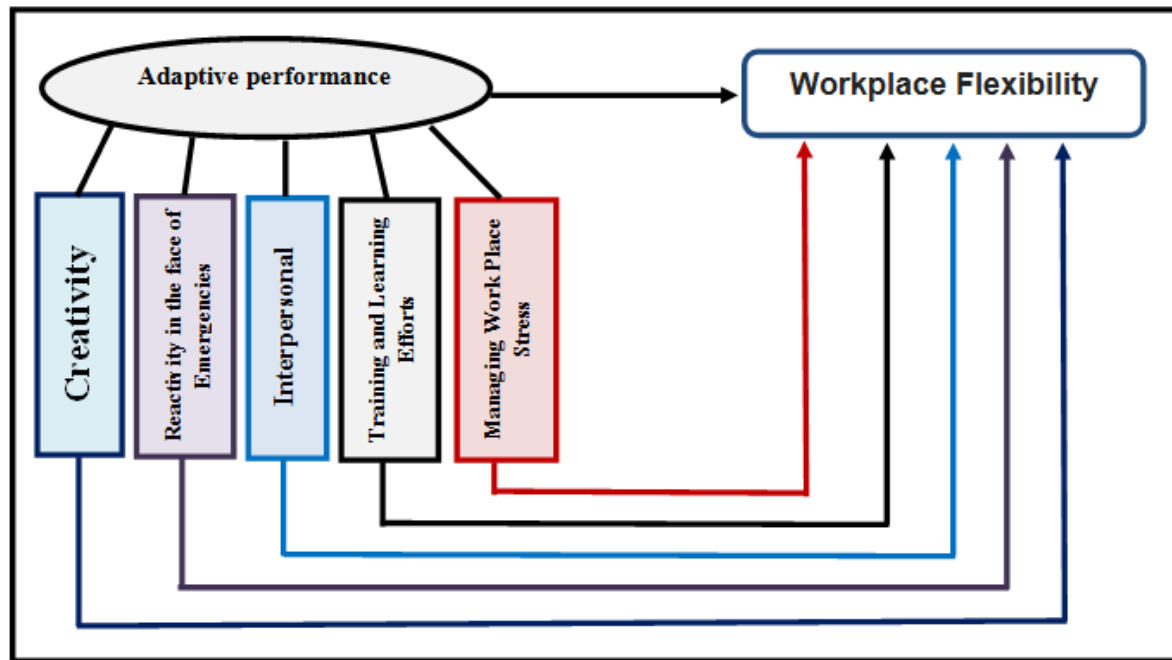


Fig 1, hypothetical plan of the study

Source: Prepared by the researcher

As illustrated in Figure (1), *adaptive performance* is identified as the **independent variable**, which will be measured through five dimensions: **creativity**, **response to emergencies**, **interpersonal adaptability**, **training and learning efforts**, and **handling work stress**. On the other hand, *workplace flexibility* is the **dependent variable**, which will be assessed through two dimensions: **time flexibility** and **workload flexibility**.

Based on the above hypothetical model, the following hypotheses have been formulated:

Main Hypothesis: There is a statistically significant impact relationship between adaptive performance (in its combined dimensions) and workplace flexibility (in its combined dimensions).

From this main hypothesis, the following six sub-hypotheses are derived:

- **Sub-Hypothesis 1:** Creativity has a significant effect on workplace flexibility.
- **Sub-Hypothesis 2:** Response to emergencies has a significant effect on workplace flexibility.
- **Sub-Hypothesis 3:** Interpersonal adaptability has a significant effect on workplace flexibility.
- **Sub-Hypothesis 4:** Training and learning efforts have a significant effect on workplace flexibility.
- **Sub-Hypothesis 5:** Handling work stress has a significant effect on workplace flexibility.

5. Research Scale

The current study adopted the **Five-Point Likert Scale** to measure the respondents' level of agreement. The researcher used the following scale: *Strongly Disagree*, *Disagree*, *Neutral*, *Agree*, *Strongly Agree* to assess the research variables, as illustrated in the table below.

Table (1) presents the measurement scales used in the study

Variables	Factor	Code	Number of Items	Source
<i>adaptive performance</i>	Creativity	CY	4	Krijgsheld et al ., 2024) (Viterouli et al .,2024)
	Emergency Response	RFE	3	

	Ability to adapt between people	IA	3	
	Training and education efforts	TLE	5	
	Work stress management	MWPS	3	
<i>workplace flexibility</i>	time flexibility	TF	5	(Feng et al .,2024) (Olusoji & Ndubuisi, 2024)
	workload flexibility	WF	4	

Source: Prepared by the researcher

6. Research Population and Sample

To accurately represent the population of the Human Resources Department at the Najaf Directorate of Education—which consists of 120 employees—and to avoid selection bias, the researcher adopted the **simple random sampling** technique. According to the table developed by **Krejcie & Morgan (1970, p. 605)**, the determined sample size was **92 employees**.

7. Statistical Methods

The current study relied on a **questionnaire** as the primary data collection tool. The questionnaire included both **demographic information** about the respondents and items related to the study variables. The collected data were analyzed using the **Statistical Package for the Social Sciences (SPSS v.23)** and **Smart PLS (v.3.3.2)**.

Theoretical Framework

First: The Concept of Adaptive Performance

Adaptive performance has become a subject of growing interest and importance for organizations, particularly as new technologies and corporate restructuring—often in response to financial crises—require employees to increasingly adapt to changing work systems and roles. Adaptive performance refers to a high level of flexibility that enables individuals and organizations to persist and thrive in dynamic **environments (Viterouli et al., 2024: 8)**.

On the other hand, **(Gorostiaga et al. 2022: 83)** indicated that *adaptive performance* refers to an employee's ability to adjust their behaviors, skills, and attitudes to meet the demands of a changing environment. This includes the capacity to learn from experience, overcome uncertainty, and address challenges creatively. It is considered vital for organizations to remain responsive and effective. **(Baard et al. 2014: 52)** defined adaptive performance as the ability of individuals to modify their behavior and performance in response to a changing environment or the demands of a new situation or event. According to **(Jundt & Shoss , 2023: 420)**, such changes may create a misalignment between the employee's current skills and those required by the job, as well as between the employee's needs and the environmental reinforcements. Therefore, adaptive behaviors involve either altering one's abilities or modifying the environment itself to improve compatibility.

Meanwhile, **(Tang et al. 2024: 1)** defined adaptive performance as the employees' ability to adjust to rapidly changing work conditions, thereby gaining a better understanding of their capabilities and performance in the face of constantly evolving circumstances. **(Samale ; 2016: 3)** defined adaptive performance as “a cognitive, emotional, motivational, and behavioral adjustment made in response to the demands of a novel, changing, or situational environment.” Additionally, **(Park & Park; 2019: 298)** argued that human resource management (HRM) can have a positive impact by identifying key variables and providing mechanisms and strategies to enhance employees' adaptive capacities. They emphasized that HRM's focus on developing employee

capabilities and improving performance can help organizations identify ways to foster adaptive performance by offering learning and development opportunities and by transforming the organizational culture and practices.

The researcher added that adaptive performance is the ability to cope with disruptions, changes, and new situations in the workplace, whether these changes are minor or major. From another perspective, it reflects the employee's capacity to skillfully manage shifting job demands, adapt to unexpected conditions, and solve problems in innovative ways. This, in turn, contributes to success in dynamic work environments, as adaptability has become a critical requirement for success in today's rapidly changing business world.

Second: The Importance of Adaptive Performance

The concept of adaptive performance, defined as employees' ability to adjust to rapidly changing work situations, has gained increasing attention as a means of better understanding the dynamic nature of employee behavior in today's fast-evolving workplace. Accordingly, both **(Park & Park; 2019)** and **(Li et al., 2024)** emphasized the role of human resource management in enhancing performance, highlighting the growing importance of improving employees' adaptive capabilities.

1. Adaptive performance reflects the essential need to address employees' ability to effectively respond to changes in the work environment.
2. It can facilitate positive outcomes such as enhanced job performance and career success.
3. Employees' adaptive performance can also contribute to broader organizational outcomes, including effective change management, organizational learning, and responsiveness to shifting customer expectations.
4. The ability of employees to adapt has become critically important, and organizations must manage and improve this type of performance in parallel with traditional task performance.
5. Human resource development scholars are increasingly recognizing adaptive performance as an extension of conventional performance models—one that more accurately reflects the demands of the modern business landscape.

Third: Components of Adaptive Performance

Identified (Schmitt & Borman , 1993, p. 89) six core components of performance, which include: (a) mastery of job-specific tasks, (b) proficiency in written and oral communication, (c) demonstration of effort, (d) maintenance of personal discipline, (e) facilitation of peer and team performance, and (f) supervision and leadership. Their performance model has been instrumental in identifying the elements of job performance and highlighting the highest-ranked performance factors associated with different occupational fields. As shown in the figure below

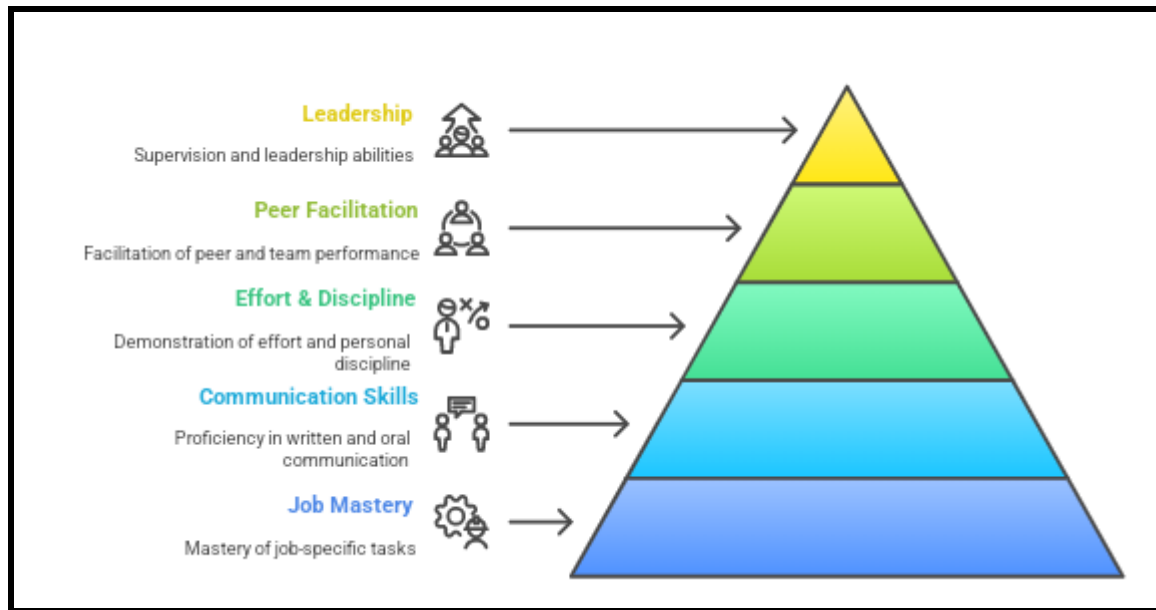


Fig 2, core components of performance

Source: Prepared by the researcher

Meanwhile, (Pulakos et al., 2000: 90) proposed eight components of adaptive performance, which include: (a) creatively solving problems; (b) handling uncertain or unpredictable work situations; (c) learning new tasks, technologies, and procedures; (d) demonstrating interpersonal adaptability; (e) showing cultural adaptability; (f) exhibiting physical adaptability; (g) managing work-related stress; and (h) responding effectively to emergencies or crises.

Fourth: Dimensions of Adaptive Performance

Based on the foregoing and in alignment with the current study's objectives, the researcher identified the dimensions of adaptive performance by referencing the works of (Krijgsheld et al., 2024) and (Viterouli et al., 2024), who developed their measurement scale relying on the study by (Charbonnier-Voirin & Roussel, 2012). According to this framework, adaptive performance encompasses five key dimensions:

1. Creativity

Creativity represents employees' ability to develop new solutions or approaches for complex or previously unknown problems (Charbonnier-Voirin & Roussel, 2012: 285). According to (Pulakos et al., 2000: 613), adapting to new, dynamic, and changing situations often requires solving novel and unfamiliar problems. Therefore, one aspect of adaptive performance involves how effectively employees address atypical, ill-defined, and complex problems faced by organizations and workplaces today. In this context, (Samale, 2016: 40) adds that creative problem-solving entails employing unique types of analysis and generating innovative ideas in complex areas—turning problems upside down and inside out to discover new and modern solutions.

2. Reactivity in the Face of Emergencies

Rapid changes require strong adaptive capabilities from employees; however, uncertain and unexpected situations have been identified as the most prevalent factors hindering organizational progress (Munir et al., 2020: 60). (McLoughlin & Priyadarshini, 2021: 3) indicated that responding to emergencies or crises measures employees' ability to act promptly during emergency situations. It aims to assess how well employees can quickly analyze options to manage the crisis. With increasing environmental disruption and instability, can employees

prioritize effectively? Can they maintain clear and focused thinking when making decisions, control their emotions, and stay concentrated on the issue at hand?

3. Interpersonal Adaptability

Interpersonal adaptability has become a fundamental component of performance within organizations. The current era—marked by uncertainty, innovation, and workplace pressures—demands a high level of interpersonal adaptability among employees. This capability fosters a culture of mutual respect, idea sharing, teamwork, and collaboration, which in turn enhances productivity through high-level employee performance (Viterouli et al., 2024: 87). further added (McLoughlin & Priyadarshini, 2021: 3) that adaptability with others, as a work dimension, is reflected in the employee's ability to remain flexible and open-minded when interacting with others, considering alternative viewpoints and adjusting one's own perspectives when necessary.

4. Training and Learning Efforts

Organizations are actively introducing new technologies, developing resources, enhancing employee skills, and designing innovative work structures to prepare and empower employees to effectively and efficiently handle evolving demands related to creativity, emergency response, and workplace pressure management. Consequently, the ability to learn new job-related tasks has become a key indicator of employees' adaptive performance. The skill sets required to work with new technological resources have transformed job task requirements (Huang et al., 2014, p. 167). further noted (Krijgheld et al., 2024: 23) that emerging technological changes are reshaping job roles by introducing autonomy and multitasking demands, which in turn increase the need for acquiring new skills. As a result, employers seek or prefer employees who not only possess advanced job skills but also maintain a continuous learning approach to capacity development.

5. Managing Workplace Stress

Workplace stress is described as an interaction between the environment and the individual. In today's era of disruption, stress in the workplace has become inevitable. Research has linked numerous factors to workplace stress, including tight deadlines, low wages, excessive workloads, lack of advancement opportunities, poor physical working conditions, unappealing or challenging delegated tasks, and ineffective training or professional development programs (Munir et al., 2020: 60).

indicated (Badu et al., 2020, p. 22) that workplace stress leads to a general decline in performance and productivity, manifesting in absenteeism, turnover, and reduced commitment. Leaders continuously strive to prepare their employees to manage workplace stress effectively, thereby enhancing their adaptability and overall performance.

Fifth: The Concept of Workplace Flexibility

Workplace flexibility has become one of the core attributes increasingly emphasized in modern organizational practices, especially amid the dynamic nature of today's economy and the multiplicity of emerging challenges. It is now considered essential to the extent that very few scholars question its necessity (Bal & Izak, 2021: 37). This concept can be approached from two main levels:

- **At the psychological level**, flexibility is defined as "a willingness to change or compromise,"
- **At the physical level**, it is understood as "the quality of bending easily without breaking" or "the ability to adjust readily" (Oxford Dictionary, 2018).

These two dimensions reflect the dual meaning of workplace flexibility—not only in terms of individuals' or organizations' readiness and ability to change, but also in their capacity to adapt

and reshape without breaking down. However, theoretical understanding of workplace flexibility remains relatively limited, which calls for the development of a critically informed framework for further research (Way et al., 2015: 1099). Defined (Lucas & Olson, 1994: 1–2) workplace flexibility as “the ability to adapt to new conditions,” asserting that a flexible organization can quickly respond to disruptions and threats while swiftly capitalizing on opportunities. Flexibility, therefore, equips organizations with the capability to adapt to change and respond rapidly to market forces and the uncertainty within their environments, ultimately enhancing resilience and competitiveness.

Workplace flexibility is evaluated in practice through work-life policies, such as providing support to the workforce—particularly working parents—by allowing them to reschedule their working hours (Feng et al., 2024: 45). Additionally, workplace flexibility enables younger employees to maintain a balance between their professional and personal lives, which in turn enhances employee engagement. This positive dynamic ultimately contributes to improved overall organizational performance (Kossek et al., 2014: 50).

In a similar vein, (Lee et al., 2024: 4) suggest that workplace flexibility has been effective in reducing employee turnover and absenteeism, which in turn enhances organizational performance and profitability. Furthermore, workplace flexibility plays a pivotal role in both human resource management and industrial sociology. Organizations that adopt flexible work arrangements often implement various models tailored to their specific context. **The researcher adds** that workplace flexibility refers to employees' ability to control aspects such as the timing, location, and manner in which they perform their tasks.

Sixth: Objectives of Workplace Flexibility

Based on the aforementioned concepts and discussions that clarify the meaning and importance of workplace flexibility, the researcher has identified the following objectives:

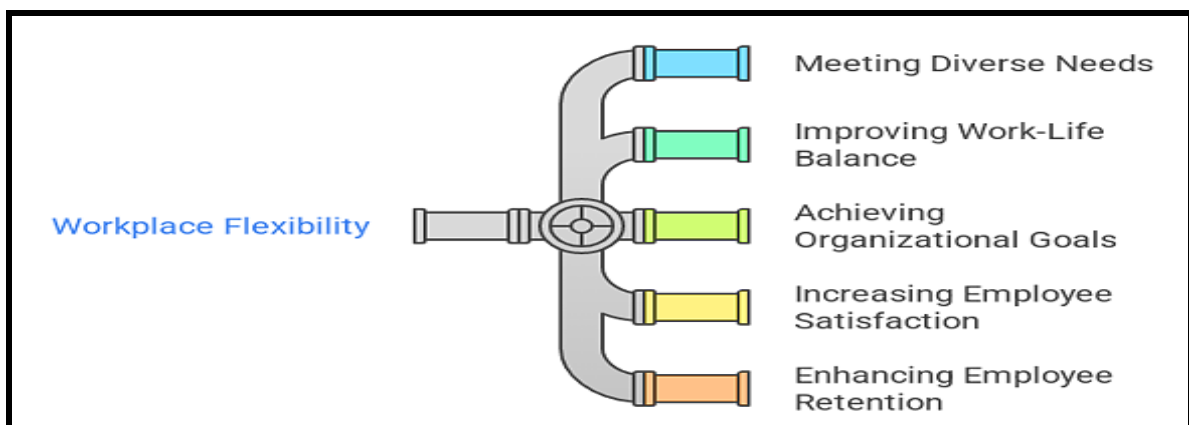


Fig 3, Workplace flexibility goals

Source: Prepared by the researcher

Based on the preceding figure, the objectives of workplace flexibility can be summarized as follows:

- Workplace flexibility aims to meet employees' diverse needs and enhance their work-life balance, while simultaneously achieving organizational goals.
- It is a strategy designed to create a more adaptable and supportive work environment tailored to employees' varying requirements, benefiting both the workforce and the organization.
- It fosters a greater sense of appreciation and trust among employees, which leads to increased job satisfaction.

- Organizations that offer flexible work arrangements are often more attractive to talent and are better positioned to retain their current employees.

Seventh: Types of Workplace Flexibility

The term "workplace flexibility" emerged in the 1980s and has since been developed in various administrative literatures, such as strategic management (**Sanchez, 1995**) and strategic human resource management (**Mayne, 1996**). The literature distinguishes four types of flexibility: organizational flexibility, employee flexibility, flexible work, and flexible work arrangements. In the following, we discuss the types of flexibility found in the literature.

1. Organizational Flexibility

Organizational flexibility is a combination of a set of organizational and managerial competencies that enable institutions to rapidly adapt to environmental disruptions (**Koçyiğit & Akkaya, 2020:112**). It is therefore an essential organizational capability for adapting to highly complex tasks, representing a key weapon for achieving competitive advantage, especially in highly competitive markets and amid high uncertainty (**Ramos et al., 2023; Dubey et al., 2021**). (**Yamin et al., 2024:4**) defined organizational flexibility as the organization's ability to maintain control during unprecedented events by leveraging a variety of managerial resources and capabilities to respond to changes quickly, effectively, and efficiently.

2. Employee Flexibility

Employee flexibility consists of two interrelated aspects: skill flexibility and behavioral flexibility, which help organizations pursue diverse strategic options (**Giampaoli et al., 2025:67**). Employees with diverse skills can perform a variety of tasks, reducing the time and cost required to transition to new responsibilities (**Chaudhuri et al., 2024:204**). This skill diversity enables them to innovate new solutions, thereby enhancing their behavioral flexibility. Employees with flexible behaviors adapt easily to new situations, minimizing losses associated with these changes and facilitating the implementation of organizational change processes (**Eng et al., 2025:2**). The researcher added that both skill flexibility and behavioral flexibility are resources that are difficult to imitate.

3. Flexible Work

The term flexible work refers to non-rigid work patterns and structures, including arrangements that allow work to be performed without fixed time or location constraints, requiring a voluntary agreement between the employee and the employer (**Barbieri et al., 2025; Saxena, 2018**). Additionally, (**Ardi et al., 2024:2**) stated that acceptance of flexible work increases employee happiness as it fits their diverse lifestyles and personal preferences. It also encourages a positive work-life balance, reducing psychological burnout and enhancing well.

In the same context, (**Althammer et al., 2024:4**) indicated that flexible work impacts recovery, work-life balance, and well-being by challenging individuals' self-regulation, among other factors. Flexible work also provides fewer physical, psychological, and social constraints compared to traditional work environments, such as the physical separation between the workplace and private life, fixed working hours and breaks, or direct supervision of work behaviors and methods by supervisors.

4. Flexible Work Arrangements

Flexible work arrangements are a common feature in today's work life. In some industries, they have long been a natural way of working, while in other sectors their use has increased significantly in recent years. Flexible work arrangements are generally defined as formal or informal agreements between the employer and the employee (**Eng et al., 2025:2**). According to (**Febriana and Mujib, 2024:3**), flexible work arrangements refer to schedules that allow

employees to adjust their working hours to fit their responsibilities. They are typically understood as the degree of freedom employees have in planning their work, including determining when and where to perform tasks, in accordance with organizational requirements.

Eighth: Dimensions of Workplace Flexibility

In general, multiple concepts of workplace flexibility have emerged, revealing how this flexibility manifests among employees. In this study, two dimensions of workplace flexibility are utilized: time flexibility and workload (or work volume) flexibility. These dimensions are based on the studies of (Feng et al. 2024) and (Olusoji & Ndubuisi, 2024). The following is a brief discussion of these dimensions of workplace flexibility.

1. Time Flexibility

Time flexibility has attracted substantial academic interest in industrialized economies since the 1980s (Feng et al., 2024; Wöhrmann et al., 2020). It refers to the ability of employees to adjust their work start and end times or choose alternative work locations. This flexibility can be formally offered to work teams through structured flexible schedules, or informally granted at a manager's discretion (Buccafurri & Licciardi, 2025; Olusoji & Ndubuisi, 2024). Research has shown that flexible work hours can reduce employee burnout and help balance professional and personal responsibilities (Ukpere et al., 2024: 212). Conversely, some scholars argue that if the scheduling flexibility does not align with employees' personal preferences, it may negatively impact their overall well-being (Petersen, 2023; Bezovski et al., 2021). Flexible time arrangements allow employees the autonomy to choose when to start or finish work, take breaks, or schedule lunch, without compromising their job responsibilities, objectives, or total required working hours.

2. Workload Flexibility

Workload flexibility allows employees to adjust or tailor their workload in alignment with the demands and expectations of full-time employment. Employees may opt to reduce their working hours in order to lessen the workload and better accommodate non-work-related responsibilities—such as maintaining a healthy work-life balance—while still retaining their employment positions (Olusoji & Ndubuisi, 2024; Way et al., 2015).

As noted by (Kossek & Thompson, 2015:7), workload flexibility enables employees to adjust the volume of work they handle, through policies such as part-time employment, reduced effort arrangements, or job sharing. According to (Kossek et al., 2011:295), these forms of workplace flexibility allow employees to modify their workload or working hours to accommodate non-work responsibilities. This approach helps employees retain their positions—and associated proportional benefits—while continuing to fulfill and manage their personal obligations.

Results

1. Statistical Description of the Research Variables

The demographic composition of the respondents shows gender (60.3% males and 39.7% females); most of the respondents are between 26 and 60 years old, have university education (23.7% Masters, 17.3% PhD, 47.1% Bachelors, and 11.9% Diploma), (34.6%) have worked more than 10 years in the organization, and (65.4%) have worked less than 10 years in the organization, respectively.

Table 2. Statistical description of Adaptive Performance dimensions and Workplace Flexibility dimensions

Factor	Code	Survey Questions	Mean	Standard Deviation	Kurtosis	Skewness
Creativity	CY1	Does the work environment encourage innovative thinking?	3.55	1.15	-0.95	-0.29
	CY2	Do you have the opportunity to present new, innovative, and creative ideas?	3.41	1.20	-1.05	-0.24
	CY3	How important is creativity in achieving team goals in the workplace?	3.40	1.14	-0.84	-0.27
	CY4	Are there tools or resources that foster creativity in the organization?	3.59	1.27	-1.00	-0.48
Emergency Response	RFE1	Do you have a clear emergency response plan?	3.57	1.15	-1.05	-0.33
	RFE2	How do team members communicate during crises?	3.45	1.21	-0.85	-0.38
	RFE3	How effective are the drills conducted to improve emergency response?	3.56	1.25	-1.09	-0.42
Ability to adapt between people	IA1	How does the team handle sudden changes in tasks or goals?	3.53	1.27	-0.99	-0.44
	IA2	Are team members flexible enough to adapt to different working styles?	3.48	1.25	-0.93	-0.38
	IA3	How important is collaboration and understanding among individuals to achieving success?	3.63	1.33	-0.95	-0.58
Training and education efforts	TLE1	Is there sufficient training to develop performance skills?	3.62	1.15	-1.03	-0.37
	TLE2	To what extent are opportunities for continuous learning available within the organization?	3.63	1.13	-0.46	-0.55
	TLE3	How do training efforts impact overall team	3.57	1.22	-1.06	-0.39

		performance?				
	TLE4	What is the assessment of the quality of training available in the workplace?	3.53	1.22	-0.83	-0.44
	TLE5	Is continuous education and self-development encouraged by the organization?	3.72	1.13	-0.22	-0.70
Work stress management	MWP S1	How do you deal with daily work-related stress?	3.57	1.28	-0.85	-0.58
	MWP S2	Are there effective strategies for reducing stress within a team?	3.54	1.28	-0.94	-0.49
	MWP S3	How much does work stress affect the overall performance of the team?	3.59	1.10	-0.77	-0.45
Adaptive Performance			3.55	1.21	-0.88	-0.43
Time Flexibility	TF1	Do you have the ability to set your own work hours?	3.52	1.20	-1.01	-0.32
	TF2	How would you rate the flexibility of your work schedule?	3.56	1.20	-1.14	-0.33
	TF3	Do you feel you have enough time to complete your tasks without pressure?	3.64	1.14	-0.88	-0.49
	TF4	Can you change the timing of meetings or tasks as needed?	3.57	1.13	-0.81	-0.39
	TF5	Flexibility helps you achieve a work-life balance.	3.83	1.27	-0.67	-0.77
Workload flexibility	WF1	Do you feel your workload can be adjusted according to priorities?	4.03	1.09	-0.35	-0.90
	WF2	How would you rate management's support in adjusting your workload when needed?	4.17	1.03	0.41	-1.18
	WF3	Are you able to ask for help when you feel overburdened?	4.38	1.18	1.12	-1.64
	WF4	Do you feel able to manage your time and workload effectively?	3.80	1.22	-0.92	-0.60
Workplace Flexibility			3.83	1.16	-0.47	-0.74

The table (2) provides a statistical analysis of the dimensions of adaptive performance and flexibility in the workplace based on a survey that included several factors. The overall mean for

adaptive performance was 3.55 with a standard deviation of 1.21 and a negative distribution of kurtosis (-0.88) and skewness (-0.43), indicating a moderately positive evaluation with variance in opinions. Workplace flexibility, on the other hand, recorded a higher mean (3.83) with a standard deviation of 1.16 and a more positive distribution (skewness -0.74). Workload flexibility particularly shined, achieving the highest means (4.03 to 4.38), especially in the ability to ask for help (4.38). Relative weaknesses appeared in creativity and emergency response, with means around 3.50 and high variance, which calls for strengthening the environment that stimulates creativity and improving emergency training. Strengths, however, emerged in encouraging continuous education (3.72) and supporting the management of flexibility in workload, with a need to review stress management policies due to the great variance in employee experiences. (Standard deviation up to 1.28).

2. Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) was conducted using SMART PLS software to assess the consistency of the sample's responses to the questionnaire items. The dimensions of adaptive performance, including creativity, emergency response, interpersonal adaptation, training and education efforts, and work stress management, were analyzed, in addition to the dimensions of workplace flexibility, including time flexibility and workload flexibility. The validity of the standard model was verified through goodness-of-fit indices, ensuring that all items were statistically significant ($p < 0.05$) and that factor loadings were acceptable according to the approved analytical criteria.

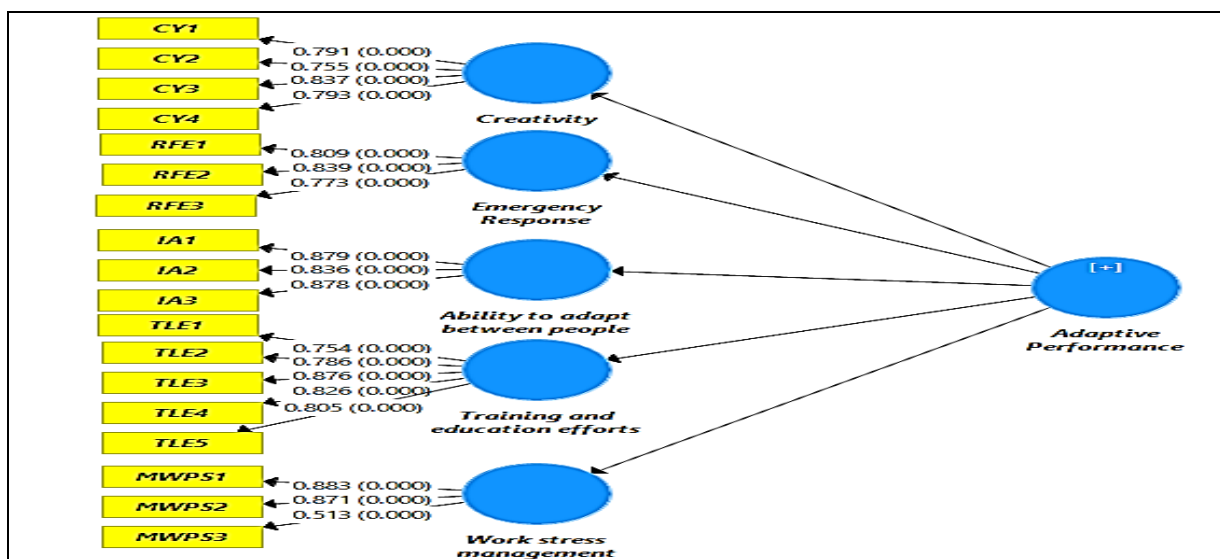


Fig 4. Factor analysis of adaptive performance dimensions.

Table 2. Regression analysis test for Adaptive Performance variable and Workplace Flexibility variable

Variables	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value
Adaptive Performance ---> Workplace Flexibility	0.746	0.747	0.025	29.90	0.00

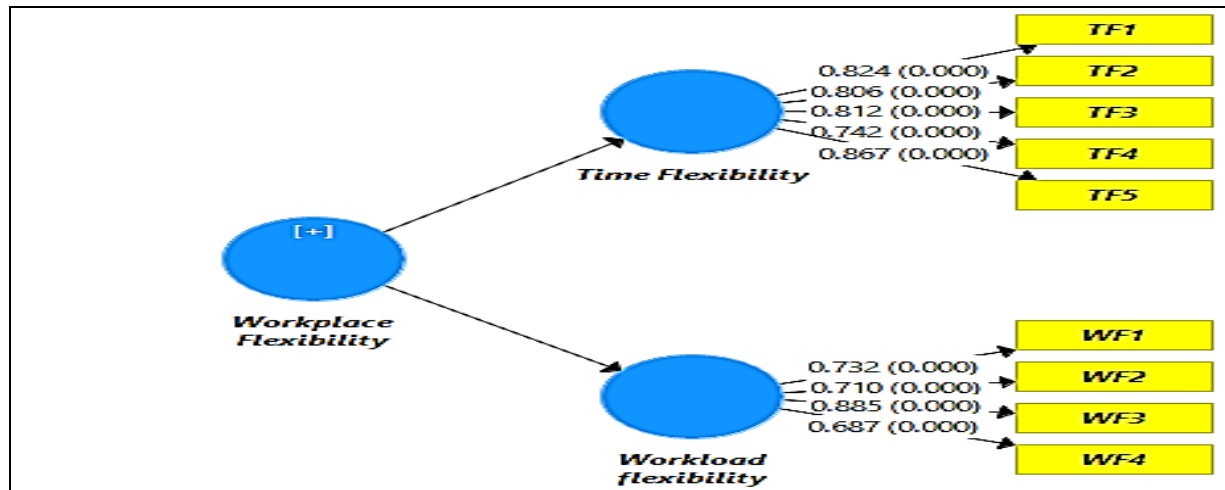


Fig 5. Factor analysis of adaptive performance dimensions.

Based on figure (5) and (4), the values have all reached acceptable saturation rates based on the ratios (p value) that were less than 0.05.

3. Test of analysis of the effect of study variables

The following Figures and Tables present the regression analysis results for the study variables, examining their relationships and predictive effects.

- **Regression Analysis of Adaptive Performance on Workplace Flexibility:** The table and figure present the results of a regression analysis to examine the effect of Workplace Flexibility on Workplace Flexibility.

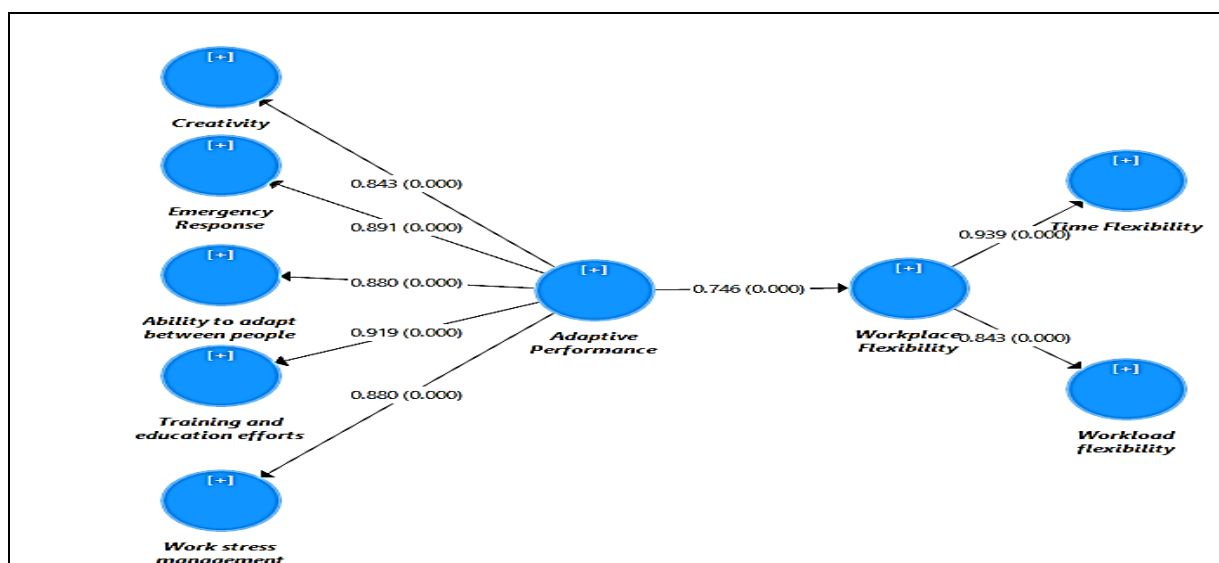


Fig 6. Regression analysis test for Adaptive Performance variable and Workplace Flexibility variable

The results of the regression analysis in Table (2) and Figure (6) show a strong, positive relationship between adaptive performance and workplace flexibility. The original sample value was 0.746, indicating that an increase in adaptive performance leads to a significant improvement in workplace flexibility. Furthermore, the low standard deviation (0.025) reflects the stability and consistency of the results, indicating that the relationship between the two variables is highly reliable. The t-statistic was 29.90, which is significantly higher than the usual critical value (1.96 at the 95% confidence level), confirming that the relationship between the two variables is highly statistically significant. The p-value of 0.00 (less than the 0.05 significance level) reinforces this

conclusion, confirming that the relationship is not due to chance but is strongly statistically significant. These results support the first hypothesis.

➤ **Regression analysis test for Adaptive Performance dimensions and Workplace Flexibility variable**

The table and figure present the results of a regression analysis to examine the effect of Adaptive Performance dimensions and Workplace Flexibility variable.

Table 3. Regression analysis test for Adaptive Performance dimensions and Workplace Flexibility variable

Variables	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Ability to adapt between people --> Workplace Flexibility	-0.09	-0.09	0.075	1.14	0.256
Creativity ---> Workplace Flexibility	0.20	0.21	0.060	3.40	0.001
Emergency Response ---> Workplace Flexibility	0.21	0.21	0.072	2.96	0.003
Training and education efforts ---> Workplace Flexibility	0.16	0.16	0.068	2.27	0.023
Work stress management -> Workplace Flexibility	0.38	0.38	0.066	5.74	0.000

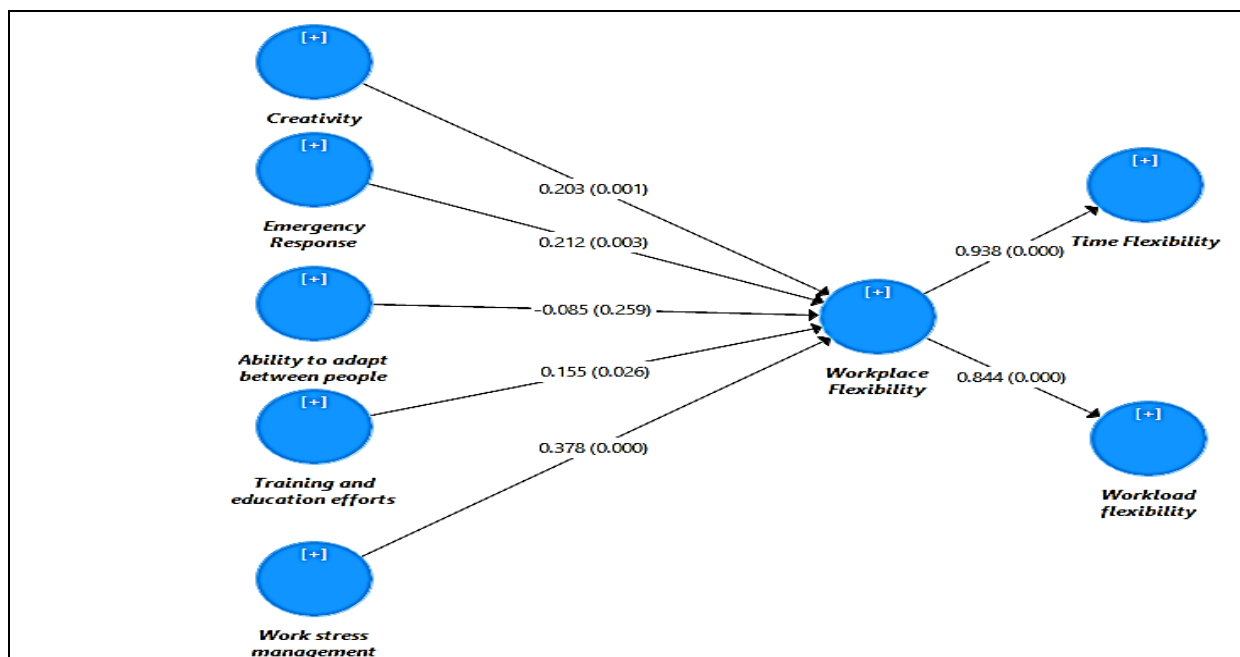


Fig 7. Regression analysis test for Adaptive Performance dimensions and Workplace Flexibility variable

Table (3) and Figure (7) show the results of a regression analysis examining the relationship between adaptive performance dimensions and workplace resilience. Some dimensions appear to be highly influential factors, while one dimension appears to have a weak effect.

First, stress management is the most influential dimension, with a coefficient of 0.38, highly statistically significant ($P = 0.000$). This suggests that improving stress management strategies can

significantly contribute to increasing workplace resilience, reflecting the importance of providing support mechanisms for employees to effectively cope with stress.

Second, creativity also plays an important role, with a coefficient of 0.20, highly statistically significant ($P = 0.001$). This suggests that encouraging innovation and providing a work environment that supports new ideas can enhance workplace resilience, allowing employees to better adapt to challenges. Third, emergency response shows a statistically significant positive effect (original sample value = 0.21, $P = 0.003$), indicating that having effective emergency response plans contributes to enhancing workplace resilience, enabling employees to effectively cope with crises. Fourth, training and education efforts show a moderate positive effect (original sample t-value = 0.16, $P = 0.023$), reflecting that providing training and continuing education opportunities can enhance workplace resilience by improving employees' skills and adaptability. On the other hand, interpersonal adaptability appears to have little effect on workplace resilience, with an original sample t-value of -0.09, which is not statistically significant ($P = 0.256$). This suggests that employees' ability to adapt to each other does not directly contribute to increased workplace resilience. In summary, the results in Table (3) demonstrate that improving stress management, creativity, and emergency response can effectively contribute to increased workplace resilience. These findings support this second hypothesis.

Conclusions and Recommendations

➤ Conclusions

1. Employee adaptive performance should be a significant focus in human resource development.
2. Study results indicate that granting employee's flexibility in working hours or workload significantly enhances their ability to adapt to changes, especially in emergency or unexpected situations.
3. It was found that employees enjoying flexible options in scheduling their work hours exhibit higher levels of job satisfaction, which in turn positively affects their adaptive performance.
4. Workload flexibility allows employees to manage their personal and professional responsibilities effectively, reducing absenteeism and occupational stress, and increasing job commitment.
5. The implementation of work flexibility in public sector institutions, including the Directorate of Education in Najaf Al-Ashraf, remains limited and requires further organization and institutional support.
6. Sample opinions highlighted the importance of developing training programs focused on fostering employees' mental and behavioral flexibility as part of an overall performance improvement strategy.

➤ Recommendations

1. It's recommended to design clear, flexible policies that allow for various options in working hours and workloads, such as part-time work, flexible hours, and remote work when needed.
2. It's essential to build managers' capabilities to effectively implement flexibility policies and evaluate their results without compromising work quality.
3. Promote a flexible work culture within the organization through continuous awareness about the importance of flexibility in improving performance and reducing stress, fostering a supportive and motivating work environment for change.
4. It's suggested to include flexibility as a core element within performance appraisal criteria and employee development plans.

5. It's advisable to establish permanent channels for measuring employee satisfaction with current work arrangements and to adjust policies based on their evolving needs.

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