The Impact of the Flexible Work Environment and its Dimensions on Enhancing Organizational Commitment

An Applied Study on Employees of Syrian Private Banks in Damascus

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Abstract- This study aimed to identify the effect of the flexible work environment, with its three dimensions—time flexibility, place flexibility/telework, and work autonomy—on enhancing organizational commitment, with its three dimensions: affective, continuance, and normative, among employees in private banks in Damascus. The study adopted the descriptive-analytical method. Data were collected using a questionnaire consisting of 30 items distributed across the six study dimensions and administered to a simple random sample, distributed alternately, of 250 male and female employees working in five private banks in Damascus, from a population of 2,687 employees.

The results showed that the measurement instrument had a high degree of reliability, as all Cronbach's alpha coefficients exceeded 0.90. The results also showed a positive, statistically significant effect of the flexible work environment as a whole on organizational commitment ($R^2 = 0.941$), and that this effect includes each of the flexible work dimensions when examined individually in relation to each dimension of organizational commitment. It was also found that perceived time flexibility was the dimension most explanatory of organizational commitment, followed by work autonomy, whereas place flexibility and telework did not add a noteworthy independent statistical explanation after controlling for the effect of the other two dimensions.

The study recommended that private banks in Damascus reconsider their time-scheduling policies and grant employees a wider margin of autonomy in performing their tasks, as these are the two factors most influential in enhancing employees' organizational commitment, while continuing to develop telework arrangements in a manner consistent with the nature of banking work.

Index Terms- Flexible Work Environment , Time Flexibility, Place Flexibility, work autonomy, Organizational Commitment, Private Banks.

I. Introduction

Over the past two decades, the work environment has witnessed rapid transformations that have reshaped the relationship between institutions and their employees. Fixed working hours and a unified workplace are no longer necessary conditions for completing tasks as they were in traditional administrative models. Technological developments and accompanying changes in workforce expectations have compelled institutions across various sectors to reconsider their organizational policies by granting employees a wider margin of control over their working time, place, and method of performance. This has come to be known in administrative literature as the flexible work environment (Mandalahi et al., 2024).

The banking sector has not been isolated from this transformation, although the nature of banking work—which relies substantially on direct interaction with clients and on strict regulatory and procedural controls—makes the application of flexibility more complex than in other sectors. Nevertheless, banks continue to seek forms of flexibility that suit the nature of their work, whether through flexible working hours, granting employees broader autonomy in organizing their tasks, or through a limited expansion of remote-work arrangements for positions whose nature permits it (Thapa, 2024).

At a time when institutions seek to adopt flexibility policies, the human element remains the primary lever for the success of any institution. Organizational commitment occupies a central position among the organizational and behavioral variables that determine the extent of an employee's attachment to their institution, their willingness to exert extra effort on its behalf, and their intention to remain. Administrative literature has addressed organizational commitment from multiple perspectives and has distinguished between its affective, continuance, and normative dimensions, considering that the motives for an employee's remaining in and attachment to their institution may differ

according to the nature of this attachment (Al-Jabari & Ghazzawi, 2019).

Many previous studies have addressed the relationship between various forms of flexibility in the work environment and organizational commitment in diverse geographical and sectoral contexts. Collectively, they have concluded that there is a positive relationship between the two, although the strength and direction of this relationship vary according to the type of flexibility studied and the nature of the sector and institutional context. In light of this, the present study seeks to test this relationship in a specific context that has not received sufficient study—namely, private banks operating in Damascus—while carefully distinguishing between the three dimensions of flexibility: temporal, spatial, and functional autonomy, and the effect of each on the three dimensions of organizational commitment.

2. Previous Studies

2.1 Arab Studies

Ali (2025) aimed to analyze the impact of a flexible work environment on employee productivity through an exploratory study conducted at Zain Iraq Telecommunications Company. It was distributed to a sample of 174 employees, including employees working under a flexible system and others under a traditional system for comparison purposes. The results showed a positive impact of the flexible work environment on employee productivity, as most participants indicated that flexible work options such as remote work or flexible hours contributed to improving their performance and increasing their commitment, in addition to achieving a better work-life balance.

Al-Bashari & Al-Harazi (2025) examined the impact of organizational flexibility on achieving institutional excellence in private banks in Sana'a, applied to 305 participants. It found a positive impact of the dimensions of organizational flexibility (strategic flexibility, structural flexibility, operational flexibility, and technological flexibility) on achieving institutional excellence in the banks studied.

Hasan & Khonda (2025) examined the impact of organizational flexibility dimensions on employees' organizational commitment: a case study at the Syrian Trust for Development. It found a statistically significant effect of organizational flexibility in its dimensions (operational flexibility, human resource flexibility, strategic flexibility) on organizational commitment in the institution studied. It also found that the most influential dimension on organizational commitment was human resource flexibility, while structural flexibility had no statistically significant effect on organizational commitment.

Alharbi (2023) examined the impact of person-environment fit and its sub-levels (organizational fit, group fit, supervisory fit, and job fit) on organizational commitment: an applied study at Taif University. The study found a strong, positive, statistically significant correlation between overall fit and its sub-levels and organizational commitment. The relationship between organizational fit and organizational commitment was the strongest among the sub-levels of fit, while the relationship between group fit and organizational commitment was the weakest.

2.2 Foreign Studies

Harrop, Jiang & Overall (2026) presented a broad meta-analysis of 113 studies on the determinants and outcomes of flexible work arrangements. It found that time flexibility is positively associated with job satisfaction, organizational commitment, affective commitment, work engagement, job autonomy, and work-life balance, and that combining time flexibility and place flexibility together is more beneficial than either alone.

Çivilidağ & Durmaz (2026) presented a systematic review and meta-analysis of the relationship between flexible work arrangements and work-family conflict, work-life balance, and organizational commitment. It found that flexible work arrangements are positively and significantly associated with work-life balance and clearly enhance organizational commitment, while their effect on reducing work-family conflict remains less conclusive and context-dependent.

Thapa (2024) examined the effect of a flexible work environment on employee satisfaction in Nepalese commercial banks. The study is based on primary data from 121 participants. The results showed that the flexible work environment in its dimensions (remote work, changing working hours, organizational culture, employee training) has a positive effect on employee job satisfaction; however, job sharing has a negative effect on employee satisfaction.

Ajab et al. (2024) examined the effect of flexible scheduling and perceived organizational support on employees' organizational commitment, and tested the mediating role of job satisfaction in this relationship.

Mungania et al. (2016) aimed to determine the effect of flexible work arrangements on the performance of the banking sector in Kenya. It was applied to a sample of employees in 43 commercial banks in Nairobi using a survey design that collected quantitative and qualitative data. Using multiple regression analysis, it found that flexible work arrangements in their dimensions (flexible working hours, job sharing, flexible career paths) are strongly associated with banking sector performance in its dimensions (customer satisfaction, employee satisfaction).

Commentary on Previous Studies: Previous studies agreed on the existence of a positive effect of the flexible work environment and organizational flexibility on enhancing organizational outputs, job satisfaction, and organizational commitment, especially in banking sectors. However, they differed from the present study in several respects. Most previous studies addressed the impact of organizational flexibility or organizational justice on job satisfaction or institutional excellence, while this study addresses organizational commitment in its three dimensions (affective, continuance, normative). Some studies also addressed the impact of separate dimensions such as strategic, structural, and operational flexibility or person-environment fit, whereas the present study focuses on three dimensions of flexibility: time, place, and job autonomy. Moreover, this study is applied in a new context—private banks in Syria (Damascus)—a sector and geographical context that previous studies have not collectively addressed, which highlights its research gap and originality.

Research Gap: Although previous studies have addressed the relationship between flexibility in the work environment and organizational commitment in various forms and across multiple dimensions of flexibility (such as scheduling flexibility, remote

work, and job involvement), the present study specifically examines this relationship in private banks in Damascus, with precise distinction between time flexibility, place flexibility, and job autonomy as independent variables, and with analysis of organizational commitment in its three dimensions: affective, continuance, and normative. It thus addresses a gap and provides more precise and applicable analysis in the Syrian banking sector, which has not received sufficient study from this perspective.

3. Research Problem

The problem of the study lies in the lack of clarity regarding the nature of the effect of the flexible work environment in its dimensions on organizational commitment among employees in private banks in Damascus, and specifically the extent to which this effect varies according to the dimension of flexibility.

What is the effect of the flexible work environment among employees in private banks in Damascus?

This main question gives rise to the following sub-questions:

What is the level of the flexible work environment among employees in private banks in Damascus?

What is the level of organizational commitment among employees in private banks in Damascus?

What is the effect of each dimension of the flexible work environment (time flexibility, place flexibility, job autonomy) individually on organizational commitment as a whole?

What is the effect of the flexible work environment as a whole on each dimension of organizational commitment (affective, continuance, normative)?

What is the relative importance of each dimension of the flexible work environment in explaining organizational commitment when the three dimensions are considered together?

4. Research Hypotheses

The main hypothesis :There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of the flexible work environment in its dimensions on enhancing organizational commitment among employees in private banks in Damascus.

Two sub-hypotheses branch from this main hypothesis:

H1: There is an effect of each dimension of the flexible work environment individually on organizational commitment as a whole.

H2: There is an effect of the flexible work environment as a whole on each dimension of organizational commitment separately.

5. Research Importance

The importance of this study stems from three integrated levels:

Scientific importance: The study links one of the modern trends in human resource management—flexibility in the work environment—with the variable of organizational commitment, which receives wide attention in administrative and behavioral literature. It contributes to enriching this field by carefully distinguishing between the dimensions of each variable and testing the relationship between them in detail.

Practical importance: The study is applied to a private banking sector in the context of Damascus, a context with its own particularities in terms of the nature of work and surrounding economic conditions, which gives its results direct practical value for this specific context.

importance for banks: The results of the study help the managements of private banks in Damascus understand which dimensions of flexibility deserve investment priority in terms of their effect on enhancing employee commitment, and thus direct their policies and budgets more efficiently.

6. Research Objectives

The main objective of the study is to identify the effect of the flexible work environment in its dimensions on enhancing organizational commitment among employees in private banks in Damascus. This main objective gives rise to the following sub-objectives:

To determine the level of the flexible work environment and the level of organizational commitment among employees in private banks in Damascus.

To reveal the effect of each dimension of the flexible work environment individually on organizational commitment as a whole.

To reveal the effect of the flexible work environment as a whole on each dimension of organizational commitment.

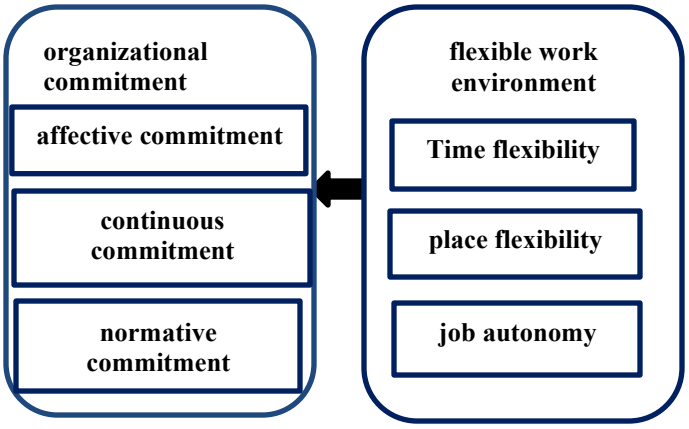
To determine the relative importance of each dimension of the flexible work environment in explaining organizational commitment.

To provide practical recommendations to the managements of private banks in Damascus regarding flexibility policies that contribute most to enhancing employee commitment.

7. Research Model

The study model consists of one independent variable: the flexible work environment in its three dimensions (time flexibility, place flexibility / remote work, job autonomy), and one dependent variable: organizational commitment in its three dimensions (affective commitment, continuance commitment, normative commitment).

Figure (1): Research Model



Source: Prepared by the researcher based on previous studi**es.**

8. Research Terminology

Flexible Work Environment: Arrangements that allow employees to alter the amount, timing, and location of their work,

designed to enable them to achieve a more effective balance between the demands of their professional and personal lives. (Thapa, 2024).

Time Flexibility: This refers to the variation in the number of working hours and their scheduling, allowing the employee to determine start and end times or to work part-time or on flexible schedules. (Thapa, 2024).

Place Flexibility: Remote work or working from home constitutes the fundamental pillar of location flexibility. This dimension encompasses the ability to perform job tasks from locations outside the traditional office, whether from home or mobile work locations, utilizing information technology. (Schall, 2019).

Work Autonomy: The degree of freedom and independence granted to the individual in scheduling their work and determining the procedures employed in its execution (Ali, 2025).

Organizational Commitment: The employee's strong desire to remain within the organization, coupled with a sense of belonging or loyalty to it and the acceptance of its objectives (Al-Jabari & Ghazzawi, 2019).

9. Research Methodology

9.1 Research Method

The study adopted the descriptive analytical method, based on describing the study variables as they exist in reality and analyzing the relationships between them statistically using primary data.

9.2 Research Population and Sample

The study population consists of all employees in private banks in Damascus, totaling 2,687 employees, distributed across five private banks:

Bank	Number of Employees	Percentage of the Study Population
International Trade and Finance Bank (IBTF)	390	14.52%
Syria International Islamic Bank	505	18.79%
Al Baraka Bank	450	16.75%
Bank of Syria and the Diaspora	430	16.00%
Bemo Saudi Fransi Bank	912	33.94%
the total	2,687	100%

Table (1): Distribution of the Study Population across the Five Private Banks in Damascus

The study adopted the simple random sampling method with proportional distribution according to the number of employees in each bank. It targeted an analytical sample size of 250 valid questionnaires. A total of 280 questionnaires were distributed in the field in anticipation of non-response or exclusion of some questionnaires, and the number of questionnaires valid for analysis was actually 250.

Bank	Target Valid Sample	Proposed Questionnaires to be Distributed
International Trade and Finance Bank	36	40
Syria International Islamic Bank	47	52
Al Baraka Bank	42	47
Bank of Syria and the Diaspora	40	45
Bemo Saudi Fransi Bank	85	96
the total	**250**	**280**

Table (2): Target Sample Size and Proposed Questionnaire Distribution per Bank

Bankshare of the sample = (number of employees in the bank ÷ total number of employees) × target sample size

Bank	Number of Employees	Percentage of the Study Population	Target Sample
International Trade and Finance Bank	390	14.52%	36
Syria International Islamic Bank	505	18.79%	47
Al Baraka Bank	450	16.75%	42
Bank of Syria and the Diaspora	430	16.00%	40
Bemo Saudi Fransi Bank	912	33.94%	85
the total	**2,687**	**100%**	**250**

Table (3): Target Valid Sample Size and Proposed Questionnaire Distribution

9.3 Research instrument

The study relied on a questionnaire prepared specifically for its purposes. It consisted of 30 items distributed across the six dimensions of the study (5 items per dimension), in addition to a section for demographic data including gender, age group, educational qualification, years of service, and job level. Response measurement was based on a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree.

9.4 Validity and Reliability of the instrument

The face validity of the questionnaire was verified through content arbitration by specialized arbitrators. As for the reliability of the instrument, it was verified statistically using Cronbach's Alpha coefficient. All reliability coefficients for the study dimensions and for the two main variables as a whole were high and exceeded the minimum acceptable level scientifically (0.70). Details will be presented in the results section.

10. Data Analysis Methods

The study used the Statistical Package for the Social Sciences (SPSS V25) to verify its hypotheses and relied on the following

statistical methods: means and standard deviations for descriptive statistics, Cronbach's Alpha coefficient for measuring reliability, Pearson correlation coefficient for measuring the relationship between variables, simple linear regression analysis, multiple regression analysis, and hierarchical regression analysis.

11.Research Limitations

Spatial limits: Private Syrian banks (International Bank for Trade and Finance, Bank of Syria and Overseas, Bank Bemo Saudi Fransi, Bank Al-Baraka Syria, and Syria International Islamic Bank).

Temporal limits: The study was conducted during the first half of 2026.

Subject limits: The study is limited to examining the effect of the flexible work environment in its dimensions on enhancing organizational commitment, an applied study on employees in private Syrian banks in Damascus.

12. Theoretical Framework

12.1 Flexible Work Environment

12.1.1 Concept of Flexible Work Environment

It refers to programs designed by employers to allow employees more freedom in determining their work schedules and tasks, aiming to achieve greater flexibility for institutions, balance between work and life, and improve organizational performance (Klindzic & Maric, 2019). It is also considered a flexible work environment that allows employees to change the amount and timing of their work and its location, and is designed to enable them to achieve greater balance between their work and personal life requirements (Thapa, 2024).

12.1.2 Benefits of Flexible Work Environment

The benefits of a flexible work environment include increased commitment, reduced employee turnover, reduced work-family conflict, increased family and life balance, increased autonomy, and raising the level of job satisfaction (Ramakrishnan, 2019).

12.1.3 Dimensions of Flexible Work Environment

The dimensions of the flexible work environment as mentioned by several researchers are:

12.1.3.1 Time Flexibility

Time flexibility refers to variation in the number of working hours and their scheduling, allowing the employee to determine start and end times, or to work part-time or flexible hours (Thapa, 2024). In financial institutions, time flexibility helps reduce tension resulting from final deadlines, as it allows employees to distribute their efforts in a way that suits the peak of banking activity and their personal needs.

12.1.3.2 Place Flexibility and Remote Work

Remote work is one of the main pillars of place flexibility. This dimension includes the employee's ability to perform job tasks from locations outside the traditional office, whether from home or mobile work locations, using information technology (Schall, 2019).

In the modern banking sector, the "smart work environment" allows employees to access their tasks via mobile devices, which removes spatial restrictions and increases performance effectiveness.

12.1.3.3 Job Autonomy

Job autonomy represents the degree of freedom and independence granted to the individual in scheduling their work and determining the procedures used in implementation. Autonomy is considered a crucial factor in enhancing affective commitment, as the employee feels confidence and control over their professional path. Functional autonomy in the banking sector leads to increased job satisfaction (Ali, 2025).

12.2 Organizational Commitment

12.2.1 Concept of Organizational Commitment

Organizational commitment is expressed as a relative state linking the employee to their organization, reducing the likelihood of leaving work. According to the three-component model (Meyer & Allen, 1991), organizational commitment is also considered as the employee's desire and strong intention to remain in the organization, belonging, and acceptance of its goals (Al-Jabari & Ghazzawi, 2019). Organizational commitment also refers to the force that allows the individual to work toward achieving their goals (Çam & Tüzüner, 2022).

12.2.2 Dimensions of Organizational Commitment

Organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment (Hasan & Khonda, 2025):

12.2.2.1 Affective Commitment

It refers to the emotional attachment to the organization, identification with it, and participation in its activities and goals. This type is considered the most important and most consistent with the desired outcomes, such as retaining employees and increasing performance. Affective commitment develops when the employee perceives that the organization supports them and cares about their well-being through policies such as flexible work.

12.2.2.2 Continuance Commitment

This dimension relates to the employee's awareness of the costs and losses associated with leaving the organization (personal sacrifice) or the lack of available job alternatives. Employees with high continuance commitment remain in the organization because they "need" it, not because they "want" it. This was found to be a distinct factor in remote work contexts, where the employee fears losing the benefits associated with the flexible work environment.

12.2.2.3 Normative Commitment

It expresses the employee's sense of moral obligation or duty to remain in the organization. This commitment often develops due to the organization's investment in the employee's training and development, which creates a kind of "gratitude." In the context of flexible work, the employee feels morally responsible toward the organization that granted them trust and freedom in managing their time and place.

(Al-Jabari & Ghazzawi, 2019)

12.3 Relationship Between Flexible Work Environment and Organizational Commitment in the Banking Sector

Studies confirm that work flexibility positively affects organizational commitment through several mechanisms (Mandalahi et al., 2024; Ali, 2025):

Conflict reduction: Time and place flexibility contribute to reducing work-life conflict, which increases loyalty and affective attachment to the organization.

Autonomy and satisfaction: Job autonomy grants the employee a sense of control, which is directly linked to increased satisfaction and organizational commitment.

12.4 Challenges and Gaps in Private Syrian Banks

Applying a flexible work environment in private Syrian banks faces unique challenges and opportunities. On the one hand, flexibility provides an opportunity to retain competencies under difficult economic conditions. On the other hand, it requires a strong technical infrastructure and a culture based on trust rather than direct monitoring.

Focusing on enhancing affective commitment through manager support and job autonomy is a strategic necessity for Syrian banks to ensure business continuity and institutional resilience (Kasa & Janeska, 2025).

13. Empirical Framework

13.1 Description of the Research Sample

The number of study sample members valid for analysis was 250 employees from private banks in Damascus, distributed proportionally across the five banks under study, as shown in Table (4).

variable	Category	Frequency	Percentage
Gender	Male	83	33.2%
	female	167	66.8%
Age Group	Less than 25 years	16	6.4%
	25 to less than 35 years	38	15.2%
	35 to less than 45 years	134	53.6%
	45 to less than 55 years	32	12.8%
	55 years and older	30	12.0%
Educational Qualification	Secondary school or Institute	60	24.0%
	Bachelor's Degree	134	53.6%
	Postgraduate Studies	56	22.4%
Years of Service	Less than 5 years	54	21.6%
	5 to less than 10 years	94	37.6%
	10 to less than 15 years	62	24.8%
	15 to less than 20 years	32	12.8%
	20 years and older	8	3.2%
Job Level	employee	205	82.0%
	Head of Department / Official	30	12.0%
	Manager / Senior Management	15	6.0%

Table (4): Distribution of Sample Members According to Demographic Characteristics

13.2 Descriptive Statistics for Research Variables

Dimension	Mean	SD	Level
Time Flexibility (X1)	2.70	0.87	Moderate
Place Flexibility / Remote Work (X2)	1.91	0.63	low
Work Autonomy (X3)	3.44	1.08	Moderate to high
Flexible Work Environment as a Whole	2.68	0.84	Moderate
Affective Commitment (Y1)	2.86	1.19	Moderate
Continuance Commitment (Y2)	2.22	0.75	low
Normative Commitment (Y3)	3.14	1.21	Moderate
Organizational Commitment as a Whole	2.74	1.02	Moderate

Table (5): Means and Standard Deviations for Study Variables

It is evident from the table that the work autonomy dimension ranked first in terms of response level among the dimensions of the flexible work environment, while the place flexibility /

remote work dimension ranked last. This indicates the limited application of remote work arrangements within the environment of private banks in Damascus compared to other aspects of flexibility.

13.3 Reliability of the Research Instrument (Cronbach's Alpha Coefficient):

Dimension / Axis	Reliability Coefficient (Alpha)
Time Flexibility (X1)	0.923
Place Flexibility / Remote Work (X2)	0.900
Work Autonomy (X3)	0.966
Flexible Work Environment as a Whole	0.974
Affective Commitment (Y1)	0.977
Continuance Commitment (Y2)	0.902
Normative Commitment (Y3)	0.973
Organizational Commitment as a Whole	0.982

Table (6): Cronbach's Alpha Coefficient for Study Variables

The values presented above indicate that all reliability coefficients were high and exceeded the minimum academically acceptable level (0.70), which indicates that the study instrument possesses a high degree of reliability and precision.

13.4 Correlation Analysis between Research Variables

The results of the correlation analysis revealed a positive, statistically significant correlation (at a significance level of 0.01) between all dimensions of the flexible work environment and the dimensions of organizational commitment. The correlation coefficient between the flexible work environment as a whole and organizational commitment as a whole was ($r = 0.970$, $p < 0.001$).

It is noteworthy that the correlation coefficients between the sub-dimensions of the two variables—flexible work environment and organizational commitment—were also high (ranging between 0.95 and 0.89), which was taken into consideration when selecting the hypothesis testing method, as will be discussed later.

14. Testing the Research Hypotheses

Testing the effect of each of the flexibility dimensions in the study hypothesis was based on Simple Linear Regression analysis, between each separate dimension and the general dependent variable separately. Meanwhile, determining the relative importance of each dimension of the flexible work environment in explaining organizational commitment was based on two models: the Multiple Regression model, and the Stepwise Regression model. It should be explicitly and directly noted that the Variance Inflation Factor (VIF) among the three dimensions was considered, with values ranging between (9.18 and 18.27).

14.1 The Main Hypothesis

Model	R^2	F	Significance Level	B	Result
Flexible Work Environment → Organizational Commitment	0.941	3928.44	0.000	1.185	Reject the null hypothesis and accept the existence of an effect

Table (7): Regression Analysis Results for Testing the Main Hypothesis

The results indicate the rejection of the main null hypothesis and the acceptance of the alternative hypothesis, as there is a statistically significant effect of the flexible work environment with its dimensions in enhancing organizational commitment among employees in private banks in Damascus. The flexible work environment explained 94.1% of the variance in organizational commitment.

14.2 The First Sub-Hypothesis: The Effect of Each Dimension of the Flexible Work Environment on Organizational Commitment as a Whole

Independent Dimension	R^2	F	Sig	B	Result
Time Flexibility (X1)	0.930	3317.04	0.000	1.134	There is a significant effect
Place Flexibility (X2)	0.825	1172.93	0.000	1.487	There is a significant effect
Work Autonomy (X3)	0.911	2531.05	0.000	0.906	There is a significant effect

Table (8): Regression Analysis Results for Testing the First Sub-Hypothesis

14.3 The Second Sub-Hypothesis: The Effect of the Flexible Work Environment as a Whole on Each Dimension of Organizational Commitment

Dependent Dimension	R^2	F	Sig	B	Result
Affective Commitment (Y1)	0.877	1774.26	0.000	1.331	There is a significant effect
Continuance Commitment (Y2)	0.842	1321.57	0.000	0.822	There is a significant effect
Normative Commitment (Y3)	0.943	4087.18	0.000	1.403	There is a significant effect

Table (9): Regression Analysis Results for Testing the Second Sub-Hypothesis

14.4 Detailed Impact Matrix: Each Dimension of the Flexible Work Environment on Each Dimension of Organizational Commitment

Independent Dimension	Dependent Dimension	R^2	F	Sig	B
Time Flexibility	Affective Commitment	0.871	1675.82	0.000	1.276
Time Flexibility	Continuance Commitment	0.892	2050.30	0.000	0.813
Time Flexibility	Normative Commitment	0.892	2040.05	0.000	1.313
Place Flexibility	Affective Commitment	0.749	738.88	0.000	1.646
Place Flexibility	Continuance Commitment	0.768	921.20	0.000	1.064
Place Flexibility	Normative Commitment	0.818	1111.84	0.000	1.750
Work Autonomy	Affective Commitment	0.860	1523.68	0.000	1.024
Work Autonomy	Continuance Commitment	0.741	710.03	0.000	0.599
Work Autonomy	Normative Commitment	0.952	4958.30	0.000	1.096

Table (10): Detailed Impact Matrix: Each Dimension of the Flexible Work Environment on Each Dimension of Organizational Commitment

All results in the table above indicate the existence of a positive, statistically significant effect ($p < 0.001$) for each dimension of the flexible work environment on each dimension of organizational commitment separately. The strongest effect was between the work autonomy dimension and normative commitment, reaching 0.952, whereas the relatively weakest effect was between the place flexibility dimension and continuance commitment, with an explanatory coefficient of 0.741, with all results remaining statistically significant.

14.5 Direct Multiple Regression Model for X1, X2, and X3 together against Organizational Commitment as a Whole

Dimension	B	Significance Level	VIF
Constant	-0.426	0.000	-
Time Flexibility (X1)	0.717	0.000	18.27
Place Flexibility (X2)	-0.042	0.567	9.55
Work Autonomy (X3)	0.381	0.000	9.18

$R^2 = 0.948$ Adjusted $R^2 = 0.948$ F = 1499.56 Significance Level = 0.000

Table (11): Direct Multiple Regression Model for X1, X2, and X3 Together Against Organizational Commitment as a Whole

The multiple regression model shows that the two dimensions of time flexibility and work autonomy maintain an independent and statistically significant effect on organizational commitment, even after controlling for the effect of the other two dimensions; whereas place flexibility / remote work loses its statistical significance within the joint model ($p = 0.567$), despite being significant when selected alone. This does not mean that place flexibility is without importance; rather, its effect highly overlaps with the effect of time flexibility and autonomy, such that it does not add an independent statistical explanation beyond what the other two dimensions explain. This is a fundamental result that appears to merit discussion rather than mere juxtaposition, indicating that these three dimensions are practically interconnected in the banking work environment more than being separate practices from one another.

14.6 Stepwise Hierarchical Regression Model

To complementarily verify the true explanatory weight of each dimension in isolation from the multicollinearity problem, the three dimensions were entered stepwise into the regression model according to the following order: time flexibility in the first step, then place flexibility in the second step, then work autonomy in the third step, monitoring the amount of increase in the explanatory coefficient (ΔR^2) and its statistical significance upon adding each dimension.

Step	Entered Variables	R^2	ΔR^2	F Change	Significance of Change
1	Time Flexibility	0.930	0.930	3317.04	0.000
2	+ Place Flexibility	0.931	0.0002	0.57	0.453
3	+ Work Autonomy	0.948	0.018	83.31	0.000

Table (12): Stepwise Hierarchical Regression Model Results

The hierarchical regression results confirm what the direct multiple model found: the entry of time flexibility in the first step loses its significance when measured alone in affecting organizational commitment, and place flexibility in the second step does not add any additional explanatory power of statistical significance ($\Delta R^2 = 0.0002$, $p = 0.453$), while work autonomy in the third step adds a statistically significant increase in explanation ($\Delta R^2 = 0.018$, $p < 0.001$). Thus, it is proven that time flexibility is the true explanatory variable for organizational commitment in private banks in Damascus, as follows: time flexibility ranks first, followed by work autonomy, while place flexibility / remote work remains at the bottom of the list of variables, without having a direct or additional significant effect on organizational commitment.

15. Statistical Determinants of the Study

It was noted that the correlation coefficients between the dimensions of the flexible work environment with one another were high (ranging between 0.95 and 0.89), as well as between the

dimensions of organizational commitment with one another. This was reflected in a high Variance Inflation Factor (VIF) when forming the multiple regression model presented by the study, reaching a value of (18.27), which is higher than the statistically acceptable limit. The study took this indicator into account from the beginning, as this problem is one of the common issues when forming a multiple regression model. This high VIF may lead to unstable estimates of coefficients and inflated standard errors, making some variables appear misleadingly statistically insignificant. Therefore, the study relied, as explained in the methodology, on testing hypotheses using hierarchical regression (Stepwise) instead of relying solely on regression coefficients in the multiple model, and this was verified through precise statistical tests. This increase is also attributed to the fact that the independent study variables essentially measure overlapping dimensions of a single concept, which is the flexible work environment, supported by the high correlation between these dimensions.

16. Discussion of Results

This study contributes to revealing the effect of the flexible work environment with its three dimensions in enhancing organizational commitment among employees in private banks in Damascus. The results came supporting this effect clearly and strongly at all levels tested by the study. The following is a discussion of the most prominent of these results in light of the literature and previous studies.

16.1 The Overall Effect of the Flexible Work Environment on Organizational Commitment

The results showed a positive and strong effect of the flexible work environment as a whole on organizational commitment. This result agrees with what many studies have shown, including the study by (Harrop et al, 2022), which confirmed that the dimensions of the flexible work environment are positively correlated with organizational commitment. It also agrees with the study by (Çivilidağ & Durmaz, 2026) which confirmed that flexible work practices clearly enhance organizational commitment. It also agrees with the study by (Choo et al., 2016) which found a significant positive correlation between both time flexibility and organizational commitment among university lecturers in Malaysia.

This overall result is also consistent with the findings of the study by (Al-Bashari & Al-Harazi, 2025), which demonstrated the existence of an effect of organizational flexibility in achieving institutional excellence in the banks under study.

However, it should be noted that the strength of the effect shown in the current study ($R^2 = 0.941$) was relatively high compared to what is common in this type of research; most previous studies (Harrop et al, 2022; Jiang & Overall, 2026) indicate that the values of the coefficient of determination (R^2) typically range between (0.14 and 0.21) in human resource management research. This large discrepancy in the explanatory power of the flexible work environment in Damascus may reflect the high correlation between the dimensions of the two variables in the current study sample, serving as an additional indicator of the conceptual similarity between the variables. This should be taken into account when presenting and interpreting the results.

16.2 The Effect of the Dimensions of the Flexible Work Environment on Each Dimension Separately

The results showed that the three dimensions of the flexible work environment have a positive and statistically significant effect on organizational commitment when each was taken separately. The work autonomy dimension ranked highest in terms of response level, while the place flexibility and remote work dimension ranked lowest.

As for the low response level regarding the place flexibility and remote work dimension, this can be explained by the nature of banking work, which still relies heavily on physical presence and direct interaction with clients and documents. This aligns with the limited adoption of remote work arrangements originally documented in the study by (Mungania, Waiganjo & Kihoro, 2016) in the Kenyan banking sector, which indicated that the nature of banking work imposes particular constraints on the application of place flexibility arrangements compared to temporal scheduling flexibility.

16.3 The Flexible Work Environment in the Three Dimensions of Organizational Commitment

The results showed that the flexible work environment has a statistically significant effect on each of the three dimensions of organizational commitment. The effect on normative commitment was the strongest, followed by affective commitment, then continuance commitment. This result can be interpreted in light of the discussion by (Al-Jabari & Ghazzawi, 2019), regarding the nature of normative commitment associated with an employee's sense of moral duty toward their organization. Granting work flexibility by the organization is interpreted as a form of organizational support that evokes moral principles from the employee, leading to greater loyalty.

As for the continuance commitment recording the relatively weakest effect, this is consistent with what was indicated by the study of (Al-Jabari & Ghazzawi, 2019) in its discussion of the Side Bet Theory, which links continuance commitment to factors of the employee's personal investment in their organization (such as pension, seniority, and organization-specific experience) rather than to daily human resource policies. This explains the weak effect of this specific dimension regarding the flexibility of the work environment compared to the affective and normative dimensions.

16.4 A Preliminary Reading of the Study Results

It must be noted that the high correlation that appeared between the dimensions of the flexible work environment with one another, as well as between the dimensions of organizational commitment with one another, calls for a degree of caution when interpreting the results. This was taken into account by adopting both the multiple and hierarchical regression models, as previously explained in the results section. This does not negate the significance of the results reached by the study, but it calls upon future studies to verify with greater precision by conducting deeper statistical analyses, such as Confirmatory Factor Analysis (CFA), regarding the extent of the independence of these dimensions theoretically and measurement-wise from one another in the banking work context in Damascus specifically.

17. Results

In light of the statistical analysis and discussion of the results presented, the most important findings of the study can be summarized as follows:

1- The study sample members generally possess a moderate level of flexible work environment (arithmetic mean 2.68 out of 5), and a moderate level of organizational commitment (arithmetic mean 2.74 out of 5).

2- The autonomy at work dimension ranked highest among the dimensions of the flexible work environment, while the flexibility of place and remote work dimension ranked lowest, reflecting the limited adoption of remote work arrangements in the banking sector in Damascus compared to other aspects of flexibility.

3- The study instrument enjoyed very high reliability across all its dimensions, as all Cronbach's alpha coefficients exceeded 0.90.

4- There is a positive and statistically significant effect of the flexible work environment as a whole on the organizational commitment of employees in private banks in Damascus, and the flexible work environment explained 94.1% of the variance in organizational commitment.

5- There is a positive and statistically significant effect of each dimension of the flexible work environment individually on organizational commitment as a whole, as well as on each of its three dimensions separately.

6- When the three dimensions were entered together in a multiple regression model, time flexibility and autonomy at work maintained an independent and statistically significant effect, while the effect of place flexibility was no longer statistically significant within the joint model, indicating a high overlap between this dimension and the other two dimensions rather than being an independent effect in itself.

7- The hierarchical stepwise regression confirmed that time flexibility is the dimension contributing most to explaining organizational commitment (explaining 93.0% of the variance individually), followed by autonomy at work, which added a statistically significant explanation (1.8%), while place flexibility did not add any noteworthy additional explanation.

8- The effect of the dimensions of the flexible work environment on normative commitment was the strongest among the three dimensions of commitment, followed by affective commitment, then continuance commitment, which recorded the relatively weakest effect.

9- A high correlation was observed between the dimensions of both the independent and dependent variables among themselves, which calls for further future verification of the discriminant validity between these dimensions in the banking work context in Damascus specifically.

Recommendations

In light of the results reached by the study, a set of recommendations can be presented at both the applied and research levels:

17. Recommendations

17.1 Recommendations directed to the administrations of private banks in Damascus

1- Reconsidering work time scheduling policies to grant employees a wider margin of flexibility in determining their working hours within what the nature of banking work permits, given that time flexibility is the most influential dimension in enhancing organizational commitment according to the study results.

2- Expanding the margin of autonomy granted to employees in organizing their daily tasks and their method of performing them, by delegating broader authorities within the regulatory and organizational frameworks required by the nature of banking work.

3- Continuing to develop limited and carefully studied forms of place flexibility for jobs whose nature permits it (such as administrative jobs and indirect customer support), without expecting this dimension alone to have a significant independent explanatory effect on commitment unless it is coupled with time flexibility and autonomy.

4- Giving special attention to the factors that specifically enhance continuance commitment, as it is the weakest dimension of commitment affected by the flexibility of the work environment, through compensatory and developmental packages that complement the effect of flexibility policies.

5- Designing awareness programs for direct managers regarding the mechanism of granting autonomy and time flexibility on employees' commitment, as they are the closest link to implementing these policies on the ground.

17.2 Recommendations directed to future scientific research

1- Conducting a Confirmatory Factor Analysis (CFA) on the dimensions of the flexible work environment and organizational commitment in the context of the Syrian banking sector, to verify in greater depth the discriminant validity between these dimensions given the high correlation observed between them in the current study.

2- Conducting comparative studies between the public and private banking sectors in Damascus, or between different Syrian cities, to verify the extent of the stability of the results reached by the current study across multiple institutional and geographical contexts.

3- Introducing potential mediating or moderating variables, such as job satisfaction, perceived organizational support, or leadership style, for a deeper understanding of the mechanism through which the flexibility of the work environment translates into organizational commitment.

4- Expanding the scope of the study in the future to encompass other non-banking service sectors, in order to verify the extent to which the finding regarding the centrality of time flexibility and autonomy—compared to place flexibility—can be generalized.

5- Conducting longitudinal studies that track changes in the level of organizational commitment in conjunction with changes in flexibility policies over time, rather than relying on a single cross-sectional design as employed in the current study.

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Appendix 1. Questionnaire:

Degree	1	2	3	4	5
Response	strongly disagree	disagree	neutral	agree	strongly agree

Section One: Flexible Work Environment

Dimension 1: Time Flexibility

Code	Statement
X1.1	The bank allows a degree of flexibility in determining the start and end times of work.
X1.2	I am able, within the limits of work requirements, to adjust my working hours to suit my circumstances.
X1.3	I have the opportunity to choose working hours that better suit my needs.
X1.4	Employees at the bank enjoy appropriate flexibility in organizing working hours.
X1.5	I can easily adjust my daily working hours to accommodate my personal and family commitments.

Dimension 2: Place Flexibility / Remote Work

Code	Statement
X2.1	The bank allows performing some tasks outside the workplace when the nature of work permits.
X2.2	I can perform some of my work tasks from a location outside the bank's premises when appropriate conditions are available.
X2.3	The bank provides the possibility to perform some tasks remotely using appropriate communication means and technologies.
X2.4	I enjoy a degree of flexibility in choosing the place to perform some of my work tasks.
X2.5	Working remotely outside the bank's premises helps me accomplish my tasks with higher efficiency and productivity.

Dimension 3: job autonomy

Code	Statement
X3.1	I possess full freedom in making daily decisions related to how to accomplish my job tasks.
X3.2	The bank allows me to schedule my work and arrange its priorities in the manner I deem appropriate.
X3.3	I am able to choose the methods and approaches I use to carry out the duties assigned to me.
X3.4	Management grants me sufficient trust to perform my work without the need for continuous and close supervision and follow-up.
X3.5	The bank allows me to apply new ideas and initiatives to develop and improve the manner of performing my job tasks.

Section Two: Organizational Commitment
Dimension 1: Affective Commitment

Y1.1	I feel a genuine sense of happiness when I continue my professional career at this bank.
Y1.2	I feel a sense of pride when I talk to others about the bank I work for.
Y1.3	I feel that this bank's problems are my own.
Y1.4	I feel as though I am part of the family at this bank.
Y1.5	I feel a strong emotional attachment to this bank.

Dimension 2: Continuance Commitment

Code	Statement
Y2.1	t would be difficult for me to leave the bank at the present time, even if I desired to do so.
Y2.2	If I were to leave the bank now, I would lose some of the privileges or benefits I currently enjoy.
Y2.3	I feel that departing from the bank would entail significant personal and professional costs for me.
Y2.4	It would be difficult for me to find an alternative job that offers benefits similar to those I obtain at this bank.
Y2.5	My continued employment at this bank is tied to my need for the benefits it provides me.

Dimension 3: Normative Commitment

Code	Statement
Y3.1	I feel a sense of duty to continue working for this bank.
Y3.2	I feel that loyalty to the bank I work for is important to me.
Y3.3	I feel a moral responsibility to continue working for this bank.
Y3.4	I do not believe it is right to move frequently from one bank to another.
Y3.5	I feel that remaining at this bank represents a form of loyalty to it.

Section Three: General Data

Item	Options
Gender	☐ Male ☐ Female
Age Group	☐ Less than 25 years ☐ 25 – less than 35 years ☐ 35 – less than 45 years ☐ 45 years and above
Educational Qualification	☐ Secondary School / Institute ☐ Bachelor's Degree ☐ Postgraduate Studies
Years of Service in the Bank	☐ Less than 5 years ☐ 5 – less than 10 years ☐ 10 – less than 15 years ☐ 15 years and above
Job Level	☐ Employee ☐ Head of Department / Officer ☐ Manager / Senior Management