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The relationship between general work flexibility practices and employee organizational commitment levels: A case study of technology startups listed on the Iraq stock exchange using the SPSS model

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Abstract

This research aims to identify and measure the impact of general flexible work practices on organizational commitment levels. The research population consists of employees working in emerging technology companies listed on the Iraq Stock Exchange. Using a quantitative research design, data were collected from 320 employees across 15 technology startups through structured questionnaires. Validity and reliability procedures were applied to these questionnaires. The Statistical Package for the Social Sciences (SPSS 26) was used to analyze the data, including descriptive statistics, correlation analysis, and regression analysis. The results revealed a significant positive relationship between flexible work practices and employee organizational commitment ($r = 0.68$, $p < 0.01$). Specifically, flexible scheduling, remote work options, and autonomy in task management were identified as the most influential factors on organizational commitment. This research offers practical implications for Iraqi technology startups seeking to enhance employee engagement through flexible work arrangements. The study offered a set of recommendations for managers of emerging technology companies, including the need for comprehensive flexible work policies, prioritizing flexible tasks, training managers to support flexible work arrangements, and considering individual differences, behaviors, and autonomy.

Keyword: Work flexibility, organizational commitment, technology startups, Iraq Stock Exchange, SPSS

1. Introduction

1.1 Background of the research

Recent changes in the business climate suggest flexible work arrangements as a core issue of organisational effectiveness (Allen et al., 2015) ^[1]. Flexible working styles Flexible work systems consist of a variety of techniques that provide employees the ability to exercise control over when, where, and how they perform their work and manage upon which tasks in cases things are known to go normal (Ghoneim et al., 2025) ^[2]. This will be even more the case for tech start-ups situated as they are within a volatile, complicated and competitive environment where attractive flexible working options are increasingly a key component of the 'war for talent' (Kelliher & Anderson, 2023) ^[25].

The tech in Iraq sector has made significant progress since 2003 thanks to the efforts of the responsible parties. The country has become aware during the last few years, when COVID-19 pandemic broke out, and has by up listing some of the emerging technology companies in Iraq Stock Exchange (Hussein et al. 2021) ^[26]. All, 2020). Previous authors already identified specific restraints of those organizations, such as political instability, no infrastructure and global competition (Shatil et. al, 2025) ^[6]. Between this types of context, the WFP provided promot-ing EOC could be the source of competitive advantage.

1.2 Problem Statement

Although job flexibility is becoming increasingly influential as a factor of employee involvement, previous research indicates that there are limited studies from the Western developed economies on this subject. The literature on job flexibility and organizational

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Commitment is less studied in work settings in developing countries such as Iraq (Brady & Prentice 2025)^[7], with too little attention to places such as Iraq. Notwithstanding the particular cultural, economic and political situation that a country like Iraq can have on the adoption and impact of WFP, this research gap is remarkable.

1.3 Research Questions

1. What is the current state of flexible work practices in emerging technology companies listed on the Iraq Stock Exchange?
2. What is the level of employee organizational commitment in these companies?
3. Is there a statistically significant relationship between flexible work practices and employee organizational commitment in emerging technology companies listed on the Iraq Stock Exchange?
4. Which specific flexible work practices have the strongest impact on employee organizational commitment?

1.4 Objectives of the research

1. To conduct an applied study of flexible work practices in emerging technology companies listed on the Iraq Stock Exchange.
2. To assess the level of employee organizational commitment in these companies.
3. To measure and analyze the impact of flexible work practices on employee organizational commitment.
4. To identify specific flexible work practices that significantly affect employee organizational commitment.
5. To provide a set of recommendations that would contribute to improving employee performance in emerging technology companies listed on the Iraq Stock Exchange.

1.5 Significance of the research

This research contributes to understanding workplace flexibility through

1. **Theoretical Aspect:** The research enriches existing studies exploring the relationship between flexible work practices and organizational commitment, highlighting the key indicators and dimensions that link these two variables. This is achieved by examining the concepts and theories related to these variables within the context of emerging technology companies, an area that has not yet received sufficient research.
2. **Practical Aspect:** The field findings of this study provide valuable insights for decision-makers in Iraqi technology-based organizations. These insights support efforts to enhance employee commitment through flexible work practices, ultimately leading to improved organizational performance and technological advancement.

2. Literature Review

2.1 Work Flexibility Practices

Flexible work practices refer to the pursuit of success that requires an organization to possess a high capacity for continuous change and to mitigate risks, problems, and crises. They also include policies and organizational

arrangements that grant employees greater control over their work schedules, locations, and methods (Badrolhisam & Jamil, 2025)^[8]. These practices can be categorized into several dimensions, including

1. **Temporal flexibility:** Time flexibility means flexible scheduling options, such as flexible working hours, compressed work weeks, and job sharing. This adaptation helps achieve a better work-life balance (Febrianty *et al.*, 2025)^[9]
2. **Spatial flexibility:** Involves options for working from different locations, including remote work, telecommuting, and hybrid arrangements (Massaoudi *et al.*, 2025)^[10].
3. **Task flexibility:** These refer to different things for each employee, manager, and organization, and are measured using a 25-item scale adapted from the Workplace Flexibility Scale. (Austen *et al.*, 2024)^[11].
4. **Contractual flexibility:** This is a social requirement of the contract and a regulating factor in terms of the freedom of individuals to add whatever conditions they wish to the contract. It includes part-time work, temporary contracts, and other non-standard employment arrangements. (McDonald *et al.*, 2023)^[12].

Research has shown that flexible work practices can bring numerous benefits to both employees and organizations, including improving employees' quality of life and helping them achieve a better work-life balance (Butts *et al.*, 2013)^[13] Work flexibility is characterized by the ability to adapt to rapid and continuous changes in the labor market.

2.2 Organizational Commitment

Organizational commitment is a member's psychological perspective on their connection to the organization they work for; that is, the psychological attachment of employees to their organization, characterized by a firm belief in and acceptance of the organization's goals and values, and a willingness to exert significant effort for them, and a strong desire to maintain their membership (Meijerink & Bondarouk, 2023)^[14]. The three-component organizational commitment model identifies the following

1. **Affective commitment:** Emotional attachment to the organization.
2. **Continuance commitment:** Perceived costs associated with leaving the organization.
3. **Normative commitment:** Feeling of obligation to remain with the organization.

Organizational commitment has consistently been associated with important outcomes such as reduced employee turnover intentions, enhanced sense of belonging to the workplace, pursuit of career advancement and continuity, higher levels of job performance, and increased organizational citizenship behavior (Toth-Kiraly *et al.*, 2023).

2.3 Relationship between Work Flexibility and Organizational Commitment

1. The relationship between flexible work practices (where flexibility in the workplace is a fundamental employee perception, such as freedom from traditional work patterns) and organizational commitment has been

the subject of numerous studies. Comprehensive meta-analyses have demonstrated a positive correlation between various forms of flexible work and organizational commitment (Ghoneim *et al.*, 2025) ^[2]. One mechanism for explaining this relationship is:

2. **Social exchange theory:** Employees who see valuable benefits in their organizations, such as flexible work arrangements, may feel more inclined to commit and may be eager to take on additional tasks beyond their regular duties. When a company invests in its employees, it reciprocates by investing in them through innovation (Jeong & Oh, 2017) ^[17].
3. **Job demands-resources model:** Job flexibility can be viewed as a resource that helps employees adapt to job requirements, and it also has a positive impact on job outcomes, such as engagement, satisfaction, and performance, leading to greater commitment. (Bakker & Demerouti, 2014) ^[18].
4. **Self-determination theory:** Work flexibility supports employees' psychological needs for autonomy, competence, and participation that is, each individual's ability to make decisions and manage their own life. This fosters commitment (Deci *et al.*, 2017) ^[19].

However, the strength and nature of this relationship between work flexibility practices and job commitment is influenced by various contextual factors such as general culture, industry characteristics, social support, coworker support, and organizational policies (Budhwar, *et al.*, 2023) ^[20].

2.4 Technology Startups in Iraq

Iraq's technology sector has witnessed remarkable growth since 2003, thanks to the efforts of stakeholders, despite facing numerous challenges, including weak infrastructure, regulatory constraints, and a resistant environment for change. (Hussein *et al.*, 2020) ^[4]. The emerging technology companies listed on the Iraq Stock Exchange represent a significant segment of the technology sector, ranging from digital payments and mobile applications to popular e-wallets and the development of electronic payment systems. These companies have achieved public milestones that warranted their initial public offerings (IPOs). These organizations typically operate in a highly dynamic environment characterized by rapid technological change, intense competition, and uncertainty (Shatil *et al.*, 2025) ^[6]. In such contexts, attracting and retaining talented employees is crucial for success, making employee commitment a critical outcome. The importance of talent attraction lies in its ability to enhance an organization's competitive advantage, improve the employee work environment, boost productivity, and increase the profitability that companies strive to achieve.

2.5 Previous Studies and Gaps

While numerous studies have examined the relationship between work flexibility and organizational commitment in various contexts, several gaps remain in the literature

1. Very limited research has focused on technology startups, which may have unique characteristics affecting the implementation and effectiveness of flexible work practices. We present evidence showing

that flexible employees report higher levels of job satisfaction and organizational commitment compared to their inflexible counterparts (Kelliher & Anderson, 2010) ^[3].

2. Research into studies on this topic revealed that most of them were conducted in advanced Western economies, and emerging markets such as Iraq did not receive enough attention. (Brady & Prentice, 2025) ^[7]. There is a lack of research using advanced statistical techniques such as SPSS modeling to examine the relationship between work flexibility and organizational commitment in the Iraqi context (Budhwar, *et al.*, 2023) ^[20].

The current research aims to address these gaps by identifying flexible work practices and their impact on achieving employee organizational commitment within the research population of emerging technology companies listed on the Iraq Stock Exchange, using the SPSS model.

3. Methodology

3.1 Research Design

This study employed a quantitative research design with a correlational approach to examine the relationship between flexible work practices (the term "flexible work" encompasses flexibility in terms of working hours and location, and is broadly defined) and employee organizational commitment. This design was well-suited for testing hypotheses about the relationships between variables and generalizing the findings to the study sample (Creswell & Creswell, 2017) ^[21].

3.2 Population and Sampling

The target population for this study consisted of employees working at technology startups listed on the Iraq Stock Exchange. As of 2023, there were 15 technology startups listed on the exchange, with a total of approximately 850 employees.

Strategic random sampling was used to select participants from each of the 15 companies, ensuring diverse representation of the different sizes and types of technology startups. The sample size was determined using Cochran's finite population formula, resulting in a target sample of 320 employees.

3.3 Data Collection Methods

Data was collected using a structured questionnaire consisting of three sections

1. **Demographic information:** Including age, gender, education level, job position, and tenure with the organization.
2. **Work flexibility practices:** Measured using a 25-item scale adapted from the Work Flexibility Scale (Austen *et al.*, 2024) ^[11]. This scale assessed various dimensions of work flexibility, including temporal flexibility, spatial flexibility, task flexibility, and contractual flexibility. Responses were recorded on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).
3. **Organizational commitment:** Measured using the 18-item Organizational Commitment Scale developed by Allen *et al.* (2015) ^[1], which assesses affective, continuance, and normative commitment. Responses

were recorded on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The questionnaire was initially developed in English and then translated into Arabic using the back-translation method to ensure linguistic and cultural equivalence. The instrument was pilot-tested with 30 employees not included in the final sample to assess its reliability and validity (Hair, 2009) [22].

3.4 Data Analysis Using SPSS

The Statistical Package for Social Sciences (SPSS) version 26 was used for data analysis. The following statistical procedures were employed: (Tabachnick, 2007) [24]

1. **Descriptive statistics:** To summarize the demographic characteristics of the sample and the distribution of responses to work flexibility and organizational commitment items.
2. **Reliability analysis:** To assess the internal consistency of the scales using Cronbach's alpha coefficient.
3. **Correlation analysis:** To examine the bivariate relationships between work flexibility practices and organizational commitment using Pearson's correlation coefficient.

4. **Regression analysis:** To test the predictive relationship between work flexibility practices (independent variable) and organizational commitment (dependent variable), while controlling for demographic variables.
5. **Factor analysis:** To identify underlying dimensions of work flexibility practices in the Iraqi context.

3.5 Ethical Considerations

The study adhered to ethical guidelines for research involving human subjects. Participants were provided with information about the purpose of the study, their right to withdraw at any time, and the confidentiality of their responses. Informed consent was obtained from all participants before data collection. The research protocol was approved by the Institutional Review Board of the researcher's university (Field, A. (2024) [23].

4. Results and Findings

4.1 Response Rate and Sample Characteristics

286 of the 320 surveys that were sent out were filled out and returned, yielding an 89.6% response rate. 275 surveys were judged appropriate for analysis after incomplete replies were eliminated. The demographic characteristics of the sample are presented in Table 1.

Table 1: Demographic Characteristics of the Sample (n=276)

| Characteristic | Category | Frequency | Percentage |
|-----------------|-------------------|-----------|------------|
| Gender | Male | 178 | 64.5 |
| | Female | 98 | 35.5 |
| Age | 20-30 years | 142 | 51.4 |
| | 31-40 years | 89 | 32.2 |
| | 41-50 years | 35 | 12.7 |
| | Above 50 years | 10 | 3.6 |
| Education Level | Bachelor's Degree | 156 | 56.5 |
| | Master's Degree | 89 | 32.2 |
| | PhD | 31 | 11.2 |
| Job Position | Technical/IT | 121 | 43.8 |
| | Management | 65 | 23.6 |
| | Administrative | 58 | 21.0 |
| | Marketing/Sales | 32 | 11.6 |
| Tenure | Less than 1 year | 67 | 24.3 |
| | 1-3 years | 112 | 40.6 |
| | 4-6 years | 65 | 23.6 |
| | More than 6 years | 32 | 11.6 |

4.2 Reliability Analysis

Cronbach's alpha coefficient was used to evaluate the scales' internal consistency. The findings showed that both scales had good reliability

- Work Flexibility Scale: $\alpha = 0.90$
- Organizational Commitment Scale: $\alpha = 0.88$

These values show that both scales have acceptable internal

consistency for research purposes because they are higher than the generally accepted cutoff of 0.71.

4.3 Descriptive Statistics

Descriptive statistics for the variables of work flexibility practices and organizational commitment are presented in Table 2.

Table 2: Descriptive Statistics for Work Flexibility Practices and Organizational Commitment (n=276)

| Variable | Mean | Standard Deviation | Minimum | Maximum |
|----------------------------|------|--------------------|---------|---------|
| Work Flexibility Practices | 3.42 | 0.78 | 1.40 | 5.00 |
| Temporal Flexibility | 3.65 | 0.92 | 1.00 | 5.00 |
| Spatial Flexibility | 3.28 | 0.85 | 1.00 | 5.00 |
| Task Flexibility | 3.56 | 0.88 | 1.00 | 5.00 |
| Contractual Flexibility | 3.19 | 0.94 | 1.00 | 5.00 |
| Organizational Commitment | 3.51 | 0.82 | 1.22 | 5.00 |
| Affective Commitment | 3.48 | 0.91 | 1.00 | 5.00 |
| Continuance Commitment | 3.62 | 0.87 | 1.00 | 5.00 |
| Normative Commitment | 3.43 | 0.95 | 1.00 | 5.00 |

The results indicate moderate levels of work flexibility practices (M = 3.43, SD = 0.79) and organizational commitment (M = 3.52, SD = 0.83) among employees in technology startups It is listed on the Iraq Stock Exchange. Time flexibility received the highest average score. (M = 3.66, SD = 0.93), while contractual flexibility had the lowest mean score (M = 3.20, SD = 0.95). In terms of organizational commitment, continuance commitment had the highest mean score (M = 3.63, SD = 0.88), while

normative commitment had the lowest mean score (M = 3.44, SD = 0.96).

4.4 Correlation Analysis

Pearson correlation coefficients were calculated to examine the two-way relationships between flexible work practices and organizational commitment. The results are presented in Table 3.

Table 3: Correlation Matrix for Work Flexibility Practices and Organizational Commitment (n=277)

| Variable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|-------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|---|
| 1. Work Flexibility Practices | 1 | | | | | | | | |
| 2. Temporal Flexibility | .78** | 1 | | | | | | | |
| 3. Spatial Flexibility | .81** | .62** | 1 | | | | | | |
| 4. Task Flexibility | .76** | .58** | .63** | 1 | | | | | |
| 5. Contractual Flexibility | .72** | .51** | .54** | .49** | 1 | | | | |
| 6. Organizational Commitment | .68** | .59** | .61** | .64** | .51** | 1 | | | |
| 7. Affective Commitment | .65** | .56** | .58** | .61** | .48** | .87** | 1 | | |
| 8. Continuance Commitment | .52** | .45** | .47** | .49** | .41** | .83** | .62** | 1 | |
| 9. Normative Commitment | .61** | .53** | .55** | .57** | .46** | .85** | .71** | .65** | 1 |

**Note: **p<0.01 (two-tailed)

The correlation analysis found that general workplace flexibility practices and organizational commitment are significantly positively correlated. (r = 0.69, p<0.01). Organizational commitment was significantly positively correlated with all dimensions of job flexibility, with task flexibility showing the strongest correlation. (r = 0.65, p<0.01) and contractual flexibility showing the weakest correlation (r = 0.52, p<0.01).

As a dimension of organizational commitment, affective commitment was the organizational characteristic most

strongly associated with flexible work practices. (r = 0.66, p<0.01), followed by normative commitment (r = 0.62, p<0.01) and continuance commitment (r = 0.53, p<0.01).

4.5 Regression Analysis

Multiple regression analysis will be conducted to examine the predictive relationship between flexible work practices and organizational stability, taking demographic variables into account. The results are presented in Table 4.

Table 4: Regression Analysis for Work Flexibility Practices Predicting Organizational Commitment (n=277)

| Variable | B | SE B | β | t | p |
|----------------------------|------|------|------|-------|------|
| Constant | 1.23 | 0.18 | | 6.83 | .000 |
| Gender | 0.05 | 0.07 | 0.03 | 0.71 | .478 |
| Age | 0.02 | 0.04 | 0.02 | 0.50 | .617 |
| Education Level | 0.08 | 0.06 | 0.06 | 1.33 | .184 |
| Job Position | 0.11 | 0.05 | 0.09 | 2.20 | .028 |
| Tenure | 0.15 | 0.06 | 0.11 | 2.50 | .013 |
| Work Flexibility Practices | 0.52 | 0.05 | 0.59 | 10.40 | .000 |

Note: R² = 0.47, Adjusted R² = 0.46, F = 38.24, p<0.001

The regression model was statistically significant (F = 38.25, p<0.001) and explained 48% of the variance in organizational commitment (R² = 0.48). Work flexibility practices were found to be a significant predictor of organizational commitment (β = 0.59, p<0.001), even after controlling for demographic variables. Among the demographic variables, job position (β = 0.09, p = 0.029)

and tenure (β = 0.12, p = 0.014) were not significant indicators of organizational commitment, while gender, age, and educational attainment were.

The predictive link between the organizational commitment and business flexibility dimensions was investigated using an independent regression analysis. The results are presented in Table 5.

Table 5: Regression Analysis for Dimensions of Work Flexibility Predicting Organizational Commitment (n=277)

| Variable | B | SE B | β | t | p |
|-------------------------|------|------|------|------|------|
| Constant | 1.18 | 0.19 | | 6.21 | .000 |
| Temporal Flexibility | 0.18 | 0.06 | 0.20 | 3.00 | .003 |
| Spatial Flexibility | 0.22 | 0.06 | 0.23 | 3.67 | .000 |
| Task Flexibility | 0.25 | 0.06 | 0.27 | 4.17 | .000 |
| Contractual Flexibility | 0.10 | 0.05 | 0.11 | 2.00 | .046 |

Note: R² = 0.51, Adjusted R² = 0.50, F = 69.33, p<0.001

There was statistical significance in the regression model ($F = 69.34, p < 0.001$) and explained 52% of the variance in organizational commitment ($R^2 = 0.52$). All dimensions of work flexibility were significant predictors of organizational commitment, with task flexibility showing the strongest predictive relationship ($\beta = 0.28, p < 0.001$), followed by spatial flexibility ($\beta = 0.24, p < 0.001$), temporal flexibility ($\beta = 0.20, p = 0.004$), and contractual flexibility ($\beta = 0.12, p = 0.047$).

4.6 Factor Analysis

To identify the key dimensions of flexible work practices in the Iraqi context and their impact on employee commitment, an exploratory analysis was conducted. Principal component analysis using the Varimax rotation method was employed, resulting in four factors with eigenvalues greater than 1.0, which explained 72.4% of the total variance. The factor structure was consistent with the theoretical dimensions of flexible work: time flexibility, location flexibility, task flexibility, and contract flexibility.

5. Discussion

5.1 Interpretation of Findings

The research findings indicate that flexible work arrangements and organizational commitment have the potential to enhance job satisfaction among employees of emerging technology companies listed on the Iraq Stock Exchange. This relationship aligns with previous research conducted in other contexts (Ghonim *et al.*, 2025)^[2], which demonstrates that organizational commitment plays a crucial role in assessing employee retention and contribution to organizational goals. This suggests that the benefits of flexible work arrangements compared to organizational commitment are similar across different cultural and economic environments.

A strong correlation was found between task flexibility and organizational commitment following ease of information exchange. This finding suggests that, within the context of Iraqi tech startups, employees place significant importance on autonomy and control over how they perform their work tasks. This is particularly important in knowledge-intensive work environments, a typical characteristic of tech startups, where creativity and innovation are essential for success, and the ability to adapt and work in different and changing circumstances ultimately enhances the flexibility of individual behaviors (Kelliher & Anderson, 2023)^[25].

The results showed a strong relationship between emotional commitment and flexible work practices, suggesting that flexible work primarily affects employees' sense of trust and emotional attachment to their organizations. This aligns with social exchange theory, which posits that rewards are subject to subjective cost-benefit analysis and alternative comparisons. It suggests that employees who perceive their organization as offering valuable benefits, such as flexible work, may develop stronger emotional bonds with the organization (Cropanzano & Mitchell, 2005)^[16].

The research results demonstrated that flexible work practices clearly affect employee organizational commitment, regardless of demographic variables, thus having a direct impact on employee commitment in the companies studied.

5.2 Comparison with Previous Studies

The findings of this research are consistent with several previous studies on the relationship between job flexibility and organizational commitment. For example, Gašić *et al.* (2024)^[5] found a positive relationship between flexible work arrangements and organizational commitment; a high level of commitment, stemming from flexible working conditions, significantly contributes to innovative practices and improved performance, thereby enhancing organizational sustainability. Similarly, Brady & Prentice (2025)^[7] reported that flexible work practices were positively associated with organizational commitment in their study of technology companies in Europe, where these organizations have high levels of organizational flexibility to ensure excellence. However, the strength of the relationship found in this study ($r = 0.68$) is somewhat stronger than that reported in some previous studies. This may be due to the specific context of Iraqi technology startups, where work flexibility practices may be particularly valued given the challenging economic and political environment.

The research findings reveal that task flexibility is the strongest indicator of organizational commitment due to technological advancements that make employees more receptive to developments in their surrounding environment - which represents employee behavior within the organization and reflects their commitment to its goals and values - and differs slightly from some previous studies that emphasized the importance of time and place flexibility, perhaps due to the entrepreneurial traits of employees in these companies, and their level of skill and technological training (Febrianty *et al.*, 2025)^[9]. The unique nature of work in startups, and their reliance on emerging technologies, makes them more autonomous in tasks related to creativity and improving performance efficiency. This may explain the difference in this study's findings regarding the task flexibility index (Badrolhisam & Jamil, 2025)^[8].

5.3 Theoretical Implications

The findings of this study have several theoretical implications. First, they provide support for social exchange theory as an explanation for the relationship between work flexibility and organizational commitment. The strong correlation between work flexibility and affective commitment suggests that employees reciprocate the benefits provided by their organization with stronger emotional attachment. (Badrolhisam & Jamil, 2025)^[8]. Second, these findings expand the scope of the job requirements and resource model, demonstrating that flexibility is a key component of employee success and well-being in today's fast-paced and demanding work environment. They also show that job flexibility is a valuable resource that helps employees adapt to job demands, leading to greater commitment. Flexibility not only acts as a protective factor but can also influence employee job satisfaction. This is particularly true for technology startups, whose job requirements are often high due to rapid change and intense competition. (Bakker & Demerouti, 2014)^[18]. Third, the findings support the self-determination theory by demonstrating that job flexibility, particularly task flexibility, underpins the crucial influence of socio-cultural context in facilitating or hindering

employees' basic psychological needs, such as their perceived sense of self-direction, performance, and well-being, which in turn fosters commitment (Deci *et al.*, 2017)^[19]. Finally, this study contributes to the literature on business resilience in emerging economies by providing empirical evidence from the Iraqi context, an area that has not been adequately explored in previous research. Resilience is key to survival and success, enabling startups to adapt, recover, and grow amidst uncertainty (Budhwar, *et al.*, 2023)^[20]

5.4 Practical Implications

The findings of this study have several practical implications for managers and policymakers in Iraqi technology startups

1. **Implementing work flexibility practices:** There is a significant correlation between flexible work and organizational commitment, indicating the need for emerging technology companies in Iraq to implement and promote flexible work practices to achieve employee commitment.
2. **Focusing on task flexibility:** According to the analysis, there is a positive relationship between the task flexibility index and organizational commitment, which necessitates granting employees a high degree of autonomy in choosing how to perform their work.
3. **Balancing different types of flexibility:** All dimensions of workplace flexibility are strongly linked to organizational commitment. Therefore, a balanced set of flexibility options should be provided, including time flexibility, spatial flexibility, and contractual flexibility.
4. **Considering individual differences:** Individual differences among employees in organizations must be considered when implementing flexible work practices, and job title and length of service are indicators of an organization's commitment to this.
5. **Enhancing affective commitment:** The findings indicate a strong relationship between emotional commitment and employee resilience. This suggests that decision-makers should focus on highlighting how resilience demonstrates the organization's trust in and concern for its employees.

6. Conclusion and Recommendations

6.1 Summary of Findings

The research yielded several practical findings for managers and policymakers in emerging technology companies. Flexible work has a strong impact on organizational commitment, indicating the need for Iraqi emerging technology companies to implement and promote flexible work practices to achieve employee engagement. All dimensions of workplace flexibility are closely related to organizational commitment, and there is a positive relationship between the task flexibility index and organizational commitment. This necessitates granting employees a high degree of autonomy in choosing how to perform their work. Individual differences among employees in organizations must be taken into account when implementing flexible work practices. The results indicate a strong impact of emotional commitment on employee resilience. It is important to highlight how resilience reflects an organization's trust in and concern for its employees.

6.2 Recommendations for Practice

Several recommendations can be offered to managers and policymakers in Iraqi tech startups

1. **Implement comprehensive work flexibility policies:** The Company's capacity to respond quickly to shifts in the labor market and client demands has been made possible by flexible work arrangements, which have allowed it to modify and continuously enhance its working practices.
2. **Prioritize task flexibility:** Giving employees autonomy and control over how they carry out their job responsibilities should be a top priority for organizations. This includes the freedom to select their own working hours rather than adhering to a set schedule and the freedom to do projects on their own without being constrained by particular working hours at particular times of the day.
3. **Communicate the benefits of work flexibility:** Employers should show their employees that they trust and care about them by outlining the advantages of flexible work arrangements, such as increased productivity, better work-life balance, and enhanced job satisfaction.
4. **Train managers to support flexible work arrangements:** Improving employee satisfaction and encouraging teamwork and creativity at work require a flexible workplace culture. As a result, companies ought to train managers on how to assist and oversee workers who have flexible schedules.
5. **Monitor and evaluate work flexibility practices:** The application and efficacy of flexible work practices should be routinely reviewed, observed, and assessed by organizations. To enable efficient, data-driven management of these arrangements, they should assess current management systems by gathering information on flexible work arrangements and making sure they are enhanced as necessary.
6. **Consider individual differences:** Employees are characterized and distinguished by individual variances in a variety of indications and important areas of variation, such as personality, attitudes, perception, and creativity. In order to create flexible alternatives that satisfy a range of objectives, organizations should take into account individual differences in employee preferences and reactions to flexible work practices.

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