



Remote Work and Its Impact on Employee Performance: A Case Study of Jordanian Telecom Companies

Ismeel B*

Ajloun National University, Faculty of Business, Jordan

*Corresponding author: Ismeel B, Ajloun National University, Faculty of Business, Jordan;
E-mail: B.Ismaeel@anu.edu.jo

Received date: 05 December 2024; **Accepted date:** 11 December 2024; **Published date:** 19 December 2024

Citation: Ismeel B (2024) Remote Work and Its Impact on Employee Performance: A Case Study of Jordanian Telecom Companies. *SunText Rev Econ Bus* 5(4): 222.

DOI: <https://doi.org/10.51737/2766-4775.2024.122>

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Abstract

The study aims to investigate about remote work and the effect of its implementation on worker performance: A Jordanian study. The analytical-descriptive approach was utilized to meet the study's objectives. The study tool represented by the questionnaire and developed after its stability was validated. The study sample included 390 individuals who worked in the Jordanian telecommunications companies and were chosen randomly. According to the findings, there was a high degree of agreement in Jordanian telecommunications companies about the nature of remote work and its dimensions (Information Technology Infrastructure, Psychological and Social Balance, and Flexible Working Hours), as well as a high degree of agreement about the enhancing of employee performance. The findings also revealed a statistically significant impact on the performance of employees in Jordanian telecommunications companies for all dimensions of independent variable (Remote Work).

Keywords: Remote work; Employee performance; Jordanian telecom companies

Introduction

The world's reliance on modern and intelligent technology has become completely dependent on what contributed to these means and methods in the development of science and work, and its applications have changed the world's practical patterns very quickly from those that we were familiar with in the past. Through the use of power and authority to increase output, accumulate capital, and create severe competition among organizations and businesses [1]. A remote work system has arisen as a result of the strong technology involvement in markets and economies, which in turn relies on communications and quick access to data between individuals, businesses, and customers [2]. The ability to implement this system and make a radical change from traditional work systems through individuals doing their work in the place and at the time they want, as a result of the disappearance of geographical barriers and the compulsory restriction of certain times between certain periods of the day, is to accomplish business and achieve sustainable development goals [3]. Although remote

work was available for a long time, it has now become one of the important organizational tools that enable effective performance in increasingly competitive global markets, making it a common system in modern businesses [4]. Where employees reported that their efficiency at home did not differ from their competence in conventional sites, enterprises were motivated to implement self-performance measures and their similarity to jobs in traditional places (Kowalski & [5]. The COVID-19 pandemic was a watershed moment for remote work, as business management shifted to use this system because it was commensurate with and adapted to the epidemiological conditions for the economy's continuity, and although it was routine for some people, it was appropriate for the majority [6]. During that time, the world acquired several positive things, but it also lost many things, such as automatic interaction, the creation of the value of creativity, and the extra effort that is so valuable in traditional workplaces as a result of observations, ideas, and reciprocal questions [7]. It has become mandatory for organizations and governments to guarantee the rights of the remote worker, which are proven by virtue of his original work,

because he is a worker who enjoys all of the rights enjoyed by other employees in traditional places of work, such as obtaining bonuses, promotions, and other benefits. However, remote work infringes on certain of the worker's fundamental rights and liberties, such as the right to privacy and the sanctity of his private dwelling. As a result, people sometimes find it difficult to locate the ideal time or place to work remotely, putting additional strain on individuals and sometimes incurring financial and material costs to separate their personal lives from business hours [8].

Study Problem

The remote work system was applied to a certain type of employees who were equipped with the required capabilities and training, as well as psychological and practical preparation, to enable them to do their work with the same efficiency and effectiveness as while working in traditional offices. However, with the mandatory expansion of the Corona pandemic, corporations and governments are compelled to conduct remote work to ensure business continuity in a disorganized and rapid manner, in a manner that was not properly planned. Everyone felt happy and comfortable at first because this system gave benefits and advantages for both employees and enterprises, but as time passed, issues and the negative impacts of remote work began to emerge and became apparent to everyone. As a result, the problem of burdening employees with greater job burdens and tasks than usual arose, forcing them to work for more and longer hours than usual, at the expense of their daily life activities, leading to an increase in the percentage of isolation and loneliness among individuals, as well as an increase in the level of stress.

This is due to many reasons: first, the pressures they face, second, organizations were unable to measure the performance of their personnel and know what the contribution of individuals in the production processes was, and third, there was a complete absence of administrative, supervisory, and oversight roles as both managers and supervisors were unable to direct and monitor the employees and know the extent of the performance achieved by the individual. As a result, this study focuses on the issue of the extent to which remote work affects the performance of employees in Jordanian telecommunications companies. After surveying individual and group thoughts and viewpoints, the researcher examined the remote work system and the accompanying challenges that affect worker performance through prior studies. Aspirations are now to explore solutions to overcome gaps in the remote work environment in order to work on strengthening it in the future, so work must be done to build plans and procedures to suit business digitization and to qualify employees and organizations to adapt to new ways of working. Where there are no face-to-face communication processes, informal meetings,

information exchange, and dialogues, i.e., the complete absence of direct communication, which affects employee working lives and has a negative impact on organizations [9].

As a result, the study's difficulty can be clarified by answering the following primary question: Is there an effect on worker performance by remote work in Jordanian telecommunications companies? This primary question was followed by the following sub-questions:

1. What is the reality of applying the remote work system in Jordanian Telecom companies?
2. Is there a relationship between remote work and employee performance in Jordanian Telecom companies?
3. Is there an impact of applying remote work on employee performance in Jordanian Telecom companies?

Study hypotheses

Based on the previous questions, hypotheses were formulated, which will be tested later, as follows:

H01: There is no statistically significant impact at level ($\alpha \leq 0.05$) of the information technology infrastructure on employee performance in Jordanian telecom companies.

H02: There is no statistically significant impact at level ($\alpha \leq 0.05$) of the psychological and social balance on employee performance in Jordanian telecom companies.

H03: There is no statistically significant impact at level ($\alpha \leq 0.05$) of the flexible of remote working hours on employee performance in Jordanian telecom companies.

Objectives

This study seeks to achieve the following objectives:

1. Clarifying the extent to which the remote work system is applied in the Jordanian telecommunications companies.
2. Evaluating and measuring the level of performance of remote employees in Jordanian telecommunications companies.
3. Measuring the extent to which the information technology infrastructure available in Jordanian telecom companies relates to employee performance.
4. Clarifying the effect of the remote work system on the psychological and social balance of employees in Jordanian telecom companies.
5. Clarifying the effect of flexible working hours on employee performance in Jordanian telecom companies.

Study importance

The significance of the study is underscored by the fact that the remote work system in Jordan and the area is still in its early stages of implementation and the next plan for the future, and it is still deemed ambiguous in terms of characteristics. The study investigates the influence of remote work performed in natural

conditions, which are characterized by a traditional way of life that is not exposed to any external or emergency elements, such as those that happened during the COVID-19 pandemic. The outcomes of remote work during the mandatory quarantine time cannot be generalized as the final findings and outputs of remote work. As a result, this research will focus on the remote work system as a result of natural variables such as providing the necessary technology infrastructure and the extent to which people are equipped and trained to work remotely. Jordanian telecom companies were considered as one of the sensitive sectors that maintain pace with the outside world's rapid changes, as well as for their capabilities and directions in digitizing business and establishing remote work systems. As a result, the study is significant because of the recommendations it presented and will be provided to the communication sector and other sectors about remote work and the extent of its impact on employee performance, and the ideas and preliminary methods that will aid in the development of the remote work system. The significance of the study is also demonstrated by the following:

- This study is one of the preliminary studies that, to the best of the researcher's knowledge, investigate the impact of remote work in the Jordanian telecom companies.
- It is intended that this research would bring scientific value to Jordanian libraries by conducting an in-depth investigation on remote work in the communication sector.
- It is intended that the study's findings will benefit telecom employees by introducing them to the remote work policy, its implementation method, and its indicators.
- This research helps to emphasize the degree of employee performance in Jordanian telecom companies.

Study model

Figure 1 shows the study's hypothetical model, which includes the independent variable, remote work, represented by its dimensions (Information Technology infrastructure, psychological and social balance, and flexible working hours), and the dependent variable, employee performance (Figure 1).

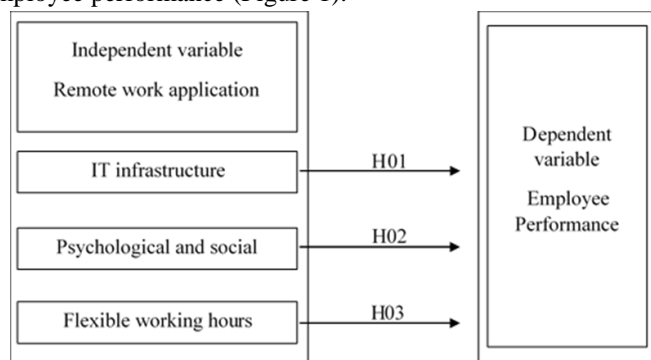


Figure 1: Study Model.

Theoretical Background

Remote work

The year 2020 marked an important turning point for corporations, as they were obliged to transition to a remote work structure. Remote work necessitates that organizations provide and construct a good infrastructure, employ new leadership models, and develop policies and laws for the new work organization to define the system and how to apply it to all parties [10]. There are numerous definitions linked with the word “remote work,” which has also been referred to as “distributed work,” “alternative work arrangements,” and numerous other terms. The researcher presented the following definitions:

Work that is distributed is when employees complete their work outside of geographical limits and use computers to some extent to reach a common aim [11]. It is also known as alternative work arrangements, which are work options that allow work to be completed outside of the usual time and/or space restrictions of the standard work day [12]. Remote work was defined as a work arrangement in which the worker performs his work in a location other than the organization's official website; it generally includes full-time remote work and may result in a change in the work site to alternative sites other than those previously chosen by individuals [13]. Also it is a type of work organization in which work is performed partially or entirely outside of the company's regular workplace with the assistance of information and communication services [14]. It is characterized as agile work, which is the capacity to use information and communication technology to work in a variety of locations and at times of day and week other than those typically employed in offices [15]. In light of the preceding definitions, the researcher believes that remote work is the process by which employees work from a location geographically remote from the company's location, whether it is from their homes or any other location they choose, using modern technology, such as computers or smartphones, to communicate with their companies and follow up on and complete their work. The three basic contexts of remote work are Information Technology Infrastructure, Psychological and Social Balance, and Flexible Working Hours. The study will address these dimensions and work on clarifying them as follows.

First: Information Technology Infrastructure

The total investment in computing and communication technologies is referred to as Information Technology. It consists of software, communications, a plethora of devices for collecting data sent and received, all data to be kept, and the personnel dedicated to providing these services. It also comprises IT investments made by internal organizations within the firm as well

as those outsourced to third-party vendors. It is considered a resource that must be managed in the same way that the organization's capital is managed in order to achieve management objectives and value strategies for clients and shareholders [16]. Information and communication technology consists of the following main components: Physical components (Hardware) which consist of Input units, central processing, secondary memory, and output units and other terminals [17]. Software that are programs encompass all of the system programs that govern and build the system, as well as application programs that decide the nature of work [18]. Databases; that are collaborative set of corporate data files that are an integrated arrangement of logically interrelated data. And last, Networks and Communications which are the stations and units that are distributed across the organization and linked together, allowing its users to send and receive information both inside and outside the organization [19].

Second: Psychological and Social Balance Psychosocial balance is regarded as one of the most pressing issues confronting us at a time when technological means have advanced to the point where the worker can do his work from wherever he is and whenever he wants, and competitiveness has increased between organizations. This increases the burden on organizations, which, in turn, try to keep up with the external competition and work to their fullest potential through their employees, which puts their employees under long working hours in a flexible manner in order to keep up with the competition, which causes individuals to suffer from disturbances and tensions, which result from a defect in these individuals' personal and practical lives. Workplace tensions can cause three different kinds of conflicts as follows: Time-based conflict which refers to a situation where an individual allocates his or her time to a particular activity, thereby neglecting other essential tasks that require their attention [20]. Stress-based conflict arises when individuals experience adverse emotional responses to their work, leading to feelings of anxiety, irritability, and emotional exhaustion [21]. Behaviour-based conflict refers to a type of conflict that arises when behaviours utilized to resolve problems in certain situations are incongruent with those employed in other situations. Issues and disputes can arise among employees when they contemplate working beyond the confines of the workplace [22].

Third: Flexible Working Hours

The provision of flexible working hours has been shown to enhance both the quantity and quality of productivity. Empirical evidence suggests that employees who are granted flexible working hours tend to persist in their work until their assigned tasks are completed. The implementation of a flexible working hours' system can potentially enhance employee performance by allowing them to select their preferred work hours based on their peak

productivity periods and preferred working environment. This approach may foster a positive work atmosphere and enable employees to optimize their productivity during their most productive hours [23]. The implementation of flexible working hours is a common practice negotiated between employers and managers of their respective employees. The adoption of this system is aimed at mitigating employee stress, enhancing work output, and promoting employee retention. The practice of distributing work according to daily schedules can aid in reducing psychological stress for employees by mitigating time-based conflicts. This approach promotes a balance between work and personal life, leading to improved worker welfare and enriched work experiences [24].

Employee Performance

There exists a divergence in the interpretation of employee performance between researchers and scholars, as their perspectives on the matter vary. Some scholars focus on the behavioural dimension of employees and their conduct during work, whereas others concentrate on the practical dimension that pertains to employee outcomes and productivity. According to Bilali and Alham, performance can be described as the interplay between behaviour and achievement, or the amalgamation of behaviours and outcomes [25]. It is challenging to isolate behaviour from outcomes, but there is a tendency to emphasize the final results and outcomes of the work. Performance is a concept that encompasses factors beyond mere task proficiency and encourages conduct that bolsters the atmosphere and efficacy of institutions. Al-Damin provided a definition of performance as the amalgamation of practical and interactive behaviour that stems from an individual's perception of their role and their defensive capabilities [26]. Additionally, performance is influenced by various factors that impact the measurable output and the stage at which tasks are executed. This includes how well the individual meets the functional requirements expected of them. The concept in question encompasses a combination of behavioural patterns, levels of accomplishment, and demonstrated competencies. Behaviour and achievement are interdependent factors that contribute to an individual's overall performance. Specifically, the combination of behaviour and results attained is what determines one's level of achievement [27]. Based on the preceding definitions, the researcher posits that performance is the result of the amalgamation of employee endeavours and competencies, as well as their conduct, aimed at generating the outcomes that the organization seeks. The alignment of strategic objectives with culture and values is deemed to be congruent. Productivity is primarily influenced by the performance component. Muhammad argues that the inclusion of unskilled or unmotivated individuals in

the workforce can result in decreased productivity and potential waste of resources [28]. It has been observed that the constituent components of performance are comprised of: Employee Competencies; It means the personal characteristics and attributes that an individual possesses, which are a set of values, knowledge, and skills that enable him or her to carry out the work entrusted to them [29]. Work (functional) requirements; these include all the responsibilities, tasks, and experiences required of the worker within his work to carry out the job entrusted to him or her. The organizational environment; It is the internal and external factors that affect the performance [30].

indicated that the dimensions of performance are: Task Performance; It is a set of activities that operate, help transform raw materials into products and services, and present them in their final form as outputs of the organization [31]. Contextual Performance; Organizational behaviours have an indirect impact on task performance transformation and processing, as well as on the culture and climate of the organization. These behaviours fall outside the scope of basic job tasks and are contingent upon situational factors during the processing of organizational processes. The aforementioned behaviours encompass providing aid and backing to employees in addressing work-related issues, engaging in voluntary tasks that are not within the purview of the worker's responsibilities, and adhering to the regulations, protocols, and guidelines of the organization even if they are not in alignment with personal beliefs. Brazo introduced an additional dimension to the existing two dimensions of job performance, namely counterproductive performance [32]. This dimension encompasses negative behaviours that are deemed confrontational in nature, such as deviation, aggression, misuse, violence, and a vengeful and assaulting attitude.

Literature Review

A recent study Al-Moselhi investigated the remote work experiences in Egypt by examining social and economic dimensions of remote work in different Egyptian firms [33]; the study found that remote work increased worker commitment, saved time and helped in increase productivity; however the remote employees suffered from the absence of rest hours compared to traditional work, and the isolation from their natural world and family life; although they believed that virtual labour is the way of the future. A similar study by Ali examined the impact of remote work on worker productivity [34]. The study concluded an existence of a direct beneficial association between remote work and worker productivity, and recommend encouraging remote work and having an interest in making a balance between work and life, and meeting the needs of remote employees. A study by Damra and Al-Azzam examined the impact of remote work

arrangements on remote employee productivity in technology companies in Jordan [35]. The findings revealed that remote work arrangements had a considerable impact on worker productivity, and the impact of remote work arrangements on job satisfaction was relatively good which leads to higher production based on the decreased percentage of leaving requests compared to traditional work. On another hand, the employees complained anxiety and tension as a result of remote work. Chaudhuri examined the correlation between remote work flexibility and the welfare of employees, as well as their psychological security in different companies located in different countries in Asia and Europe [36]. Where the findings showed that there is a positive impact of supporting human resource leadership in fostering a flexible humanitarian response strategy and establishing suitable infrastructure to facilitate remote work for employees, and a significant impact of remote work on psychological safety and well-being of employees which in turn has a positive impact on job satisfaction and organizational performance. A study was conducted in the Nigerian public sector to examine the impact of remote work on team performance. The findings showed a deep association between remote work and team performance, as well as a positive relationship between social communication and team performance. The researcher recommended governments establish policies and procedures to adopt remote work for employees in the public sector and specify certain departments to be responsible for monitoring remote work employees to keep connected with them and ensure evaluate their productivity periodically [37].

A study was conducted in Saudi Arabia aimed to examine the impact of attitudes and perceptions on employee performance in remote work. It also aimed to clarify the effect of some factors such as gender, job position, and education level on attitudes and the relationship between requirements and facilities for remote work. The findings showed that there is a direct relationship between remote work and employee performance, with the attitudes of remote work employees serving as a mediating factor. Results ensure the significance of the association between remote work and employee performance, as well as the strong association between remote work and employee attributes [38]. Many studies were conducted during and after COVID-19 Crisis to examine the impact of remote work on organizations' productivity and performance, such as: Bilal and Al-Mashali recommended organizations establish explicit laws and regulations to ensure that remote work is integrated into the organization's environment and organizational culture and employ more technologies to stay up with progress and raise awareness of the value of remote work by training employees [39]. The researchers provided these recommendations as a result of the findings that showed increasing in performance efficiency in organizations that promote and assist remote work and train their employees on it. In addition, these

organizations were unaffected by the Corona epidemic because they were prepared to deal with external problems. Also, a study of Giauque aimed to examine the impact of methods of work, characteristics related to the job, relationships, and organizational climate on employee participation and performance before and throughout the forced remote work period in the Swiss public sector [40]. The study found a positive impact of remote work on employee's independence, and a negative impact on the degree of cooperation and job stress, and finally, it found that remote work decrease participation between employees. Another study by Gashi from Kosovo aimed to examine the impact of work-life balance, organizational trust, organizational performance, and the degree of flexibility in job satisfaction in remote work during the pandemic [41]. The study reached that work-life balance and job effectiveness are associated positively with employee satisfaction in remote work. While the researcher did not find a significant correlation between flexibility and employee satisfaction, they noticed that job effectiveness is the most influential factor to determine employee satisfaction in remote work. As in the previous studies, the researchers recommended training employees and increasing their awareness of having a balance between flexibility in virtual work and their life and health. Furthermore, a recent study by Kurdy aimed to investigate the factors that affected employee productivity who worked remotely in the United Arab Emirates during the COVID-19 Crisis [42]. The findings showed that dimensions of remote work such as load on work, job satisfaction, and balance between work and life, have a strong positive impact on employee productivity. In addition, the moderating variable (job level) was showed not to be a significant moderator between remote work and employee productivity. On the other hand, a study by Marzban aimed to examine the impact of human, environmental, and organizational factors on job satisfaction, productivity, and health during COVID-19 Crisis [43]. The study found a negative impact of remote work on the productivity of organizations because of the strong role of the organizational culture in Australian organizations and its impact on employees. It found also that employees desire to continue their work and job at official sites due to the importance of face-to-face communication with their colleagues.

Methodology

The current study employs the analytical descriptive quantitative method as a scientific approach to gather and analyze primary data. The study aims to investigate the influence of remote work on the job performance of employees in Jordanian telecommunications companies. To achieve this objective, the study employs a questionnaire as the primary data collection tool.

Study Population and Sample

The study population comprised employees of Jordanian telecom companies, with a total of 16,516 individuals as reported by the Telecommunications Regulatory Commission (TRC-Jordan) in 2022. The study sample is comprised of 390 employees from these companies and was selected based on its suitability to the study objectives.

Stability of the Study Tool

The study assessed the stability of the study variables (Remote Work with its dimensions, and Employee Performance) through the utilization of Cronbach's Alpha coefficient with a minimum threshold of 70% as shown in (Table 1).

Table 1: Stability of the Study Variables / Cronbach's Alpha (N = 390).

Dimension	No. of Statements	Measured Cronbach's Alpha
IT Infrastructure	8	0.792
Psychosocial Balance	8	0.887
Flexible Working Hours	8	0.893
Remote Work as a whole	24	0.914
Employee Performance	8	0.882

Table 1 shows that Cronbach's Alpha coefficient for the independent variable (Remote Work) was (0.914) which exhibited a high value, and the value for each dimension is above (0.70) which indicates a high internal consistency. In addition, Cronbach's Alpha coefficient for the dependent variable (Employee Performance) amounted to (0.882), and this indicates the variable's items' stability.

Normal Distribution Test (K-S)

The Kolmogorov-Smirnov (K-S) test was used to verify whether the data that were used for the purposes of statistical analysis and hypothesis testing followed a normal distribution.

Table 2: Normal distribution by Kolmogorov-Smirnov (K-S) test.

Dimension	Test Value	Significance Level
IT Infrastructure	0.112	0.199
Psychosocial Balance	0.116	0.178
Flexible Working Hours	0.122	0.166
Employee Performance	0.105	0.174

As shown in Table 2 the data followed the normal distribution, and there are no statistical differences between the test values and the values of the normal distribution at the significance level ($\alpha \leq 0.05$) (Table 2).

Data Analysis

The study calculated the arithmetic mean and standard deviations of the responses provided by the participants to estimate their views on the study variables. The obtained results for the independent variable (Remote Work) and the dependent variable (Employee Performance) are presented in Table (3 and 4) respectively.

Table 3: Descriptive Statistics.

Rank	No.	Dimension	Arithmetic Mean	Relative Importance
1	1	IT infrastructure	3.96	High
2	2	Psychosocial balance	3.79	High
3	3	Flexible working hours	3.73	High
Remote Work as a whole			3.83	High

Table 4: Descriptive Statistics.

No.	Statement	Arithmetic Mean	Standard Deviation	Relative Importance
1	I see an improvement in the speed of completion of transactions	4.22	1.19	High
2	I see that there is an improvement in the level of accuracy of transactions	3.7	0.91	High
3	I see that there is a rise in the number of transactions completed daily	3.82	0.91	High

4	I see an improvement in the level of cooperation between the different business parties	3.94	0.8	High
5	I see that there is an improvement in the response rate to correspondence and response to it	4.07	0.8	High
6	I see there is a decrease in the error rate of transactions completed daily	4.06	0.69	High
Employee Performance as a whole		3.97		High

As shown in Table (3) the independent variable's dimensions showed high arithmetic mean values within the range of (3.73) to (3.96), and high relative importance. Also, it is shown that (Remote Work) as a whole had an arithmetic mean of (3.83), indicating significant relative importance. This suggests a considerable level of interest in remote work among Jordanian telecom companies.

As shown in Table (4) the dependent variable's statements showed high arithmetic mean values within the range of (3.70) to (4.22), and high relative importance. Also, it is shown that (Employee Performance) as a whole had an arithmetic mean of (3.97), indicating significant relative importance (Table 3,4).

Hypothesis Testing

H01: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Information Technology Infrastructure on Employee Performance in Jordanian telecom companies.

The findings presented in (Table 5) demonstrate that the coefficient of correlation (R) is equal to (0.693). This indicates that there exists a correlation between the variables, with a magnitude of (69.3%). The dimension of Information Technology Infrastructure is regarded as significant in relation to remote work and Employee Performance. The obtained determination coefficient value (R²) is equal to (0.480), indicating that this dimension has accounted for (48.0%) of the variability observed in Employee Performance. The table of ANOVA indicates that the value of (F) attained (138.490)

at a level of significance ($\text{sig} = 0.000$), thereby affirming the statistical significance of the regression at a level of ($\alpha \leq 0.05$) and with (1) degree of freedom. The coefficient table indicates that the

value of β is (0.693). The coefficient's significance at the level of ($\alpha \leq 0.05$) is confirmed by the value of T that equals (11.768) at the level of significance ($\text{sig} = 0.000$).

Table 5: Simple Linear Regression Analysis for the First Main Hypothesis.

Dependent Variable	Model Summary		ANOVA			Coefficient					
	R	R ²	F	D.F.	Sig. F*	Statement	B	S.E	B	t	Sig. t
Employee Performance	0.693	0.48	138.49	1	0	IT Infrastructure	0.693	0.049	0.582	11.768	0

Table 6: Simple Linear Regression Analysis for the Second Main Hypothesis.

Dependent Variable	Model Summary		ANOVA			Coefficient					
	R	R ²	F	D.F.	Sig. F*	Statement	B	S.E	B	t	Sig. t
Employee Performance	0.502	0.252	50.659	1	0	Psychological & Social Balance	0.502	0.06	0.43	7.118	0

Table 7: Simple Linear Regression Analysis for the Third Main Hypothesis.

Dependent Variable	Model Summary		ANOVA			Coefficient					
	R	R ²	F	D.F.	Sig. F*	Statement	B	S.E	B	t	Sig. t
Employee Performance	0.79	0.624	249.255	1	0	Flexible Working Hours	0.79	0.034	0.535	15.788	0

The analysis indicates refuting the initial null hypothesis and supporting the alternative hypothesis. Specifically, the findings suggest that there exists a statistically noteworthy impact, at a significant level ($\alpha \leq 0.05$), of Information Technology Infrastructure on Employee Performance in Jordanian telecom companies.

H02: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Psychological and Social Balance on Employee Performance in Jordanian telecom companies.

The findings presented in (Table 6) demonstrate a correlation coefficient of (R) equal to (0.502), indicating a moderate correlation of (50.2%) between the Psychological and Social Balance, and Employee Performance. The obtained result indicates that the determination coefficient value (R²) equal to (0.252). This implies that the dimension of Psychological and Social Balance has accounted for (25.2%) of the variability in Employee Performance. Based on the ANOVA table, it can be observed that the value of (F) attained a level of (50.659) with a significance level of ($\text{sig} = 0.000$). This outcome substantiates the significance of the regression at a level of ($\alpha \leq 0.05$) and with (1) degree of freedom. The table of coefficients indicates that Psychological and Social

Balance has (β) value equal to (0.502). Additionally, the coefficient has a (T) value equal to (7.118) and a significance level of (0.000), indicating its statistical significance at the Alpha level of ($\alpha \leq 0.05$). The previous results led to the rejection of the second null hypothesis and the acceptance of the alternative hypothesis. The study found that the Psychological and Social Balance has a statistically significant impact on Employee Performance in Jordanian telecom companies, with a significance level of $\alpha \leq 0.05$.

H03: There is no statistically significant impact at level ($\alpha \leq 0.05$) of Flexible Working Hours on Employee Performance in Jordanian telecom companies.

According to the findings presented in (Table 7), there exists a correlation coefficient of R equal to (0.790), indicating a high correlation of (79.0%) between Flexible Working Hours and Employee Performance. The obtained determination coefficient value (R²) equal to (0.624), indicates that Flexible Working Hours' dimension accounts for (62.4%) of the variance in Employee Performance. The table of ANOVA indicates that the value of (F) has attained (249.255) at a significance level of ($\text{sig} = 0.000$), thereby affirming the statistical significance of the regression at a significance level of ($\alpha \leq 0.05$) and with (1) degree of freedom. The

table of coefficients indicates that the coefficient value (β) equal to (0.790) denotes that a modification in Flexibility of Working Hours results in a variation of (79.0%) in the dependent variable (Employee Performance). Additionally, the coefficient value of (T) equal to (15.788) at the level of significance ($\text{sig} = 0.000$) confirms the coefficient's significance at the level of ($\alpha \leq 0.05$).

The third null hypothesis was rejected and the alternative hypothesis was accepted based on the analysis presented above. The study reveals that Flexible Working Hours has a statistically significant impact on Employee Performance in Jordanian telecom companies, with a significant level of ($\alpha \leq 0.05$).

Discussion

The findings indicate that the information technology infrastructure's availability, which is required to execute the remote work system for employees, was considerably high. This can be attributed to the eagerness of companies to leverage contemporary technologies and intelligent systems in the provision and execution of customer services. The provision of information technology infrastructure by Jordanian telecom companies is driven by their commitment to facilitating a work environment that fosters creativity and innovation among employees, and also equipping them with tools to enhance their productivity and efficiency. In addition, the study's findings indicate a significant correlation between psychological and social balance and employee performance. This relationship is attributed to the Jordanian telecommunications companies prioritizing the provision of resources that enable their employees to balance their work and personal life. This balance reduces the likelihood of conflicts between the two domains, providing employees with psychological comfort and reassurance. As a result, employees are better equipped to fulfill their duties and responsibilities, leading to improved levels of performance. The capacity of employees to select their work schedules and locations in a manner that aligns with their familial and societal responsibilities and obligations contributes to their equilibrium and psychological well-being. This, in turn, has been linked to higher levels of productivity and profitability.

Furthermore, the findings of the study indicate a high level of concurrence among employees of Jordanian telecommunications companies regarding the significance of flexible working Hours. The provision of a comfortable work environment fosters a conducive environment that motivates employees to enhance their work outcomes and elevate productivity levels. The ability to select the time and location of work confers upon employees the liberty to transcend temporal and spatial constraints that are characteristic of conventional workplaces, thereby enabling them to better balance their daily schedules between professional and personal

pursuits. The study's findings indicate a level of consensus among employees in Jordanian telecommunications companies regarding employee performance based on flexible working hours. The observed phenomenon may be attributed to the strong emphasis placed by these corporations on fostering a workplace culture that values and respects its personnel, offers incentives and recognition for exemplary performance, and cultivates a distinctive ethos of adaptability, self-assurance, and ingenuity through ongoing training and development opportunities that enable active participation. The research findings indicate that the three dimensions of Remote Work (Information Technology Infrastructure, Psychological and Social Balance, and Flexible Working Hours) have a statistically significant impact on employee performance, as determined by the level of significance.

Recommendations

Based on the findings of the study, the researcher recommends that one potential strategy to address professional isolation and maintain habits of cooperation among work staff is to expand training and development programs that focus on psychological and social aspects for employees. Also, efforts should be made to enhance the amount of information accessible to employees and foster stronger trust between telecommunications company management and their staff; this will lead to a favourable reputation that can attract skilled personnel. In the same manner, efforts should be made to develop programs and applications that can assess and evaluate the productivity of remote employees, where this would instill a sense of being monitored and valued by the management among the employees. Additionally, there is a need to enhance the proportion of employees who engage in remote work, owing to the favourable outcomes that the remote work system has yielded for both employees and telecommunications companies at large. One potential strategy is to establish incentive and recognition initiatives for employees that are comparable to those commonly implemented in conventional work environments. And finally, the rehabilitation and training of employees on remote work systems, leadership, and management is a crucial aspect of the adoption of these systems in place of traditional administrative systems.

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