

Impact of Telework Strategy on Quality of Work Life during COVID-19 Pandemic "A Case Study of Orange Jordanian Telecommunication Company"

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Abstract:

This study aims to identify the impact of Telework Strategy on the quality of work life during COVID-19 pandemic in Orange Jordanian Telecommunication Company. In order to achieve the objectives of the study, the researchers used the descriptive-analytical method. The study population is the employees of Orange Jordanian Telecommunication Company. Based on the company's annual report for the year 2021, (493) employees work in Public Administration Center. Therefore, the researcher chose a convenient sampling method to distribute (300) questionnaires soft copies via email to the sample, 248 questionnaires were received back, thus the percentage of valid questionnaires is (82.2%), which then were analyzed and about (17.8%) of these questionnaires were excluded because either they are incomplete or were not received back. The study concluded that there is a significant impact of Telework Strategy on the quality of work life in Orange Jordanian Telecommunication Company, the telework strategy contributed to the quality of work life about (79%), also the telework strategy has a significant impact on all quality of work life dimensions (Psychological Pressure, Flexible Schedule, Employee Satisfaction, Work-Life Balance), and the telework strategy has the highest impact on the work life balance. The study introduces a set of recommendations, the most important of which are; increasing interest in health and psychological safety of employees, encouraging them to take care of themselves and spending time with family and friends, in addition to securing a suitable work environment of a family nature by communicating with employees individually, on a personal approach away from functional hierarchy.

Keywords: Telework Strategy, Quality of Work Life, COVID-19 Pandemic, Orange Jordanian Telecommunication Company in Jordan.

Introduction:

COVID-19 Pandemic has affected organizations around the world, forcing organizations to adapt to new circumstances; which prioritizes the need to perform work remotely. Prior to the pandemic, employees were working in traditional fixed workplaces, such as offices, but with the outbreak of Coronavirus, institutions moved to Teleworking Strategy; to avoid the spread of virus, as well as to maintain the safety of employees, and in order to avoid stopping their activity, and experiencing financial and other problems. The adoption of this strategy has supported information and communication technology, digital transformation, and the use of the Internet so that employees can accomplish their tasks from anywhere else using these new technologies.

Telework refers to an employees ability to adapt to Telework situations as they transition from traditional office environments to Telework environments. Telecommuting requires the employee to adapt to the requirements of transitioning to teleworking; by adopting new work contexts, adapting to new stimuli, or to the

demands of a new work environment. Based on the above, and in order to ensure the survival of organizations and maintain success, there are two ways for Telework, namely: for the employee to perform work for a particular organization, in the form of full or part-time, or for a self-employed employee.

The adoption of Telework Strategy must be accompanied by ensuring quality of work life for all employees, by creating a safe and healthy work environment characterized by clarity and transparency, an integrated team spirit, consultation in decision-making and information exchange, an effective communication system that develops knowledge capabilities and gain mutual trust with supportive leadership. This study aims to test impact of teleworking strategy on employees' quality of work life in Orange Jordanian Telecommunication Company.

2. Study Problem and Questions:

Theoretically, the researcher found that many studies dealt with Telework Strategy in terms of concept, importance, characteristics, and indicators.

Also, the researcher found several studies that dealt with quality of work life. However, to the best of his knowledge, the researcher did not find a study linking impact of Telework Strategy on quality of work life in Orange Jordanian Telecommunication Company.

Balancing between work and quality of work life has become one of the most important challenges facing Telework. Although previous studies have shown that workers feel higher job satisfaction, the antecedents of satisfaction have been vague and little researched.

On the field side, and given the implementation of Telework Strategy for the first time in Orange Telecom during COVID-19 Pandemic, the researcher found an opportunity to conduct this study to find out whether there is an impact of adopting telework Strategy and quality of work life during COVID-19 Pandemic, by asking the following main question:

What is the Impact of Telework Strategy on quality of work life in terms of its dimensions (Psychological Pressure, Flexible Schedule, Employee Satisfaction, Work Life Balance during COVID-19 Pandemic in Orange Jordanian Telecommunication Company?

The following sub-questions arise from it:

1. What is the impact of Telework Strategy on the employees' psychological pressure during COVID-19 Pandemic in Orange Jordanian Telecommunication Company?
2. What is the impact of Telework Strategy on the employees' flexible schedule during COVID-19 Pandemic in Orange Jordanian Telecommunication Company?
3. What is the impact of telework strategy on the employees' job satisfaction during COVID-19 pandemic in Orange Jordanian Telecommunication Company?
4. What is the impact of Telework Strategy on the employees' work life balance during COVID-19 Pandemic in Orange Jordanian Telecommunication Company?

3. Study Importance:

The study is important because of the following factors and considerations:

3.1 Theoretical Importance:

Academic importance of this study lies in the fact that it deals with one of the modern administrative concepts, which is Telework Strategy, its dimensions and quality of work life. The interest in the Telework Strategy has increased recently, especially during Corona Pandemic and the balance between personal life and work has become one of the important topics that must be discussed because of its effects on raising quality of work life for employees.

There are limited studies that dealt with research regarding analysis of impact of Telework Strategy on quality of work life, at the conceptual level in the Arab World in general and in Jordan in particular, to the knowledge of the researcher.

3.2 Practical Importance:

There is an urgent need to conduct a scientific analysis of the level of achievement of Telework Strategy in Orange Jordanian Telecommunication Company, and the impact of this strategy on quality of work life.

It is hoped that this study will provide information /feedback on the level of strategic application of Telework Strategy and its impact on work life quality, and the importance of impact for these practices that contribute to enhancing and developing quality of work life and improving weaknesses within the organization.

This study contributes to providing tangible practical results on importance of Telework Strategy and its impact on the quality of work life. So, we can benefit from the results of this study, which prove the importance of Telework Strategy and its contribution to the success and progress of Orange Jordanian Telecommunication Company.

4. Study Objectives:

This study seeks to achieve the following objectives:

4.1 Theoretical Objectives:

- Clarifying the most important dimensions of (Telework Strategy) and its role in enhancing quality of work life.
- Providing a clear understanding of the concept (Telework Strategy), its dimensions, the concept of quality of work life and a statement of different points of view regarding these concepts.
- Determining relationship between Telework Strategy and quality of work life.
- Diagnosing the level of application of Telework Strategy and its ability to influence quality of work life during COVID-19 pandemic in Orange Jordanian Telecommunication Company.
- Interpreting the nature of relationship between independent variable (Telework Strategy) and dependent variable (quality of work life.) during COVID-19 Pandemic in Orange Jordanian Telecommunication Company.
- Providing recommendations for the extent of impact of Telework Strategy on quality of work life in Orange Jordanian Telecommunication Company to be applied in a way that has a positive impact on quality of work life in Orange Jordanian Telecommunication Company.
- In addition to proposing recommendations for future studies.

5. Study Model and Hypotheses:

5.1 Study Model:

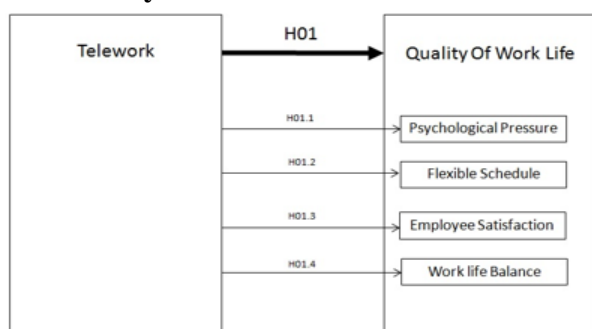


Figure .1 Study Model

The study model is built based on the following previous studies, as shown in Figure (1).

Telework: (Monteiro, Straume & Valente, 2019); (Maguire, 2019);

Quality of work life: (Al-Husni, 2016); (Alostath, 2015); (Al-Shanti, 2016).

5.2 Study Hypotheses:

5.2.1 Major Hypothesis:

H.1 There is a statistical impact at the significance level ($\alpha \leq 0.05$) for Telework Strategy on quality of work life in terms of its dimensions (Psychological Pressure, Flexible Schedule, Employee Satisfaction, Work Life Balance) in Orange Jordanian Telecommunication Company.

5.2.2 Subhypotheses:

H.1.1 There is a statistical impact at the significance level ($\alpha \leq 0.05$) for Telework Strategy on employees' Psychological Pressure in Orange Jordanian Telecommunication Company.

H.1.2 There is a statistical impact at the significance level ($\alpha \leq 0.05$) for Telework Strategy on employees' Flexible Schedule in Orange Jordanian Telecommunication Company.

H.1.3 There is statistically impact at the significance level ($\alpha \leq 0.05$) for Telework Strategy on employees' Job Satisfaction in Orange Jordanian Telecommunication Company.

H.1.4 There is a statistical impact at the significance level ($\alpha \leq 0.05$) for Telework Strategy on employees' Work Life Balance in Orange Jordanian Telecommunication Company.

6. Letriture Review:

6.1 Quality of Work Life:

The issue of quality of work life appeared for the first time in 1976 during the International Conference on Labor Relations, united auto. This issue received more attention after organizations set up labor improvement and reform programs in the late 1970s and early 1980s, after that interest declined and the activities of organizations to achieve a quality of work life declined; this is due to several factors,

including increase in inflation rates and increase in energy crisis, in addition to severity of foreign competition for American companies; in the mid-eighties of the last century until today, interest in quality of work life programs returned, and researchers' studies abounded this subject due to its importance in relation to the competitiveness of institutions. the concept of the quality of work life appeared to keep pace with the policies of organizational change and development, and alleviate the causes of tension and anxiety that prevailed in the west among workers for fear of being laid off, a reduction in the services and social benefits provided to them or reductions in their wage rates, in addition to keenness of these organizations to achieve job satisfaction that affects the commitment of the worker. Hence, maximizing the importance of using and rationalizing performance of human resources and considering them of the effective strategies in enhancing competitive advantage of business organizations. At the beginning of the nineties, many international companies that spread across the world implemented quality work life programs in the field of employment; attention is focused on internal client; the employee, and the same applies to the external client.

There are many and varied definitions of quality of work life. Many researchers see it as a multi-dimensional concept, which includes both physical work environment and moral work environment, reward and wage systems, formation of work teams, providing growth opportunities, developing relationships between workers and job supervision. In addition to providing a measure of security and job stability; that is, the quality of work life is seen as "providing the requirements of a safe environment in the workplace in a way that enhances employee satisfaction (Amouri et al.,2019), Al-Aiban (2019) defines quality of work life as "a set of integrated, planned and continuous processes that aim to improve the various aspects that affect the career life of workers, and their personal lives as well, which in turn contributes to achieving strategic goals of the organization and its employees. Jain & Thomas (2016) also defines quality of work life as "the favorable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security and growth opportunities". In the following section, we review the four dimensions that this study focused on:

6.1.1 Psychological Pressure:

Scott & Lori (2015) viewed stress as a common term referring to the processes that are believed to contribute to the emergence and maintenance of a variety of mental and physical states. Despite the widespread interest in stress and its consequences for

health and well-being, controversy persists over how best to define the term.

Psychological stress is one of the phenomena in human life that appears in life situations. It has become part of daily life, which requires us to identify its causes, how to manage it and mitigate its severity. International statistics indicate that (80%) of modern diseases are caused by psychological stress, and that (50%) of the problems of patients who visit doctors and hospitals are caused by psychological stress, as well as (25%) of members of society suffer from some form of psychological stress (Al Ghurair and Abu Asaad, 2009).

Psychological stress, as defined by Maryam (2014) is the non-specific response of a person to any stimulus or request directed towards him. The one who scrutinizes this definition will notice that it includes the positive or negative response, such as promotion of individual from one job to another, which entails the necessity of individual's adaptation and readiness for work or the new job.

Al-Sharqawi (2013) believes that facing psychological stress varies according to quality of life for each person. It is one of the important psychological variables that direct the behavior of individual and contribute to achieving his personal goals. They are judgments and beliefs that the individual possesses about his abilities, and his capabilities, which have an important role in controlling the environment. Thus, this contributes to increasing ability to achieve, and enhancing performance.

6.1.2 Flexible Schedule:

In most industrialized nations, having a flexible schedule means the ability of employees to choose where and when they work and this has significantly risen over time. In addition, more job flexibility is becoming more and more in demand, particularly among the younger generation. According to recent studies, the majority of millennials would want to or having a flexible schedule (Deloitte, 2018).

A flexible schedule can basically mean a plan that is offered to those who work 38 or 35 hours per week and gives them the freedom to adjust their schedules as needed or take extra time off as needed (Madi, 2014).

A flexible schedule can provide a sense of control over where and how one works, better productivity and decreased stress levels. According to studies done in a non-quarantine environment, flexibility and flexibility of working from home have been promoted as a strategy to improve work-life balance, improve job satisfaction and improve productivity (Chimote and Srivastava, 2013).

6.1.3 Job Satisfaction:

Job satisfaction supports the objective of creating long-term sustainable organizations and helps to create a financially sustainable workplace. It also serves as a crucial component of sustainable human resource management techniques (Strenitzerová, 2019), (Heimerl et al, 2020).

Job satisfaction is a mental factor which can be considered a kind of affective adjustment of the job and its conditions (Alzaidiyen et al., 2017). One of the key elements of success at many institutions is job happiness. Achieving job satisfaction aims to improve employee confidence in the future and encourage him to devote all of his cerebral resources to the activity at hand, which makes productivity levels rise (Duden, 2012).

Job satisfaction is defined as the psychological state of being satisfied or content with one's work in relation to one's needs, wants and expectations, as well as in the context of one's sense of trust, loyalty, belonging to one's work and relevant internal and external environmental influences (Al-Adili, 1981).

6.1.4 Work Life Balance:

Since work conditions may include pressures that induce an imbalance in this balance, which may negatively affect employees, achieving work-life balance is crucial. It has a considerable impact on social and psychological aspects of employees. Employees who feel psychologically and socially balanced at work are more productive and efficient at work and they also work more creatively and with greater satisfaction. They also tend to work in teams and communicate more effectively, which makes work more enjoyable and increases one's passion for it. Reduced staff stress enables business to establish a solid and distinctive structure (John et al. 2020).

Researchers unanimously agree that there is great importance for work-life balance, but the angles through which this importance has been reflected varied, one of the crucial and delicate concerns for employee and company is finding a balance between work and personal life, as both have several demands that call for particular foundations in order to balance them. The individual is struggling to satisfy his personal obligations to himself and his family, and the company is having a difficult time carrying out its obligations. In order for the organization to achieve its desired goals, the employee must determine fair salaries that satisfy all of his demands as well as the needs of his family. This must be done within the constraints of the organization's capabilities (Halawa, 2015).

6.2 Teleworking Strategy:

In the second half of the 20th century, both individuals and organizations began to hire workers who telework from their homes or other areas around

the globe. Thanks to advancements in communications and information technology, teleworking is now possible in a number of professions, including journalism, accounting, law, programming, graphic design and consulting. The professor or teacher might also impart his knowledge of education by giving lessons and lectures to pre-registered pupils online (Rampton, 2017).

Federal Authority for Governmental Human Resources (2020) described telework as one of the alternative employment options that guarantee continuity of carrying out tasks and rendering services while not physically present at the place of employment on a full-time, part-time or as-needed basis, where communication between employee and his work is conducted electronically... with both commitments to the rules and regulations set forth by the appropriate authorities. A competent authority in this regard in emergency situations that demand completing work while not entirely, or partially, present at the workplace.

In addition to other flexible work arrangements, telework is now a well-established work arrangement in modern economies where employees telework rather than at a central office facility (Messenger JC, 2019).

The worker performs his job duties in a place other than the usual place of work, using any of the communication and information technology. The teleworker is a every natural person who performs telework for the benefit of an employer away from his watch in return for a wage, so that he is under his supervision and management (Al Manea, 2017).

In 2016, **International Labor Conference** defined telework as production of goods or provision of services for a particular employer or contractor, through an agreement whereby the worker performs the work required of him, in a place determined by the worker himself, often in his own home, without direct supervision of the employer or contractor.

This term refers to the work performed in a location outside traditional work environment according to the nature of assigned work and the possibilities that allow employees to work from home permanently, full-time or part-time (Qarni, 2021).

The possibility to perform work partially or entirely telework from home or from a location other than the typical workplace, which is the official office space, during regular or non-traditional working hours is referred to as the telework strategy in this study.

6.3 Relationship between Telework Strategy and Quality of Work Life:

In order to clarify the nature of relationship between telework strategy and quality of work life, we think it is better to compare and match quality of work life considering traditional work environment

and telework environment; by focusing on the main aspects of impact of telework strategy on quality of work life compared to traditional work strategy.

During the Corona Virus disease outbreak in 2019, telework became obligatory for many employees (Covid-19). By July 20, 2020, there had been more than 14 million confirmed cases of infection with the virus, and there had also been more than 600,000 fatalities (Johns Hopkins CSSE, 2020). Governments imposed stay-at-home and self-isolation regulations as an efficient and necessary control measure for the Covid-19 pandemic. It is probable that many new teleworkers may continue doing so after the global health emergency, at least part-time. As a result, it became even more important to investigate theoretical underpinnings and integrate them.

with an actual examination of telework to offer insights into potential future developments in telework.

Cooper and Kurland (2002) found that Telework Strategy is more successful in organizations that provide employees with appropriate technology. Therefore, access to organization's documentation can be considered an important resource for increasing productivity and satisfaction with telework.

In a study conducted by Al-Samarrai (2021), one of the most significant findings is the existence of a statistically significant effect of telework strategy (with its combined dimensions, as well as for each of its individual dimensions) in the work-life balance for people working in the general company for the manufacturing of pharmaceuticals and medical supplies in Samarra, Iraq. In addition to that, there is a significant impact of the strategy on work-life balance for those working in general.

According to (Kazekami (2020), when telework hours are used appropriately, they boost labor productivity; but, when they are used excessively, they lower it. Telework also increases life satisfaction, which raises labor productivity. Contrary to Japanese government expectations, telework raises the stress associated with juggling work and household responsibilities, which lowers life happiness. Fortunately, stress doesn't directly affect how productive workers are at their jobs. While telework raises happiness and job satisfaction, it has no effect on how productive workers are at their jobs. Additionally, telework has a negligibly larger impact on employees with more potentially trivial tasks. Supervisors and coworkers frequently request unnecessary extra work from others without respect for deadlines.

Teleworking may enable employees to avoid such menial tasks and boost output. This study does, however, also highlight the significance of menial tasks.

A study on several Portuguese companies by Monteiro et al (2019) found that adopting telework strategy has a negative impact on workers' productivity and that teleworking weakens research and development processes. The study aimed to establish the extent to whereby the telework strategy impacts increasing or doubling workers' productivity in the company.

Successful teleworkers can boost relationships with coworkers and managers early on by developing confidence in their own abilities. Because interactions with moderators are virtual, trust is a crucial component of working in virtual teams or remotely full-time (Makarius and Larson, 2017). In the same vein, Henttonen and Blomqvist (2005) note that teleworkers' active engagement, prompt responses, and delivery of agreed-upon outcomes are all crucial elements in fostering a trusting relationship between coworkers and their managers, therefore, in terms of perceived career potential and pleasure with telework, we assume that supervisor trust and support are crucial resources for teleworkers. In the same direction, Al-Buhairi (2018) suggests that a supervisor's assistance considerably boosts a worker's contentment and aids in task completion. Since employees perceive their supervisors as a source of stress, this tension can have a bad impact on work-life balance, so the supervisor must give teleworkers the necessary support.

Flexible work arrangements are agreements reached by both parties that alter work schedules and locations, frequently with the dual goals of enhancing employees' work-life balance and addressing organizational demands (Thompson et al, 2015).

Bouqreen (2013) believes that an organization can give its employees the ability to access documents; through the availability of multiple platforms, the employee must be connected to the organization's website by means of a personal phone, or available electronic devices, in order to be able to send messages, receive files in chats, make instant video calls, and organize video conferencing; this, in turn, makes it easier for employees to complete the work, and then achieve the effectiveness of work from anywhere and anytime. Unified online platforms must be designed; by creating, editing, and sharing all employee documents and files in one secure space; using organization's own clouds; in which information and data are stored.

Ferreira et al (2021) adds that richer channels of communication, such as personal interaction, are best suited for communicating complex information and ideas because they are synchronized with communication media. Asynchronous communication channels (such as e-mail) are best suited for conveying information, and synchronous channels (such as video calls), are best suited to converge the meaning of information. In front of the possibility of carrying out many tasks remotely, Internet and various advanced applications and technologies that enable communication between officials and employees have been relied upon.

8. Method:

The study aims to identify the impact of telework strategy on work life quality at Jordanian Telecommunication Company, the study is composed of five variables, one is independent (Telework Strategy), and dependent (quality of work life), which is formed of four dimensions (Psychological Pressure, Flexible Schedule, Employee Satisfaction, Work-Life Balance). The study uses descriptive and analytical methods to gather data and test hypotheses.

8.1 Instrument:

The researcher used a questionnaire, which includes (36) items and it was designed on a five-point Likert scale, ranging from strongly agree (5) to strongly disagree (1). Ferreira et al. (2021) study relied on formulating independent variable items measuring (Telework Strategy), while Kasbuntorn et al. (2021) study relied on determining dependent variable items measuring (Quality of Work Life) in its four dimensions. The data is analyzed using (SPSS.ver. 22).

8.2 Study Population and Sample:

Population of the study are employees in Orange Jordanian Telecommunication Company and this is based on the company's annual report for the year 2021, where (493) employees work in Public Administration Center. Regarding Sekaran (2020) the sample size should not be less than (217) respondents. The researchers distributed (300) questionnaires soft copies via e-mail, where 52 questionnaires were canceled, thus the percentage of valid questionnaires was (82.2%). The following table shows the characteristics of the study sample:

Table (1) Personal and functional characteristics of study sample

Items	Characteristics	Frequencies	Percentage
Gender	Male	128	51.6%
	Female	120	48.4%
Age	Less than 30 years	75	30.2%
	From 30 to less than 40 years	133	53.6%

	From 40 to less than 50 years	31	12.5%
	More than 50 years	9	3.6%
Years of experiences	Less than 5 year	121	48.8%
	From 5 to less than 10years	70	28.2%
	More than 10 years	57	23.%
Education level	PHD	9	3.6%
	Master	57	23%
	High Diploma	13	5.2%
	Bachelor	169	68.1%

There are no high differences between the ratio of males and females. Males' percentage is (51.6%), where females percentage is (48.4%), most of the sample are between the ages of (30 to less than 40 years), whereas regarding years of experience, most of them were (5 years or less), while the main educational level is a bachelor's degree (68.1%).

8.3 Construct Validity & Reliability:

Tables 2 and 3 show the results of testing validity and reliability of the study tool. The results show that all correlation coefficients are statistically significant, and that correlation value ranges between (0.911 - 0.939), which means the validity of the questionnaire construction. On the other hand, the results of internal consistency through Cronbach's Alpha coefficient reflect a high degree of internal consistency.

Table (2) Construct Validity Test

Variables	Correlation Coefficient	SIG
Psychological Pressure	0.917	0.000
Flexible Schedule	0.928	0.000
Employee Satisfaction	0.923	0.000
Work- Life Balance	0.911	0.000
Telework Strategy	0.939	0.000

Table (3) Internal Consistency Test

Variables	Cronbach's Alpha	Guttman Coefficient
Psychological Pressure	0.926	0.920
Flexible Schedule	0.928	0.932
Employee Satisfaction	0.937	0.903
Work- Life Balance	0.944	0.948
Telework Strategy	0.965	0.947

The researcher used CFA to measure structure validity, where the following table shows the result. Table (4) indicates all model fit indicators are within model fit, GFI is less than (0.9) and CFI is more than 0.9, whereas the main indicator RMSEA is less than (0.08) The following diagram explains the model.

Table (4) Confirmatory Factor Analysis (CFA)

Indicator	Value
CMIN/DF	1.883
GFI (Good Fit Index)	0.675
CFI (Comparative Fit Index)	0.980
RMSEA (Root Mean Square Error of Approximation)	0.071
TII	0.921

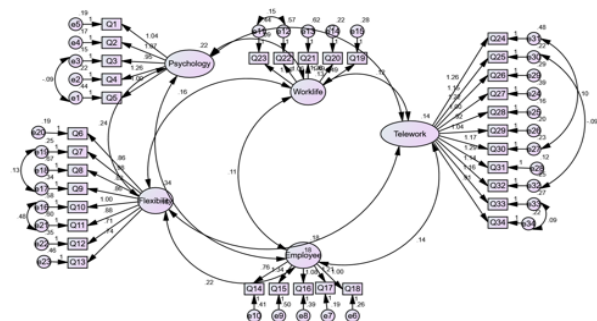


Figure .2 CFA diagram

9. Data Analysis and Hypotheses Testing

9.1 Data Analysis

Structure Equation Modeling analysis is used for testing the hypotheses. These types of models are better suited than classical regression models for nested data as in our research dataset (Hox, 1995). Structure Equation Modeling analysis allowed us to test the impact of the main hypothesis (Telework Strategy) and four sub hypotheses on the (Quality of Work Life).

9.2 Hypotheses Testing:

Table (5) shows results of testing main and sub-study hypotheses

Table (5) The result of main and sub-study hypotheses testing

Hypothesis Number	R	R2	Estimate	C.R	P-Value
H1	0.890	0.791	0.787	30.549	0.000
H1.1	0.813	0.66	0.776	21.905	0.000
H1.2	0.792	0.63	0.753	20.398	0.000
H1.3	0.813	0.66	0.772	21.960	0.000
H1.4	0.911	0.83	0.846	34.638	0.000

The test formulas for linear regression are:

H1 Quality of Work Life= 0.935+ 0.787 Telework Strategy:

H1.1: Employees' Psychological Pressure= 1.17+0.776 Telework Strategy.

H1.2: Employees' Flexible Schedule = 1.17+0.753 Telework Strategy.

H1.3: Employees' Satisfaction = 1.17+0.772 Telework Strategy.

H1.4: Work Life Balance = 1.17+0.846 Telework Strategy.

9.3 Discussion:

The result in table (5) shows that P-value for the main hypothesis is (0.00), which indicates a significant impact for Telework Strategy on work life balance, the correlation between the two variables is strong and positive $r=0.890$, also Telework Strategy's contribution to the dependent variable is about (79.1%), this means that the relationship between independent variable (Telework Strategy) and dimensions of dependent variable (quality of work life) is positive and strong, in addition to the fact that Telework Strategy contributes in particular to enhancing work-life balance, this result is consistent with the results of (Al-Samarrai, 2021). The result of (H1.1) showed that P-value for the first sub hypothesis is (0.00) which indicates that there is significant impact for Telework Strategy on employees' psychological pressure, and the correlation between the two variables is strong and positive $r=0.813$, also the Telework Strategy's contribution on employees' psychological pressure dimension is about (66%), whereas P-value is = 0.776, this indicates if the Telework Strategy increases one unit, it will reflect on employees' psychological pressure, which is about 0.776. The results of second sub-hypothesis test is consistent with the results of the Kazekami (2020).

(H1.2) indicates that Telework Strategy has a significant impact on employees' flexible schedule, P-value is less than (0.00), whereas correlation between the variables is positive and strong, which is (0.792), the Telework Strategy has contribution on employees' flexible schedule in about (63%). Otherwise, the result shows P-value is (0.753), this indicates if Telework Strategy increases one unit, it will reflect on employees' flexible schedule in about

0.753, this result is consistent with results of (Thompson et al, 2015). In the same direction, the results of testing the third and fourth sub-hypotheses (H1.3, H1.4) indicate that Telework Strategy has a significant impact on employees' satisfaction and work life balance, as well as both have strong and positive relationship with Telework Strategy. Telework Strategy has contribution on employee satisfaction in about (66%), this result is consistent with results of (Cooper and Kurland, 2002) and on work life balance in about (83%) respectively.

Accordingly, it is clear that there is a significant impact for Telework Strategy on quality of work life at Jordanian Telecommunication Company, Telework's contribution to quality of work life is about (79%), also Telework has a significant impact on all quality of work life dimensions (psychological pressure, flexible schedule, employee satisfaction, work- life balance), Telework has the highest impact on work life balance, this result is consistent with results of (Bouqreen, 2013) ; (Ferreira.et al, 2021) but it is not with consistent with results of (Monteiro et al, 2019).

10. Recommendations:

10.1 Since the importance of social relations is not limited to public relations and work relations, but extends to psychological aspect as well, maintaining mental health requires prior knowledge of all aspects of negative impact of telework, which is the feeling of social isolation. To deal with this situation, the study recommends the following:

10.1.1 Increasing interest in health and psychological safety of employees, encouraging them to take care of themselves and spend time with family and friends. Securing a suitable work environment of a family nature by communicating with employees individually, on a personal approach, away from functional hierarchy. This communication aims to give everyone the opportunity to talk about anything that may be of a negative nature or a source of concern while ensuring absolute privacy upon request and then taking the necessary measures.

10.1.2 Providing social platforms for employees to share personal interests and goals or talk about personal experiences, in addition to providing an internal knowledge base for employees through which they are supplied with all work procedures and necessary instructions on how to complete the assigned tasks.

10.1.3 Working in a distributed manner within virtual environments requires new skills in work management and coordination between employees. Standardizing the number of places to obtain the necessary information ensures that efficient and highly productive work is carried out in record time.

10.1.4 Believing in the importance of developing employees' experiences as a necessity that helps to secure job happiness, and to ensure their readiness to

take on larger tasks, in a way that keeps pace with the development of work in the company.

10.2 The results of the current study are based on recipes that depend largely on the experience of employees, so based upon this, there is a need for a comprehensive framework to understand the cultural, organizational and individual factors that affect the process of telework, to enable evaluation of its potential benefits against relative costs in different circumstances, as a basis for management and employees to make informed decisions about the value of telework to them and their organizations.

10.3 Future studies:

This study recommends the following:

10.3.1 Conducting new studies with new factors to measure influence of employees' personality throughout the use of Telework Strategy.

10.3.2 Adding more factors to measure employees' motivation of commitment to Telework Strategy.

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أثر استراتيجية العمل عن بُعد على جودة الحياة العملية أثناء جائحة كوفيد - 19 "دراسة حالة شركة اتصالات أورانج الأردنية"

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الملخص:

هدفت الدراسة إلى التعرف على أثر استراتيجية العمل عن بُعد على جودة الحياة العملية خلال جائحة كوفيد -19 في شركة اتصالات أورانج الأردنية. ولتحقيق أهداف الدراسة تم استخدام المنهج الوصفي التحليلي. مجتمع الدراسة هم موظفو شركة اتصالات أورانج الأردنية. بناء على التقرير السنوي للشركة لعام 2021 ، بلغ عدد العاملين في مبنى الإدارة العامة (493) موظفاً ، وعليه فقد اختار الباحث طريقة مناسبة لأخذ العينات لتوزيع (300) استبانة إلكترونية عبر البريد الإلكتروني على العينة من أصل 248 استبانة تم إرجاعها ، وبذلك كانت النسبة المئوية للاستبيانات الصحيحة (82.2%) حيث تم تحليلها. تم استبعاد حوالي (17.8%) من هذه الاستبيانات إما لأنها غير مكتملة أو لم يتم استلامها مرة أخرى. وخلصت الدراسة إلى وجود أثر كبير لإستراتيجية العمل عن بعد على جودة الحياة العملية في شركة الاتصالات الأردنية ، حيث ساهمت استراتيجية العمل عن بعد في جودة الحياة العملية بنحو (79%) ، كما أنّ استراتيجية العمل عن بُعد لها أثر كبير على جودة الحياة العملية بجميع أبعادها (الضغط النفسي ، الجدول المرن ، رضا الموظف ، التوازن بين العمل والحياة) ، وأنّ استراتيجية العمل عن بعد لها الأثر الأكبر على بعد التوازن بين العمل والحياة. تقدم الدراسة مجموعة من التوصيات أهمها زيادة الاهتمام بالصحة والسلامة النفسية للموظفين ، وتشجيعهم على الاعتناء بأنفسهم وقضاء الوقت مع العائلة والأصدقاء. تأمين بيئة عمل مناسبة ذات طبيعة عائلية من خلال التواصل مع الموظفين بشكل فردي ، على نهج شخصي بعيداً عن التسلسل الهرمي الوظيفي.

الكلمات المفتاحية: استراتيجية العمل عن بعد، جودة الحياة العملية، جائحة كوفيد -19، شركة اتصالات أورانج الأردنية، الأردن.