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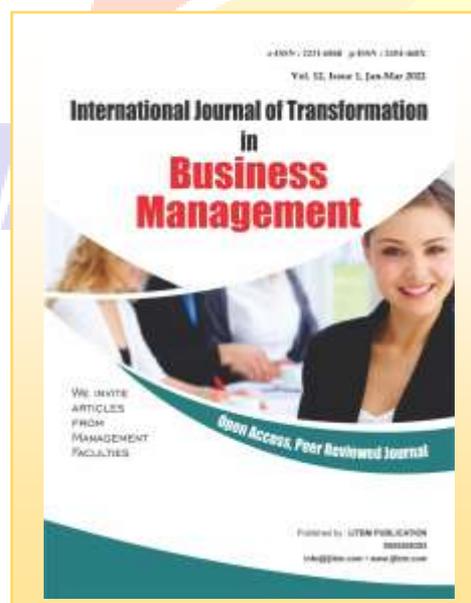
EVALUATING THE IMPACT OF TELEWORK ON IMPROVING EMPLOYEE PERFORMANCE - A STUDY IN A NUMBER OF COMPANIES FOR INTERNET SERVICES IN IRAQ

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ABSTRACT

The study aimed to determine the level of correlation and influence between the dimensions of remote work and the performance of employees in the search community companies. Which includes companies (Earthlink), (Supercell), (Al-Jazeera), (Ornit) and (Hrins), which are specialized in providing Internet services to the beneficiaries in Baghdad, and the study sample was determined using The comprehensive inventory method in view of the limited number of targeted employees, who numbered (119) individuals. The study adopted the descriptive analytical approach, as data and information were collected through the questionnaire, which was a major tool in data collection, in addition to personal interviews with the concerned departments and workers in those companies. The data was processed statistically through the statistical analysis program (SPSS.25) and the extension (AMOS), as a number of statistical methods were used in the field of descriptive and analytical statistics. The study reached a number of results, the most prominent of which was the presence of significant correlation and impact relationships between the independent variables (remote work), the dependent (worker performance), One of the most prominent conclusions was that the respondents' views were in general agreement on most of the paragraphs of the questionnaire, which indicates a high harmony among the employees of the companies surveyed by virtue of the great symmetry in the field of activity, and the tendency in this agreement was in favor of the main variable (remote work). Presented search several recommendations and proposals that would advance the reality of companies' work to provide a better service that meets the needs and aspirations of the beneficiaries.

Keywords: *Telework, employee performance.*

INTRODUCTION

Telework is considered one of the latest trends adopted by institutions and countries in order to provide job opportunities in government and business sectors and for various categories of individuals. According to a report (Fortune, 2012), remote work was practiced by 85 out of the top 100 global companies For 2012, according to (CNNMoney.com/Fortune), the percentage of regular teleworkers in the top ten companies that implement teleworking for 2013 was between 40% - 90% (Arlene J. Nicholas,2014), One of the reports estimated

that the savings that American companies will achieve thanks to remote work initiatives will approach 30 billion US dollars in 2020 (McKinsey & Company, 2008)

The countries of the world, wherever there is a suitable environment for remote work, have paid a lot of attention to this trend, as it is a form of flexible work and has its multifaceted effects for individuals, organizations and society to work anywhere and anytime. And the beginnings of its use were to face economic, social and environmental challenges, whether in the

field of reducing administrative and operational costs or reducing unemployment rates and increasing the integration of women to contribute to the development of societies, achieving sustainable development, and finally facing the major crisis caused by the Corona pandemic, Its use has become a constant policy for many companies and countries of the world, even after the (COVID-19) stage. Remote work at the present time, supported by other factors, whether information and communication technology or others, requires that social and cultural dynamics should not be overlooked in any study and evaluation process. In the Iraqi business environment, companies in general suffer from weak performance after being exposed to many crises during previous periods, and the situation has worsened after the world was exposed to the Corona pandemic, which negatively affected the performance of these companies. Therefore, the importance of studying remote work in order to know the extent of its contribution to improving the general performance and the performance of employees in particular, which will reflect positively on them and contribute to achieving customer satisfaction and increasing market share. Remote work did not attract the attention of Iraqi researchers, so the research was conducted in a group of companies equipped for the Internet in the city of Baghdad, namely (Earthlink),

(Supercell), (Al-Jazeera), (Ornit) and (Herns) in order to identify the extent of the contribution of remote work in Improving the performance of employees and its positive impact on the overall performance.

LITERATURE REVIEW

Telework is a flexible method that covers a wide range of work activities based on information and communication technology. A study conducted by (De Vries et al., 2019) in a municipality in the Netherlands indicated that employees suffer from completely negative effects from telework in addition to a feeling of greater professional isolation and less organizational commitment during the days when they worked entirely from their homes. Belzunegui-Eraso, A., & Erro-Garcés (2020) indicated through a study conducted in 27 companies in the European Union that telework can be developed in the employee's home by including small modifications such as activities related to customer support or resource management human or marketing tasks. While (Çoban, 2021) indicated in a study conducted on a group of female employees in Turkey that achieving work-life balance is assigning men and women work tasks based on gender. As women who have children have a relatively higher workload, and this leads to women staying away from professional roles. Instead of this practice, assignment of tasks can be carried out on an equal footing, and male

employees are encouraged to take advantage of flexibility options due to family responsibilities.

Telework

The term “telework” is used to refer to work performed outside the traditional on-site work environment (Hynes, 2013). Gray et al. (1996) defines telework as a flexible work method that covers a wide range of work activities that require teleworking from those responsible for accomplishing those activities or completing them from a traditional workplace. telework requires the use of telecommunications to keep the employer and employee in touch with each other. As for (Ericsson, 2016), telework is defined as the use of information and communication technology to perform office work at home instead of in the normal workplace. Holts (2018) also indicated that telework is paid work that is implemented and/or managed using a range of digital technologies and wireless communications. While (Yaghi, 2016; Saraceni, 2020) defined telework as an alternative work arrangement that allows employees, at least for part of their work schedule, to use ICT in order to carry out tasks in locations other than the core or central workplace that they usually perform (office or workstation). As for (Abilash & Siju, 2021), it is defined as a flexible work arrangement that helps employees switch their regular working

hours from the office to the home or customer site and communicate in the appropriate way using the appropriate technology. Remote work can be defined as a flexible work organization that enables the employee to complete the tasks entrusted to him from a place far from the original location of the work, whether the nature of the work is full or part-time or on certain days, and the communication is usually electronic. It requires the use of information technology and modern communication methods.

Types of Telework

Although working at home is the most common type of telework all over the world. However, this does not mean that working at home is the only type of telework, as there are wide types of telework as follows:

- **Work from home:** Also defined as Small Office or Home Office (SOHO). It is the work that takes place in the employee’s home (Rocha & Amador, 2018). And employees perform telework from their homes either full-time or part-time (Luo, 2015).
- **Working from branch offices:** Workers perform their duties in small, dispersed units in a central company (Rocha & Amador, 2018). This type of working method is not actually true telework as telework

centers allow people to reduce their commute while still working in a traditional office environment. Some telework centers are set up by individual companies while others are set up by independent organizations to be used by many organizations and telework centers to attract those who do not have the desire to work at home. It also provides organizations with the ability to maintain a more formal structure of their workforce (Luo, 2015). The aim is to bring the work closer to the place of residence of the employees and thus it is possible to reduce the time and costs of transportation and the expenses of maintaining and managing the office (Parkkola, 2003).

- **Work from call centers:** Work is carried out in establishments usually located next to the employee's home that offer telework jobs (Rocha & Amador, 2018). It provides office facilities and network connectivity for people who do not wish to go to the traditional corporate office but who also do not wish to work from home. The call center concept was originally born in Scandinavia (Parkkola, 2003).
- **Mobile Work:** Work outside the home or main office. Including conducting commercial or field trips or working at the customer's premises

(Rocha & Amador, 2018). Mobile teleworkers are those who spend at least 10 hours per week away from their main workplace (Luo, 2015).

- **Working in remote or offshore companies:** call centers or telephone services through which companies install affiliate offices or in-contract with telecoms companies from other parts of the world with a cheaper workforce (Rocha & Amador, 2018).
- **Informal or mixed telework:** Arranging with the employer to work a few hours outside the organization (Rocha & Amador, 2018).

Dimensions of Telework

The study relied on the dimensions of remote work, which are the following:

- **The individual:** The provision of the option to work remotely by any organization makes some individuals desire to choose it, while others do not want to choose telework. Also, people who choose to work remotely are usually highly educated and work in computer-assisted job roles (Ozias, 2011) (Maruyama & Tietze, 2012).
- **Organizational:** Organizations are concerned with results and efficiency. As telework can benefit the organization if its performance or ability to adapt to changes in the

environment improves. It is also necessary to take into account changes in a range of organizational factors because the effects of telework will not be limited to the remote worker only, as these factors also affect the economy, efficiency and results of the organization (Parkkola, 2003).

- **Technical:** In the context of telework, information and communication technology has been suggested as an essential element in telework, in addition to being considered a hindrance at the same time. As the information and communication technology enables the organization to adopt telework. At the same time, technological barriers are one of the reasons why the uptake of telework is slower than expected in organizations (Green, 2014).
- **Family (balance between work and family):** the employees who perform telework enjoy a high professional status, high income, high education, and are often middle-aged and are more likely to form a family. This indicates the need to balance work and family duties. However, women were more likely to cite family benefits as motivation and claim that telework helped them manage their

daily responsibilities (Vilhelmson & Thulin, 2016; Putri & Amran, 2021).

Employees' Performance

Most researchers in this field realize that increased Employees' Performance will be beneficial for the organization to achieve its goals. This is because performance is one of the indicators of the organizational capacity necessary to achieve the goals of the organization efficiently (Erari, 2021). Employees who have a passion for work not only love work but consider work very important and meaningful for the development of self and organizational concepts. Passionate employees also display enthusiasm and create their own success toward organizational excellence and growth (Mas'ud et al., 2020). Performance As a result of all individual activities, performance is one of the factors that should be considered by every organization (Tentama et al., 2020). Employees' Performance is a process of establishing a shared understanding of the workforce about what needs to be achieved at the organizational level (Demus, 2015). Ratnasari & Sutjahjo (2020) believes that employees' performance is a work that a person or group of people can achieve within an organization according to the authority and responsibility of each of them in order to achieve the objectives of the organization legally concerned and not to violate the law

and in accordance with ethical principles. While (Kustandi & Norhan, 2021) indicated that Employees' Performance is the entire business processes of an individual whose results can be used as a basis for determining whether an individual's work is good or vice versa. It can be said that employee performance is the expected overall result of employee behaviors that are implemented over a specified period of time. It is the effort expended to carry out the tasks and duties required of him in accordance with the standards set by the organization in order to achieve the goals. Through it, it is possible to know how the employee fulfills the duties of the roles assigned to him, completes the required tasks and behaves in the workplace.

Dimensions of Employee Performance

The dimensions of employee performance include the following:

- **Work schedules:** Work schedules refer to timely delivery of work, meeting deadlines, etc. Work schedules also refer to speed, which is defined as a measure of how fast something is moving, so speed is used as an indicator of work schedules (Kuruppu et al., 2021).
- **Quantity of work:** The Quantity of work is the amount of work done in a normal working day. The quantity of work also refers to the amount that can be measured or counted.

(DeCenzo, et al., 2016 ; Kuruppu, et al., 2021).

- **Quality of work:** The quality of work is the accuracy and skill in completing the work (DeCenzo et al., 2016). Quality of work refers to the work that is done according to standards and is free from errors and waste. The quality of work indicates effectiveness and efficiency. Effectiveness refers to the degree to which goals are achieved. Efficiency is “doing the right thing” (Kuruppu et al., 2021).
- **Cooperation:** the willingness to cooperate with others (Aima, et al., 2017). It relates to the employee's willingness to develop a positive working relationship with fellow employees through the employee's approach to others (Dorsett, 2016). Cooperation is also one of the most important basic elements for creating a successful work environment, as it relates to the connections and relationships between employees of the organization at all levels (Yamin et al., 2021).

METHODOLOGY

Research Problem

The adoption of telework is not new to companies and institutions in the developed world. And Researchers have studied its

experiences and applications for years. However, the limited use of it in Iraqi institutions prevented shedding light on it and The university institutions' libraries lacked theoretical or field studies that would enrich the cognitive and applied aspects in this vital field of flexible work arrangements. On the one hand, and on the other hand, the new conditions imposed by the Corona pandemic and its consequences have made it imperative for countries and companies to use remote work in various fields to which the interests of both individuals and institutions are linked, and this use is still in its narrowest scope at the national level.

Based on the foregoing, and in order to determine the expected role of remote work in improving the performance of workers, the research problem crystallized by asking a main question, "What is the extent of the impact of remote work on the performance of workers".

Research Objectives

The research aims to achieve the following objectives:

- Identify the level of importance of the responses of the research sample members.
- Identifying the level of statistical relationships (correlation and regression) between the research variables.

The Hypothetical Scheme of the Research

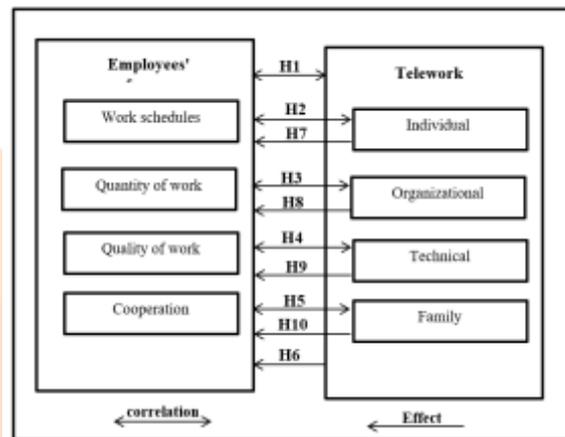


Figure. 1: The hypothesis of the study.

Research Hypotheses

H1:There is a correlation between the telework variable and the employees' performance variable.

H2:There is a correlation relationship between the individual dimension of the telework variable and the employee performance variable.

H3:There is a correlation relationship between the organizational dimension of the telework variable and the employee performance variable.

H4:There is a correlation relationship between the technical dimension of the telework variable and the employee performance variable.

H5:There is a correlation relationship between the family dimension of the telework variable and the employee performance variable.

H6:There is an influence relationship for the remote work variable on the employees' performance variable.

H7:There is an effect relationship to the individual dimension of the telework variable on the employees' performance variable.

H8:There is a relationship to the effect of the technical dimension of the telework variable on the employees' performance variable.

H9:There is a relationship to the effect of the organizational dimension of the telework variable on the employees' performance variable.

H10:There is an effect relationship to the family dimension of the telework variable on the employees' performance variable.

Research Community and Sample

The community is represented by companies specialized in the field of Internet supply, as this community is full of a large number of companies of varying experience, size and role in this vital and important sector. Therefore, the selection of companies representing the community was based on those considerations, as five companies were chosen, namely (Earthlink) and (Supercell, (Al Jazeera), (Ornit) and (Herns).

- Given the limited numbers of workers in these companies, the comprehensive inventory method was used to determine the sample size, as their number reached (119)

employees, and (119) questionnaires were distributed, of which (104) were retrieved, at a rate of (87%) of the total, of which (4) were excluded. Invalid.

Measuring Study Variables

The questionnaire was adopted to measure the telework variable, which included 24 items. The questionnaire, which included 20 items, was adopted to measure the variable performance of employees. The questionnaire was designed in accordance with Likert scale (1: do not agree strongly, 2: do not agree, 3: neutral, 4: agree, 5: strongly agree). The questionnaire was planted on a sample of workers in companies that provide Internet services, represented by (Earthlink, Supercell, Al Jazeera, Orient, and Hearn). Their number is (119) respondents out of a total of (250) employees, and the response was received by (100) respondents.

Table (1) indicates that the data are characterized by a normal distribution, since the significance level value of the Kolmogorov-Smirnov test for the telework variable and the variable performance of employees, which amounted to (0.200, 0.060), respectively, which is greater than the significance level at (0.05), and this indicates that the variables follow the normal distribution .

Table (1): Normal Distribution

Kolmogorov-Smirnov			Variable
Sig.	df	Statistic	
0.200	100	0.068	telework
0.060	100	0.087	performance of employees

Table (2) indicated that the value of Cronbach's Alpha coefficient for the telework variable was (0.861). While the value of Cronbach's Alpha for the variable performance of employees was (0.81), which

values are greater than (0.70), and this indicates that the stability coefficient of the measurement tool has a high degree of acceptance and stability.

Table (2): Cronbach's Alpha

Cronbach's Alpha		Variable
Cronbach's Alpha	N of items	
0.861	24	telework
0.81	20	performance of employees

RESULTS

The results of Table (3) indicate that the mean of the telework variable was (3.66), at a good level, and with a standard deviation of (0.466). The results also showed that the highest mean for the dimensions of telework was for the individual dimension, which amounted to (3.70) and at a good level, with a standard deviation of (0.553). The results indicated that the lowest total mean was at the organizational dimension, which reached (3.59), a good level, and a standard deviation of (0.557). This indicates that the employees of the companies (Earthlink, Supercell, Al Jazeera, Orient, and Hearn) have few and weak skills in solving problems and finding solutions that

contribute to the completion of telework, in addition to the insufficient knowledge of harnessing information and communication technology to facilitate telework despite Possess technical skills in the field of technology and information. Also, the senior management of the companies (Earthlink, Supercell, Al Jazeera, Orient, and Hearn) does not care about the level required to provide a suitable work environment for telework.

The results of Table (3) indicate that the mean of the variable performance of employees was (3.65), at a good level, and with a standard deviation of (0.472). The results showed that the highest mean for employee performance dimensions was at

the dimension (quantity of work), which amounted to (3.71) and at a good level, with a standard deviation of (0.560). The results indicated that the lowest mean for employee performance dimensions was at the dimension (quality of work), which amounted to (3.63) and at a good level, with a standard deviation of (0.533). This

indicates that the companies (Earthlink, Supercell, Al Jazeera, Orient, and Hearn) are accomplishing their work according to what is planned in advance. Also, these companies do not care about the accuracy and reliability of work results, regardless of the size of the tasks performed.

Table (3) Descriptive Statistics

N	Items	Mean	standard deviation
Telework		3.66	0.466
1	The employees possess the qualifications required to implement the Telework	3.95	0.592
2	Employees enjoy innovation and creativity, which contributes to the continuity of Telework	3.7	0.870
3	Most of the employees in the organization want Telework	3.66	0.714
4	Employees use the skill of time management in the completion of the Telework.	3.71	0.820
5	Employees have problem-solving skills and find solutions that contribute to the achievement of Telework	3.55	0.744
6	Employees have the ability to withstand the pressure of work in a virtual (electronic) work environment.	3.64	0.811
Individual		3.70	0.553
7	The organization motivates employees to present their ideas and suggestions that contribute to the development of Telework.	3.64	0.772
8	The organization has the organizational flexibility that allows it to respond to the requirements of Telework.	3.6	0.711
9	The organization supports a clear policy for retaining competent employees.	3.55	0.716
10	The organization has a clear vision for the development of Telework methods	3.59	0.780
11	The organization supports a work environment that enables employees to carry out their duties independently and collaboratively.	3.4	0.785
12	The organization has a positive and supportive organizational culture towards Telework.	3.66	0.768
Organizational		3.59	0.557
13	The organization owns technologies and technological equipment that support Telework	3.69	0.761
14	The technologies available in the organization enable me to share information with my colleagues at the right time	3.68	0.764

15	Familiarity of employees with ICT facilitates Telework	3.60	0.696
16	The organization provides appropriate training on the latest methods and techniques that serve the Telework	3.75	0.716
17	The employee organization helps to use software and technologies from locations outside the formal workplace	3.65	0.757
18	The organization has sufficient technical supplies to practice Telework	3.64	0.704
Technical		3.67	0.563
19	Telework does not conflict with the employee's personal, societal and functional duties.	3.73	0.764
20	Telework allows the employee to participate in family and social events	3.62	0.663
21	Practicing Telework The employee's family members feel satisfied	3.72	0.740
22	The organization is keen to take into account the personal and family interests and circumstances of the employees.	3.38	0.712
23	The organization applies family-friendly human resource practices such as (helping to overcome family problems, their participation in weddings. ...)	3.73	0.777
24	Telework (from home) enables you to focus more on implementing job requirements than on the original worksite.	3.59	0.621
Family		3.59	0.557
Employees' performance			
25	The employee performs his work as planned	3.64	0.785
26	The employee is obligated to carry out work activities according to specific timelines.	3.65	0.783
27	The employee participates in the administration in setting the timetables for the completion of the work	3.69	0.761
28	The management determines the timetables for completing the work in proportion to the efficiency and skills of the employees	3.71	0.700
29	The organization considers the degree of completion of the results of the work performed by the employee in the shortest time and compares it with the outputs of others	3.57	0.832
Work schedules		3.65	0.548
30	The organization adopts planning for the volume of work before its implementation	3.33	0.746
31	In general, the amount of work assigned to the employee is commensurate with his abilities and skills	3.81	0.683
32	We are keen to develop methods of performing tasks to increase the volume of work performed	3.55	0.730
33	We adhere to the instructions and procedures in force related to the volume of work performed.	3.72	0.761
34	The volume of work is accomplished under normal conditions of the organization	3.68	0.737
Quantity of work		3.71	0.560
35	Employ the skills of employees to complete duties in accordance with the objective procedures specified by the organization's management.	3.64	0.644
36	The management monitors the quality of the work	3.65	0.672

	performed by the employees on a regular basis		
37	The employee is keen to complete the tasks assigned to him according to the pre-set quality standards.	3.72	0.753
38	The employee possesses information about the work that ensures his efficient performance	3.65	0.796
39	The employee does his job accurately.	3.15	0.775
Quality of work		3.63	0.533
40	Employees share knowledge and information among themselves in order to raise the level of work	3.67	0.753
41	The employee possesses communication skills with his colleagues and with the beneficiaries	3.36	0.696
42	The employee accomplishes tasks and duties by working in a team spirit	3.64	0.772
43	Good and cooperative relations prevail among the employees	3.66	0.742
44	The employee provides assistance to colleagues who are new or have a heavy workload	3.64	0.704
Cooperation		3.64	0.531

The results of Table (4) indicate that there are correlations between the telework variable in all its dimensions and the Employees' performance, as the value of the correlation coefficient ranged between (0.865**) and (0.670**) at a significant

level (0.000) which is less than (0.05), which indicates the existence of significant correlation relationships and therefore we accept all the correlation hypotheses (H1, H2, H3, H4, H5).

Table (4) Correlation Relationship

The type of correlation	level of correlation	correlation coefficient		Dimensions of the Telework	dependent variable
Positive	Medium	0.670**	R	Individual	Employees' performance
		0.000	Sig		
		7.985	Z		
Positive	Strong	0.741**	R	Technical	
		0.000	Sig		
		9.383	Z		
Positive	Strong	0.810**	R	Organizational	
		0.000	Sig		
		11.100	Z		
Positive	Strong	0.786**	R	Family	
		0.000	Sig		
		10.448	Z		
Positive	Strong	0.865**	R	Telework	
		0.000	Sig		
		12.930	Z		

It is evident from Table (5) that the estimated value of (F) for the model is (84.666). It is greater than the tabular (F)

value of (2.46) at the significance level (0.05), and accordingly we accept the hypothesis (H2) at the significance level

(5%), that is, with a degree of confidence (95%), which indicates that the dimensions of telework have an impact Active and essential in the performance of employees. It is evident through the value of the Adjusted Determination Factor (R^2) of (0.772) that the dimensions of remote work are able to explain (77%) of the changes that occur in (the performance of workers), while the remaining percentage (23%) is dependent on other variables other than included in the study model. Table (5) indicates the acceptance of the hypotheses (H22, H23, H124). As for the hypothesis (H21), the value of (Sig) is equal to (0.485), which is

greater than the level of significance (0.05), which indicates the lack of significance of the influence relationship between the individual dimension and the variable performance of the workers. Therefore, we do not accept the hypothesis (H21). The statistical indicators of the dimensions of telework together in the performance of employees about them can be expressed in the following equation.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

$$Y = 0.390 + 0.044 X_1 + 0.180 X_2 + 0.320 X_3 + 0.354 X_4$$

Table (5) The effect of telework on the performance of employees

Multiple linear regression (Stepwise)				Multiple linear regression			Dimensions of the Telework
Ranking	Sig.	t	(β)	Sig.	t	(β)	
---	---	---	---	0.485	0.702	0.044	Individual
3	.001	3.444	0.201	0.007	2.743	0.180	Technical
1	.000	5.164	0.329	0.000	4.886	0.320	Organizational
2	.000	5.256	0.362	0.000	5.075	0.354	Family
0.415				0.390			α
0.883				0.884			R
0.780				0.781			(R^2)
0.773				0.772			Adjusted R Square
113.323				84.666			(F)
0.000				0.000			Sig.
2.70				2.46			F tabular
1.984				1.984			t tabular
N 100=							

CONCLUSION

We can conclude from the above the following:

1-The companies (Earthlink, Supercell, Al Jazeera, Orient, and Hearn) have technologies and technological equipment that support remote work, given that their main field of activity is direct dealing with these technologies. However, what is important is the level of full awareness of the roles that employees should occupy in terms of possessing sufficient skills and familiarity with technical and administrative aspects, which is still below the level required to reach a successful management of the digital environment.

2-Companies (Earthlink, Supercell, Al Jazeera, Orient, and Hearn) are concerned with balancing the job duties and family obligations of the employees, It also engages employees in setting timelines for completing work in line with their competence and skills. But that does not mean that the complete match between those schedules and timings, and the efficiency and skill of the employees is actually achieved.

3-The employees are keen to complete the tasks assigned to them according to the pre-defined quality standards, and the management follows up the quality of the work performed by the employees, but they

do not pay enough attention to the accuracy and reliability of work results, regardless of the size of the tasks performed.

RECOMMENDATIONS:

1- It is necessary for the companies surveyed to empower their employees through the following:

- Enhancing employees' skills in solving problems and finding solutions that contribute to the completion of remote work.
- Intensifying training programs related to developments related to "remote work", whether in technical or other administrative aspects.
- Supporting an organizational work environment that enables employees to carry out their duties more independently.
- Supporting an organizational work environment that enables employees to carry out their duties more independently.
- Enhancing communication skills among employees by improving communication methods with superiors and with each other and with the beneficiaries to improve the exchange of information in the required time and quality.

2- The necessity of enhancing aspects of employees' knowledge and awareness of

the importance and impact of their work in achieving the goals of their companies through participation, recognition and appreciation programmes.

3- The importance of the companies surveyed being keen to ensure higher levels of satisfaction among their employees through continuous review of indirect compensation policies, not just direct compensation, improvement of work content, and promotions.

4- It is necessary for the surveyed companies to pay attention to the performance levels of remote workers in

terms of both quantity and quality, to improve the quality of services provided to the beneficiaries.

5- Given the specificity of remote work for workers in this sector, so providing greater job integration in a highly dynamic and highly competitive work environment requires the companies surveyed to pay attention to drawing up policies that contribute to retaining workers and not neglecting them.

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