

## Analysis of Organizational Behavior in Telework "An Applied Study of Asiaccell, an Iraqi Telecommunications Company"

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### Abstract:

The study aims to identify factors that influence organizational behavior to improve telework systems in various professions and work patterns in companies in general, especially telecommunications companies. The random sample included 160 people. After the questionnaires were returned, a total of 150 questionnaires suitable for analysis were received. The researcher used the descriptive analysis method because it was suitable for this study. The questionnaire data were then analyzed using a statistical program (SPSS. Version 27). The researcher came up with the main findings: The conclusions show that telework helps improve the balance between personal and professional life, thereby increasing employee satisfaction and productivity. The results show that trust in the organization plays a vital role in how employees adapt to the telework environment, and positive trust can improve morale and a sense of belonging. The researcher recommends investing in advanced communication tools (e.g., video conferencing applications and chat programs) to ensure accessible communication between team members and organizing regular meetings to exchange ideas and information and improve collaboration.

**Keywords:** organizational trust, organizational satisfaction, organizational commitment, organizational performance, remote work.

### Introduction

Analyzing organizational behavior during remote work is an essential topic in the modern business world. The shift to a remote work model has led to a fundamental change in the way individuals interact within an organization. Remote work changes the social dynamics of teams and affects communication, collaboration, and productivity. The lack of face-to-face interaction can create challenges in building relationships and trust. Effective communication is essential in a remote work environment. The team relies on technological tools such as email, video conferencing, and instant chat, which can affect the clarity and understanding of messages. (Ben Drar, 2018) Remote work requires new motivational strategies. Managers may need to use different methods to evaluate performance and motivate employees, focusing on results rather than actual presence. Remote work can make it easier to balance personal and professional life, but it can also make separation difficult, affecting employee mental health. Remote work environments require the development of an organizational culture that supports innovation, collaboration, and inclusion, helping to improve employee morale and a sense of belonging. In short, analyzing organizational behavior during remote work requires a deep understanding of the challenges and opportunities that come with this transformation. This is the only way for organizations to adapt to the new work environment and succeed. (Al Ketbi, 2005)

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**First: the research problem**

Given the increasing number of challenges at global and local levels, the rapid increase in technological changes and economic, financial, social, and administrative conditions, as well as the increasing number of issues such as transport crises and traffic congestion, housing crises in cities, towns, and remote areas, and the need for institutions to have various advanced skills that are difficult to find locally, the global health crisis was accompanied by lockdowns and social distancing measures for safety reasons. However, these restrictions gave rise to a new concept of work arrangements, which provides accommodation and communication for employees through electronic means without physical presence. The sudden outbreak of the epidemic, the restrictions on economic and commercial flows within and outside the country, and the almost complete stop of production processes affected industrial relations. It led many countries to look for alternatives to implement movement control orders. By adopting the method of "working from home" or "remote work," as it is commonly known, social distancing measures are maintained while maintaining social distance. The success of this business model depends mainly on the availability of digital capabilities and the ability to quickly adapt to the required organizational changes, as well as many influencing factors to ensure high efficiency and productivity at work to ensure production, management, and move processes forward. Based on the survey and the above, we can formulate the research question as the following two questions:

What factors affect the remote work system of the telecommunications company "Asiacell"?

The following sub-questions are derived from them:

What is the relationship between organizational trust and remote work?

What is the relationship between job satisfaction and remote work?

What is the relationship between job engagement and remote work?

What is the relationship between job performance and remote work systems?

**Second: The importance of research**

With the future of many workplaces shifting from traditional remote work models to new remote work models, some jobs becoming digital, and emphasizing diverse creative workplaces, these developments alone are enough to start thinking about the future of work as a whole. At the same time, the information revolution in the work environment has created momentum that has led to a significant shift in the traditional concept of work, including the "remote work" system, which has proven to be effective in fighting diseases, as demonstrated by the pandemic situation, which has led companies to seriously consider the option of maintaining this system permanently even after recovering from the pandemic.

Given the current global and local regulatory trends on on-site and off-site remote work systems, this study is timely to understand better the risks and potential of telecom companies' remote work systems and how they can ultimately help provide quality care services to patients and maintain sustainable development, thereby improving company performance. The importance of telecommunications companies is easily recognized as they are large network operators and Internet providers that must ensure 24/7 service regardless of routine or emergencies, especially health or economic crises, transportation crises, or emergencies. For the success and brilliance of the company, telecommunications companies in Iraq must conduct a dedicated field study on this topic to determine the nature of remote work systems and to increase awareness and understanding among administrators, decision-makers, and employees about the role of remote work systems in ensuring the continuity of company operations and overall performance. The companies studied are located many miles apart from their counterparts in the same country, face different economic, social, and cultural conditions and opportunities, and have employees from many different disciplines. The findings and recommendations of this study will be used to further

develop and improve remote working practices and collaborate with other companies and industries to introduce and use them and achieve better prospects.

### **Third: Research Objectives**

The purpose of this study is to determine the factors that influence organizational behavior to improve telework systems in various occupations and work patterns in companies in general and telecommunication companies in particular, and the impact of organizational behavior on the telework system of Asiacell, a telecommunication company, in a province of Iraq.

### **Fourth: Research Hypothesis**

The hypothesis can be stated as follows:

Primary hypothesis: Organizational behavior has a statistically significant effect on the telework system at a significance level less than (0.05) in Asiacell telecommunication company. It is divided into several hypotheses, including:

**First sub-hypothesis:** Organizational trust has a statistically significant effect on the telework system at a significance level less than (0.05) in Asiacell telecommunication companies.

**Second sub-hypothesis:** Job satisfaction has a statistically significant effect at a significance level less than (0.05) on the telework system in Asiacell telecommunication company.

**Third sub-hypothesis:** Work effort has a statistically significant effect at a significance level less than (0.05) on the telework system in Asiacell telecommunication company.

**Fourth sub-hypothesis:** There is a statistically significant effect on job performance at a significance level less than (0.05) in the Asiacell telecommunication company telework system.

### **Research Limitations:**

The boundaries include the following:

Spatial boundaries: Asiacell Etisalat incorporated into Iraq

Human limits: Asiacell employees trapped in Iraq

### **Research Methodology:**

The study relied on descriptive analysis methods. It designed a work data tool (a questionnaire) that combined the research variables to collect, organize, classify, and report the information received through analysis using a statistical program (SPSS). The results were then obtained and presented in the form of tables and models.

### **Standard Example Architecture of the Study:**

The hypothesis diagram is intended to clarify the logical relationship of the primary or sub-research variables in question. The diagram represents a series of relationships connecting the research variables, as shown in Figure (1):

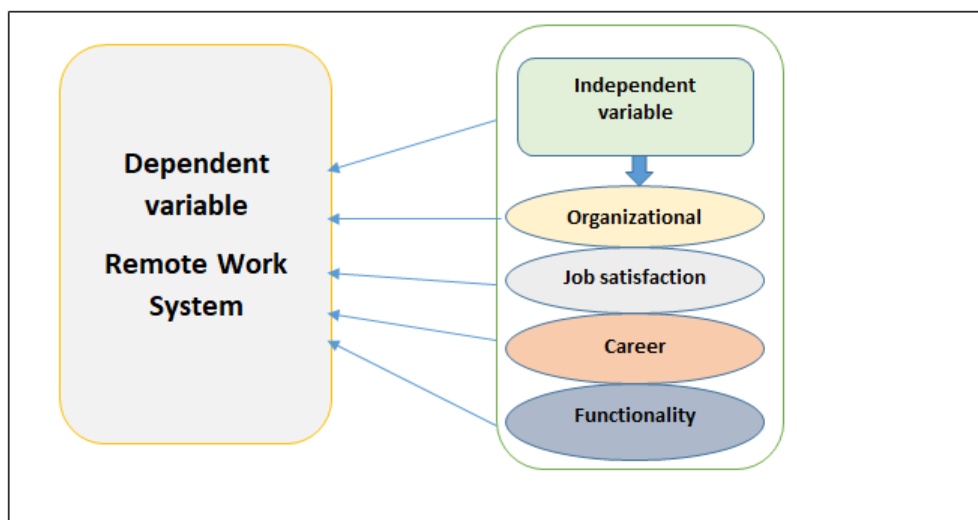


Figure 1. Default schema of lookup variables

### Previous studies

**Study (Ibrahim, 2022):** "The impact of work on employee performance through organizational citizenship behavior as a mediating variable in NGOs operating in the Middle East and North Africa.

This study aimed to determine the effect of telework on employee performance through organizational citizenship behavior as a mediating variable in NGOs operating in the Middle East and North Africa. Three dimensions of telework, the independent variable, work-life balance (flexibility in the workplace, flexibility in working hours), and dimensions of employee performance, the dependent variable, speed of employee performance, quality of employee performance, and accuracy of employee performance, were examined. Descriptive analysis was used in this study. A three-section questionnaire was distributed to collect data. The study sample consisted of (130) respondents working in NGOs operating in the Middle East and North Africa. The results of the study indicated that telework had no statistically significant effect on employee performance in terms of work-life balance, workplace flexibility, and work hours flexibility. The results also indicated that telework had no statistically significant effect on employee performance in terms of work-life balance (flexibility in the workplace, flexibility in working hours) and accuracy of employee performance (speed of employee performance, quality of employee performance). In NGOs operating in the Middle East and North Africa, flexibility in working hours improves the speed of performance of staff members, and teleworking has no statistically significant impact on all aspects of work-life balance. Workplace flexibility in NGOs operating in the Middle East and North Africa helps improve the accuracy of staff performance. The findings of the study show that teleworking has a statistically significant impact on work-life balance. Workplace flexibility improves the quality of performance of staff members in NGOs operating in the Middle East and North Africa. In Africa, the findings of the study show that teleworking has a statistically significant impact on workplace flexibility in work-life balance, flexibility in working hours, and organizational citizenship behavior in NGOs operating in the Middle East and North Africa. Based on the findings, the study makes several recommendations, which include exploring new dimensions of the independent variable teleworking, applying new methods and procedures to gain privileges in terms of work time flexibility, motivating employees to complete their work and tasks quickly through material rewards or bonuses and promotions, focusing on improving the quality of work performance of employees through mentoring and training with contemporary and modern technologies, examining the relevant dimensions in the intermediate variable organizational citizenship behavior and its impact on independence. Using organizational

citizenship behavior as a variable is a critical factor in gaining an advantage because it is essential in maintaining business goals and vision.

### **The first topic: the theoretical framework**

#### **1.1 The concept of organizational behavior**

Before discussing the concept of organizational behavior, let us briefly discuss what is the concept of organization and what the concept of organization: (Al-Amyan, 2008)

##### **First: The concept of organization**

Management takes care of a group of people, employs them, and directs them to work towards the set goals. Thus, the department works in a unit or institution such as a school, ministry, company, or hospital. This unit is called an "organization". An organization is defined as "a social and technical unit consisting of a group of people with various specialized functions to achieve a common goal," and it is also defined as "a socio-technical unit consisting of a set of interrelated roles designed to achieve one or more purposes." More specific goals. This means that an organization has two aspects: one is human, and the other is technical or technological; everyone in the organization occupies a particular position, which means there is a specific mutual relationship with others to achieve a common goal. (Belcaid, 2017)

##### **Second: Organizational Concept**

Organization is one of the topics that attract research in the fields of management science, political science, economics, and history. However, there is a growing awareness of the need for a new approach to solving organizational processing problems in the context of understanding the nature of organizational processing problems, structures, functions and roles in modern society, a topic that has evolved from the entry into industrial sociology to the interest in "Max Weber" about bureaucracy as an institution, from the entry into industrial sociology to the pursuit of maximum control or the achievement of maximum efficiency, performance and performance levels... Firth defined it in 1964 as "an orderly arrangement of positions and responsibilities in a chain of command, Parsons defined it as "an organized social system, Interuni also defined it as an organization as a social unit created to achieve certain goals... According to him, groups of friends and family are excluded from these units because these two forms do not fall under the concept of organization." (Ben Hamida, 2018)

##### **Third: Organizational Behavior**

The concept of behavior refers to everything that emanates from an individual's work in the form of actions, thoughts, words, feelings, emotions, etc. When an individual encounters these stimuli at work or in the organization where he works, his behavior becomes a response to the stimulus. They are called organizational behavior. (Ben Taher, 2018)

As far as organizational behavior is concerned, it is the study of the behavior and performance of employees in an organization. "Since the environment of the organization affects the behavior and actions of employees and thus their performance, the concept of organizational behavior refers to "the interaction of human factors with other factors in an organization, including the technology used within the organization, the organizational structure, the organizational environment, and the social environment outside the organization", and is also defined as "the application of all aspects of scientific knowledge about it" "How workers in an organization interact as individuals and groups within the organization to improve the productivity of workers" (Alzoman et al., 2004).

"Organizational market is the study of the behavior of workers in different organizational units, their trends, tendencies, and performance, because organizations and official groups influence the perceptions and feelings of workers, just as the environment affects human

organizations and their goals. (Boubacar, 2005)

### **1-2: Objectives of Organizational Behavior**

The importance of organizational behavior can be summarized in the following points: (Ehab, 2008)

- 1- Human resources are an essential resource of an organization, so the study and understanding of organizational and individual behavior are vital because they affect the organization's effectiveness.
- 2- There is a need to pay attention and invest in the development of this resource to improve its efficiency and enhance its capabilities. (Budla, 2015)
- 3- Changing the organization's concept of human resources to consider it one of the main pillars for achieving its goals, promoting their development and improvement of skills to improve their efficiency, and correctly understanding their behavior, which enables the organization to deal with it correctly and take corrective behavioral actions when necessary.
- 4- This behavior has individual differences, which require organizations to understand and analyze these differences in order to find different ways to deal with them. This increases the impact and control of this behavior.
- 5- The correct understanding and knowledge of individual behavior enable organizations to deal with individuals appropriately when necessary.
- 6- Organizations have a strong impact on our lives, which requires us to understand them, how they work, and the different activities they provide. Our relationship with organizations requires us to take on one of many roles.
- 7- It is particularly important for managers because it explains the factors that influence how managers manage their organizations and attempts to describe the complex human environment in which managers work. (Bilal, 2005)

### **1-3: Dimensions of organizational behavior**

The dimensions of organizational behavior can be summarized as follows: (Ahmed, 2009)

#### **First: Organizational Trust**

Organizational trust is one of the concepts that scholars in various scientific disciplines, such as management, organization, social psychology, economics, sociology, etc., have focused on, each of which focuses on a specific aspect of the concept of trust, considering it as the expectation of the organization. The other party or group can be defined as one that will strive to act in good faith in accordance with the promise, whether it is an explicit or implicit promise. In short, organizational trust is a concept related to organizational work and based on expectations or beliefs. It guarantees a certain degree of risk, which is a psychological state that stems from their willingness to accept harm based on their positive expectations of intentions or behaviors. Al-Shukri defines organizational trust as the positive expectations, beliefs, and feelings of individuals towards the organization to which they belong, which are related to the administrative practices and behaviors adopted, in which the commitment to general and administrative ethical values considers and avoids anything that harms the common good. (Buati, 2009)

#### **Second: Satisfaction with the organization**

Smith believes that the meaning of the term job satisfaction is the relationship between the worker and the work he does. Job satisfaction occurs when the work meets the needs of the worker, and he believes that satisfaction can only be achieved when the work meets the needs of the worker. Satisfy the needs of employees. Job satisfaction expresses the thoughts

and feelings of employees. It is determined by the quality and conditions of work in the organization, which in turn determines the nature and behavior of employees, such as: Example, job performance, work participation, and loyalty to the organization and labor relations, among which job satisfaction represents the attitude of employees towards their work, and job satisfaction represents the good or bad feelings of individuals towards their work. He believes that there are two groups of factors, one of which is considered to be the motivation leading to employee satisfaction, which is related to a personal sense of achievement, responsibility, and the opportunity to be promoted to a higher position. And participation in work-related decision-making and environmental factors. Work or occupation is limited to work situations, such as B. Chairman, management, supervision or leadership style, the nature of the relationship between individuals and colleagues, and superiors, and working environment conditions. (Jamal Eldin, 2015)

### **Third: Legal Compliance**

The impact of organizational commitment on organizations and their continuity has attracted increasing interest. It is one of the dimensions and manifestations of organizational behavior that all organizations are committed to promoting, and some studies have addressed this issue by introducing it and its determinants. Compared to many other behavioral variables, organizational commitment is one of the important behavioral variables that has been treated earlier in many studies, and many research and field studies have confirmed the negative impact of low commitment on low job satisfaction, low performance rate, and low organizational effectiveness. (Jamaluddin, 2006)

### **Fourth: Organizational Performance**

The concept of performance has gone through many stages, and changes in the environment and the development of organizations and the world have made significant contributions to the crystallization of its ideas and the development of its standards and inputs. The characteristics and concentration of performance mainly come from economic thinking. Doing things at the lowest cost), which then evolved into the concept of efficiency (getting the highest results from inputs, which then transformed into effectiveness, doing the right things), which then evolved into the expression of organizational performance using comprehensive measurement indicators, which then evolved into strategic performance as the expression of achieving financial indicators, employee and beneficiary satisfaction, fit, interaction and adaptation to environmental variables and finally outstanding performance, which requires focusing on the unique elements that distinguish the organization from other institutions. (Harem, 2004)

#### **1.4 The concept of the teleworking system**

Teleworking is defined as the use of information and communication technologies such as smartphones, tablets, laptops, and desktops to perform work away from the employer's premises. Teleworking should be carried out by voluntary agreement between the employer and the employee, who should agree on the hours or work schedule, the means of communication to be used, the work to be performed, the control mechanisms and arrangements for reporting the work performed "by reporting or otherwise" in addition to the place of work at home or elsewhere. For example, a freelancer who works mainly from home may not be classified as a teleworker but may be classified as a home worker under the provisions of the ILO Home Work Convention. (Taher, 2015)

Telework can take the form of permanent or temporary employment, and the telework model does not require a specific location. Teleworking is also a model that gives employees the freedom to work anywhere without being tied to the company's headquarters and is often used in technology companies and other fields that do not require employees to be physically present at the company's headquarters for digital work, such as programming, design, content writing, marketing, management, and online customer service. Telework

must be performed at a location other than the office, whether the nature of the work is full-time, part-time, or on specific days, and is usually communicated through electronic means rather than being physically present there. The terms “telework,” “work from home,” “flexible workspace,” “e-work,” “virtual work,” and “mobile work” refer to work that is performed at a location outside the traditional work environment. They often determine telework arrangements for part-time or full-time organizations at their discretion, and they use a telework model that suits their work needs. It is important to note that telework is different from other concepts such as overtime, where many employees complete part of their work from home after the official working hours, and from external work assignments in some agencies, where the nature of the work requires that it be completed outside the agency’s location, such as B. Work in debt collection agencies. It should be noted that in most Arab countries, telework has not been regulated at the level of civil service legislation but rather through ministerial decisions, regulations, and regulatory decisions that give agencies the right to hire new workers or part of their existing workers. Appropriate workers Transform labor needs into teleworkers. (Morocco, 2007)

**The second topic: the practical framework**

The study deals with the role of organizational behavior in the telework system of Asiaccell Telecommunication Company, Iraq. In this section, the search instrument's results are presented based on the responses of the sample members.

**2.1 Study Population:**

Asia cell employees represented the research group.

**Research Sample:** The research sample was represented by Asiaccell employees. Participants were selected using a random sampling method. The sample size was 160 people, and 150 questionnaires suitable for analysis were obtained from the distributed questionnaires.

**Data Collection Instrument**

After a thorough review of the relevant literature and previous studies on the topic, a comprehensive questionnaire was developed. The questionnaire covered personal information, two main axes, and three different dimensions, with 25 items distributed on the relevant axes and dimensions, as shown in Table (1).

**Table 1: Axes and phrases of the questionnaire**

Axis	Number of paragraphs
<b>The first axis is organizational behavior</b>	
Organizational trust	5
Organizational satisfaction	5
Regulatory Compliance	5
Organizational performance	5
<b>Second Theme: Remote Work System</b>	
Remote Work System	5
<b>Total</b>	<b>25</b>

**2-2: Demographic characteristics of the research sample****Table 2: Distribution of research sample by sex**

figure	Variable	Category	Number of sample members	Percentage %
2	Sex	mentioning	90	60%
		Female	60	40%
Total			150	100%
3	lifetime	Less than 30 years	48	32%
		31 – 40 years	52	35%
		41 -50 years	44	29%
		Over 50 years old	6	4%
Total			150	100%
4	Qualification	Bachelor	76	51%
		Higher Diploma	21	14%
		Master	20	13 %
		Doctor	33	22%
Total			150	100%

**First: Consistency and honesty****1. constancy**

The resolution axis was subjected to the Cronbach alpha equation to ensure the stability of the search tool. Thus, the overall stability of the questionnaire was determined. The results showed that the stability coefficient exceeded 0.7 and reached an impressive 0.932. Therefore, it can be seen that the questionnaire is highly reliable. In addition, the stability coefficients of each axis in the questionnaire also reached the acceptable limit, which increased the stability of the instrument. As shown in Table 3:

**Table 3: Values of Cronbach stability coefficients**

Dimension	Number of ferries	Coefficient of stability
Organizational trust	5	<b>0.739</b>
Organizational satisfaction	5	<b>0.758</b>
Career Commitment	5	<b>0.814</b>
Organizational performance	5	<b>0.764</b>
Remote Work System	5	<b>0.811</b>
<b>Total</b>	<b>25</b>	<b>0.785</b>

**2. Honesty**

Calculating the research tool's internal honesty reveals that the internal honesty coefficient reaches (0.934), and the internal honesty coefficient of the questionnaire axis is greater than (0.7), which confirms that the research tool is highly honest. The results in Table (4) show.

**Table 4: Values of truthfulness coefficients**

Axis	Dimension	Number of ferries	Honesty coefficient
Organizational Behavior	Organizational trust	5	0.846
	Organizational satisfaction	5	0.862
	Regulatory Compliance	5	0.822
	Organizational performance	5	0.882
Remote Work System		5	0.836
<b>Total</b>		<b>25</b>	<b>0.893</b>

Source: Prepared by the researcher using the SPSS statistical program

**1-4: Degree of response**

In the study, the criteria used were divided into five levels, thus determining the cut-off points. To determine the upper limit and importance of each category, the difference between the highest value (5) and the lowest value (1) on the scale was calculated and divided by three (3/4), which yielded a value of 1.33. This value was then added to the lowest value (1) on the scale. Table 5 visually illustrates this process.

**Table 5: Judges of the degree of response of the members of the research sample to the paragraphs on the research variables**

Category length	Degree of response
<b>1-2.33</b>	<b>Low</b>
<b>2.34-3.67</b>	<b>Medium</b>
<b>3.68 -5</b>	<b>High</b>

➤ **Pillars of Organizational Behavior**

The researchers calculated the mean and standard deviation of the axes of organizational behavior. This is shown in Table (6):

**Table 6: Arithmetic Mean and Standard Deviation of Organizational Behavior**

figure	Dimensions	Arithmetic mean	Standard deviation	Rank	Appreciation
1	Organizational trust	3.99	0.76	1	High
2	Organizational satisfaction	3.97	0.75	2	High
3	Regulatory Compliance	3.89	0.65	3	High
4	Organizational performance	3.88	0.74	4	High
<b>Total</b>		<b>3.93</b>	<b>0.49</b>		<b>High</b>

Source: Prepared by the researcher based on the SPSS program

From Table (6), it can be seen that (Organizational Trust) first has an arithmetic mean of (3.99) and a standard deviation of (0.76), while the (Organizational Performance) dimension contains the arithmetic mean. The last rank is (3.88) with a standard deviation of (0.74).

➤ **Axis (remote work system)**

The researchers calculated the means and standard deviations of the axes of the telework system. Table (7) illustrates this:

**Table 7: Arithmetic means and standard deviations of the axes of the telework system**

figure	Paragraphs	Arithmetic mean	Standard deviation	Appreciation
1	Remote Work System	4.01	0.73	High

Source: Prepared by the researcher using the SPSS program

The table shows the axis (telework system) with arithmetic mean rate (high) reaching (4.01) and standard deviation (0.73).

**Hypothesis testing**

**Primary hypothesis:** Organizational behavior in the remote work system of Asiacell Telecom Company has a statistically significant effect relationship at a significance level of less than (0.05).

**Table 8: Slight regression showing organizational behavior in remote work system**

Remote Work System	Organizational Behavior					
	R	R2	THE VIEWS	F-test	t-test	Beta
	0.543	0.295	0.294	103.198	10.159	0.739
Sig				0.000	0.00	

Source: Prepared by the researcher based on the SPSS statistical program.

The results of Table (8) show that the correlation coefficient between organizational behavior and remote work system is (0.543), the coefficient of determination is (0.295), and the adjusted coefficient of determination is (0.294), indicating that organizational behavior (29.5%) explains the variation in remote work system, of which (70.4%) is due to other factors. The noteworthy F value is (103.198). Moreover, the statistical significance level of (0.000) is lower than the given significance level of 0.05. Wan's calculation of organizational behavior has a significant and positive impact on remote work systems (B = 0.739). The calculated t value is (10.159) with a significance level of (0.000), which is lower than the given significance level of (0.05) and thus supports the central hypothesis, which confirms that there is a statistically significant relationship between organizational behavior and remote work system at the 0.05 significance level.

**The first sub-hypothesis:** Asiacell Telecom Company has a statistically significant influence relationship with a significance level of less than (0.05) on the organizational trust in the remote work system.

**Table 8: It shows that the organizational trust in the remote work system has slightly decreased**

Remote Work System	Organizational trust					
	R	R2	THE VIEWS	F-test	t-test	Beta
	0.447	0.200	0.197	61.96	7.871	2.036
Sig				0.000	0.00	

Source: Prepared by the researcher based on the SPSS statistical program.

The results in Table (8) show that the correlation coefficient between organizational trust and remote work system is (0.447), the determination coefficient is (0.200), and the adjusted determination coefficient is (0.197). It can be seen that there is a correlation between organizational trust and trust in the remote work system. The organization (20%) explains the changes in the remote work system, and (80%) explains that these changes are due to other factors. The noteworthy F value is (61.96). In addition, the statistical significance level of 0.000 is lower than the specified significance level of 0.05. Trust in the organization has a significant and positive impact on the remote work system (2.036). The calculated t value is (7.871) with a significance level of (0.000), which is lower than the given significance level (0.05), thus supporting the first sub-hypothesis and confirming that there is a statistically significant influence relationship between organizational trust and remote work system, with a significance level of 0.05.

**Second sub-hypothesis:** In Asia cell Telecommunications Company, the organizational satisfaction with the remote working system is less than (0.05), and there is a statistically significant influence relationship.

**Table 9: It shows that organizational satisfaction with the remote working system has slightly decreased**

Remote Work System	Organizational satisfaction					
	R	R2	THE VIEWS	F-test	t-test	Beta
	0.389	0.151	0.149	44.209	6.649	0.331
Sig				0.000	0.00	

Source: Prepared by the researcher based on the SPSS statistical program

The results of Table (9) show that the correlation coefficient between organizational satisfaction and remote work system is (0.389), the coefficient of determination is (0.151), and the adjusted coefficient of determination is (0.149), indicating that (15.1%) of the organizational satisfaction is due to the change in the remote work system. In comparison (84.9%) is due to other factors. The noteworthy F value is (44.209). Moreover, the statistical significance level of 0.000 is lower than the given significance level of 0.05. Satisfaction with the organization has a significant and positive impact on the remote work system (0.331). The calculated t value is (6.649) with a significance level of (0.000), which is lower than the given significance level of (0.05), so the second sub-hypothesis is supported, which confirms that there is a statistically significant relationship between organizational satisfaction and remote work system, with a significance level of 0.05.

**The third sub-hypothesis:** There is a statistically significant effect relationship of less than (0.05) level of significance on the regulatory obligations of Asiacell Telecom Company's teleworking system.

**Table 10: It shows that the regulatory requirements of teleworking systems have slightly decreased**

Remote Work System	Regulatory Compliance					
	R	R2	THE VIEWS	F-test	t-test	Beta
	0.33	0.109	0.105	30.244	5.499	0.328
Sig				0.000	0.00	

Source: Prepared by the researcher based on the SPSS statistical program

The results of Table (10) show that the correlation coefficient between organizational commitment and remote work system is (0.33), the determination coefficient is (0.109), and the adjusted determination coefficient is (0.105). It can be seen that the difference in

organizational compliance of remote work systems of (10.9%) is explained, of which (89.1%) is caused by other factors. The noteworthy F value is (30.244). In addition, the statistical significance level of 0.000 is lower than the specified significance level of 0.05. Regulatory compliance has a significant and positive impact on the remote work system (0.328). The calculated t value is (5.499), with a significance level of (0.000), which is lower than the specified significance level (0.05), thus supporting the third sub-hypothesis, confirming that there is a statistically significant influence relationship between organizational commitment and remote work system, with a significance level of 0.05.

**Fourth sub-hypothesis:** There is a statistically significant effect relationship of less than (0.05) level of significance on the organizational performance of Asiacell Telecommunications Company’s teleworking system.

**Table 11: Slight decrease in organizational performance in teleworking system**

Remote Work System	For organizational performance					
	R	R2	THE VIEWS	F-test	t-test	Beta
	0.309	0.095	0.092	26.101	5.109	0.229
Sig				0.000	0.00	

Source: Prepared by the researcher based on the SPSS statistical program

The results in Table (11) show that the correlation coefficient between organizational performance and remote work system is (0.309), the determination coefficient is (0.095), and the adjusted determination coefficient is (0.092). It can be seen that organizational performance (9.5%) explains the changes in the remote work system, and (90.5%) is due to other factors. The noteworthy F value is (26.101). In addition, the statistical significance level of 0.000 is lower than the specified significance level of 0.05. Organizational performance has a significant and positive impact on the remote work system (0.229). The calculated t value is (5.109), with a significance level of (0.000), which is lower than the specified significance level of (0.05), thus supporting the fourth sub-hypothesis and confirming that there is a statistically significant influence relationship between organizational performance and remote work system, with a significance level of 0.05.

**Conclusions:**

- 1- The study confirms that well-thought-out motivational strategies can improve employee satisfaction and performance, leading to positive outcomes for the organization.
- 2- The conclusions suggest that remote work can help improve the balance between personal and professional life and increase employee satisfaction and productivity.
- 3- The results suggest that organizational trust plays a vital role in how employees adapt to a remote work environment, and positive trust can improve morale and a sense of belonging.
- 4- Based on the results, organizations can be recommended on how to improve employee and team behavior in a remote work system, such as developing more effective communication strategies and fostering a supportive culture.
- 5- The results suggest that organizational behavior has a positive impact on remote work systems.

**Recommendations:**

- 1- Invest in advanced communication tools (e.g., video conferencing applications and chat software) to ensure smooth communication between team members, organize regular meetings to exchange ideas and information, and promote collaboration.

- 2- Design customized incentive plans to support performance, improve employee satisfaction, and encourage managers to provide positive feedback and recognition for good performance.
- 3- Develop organizational trust, promote innovation and collaboration, promote positive relationships among employees, and organize team-building activities to strengthen social connections among employees.

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