

College of Management



Department of Business Administration

Exploring Teleworking's Impact on Productivity: A Gas and Oil Service Company

in AL Khobar, Single-Case-Study, Pre- and Post-COVID-19

أثر العمل عن بعد على الإنتاجية، دراسة حالة في شركة للخدمات النفطية بالخبر، ما قبل وبعد جائحة كورونا

Prepared by:

Alalawi, S. Toffaha, N. Derhem, W

Midocean University

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Supervised by:

Dr. Walid Soliman

Dr. AL Faisal Abdulhameed

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our academic journey and navigated the challenges of our masters' research project, leading to its
successful completion.

Abstract

This study investigates the relation between teleworking and productivity within the context of Gas and oil services company, a multinational company. Particularly, with the frequency of teleworking arrangements all over the world, understanding its impact on productivity is mandatory for organizations to adapt to change in work environments. Moreover, choosing a case study approach, performance metrics, and qualitative interviews data was collected through employee questionnaire to illustrate the influence of teleworking practices on productivity outcomes, especially, post-COVID pandemic. Results indicate a remarkable correlation between telework occurrence and productivity measures, including work quality, employee satisfaction levels and task completion rates. Furthermore, this study identifies key factors influencing the effectiveness of post-COVID teleworking arrangements, such as remote collaboration tools, communication technologies, and managerial support. However, findings from this research contribute toward increasing the repository of information on teleworking dynamics and provide applied insights for organizations willing to improve productivity in teleworking conditions.

Key Words: post-COVID, productivity, employee satisfaction, Teleworking.

تهدف هذه الدراسة إلى توضيح العلاقة بين العمل عن بعد والإنتاجية في شركة للخدمات النفطية، وهي تعد شركة لخدمات الطاقة. ومع انتشار ترتيبات العمل عن بعد عالمياً فقد يعد فهم تأثيرها على الإنتاجية أمراً مهماً للمؤسسات التي تتأقلم مع بيانات العمل المتغيرة. تم جمع البيانات باستخدام نهج دراسة الحالة من خلال إجراء مسح على الموظفين ومقاييس الأداء والمقابلات النوعية وذلك لاستكشاف العلاقة بين ممارسات العمل عن بعد والمخرجات. وبالتالي فقد أشارت النتائج إلى وجود علاقة إيجابية كبيرة بين العمل عن بعد بشكل دائم ومقاييس الإنتاجية ويشمل ذلك معدلات إنجاز المهام وجودة العمل ومستويات رضى الموظفين. علاوة على ذلك، تحدد الدراسة العوامل الرئيسية المؤثرة على فعالية العمل عن بعد مثل: تقنيات الاتصال والدعم الإداري. تساهم نتائج هذا البحث في زيادة المعرفة حول ديناميات العمل عن بعد وتوفر رؤية عملية للمؤسسات الساعية إلى تحسين الإنتاجية.

الكلمات الأساسية: العمل عن بعد، رضى الموظفين، الإنتاجية، ما بعد جائحة كورونا.

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1. Introduction

In the last decade, teleworking has been a significant aspect of most work environments. With the advent of COVID-19 pandemic, teleworking became a transformative practice adopted by organizations worldwide. This evolution toward teleworking encouraged organizations to re-evaluate their operational strategies and adapt to new work approaches. Moreover, understanding the correlation between teleworking and productivity has become crucial for businesses willing to prosper in this advanced landscape. However, this study examines the correlation between teleworking and productivity, with a specific focus on gas and oil services companies, a multinational oil and gas services company. As teleworking practices become more common all over the world, steadily becoming mandatory for organizations to recognize the implications of teleworking on productivity dynamics. Furthermore, utilizing a case study methodology, this research investigates the influence of teleworking practices on productivity outcomes within the context of gas and oil services company, particularly in the post-COVID phase. The study employs qualitative interviews gathered through employee questionnaires and performance measurements to shed light on different dimensions of productivity, including employee satisfaction level, work quality, and task completion rates. Preliminary findings from the study show a notable correlation between the frequency of telework and productivity measures, shedding light on both the protentional benefits and obstacles associated with teleworking practices. The research illustrates key factors that influence the effectiveness of post-COVID teleworking practices, including communication technologies, the utilization of remote collaboration tools, and managerial support systems. By adding to the expanding repository of knowledge on teleworking dynamics, this study aims to provide applicable insights for organizations eager to improve productivity in teleworking conditions. Through a comprehensive examination of teleworking practices and their influence on productivity, this research provides organizations with valuable insights to transmit and improve teleworking environments effectively.

1.1 General Perception of the Research Structure

In this study, utilizing the APA method, incorporating the following components:

Abstract: Investigating the relationship between teleworking and productivity within Gas and oil services company's context.

Literature Review: Critically evaluating relevant theories, models, and prior studies.

Methodology: Outlining the research process, including approach, design, data collection, sampling, and ethical considerations.

Objectives: Clarifying the study's goals and desired outcomes.

Research Hypotheses: Teleworking significantly impacts organizational productivity.

Research Limitations: Addressing potential influences from individual, organizational, and environmental factors, as well as ethical considerations

Initial Reference List: Reflecting the reviewed literature and supporting the study's foundation.

1.2. Research Question

How does teleworking influence productivity, employee satisfaction, overall well-being, and managerial support within gas and oil services company Saudi Arabia's operational framework, particularly in the post-COVID-19 pandemic context?

1.3. Significance of the Study

In the rapidly changing work environments, the dynamics of teleworking and its impact on productivity have become vital considerations for businesses today. Furthermore, organizations are

adapting to new challenges and opportunities in the modern workplace, grasping these dynamics is not just important—it is imperative. Here is why this research holds paramount significance:

1.3.1. Exploring the Teleworking Revolution: The widespread adaptation of teleworking, accelerated by the COVID pandemic, has sparked numerous unanswered questions. This study investigates the complex relationship between teleworking and productivity, offering valuable insights to assist organizations as they navigate this new norm.

1.3.2. Beyond Theoretical Insights: While current research provides theoretical frameworks, it often lacks the depth of real-world facts. This study, focusing on Gas and oil services company, a global leader in telework implementation, fills this gap by presenting grounded findings based on concrete data and employee reports.

1.3.3. Learning from a Teleworking Trailblazer: Gas and oil services company serves as a benchmark for successful large-scale telework adaptation. By studying their journey, organizations can extract valuable training and high-quality practices to enhance their own telework strategies, mitigating potential pitfalls and maximizing opportunities.

1.3.4. Industry-Specific Nuances: Existing studies often offer a broad perspective, overlooking the specific needs and challenges of different industries. This study investigates deeply into the energy sector, exploring its unique teleworking environments. The findings will provide valuable insights into organizations with similar work structures.

1.3.5. Shaping Policy and Practice: Teleworking guidelines require careful attention to navigate potential drawbacks and maximize benefits. This Study, by examining the real-world impact on productivity, informs the development of effective teleworking guidelines tailored to specific organizational contexts and employee needs.

1.3.6. Advancing the Knowledge Base: This research contributes valuable statistics and insights to the existing repository of knowledge on teleworking and productivity. It stimulates

ongoing discussions, guides future research endeavors, and enhances the recognition of transformative work practices, ultimately leading to improved practices for both businesses and personnel.

1.3.7. Beyond the Organizations: The implications of this study extend beyond individual businesses. It has the potential to impact people and society on a large scale. In other words, understanding the correlation between teleworking and productivity can inform efforts to promote work-life balance, employee well-being, and societal progress.

1.4. Objectives

A. Explore the impact of teleworking on productivity within the Gas and oil services company's operational framework. This study aims to comprehensively analyze the extent to which teleworking enhances productivity within the company's context. Also, it seeks to collect data on productivity levels following teleworking, with emphasis on the post-COVID pandemic.

B. Evaluating the overall effectiveness of teleworking practices at Gas and oil services company involves assessing how well these practices align with the company's objectives in terms of productivity, employee satisfaction levels, work quality, and task completion rates. Moreover, the evaluation aims to provide insights into the efficacy of remote collaboration tools, communication technologies, and managerial support in facilitating successful teleworking arrangements.

C. Assessing the impact of teleworking on the overall satisfaction and well-being of personnel at Gas and oil services company involves examining factors, including work-life balance, job satisfactions, and stress levels. This assessment is crucial for fostering a positive work environment and retaining talent within the organization.

1.5. Research Hypotheses

A. There is a significant relationship between teleworking and organizational productivity

Teleworking influences organizational performance and creativity through the mediating role of collaboration, communication, creativity, and enforce trust among both employees and managers.

“Productivity is an economic indicator, that measures “the efficiency of production, taking the form of a ratio of the output of goods and services to the input of factors of production” (The Chartered Management Institute, 2004, p. 342). The productivity of an employee is reflected through the rate of outcome per employee during his/her working time. However, perceptions of productivity are various among employees in comparison to actual productivity levels. Therefore, to accurately measure employee’s productivity during teleworking it requires careful consideration of how employees and managers perceive it (Bosua et al., 2017). There are factors that influence an employee productivity: Employee productivity is influenced in a positive way by various factors, including technological (e.g., information communication technologies, modern equipment), psychological (e.g., appraisal and encouragement), social (e.g., workplace conditions, flexible work schedule), individual (e.g., knowledge, ability) and/or managerial factors (e.g., quality circles, participative management).

Considering the Impact of Teleworking on Productivity and Well-being: Teleworking has a positive impact on the performance of an organization, such as achieving goals while working remotod condition, enhancing the performance of an organization by fostering efficient work practices and flexibility.

B. Teleworking Dynamics and Collaboration Tools at Gas and Oil Services Company Saudi Arabia

Teleworking, defined as a flexible work practice that enables employees to work remotely, has become increasingly widely spread, driven development of communication technology. This paper explores the teleworking landscape at Gas and oil services company Saudi Arabia, examining its implications on employee well-being, work-life balance, and productivity.

Collaboration tools play a pivotal role in facilitating remote work, allowing seamless communication and collaboration among team members. The proliferation of digital collaboration tools, especially amidst the COVID-19 pandemic, underscores the evolving nature of remote work practices.

Gas and oil services company's adoption of teleworking reflects a strategic approach to enhance employee satisfaction, reduce operational costs, and promote flexibility. By embracing 24/7 shifts and flexible work system, Gas and oil services company seeks to optimize productivity while mitigating stress levels among its workforces.

Additionally, teleworking is a flexible work arrangement that enables staff to work from locations beyond the traditional office setting. This includes working from home or any other remote location, made possible by advancements in communication technology such as video conferencing, instant messaging, and cloud computing. Telework arrangements can be full-time or part-time, depending on the needs of both employees and employers. Some companies offer telework as an option, compensating employees for remote workdays, while others fully embrace telework as a permanent work arrangement.

In the context of gas and oil services company, the description of collaboration tools aligns closely with the company's core values and objectives aimed at fostering robust communication, seamless cooperation, and heightened productivity among its teams and employees. Here's an insightful analysis of how this previous quote resonates with Gas and oil services company organizational ethos and operational dynamics:

Improving communication, gas and oil services company operates in a highly dynamic and globally distributed work environment. Collaboration tools like Microsoft Teams and others facilitate real-time communication among team members irrespective of their geographical locations. This is

particularly, significant for an organization like a gas and oil services company, where teams often collaborate across various regions and time zones.

However, to enhance cooperation, gas and oil services company emphasizes collaboration across its various teams and departments to impel innovation and problem-solving. Furthermore, collaboration tools provide a platform for employees to share their ideas, brainstormings' solutions, and work as a team on projects harmoniously. This cultivates a culture of teamwork as well as collaboration, which are fundamental for the success of oil and gas industry.

Stimulating productivity, collaboration tools streamline communication and cooperation within gas and oil services organizations, to enable employees to access job-related information, resources efficiently, and documents. In situations where employees encounter obstacles, the company needs to provide workshops and task guidelines to help facilitate smoother workflow processes and to make sure optimal productivity across all the departments of the organization.

Gas and oil services company's adoption of teleworking and integration of collaboration tools illustrate its commitment to enhance productivity, work-life balance, and employees satisfaction. Through core initiatives like flexible work arrangements and developed communication technologies, Gas and oil services company willing to maximize operational efficiency while focusing on employee's well-being. Therefore, as the organization constantly evolving to response to the changing of work dynamics, the smooth integration of teleworking and collaboration tools will continue to be integral to its success.

C. High-Touch Collaboration: Exploring Dynamics in Teleworking Environments

In today's rapid work environments, collaboration plays a fundamental role in prompting innovation and achieving objectives. Whether it is brainstorming ideas, solving problems, or discussing projects. Obviously, effective collaboration is fundamental for success. This paper explores the concept of high-touch collaboration and its significance in teleworking environments,

particularly within companies like gas and oil services companies. Let's delve into how synchronous, spontaneous, and sensory interactions shape the collaborative landscape and contribute to productivity and teamwork in virtual workspaces.

High-touch collaboration activities encompass synchronous, spontaneous, or sensory interactions. Synchronous interactions involve the simultaneous presence of two or more individuals, facilitating a fluid exchange of information. Spontaneous interactions are unscheduled, low-overhead engagements that can occur outside formal meetings and often lead to the generation of innovative ideas or the inception of new ventures through impromptu interactions among colleagues. Sensory interactions involve the unconscious interpretation of nonverbal cues, such as body language and tone of voice, which influence how others engage with or respond to each other.

The characteristics of high-touch collaboration, highlighting its synchronous, spontaneous, and sensory nature. In the context of gas and oil services company, where formal meetings are typically scheduled during daytime hours and conducted through voice communication, the essence of synchronous collaboration is maintained. The emphasis on nonverbal cues such as body language and tone of voice underscores the importance of effective communication, even in virtual settings.

Gas and oil services company reliance on Microsoft Teams for virtual meetings reflects the company's adaptability to remote collaboration tools, enabling employees to engage in spontaneous interactions and exchange ideas seamlessly. The emphasis on virtual communication channels aligns with the practicality of remote work, allowing employees to multitask and optimize their time efficiently while ensuring continuous workflow in the dynamic gas and oil industry.

Overall, while Gas and oil services company may not always engage in face-to-face interactions, the company's utilization of virtual platforms and emphasis on effective communication channels demonstrate its commitment to maintaining the essence of high-touch collaboration in teleworking environments.

D. The Evolution of Collaboration tools and Teleworking Practices: Insights from Gas and oil services company Saudi Arabia Post-COVID

In response to the evolving landscape of remote work, gas and oil services company, an American company, has embraced teleworking as part of its flexible work arrangements. This shift parallels the emergence of digital collaboration tools and increased usage of videoconferencing platforms, especially amid the COVID-19 pandemic. The gas and oil services company's proactive stance underscore its commitment to employee productivity, well-being, and work-life balance.

In response to the demands of organizations with remote employees, a fresh array of digital collaboration tools has surfaced. Between the fourth quarter of 2019 and the first eight months of 2020, vendors introduced or enhanced approximately 100 digital remote collaboration products, marking a significant increase from the 24 product introductions observed previously.

Gas and oil services company, an American company, embraced teleworking even before the COVID-19 pandemic, reflecting its proactive stance towards flexible work arrangements. However, American firms, like gas and oil services company, often prioritize employee productivity and task completion while fostering a flexible work environment. Additionally, Gas and oil services company policies blend flexibility with professionalism, ensuring that employees meet their responsibilities while enjoying the benefits of remote work. On the other hand, the pandemic underscored the viability of full-time remote work, highlighting the potential for increased productivity and employee satisfaction. Gas and oil services companies trust in their employees' capabilities and the emphasis on work-life balance contributes to a supportive and dynamic work culture, where breaks and social engagement are valued alongside task completion.

Regarding the financial implications of employee attendance costs, Gas and oil services company strategically addresses leveraging teleworking methods to alleviate expenses associated with maintaining physical office spaces. This approach aligns with principles of materialism, as

teleworking reduces time spent on morning commutes and allows for more efficient time management. Moreover, Gas and oil services company employee-centric policies aim to mitigate stress levels, particularly during early morning hours.

The gas and oil services company operates on a 24/7 shift system, fostering flexibility in work arrangements. Employees may receive tasks even when working remotely; however, the company prioritizes daytime meetings, refraining from scheduling meetings during evening hours to respect employees' work-life balance.

Gas and oil services company adoption of teleworking reflects a strategic approach to enhance productivity and employee satisfaction. The company's emphasis on flexibility, professionalism, and employee-centric policies promotes a dynamic work culture. As Gas and oil services company continues to leverage teleworking methods to address financial implications and mitigate stress levels, it reinforces its commitment to fostering a supportive and balanced work environment for its employees.

E. Enhancing Employee Well-Being: Managerial Support for Teleworking Autonomy in Gas and oil services company

Teleworking provides employees with flexibility and autonomy, which may alleviate work-related stress and improve job satisfaction. This study examines how gas and oil services company approach to granting autonomy in managing work schedules influences employee well-being.

Certain researchers contend that telecommuting offers employees increased job autonomy and flexibility, potentially leading to a reduction in work-related stress and enhancement of subjective well-being. In particular, the Job Demand Control (JDC) model proposed by Karasek (1979) suggests that elevated levels of work autonomy can foster improved job performance and satisfaction by alleviating work pressure, lessening workloads, and ensuring job contentment.

According to research, by lowering work pressure, lightening workloads, and fostering job happiness, higher degrees of work autonomy can improve employees' job performance and satisfaction. In the workplace, flexibility and autonomy are essential for managing mental health issues both during and after work-related incidents. Because they are geographically and mentally removed from direct supervision, telecommuting employees may therefore feel less stress at work because they have more autonomy.

At the gas and oil services company, employees are granted the autonomy to manage their work schedules, albeit with set submission deadlines for tasks. This approach fosters self-reliance and cultivates essential skills in time management and organization. Prioritization of tasks becomes imperative, shaping individuals into independent contributors before they are employees. Gas and oil services company further solidifies this autonomy through career plans, bridging trust between the employee and the company, tailored to each employee's trajectory.

This autonomy not only nurtures self-confidence but also translates into heightened performance and job satisfaction. Consequently, employees experience manageable stress levels and maintain mental well-being. Social support between supervisors and office-based and remote workers is crucial because it can result in improved job performance, higher job satisfaction, enhanced organizational loyalty, fewer intents to leave the company, and career advancement. Moreover, managers demonstrate support by entrusting their teams with strategic decisions, acknowledging their capability to shoulder diverse responsibilities.

F. Exploring Emotional Well-being in Teleworking: Insights from Flexible Work Practices

In the realm of teleworking, understanding emotional well-being is crucial for fostering job satisfaction and overall productivity. While job satisfaction traditionally revolves around cognitive dimensions, emotional well-being plays an equally vital role. This study delves into the intersection

of teleworking and emotional well-being, generating insights from Gas and oil services company flexible work practices.

Job satisfaction consists of two key components; (1) the cognitive component, which is an individual's subjective judgement of work experience over time, and (2) on the other hand, the emotional component which is an individual's subjective reflection of his/her affection towards the time of work.

The gas and oil services company demonstrate a company that sets priorities of the holistic well-being of its employees, embracing physical, mental, and emotional health. Particularly, when employee's express dissatisfaction or a sense of inactivity in their roles. However, Gas and oil services company proactively addresses their considerations by devising new career plans. This involves transitioning employees to different departments to ensure professional growth and advancement of employees. Additionally, Gas and oil services company applies structured work experience for a fixed period for its employees and it is followed by reassignment to new roles to help facilitate the acquisition of new fresh skills and knowledge. Regarding the emotional well-being, Gas and oil services company recognizes the effect of job monotony and provides solutions through innovative job redesign initiatives meant to revitalizing employee engagement and satisfaction.

However, most of the previous studies on teleworking and job satisfaction generally constantly focuses loosely on the cognitive dimension and ignoring workers' emotional well-being. Failing to demonstrate the role of emotional well-being and its impact on teleworking that prevents us from gaining a nuanced recognition of teleworking and job satisfaction.

Moreover, the gas and oil services company recognizes the significance of accommodating individual differences across various zones such as health, education, and transportation. Teleworking emerges as a key enabler of emotional well-being, providing employees the flexibility to control their schedules and soothing life's demands. This flexibility serves to mitigate stress levels and enhance

motivation for task completion. Furthermore, Gas and oil services company adeptness in embracing globalization and tailoring work policies accordingly positions it as a standout entity within the gas and oil services industry. By embracing openness and flexibility, Gas and oil services company cultivates a dynamic environment conducive to heightened productivity and innovation.

Gas and oil services company commitment to employee well-being extends beyond physical and mental health to encompass emotional fulfilment. By addressing job dissatisfaction through proactive career planning and implementing structured work experience periods, Gas and oil services company empowers its employees to thrive professionally. Moreover, Gas and oil services companies recognize the transformative impact of flexible work arrangements on emotional well-being, fostering a dynamic and innovative work culture conducive to heightened productivity and satisfaction.

G. Work-Life Balance and Job Satisfaction in Teleworking: Insights from Gas and oil services company Saudi Arabia

Achieving work-life balance is critical for enhancing job satisfaction, life fulfilment, and mental well-being globally. Organizations, therefore, must prioritize assessing employees' work-life balance alongside measuring work-life conflict. The gas and oil services company exemplifies this commitment through its teleworking practices, actively supporting off-work activities, bridging small managerial distances, and investing in employees' professional development. Despite the challenges of the gas and oil industry, Gas and oil services company emphasizes the significance of work-life balance to alleviate work burdens and promote personal engagement. This study explores how Gas and oil services company initiatives contribute to a positive and enriching work environment for its employees.

Gas and oil services companies prioritize work-life balance for their employees, a principle that is underscored in their teleworking practices. The company actively supports employees' off-

work activities and mitigates managerial distances to foster a cohesive work environment.

Furthermore, Gas and oil services company invests in its employees' professional development by offering free master's programs and workshops from reputable universities, enhancing satisfaction and loyalty among its workforces. Despite the challenges inherent in the gas and oil industry, Gas and oil services company emphasizes the importance of work-life balance to alleviate work burdens and encourage personal and social engagement. In conclusion, the company recognizes the close relationship between work-life balance, job satisfaction, and overall job quality, striving to create a positive and fulfilling work environment for its employees.

2. Literature Review

2.1. The Impact of Teleworking on Employee Productivity During COVID-19 in the UAE: The Moderating Role of Job Level.

.Dania M. Kurdy, Husam-Aldin Nizar Al-Malkawi, Shahid Rizwan

(19 January 2023)

Purpose: This study aims to examine the factors influencing the productivity of employees who worked remotely in the United Arab Emirates (UAE) during the COVID-19 pandemic.

Results: The findings reveal that direct variables such as workload, job satisfaction, work-life balance, and social support significantly impact employee productivity in the UAE. However, the analysis suggests that job level does not significantly moderate these relationships. Overall, the results align with social exchange theory.

Recommendations for Future Studies Include: Extend this study to other countries in the MENA region to ensure generalizability of findings. Additionally, purpose a cross-cultural study to explore the cultural factors influencing teleworking”

2.2. Teleworking and Job Quality in Latin American Countries: A Comparison from an Impact Approach in 2021

(Yanira Marcela Oviedo-Gil Favio Ernesto Cala Vitery Econometría Consultores

21 April 2023)

Purpose: This study examines the relationship between teleworking and job quality in 2021 across selected Latin American countries, specifically, Argentina, Brazil, and Colombia.

Results: The research reveals that teleworkers in Colombia and Argentina experience higher labor income compared to other workers with similar observable characteristics. Additionally, teleworkers in these countries work fewer hours per week and demonstrate similar levels of job stability. However, a disparity in social security coverage among teleworkers in Brazil and Colombia is identified, highlighting a need for intervention.

Recommendations for future studies include: the study does not offer specific suggestions or recommendations for future research endeavors.

2.3. Occupational Stress-Induced Consequences to Employees in the Context of Teleworking from Home: A Preliminary Study.

(Agota Giedrė Raišienė ,Evelina Danauskė , Karolina Kavaliauskienė. Vida Gudžinskienė

10 February 2023)

Purpose: This investigation delves into the experience of individuals engaged in teleworking settings, examining the ramification of occupational stress, notably encompassing mental and physical fatigue, social isolation, diminished work engagement, professional skepticism, and burnout. The preliminary inquiry, conducted amid the pandemic, surveyed 202 employees in Lithuania who worked remotely from home.

Results: The findings suggest that teleworking during the pandemic had predominantly adverse implications for employee well-being, with many experiencing mental and physical exhaustion alongside social isolation while working from home. The psycho-emotional condition of employees emerges as a pivotal determinant influencing the intellectual capital of organizations during periods of uncertainty.

Study limitations Include: (a) The theoretical potential for confounding effects of stress and telework itself. (b) Possible influence of employees' technology proficiency and/or self-organization skills on the results. (c) The absence of direct measurement of occupational stress within the study.

Recommendations for Future Studies Include: Analyzing the issue in varied contexts beyond the pandemic to mitigate potential errors and enhance understanding.

Telecommuting has shown to positively influence work performance, notably by saving time previously spent navigating traffic congestion during commutes. Furthermore, individuals participating in telework arrangements typically receive salaries like those of employees working in traditional office settings.

2.4. Additional Insights

Organizations prioritizing expansion and adaptability are more inclined to embrace teleworking as a competitive strategy, enhancing flexibility and communication. For instance, flexible forms of teleworking, high knowledge intensity and mobile teleworking with extensive external contracts, are favored in such environments. Conversely, bureaucratic organizations that prioritize control and stability may exhibit less inclination to support teleworking, especially in low knowledge intensity roles. However, where teleworking is permitted, it frequently occurs in home-based or remote office settings conducive to measuring worker outputs easily.

Occupations permitting teleworking typically command higher wages. In the United States, telework-friendly occupations account for a substantial portion of total wages, reflecting the prevalence of telework-friendly jobs across various sectors.

Teleworkers notably influence morning and evening peak hours, contributing to approximately 11.5% of total travel time during these periods, despite representing only 9% of the working population. This impact varies across transportation modes and destinations, with teleworkers comprising a larger proportion of commuters using public transit, particularly in urban areas like London.

3. Methodology

3.1. Sampling Strategy

Purposeful sampling will be used to select a participant directly involved in teleworking practices with Gas and oil services company Saudi Arabia. This approach facilitates the selection of an employee or manager engaged in teleworking practices, ensuring representation specifically from the supply chain department.

3.2. Data Collection Method

3.2.1 Questionnaire: A survey will be given to the employee or manager to gather quantitative data on productivity levels, employee satisfaction, overall well-being, and managerial support. The questionnaire will include structured items designed to measure key variables such as perceived productivity, job satisfaction, work-life balance, stress levels, and the level of managerial support, using a combination of closed-ended and Likert scale questions.

3.2.2 Observation: The case study will be observed to gain qualitative insights into teleworking practices, employee behaviors, and managerial dynamics with Gas and oil services company Saudi Arabia's operational framework.

3.3. Data Analysis Techniques

3.3.1 Quantitative Data Analysis: Descriptive statistics, such as means and standard deviations, will be measured to summarize questionnaire responses. Basic statistical techniques, such as comparison of means and correlations, will be applied to examine link between variables.

3.3.2 Qualitative Data Analysis: The observation data will go through qualitative analysis to discover patterns, themes, and contextual factors influencing teleworking findings.

3.4. Ethical Considerations

3.4.1. Informed Consent: The participant will be provided with explicit information about the study's purpose, procedures, and his rights as a participant.

3.4.2. Confidentiality: Measures will be utilized to make sure of the confidentiality and anonymity of the participant's responses.

3.4.3. Minimization of Harm: Efforts will be made in order to minimize any potential harm of discomfort to the participant during the data collection and analysis.

3.4.4. Data Protection: Compliance with relevant data protection regulations and guidelines will be established throughout the research process.

3.5. Limitations

3.5.1. Limited Generalizability: Findings from the single-case-study may have limited generalizability to different organizations and contexts.

3.5.2. Time Constraints: The condensed timeline may limit the scope of data collection and analysis.

3.6. Timeline and Resources

The research is expected to be completed within 10 weeks (about 2 and a half months), including data collection, analysis, and report writing. Resources required include potential budget for survey administration and analysis software.

This revised methodology focuses on efficiently collecting and analyzing data to investigate the impact of teleworking on productivity, employee satisfaction, overall well-being, and managerial support within Gas and oil services company Saudi Arabia within shortened timeframe of 10 weeks.

3.7. Research Variables

Productivity, within the domain of psychology, productivity delineates the interplay between output quantity or quality (goods produced or services rendered) and the resources invested (time, materials, etc.) to accomplish it (APA, 2018). Serving as a benchmark, it gauges the efficiency and effectiveness of resource utilization in attaining desired outcomes within a specified timeframe.

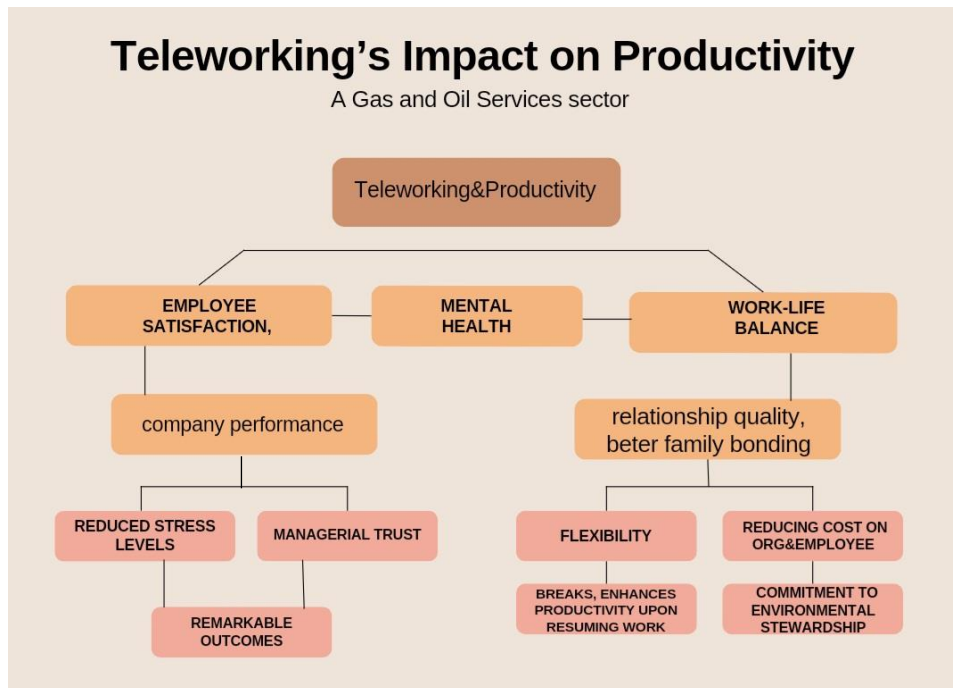
Teleworking, also referred to as telecommuting, this practice embodies remote work, often conducted from home, facilitated by modern technology and telecommunications to maintain communication with one's employer or business. This flexible arrangement empowers individuals to work from various locations, including their homes, local cafes with Wi-Fi, or designated telework centers, either part-time or full-time (MBN, 2016; Nordqvist, C.). It involves leveraging information and communication technologies to execute job tasks away from a traditional office environment.

Scope Clarification, the research focuses on examining the impact of teleworking on a single case study within a Gas and Oil services company in AL Khobar, Saudi Arabia. Specifically, it aims to analyze how teleworking affects well-being, stress levels, and task completion rates among employees. The study utilizes the support of managerialism and collaboration tools to understand the dynamics of teleworking within the context of this industry and geographical location.

The impact of telecommuting on company performance can vary, potentially yielding either positive or negative outcomes. Its overall effect hinges significantly on two primary pathways:

Firstly, a direct pathway influences firm performance by shaping the efficiency, motivation, and knowledge acquisition of employees. Secondly, an indirect pathway emerges as telecommuting enables cost reductions, thereby reallocating resources for innovations and organizational restructuring aimed at enhancing productivity (Criscuolo, Nicoletti, Gal, & Leidecker, 2020).

3.8. Theoretical Framework



4. Observation Criteria

Investigating the Impact of Teleworking on Productivity, Employee Satisfaction, and Managerial Support: A Case Study at Gas and oil s services company, Saudi Arabia:

Productivity Observation Criteria

- Frequency and duration of teleworking sessions.
- Completion rates of tasks and projects during teleworking periods.
- Quality of work output during teleworking compared to in-office work.
- Utilization of remote collaboration tools and technologies.

- Managerial support provided during teleworking.
- Employee engagement levels during teleworking hours.

Employee Satisfaction and Well-being Observation Criteria

- Self-reported satisfaction levels with teleworking arrangements.
- Perceived work-life balance during teleworking periods.
- Job satisfaction levels before and after implementing teleworking.
- Stress levels experienced during teleworking compared to in-office work
- Perception of support from managers and colleagues during teleworking.

Managerial Support Observation Criteria

- Availability and responsiveness of managers during teleworking.
- Support provided to employees in terms of resources and guidance.
- Communication effectiveness between managers and teleworking employees.
- Implementation of policies and procedures to support teleworking.

Ethical Observation Criteria

- Clarity and comprehensiveness of informed consent provided to the participant.
- Measures taken to ensure confidentiality and anonymity of participant responses.
- Documentation of any potential harm or discomfort experienced by the participant.
- Adherence to data protection regulations and guidelines throughout the research process

Data Recording and Analysis

- Thorough and detailed field notes capturing observations during teleworking sessions.

- Triangulation of data from multiple sources to ensure reliability and validity.
- Iterative analysis of case study data to uncover patterns and insights regarding teleworking practices and their impact on productivity, satisfaction, and well-being.

4.1. Observation analysis

4.2. Reflections and Interpretations

In conducting this research, the note-taking method was employed to meticulously capture the participant's teleworking behaviors, interactions, and experiences. Through detailed observation and systematic documentation, a comprehensive understanding of the participant's teleworking dynamics was achieved. This method facilitated the recording of key observations, including the participant's work habits, communication practices, stress management techniques, and engagement in professional development activities. Utilizing the note-taking method ensured the accuracy and reliability of the data collected, enabling meaningful insights and reflections on the participant's teleworking journey.

From the observations made, it is evident that the participant demonstrates a high level of adaptability and autonomy in managing his teleworking responsibilities. Effectively maintains work-life balance by taking periodic breaks to attend to family matters, which revitalizes motivation and enhances productivity upon resuming work. The ability to maintain focus and productivity while enjoying a flexible work schedule highlights the potential benefits of teleworking arrangements, particularly during the COVID-19 pandemic and beyond. The participant's dedication to personal and professional development, as evidenced by his commitment to ongoing learning and skill enhancement, reflects a proactive approach to career advancement and self-improvement. Teleworking provides the participant with additional time and flexibility, facilitating pursuit of a company-sponsored master's program and engagement in workshops without the constraints of commuting.

While initially challenging during the COVID-19 pandemic in 2020, the transition to teleworking required significant adjustment. However, gradual adaptation over time resulted in reduced stress levels and enhanced efficiency in managing telework responsibilities. Following the pandemic, the company acknowledged the practicality of teleworking, leading to cost reductions and heightened employee satisfaction. Emphasis on work-life balance emerged to counter feelings of isolation and uphold employee well-being.

Furthermore, the participant's creation of a dedicated home office space and establishment of clear boundaries between work and personal life underscores the importance of environmental factors in facilitating productive teleworking experiences. The observed pattern of increased work intensity towards the end of the month suggests a potential need for effective workload management strategies and periodic rest intervals to prevent burnout and maintain long-term well-being.

Moreover, the teleworker employee emphasized the importance of reviewing his emails before sending them, indicating a conscientious approach to communication and attention to detail in his work practices. While the level of stress was consistently normal during most weeks, except for the end-of-month was high because of the task completion period, but the participant demonstrated emotional and stress management skills, as evidenced by his composed facial expressions and ability to remain focused under pressure.

The participant undergoes annual performance evaluations based on standardized criteria provided by the company, enabling objective assessment and feedback mechanisms. However, it is evident that the participant's manager places a high level of trust in the teleworker's ability to handle significant responsibilities and complete tasks within the required time frame. This trust-based relationship fosters a supportive work environment where the teleworker feels empowered to excel in his role. The participant's manager also demonstrates a proactive approach to addressing any issues that may arise, whether they are work-related or personal, by providing support and offering solutions as needed. This supportive and collaborative dynamic between the participant and his manager

underscores the importance of effective leadership in remote work settings and contributes to a positive teleworking experience for the participant. Also, utilizing Microsoft Teams and phone calls, the teleworker ensures seamless collaboration and information exchange with both the team and manager, fostering effective communication channels.

Moreover, teleworking significantly contributes to environmental sustainability by mitigating commuting emissions and reducing office energy consumption. This reduction in reliance on cars not only helps minimize air pollution but also aligns with broader corporate social responsibility objectives aimed at reducing carbon footprints and promoting sustainable practices. As teleworkers commute less frequently, they actively participate in reducing traffic congestion and greenhouse gas emissions, thereby positively impacting the overall ecological balance. This shift towards remote work not only enhances individual work-life balance but also reflects a broader commitment to environmental stewardship and sustainable living practices.

However, it is important to acknowledge the limitations of the observation process, particularly in terms of privacy concerns and the inability to directly participate in meetings or access sensitive company information. Despite these constraints, the insights gained from this single case study offer valuable insights into the dynamics of teleworking and the factors influencing individual performance and satisfaction in telework environments.

Moving forward, future research efforts could explore additional dimensions of teleworking experiences, such as the impact of organizational support structures, technological infrastructure, and communication practices on teleworker well-being and job performance. Additionally, comparative studies across diverse cultural and organizational contexts may provide deeper insights into the factors shaping teleworking dynamics and outcomes in different settings.

Future research could also investigate the long-term effects of teleworking on employee well-being, job satisfaction, and organizational productivity. Additionally, exploring the potential

implications of teleworking on team dynamics, collaboration, and innovation within organizations would contribute to a more comprehensive understanding of the teleworking phenomenon and its implications for the future of work.

It is worth noting that the participant's identity, as well as the company's name, were kept confidential throughout the study to ensure that the teleworker could act freely and objectively. This confidentiality measure was implemented to maintain the integrity and privacy of the participant and the organization involved in the research.

4.3. Questionnaire Criteria

The following criteria were used to assess the impact of teleworking on productivity, satisfaction, and well-being within the Gas and Oil Services Company:

Participant Characteristics

- Age, gender, and department affiliation.
- Length of tenure within the company.

Teleworking Experience

- Frequency and duration of teleworking arrangements.
- Balance between teleworking and in-office schedules.
- Perceived productivity levels and factors contributing to productivity enhancement.

Effectiveness of Teleworking Practices

- Alignment with company productivity objectives.
- Challenges related to teleworking practices and remote collaboration tools.
- Suggestions for improvement, indicating a need for tailored strategies for different departments.

Managerial Support

- Participant's perception of managerial support.

- Importance of consistent guidance and proactive communication from supervisors.
- Suggestions for establishing clear communication channels and providing timely feedback.

Impact on Satisfaction and Well-being

- Overall job satisfaction and work-life balance.
- Decrease in stress levels and factors contributing to stress reduction.
- Importance of having a dedicated workspace at home for optimizing teleworking experiences.

Additional Comments

- Participant's insights and suggestions for optimizing teleworking experiences.
- Emphasis on the critical aspect of workspace arrangements for maintaining focus and minimizing distractions.

4.4. Questionnaire Data Analysis

Analysis of Teleworking's Impact on Productivity, Satisfaction, and Well-being: Insights from a Gas and Oil Services Company in AL Khobar, Saudi Arabia via Questionnaire Data:

Participant Characteristics: The participant, a 33-year-old male, belonging to the Supply Chain division of the Gas and Oil Services Company in AL Khobar, Saudi Arabia, embodies key characteristics of a seasoned employee with over 5 years of tenure.

Teleworking Experience: The participant engages in teleworking arrangements 1-2 days per week, complementing his regular in-office schedule for the remainder of the workweek. This balanced approach allows for flexibility while maintaining consistency in his contributions within the company context.

Perceived Productivity: The participant reports significantly higher productivity levels while teleworking, attributing this increase to the flexibility to address personal matters, evade

commuting challenges and allocate quality time with family. These factors contribute to heightened motivation and productivity levels during teleworking sessions.

Effectiveness of Teleworking Practices: Teleworking practices moderately align with the company's productivity objectives, but it depends on the nature of the job tasks. Different departments may require full-time presence in the office for optimal performance. This suggests there's room for improvement in optimizing remote work strategies, tailored to the specific needs of each department.

Remote Collaboration Tools: The participant rates the effectiveness of remote collaboration tools and communication technologies as moderately effective. However, challenges arise due to the limited availability of certain devices like screens and scanners. Addressing these limitations could enhance the efficacy of remote collaboration and facilitate smoother teleworking experiences within the organization.

Managerial Support: The participant acknowledges occasional managerial support while teleworking, emphasizing the necessity for consistent and proactive guidance from superiors. Telework demands a flexible manager with a sense of openness and the ability to act logically depending on different situations to ensure remote work functions effectively. Establishing clear communication channels and providing timely feedback are essential components of supportive managerial practices conducive to successful teleworking arrangements.

Impact on Satisfaction and Well-being, overall Satisfaction: Teleworking significantly contributes to increased job satisfaction for the participant, reflecting a positive impact on work experiences within the Gas and Oil Services Company. Recognition of support from management and the company overall enhances the participant's sense of security and motivation to work effectively.

Work-life Balance: Teleworking enhances the participant's work-life balance, highlighting the adaptability and flexibility inherent in remote work arrangements. The ability to schedule tasks

autonomously on teleworking days promotes effective stress management and autonomy in work responsibilities. Moreover, working from home provides additional personal time, allowing opportunities to mitigate stress and maintain a healthy work-life balance.

Stress Levels: The engagement of teleworking leads to mitigated stress levels for the participant, attributable to reduce shuttling and improve work-life balance. The autonomy to handle tasks and the flexibility granted by teleworking contribute to stress reduction, supporting a conducive work environment that promotes an employee's well-being and productivity.

5. Research Limitations

A. The study is influenced by complicating and moderating effects stemming from individual, environmental, and organizational factors. These factors, such as personality traits, job characteristics, motivation levels, leadership styles, organizational culture, and familiar conditions, can influence the relationship between teleworking and various performance measures.

B. Ethical and legal considerations surround teleworking, including concerns related to data security, privacy, and labor rights, may initiate challenges in the field for researchers and practitioners.

C. The diversity as well as the complexity inherent in teleworking practices and contexts can influence the outcomes and experiences of teleworkers in many ways, expressing challenges to generalize findings across various situations.

D. Currently, there is no reliable method to ensure the confidentiality of information and video meetings which may present uncertainties and vulnerabilities in teleworking contexts.

E. Challenges possible to arise in trusting participating members dealing with voice communications that might impact the reliability and authenticity of the data collected in teleworking study fields.

6. Discussion

6.1 Results

The participant emphasizes the importance of having a dedicated workspace at home to maintain focus and minimize distractions, suggesting a critical aspect for optimizing teleworking experiences within the Gas and Oil Services Company. The analysis underscores the multifaceted impact of teleworking on productivity, satisfaction, and well-being for the participant within the Gas and Oil Services Company. While teleworking offers notable advantages such as enhanced productivity and satisfaction, addressing challenges related to managerial support and workspace arrangements is crucial for fostering sustainable remote work practices and employee well-being. These insights serve as valuable considerations for organizational policymakers in refining teleworking strategies and support mechanisms within the company.

This study has delved into the intricate dynamics of teleworking and its impact on productivity outcomes within the Al-Khobar, Saudi Arabian gas and oil services company. Our findings illuminated both positive and negative facets of teleworking, unveiling its multifaceted influence on workplace dynamics. The study unveiled a notable increase in production attributable to teleworking practices within the gas and oil services company. Through a meticulous blend of qualitative observations and quantitative assessments of productivity levels, the study discerned teleworking techniques fostered improved productivity outcomes. Teleworking not only facilitated a better work-life balance but also mitigated the stress associated with commuting, thereby fostering a conducive work environment. The flexibility and self-governance inherent in teleworking emerged as pivotal factors in reducing stress levels and cultivating a positive work atmosphere conducive to productivity and employee well-being. This adaptability to teleworking reflects the gas and oil services company's unique position in the sector, characterized by a dynamic environment that fosters innovation and productivity through openness and flexibility.

Furthermore, previous studies have showed that teleworkers particularly influence morning and evening peak hours, accounting for over 11.5% of total traveling time during these periods, in spite of constituting only 9% of the working community. This highlights the probability of teleworking to mitigate the costs associated with transporting while potentially increasing productivity.

In comparison, findings from observation sessions undertaken in this study points up that teleworking has noticeably reduced gas costs for participants. Additionally, teleworking allows participants to avoid the stress which associated with traffic jam. However, participants stated that the time they would usually spend transporting is now dedicated to working that results in increased productivity. This dual benefit of cost savings and stress reduction points up the observable advantages of teleworking in refining employee's well-being and organizational efficiency.

In the Existed literature, including studies by Mann and Holdsworth (2003), has demonstrated the impact of teleworking on employees' psychological health. Such investigations have shed the light on the serious effects of changes in social bonds and the challenges of teleworking on employees' well-being. Moreover, enlightments from this study's participant indicates the proactive measures taken by the oil and gas company management to resolve stress management among teleworkers. They documented that the company has conducted workshops aim at tutoring teleworkers an effective stress relief techniques and draw attention to the significance of maintaining a healthy work-life balance. Also, acknowledging the exceptional pressure associated with the oil and gas industry, the management safeguards that teleworkers are not overburdened and supporting them to make their well-being and professional responsibilities a priority. This approach illustrates a concerted action to promote a managerial support work environment stimulating to employee's health and productivity.

The conclusions extracted from this study have a significant implication for organizational practices and policy. Businesses in the gas and oil services industry, stand to advantage from

adopting teleworking strategies to reduce costs, enhance efficiency, and encourage environmental sustainability. However, to support a successful adoption, organizations must implement flexible regulations, invest in advanced technologies, and cultivate a culture of trust and collaboration among teleworkers. While this study has illuminated the advantages of teleworking within the Al-Khobar, Saudi Arabian gas and oil services company, it is crucial to admit the potential challenges associated with this mode industry. One potential deficiency of teleworking is the risk of social isolation and limited collaboration among teammates. Teleworking environments may restrain spontaneous communication which can impact team members' cohesion and creativity.

Additionally, teleworking may obscure the limits between work and personal life, leading to challenges in disconnecting from work-related tasks and fueling burnout among employees. The adaptability provided by teleworking may result in an "always-on" mentality, where employees tend to be constantly available, even during non-work hours.

Moreover, while teleworking can mitigate the expenses and stresses of transporting, it also presents difficulties in terms of maintaining work-life balance and separating professional responsibilities from personal obligations. In other words, without a clear boundaries and efficient time allocation strategies, teleworkers may experience increased stress levels and dissatisfaction.

Dealing with these challenges requires proactive measures from the management as well as employees. Additionally, implementing a clear connection pathway, strengthening virtual team relationships, and providing assistance for stress abatement and work-life balance are fundamental steps in controlling the negative effects of teleworking. As a result, organizations can maximize the benefits of teleworking while minimizing its potential deficiency to create a work environment that supports employee's well-being and organizational prosperity.

In conclusion, teleworking has advantages and disadvantages that must be conducted thoughtfully by researchers, practitioners, and similar organizations. Perfecting efficient remote work implementation is pivotal for accomplishing productivity objectives and preserving staff morale as

teleworking continues to evolve, understanding its nuances remains essential for harnessing its full potential in modern work environments. By recognizing and addressing the complexities of remote work, organizations can leverage teleworking to drive productivity, innovation, and employee satisfaction in today's evolving landscape.

7. Recommendations

The study explores the relationship between productivity outcomes at a gas and oil company in Al-Khobar, Saudi Arabia, and teleworking. It underscores that teleworking enhances productivity by promoting work-life balance, reducing stress levels, and fostering a positive work environment. However, a previous study has shown that employees contribute to over 11.5% of travel time, impacting peak hours. To implement teleworking effectively, organizations should prioritize flexible regulations, invest in technology, and foster trust among teleworking teams. Successful teleworking implementation is essential for maintaining employee morale and achieving productivity objectives.

Future research is suggested to investigate the long-term effects of teleworking on employee outcomes, well-being, and work-life balance. Additionally, exploring teleworking's impact on team dynamics, collaboration, and innovation will provide a comprehensive understanding of its implications for the future of work.

8. Conclusion

This study has explored the intricate relationship between Teleworking and productivity outcomes. Our findings shed light on both positive and negative aspects. According to the study, teleworking increases production at the Al-Khobar, Saudi Arabian gas and oil services company. Teleworking techniques were found to contribute to improved productivity results through qualitative observations and quantitative measurement of productivity levels. Because teleworking allows for a better work-life balance and less commuting, participants experience lower levels of

stress. The flexibility and self-management that come with teleworking help assist stress levels and influence a positive work context that enhance productivity and well-being among employees. Also, Flexibility reduce stress levels and increases motivation to complete tasks. Moreover, the ability of the gas and oil services company to adapt its work regulations to the demands of globalization makes it extraordinary in the industry.

The gas and oil services company supports a dynamic environment that is favorable to enhance productivity and innovation by fostering openness and flexibility. Noteworthy, teleworkers have affected morning and evening peak hours, representing more than 11.5% of all transporting time. During these times, although constituting just 9% of the working community. This study emphasizes how significant teleworking is for reducing the costs associated with transportation and enhancing productivity. Studies have illustrated how employees' psychological health is affected by teleworking (Mann & Holdsworth, 2003). These studies shed the light on the paths that change in social bonds in conventional office settings and the isolation that arises with working remotely may affect employees' health. The study's conclusions point to the significant results for organizational practices and policy.

Organizations that provide gas and oil services, among others, may find it useful to integrate strategies to elevate efficiency, reduce costs, and promote environmental sustainability. Moreover, organizations must favor leniency regulations, make investments in assistive technologies, and foster an atmosphere of trust and cooperation among teleworkers to enable prosperous adoption. In conclusion, there are benefits and deficiency of teleworking. For researchers and practitioners, understanding how to execute teleworking effectively is fundamental to meet productivity expectations and preserving staff morale.

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10. Appendix

10.1. A. Questionnaire's copy

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