

**Arab American University
Faculty of Graduate Studies
Department of Administrative &
Financial Sciences
Master Program in Human Resources Management**



**“The Impact of Hybrid Work Model on Employee Well-Being in the
Palestinian Telecommunication Sector: Exploring the Mediating Role of
Work-Life Balance.”**

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**This Thesis Was Submitted in Partial Fulfillment of the Requirements for
the Master Degree in Human Resources Management**

Palestine, 02/2026

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Thesis Approval

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Declaration

I declare that, except where explicit reference is made to the contribution of others, this thesis is substantially my own work and has not been submitted for any other degree at the Arab American University or any other institution.

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A handwritten signature in blue ink, appearing to be 'Ghadeer', written over a horizontal line.

Date of Submitting the Final Version of the Thesis: 11.03.2026

Dedication

I dedicate this study to the soul of my father, whose unwavering support, encouragement, and belief in my abilities have always been my greatest inspiration. I am confident if you were with us today, you would be proud of me, just as you always were.

To my life's companion, my pillar in this life, and my foremost source of support, my beloved husband Hussein, to my daughter Jood, and my sons Laith and Saif Aldeen: thank you for your unconditional love, patience, and steadfast support. Your encouragement has been my greatest source of strength throughout this journey.

Finally, I dedicate this work to myself. Despite the challenges, difficulties, and responsibilities, I believed in my ability to succeed and remained determined to persevere. This achievement is reward for my hard work and resilience.

Ghadeer Khaled Nimer Malasa

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I want to thank, my family for unwavering support and love all the times. Your presence in my life is the reason for succeed and persevere.

I want to express my sincere gratitude to all my friends and colleagues, for their encouraged and support all the way.

Thank you all,

Ghadeer Khaled Nimer Malasa

“The Impact of Hybrid Work Model on Employee Well-Being in the Palestinian Telecommunication Sector: Exploring the Mediating Role of Work-Life Balance.”

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Abstract

Purpose: This study investigates the relationship between hybrid work model (HWM) and employee well-being (EWB) within the Palestinian telecommunication sector, and examine the mediating role of work-life balance (WLB).

Methodology: A quantitative design was employed; the study utilized a structured, self-administrated online questionnaire adopted from validated scales. Data were collected from a sample of 159 valid responses from employees across several telecommunication Palestinian companies. Statistical analysis, including descriptive statistics and Partial least squares structural equation modeling (PLS-SEM), were conducted using SPSS v28 and SMART-PLS 4.

Results: The descriptive results present the implementation of hybrid work practices in Palestinian telecommunication sector is a moderate level (mean=3.61), and similar with work life balance with medium level (mean=3.65), while employee well-being is rated high (mean=3.89). The structure model confirmed that the hybrid work model has a positive and significant impact on both work life balance, and employee well-being. Work life balance was found to be a partial mediator in the relationship indicate that the indirect effect of the hybrid work model on employee well-being, mediated by work-life balance, is positive and highly significant.

The originality and value of this research from stem focus on volatile context rather than mature and staple market, and that's empirically demonstrate that in Palestine hybrid work is a strategic imperative for resilience, helping employees bypass infrastructural and mobility barriers to maintain productivity. It's one of the few studies to empirically demonstrate that in such environments, the hybrid work model sees as more than just flexibility perk; it is a strategic imperative for organizational resilience and national stability.

Keywords: Hybrid Work Model, Work-Life Balance, Employee Well-Being. Palestinian Telecommunication sector.

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List of Definitions of Abbreviations

#	Abbreviations	Title
1	HWM	Hybrid Work Model
2	WLB	Work-Life Balance
3	EWB	Employee Well-Being
3	J-D R	Job Demand Resources Theory
4	COR	Conservation of Resources Theory
5	SDT	Self Determination Theory
6	STS	Sociotechnical System Theory
7	SWB	Subjective Well-Being
8	PLS-SEM	Partial Least Squares Structural Equations Modeling
9	SPSS	Statistical Package for the Social Sciences
10	AVE	Average Variance's Extracted
11	CR	Composite Reliability
12	HTMT	Heterotait-Monotrait Ratio
13	GoF	Goodness of Fit
14	SRMR	Standardized Root Mean Square Residual
15	WLA	Work Location Autonomy
16	WTA	Work Time Autonomy
17	WSA	Work Schedule Autonomy
18	ROWR	Remote-Office Work Ratio
19	OCC	Organizational Corporation and Communication
20	PIRHWS	Policies and Institutional Readiness for a Hybrid Work System
21	PSWB	Psychological Well-Being
22	WWB	Work Well-Being
23	TB	Time Balance
24	PLB	Personal Life Balance
25	WLBA	Work Load Balance
26	PALTEL	Palestinian telecommunication company
27	HRM	Human Resource Management
28	ICT	Information and Communication Technology
29	BSC	Balance Score Card

Chapter One: Introduction

1.1. Background

Recent advances in technology and global unrest have created a very different work environment than in the past, with a higher need for career flexibility. Hybrid work has therefore emerged as a pervasive practice, offering employees over their professional and private lives (Smith et al., 2023). However, flexible work promotes along with its benefits in respect of travel efficiency and work satisfaction; yet at the same time if not managed appropriately, poses challenges regarding work-life balance as well as employee wellness (Kokt & Seqhobane, 2024).

COVID-19 pandemic has emphasized more adaptabilities, human capital and digital transformation (Cosa & Torelli, 2024). Hybrid working has thrust into the future as both technical fix and an operational necessity for survival (Gibbs et al., 2024). Meanwhile, the failure to satisfy work-life balance expectations of millennials and generation Z has forced business to reconsider archetypes of work (Diz, 2021).

But hybrid work has created a mesh between professional and personal life, frequently resulting in digital fatigue and struggle to disconnect from the professional scene. As a result, whilst attitudes towards work-life balance are improving it has become an organizational critical issue (Vaishnavi et al., 2025). Good work-life balance policies are now established to significantly predict job satisfaction, stress reduction and productivity (Casper et al., 2025), whereas poorly devised policy can intensify burnout or disengagement (Eng et al., 2024; Selvaraju, 2024). Setting the boundaries, overcoming communication boundaries and autonomy are important factors to maintain balance (Mohd Ramlee et al., 2025).

The leader's action and corporate culture are also critical. A top-down image that epitomizes work-life balance creates trust and engagement with employees (Reissner et al., 2021). Managers who honor personal time and advance mental health initiatives help to uphold the benefits of hybrid work model and stave off exhaustion.

There fast spread a pandemic that pushed for digitalization in Palestine, even within the telecommunications industry and hybrid practices that where unheard-of companies, such as PALTEL group and Ooredoo, implemented agile processes to invest in remote technology

platforms and digital solutions that would maintain their businesses (Antunes et al., 2023). Although faced with infrastructure and culture challenges, these adjustments also highlighted potential for new forms of employee engagement and productivity (Stasiła-Sieradzka et al., 2023).

Hybrid working is a sustainable requires more than digital skills and good WI-FI, it needs a culture of support that is based on equity, diversity and inclusion, as well as mental health (Singh et al., 2022) hence, knowledge about the impact of hybrid work model on work-life balance and well-being is particularly key in terms of shaping employee centered polices.

This study focuses on investigate the relationship between hybrid work, work-life balance and employee well-being to inform organizations about more human flexible approaches. Properly structured, hybrid models can reduce burnout and increase engagement while strengthening organizational resilience (Demerouti, 2025). The results are presented as evidence-based input for the development of psychological safe and sustainable work environments in a post pandemic world.

1.2.Problem Statement:

Flexible hybrid models of work that have come to define today help in ensuring division of labor by combining both remote and in-office work. Because it addresses employees' overall health, both physical and mental, and promotes work-life balance, this model has been widely adopted in many industries (Wells et al., 2023). This means more flexibility. Better work-life balance, from both hybrid arrangements contribute to less time commuting and people designing their workspace that suits them.

But as the past few years have shown us, hybrid setup also has its disadvantages. It causes new kind of organization and managerial difficulties which have to be solved in order support the productivity, but at the same sustain employee's well-being (Smite et al., 2023). For example, achieving consistency in how remote workers are treated compared to on-site employees, maintaining open lines of communication full-time, and ensuring that remote workers too do not feel isolated off the grid (professionally) are problems that typically plague organizations.

Perhaps most controversially, in terms of employee well-being is hybrid working. As desirable flexibility may be, it is not universally good for all workers. For some employees, a hybrid workplace works well as they have reported greater job satisfaction and increased autonomy that leads to better assimilation of work & life.

Meanwhile, those who operate in an environment of heightened stress or just do not possess very strong self-regulatory skills suffer significantly. And indeed, hybridity often means that when we leave the office it doesn't feel like we've fully disengaged from work; this is a common cause of higher stress levels and an increased frequency of struggling to cope with workload (Eng et al., 2024). They are particularly vulnerable to burnout – and related health risks – in the absence of structured working habits and set limits between work life and personal time (Mincarone et al., 2025).

Furthermore, given the Palestinian telecommunications industry, it was clear that businesses are at an early stage of implementation of such flexible working pattern. It is true that hybrid work has been the subject of much scrutiny in more mature markets, this concept within this domain is under-researched. Organizations can find it tough to create policies that answer this equilibrium in the center of corporate productivity and employee care.

The result is an increasing gap between what managers expect from their employees and what employees need to perform which often results in dissatisfaction and disengaged workers. This trend benefits some employees by allowing greater autonomy in making changes to their schedules and often increases satisfaction, but this does not extend across the board as many people struggle with feeling disconnected from others and accustomed work boundaries (Kokt & Seqhobane, 2024). The fact that employees have such differing life experiences illustrates just how complicated hybrid work is, and reinforces the need for context-specific research.

In light of this, and as the title suggests, the research question guiding this study is whether hybrid working arrangements enhance well-being among employees in the Palestinian telecommunications sector (i.e. has a positive influence). In particular, it examines the moderator work-life balance for this relationship. There are so many benefits to hybrid work when work-life balance is done right — it increases morale, engagement and productivity significantly.

Conversely, in the case that WLB is poorly controlled hybrid work may lead to negative outcomes such as increased stress, burnout and decreased performance (Karácsony et al., 2024). Therefore, it is important for organizations looking to have a flexible work solution that caters to flexible workers while also protecting employee well-being to understand when hybrid models increase or decrease.

1.3.Research question:

The major research question in this study is: To What extent does work-life balance mediate the relationship between hybrid work model and employee well-being?

The following sub-research questions were formulated:

- 1.3.1 What is the level of practicing hybrid work model in terms of work location autonomy work time autonomy, work scheduling autonomy, remote to in-office work ratio, organizational cooperation and communication and policies and institutional readiness for a hybrid work system in the Palestinian telecommunication sector?
- 1.3.2 What is extend of employee's well-being in terms psychological, social, work place and subjective in the Palestinian telecommunication sector?
- 1.3.3 What is the level of employee work-life balance in terms of time balance, work load balance, and personal life balance, in the Palestinian telecommunication sector?
- 1.3.4 What is the impact of hybrid work model on the Palestinian employee's well-being on the telecommunication sector?
- 1.3.5 What is the role of work-life balance on the employee's well-being on the Palestinian telecommunication sector?
- 1.3.6 What is the impact of hybrid work model on the Palestinian employee's work-life balance on the telecommunication sector?

1.4.Research objective:

This research aims to examine the effect of the hybrid work model on employee well-being, with focusing on the mediating role of work-life balance in the Palestinian telecommunication sector:

- 1.4.1 To identify the level of practicing hybrid work model work location autonomy work time autonomy, work scheduling autonomy, remote to in-office work ratio, organizational cooperation and communication and policies and institutional readiness for a hybrid work system in the Palestinian telecommunication sector.
- 1.4.2 To identify the level of employee's well-being in terms of psychological, social, subjective and work place well-being in the Palestinian telecommunication sector.
- 1.4.3 To identify the level of employee work-life balance in terms of time balance, work load balance, and personal life balance in the Palestinian telecommunication sector.
- 1.4.4 To examine the impact of hybrid work model on the employee's well-being in the telecommunication sector.
- 1.4.5 To examine the role work-life balance on the Palestinian employee's well-being on the telecommunication sector.
- 1.4.6 To analyze the role of work-life balance in mediate the relationship between hybrid work model and employee well-being.

1.5.Hypothesis:

The following are research hypotheses based on the conceptual model:

H1: Hybrid Work Model → Work-Life Balance

H2: Work-Life Balance → Employee Well-Being

H3: Hybrid Work Model → Employee Well-Being

H4: Hybrid Work Model → Work-Life Balance → Employee Well-Being

1.6. Research Significant:

1.6.1. Theoretical significant:

Using the resource-based view, this study explains how hybrid work models impact employee well-being in a limited-resource context of the Palestinian telecommunication sector by exploring the central role of work-life balance as a mediator. The economic difficulty in the region, along with the socio-political instability, produces constraints for employees and greater movement restrictions during times of insecurity; a less reliable transportation system which is likely to increase stress levels worrying about upcoming appointments and fixed obligations; all directly linked both to health conditions in general as well productivity.

By combining remote and in-office tasks, hybrid work arrangements can alleviate some of these burdens by creating a more flexible schedule, as well as reducing unnecessary travel, leading to benefits for overall lifestyle, mental health & job satisfaction. Additionally, this research adds to our understanding of how hybrid work can be effectively delivered in times volatile environments and offers insights that these approaches may better support worker resilience and sustained productivity.

The findings serve as a template for the design of policies that seek to both support the needs of employees and meet organizational objectives — one which supports employees in being healthy, motivated, and engaged while maintaining operational efficiency in difficult contexts.

1.6.2. Practical significant:

Thus, it is hoped that the results of this study will avail both managerial and government employees of the telecommunications sector in Palestine with recommendations on how to better-manage their organization to avoid or mitigate these challenges associated with political instability and economic hardship.

This analysis signals a roadmap to informing policies that can aptly balance employee well-being with organizational performance and which show how hybrid work options not

only ameliorate stress, fatigue, and burnout but also boost flexibility, motivation, and productivity. Adapting hybrid models to the unique realities of the sector is evidence-based approach that can lead to a happier, more durable workforce and hence, longevity in employee tenure and organizational affiliation. Indeed, this is not confined to Palestine but offers learning that can be applied elsewhere in countries grappling with such socio-political and economic turbulence.

1.7.Terminology:

- 1.7.1. Hybrid work model:** refers to form of working combines remote work with in-office work. Hybrid models of working are more flexible than fully remote work as people can merge both types of working environments based on their preferences and organizational needs (Kokt & Seqhobane, 2024)
- 1.7.2. Well-being:** it refers to achieving a reason for life, fulfillment, and purpose with social, physical, and mental together (Besselink et al., 2024). Qualities of life are decided by the experiences, contacts with others and the environment (Buick et al., 2024).
- 1.7.3. Work-life balance:** They have the right to control own time and energy; and not let work-related activities endanger health. It is closely linked to people's perception of their jobs, their psychological and physical conditions, and overall satisfaction of their life(Ray, 2022; van Dorssen-Boog et al., 2020)

1.8.Operational definitions:

- 1.8.1. Hybrid Work Model:** The Oxford Dictionary explains this as hybrid work having alternating arrangements for employees, a few days at home & some in office (Oxford Advanced Learner's Dictionary). Its shape is highly contingent on what the work or event is trying to be — subject type and scale as well as applicable technology – with new practices, tools, and technologies working not merely at allowing online instead of physically present but meaningfully designing hybrids. The scale will use 18

indicators to measure four dimensions which is location, time, scheduling and work decision (Datta et al., 2025).

1.8.2. Work-Life Balance: How well an individual can juggle the two, balance work with everything else to be satisfied and stay healthy. WLB in this research is conceptualized as employee self-action of balancing work-tasks with personal and family facets without much conflict or stress. Four dimensions family satisfaction, psychological strain, turnover intentions, job satisfaction will be measured by a standardized WLB scale from four indicators (Brough et al., 2014).

1.8.3. Employee Well-Being: Encompasses a variety of concepts including physical health, mental health, job satisfaction, and balance between an employee's personal life and work. However, in this study employee well-being refers to the perceived mental, physical and emotional health of employees working in the Palestinian telecommunication sector. This will be objectively measured these four-dimension psychological well-being, social well-being, subjective well-being and work place well-being by using 31 indicators (Pradhan & Hati, 2022).

1.9. Conceptual framework:

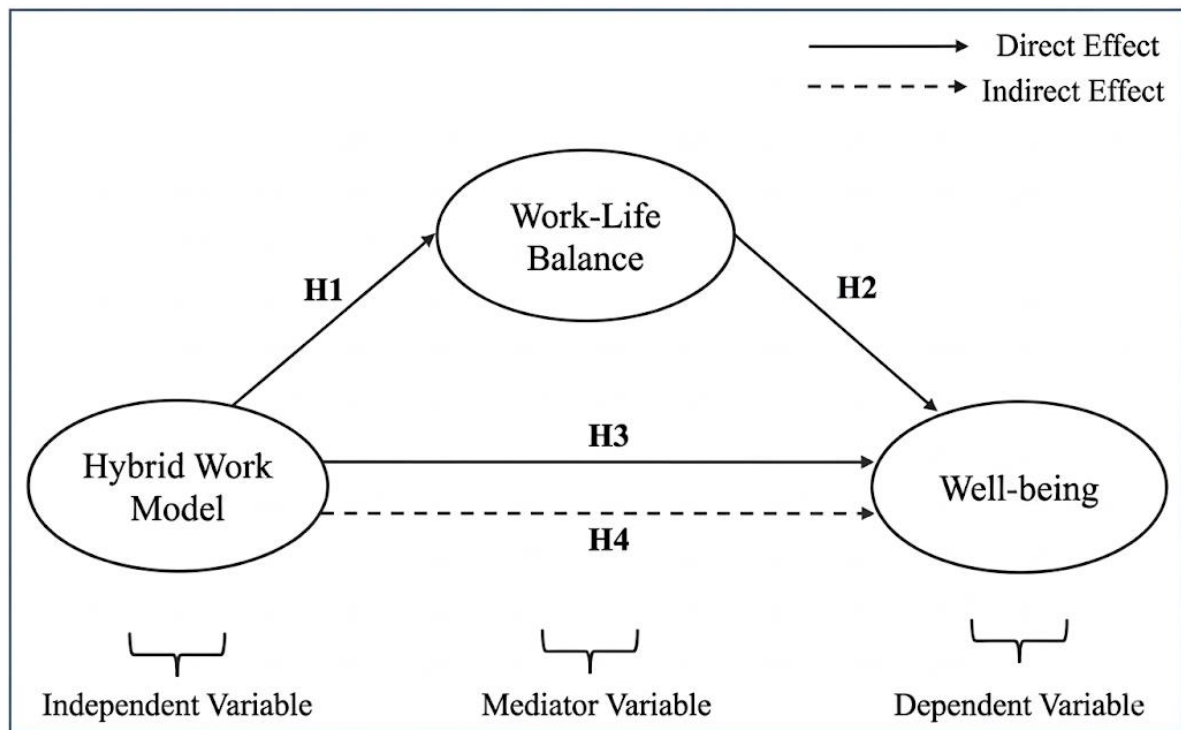


Figure 1 (1.1) conceptual model

Table(1.1) Conceptual and Operational Definitions

Construct	Type of Construct	Conceptualization	Operationalization	Source/ Author(s)	Scale
Hybrid work model	Independent Variable	having alternating arrangements for employees, a few days at home & some in office	18 indicators they were created using Deville's frame work scale across four dimension	(Datta et al., 2025)	Five-point Likert scale
Work-life balance	Mediator Variable	employee self-action of balancing work-tasks with personal and family facets without much conflict or stress	4 indicators across four dimensions	(Brough et al., 2014).	Five-point Likert scale
Employee well-being	Dependent Variable	refers to the perceived mental, physical and emotional health of employee	31 indicators across four dimensions	(Pradhan & Hati, 2022)	Five-point Likert scale

Chapter two: literature review and previous studies

2.1.Introduction:

The chapter lays a solid conceptual base for the study, first by introducing the Palestinian telecommunications sector and hybrid work model followed by an explanation of its concept, advantages and challenges. It proceeds to consider employee well-being and work-life balance, emphasizing their importance, challenges and the Palestinian telecommunications industry context which this is set along with relevant theoretical groundwork and contentious views. The chapter then flows inductively into the development of hypotheses where we connect the hybrid work model, followed by work-life balance, and finally employee well-being with links to past research that forms the foundation of our study and introducing the relevant related studies.

2.2.Conceptual foundation and building theory

2.2.1. Palestinian telecommunication sector:

Palestinian telecommunication sector is one of the most important and strategic sectors of Palestinian national economic, despite the complex political and economic situation. this sector established a continues growth over the last two decades, which is enable communication and digital transformation a cross-west bank and Gaza strip (Nabil Al-Sunna, 2017).

The telecommunication sector in Palestine leads by (PALTEL) group, this group include PALTEL company which is provide fixed line and broadband services, JAWWAL the main mobile operator and HADARA the internet services provider. The other leader in this sector is the competitor of PALTEL group Ooredoo Palestine (Wataniya mobile) the provider of mobile services. The computation between operators provides the customer a lot of benefits showed in more quality and network coverage, broadband access and infrastructure investment ((Nabil Al-Sunna, 2017; Nassereldin et al., 2024)

Telecommunication sector in Palestine operates under complex and extraordinary situation, including limited access to frequencies, dependency on external infrastructure and boundaries on importation which its postponement the technologies upgrades (Nabil Al-Sunna, 2017). Researches showed that there is a differential in quality and coverage of signals between different areas of west bank and Gaza strip (Nassereldin et al., 2024), these external barriers created more pressure on operation system, and put over load on employee especially in crisis (Alnasr et al., 2025).

Palestinian telecommunication sector is rich field with information and knowledge and this sector depends on engineers, IT specialist and customer services professionals. In order of improving employee performance in telecom companies, the major companies of in telecommunication sector implement balanced scored card (BSC) strategy (Alnasr et al., 2025), and they linked (BSC) approach with strategic goals and daily operation and focusing on learning and development as a key driver in competitive market (Alnasr et al., 2025).

Accelerating the pace of work and achievement in the work environment and expectation of high performance may create work related stress is a lack of work-life balance or the work-life balance is not prioritizing companies (Haddad et al., 2025). Pandemic of COVID-19 fast paced the digital transformation and remote work arrangement. Regional and global studies was evident that organization was implement hybrid work model, and employee support systems, which improve high performance and more engagement through crisis (Haddad et al., 2025). This approach was implemented in telecom companies in Palestine, and they use the same digital measures to quarantines continually and customer support under limitation (Nabil Al-Sunna, 2017).

In telecom companies' employee well-being depends on several indicators like work load, autonomy and organizational point of view on support. Studies ensure that improving work-life balance is encouraging empowerment boosts performance while decreasing work place stress (Hamdan, 2024). Practices like learning and development aligned with (BSC) strategy, L&D practices focus on employee motivation and development (Haddad et al., 2025). According to extraordinary situation of Palestinian context and the given boundaries and limitation, hybrid work flexibility helps in reduce commuting difficult and work-related stress, and improve well-being and flexibility (Haddad et al., 2025).

2.2.2. Hybrid work model:

2.2.2.1. Concept of hybrid work model:

The hybrid work model defined as a work arrangement where employees divide their work time between traditional work place and remote location, like their home or third places such as co-working spaces, libraries, or cafes (Datta et al., 2025). This definition highlights the shape of hybrid work which is merging between on-site work and remote work flexibility, this work models shifts up and grow faster through COVID-19 pandemic and after it.

According to (Datta et al., 2025) autonomy represent hybrid work model in the best way, by four correlated dimensions the first dimension is location autonomy, the second dimension is work time autonomy, the third one is work scheduling autonomy, the last dimension is work decision autonomy. Each one of these four dimension reflect a special side of employee control at their work, and how effectively employees can adapt hybrid work model.

Another definition for hybrid model describes it as a new form of work that blends traditional office-based work with remotely located alternatives (Zamani et al., 2025) this definition represents the deep meaning of hybrid work model not only about alternation of work between on site and remote work which is about fusion and physical, virtual, and social spaces, this deep meaning redefines the boundaries of time and place, and show us that by adapting hybrid work model an effective tasks could be effectively occur remotely (Zamani et al., 2025).

Ranganatha (2025) conceptualizes of hybrid work is similar with Zamani et al. (2025), that hybrid model of work is not only alternation between on site and remote work, is about organization structure that designed to adapt hybrid model it's about telecommunication digital transformation and flexible work arrangement, so it's about structure model from three-dimension spatial flexibility, temporal flexibility, and structure flexibility.

And that approach represents that hybrid model is only about work arrangement is also strategic frame work aligning with organizational goals. Koko and Seqhobane (2024), emphasize hybrid work model from managerial perspective it's a system can enhance satisfaction, creativity, and engagement when well supported. In other side, they warn from

adapting hybrid work model without having psychological support and effective communication network.

2.2.2.2. Benefits of hybrid work model:

The benefits of hybrid work include improved productivity, enhanced employee well-being, having a strong talent acquisition and retention, and greater organizational flexibility. Hybrid work models have a massive impact on improving performance and efficiency. Companies that applied completely flexible working models experience the highest increase and achieve productivity up by 28%. In such a way, this type of work lacks employees to adjust their work environment depending on the task, which helps with high-concentration works that require silence and isolation.

Moreover, numerous employees mentioned that remote working allowed them to perform twice as much work and reduce stress etc. In addition, hybrid work is crucial for attracting and keep talents (Eng et al., 2024). It was found that work model helps with turnover reduction, and company save millions of dollars on recruitment and training of new employees Hybrid work provides a variety of opportunities come into work later to exercise or clean the house without feeling out-of-place. Employees may do errands for work from the house and have something else done later, which makes them feel better about their life (Bloom et al., 2024; Zamani et al., 2025).

Work models demand a comprehensive approach and seek a balance between physical and remote work. In addition to a strategic goal, the physical office is a location of collaboration, where both companies and organizations can communicate with groups and close valuable projects. Employers and workers indicated that finding a new location is the primary reason for being in the office (Bloom et al., 2024).

It is noted that Regulations on Work in the Workplace will have a positive influence on innovation. Employers appear to be confident that physical presence is needed for achieving progress in creating material (Cisco, 2025). Managers cite enhanced performance, controllability, and flexibility as other reasons for overlooking titles and regulations. Of the respondents, 76 percent believe the company and 87 percent say that their physical presence is crucial for creatinine s success.

Effective hybrid work models are reliant from technology that facilitates cooperation, engagement ability, and flexibility. It also enhances workplace cooperation and opportunity. Office staff also see the value of physical presence in career advancement. Most employees, for example, 86 percent and 76 percent and stated that companies and also said that their physical presence (Cisco, 2025).

2.2.2.3.Challenges of hybrid work model:

Hybridized working, which combines working both from home and the office, brings with it a number of very significant challenges, not least involving staff well-being, boundary regulation, and digital strain. The overall challenges for the hybrid work model can be broken down into the following key points:

One of the largest concerns this year are the negative effects on employee well-being and the rise of digital stress factors. Digital burnout refers to employees' mental and emotional state as a result of overuse or long-term use of digital technologies for communication and collaboration. This exhaustion arises from the constant need to be online, the cognitive strain of splitting one's attention during meetings or across platforms like Zoom, Teams, and Slack, and other identified manifestations.

In effect, digital fatigue is synonymous with cognitive overload, mental fatigue, and technostress. Digital fatigue is defined as a job demand that drains cognitive and emotional resources, thus decreasing levels of engagement if not managed well (Jain et al., 2025; Singh et al., 2022) The flexibility to work remotely may also increase stress and anxiety, work becomes all-encompassing, and the inability to disconnect from work can lead to a risk for burnout (Bondanini et al., 2025).

Workers in general may be contending with constant exhaustion, the possibility of depression and anxiety, and an overwhelmed feeling (Jain et al., 2025). The psychological stress of being constantly connected called tele pressure is the feeling that employees need to respond to work-related emails, texts, and calls 24/7. This ever-present demand for availability leads to erosion of personal boundaries and is also counterproductive for recovery (Mohite & Kumar Agrawal, 2025).

The transition toward working in hybrid necessarily changes the scope of personal and professional life, resulting in problems of blundering. Without any distinct physical separation of home and work, the personal and professional boundaries have been merged. This intrusion complicates the articulation of the temporal and psychic borders between work time and non-work time (Jain et al., 2025; Mohite & Kumar Agrawal, 2025).

Blurring is leading to the blending of work and life, where personal time gets more infiltrated by the demands of work. Such confusion itself generates a number of work-life conflicts and related problems. When unclear boundaries at work develop, overwork becomes a common problem. This results in cognitive overload and failed detachment of work duties (Mohite & Kumar Agrawal, 2025). While digital channels help in bringing people together, they introduce their own set of issues around sociality, togetherness and working with others (Jain et al., 2025).

The hearsay is also real that employees may experience social isolation and feel socially isolated not being able to have in-person engagement with peers. The chronic use of digital communication tools isn't helping. Videoconferencing fatigue (also known as Zoom fatigue) is well established and can be caused by a number of features, including too much close-up eye contact, the unnaturalness of talking to people in their own homes all day since that's now what everyone sees and not being able to move around. Videoconferencing may slow down operations when real-time collaboration is required (Bondanini et al., 2025). Rapport and trust-building could be more challenging over videoconferencing for leaders.

Poor communication or working in an area of the field that is not very visible cause's employees to feel invisible because, though they work hard, no one notices them and perhaps the only way for them to get noticed is by working harder. Digitization of work is transforming their habitual forms of engagement that might influence the employees' emotions and attitudes, both towards their work and organization (Bondanini et al., 2025; Mohite & Kumar Agrawal, 2025). The technology that underpins hybrid work is predicated on how it is used, and the use of such technology can expose workers and their organizations to technical vulnerabilities and infrastructure limitations.

2.2.2.4. Hybrid work model in Palestinian telecommunication sector:

Hybrid work models are becoming more and more common among large companies like Jawwal (Paltel Group) and Ooredoo Palestine. While existing research on hybrid work policies among these companies is scarce, a trend of flexible and digitalized working practices has already been recognized in organizational announcements and sector studies since the COVID-19 crisis. Ooredoo Palestine has made promoting “digitalizing communication channels, products, and procedures” a priority in the framework of its modernization program and preparations for hybrid or flexible working spaces are evident (Ooredoo Palestine, 2024).

Likewise, the Paltel Group, which includes Jawwal Telecommunications Company, has also been at the forefront of adopting digital transformation strategies to ensure operational continuity in spite of movement restrictions and adverse regional conditions (Paltel Group, 2021). So too, the World Bank (2021) observes that Palestinian telecom operations have become increasingly dependent on remote digital systems for resilience during emergencies – i.e., hybrid arrangements are a strategic imperative. Here, hybrid work becomes not just a feature of improved worker flexibility or well-being enhancement but also an adaptive response to the infrastructural obstacles and political obstructions that often interrupt access to physical office premises throughout Palestine.

2.2.2.5. Theoretical underpinning:

The following theories all incorporate factors that explain how hybrid work models are related to employee consequences in the Telecommunication sector of Palestine. They also bring attention to the role of job demands, available resources, motivation and sociotechnical fit in sustaining well-being, satisfaction and continued performance in flexible digitalized work settings.

- JD-R Theory (Bakker & Demerouti, 2007): Job demands including: workload, time pressure and digital fatigue are moderated by resources in the work setting such as autonomy flexibility support from others to influence employee engagement & well-

being. In hybrid work systems resources (e.g., trust, support culture and digital tools) allow coping with stress and maintaining motivation while there is a threshold for unhealthy demands that precipitate burnout (Datta et al., 2025).

- Conservation of Resources (COR) Theory (Hobfoll, 1989): Based on the premise that individuals aim to gain and maintain valuable resources in their lives including time, energy, and relationships. With the hybrid work, people are able to save them by commuting less and achieving a better balance with family. Technological access and emotional support received through organizations influence the level of psychological well-being and reduce stress (Kokt & Seqhobane, 2024)
- Self-Determination Theory (SDT) (Deci & Ryan, 2000): It is posited that intrinsic motivation is generated when employees experience fulfillment of their psychological needs for autonomy, competence and relatedness at work. Hybrid work plays into these demands through flexibility in time, space and virtual collaboration while keeping the social glue. Datta et al. (2025) observed that autonomy encourages task-involved engagement, as well as competence and well-being in hybrid forms.
- Sociotechnical Systems (STS) Theory (Trist & Bamforth, 1951): Asserts that performance of an organization is contingent on the fit between social and technical subsystems (Trist & Bamforth, 1951). Zamani et al. (2025) The hybrid workspace, such as people work spaces in the business 4.0 era, is a good Example from this integration because technical systems with digital technologies (technical system) make remote collaboration and trust building and coordination exists due to social structure. In Palestinian telecom, and definitely in the two companies of Jawwal and Ooredoo, successful hybrid systems necessitate a combination of strong digital infrastructure alongside supportive leadership and communication practices that keep performance high and employees engaged.

2.2.2.6.Integrated theoretical perspective:

The integration of these theories is useful for examining the impact of hybrid work on employees' well-being in telecommunication sector companies, Paltel Group and Ooredoo Palestine. From the JD-R and COR frameworks, it is clear that flexibility and autonomy serve

as important resources; SDT explains the underlying motivational process of employee engagement; while WLB theory emphasizes mediation effects in terms of work–life balance. These two theories thus provide a solid platform to investigate the underlying mechanisms of hybrid work on employee well-being through the mediating effect of work–life balance, and represent the core logic for our current research.

2.2.3. Well-being:

2.2.3.1. Concept of well-being:

According to Pradhan & Hati, (2022), employee well-being is a multi-dimensional construct that includes psychological, workplace and life well-being of an individual. Psychological well-being is employees' sense of purpose, self-fulfillment and self-acceptance; workplace well-being captures job satisfaction, engagement and a sense of belonging with the organization; life well-being relates to overall life satisfaction and balance between personal and professional roles. This concept of well-being is considered here as constituting a holistic and integrated state rather than the experience of one specific emotional state, focusing on balance between an individual internal and his/her work environment.

Based on this concept Zheng et al., (2015) provide empirical evidence for the notion that well-being results from experiencing fulfillment in both personal and professional life, thus drawing on eudemonic (meaning orientated) as well as hedonic (pleasure-oriented). Similarly, Park et al., (2023) defines well-being as emotional stability, positive affect and resiliency packet easily observable influences on how an individual responds to stress and assigns meaning to experiences.

In the weak hybrid environment, Selvaraju (2024), and Koko & Seqhobane (2024) assert that well-being is influenced by autonomy, flexibility and psychological capital; this highlights the importance of organizational support as well adaptive work designs, for sustaining employee well-being. Thus, employee well-being may jointly be conceived as a holistic and dynamic condition when people perceive mental wholeness, job satisfaction, and life equilibrium facilitated by emotional health and significant involvement in their work as well environmental factors.

This comprehensive definition comprises the fundamental dimensions posited by Pradhan & Hati, (2022) along with such emotional, social and contextual factors as highlighted in other recent researches. High levels of employee well-being are associated with significant benefits for both the individual and the organization. The more those workers whose well-being is strong are engaged, creative and performing their tasks. As Zheng et al. (2015) via well-being, job performance is better predicted when intrinsic motivation is increased and absenteeism reduced.

Furthermore, well-being is a psychological resource against work-related stress and burnout. Kokt & Seqhobane (2024) also established that high well-being employees have lower emotional exhaustion and better recovery, especially for hybrid workers which improves long-term mental health and reduces intentions to leave. Furthermore, well-being is related to job satisfaction and organizational commitment.

According to Brough et al. (2024) being appreciated and supported by employees lead to increased loyalty, higher citizenship behaviors and costumers' engagement. Second, employee welfare enhances work-life blending by fostering the integration of professional and personal roles. Bocean et al. (2023) having better interpersonal relationship with the family (Jain & Kaur, 2018); employees possessing high well-being can effectively work on personal responsibilities and as result they also enjoy good family interactions along with overall life satisfaction. Organizationally, good health supports resilience, creativity and innovation.

Karácsony et al. (2024) found that workplace well-being helps companies to better respond to crises, maintain morale and spur creative problem solving. Ultimately, employee well-being is a personal and organizational asset – it improves productivity, engagement and emotional stability while decreasing stress and turnover. You cannot simply take a break for your well-being anymore, and in the world of hybrid work we live in today's society being one where health has become more important than ever before flaring well-being is what will keep people motivated and innovative – maintaining success at the workplace for years to come.

As a result, the term courtesy of employee well-being has developed as a multi-faceted construct that includes psychological, workplace and life domains. Pradhan & Hati, (2022), “well-being” of the employees in similar light, is a state of mental, physical and social health

covering psychological development, satisfaction with job and balance between lives. Their model highlights three interconnected forms: One of psychological well-being (self-acceptance, purpose in life, personal development) one concerning workplace well-being (satisfaction, engagement, organizational identified Ness) and one regarding life well-being (balance between job/life). In fact, this multidimensional definition is consistent with the claim that well-being involves not only a stress-free state but also fulfillment, resilience and balance in daily life (Park et al., 2023; Zheng et al., 2015).

2.2.3.2. Benefits of employee well-being:

The well-being of employees is coming to be seen as a strategic resource at the level of both individuals and organizations. Elevated well-being facilitates creative insight, engagement, and task performance. According to Zheng et al. (2015), employees with high levels of well-being are characterized by vigorous intrinsic motivation, low rates of absenteeism and strong job performance. In addition, well-being serves to protect against work-related stress and burnout. Findings of Kock and Seqhobane (2024), indicate that when a person's well-being is high, their emotional exhaustion is low and they recover faster—specifically in a hybrid setting—which leads to stronger mental health and fewer turnover intentions.

At an organizational level, employee well-being contributes to higher levels of commitment, satisfaction and loyalty, lower turnover and increased coworker behaviors (Brough et al., 2020). A healthy staff is also linked with better social relations, greater work-life balance and improved family cohesion and support (Bocean et al., 2023; Jain et al., 2025).

Furthermore, well-being increases organizational resilience and creativity; (Karácsony et al., 2024) concluded in their study that when there are values of work wellness in the organization, crises are more effectively managed and morale and creativity persist longer. Employee well-being has gone beyond an ethical welfare issue to a fundamental component of the base upon which sustained performance, innovation and competitive-edge is realized, in a post-pandemic world. In this era of hybrid and digital work, well-being is the fuel that powers productivity and long-term success.

2.2.3.3.Challenges of Employee well-being:

Despite its increasing significance, employee well-being confronts several obstacles in today's hybrid work world. One of the biggest obstacles is boundary blurring—not being able to differentiate between work and personal time. 24/7 connectivity and still trying to WFH (Work from House) has escalated techno stress and emotional burnout, culminating in real burn out as lines blur (Selvaraju, 2024; Sue Campbell Clark, 2000).

Furthermore, excessive digital exposure, overwork and unstable communication infrastructure may deplete well-being especially in less developed countries with inferior infrastructure. Inequality of access to resources is also an important challenge. All workers don't have the same level of technology, or home environment and family support they need to effectively handle working in a hybrid environment. This inequity can lead to differences in job satisfaction and mental health.

In addition, social isolation and impaired interpersonal contact—such as what is experienced in hybrid or remote work settings—can lead to lower belongingness and engagement which can diminish well-being (Zamani et al., 2025). Managerially, the problem is how to assess and support well-being when standard metrics of performance do not account for emotional or mental states.

2.2.3.4.Well-being in the Palestinian telecommunications industry:

In the case of Palestinian telecommunication industry, these obstacles are exacerbated by situational constraints, for example political instability, constrained mobility and infrastructure shortcomings (World Bank, 2021). The staff of Paltel Group and Ooredoo Palestine may work in challenging circumstances, with high customer expectations but restricted access to physical offices or material. These are the facts which make well-being not just an issue for HR but that matter of strategic resilience enabling organizational and national sustainability. Tackling these challenges requires investment in digital infrastructure, supporting leadership and programs focused on stress management and psychological recovery.

In the Palestine telecommunication companies, workers' well-being has become a strategic factor for resistance and performance in both Paltel Telecommunications Company and Ooredoo Palestine, as the two main competitors in this market. Paltel Group (which Paltel Telecom, Jawwal, and Hadara are) reported that they have developed a human-capital strategy where the groups' activities such as (digital upscaling attitude; social commitment; comfortable working environments), continuous keeping an employee engagement while their moving on for political issues or infrastructure obstacles (Paltel Group, 2024).

Meanwhile, Ooredoo Palestine, inspired by its global brand values of "caring, connecting and challenging," encourages psychological and workplace well-being through flexible hybrid nature of work system, recognition apparatuses and a culture where all feel that they belong in the workplace (Ooredoo Palestine, 2024)

However, persistent challenges – including restricted movement, poor ICT infrastructure, and conflict exposure – persist in undermining the mental and emotional well-being of staff, lending further support to calls for an HRM approach that prioritizes resilience (World Bank, 2021). The experiences of Paltel and Ooredoo therefore show that employee welfare in Palestine is not just something for the managers to worry about but a wider social and economic issue which directly impacts on organizational sustainability, digital resilience as well as national interests.

2.2.3.5.Theoretical underpinning:

A number of psychological and organizational theories (e.g., Subjective Well-Being [SWB], Self-Determination Theory [SDT], Job Demands–Resources [JD-R] Model) provide complementary yet unique perspectives on how employees develop and maintain well-being. Taken together, these models describe how autonomy, competence, social relatedness and job resources work in concert to foster satisfaction (SDT), engagement (JD-R model), and resilience, especially within hybrid and high-demand occupations such as Palestine's telecommunication sector.

- Subjective Well-being Theory (Diener, 1984), from the theoretical point of view, constitutes an important theoretical basis for this concept. It also differentiates cognitive judgments (e.g. life satisfaction) from affective experiences (e.g. happiness, positive mood). In the

workplace setting, employee well-being is thus a matter of affect as well as life evaluation (Diener, 1984). This theory can help us understand how employees working in hyper-demanding contexts (like the telecommunicating sector) associate low well-being when stress, uncertainty and work overload outweigh satisfaction and positive affect (Besselink et al., 2024; Ray, 2022).

- Self-Determination Theory (SDT) (Deci & Ryan, 2000), argues that well-being is a product of individuals' needs satisfaction for autonomy, competency and relatedness. Those are needs that have become particularly acute in hybrid work spaces, where employees get to choose whether or not to work from home: autonomy over time and place of work; competence through digital collaboration; relatedness via digital communication tools (Ryan & Deci, 2000). Recent research evidence indicates that flexible working arrangements contribute to employees' empowerment and well-being (Datta et al., 2025; Selvaraju, 2024). In Palestine's thriving telecommunication industry where both domestic and international services are rendered on digital platforms, meeting these psychological needs buffering the negative influence of political and infrastructural constraints on employees' job satisfaction and engagement.
- The Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007) offers an additional perspective to account for the development of employee well-being across different work contexts. The model suggests that the job demands of workload, time pressure and emotional demand will lead to burnout, while job resources such as autonomy, support from supervisors and feedback will foster engagement and motivation. Work Engagement and Well-Being When the Amount of Job Resources Is Mismatched: The Role of Both Directions of Mismatch. Work demands among employees in Palestinian telecommunication sector include network problems, customer demand aggression, and political instability while human resources like hybrid work flexibility, digital device tools, and managerial support are essential to the preservation of employee psychological health and well-being in their workplace (Kokt & Seqhobane 2024; Buick et al., 2024).

2.2.3.6.Integrated theoretical perspective:

On the whole, integration of Pradhan and Hati's (2022) multidimensional model with SDT, JD-R and SWB theories will serve as a sound theoretical base for investigating EW using the case of Palestinians working in telecommunication sector. Together, these models indicate that well-being, engagement and balance are outcomes of interaction between personal resources and organizational context. Within hybrid work environments where autonomy and flexibility become more core, these theoretical explanations remind that promoting well-being is not only a human resource matter but also an organizational requirement for resilience and effectiveness in Palestine's emerging digital economy.

2.2.3. Work life balance:

2.2.3.1.Concept of Work–Life Balance

Work–life balance (WLB) has been viewed as a relevant construct for organizational and behavioral research. WLB denotes an individual's ability to manage designated work-related and non-work-related activities effectively. According to Brough et al. (2014) work–life balance is an individual's perception of an acceptable ratio between stress and effort allocated to fulfill work roles compared to other roles or responsibilities, such that psychological and physiological involvement in one does not interfere with performance or mood in others. This definition succinctly shows that WLB is a psychological variable, focusing the individual's assessment of adequacy rather than a functional aliquot of time.

Additionally, Brough et al. (2014) conceptualize WLB as either role-oriented or instrumentally adaptive. They define the concept as a multi-facet and multi-directional process where employees negotiate harmony between various life domains. They further expound that work–life balance is the relative absence of conflict and high enrichment between work and family domains resulting in enhanced well-being and job outcomes.

Consequently, Casper et al. (2025) contend that WLB is more than merely the absence of work–family conflict but also the presence of positive spillover. Moreover, Zaitouni et al. (2024) describe work–life balance as a cognitive flexibility continuum suggesting that work

and personal lives are analogous to dimensions of thought and reflection. Bocean et al. (2023) and Vyas suggest that WLB is a cross-domain integration of life roles and psychological recovery and adaptation, especially in the digital and hybrid work post-pandemic environment.

Synthesizing this understanding, work–life balance can be defined as a subjective state of equilibrium ideal to an individual’s predisposition in such a way that a person successfully directs his or her time, vigor, and interest among labor and particular life realms to make sure that the attempt and gain are agreeable and the effort does not develop any stress. In this sense, WLB can be realized in terms of hedonic well-being or eudemonic well-being; on the one hand, it is characterized by joy and gratification, and on the other, it is understood in terms of essence and motivation.

Therefore, WLB is a difficult network of belief frameworks fundamental to an employee’s capability to carry out suitably at service and overall organizational functioning. Additionally, while Avadhani and B Menon (2022) identified four synonymous dimensions of WLB, encompassing the whole cognitive, rational, and emotive components of the equilibrium process. The four modules of WLB are as follows:

Time Balance It is the measurement of adequacy among work and particular life time usage. Time balance takes place if the worker can attain his or her work-related task and family or free moment activities in the context of absence of consistent time pressure; time mobility and organization provision are critical facilitators. These four dimensions should capture behavioral (time, involvement) and psychological (satisfaction, strain) components of WLB. WLB is consequently a multidimensional construct that goes beyond the simple reallocation of time and refers also to the individual’s emotional balance and resilience (Avadhani & B Menon, 2022).

WLB is currently cited as a critical concept in organizational and behavioral research, signifying an individual’s capacity to manage the professional role with the personal and family one. More specifically, WLB is a psychological phenomenon defined by Brough et al. (2014), as an individual’s distinct feeling about the equilibrium in time spent on workplace responsibilities and those devoted to non-workplace themes and the degree of involvement and satisfaction in every role. Pragmatically, this implies that WLB is not only about time distribution but also about its psychological perception as equilibration and balance.

Brough et al. (2014) , extend this definition and define WLB as a multidimensional and dynamic approach involving efficient time, energy, and psychological allocation and reallocation. In other words, achieving WLB means effort-consumption and improvement in the corporate and non-corporate roles. Casper et al. relate to this concept and argue that WLB is viewed through the lenses of both absence of work–family conflict and the presence of work–family positive spill. Finally, Zaitouni et al. (2024) conceptualize WLB in terms of cognitive and emotional equilibrium, behavioral regulation. (Bocean et al. (2023) and Vyas (2022) place the behavior centrality on adaptive capacity to equilibrium amidst a current hybrid organization and digital environment.

In a nutshell, if we combine these opinions, the concept of work–life balance could be interpreted as a subjective state of equilibrium in which one distributes his/her time, energy and commitment between work and other life roles (family care/ community involvement) in such a way that both are mutually enriching and provide personal fulfillment while minimizing stress. This definition reinforces WLB’s definition as a complex concept that accelerates the comprehensive development of the hedonic component of well-being and eudemonics. It stands as a multidimensional concept of worker functioning and organizational efficiency.

2.2.3.2. Work life balance benefits

Work–life balance has become one of the most critical variables for the health and performance of both employees and their organizations. It entails a plethora of benefits to individuals and organizations, including better mental and physical health, job satisfaction, and productivity, retention, and overall culture. A healthy balance between personal and professional lives enables workers to navigate multiple life domains more effectively, in turn resulting in overall well-being and the sustainability of the organization.

The most crucial benefit of work–life balance is the enhancement of mental and physical health. Individuals with unbalanced work–life experience are exposed to higher levels of stress, burnout, and anxiety in addition to overall lower health conditions. Research has shown that work–life balance is inversely related to psychosomatic symptoms and emotional instability that are the first most vulnerable outcomes of work-related strain

(Borowiec & Drygas, 2023). The consequences of chronic stress due to poor balance are fatigue, heart disease, and depression, whereas recovery and resilience are achieved through work–life balance (Borowiec & Drygas, 2023). This implies that work–life balance serves as a buffer mechanism protecting individuals from work overload physiologically and psychologically.

Your employees will also feel more job satisfaction as a result of a WLB. When they feel that they are given permission to be individuals who have personal needs outside of work, they are valued and will put more dedication into what they do. Employees become happy, satisfied, feeling complete when they can allocate significant time to what they love, whether it is professional activity or spending time with their families. Organizations that use flexible work systems and show that they genuinely prioritize employee satisfaction and well-being will increase their employees' morale and satisfaction and move their employees from a low-engagement state (Shaikh & Chandio, 2024).

Millennials, and especially Z people, put the balance of life and work in the first place because the autonomy and freedom of action control their happiness and choice of an employer (Mahardika et al., 2022). As a result, their well-balanced state is reflected in the workplace in their morale, their highly positive attitude, enthusiasm, and continuous commitment to organizational goals.

Additionally, higher productivity in the workplace is also facilitated by a WLB. Employees who operate on an equally balanced lifestyle stay focused, efficient and ensure that they think outside the box. When employees demonstrate WLB, there is a significant correlation between employee productivity in terms of a reduction in absenteeism and output levels and innovation (Shaikh & Chandio, 2024). Wood (2018) found that work–life balance actions, such as flextime, job sharing, and telecommuting effectively, increased employees' power indirectly reduced and implied management control perceptions. Thus, increased power also enables workers to think for themselves and do their job properly.

The other key role of maintaining work–life balance, apart from performance, is employee retention and reduction of turnover. Providing employees' support to conciliate their work-life issues with personal life, the organization creates an emotional connection and loyalty – commitment to their workplace. Reducing employee turnover intentions, it impacts enforcement in the long-term period (Shaikh & Chandio, 2024).

Empirical evidence from the study shows that units that have family-friendly working policies and provide flexible working report a lower resignation rate and high workforce stability. For example, Mahardika et al. (2022) have established that organizational units whose majority of employees are Generation Z have reported high retention rates due to the flexible nature of allowing employees to focus on their personal endeavors. Hence, organizations that encourage work–life balance not only retain skilled labor but also save on recruitment and training costs.

Additionally, social relationships and organizational culture receive a significant boost through work–life balance. Employees who create time for family and friends and engage in community work lead happier lives with better social ties. WLB also enhances the culture of trust and cooperation in an organization. According to Wood (2018), companies that implement programs that facilitate WLB show an action of genuine care for their employees creating a strong organizational reputation for internal cohesion.

Therefore, work life balance will promote open communication and teamwork between employees and the management, leading to a shared goal of organizational success. Additionally, Borowiec and Drygas (2023) found that employees with balance tendencies exhibit pro-social behaviors that boost the organization’s operations. All these statements prove that work–life balance has a positive impact on all dimensions: psychological, physical, professional, and organizational. It influences the country’s health, contributes to enterprises’ satisfaction and engagement, rises the companies and institutions’ productivity, maintains talents, and creates a supportive and positive atmosphere.

Companies and offices that implement WLB as part of their human resource approach do not only ensure their workers are healthy but also ensure they gain a competitive advantage in the long run. With the findings showing WLB is not a moral issue, listening to the evidence should be a priority for a large or small organization (Borowiec & Drygas, 2023; Mahardika et al., 2022; Shaikh & Chandio, 2024; Wood, 2018).

2.2.3.3. Work life balance challenges

Unfortunately, work–life balance (WLB) continues to be one of the biggest challenges to employees’ attempts to integrate their professional obligations and personal life. Firstly,

traditional organizational structures and management approaches still dominate various companies and entities. The commitment is directly linked to the duration of work and occasional presence, which contradicts the main principles. Research proves that most organizations do not embrace WLB policies that do not create any influences on the evaluated outcomes. Even when these policies are used, they are marred by poor inclusivity, employees' unawareness of their rights, and unhelpful supervisory behaviors (Casper et al., 2025).

Organizations that barely take into account the needs and preferences of diverse employees or fail to be flexible enhance stress and anxiety, reducing the expected outcomes (Binaebi Gloria Bello et al., 2024).

Secondly, technological and digital transformation brought about the renewal of employees' expectations and demands. While remote work and digital connections granted flexibility, the boundaries between work and recovery time have become inconsistent. Employees are more likely to suffer from the "always-on" culture, digital fatigue, cognitive overload, and emotional exhaustion (Vyas, 2022). Improved accessibility at any time disrupts the recovery, thus weakening the own well-being. Therefore, although digitalization supports flexibility, it has also become the source of imbalance and work holism in the post-pandemic period (Vyas, 2022).

In addition, work–life balance is influenced by sociocultural and gender-related factors. Despite the global trend towards gender equality, women are still responsible for most domestic work in many countries, as well as take a significant part of professional responsibilities. As a result, many women experience stress, burnout, and emotional drain (Bocean et al., 2023). Gender-based social expectations impede people's ability to equally enjoy the potential benefits of organizational flexibility due to workload and time pressures, especially in financial and IT fields (Shaikh & Chandio, 2024).

From an individual angle, people experience psychological stress and inadequate time management together with deficient coping strategies. Remote work gives workers additional freedom to manage their time, but it also makes them solely accountable for the results and increases the burden of isolation in the absence of managerial or peer support (Irawanto et al., 2021).

Moreover, lack of safety and health in the working conditions—an issue that was unnoticed but influenced the WLB model—still does exist, since employees do have to worry about and take care of their mental and physical health regimes and working prolongations. Some researchers propose using the “work–health balance” term to emphasize this connection and draw attention to it (Gagnano et al., 2020).

Finally, equal opportunities and access to the policy are essential issues. Concerning the above, not all employees even have access to the WLB initiatives, and many of the offered ones are insufficiently supportive. It brings us to another, third, economic and structural pressure factor (Zaitouni et al., 2024). Indeed, as economic globalization, heightened job insecurity, and a more competitive labor market have impacted workers so much that they are seemingly working ever-harder long hours that blur the boundaries of their work and private life.

A fear of poor performance and dismissal contributes to the prevalence of the ‘workaholic’ culture among almost all types of labors. Essentially, these factors reduce the ability of the employees to sustain a desirable work-life equilibrium, making organizational and policy measures that prioritize health over work crucial to preventing liberates the profit-induced work delivery. This requires more than work politics to address, with SK experts needing to consider the influence of the structural and economic factors and suggest equally counteractive policies to marshal a meaningful environment for WLB.

In conclusion, the concept of finding balance between work and any other life-related dimensions is becoming applicable as a result of a complex of formal and informal job-related, tech-based, health-related, global-related factors and phenomena. So, it has to be placed in peculiar interests of all 5 SK stakeholders who shall develop new forms of their direct or indirect involvement, accounting the reality where old assumptions do not work anymore (Bocean et al., 2023; Casper et al., 2025; Gagnano et al., 2020; Zaitouni et al., 2024).

2.2.3.4. Work-life balance in Palestinian telecommunication sector:

Workers’ work–life balance is regarded as increasingly important in the Palestinian telecommunication sector, namely in leading companies like Paltel Group and Ooredoo

Palestine. Given these distinctive contextual constraints (mobility restrictions, digital infrastructure issues and occasional political unrest) that exacerbate both work-related stress and the blurring of professional–personal boundaries (World Bank, 2021), these organizations offer fertile ground for virtual work-life conflict. The Paltel Group has addressed this need by publicizing flexible working options, family-friendly practices and digitalization process that have facilitated employees to work from home and maintain caring roles (Paltel Group, 2021).

Similar to this, Ooredoo Palestine includes flexibility and employee empowerment in their human-capital strategy by providing employees with flexible hybrid working patterns, wellness initiatives as well as teaching time-management skills to increase autonomy and engagement (Ooredoo Palestine, 2024).

However, in the face of uncertainty disruption and extended work-integration pressure continued role overload and emotional strain among employees still prevail within the organization. So, successful WLB practices at Palestine’s telecom sector should involve not only commitment from the organizations but also policy support in digital infrastructure and social protection to maintain wellbeing and productivity of employees.

2.2.3.5.Theoretical Underpinning of Work–Life Balance

The integration within theories. The work–life balance reflects varying integration concepts outlined in the theories. As previously discussed, multiple theories support WLB. However, the integration with:

- **Role Theory** According to Brough et al. (2014), Role Theory contends that people have distinct social roles, such as innovator, responsible caregiver, sports association member, and entertainer, among others. When the demands and anticipations linked with one social role reduce performance in another, role conflict occurs; enriching arises if experiences in one domain enhance the other. Therefore, WLB involves the lowering of role conflict and the raising of role enriching in work and non-work spheres. Prior studies by Eng et al. (2024) and Zamani et al. (2025) assert that while work appears to be more integrated and overlapping non-work unfolding to working life, WLB is a significant factor for organizations.

- Border Theory. According to Clark (2000), Border Theory contends that people move around various boundaries, including physical, temporal, and psychological, around work and family. A semi-border theory may control the people moving around the border.
- COR Theory, posited by Hobfoll (1989) from a psychological viewpoint, also contends that people want to keep expanding, obtaining new, achieving, loving, a wonderful place, and at the same time decreasing and continuously regaining.

To sum up, work–life balance, as it is conceptualized by Brough et al. (2014) is a subjective notion of equilibrium between one’s work and personal life that is based on efficient time management, emotional regulation, and content across the aspects. Its components—time, involvement, satisfaction, and strain balance—represent a holistic view of the construct. Its appearance can be explained with Role Theory, Border Theory, and Conservation of Resources Theory, which collectively propose an explanation of the ways people balance the roles, utilize the role boundaries, and conserve the resources to achieve balance.

Within the Palestinian telecommunication industry (Paltel Group: Jawwal, Hadara and Ooredoo Palestine), WLB is an essential human-resource issue for this sector owing to its demanding context. Staff work under heavy workload, mobility constraints, and digital infrastructure strains that intensify stress and take away from free time.

Applying Brough et al. (2014) explanation, WLB exists when employees are able to work without undermining family commitments or psychological health. The hybrid work mode brought by COVID-19 eases time balance problems caused by the rush to and from work, and the flexible arrangement of working hours supported in this hybrid work policy could contribute significantly to WLB (Eng et al., 2024) The balance of engagement has also improved, as digital tools enable employees to stay professionally engaged and remain emotionally present for their families’ requirements.

Based on (Avadhani & B Menon (2022) model, satisfaction balance is also largely influenced by organizational acknowledgements and fair wages—two dimensions that Palestinian telecom companies have addressed through employee engagement and wellness. This can be especially useful in the context of the contemporary hybrid workplace environments, where flexibility, autonomy, and digital interconnectedness tend to reshape the way employees try to satisfy their professional and private responsibilities.

WLB is a vital human-resource concern for the Palestinian telecommunication industry due to the challenging conditions in this sector. However, Zaitouni et al. (2024) suggest that with the external political-economic pressure, which affects strain balance, and the supportive leadership and mental-health programmers among employees contribute to more effective WLB.

2.2.3.6.Integrated theoretical perspective

Work–life balance (WLB) is a multidimensional construct shaped by various theoretical frameworks that explain how individuals manage competing role demands and maintain psychological equilibrium across work and personal domains. Role Theory (Kahn et al., 1965) provides the foundational understanding of WLB by positing that individuals simultaneously occupy multiple social roles—such as employee, parent, and community member—and that strain occurs when expectations from one role interfere with another (Casper et al., 2025; Eng et al., 2024).

Foreground Theory examination implies that workers traverse boundaries among physical, temporal, and psychological work to family. Employees act as “border-crossers,” assisting them to transition from one domain to another, all coming with both more or less adaptability and permeability (Sue Campbell Clark, 2000). This is especially relevant in companies where digital technologies have become synonymous, and a lot of boundaries have come to be more “blurred” than before.

Prior to this barrier, research discovered that structured flexibility, managerial confidence, and the adept use of digital communication technologies will aid people in effectively managing boundaries, thereby increasing performance and well-being (Eng et al., 2024; Zamani et al., 2025). This can occur because the negotiation of these well-established boundaries allows employees to combine job and personal responsibilities without feeling as if they are losing their sense of knowledge and commitment.

Conservation of Resources (COR) Theory (Hobfoll, 1989), explains the discrimination in best way by keeping the preservation and reuse of resources. People always have the desire to acquire, retain, and armor resources that are important to them, including time, power, and mental well-being. Insufficient resources, such as employment requirements, will generate

burnout and retaliation as well-being and usage weaken access to effective strides of good faith and complete work satisfaction, whether at work or on their own time (Bocean et al., 2023; Susanto et al., 2022). COR Theory may be the link between psychological and leadership queries surrounding work through approaching it as a commitment to self.

Within the Palestinian telecommunication industry—notably Paltel Group (including Jawwal and Hadara) and Ooredoo Palestine—these theoretical perspectives converge to explain how employees cope with demanding contextual pressures such as heavy workloads, mobility restrictions, and digital infrastructure limitations. WLB in this sector reflects employees' efforts to manage overlapping roles amid an environment shaped by political and economic uncertainty (World Bank, 2021).

Applying Brough et al. (2014) multidimensional framework, WLB encompasses four core dimensions: time balance (managing working hours and family responsibilities), involvement balance (engagement across domains), satisfaction balance (emotional fulfillment from both spheres), and strain balance (minimizing stress spillover).

Hybrid work policies introduced post-COVID-19 have improved time balance and engagement, as digital tools allow employees to work efficiently while remaining available for family commitments (Eng et al., 2024). Organizational support through flexible leadership, fair compensation, and wellness programs—as noted by Avadhani & B Menon (2022)—has enhanced satisfaction and strain balance, even under ongoing external pressures (Zaitouni et al., 2024)

Hence, bringing together Role Theory, Border Theory, as well as COR Theory into an integrated theoretical perspective contributes to a thorough explanation of multiple roles, domain management and conservation of vital resources by employees in Palestine's telecommunication sector to secure an equilibrium. Obtaining and maintaining the WLB with the help of hybrid work models, supportive HR practices and digital empowerment is not only important to ensure employee satisfaction and psychological health but it is also connected to the long-term resilience and survival of the Palestinian telecommunication industry.

In summary, the presented theories can be assembled into one picture in which hybrid work enhances employee well-being through their work-life balance. Role Theory states that every person has multiple social roles and that they experience strain when expectations for

these roles are incompatible; hybrid work diminishes this incompatibility as it allows people to better fit their work and family obligations. Meanwhile, Border Theory proposes that an employee has to cross physical, temporal, and psychological borders between work and family life; hybrid work allows for easy spatial and temporal movements across these borders.

At the same time, COR Theory claims that people tend to preserve and buffer their resources, like time or energy; hybrid remote work preserves these resources by reducing commuting and stress. JD-R Theory connects the balance of demands and supporting resources in the job to engagement and well-being, with autonomy and manager support buffering workload pressure, while Self-Determination Theory focuses on the need for intrinsic motivation. Overall, the path of Hybrid → WLB → Well-being formation.

2.2.3.7.Theoretical underpinning:

Together, the following theories explain how hybrid work models relate to employee outcomes in the Palestinian telecommunication context. They emphasize the role of job demands, resource availability, motivation and sociotechnical alignment in maintaining well-being, satisfaction and sustained performance in flexible and digitally mediated work-temporal settings.

- The Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007): claims that job demands such as workload, time pressure, and digital fatigue are mediated by resources in the work environment like autonomy and flexibility support from colleagues to influence employee engagement and well-being. In hybrid work systems resources (e.g., trust, support culture and digital tools) allow coping with stress and maintaining motivation while there is a threshold for unhealthy demands that precipitate burnout (Datta et al., 2025)
- Conservation of Resources (COR) Theory (Hobfoll, 1989): Based on the premise that individuals aim to gain and maintain valuable resources in their lives including time, energy, and relationships. With the hybrid work, people are able to save them by commuting less and achieving a better balance with family. Psychological well-being and lowered stress are linked to technological access and emotional support offered by

organizations (Kokt & Seqhobane, 2024). In these resource-constrained settings, where it is not possible to have abundant resources and mobility infrastructure constraints exist (such as in the Palestinian telecommunication industry), hybrid work has a role as a resource protective process.

- Self-Determination Theory (SDT) (Deci & Ryan, 2000): It holds that intrinsic motivation arises when employees are able to fulfill their psychological needs for autonomy, competence and relatedness while they work. Hybrid work fits these needs through flexibility in time, space and virtual collaboration while preserving the social glue. Datta et al. (2025) observed that autonomy encourages task-involved engagement, as well as competence and well-being in hybrid forms.
- Sociotechnical Systems (STS) Theory (Trist & Bamforth, 1951): Asserts that performance of an organization is contingent on the fit between social and technical subsystems. Zamani et al. (2025) The hybrid workspace, such as people work spaces in the business 4.0 era, is a good Example from this integration because technical systems with digital technologies (technical system) make remote collaboration and trust building and coordination exists due to social structure. In Palestinian telecom, and definitely in the two companies of Jawwal and Ooredoo, successful hybrid systems necessitate a combination of strong digital infrastructure alongside supportive leadership and communication practices that keep performance high and employees engaged.

2.2.3.8.Integrated theoretical perspective:

The integration of these theories is useful for examining the impact of hybrid work on employees' well-being in telecommunication sector companies, Paltel Group and Ooredoo Palestine. From the JD-R and COR frameworks, it is clear that flexibility and autonomy serve as important resources; SDT explains the underlying motivational process of employee engagement; while WLB theory emphasizes mediation effects in terms of work–life balance. These two theories thus provide a solid platform to investigate the underlying mechanisms of hybrid work on employee well-being through the mediating effect of work–life balance, and represent the core logic for our current research.

2.3. Hypothesis development:

2.3.1 Hybrid work model and work life balance:

The hybrid work model is a disruptive form of working that combines the remote and in-office models to enhance employee flexibility and liberty. It grants workers the power to decide when they work, where they work, and how they work, changing the connotations of work–life balance. Datta et al. (2025) conceptualize hybrid work as a multi-faceted notion of flexibility which encompasses freedom in choosing the place of work, time and scheduling, and the choice and control within work. These aspects together enhance employees' control over their work (Job Demands–Resources [JD-R] Theory (Bakker & Demerouti, 2007), a crucial job resource that reduces strain and facilitates balance between the life and work domains.

This positive relationship is fully supported by empirical results. Fatyandri et al. (2024), in their structural-equation research on the insurance sector, showed how hybrid work contributes significantly to employees' work–life balance ($\beta = 0.57$, $t = 4.63$, $p < 0.001$). The hybrid offers workers “the best of both worlds,” the authors describe, providing for a better use and distribution of time, less fatigue from commuting, and greater involvement in family life.

Likewise, Nugroho & Desiana (2024) found that hybrid work has a strong positive impact on work–life balance ($\beta = 0.96$, $t = 19.20$, $p < 0.05$), indicating that flexibility combined with digital collaboration tools can help employees to better integrate both their family and work requirements. Khatimah et al. (2022) also supported the fact that hybrid work significantly enhances perceived work–life balance ($t = 3.81 > 1.67$, $p < 0.05$), highlighting that back-and-forth between remote and in-office tasks helps employees better harmonize household and professional duties.

Conceptually, Border Theory (Clark, 2000) views employees as border crossers who travel back and forth between the work and family domains, with the malleability and porosity of these borders influencing the extent to which they experience balance. Hybrid work restructures physical and temporal boundaries to enable position transition and reduce position stress and, in turn, offset position tension, creating perceived harmony. Viewed

through the lens of Conservation of Resources (COR) Theory (Hobfoll, 1989), individuals maximize and strive to secure any valuable resources, such as time, strength, and joy.

A hybrid model conserves resources because employees will not have to commute as much and they have more control over their work life, which allows them to preserve their mental and physical energy for non-work roles. These theories combined provide explanations for why hybrid working arrangements can lead to more satisfaction and balance across life domains.

The hybrid working system could be the best solution for addressing employees within the Palestinian telecommunication sector, characterized by contextual challenges such as mobility reduction and infrastructure limitations (Ooredoo Palestine, 2024; World Bank, 2021), while raising productivity and welfare. Complementing the sector's wider digital-transformation agenda, and mindful of regional vagaries where neither V-shaped rebound nor U-shaped recovery applies, hybrid working is an implementable tool to deliver sustainable work–life balance.

This relation is theoretically supported by Border Theory that defines hybrid work as a boundary management system, and COR Theory that considers social and structural flexibilities as saving employees' time and emotional energy; hence they will experience better work-life balance.

***H1:** hybrid work model has a positive and significant impact on employees' work–life balance in telecommunication sector.*

2.3.2. Work–Life Balance and Employee Well-Being

Work-life balance (WLB) is a key factor affecting work-induced psychological and subjective well-being among employees in modern organizations. The evolving form of work — the digitally driven nature of it, flex schedules, hybrid models — has melted away old distinctions between professional and personal life, offering a reflection on where both ought's to be in balance. Hariri et al. (2024), indicate that employees who can handle work and life issues throughout both spheres are more content with their job, report less burnout, and practice a more favorable emotional and mental state. Statistics have it that people who struggle against the existing imbalance are fatigued, stressed, and unhappy with life.

From the protective perspective, however, WLB is a stress-buffering reservoir that preserves individual psychological and social resources. The study of Hasan et al. (2020) reveals that accomplishing one's duties professionally and in a personal life ensures subjective well-being by fulfilling intrinsic motivation and maximizing the negative tension stemming from conflicting demands. By the same token, Hoffmann-Burdzińska & Rutkowska (2015) point out that WLB and well-being are conceptually related and have a set of shared features, including autonomy, purpose, and emotional stability that reflect an integrative approach to one's personal and professional life.

Existing theories also offer a theoretical landscape explaining the relationship between WLB and well-being:

- Self-Determination Theory (SDT): SDT theory suggested that autonomy, competence and relatedness are the essential psychological needs of WLB and well-being. Having autonomy (being able to plan the work and good social relations) contributes to experiences of energy and life enjoyment among employees (Fotiadis et al., 2019).
- COR Theory: Hasan et al. (2020) conceptualize WLB using COR Theory as an individualized strategy to protect personal resources from exhaustion. Career demands in comparison with existing resources mobilize burnout risks. WLB, in turn, acts to fulfill and replenish one's resources.
- Hedonic–Eudemonic Model of Well-Being: As presented by Hoffmann-Burdzińska & Rutkowska (2015), this model states that WLB promotes both hedonic pleasure and eudemonic joy and creates a symbiosis of these two kinds of well-being. The necessity of achieving the balance is that it promotes fun in periods of leisure and a sense of duty in working days.

Taken together, these theories present WLB as a pragmatic concept and psychological path to greater well-being—enabling autonomy, protecting an individual's energy, and bridging personal aspirations with job demands.

Empirical studies provide solid evidence that WLB is directly connected to employee well-being in different industries and cultural contexts. These studies are a sample:

- Fotiadis et al. (2019) revealed WLB to be a significant predictor of psychological well-being. Working and personal life separation can be credited with significantly reducing suffering and increasing life satisfaction in this case.
- Hasan et al. (2020) further found an indirect path of WLB to employee's subjective well-being via job satisfaction. Employee's life is instantly improved when their job makes them feel satisfied enough.
- Hariri et al. (2024) claim that employees with balanced lives have better mental health, more morale, and are more productive overall, while imbalance creates a context of burnout and lowered morale. The authors provided an outline of previous work's results.
- According to Musleh (2022), the shift to remote and hybrid arrangements has improved employees' well-being by reducing commuting times and allowing greater autonomy in managing personal and professional roles.
- Finally, the overall goal of the study by Hoffmann-Burdzińska and Rutkowska (2015), was to analyze a model of well-being supported by three factors: emotional stability, self-acceptance, and identity or connectedness. They found that WLB shared the same factors with well-being.

This evidence emphasizes the hypothesis that WLB is a determinant of employee well-being. It is easy to acknowledge this connection because according to SDT Theory, WLB will satisfy the basic psychological needs for autonomy and competence that increases intrinsic motivation.

H2: *Work-life balance has significant impact on employee well-being.*

2.3.3. Hybrid Work Model & Employee Well-Being

The epidemic forced businesses worldwide to reconsider the everyday office working paradigm to a digital-first approach. Hybrid work model (HWM)—a functioning blend of physical and tele(work) has evolved as an organized strategy that balances among flexibility, productivity, and autonomy to employees (Selvaraju, 2024). Such a model should allow workers to custom-make their work structures around family and career commitments, increased satisfaction while dealing with stress. In the Palestinian telecommunication sector,

where workers operate under structural limitations (mobility barriers, digital-infrastructure problems and even temporal political instability), hybrid work becomes an imperative not a novelty as it is a key to resilience and continuity (Ooredoo Palestine, 2024; World Bank, 2021).

An important outcome of hybrid work is employee well-being (EWB) which is a multi-dimensional concept by considering psychological, workplace and life satisfaction factors (Pradhan & Hati, 2022). Flourishing encompasses dimensions of hedonic well-being (pleasure and satisfaction) and eudemonic wellbeing (meaning and purpose).

Hybrid work – offering flexibility, giving autonomy Hybrid work can help employees regain their control back on schedules, save them from fatigue of commuting which may lead to a higher level of employee engagement and job satisfaction (Vyas, 2022). Therefore, the relationship between hybrid work and employee well-being is crucial for HRM strategies that seek to maintain motivation, retention and performance in contemporary organizations.

2.3.3.1.Theoretical Basis

As established in the Self-Determination Theory by Deci & Ryan (2000), individuals have three inherent psychological requirements – the need for autonomy, competence, and relatedness – which necessitate fulfilment for optimal functioning and well-being among individuals. This is the same mandate that the hybrid work model fulfils:

- Autonomy is increased as workers have more say over when and where they work.
- Digital autonomy and task self-management built to augment competency.
- Physical connectedness is replaced by online inductions and scheduled on-site visiting.

Such cover these needs and fulfilment of them lead to increase intrinsic motivation, satisfaction, and university student's psychological well-being (Zamani et al., 2025). On the flipside, work conditions that limit freedom or socializing opportunities tends to decrease these effects.

An alternate theoretical underpinning is the JD-R model (Bakker & Demerouti, 2007) which posits that employee well-being is determined by the balance of job resources and job

demands. Hybrid work elevates job resources [e.g., control over time, digital devices, and supervisor trust (Eng et al., 2024) on one hand but suppresses demands such as commuting stress and ambient distractions. This way, hybrid modes encourage an energy rebound and engagement in a manner that can be beneficial for mental and emotional health.

This theoretical convergence is supported by empirical evidence. Research in various cultural settings (Bocean et al., 2023; Selvaraju, 2024) shows that workers in hybrid arrangements experience a decrease in burnout, enhanced engagement and good organizational commitment, validating the JD-R resource enrichment-expansion of well-being mechanism.

Conservation of Resources (COR) Model, Resource preservation theory posits that people work to obtain, keep, and protect valued resources such as time, energy, or emotional well-being (Hobfoll, 1989). With the hybrid working model, resource gain cycles can be supported by enabling employees to manage their personal energy resources in a more deliberate manner and to distribute effort across roles. Employees who enjoy a resource gain (i.e., flexibility, autonomy and supportive digital environments) are less likely to experience stress or burnout, which supports high levels of wellbeing (Bocean et al., 2023; Vyas, 2022). In contrast, too much workload or weak organizational support are likely to result in loss of resources which will lead to strain and dissatisfaction.

Based on SDT, JD-R, and COR perspectives, the hybrid work model is hypothesized to have a beneficial impact on employee well-being. Flexibility and independence by HWM fulfil psychological needs (SDT), extend job resources (JD-R) and save individual energy and emotional resources (COR). These mechanisms, in turn, also combine to improve employees' mental health, job satisfaction and overall quality of life.

In the case of indigenous firms Paltel Group and Ooredoo Palestine, integrated policies have been applied in which part time working from home has been introduced with the aim to cut down on commuting time and increase employees' protection from external stressors while maintaining team face to face collaboration through online means. These are conditions corresponding to the theoretical mechanisms in favor of outcomes of well-being—autonomy, capital acquisition and less demand pressure (World Bank, 2021).

JD-R Theory implies that hybrid work increases well-being by expanding job resources and decreasing job demands.

H3: Hybrid work model has a positive and significant impact on employee well-being on the telecommunication sector.

2.3.4. Work–Life Balance as a Mediator between Hybrid Work Model and Employee Well-Being

WLB is a significant mediator in the hybrid work model's impact on EWB. This means that, rather than through direct positive effects on mental health and emotional exhaustion, hybrid work is beneficial in terms of improved skills to divide time between job and private life.

Hybrid work provides that flexibility and control to employees in their time and living space which makes aligning with work demands and pursuing personal and family commitments easier. That is good for employee morale, the health of their minds and their motivation. On the other hand, if these limits are crossed or the relationship between the two aspects is problematic in any sense, hybrid work is less beneficial and is even a source of tension and, in some situations, digital burnout.

In conclusion, WLB serves as a psychological system that explains what the structural benefits of hybrid work arrangements – autonomy and flexibility – imply for people's emotional and mental well-being.

WLB can be explained in terms of several critical organizational behavior theoretical paradigms:

- **Job Demands–Resources (JD-R) Theory:** According to this model proposed by Bakker and Demerouti (2007), job resources, as autonomy, social support, and time flexibility, among other factors, are useful because they assist employees in meeting the work demands that result in engagement and well-being. That is, when the organizational practice hybrid work is used as the factor of intervention in question, those resources can contribute to a smoother and flexible balancing of many life role dictations and obligations with beneficial consequences for well-being via a better use of work-life balance facilities.

- Conservation of Resources (COR) Theory: People work to gain and keep resources from which they get their capacities or abilities (Hobfoll, 1989). In this case, working from home or hybrid structures helps people preserve their essential resources such as time, energy, and management while also enhancing their psychological well-being by reducing their exposure to possible stressors as a result of limited resources.
- Border Theory: As described by Clark (2000), this theory outlines how people navigate one role to another and another to one. Within the concept of the hybrid workplace, people do not constantly have to act professionally at work and personally at home because these two are inextricably linked in one setting, which also enhances workers' well-being.

In hybrid work structures, where physical and temporal boundaries are more flexible, maintaining WLB is essential for preventing role conflict and emotional strain. Collectively, these theories provide a comprehensive understanding of how hybrid work indirectly enhances employee well-being by strengthening employees' ability to manage their boundaries and resources effectively.

Empirical evidence from recent studies supports this mediating effect. In addition, according to Choudhury et al. (2022), hybrid workers also reported better WLB, which was linked to increased well-being and satisfaction with life. Accordingly, Fotiadis et al. (2019) revealed that WLB is a full mediator in the autonomous work practices and psychological well-being relationship. Selvaraju (2024) also confirmed a partial mediation effect because hybrid flexibility increased WLB, which, in turn, enhanced happiness and engagement.

In addition, according to Hariri et al. (2024), balanced employees also experienced low burnout and emotional fatigue. Therefore, it seems that the hybrid's psychological benefits are not caused by the structure itself but how it is balanced. In the same vein, Zamani et al. (2025) claim that work–life balance appears in hybrid well-being only when the structural boundary is well managed.

Overall, the WLB mechanism seems to be fully supported by the study while proven by multiple sources. This mediation is positive and indirect; in this sense, well-being is produced not by the structural change of hybrid but this structural implementation of WLB.

Statistically, such mediation is partial, as the initial impact of hybrid itself barely influences well-being.

However, conceptually, it is a transformation, as this mechanism converts structural advantages into psychological ones. Thus, a more WLB-effective organization is likely to increase hybrid benefits. Specifically, using JD-R and COR Theories with Border Theory, it can imply that WLB mediates the relationship between structural flexibility and emotional and mental well-being.

H4: The mediating role of work–life balance in the relationship between the hybrid work model and employee well-being is significant and positively indirect and direct.

2.4. Previous studies:

Table(2.1) previous studies

#	Author/year	Aim of the study	Study Design	Main Results	Main Recommendation	Construct covered
1	(Zamani et al., 2025)	To invite novel theorizations and conceptualizations of Information Systems (IS) regarding the accelerated adoption of hybrid work. Explores the re-specializations and re-temporalization of hybrid work.	Editorial framing a Conceptual Special Issue. Proposes integrating time, space, and technology through the lens of virtually and materiality	The included papers highlight the virtually-materiality nexus. Hybrid work is seen as the most complicated work design. Research demonstrated a visibility paradox requiring spatiotemporal adjustments for learning.	Space and time must be considered much more deeply and comprehensively in light of their fusion with technologies. Future research should open the 'black box' of digital technologies and explore issues of power, control, and systemic injustice.	Hybrid Work, Information Systems (IS) / Digital Technologies, Space / Re-specializations, Time / Temporality / Re-temporalization, Virtually, Materiality (Nexus).
2	(Selvaraju, 2024)	To examine and synthesize the impact of hybrid and remote work on business effectiveness as well	Scoping Review methodology. Analyzed 17 published	Significant positive relationships existed between hybrid/remote work models on business	. Policy makers could also stimulate affordable remote working options	Hybrid Work Models, Remote Work Models, Organizational Efficiency, Employee Health and Well-being,

		as employee health by charting the existing literature.	papers after 2022. Science Direct and Emerald Insights Data were collected.	efficiency and employee well-being. The pros include flexibility, less stress, improved WLB (work-life balance) and autonomy. Has a positive impact on productivity and profits.	(e.g., Internet access). Technological alignment, with concentration on human well-being (e.g., regular health checks and training).	Performance, WLB (Work-Life Balance), Autonomy.
3	(Hariri et al., 2024)	Investigate the potential meditative role of work-life balance in the relationship between well-being and employees. Answered for: Is work-life balance a key factor in improving employee well-being?	Review of Literature using Scopus data base. Reviewed 11 completed English language documents between 2018 and 2024.	Work-life balance contributes positively to employees' health and quality of life, increasing job satisfaction and productivity. Low WLB is strongly correlated with higher stress, burnout and negative physical health.	Companies should have tactics for helping their employees perform better and feel healthier. Further research needs to focus on what specific factors and possible interventions can contribute more to a healthy WLB.	Work life balance, Well-Being, Job Satisfaction, Productivity, Mental Health, Stress, and Burnout.
4	(Eng et al., 2024)	To explore which aspects are perceived as promoting decent and productive working conditions	Qualitative study using an online questionnaire survey.	A high degree of flexibility is important; choosing location based on task (effectiveness),	Managers operate and support individualized strategies depending on	Hybrid Work, Work Effectiveness, Work Engagement, Work-Life Balance (WLB), Work-Related Health,

		when employees combine onsite and remote work. Sought suggestions for support of collaboration, work-related health, and WLB.	Sample: 33 participants (88% female). Data analyzed using Reflexive Thematic Analysis (RTA).	socialization structured / unstructured, and appropriate ICT-solutions/digital maturity	personal needs regarding WLB and boundaries. Organizations should create concrete communication guidelines and increase digital maturity.	Workplace Flexibility/Autonomy, ICT-Solutions/Digital Maturity.
5	(Kokt & Seqhobane, 2024)	To examine the impact between perceived experiences related to remote and hybrid work and psychological wellbeing on organizational citizenship behavior (OCB), while exploring the moderating effect of psychological capital	Quantitative research approach adhering to positivism and a descriptive research design. Sample: 402 formally employed individuals in South Africa. Data analyzed using Partial least squares structural equation modelling (PLS-SEM).	Psychological wellbeing and psychological capital collectively explain 50.6% of variance in OCB. Remote/hybrid work benefits positively and significantly impact PWB ($\beta = 0.113$). Psychological capital positively impacts PWB ($\beta = 0.570$) and OCB ($\beta = 0.592$). Psychological capital showed a	Managers must proactively support employees' mental health and resilience and promote psychological capital. Management must foster trusting relationships and implement continuous training and development programs.	Remote and Hybrid Work, Psychological Wellbeing (PWB), Organizational Citizenship Behavior (OCB), Psychological Capital (PC) (resilience, hope, optimism, self-efficacy).

				significant, inverse moderating effect on the relationship between remote/hybrid work benefits and PWB.		
6	(Shaikh & Chandio, 2024)	To examine the relevance of WLB programs and policies and their impact on organizational outcomes. Addressed how WLB affects the performance of an organization.	Systematic literature review based on the approach of (Torraco, 2005). Reviewed 25 empirical articles published 2018–2022. Used Matrix approach for methodical examination.	Strong WLB policies lead to higher job satisfaction, better performance and productivity, more loyalty and commitment, and higher well-being. Policies help reduce work stress and turnover intention. Key policies included telework, flexible work hours, and work autonomy.	Organizations must continue to innovate their rules around WLB. Provide training for Train supervisors to support staff who are struggling. Measures should be industry specific. Cross-sectional empirical research of WLB efforts is an important follow-up for further investigation.	WLB Policies, Outcomes at Organization Level, Job Satisfaction, Performance/Productivity of the Employee, Intention of Withdraw (Termination), Employee moves towards technological development and away from work-family stress; Culture-climate: Telework - Flexible Work Hours - Work Autonomy.
7	(Bocean et al., 2023)	To empirically analyze WLB in Romania and its influence on professional/personal	Quantitative approach using a questionnaire survey (Sept	WLE positively and significantly influences work satisfaction (0.470) and personal	WLB can be maintained if employees are allowed to control their work time	Work-Life Balance (WLB), Work-Life Equilibrium (WLE), Work-Life Disequilibrium (WLD),

		satisfaction, motivation, and employee turnover during the COVID-19 pandemic.	2021–Feb 2022). Sample: 452 employees in Romania. Data analyzed using Structural Equation Modeling (SEM). WLB measured as Equilibrium (WLE) and Disequilibrium (WLD).	satisfaction (0.359). WLD increases employee turnover intention (0.138). WLE decreases turnover through improved job satisfaction and motivation.	autonomously and are not stressed with additional tasks. Future research must have a longitudinal character and should differentiate results based on work regime (telework, hybrid, classic).	Job/Work Satisfaction, Personal Satisfaction, Motivation, Employee Turnover Intention.
8	(Borowiec & Drygas, 2023)	To empirically verify the associations between low WLB and poor mental and physical health in the middle classes of Warsaw. Also, to determine life orientations and values associated with WLB.	Quantitative, cross-sectional, comparative design from 2003 to 2013. Applied personal interviews on quota sample to 500 persons for each year. Data were analyzed with	Supported an association between poor WLB and decreased mental, as well as physical health. The relationship was more robust in 2013 than in 2003. Less time spent on professional work and valuing “free time/relax” was associated with a higher WLB.	The study should be repeated in 2023 (or shortly thereafter) to look into the differences post (hopefully) COVID -19. Later studies might take into account the changes in the organization of work and the	Work–Life Balance (WLB), Mental Health (OSI-2 subscales) and Physical Health (self-assessment), Protestant Work Ethic (PWE), Individualism, Life Values, Working Time.

			logistic regression and multiple linear regression.		crisis of capitalism.	
9	(Musleh, 2022)	The study aimed to investigate the literature review of remote management to find out if it is necessary or not	Literature review	Remote management imposed itself on organizations in order to do business. The shift to remote management revealed many positive and negative advantages for the business. Opportunities for increased productivity are raised. An increasing number of people prefer to work remotely due to the resulting improved work-life balance, reduced commuting times, increased productivity, and improved overall	Remote management is a necessity and a future demand. It is necessary to make investments in digital infrastructure and the release of office space. Organizations must undergo fundamental transformations in city planning, the food service industry, commercial real estate, and retail. Businesses will need to adjust their standard operating procedures to take advantage of increased	Remote Management, Hybrid Model, Productivity, COVID-19.

				well-being. More than 90 percent of those who work from home desire to continue doing so	productivity and reengineer a considerable number of processes and policies	
10	(Choudhury et al., 2022)	To test how hybrid work effects on WLB and productivity.	Experimental	Hybrid work enhances WLB, life satisfaction and work outcomes	Intermediate hybrid patterns may be beneficial for both employees and employers. Future research should replicate findings in other contexts and explore impacts on the geography of work.	Hybrid Work/WFH Intensity, Work-life Balance, Isolation, Work-related Communication (volume, recipients, sentiment), Information Uniqueness, Worker Performance/Managerial Ratings.
11	(Fotiadis et al., 2019)	To investigate the impact of “work balance” on “psychological well-being” using employees within the hospitality industry in the UAE, studying the mediating effect of WLB.	Quantitative questionnaire survey. Sample: 581 respondents from the UAE hospitality industry. The data were processed with the use of	Psychological Autonomy has a positive relationship with PWB and WLB. Psychological Competence positively predicts PWB and negatively WLB. Psychological	The correct interpretation depends on the respective social and legal, work demographic, and industrial background	Job-Demands-Resource theory (JD-R), Psychological Well-Being (PWB), Work-Life Balance (WLB) / Work Balance, Psychological Autonomy, Psychological Competence, Psychological Relatedness.

			AMOS Structural Equation Model (SEM)	Relatedness has negative effects on PWB and WLB. WLB has a positive impact on PWB.		
12	(Hoffmann-Burdzińska & Rutkowska, 2015)	To identify features that are common for work-life balance and well-being. To present the WLB issue as a factor influencing well-being within the context of Positive Organizational Scholarship (POS).	Critical Literature Review including foreign articles and Polish literature from the last 10 years. Included analysis of the Work-Life Balance Barometer® tool to find common measures.	Work-life balance and well-being are strongly connected and share many common research areas. Identical organizational variables (work content, superior relations, temporal structure/working hours, motivational systems/salary) influence both WLB and well-being	Need for an integrated approach (individual and organizational factors) in research. Future studies should focus on identifying potential moderators and mediators. When implementing WLB programs, changes must be properly organized and implemented.	Work-Life Balance (WLB), Well-Being (psychological health), Determinants, Work-Life Balance Barometer, Organizational Factors

Chapter Three: Methodology

3.1.Introduction

This chapter give an overview about the detailed of the quantitative methodology were used to examine the impact of hybrid work model (HWM) on employee well-being (EWB), with focusing on work-life balance as a mediator among Palestinian telecommunication sector employees. And driven by post-positivist as a philosophy, this study implements a deductive approach to test the hypothesis, with using a numerical data and strict statistical validation to ensure the finding can be generalized.

Research design includes a self-administrated structure questionnaire, it was adapted from validated scales, which was distributed online to a population of 3190 employees across several companies in the Palestinian telecommunication sector, and as a result for this distribution the researcher gets 159 valid responses for analysis. To ensure the study strict the researcher conducted a pilot test to verify the tools internal validity and reliability through Pearson correlation and Cronbach's alpha. Furthermore, the chapter outlines ethical consideration taken to protect participant anonymity and the statistical technique employed, SPSS for the descriptive statistics analysis, and SMART-PLS 4 for path analysis to asses both direct and indirect effects.

3.2.Research Design

In this study, the quantitative research methodology was used to investigate the relationship between the following three variable: hybrid work model (HWM), work-life balance (WLB), and employee well-being (EWB), and their mediating effect on the employees of Palestinian telecommunication sector. The quantitative approach characterized by the suitability for this kind of studies, because of the allowances for numerical data to be collected and analysis systemically to test hypothesis and extract a results that can be generalized based on statistical ground (Myers et al., 2013).

This research philosophy relied on a post-positivist, and that aligns with the quantitative design for the study. And it's proposed that the objective is exist in reality but

only partly can be capture because of human limitation. Moreover, the post-positivist philosophy supports the use of structural tools, deductive of hypothesis testing, and strict statistical validation, which it aligns with the objectives of study to insight into specific variables (Levitt et al., 2018).

3.3.Hypothesis development

Hypothesis were formulated based on the theories and previous studies in the theoretical framework of the study, and that's commonly used method in post-positivist quantitative studies (Levitt et al., 2018). This method ensure that the proposed hypothesis is testable through theoretical framework based, and facilitate empirical validation through statistical analysis.

3.4.Study Population and Settings

This research will focus on employees from Palestinian telecommunication private sector companies, PALTEL GROUP which it includes, PALTEL, JAWWAL, HADARA, with 2630 employee, 300 participation from Mada Al Arab, Cool net with 150 employee, and GEMZO with 50 employee, and it was supposed to be OREDOO (Wataniya mobile) with 629 employees part of these sample population but it was rejected from OREDOO to be a participate in completing the questionnaire, the total population is 3190 employees without Oredoo the sample size will only include employees who engaged in hybrid work model.

The minimum sample size was determined using an a priori power analysis conducted with G*Power (version 3.1.9.7). Since the dependent variable HWM has the highest number of incoming paths in the model, with six predictors leading to it, it was used as the reference construct. Assuming a medium effect size ($f^2 = 0.15$), a significance level of 0.05, and a statistical power of 0.90, the analysis indicated a minimum required sample size of 123 respondents. A total of (159) valid questionnaires were collected for analysis the researcher used electronic questionnaire distributed among the Palestinian telecommunication sector companies' employees.

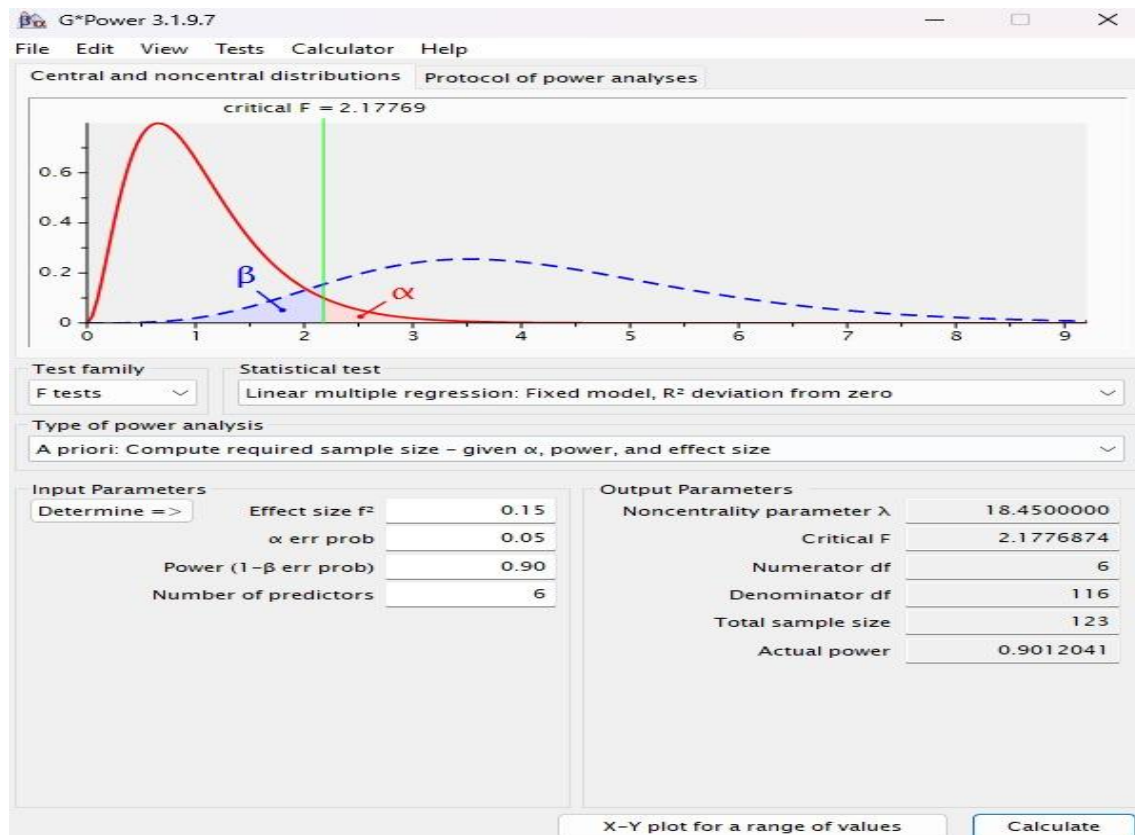


Figure 2(3.1) sample model

3.5.Study Tool

This study employed a structured self-administrated questionnaire as primary data collection tool to quantitatively test the relationship among hybrid work model, work-life balance and employee well-being. The questionnaire was adopted from validated scales used in prior research to ensure established reliability and validity, hybrid work model as an independent variable items was adopted from scale developed by (Datta et al., 2025), the mediator variable work-life balance items was adopted from scale developed by (Avadhani & B Menon, 2022), and the dependent variable employee well-being items was adopted from scale developed by (Brough et al., 2014b).

To ensure clarity and relevance to the study context a minor adaption was made. This adaption includes a minor change in some items and modified it, and delete two items from Avadhani & B Menon, 2022, well-being scale to align with Palestinian telecommunication

sector. The questionnaire was divided into four sections, each designed to capture specific data relevant to the study's objectives, and every section dealt with specific factors underpinning the research objectives listed in Table 3.1.

1. **Section One:** in this section the researcher introduce herself, and her master program felid of study, and the university it's attend to, and its outline the title of master thesis, emphasizing the confidently of the data collected from the sample. The name of the supervisor and the researcher are mentioned, and gratitude is expressed to the participated in completing the questionnaire. The researcher email address is provided for any inquires or clarifications.
2. **Section Two:** The second section of the systematic questionnaire presents respondents' and companies' profiles to give socio-demographic information. Respondents' profiles include:
 - Gender: male, female.
 - Age: Less than 25 years old, from 25 to less than 35 years old, from 36 to 45 years old, more than 45 years old.
 - Educational degree: Diploma Degree or less, Bachelor's Degree, Master's or Higher Degree.
 - Work experience: Less than 5 years old, From 5 to 10 years old, more than 10 years old.
 - Job role level: Senior management, Middle management, Supervisory management, Executive officer, Technical/ Technical officer.
 - **Section three Hybrid Work Model:** this section utilizes 22 indicators guided by Datta et al. (2025) in measuring six dimensions are Work location autonomy, Work time autonomy, Work scheduling autonomy, Remote to In-Office Work Ratio, Organizational cooperation and communication, Organizational cooperation and communication

- **Section four Work-life balance:** fifteen indicators adopted from Brough et al., (2014). And it will be measured under three-dimension which is Time balance, Work load balance and Personal life balance.
- **Section five Employee Well-Being:** Thirty indications adopted from Avadhani & B Menon, (2022) will be measured under four dimensions: Psychological well-being, social well-being, workplace well-being, subjective well-being.

The study employed a five-point Likert scale to measure employees' opinions, ranging from "strongly agree" to "strongly disagree." Participants were asked to indicate the extent to which they agreed or disagreed with each statement, with points coded as follows: 5 = strongly agree, 1 = strongly disagree. This scale allows for the responded to express their view about each item in exact and flexible way (Jebb et al., 2021). For responses explanation, the study striped the scale range into equal separators. And the length for each separator was calculated using this formula:

Length= range/ number of separators $(5 - 1) \div 3 = 1.33$. This scale expresses results:

Table 3.1 the Level of Responses

Interval	Level
Between 1 and less than 2.33	Low
Between 2.33 and less than 3.66	Medium
3.66-5	High

3.6.Pilot Test

As a first step and before the comprehensive distributing of the questionnaire on the required sample of employees from the Palestinian telecommunication sector, a pilot test was taken to evaluate the items of the questionnaire reliability, clarity, and validity. A sum of 30 questionnaire was distributed to employee from both the population and outside the sample,

to identify the possible ambiguity, contradiction, or constraint to understand the questionnaire items.

After that, the pilot test response was strictly examined, and the output led to minor modifications in wording, clarity, and overall structure of the questionnaire items, that were unclear, ambiguity, or repetitive were amend or removed to enhance comprehensive.

The following step, was measured the items internal consistency using Cronbach's alpha, which state a high level of reliability across all the structure. Moreover, the questionnaire has undergone content validation by external experts in education, who confirmed that the questionnaire items capture the intended variables.

Generally, pilot test confirmed the questionnaire items are both clear for respondents, and able to generate reliable and valid data, consequently enhancement the quality of the main data collection for the study (Saunders et al., 2023).

3.7.Internal Validity and Reliability

The Pearson correlation coefficient was computed to identify the internal validation of the pilot study items. All items were examined by link its score to the internal validation for each dimension and then compared with the acceptable standard for items validity, as stated in (Ibrahim Omer Yahia, 2021), where correlation coefficient more than 0.30 and that reflect a statistical reliability. The result submitted in tables (3.2), and (3.4) notes that the majority of items achieved this criterion across all scales.

Additionally, the calculated of Cronbach's alpha coefficient was to evaluate the internal reliability homogeneity, and consistency of the items. According to (Wallen & Fraenkel, 2013), the Cronbach's alpha exceeding value 0.70 is acceptable for the educational and social research. The results exposed a high-level reliability for the exploratory sample, that's refer to a strong internal consistency tool that items continually measure the same basic construction. Therefore, the questionnaire results are predicted to be reliable if it implemented again in similar conditions.

According to the items analysis, two items in employee well-being scale didn't achieve the accepted valid criteria, item (6) in the work well-being dimension, and item (8) in psychological dimension, and they were excluded. As a result, the well-being scale final

version consisted of 28 items. Generally, the finding emphasizes that both the internal validity and reliability of the instrument accepted methodological standards, and supporting the robustness and credibility of the questionnaire for be mainly used in the study.

Table 4 (3.2) Hybrid work model: Internal validity and reliability analysis using Pearson correlation and Cronbach's alpha coefficients

Item	Dimension	Correlation with Dimension	Cranach Alfa
WLA1	Work location autonomy	0.847**	0.700
WLA2	Work location autonomy	0.85**	
WLA3	Work location autonomy	0.76**	
WTA1	Work time autonomy	0.835**	0.721
WTA2	Work time autonomy	0.804**	
WTA3	Work time autonomy	0.787**	
WSA1	Work scheduling autonomy	0.813**	0.852
WSA2	Work scheduling autonomy	0.769**	
WSA3	Work scheduling autonomy	0.675**	
WSA4	Work scheduling autonomy	0.797**	
ROWR1	Remote to In-Office Work Ratio	0.709**	0.730
ROWR2	Remote to In-Office Work Ratio	0.902**	
ROWR3	Remote to In-Office Work Ratio	0.692**	
ROWR4	Remote to In-Office Work Ratio	0.549**	
OCC1	Organizational cooperation and communication	0.456**	0.823
OCC2	Organizational cooperation and communication	0.85**	
OCC3	Organizational cooperation and communication	0.731**	
OCC4	Organizational cooperation and communication	0.652**	
OCC5	Organizational cooperation and communication	0.743**	
PIRHWS1	Policies and institutional readiness for a hybrid work system	0.811**	0.817
PIRHWS2	Policies and institutional readiness for a hybrid work system	0.88**	
PIRHWS3	Policies and institutional readiness for a hybrid work system	0.805**	
Total Score	Hybrid Work Model		0.915

Table 5(3.3) Work life balance: Internal validity and reliability analysis using Pearson correlation and Cronbach's alpha coefficients

Item	Dimension	Correlation with Dimension	Cranach Alfa
TB1	Time balance	0.796**	0.793
TB2	Time balance	0.808**	
TB3	Time balance	0.765**	
TB4	Time balance	0.845**	
WLBA1	Work load balance	0.621**	0.743

WLBA2	Work load balance	0.852**	0.891
WLBA3	Work load balance	0.718**	
WLBA4	Work load balance	0.799**	
WLBA5	Work load balance	0.62**	
WLBA6	Work load balance	0.704**	
PLB1	Personal life balance	0.868**	
PLB2	Personal life balance	0.916**	
PLB3	Personal life balance	0.959**	
PLB4	Personal life balance	0.963**	
PLB5	Personal life balance	0.479**	
Total Score	Work life balance		0.893

Table 6(3.4) Well-being: Internal validity and reliability analysis using Pearson correlation and Cronbach's alpha coefficients

Item	Dimension	Correlation with Dimension	Cronbach Alfa
PSWB1	Psychological well- being	0.681**	0.792
PSWB2	Psychological well- being	0.519**	
PSWB3	Psychological well- being	0.672**	
PSWB4	Psychological well- being	0.675**	
PSWB5	Psychological well- being	0.68**	
PSWB6	Psychological well- being	0.352*	
PSWB7	Psychological well- being	0.62**	
PSWB8	Psychological well- being	0.175	
SWB1	Social well-being	0.69**	0.857
SWB2	Social well-being	0.833**	
SWB3	Social well-being	0.92**	
SWB4	Social well-being	0.559**	
SWB5	Social well-being	0.591**	
SWB6	Social well-being	0.746**	
SWB7	Social well-being	0.857**	
SWB8	Social well-being	0.562**	
SWB9	Social well-being	0.58**	
WWB1	Workplace well-being	0.353*	0.879
WWB2	Workplace well-being	0.563**	
WWB3	Workplace well-being	0.807**	
WWB4	Workplace well-being	0.8**	
WWB5	Workplace well-being	0.878**	
WWB6	Workplace well-being	0.277	
WWB7	Workplace well-being	0.801**	
WWB8	Workplace well-being	0.846**	
WWB9	Workplace well-being	0.726**	
SUWB1	Subjective well-being	0.887**	0.822
SUWB2	Subjective well-being	0.924**	
SUWB3	Subjective well-being	0.769**	
SUWB4	Subjective well-being	0.924**	

Total Score	Well-being		0.918
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* Statistically significant ($p < 0.05$)

** Statistically significant ($p < 0.01$)

3.8 Ethical Consideration

Maintaining the ethical integrity of this research was the primer importance. The study conformed to the Arab American University issued ethical guidelines to ensure adherence to well-established research standards. Ethical clearance from the university ethics committee prior to data collection was sought to ensure adherence to ethical standards.

The questionnaire starts with a sheet included all the need detailed to explain the purpose, objective, and the importance of the study. To give the participant the freedom decision to participate or not, and the sheet explain clearly that the participant is voluntarily, and they can withdraw from the participant from any stage without perverse repercussions to themselves.

3.9.Data Collection

The data collection was from employees in Palestinian telecommunication sector in the West Bank, totaling 3190 employees. Data collection occurs for two weeks, from December 16, 2025 to January 1, 2026 to allow for sufficient response and robust representation of the target group.

An online survey questionnaire was sent via email and WhatsApp through coordination with the human resource department in all participating companies in completing the questionnaire, to provide easy access for all those who participated. An online survey was deemed suitable because of its potential to reach an open population and obtain information from many respondents within a short period of time.

3.10. Statistical Approach

The following statistical analyses were conducted:

3.10.1 Descriptive Statistics: Descriptive statistics, including means, standard deviations, and frequency distributions, were first computed using SPSS 28 to describe the demographic characteristics of the participants and the key descriptive properties of hybrid work model, employee's well-being, and work-life balance.

3.10.2 Direct Effects Analysis: The direct effect refers to the impact of hybrid work model on employee's well-being in the Palestinian telecommunication sector without the inclusion of a mediating variable. This relationship was examined using path analysis, where hybrid work model served as the independent variable and employee's well-being as the dependent variable. The assessment of the direct effect allowed for evaluate the statistically significant and the strength of this relationship.

3.10.3 Indirect effects and mediation analysis: To explore the mediating role of the work-life balance, indirect effects were analyzed to identify whether hybrid work model influences employee's well-being through work-life balance. SMART-PLS 4 was abled assessment the direct and indirect paths, therefore, evaluate the significant of work-life balance as a mediator in the relationship between hybrid work model and employee's well-being. The finding of this analysis offers a comprehensive understanding for how hybrid work model influences employee's well-being in the Palestinian telecommunication sector.

Chapter four: Data analysis and results

4.1.Introduction

This chapter view the statistical analysis of the collected data from the Palestinian telecommunication sector, the used measurement for data analysis and the proposed hypothesis testing was SPSS version 28 and SMART-PLS 4. The main focus of this chapter was on examine the impact of hybrid work model on employee well-being, with shed light specifically on the mediating role of work life balance. And to ensure the solidity of the finding, the study employ Partial Least Squares Structural Equations Modeling (PLS-SEM) and paths analysis to validate causal relationship and evaluation the statistically significant of the proposed paths.

Structurally, the chapter divided into sections covering the demographic analysis of the 159 respondents, descriptive analysis aimed to clarifying the main characteristics of the study variables, and the final evaluation of the measurement and structural models through hypothesis testing, and the final section there is chapter summary.

4.2.Demographic analysis

Table 7(4.1): Demographic characteristics of the Palestinian telecommunication sector employees (n= 159)

Variable	Level	Frequency	N %
Sex	Male	47	30%
	Female	112	70%
Age	Less than 25 years old	8	5%
	From 25 to less than 35 years old	76	48%
	From 36 to 45 years old	60	38%
	More than 45 years old	15	9%
Educational Degree	Diploma Degree or less	11	7%

	Bachelor's Degree	125	79%
	Master's or Higher Degree	23	14%
Work Experience	Less than 5 years old	37	23%
	From 5 to 10 years old	46	29%
	More than 10 years old	76	48%
Job Role Level	Middle management	40	25%
	Supervisory management	50	32%
	] Executive officer	56	35%
	Technical/ Technical officer	12	8%

Source: SPSS outcome.

Table (4.1) presents the demographic characteristics of employees working in the Palestinian telecommunications sector, based on a sample of (159) respondents. The results indicate that female's employees constitute the majority of the sample (70%), while males represent (30%), reflecting a notable female's presence in the sector. In terms of age distribution, the largest proportion of respondents falls within the 25 to less than 35 years category (48%), followed by those aged 36 to 45 years (38%). Employees aged over 45 years presented (9%), whereas the smallest group comprises those under 25 years (5%).

Regarding educational qualification, the results reveal a highly educated workforce, with (79%) of respondents holding a Bachelor's degree, (14%) possessing a Master's degree or higher. Only (7%) holding a Diploma degree or less. Nearly half of the respondents (48%) have more than 10 years of experience, while (29%) have 5 to 10 years, and (23%) have less than 5 years of experience. Finally, the highest group consists of executive officers (35%), followed by supervisory management (32%) and Middle Management (25%). Technical or Technical Officers represent the smallest proportion (8%).

4.3.Descriptive Statistics

1.3.1 What is the level of practicing hybrid work model in terms of work location autonomy work time autonomy, work scheduling autonomy, remote to in-office work

ratio, organizational cooperation and communication and policies and institutional readiness for a hybrid work system in the Palestinian telecommunication sector?

To answer the first question means and standard deviations of the hybrid work model dimensions/statements among the employees working in the Palestinian telecommunications sector are calculated, table (4.2) shows the result.

Table 8(4.2): Descriptive Statistics of the hybrid work model dimensions/statements among the employees working in the Palestinian telecommunications sector

Dimensions/Statements	Mean	Standard Deviation	Level
I can decide the number of days to work remotely	3.82	0.94	High
On remote working days, I can choose to work from anywhere (e.g., co-working spaces, home, cafe, etc.)	3.82	0.93	High
I can change my work location during the workday when needed (such as moving from the office to home).	3.44	1.13	Medium
Work location autonomy	3.69	0.82	High
I can distribute my daily working hours flexibly to ensure tasks are completed.	4.00	0.78	High
I can decide when to start and stop working on a task	3.64	1.06	Medium
I can finish my workday early once I complete the	3.46	1.10	Medium
Work time autonomy	3.70	0.79	High
I can decide the timing and duration of my breaks	3.81	0.93	High
I can adjust my work schedule to accommodate personal	3.73	1.01	High
While working remotely, I can easily hold meetings with my team/manager when needed.	3.74	0.93	High
The organization allows me to use appropriate digital tools to work remotely efficiently.	3.54	1.01	Medium
Work scheduling autonomy	3.70	0.72	High
The ratio of my remote work days to my in-office work days is clear and defined by the organization.	3.45	1.02	Medium
The remote to in-office work ratio is appropriate for the nature of my tasks.	3.63	0.91	Medium
I can adjust my remote/in-office work ratio as work requirements change.	3.77	0.88	High
The organization implements hybrid work regularly, not exceptionally or temporarily.	3.22	1.05	Medium

Remote to In-Office Work Ratio	3.52	0.70	Medium
Communication with my team and managers is effective and clear in the hybrid work system.	3.67	0.88	High
Digital tools (such as meeting platforms/task management) facilitate collaboration while working remotely.	3.65	0.98	Medium
Remote work impacts positively on the speed of coordination and decision-making within the team.	3.49	1.03	Medium
Tasks are clearly assigned and tracked whether I'm working remotely or from the office.	3.92	0.76	High
I feel connected to the team even on the days I work remotely.	3.62	1.01	Medium
Organizational cooperation and communication	3.67	0.69	High
There is a written policy outlining the mechanisms and controls for hybrid work within the organization.	3.38	1.03	Medium
The organization provides rapid technical support in case of problems encountered while working remotely.	3.36	1.00	Medium
Managers treat performance evaluations fairly between on-site and remote employees.	3.37	1.00	Medium
Policies and institutional readiness for a hybrid work system	3.37	0.86	Medium
Hybrid Work Model	3.61	0.58	Medium

Overall, the level of practicing the hybrid work model in the Palestinian telecommunications sector was moderate, with an overall mean of (3.61), indicating that hybrid work practices are present but not yet fully mature or consistently institutionalized. At the dimensional level, work time autonomy, work scheduling autonomy, and work location autonomy recorded high levels ($M = 3.70, 3.70$, and 3.69 , respectively), reflecting a relatively strong degree of flexibility granted to employees regarding when, where, and how work is organized. Organizational cooperation and communication also achieved a high level ($M = 3.67$), suggesting generally effective coordination within hybrid settings. In contrast, remote to in-office work ratio and policies and institutional readiness were rated at a medium

level (M = 3.52 and 3.37), pointing to partial clarity and limited formalization of hybrid work arrangements.

Regarding individual statements, the highest mean was observed for “I can distribute my daily working hours flexibly to ensure tasks are completed” (M = 4.00), emphasizing employees’ perceived autonomy over work time. Conversely, the lowest mean was reported for “The organization implements hybrid work regularly, not exceptionally or temporarily” (M = 3.22), indicating that hybrid work is still viewed by many employees as situational rather than a fully embedded organizational practice.

1.3.2 What is extend of employee’s well-being in terms psychological, social, work place and subjective in the Palestinian telecommunication sector?

To answer the second question means and standard deviations of the employee’s well-being in terms of psychological, social, work place and subjective in the Palestinian telecommunication sector are calculated, table (4.3) shows the result.

Table 9(4.3): Descriptive Statistics of the employee’s well-being in terms psychological, social, work place and subjective in the Palestinian telecommunication sector

Dimensions/Statements	Mean	Standard Deviation	Level
I easily adapt to day-to-day changes of my life and manage my responsibilities well	3.87	0.87	High
I care for things that are important to me, not what is important to others	4.06	0.69	High
I approach everyday situations rationally	3.87	0.81	High
I find it difficult to adapt to changes	3.39	1.15	Medium
I feel a great deal of psychological pressure due to the demands of daily life	4.02	0.78	High
I believe that I have a clear purpose and direction in life	4.28	0.66	High
I think life is a continuous process of learning	4.33	0.68	High
Psychological well-being	3.96	0.53	High
I am an important part of my team and organization	3.83	0.88	High
People are trustworthy in my team	3.91	0.83	High
I feel close to my teammates	3.82	0.91	High
My team is a great source of social support	4.01	0.86	High
My views are well accepted by my teammates	4.05	0.77	High
I actively participate in making important decisions for	3.93	0.85	High
I enjoy spending time with my teammates	3.35	1.12	Medium

I can freely share my problems with my colleagues	3.82	0.84	High
My daily activities contribute to the benefit of my team	3.80	0.93	High
Social well-being	3.83	0.59	High
I am quite satisfied with my job	4.11	0.73	High
I enjoy meaningful work	4.04	0.75	High
I attach lots of value to my work	4.04	0.74	High
My work achievement often acts as a source of	3.78	0.87	High
My workplace is very conducive	3.68	1.08	High
I used to maintain a balance between work and home life	3.54	1.14	Medium
My employer does care a lot about their employees	3.88	0.86	High
The challenges I face in my work allow me to develop	3.76	0.86	High
Workplace well-being	3.83	0.68	High
Mostly I feel happy	4.11	0.78	High
I am an optimistic person	4.17	0.78	High
I feel good about myself	3.42	1.08	Medium
I rarely feel sad	4.17	0.78	High
Subjective well-being	3.97	0.68	High
Well-being	3.89	0.48	High

Overall, employees' well-being in the Palestinian telecommunication sector was high, with an overall mean of (3.89), indicating a generally positive level of well-being across dimensions.

At the dimensional level, all dimensions recorded high levels: Subjective well-being ranked highest ($M = 3.97$), followed closely by psychological well-being ($M = 3.96$), while social well-being and workplace well-being showed comparable high means (both $M = 3.83$). This pattern reflects a balanced and favorable state of employee well-being across personal, social, and work-related aspects.

Regarding individual statements, the highest mean was observed for "I think life is a continuous process of learning" ($M = 4.33$), highlighting strong positive outlooks and personal growth orientation among employees. In contrast, the lowest mean was reported for "I enjoy spending time with my teammates" ($M = 3.35$), suggesting relatively weaker social engagement compared to other well-being indicators.

1.3.3 What is the level of employee work-life balance in terms of time balance, work load balance, and personal life balance, in the Palestinian telecommunication sector?

To answer the third question means and standard deviations of the employee's work-life balance in terms of time balance, work load balance, and personal life balance, in the Palestinian telecommunication sector are calculated, table (4.4) shows the result.

Table 10(4.4): Descriptive statistics of the employee's work-life balance in terms of time balance, work load balance, and personal life balance, in the Palestinian telecommunication sector

Dimensions/Statements	Mean	Standard Deviation	Level
I currently have a good balance between the time I spend at work and the time I have available for non-work	3.68	0.88	High
I don't have difficulty in balancing my work and non-work activities.	3.58	0.89	Medium
I feel that the balance between my work demands and non-work activities is currently about right	3.63	0.82	Medium
Overall, I believe that my work and non-work life are	3.56	0.93	Medium
Time balance	3.60	0.69	Medium
I can complete assigned tasks on time	3.89	0.73	High
I have deadlines that are not difficult to meet	3.75	0.88	High
Due to work pressure, I don't have to complete some official tasks in my personal time/from home	3.53	1.00	Medium
I don't neglect some tasks because of too much work	3.83	0.77	High
The work pressure doesn't make it difficult for me to fulfil family responsibilities	3.60	0.96	Medium
When dependents are sick at home, I don't find it difficult to get leave	3.84	0.90	High
Work load balance	3.74	0.60	High
I can have at least 8 hours of sleep	3.38	1.05	Medium
I always manage to have food on time	3.58	1.05	Medium
I don't find it difficult to spend quality time with my	3.63	1.00	Medium
I can afford to attend social events	3.52	1.07	Medium
My personal life doesn't negatively impact by work	4.00	0.74	High
Personal life balance	3.61	0.80	Medium
Work-life balance	3.65	0.59	Medium

Overall, employees' work-life balance in the Palestinian telecommunication sector was rated at a moderate level, with an overall mean of 3.65, indicating a reasonable but not optimal balance between work and personal life demands.

At the dimensional level, workload balance achieved a high level ($M = 3.74$), reflecting employees' ability to manage job demands and meet deadlines without excessive overload. In contrary, these both dimensions have rates in medium level, time balance dimension ($M = 3.60$) and personal life balance dimension with ($M = 3.61$) successively, and that suggest a continually in allocating enough time for non-work activities and preserve the personal routine beside work responsibilities.

Regarding for each item in work life balance scale, the highest mean was scored for "My personal life doesn't negatively impact by work demands" ($M = 4.00$), suggesting that employees is generally don't interfere hardly work demand with personal lives. In contrast, the lowest mean score was for "I can have at least 8 hours of sleep" ($M = 3.38$), shed light on sleep adequacy as the weakest side of employees work life balance.

4.4.Hypotheses Testing

As a first step, the normality testing was conduct to determine the suitability of parametric or nonparametric statistical procedure for hypothesis testing. The normality test examines the extent that the data conform to a normal distribution. If the normality test is satisfied, applied a statistical parametric procedure can be validly. But if the test drift from the normality might erode the reliability of certain statistical results (Ghasemi & Zahediasl, 2012). Consequently, Kolmogorov-Smirnov test was used to assess data normality. The result presented in the table below:

Table 11(4.5): Kolmogorov-Smirnov Test for Normality

Test	Hybrid work model	Work-life balance	Well-being
Kolmogorov-Smirnov Z	0.78	1.305	1.16
Sig. (2-tailed)	0.58	0.07	0.14

Based on the normality of the data distribution and the fact that the statistical significance values were greater than the 0.05 threshold, the hypothesis was accepted.

Accordingly, parametric statistical tests were deemed appropriate for the analysis (Ghasemi & Zahediasl, 2012).

4.5.Evaluation of PLS-SEM

This section views the structural model test that has developed to explore the relationship between the study latent variables. The evaluation covered the both component of the models: the measurement model (outer) and the structural model (inner). For this aim, Partial Least Squares Structural Equation Modeling (PLS-SEM) was implemented, because its well suited for testing mediation effects and allows for an inclusive analysis for both directs and indirect relationship between structural in the suggested model (Hair et al., 2011).

The framework of the research includes one exogenous latent variable, named is hybrid work model, and it's the (independent) variable, work life balance represented as (mediating) construct. And the employee's well-being construct represented as (dependent) variable. And these constructs linked statistically and theoretically through the conceptual model of the study. Generally, the structure model includes (65) reflective indicators distributed through thirteen latent constructs and tests four hypothesis paths: three direct effects and one indirect effect (mediated), as depicted in figure (4.1)

4.6.The Measurement Model Evaluation

This assessment includes an examination of the construct validity, for both convergent and discriminant validity, pursued with a detailed evaluation for the reliability to confirm the safety and stability of the measurement model.

4.6.1. Construct Validity

4.6.1.1.Convergent Validity

In this section examines convergent validity, which that reflects how the indicators of a single construct are agreement and collectively measure the same basic concept (Spangler et al., 2012). Convergent validity evaluated through factors loading, composite reliability (CR), and the average of variance extract (AVE). Depending on the established guidelines,

the acceptable convergent validity verifies when factor loading override the minimum threshold of 0.50 (Hair et al., 2011). The following table (4.6) represented all the factor loading values that meet with criterion and they are greater than 0.50, that mean each indicator explain at least 50% of the observed variances in its corresponding view variable. The overall, measurement model is illustrated in figure (4.1)

Table 12(4.6): Factor Loadings distributed by Statement/Dimensions

Statement/Dimensions	Outer loadings	Statement/Dimensions	Outer loadings
WLA1 <- Work location autonomy	0.821	TB1 <- Time balance	0.694
WLA2 <- Work location autonomy	0.828	TB2 <- Time balance	0.832
WLA3 <- Work location autonomy	0.798	TB3 <- Time balance	0.827
WTA1 <- Work time autonomy	0.814	TB4 <- Time balance	0.754
WTA2 <- Work time autonomy	0.794	WLBA1 <- Work load balance	0.68
WTA3 <- Work time autonomy	0.812	WLBA2 <- Work load balance	0.751
WSA1 <- Work scheduling autonomy	0.767	WLBA3 <- Work load balance	0.584
WSA2 <- Work scheduling autonomy	0.736	WLBA4 <- Work load balance	0.716
WSA3 <- Work scheduling autonomy	0.729	WLBA5 <- Work load balance	0.738
WSA4 <- Work scheduling autonomy	0.731	WLBA6 <- Work load balance	0.645
ROWR1 <- Remote to In-Office Work Ratio	0.686	PLB1 <- Personal life balance	0.769
ROWR2 <- Remote to In-Office Work Ratio	0.837	PLB2 <- Personal life balance	0.847
ROWR3 <- Remote to In-Office Work Ratio	0.684	PLB3 <- Personal life balance	0.863

ROWR4 <- Remote to In-Office Work Ratio	0.698	PLB4 <- Personal life balance	0.868
OCC1 <- Organizational cooperation and communication	0.697	PLB5 <- Personal life balance	0.542
OCC2 <- Organizational cooperation and communication	0.793		
OCC3 <- Organizational cooperation and communication	0.738		
OCC4 <- Organizational cooperation and communication	0.72		
OCC5 <- Organizational cooperation and communication	0.734		
PIRHWS1 <- Policies and institutional readiness for a hybrid work system	0.839		
PIRHWS2 <- Policies and institutional readiness for a hybrid work system	0.878		
PIRHWS3 <- Policies and institutional readiness for a hybrid work system	0.816		
PSWB1 <- Psychological well-being	0.538		
PSWB2 <- Psychological well-being	0.769		
PSWB3 <- Psychological well-being	0.709		
PSWB4 <- Psychological well-being	0.56		
PSWB5 <- Psychological well-being	0.77		
PSWB6 <- Psychological well-being	0.633		

PSWB7 <- Psychological well-being	0.588		
SWB1 <- Social well-being	0.734		
SWB2 <- Social well-being	0.651		
SWB3 <- Social well-being	0.815		
SWB4 <- Social well-being	0.599		
SWB5 <- Social well-being	0.664		
SWB6 <- Social well-being	0.728		
SWB7 <- Social well-being	0.589		
SWB8 <- Social well-being	0.618		
SWB9 <- Social well-being	0.538		
WWB1 <- Workplace well-being	0.638		
WWB2 <- Workplace well-being	0.692		
WWB3 <- Workplace well-being	0.823		
WWB4 <- Workplace well-being	0.76		
WWB5 <- Workplace well-being	0.733		
WWB7 <- Workplace well-being	0.711		
WWB8 <- Workplace well-being	0.774		
WWB9 <- Workplace well-being	0.699		
SUWB1 <- Subjective well-being	0.79		
SUWB2 <- Subjective well-being	0.846		
SUWB3 <- Subjective well-being	0.861		
SUWB4 <- Subjective well-being	0.892		

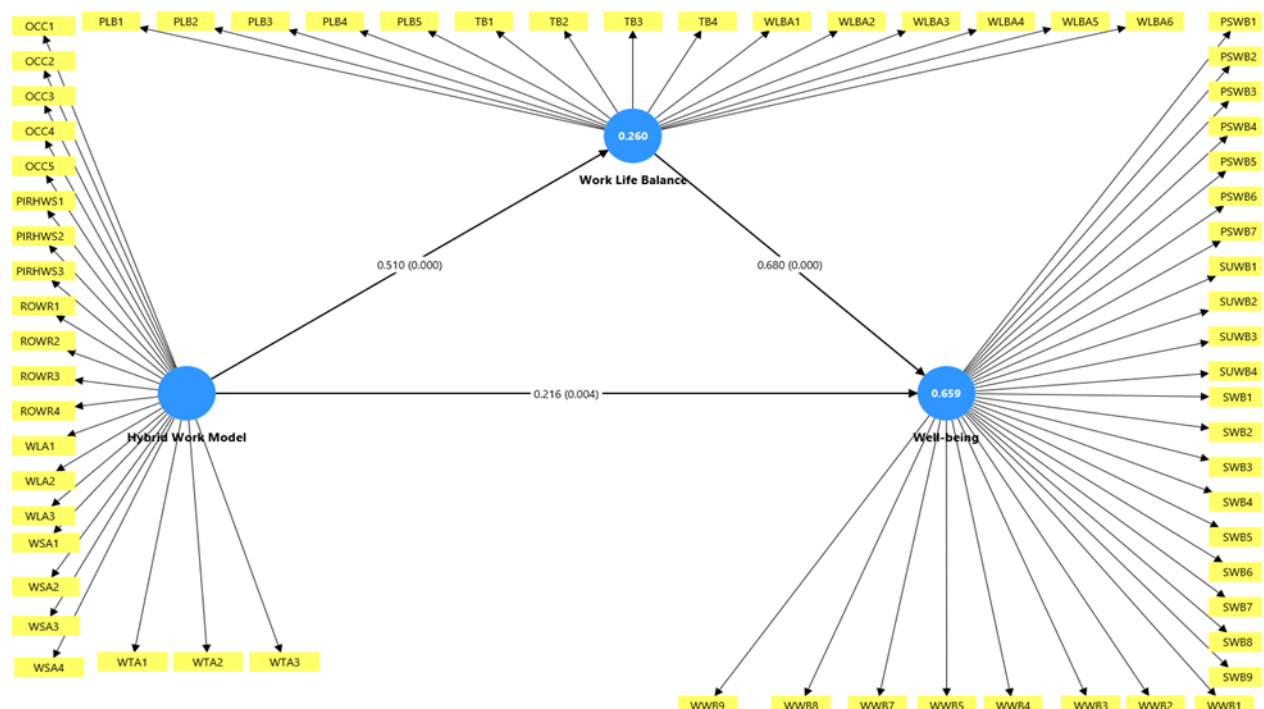


Figure 3(4.1): The Measurement Model

The (AVE) average variance extracted, in this study values are greater than 0.50 is considered accepted for establishing construct validity, as it indicates that a construct explains more than half of the variance of its indicators (Valérie, 2012). The AVE valued ranged in this study "Between" 0.531 to 0.719, which view that all constructs are satisfied and recommended threshold. Moreover, composite reliability (CR) and Cronbach's alpha values override 0.70 are consider acceptable and indicate of internal consistency (Hair et al., 2011).

As presented in table 4.7, the Cronbach's alpha and (CR) values for all constructor are over than the threshold value (0.70) and ranged between 0.702 and 0.923, exceeding the minimum acceptable level. The finding confirm that the constructs in the model are meet with the criteria for convergent validity.

Table 13(4.7): Results of the Measurement Model

Constructs	Cronbach's alpha	Composite reliability (CR)	Average variance extracted (AVE)
Work location autonomy	0.748	0.856	0.665
Work time autonomy	0.733	0.848	0.651
Work scheduling autonomy	0.726	0.83	0.549
Remote to In-Office Work Ratio	0.702	0.818	0.531
Organizational cooperation and communication	0.789	0.856	0.543
Policies and institutional readiness for a hybrid work system	0.799	0.882	0.713
Hybrid Work Model	0.912	0.923	0.543
Time balance	0.781	0.86	0.606
Work load balance	0.775	0.843	0.553
Personal life balance	0.839	0.888	0.62
Work Life Balance	0.89	0.908	0.67
Psychological well- being	0.777	0.84	0.589
Social well-being	0.838	0.875	0.672
Subjective well-being	0.87	0.911	0.719
Workplace well-being	0.874	0.901	0.534
Well-being	0.913	0.923	0.568

4.6.1.2.Discriminant Validity

Discriminant validity is established when the indicators paired with certain latent constructs demonstrate higher loading than any other construct within the model (Hair et al., 2011). Cross-loading test validity assured that each indicator has special concept and empirically separable from the others. As illustrated in table 4.8, the cross-loading results for

all items show that this criterion has been met, accordingly confirming adequate discriminant validity for the measurement model.

Table 14(4.8): The Results of the Cross-Loading Test

Items	Work location autonomy	Work time autonomy	Work scheduling autonomy	Remote to In-Office Work Ratio	Organizational cooperation and	Policies and institutional	Time balance	Work load balance	Personal life balance	Psychological well-being	Social well-being	Workplace well-being	Subjective well-being
WLA1	0.821	0.392	0.424	0.405	0.359	0.269	0.128	0.187	0.112	0.002	0.025	0.109	0.099
WLA2	0.828	0.403	0.473	0.416	0.336	0.271	0.102	0.169	0.079	0.084	0.069	0.234	0.007
WLA3	0.798	0.564	0.451	0.403	0.352	0.238	0.109	0.072	0.147	0.059	0.231	0.291	0.146
WTA1	0.454	0.814	0.402	0.361	0.264	0.232	0.211	0.195	0.101	0.104	0.285	0.359	0.101
WTA2	0.373	0.794	0.404	0.349	0.202	0.209	0.262	0.183	0.242	0.123	0.285	0.104	0.203
WTA3	0.536	0.812	0.505	0.373	0.284	0.268	0.178	0.312	0.185	0.147	0.205	0.311	0.191
WSA1	0.363	0.523	0.767	0.408	0.281	0.355	0.264	0.311	0.238	0.108	0.293	0.284	0.248
WSA2	0.464	0.548	0.736	0.449	0.369	0.364	0.248	0.313	0.266	0.198	0.294	0.369	0.205
WSA3	0.428	0.253	0.729	0.422	0.351	0.309	0.222	0.134	0.094	0.075	0.197	0.308	0.116
WSA4	0.379	0.292	0.731	0.407	0.449	0.521	0.309	0.207	0.242	0.128	0.288	0.366	0.263
ROWR1	0.398	0.214	0.469	0.686	0.446	0.577	0.359	0.211	0.317	0.238	0.282	0.274	0.328

ROWR 2	0.40 8	0.3 73	0.4 9	0.8 37	0.4 37	0.5 39	0.3 44	0.2 03	0.2 18	0.1 31	0.3 15	0.3 15	0.2 14
ROWR 3	0.38 2	0.4 68	0.4 02	0.6 84	0.4 59	0.3 65	0.2 43	0.2 45	0.1 51	0.1 79	0.3 16	0.3 82	0.1 22
ROWR 4	0.29 8	0.2 48	0.4 28	0.6 98	0.4 4	0.5 08	0.3 08	0.3 25	0.3 32	0.1 26	0.2 05	0.2 61	0.3 43
OCC1	0.24 6	0.2 21	0.2 77	0.4 55	0.6 97	0.5 27	0.3	0.3 79	0.3 09	0.2 43	0.3 38	0.3 88	0.3
OCC2	0.38 4	0.2 36	0.4 19	0.4 39	0.7 93	0.5 26	0.3 66	0.1 92	0.2 05	0.2 72	0.2 24	0.3 34	0.1 87
OCC3	0.36 3	0.2 29	0.4 38	0.4 47	0.7 38	0.3 8	0.3 36	0.2 84	0.2 74	0.1 77	0.2 05	0.2 8	0.2 72
OCC4	0.32 1	0.2 6	0.3 18	0.4 19	0.7 2	0.4 4	0.2 52	0.2 72	0.1 89	0.1 9	0.2 78	0.3 16	0.1 72
OCC5	0.25 6	0.2 33	0.3 49	0.4 94	0.7 34	0.4 58	0.3 1	0.2 22	0.1 24	0.1 8	0.3 1	0.3 63	0.1 05
PIRH WS1	0.25	0.2 47	0.4 01	0.5 98	0.5 8	0.8 39	0.2 94	0.2 47	0.3 28	0.1 65	0.3 15	0.2 85	0.3 18
PIRH WS2	0.30 7	0.2 86	0.5 74	0.5 73	0.5 44	0.8 78	0.3 27	0.3 38	0.3 51	0.2 72	0.4 89	0.4 61	0.3 48
PIRH WS3	0.24 5	0.2 09	0.4 13	0.5 65	0.4 77	0.8 16	0.3 53	0.2 13	0.2 8	0.1 86	0.3 81	0.2 83	0.2 66
TB1	0.14 6	0.2 38	0.3 44	0.2 86	0.3 18	0.2 07	0.6 94	0.4 6	0.4 21	0.2 34	0.1 77	0.2 34	0.4 3
TB2	0.09 3	0.1 93	0.3 09	0.3 1	0.2 47	0.2 21	0.8 32	0.4 44	0.5 04	0.3 21	0.2 28	0.1 4	0.4 91
TB3	0.10 9	0.2 08	0.2 64	0.4 04	0.4	0.3 52	0.8 27	0.3 76	0.3 99	0.4 03	0.3 25	0.2 2	0.3 98
TB4	0.10 8	0.1 91	0.2 72	0.3 47	0.3 72	0.4 2	0.7 54	0.3 61	0.4 64	0.3 58	0.4	0.3 09	0.4 34
WL0B A1	0.12	0.2 26	0.2 6	0.2 3	0.2 6	0.2 84	0.3 7	0.6 8	0.2 98	0.3 48	0.2 83	0.3 37	0.2 81

WLBA 2	0.26 7	0.2 89	0.3 75	0.3 22	0.3 8	0.3 61	0.4 06	0.7 51	0.4 49	0.3 83	0.3 85	0.3 38	0.4 42
WLBA 3	0.14 9	0.2 69	0.3 21	0.2 93	0.2 18	0.2 56	0.3 72	0.5 84	0.4 08	0.2 2	0.2 33	0.2 61	0.4 16
WLBA 4	0.16 4	0.2 19	0.1 63	0.2 26	0.2 41	0.1 89	0.3 03	0.7 16	0.2 92	0.3	0.2 55	0.2 41	0.2 99
WLBA 5	0.05 9	0.2 08	0.1 28	0.1 59	0.2 5	0.1 49	0.3 8	0.7 38	0.4 87	0.3 91	0.2 86	0.1 9	0.4 85
WLBA 6	- 0.03 2	- 0.0 1	0.1 09	0.1 57	0.1 4	0.0 8	0.3 37	0.6 45	0.5 57	0.4 21	0.2 3	0.2 51	0.5 7
PLB1	0.07 6	0.1 35	0.3 83	0.3 23	0.2 16	0.3 39	0.4 14	0.4 72	0.7 69	0.3 03	0.2 45	0.1 51	0.7 9
PLB2	0.09 3	0.1 5	0.1 28	0.2 51	0.1 99	0.2 22	0.5 22	0.5 07	0.8 47	0.3 75	0.1 61	0.2 17	0.8 46
PLB3	0.11 5	0.1 66	0.1 69	0.2 17	0.2 02	0.2 69	0.4 49	0.5 87	0.8 63	0.3 81	0.2 57	0.2 91	0.8 61
PLB4	0.14 1	0.2 61	0.3 31	0.3 64	0.3 12	0.4 04	0.5 24	0.5 18	0.8 68	0.4 56	0.4 18	0.3 73	0.8 92
PLB5	0.12 9	0.1 47	0.1 06	0.2 09	0.2 64	0.2 72	0.3 41	0.2 86	0.5 42	0.5 83	0.3 37	0.2 67	0.4 06
PSWB 1	0.02 6	0.1 29	0.0 75	0.1 05	0.0 99	0.0 17	0.1 38	0.3 1	0.3 26	0.5 38	0.1 76	0.1 11	0.2 96
PSWB 2	- 0.02 7	0.0 67	0.0 42	0.1 2	0.2 35	0.1 78	0.3 15	0.3 23	0.3 74	0.7 69	0.3 75	0.2 09	0.2 99
PSWB 3	0.01 4	0.1 05	0.1 45	0.1 15	0.1 14	0.1 3	0.3 62	0.4 97	0.4 11	0.7 09	0.4 06	0.2 41	0.3 93
PSWB 4	0.17 7	0.1 54	0.3 82	0.2 87	0.2 89	0.3 64	0.3 98	0.2 95	0.5 11	0.5 6	0.3 77	0.2 78	0.4 96
PSWB 5	0.13 7	0.1 29	0.1 49	0.2 47	0.2 38	0.2 07	0.2 86	0.3 34	0.2 68	0.7 7	0.4 55	0.4 16	0.2 23

PSWB 6	- 0.07 3	0.0 47	0.0 09	0.0 71	0.0 92	0.0 68	0.2 51	0.3 05	0.2 15	0.6 33	0.2 62	0.2 41	0.1 84
PSWB 7	- 0.06 7	0.1 51	0.0 5	0.0 61	0.2 21	0.0 97	0.1 26	0.2 53	0.2 35	0.5 88	0.3 95	0.2 55	0.1 77
SWB1	0.03 1	0.1 15	0.1 44	0.1 96	0.2 89	0.3 19	0.1 83	0.1 96	0.2 18	0.4 29	0.7 34	0.3 97	0.1 89
SWB2	- 0.11 6	0.1 96	0.1 74	0.2 23	0.1 54	0.2 43	0.2 67	0.2 53	0.2 48	0.4 26	0.6 51	0.2 79	0.2 58
SWB3	0.07 4	0.2 3	0.2 65	0.3 22	0.3 31	0.4 61	0.2 32	0.2 44	0.2 36	0.4 33	0.8 15	0.4 07	0.2 28
SWB4	0.03	0.1 46	0.1 16	0.2 05	0.0 89	0.1	0.2 12	0.0 31	0.0 36	0.3 64	0.5 99	0.2 47	0.0 13
SWB5	0.11 3	0.2 33	0.2 5	0.2 03	0.2 63	0.2 89	0.2 15	0.3 96	0.2 92	0.4 09	0.6 64	0.5 51	0.2 77
SWB6	0.08 2	0.2 92	0.2 59	0.2 27	0.1 64	0.3 8	0.1 39	0.3 08	0.1 9	0.3 05	0.7 28	0.4 32	0.1 91
SWB7	0.15 8	0.2 69	0.2 81	0.3 46	0.2 41	0.3 44	0.3 27	0.2 01	0.3 47	0.3 31	0.5 89	0.3 53	0.3 53
SWB8	0.15 3	0.2 76	0.2 79	0.2 35	0.2 64	0.2 73	0.3 2	0.3 48	0.1 95	0.3 64	0.6 18	0.4 47	0.1 43
SWB9	0.25 4	0.2 43	0.3 68	0.3 33	0.3 23	0.3 23	0.2 73	0.3 84	0.2 87	0.2 13	0.5 38	0.6 95	0.2 8
WWB 1	0.05 8	0.2 69	0.2 25	0.0 63	0.2 04	0.1 14	0.1 78	0.3 04	0.1 84	0.3 12	0.4 67	0.6 38	0.1 79
WWB 2	0.26 7	0.3 06	0.3 19	0.2 42	0.2 6	0.1 77	0.1 82	0.2 94	0.1 57	0.2 63	0.4 09	0.6 92	0.1 33
WWB 3	0.29	0.2 82	0.3 41	0.3 07	0.3 9	0.3 06	0.1 82	0.3 53	0.2 55	0.3 41	0.5 17	0.8 23	0.2 36
WWB 4	0.18 7	0.2 36	0.3 99	0.3 7	0.3 17	0.3 73	0.1 96	0.2 77	0.3 32	0.2 14	0.5 29	0.7 6	0.3 41

WWB 5	0.27 1	0.2 38	0.3 9	0.4 04	0.4 03	0.4 3	0.1 69	0.1 69	0.2 45	0.2 76	0.4 98	0.7 33	0.2 19
WWB 7	0.24 4	0.2 86	0.3 98	0.4 51	0.4 47	0.4 13	0.3 26	0.3 16	0.2 58	0.2 62	0.4 45	0.7 11	0.2 73
WWB 8	0.25 5	0.2 59	0.3 73	0.4 01	0.3 48	0.3 67	0.2 04	0.2 93	0.1 68	0.2 3	0.4 46	0.7 74	0.1 72
WWB 9	0.13 8	0.1 29	0.1 81	0.2 14	0.2 72	0.1 96	0.2 39	0.2 81	0.3	0.4 05	0.4 83	0.6 99	0.2 82
SUWB 1	0.07 6	0.1 35	0.3 83	0.3 23	0.2 16	0.3 39	0.4 14	0.4 72	0.7 69	0.3 03	0.2 45	0.1 51	0.7 9
SUWB 2	0.09 3	0.1 5	0.1 28	0.2 51	0.1 99	0.2 22	0.5 22	0.5 07	0.8 47	0.3 75	0.1 61	0.2 17	0.8 46
SUWB 3	0.11 5	0.1 66	0.1 69	0.2 17	0.2 02	0.2 69	0.4 49	0.5 87	0.8 63	0.3 81	0.2 57	0.2 91	0.8 61
SUWB 4	0.14 1	0.2 61	0.3 31	0.3 64	0.3 12	0.4 04	0.5 24	0.5 18	0.8 68	0.4 56	0.4 18	0.3 73	0.8 92

Table 4.9 presents the results based on the Fornell and Larcker (1981) criterion, where the square root of the Average Variance Extracted (AVE) for each construct is compared against its correlations with other constructs. The discriminant validity regarded as satisfactory when the diagonal values, representing the (AVE) square roots, override the corresponding correlation coefficient in the both rows and columns. The finding shown in the table (4.9) suggest that condition has been fulfilled.

Table 15(4.9): Discriminant validity using Fornell and Larcker

Construct	WLA	WTA	WSA	RRIOR	OCC	PIR	TB	WLB	PLB	PWB	SWB	WPWB	SUB
Work location autonomy (WLA)	0.815												
Work time autonomy (WTA)	0.569	0.807											
Work scheduling autonomy (WSA)	0.551	0.548	0.741										
Remote to In-Office Work Ratio (RRIOR)	0.512	0.448	0.615	0.729									
Organizational cooperation and communication (OCC)	0.428	0.319	0.491	0.611	0.737								
Policies and institutional readiness (PIR)	0.318	0.295	0.552	0.684	0.633	0.845							
Time balance (TB)	0.146	0.266	0.382	0.431	0.426	0.383	0.779						
Work load balance (WLB)	0.174	0.29	0.328	0.335	0.363	0.318	0.528	0.688					
Personal life balance (PLB)	0.138	0.22	0.288	0.347	0.297	0.38	0.577	0.614	0.788				
Psychological well-being (PWB)	0.053	0.17	0.198	0.23	0.289	0.248	0.422	0.506	0.513	0.658			
Social well-being (SWB)	0.135	0.337	0.364	0.386	0.365	0.47	0.361	0.409	0.352	0.549	0.665		
Workplace well-being (WPWB)	0.129	0.218	0.3	0.344	0.28	0.37	0.565	0.614	0.673	0.454	0.333	0.731	
Subjective well-being (SUB)	0.294	0.34	0.45	0.422	0.455	0.411	0.287	0.391	0.329	0.396	0.652	0.318	0.848

In addition, Henseler et al. (2015) recommended the use of the Heterotrait–Monotrait (HTMT) ratio as a more rigorous criterion for assessing discriminant validity, with values below 0.90 indicating adequate discriminant validity. As shown in Table 4.10, the HTMT values for all

Construct pairs of this study lie below the recommend threshold of 0.90. This finding indicates the lack of multi-collinearity through the constructs and provide more evidence that supporting the discriminant validity of the measurement model.

Table 16(4.10): HTMT Ratios

Construct	WLA	WTA	WSA	RRIOR	OCC	PIR	TB	WLB	PLB	PWB	SWB	WPWB	SUB
Work location autonomy (WLA)	—												
Work time autonomy (WTA)	0.758	—											
Work scheduling autonomy (WSA)	0.747	0.742	—										
Remote to In-Office Work Ratio (RRIOR)	0.705	0.624	0.861	—									
Organizational cooperation and communication (OCC)	0.555	0.418	0.643	0.826	—								
Policies and institutional readiness (PIR)	0.41	0.38	0.717	0.915	0.796	—							
Time balance (TB)	0.192	0.357	0.505	0.585	0.546	0.491	—						
Work load balance (WLB)	0.265	0.392	0.442	0.462	0.471	0.403	0.677	—					
Personal life balance (PLB)	0.179	0.284	0.373	0.46	0.377	0.47	0.711	0.742	—				
Psychological well-being (PWB)	0.177	0.237	0.301	0.313	0.367	0.291	0.529	0.645	0.663	—			
Social well-being (SWB)	0.241	0.431	0.46	0.501	0.446	0.564	0.453	0.51	0.436	0.664	—		
Workplace well-being (WPWB)	0.362	0.422	0.563	0.542	0.548	0.482	0.352	0.478	0.385	0.463	0.747	—	
Subjective well-being (SUB)	0.155	0.264	0.371	0.44	0.332	0.434	0.681	0.737	1.137	0.54	0.377	0.345	—

4.7. Structural Model Results (Inner Model)

Structural model has been assessment through indicators like R^2 values, effect size (f^2), predictive. The evaluation of the structural model proceeded using criteria, including the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and the goodness-of-fit (GoF) index, as recommended by Gentle et al., (2009).

4.7.1. (R^2)

According to Hair et al., (2011), the key criteria for evaluating structural modeling (SEM) framework is coefficient of determination (R^2) The magnitude of R^2 values can be interpreted as high (0.80), substantial (0.70), moderate (0.50), and weak (0.25). R^2 reflects the proportion of variance in an endogenous construct that is explained by its associated exogenous constructs. As reported in Table 4.11, the R^2 values in this study range from 0.229 to 0.872, indicating weak to high explanatory power, with most constructs exhibiting moderate to substantial levels. These results suggest that the structural model is appropriate and effective in explaining the determinants of work–life balance and turnover intention.

Table 17(4.11): R^2 Values for Endogenous Latent Variables

Endogenous	R-square	R-square adjusted
Work location autonomy	0.489	0.486
Work time autonomy	0.419	0.415
Work scheduling autonomy	0.663	0.66
Remote to In-Office Work Ratio	0.727	0.726
Organizational cooperation and communication	0.627	0.625
Policies and institutional readiness for a hybrid work system	0.608	0.606
Time balance	0.641	0.638
Work load balance	0.72	0.718

Personal life balance	0.782	0.781
Psychological well-being	0.552	0.55
Social well-being	0.744	0.743
Workplace well-being	0.675	0.673
Subjective well-being	0.384	0.38
Well-being	0.54	0.534
Work Life Balance	0.232	0.228

The R^2 values indicate weak to high explanatory power across the endogenous constructs, with most values falling within the moderate to substantial range, supporting the adequacy of the structural model.

4.7.2. Effect Size (f^2)

F^2 estimated the effect sizes of individual latent independent variables on the dependent variables (Chin, 2010). According to Cohen (1988), f^2 values can be interpreted as follows:

- Small effect: $f^2 \approx 0.02$
- Medium effect: $f^2 \approx 0.15$
- High effect: $f^2 \approx 0.35$

The results in table 4.12 show that hybrid work model has a medium effect on work-life balance. Work-life balance, in turn, exerts a high effect on well-being, while the direct impact of hybrid work model has a small effect on well-being.

Table (4.12): Effect Size (f^2)

Independent → Dependent	f^2	Effect Size
Hybrid Work Model -> Well-being	0.119	Small
Hybrid Work Model -> Work Life Balance	0.303	Medium
Work Life Balance -> Well-being	0.538	High

4.7.3. Predictive Relevance of the Model

A model is considered predictive if its Q^2 value, which indicates the predictive relevance of the model, is greater than zero. Conversely, if the Q^2 value does not exceed zero, the model's predictive significance cannot be established (Hair et al., 2011). As shown in Table 4.13, all Q^2 values of the model are greater than zero, indicating that the model possesses predictive capability.

Table 18 (4.13): Predictive Relevance of the Model (Q^2)

Endogenous	Q^2_{predict}	RMSE	MAE
Organizational cooperation and communication	0.62	0.625	0.459
Work Life Balance	0.212	0.896	0.679
Personal life balance	0.119	0.952	0.726
Policies and institutional readiness for a hybrid work system	0.602	0.641	0.499
Well-being	0.28	0.856	0.638
Psychological well- being	0.043	0.989	0.748
Remote to In-Office Work Ratio	0.723	0.534	0.403
Social well-being	0.193	0.912	0.685
Subjective well-being	0.123	0.949	0.74
Time balance	0.189	0.915	0.746
Work load balance	0.146	0.935	0.695
Work location autonomy	0.48	0.733	0.554
Work scheduling autonomy	0.653	0.6	0.465
Work time autonomy	0.408	0.782	0.576
Workplace well-being	0.258	0.875	0.652

4.8. Goodness of Fit (GoF) of the Model

The standardized root mean square residual (SRMR) is used to calculate GoF. In this study, $SRMR = 0.102$, which is less than the accepted value of 0.12, indicating a good model fit (Henseler et al., 2015).

4.9. Hypotheses Testing

Path coefficients play a central role in PLS analysis, and hypotheses should be considered significant when the paths are statistically significant and the indicators follow the expected direction. For estimating path coefficients via bootstrapping, the critical t-values for a two-tailed

Test is 1.65 (10% significance level), 1.96 (5% significance level), and 2.58 (1% significance level) (Hair et al., 2011). In this study, using a number of bootstrap samples equal to the original sample size ($n = 159$), to calculate standard errors and t-statistics. The results of the path coefficients and the bootstrapping analysis for the hypothesized relationships are presented in figure (4.2) and the following tables.

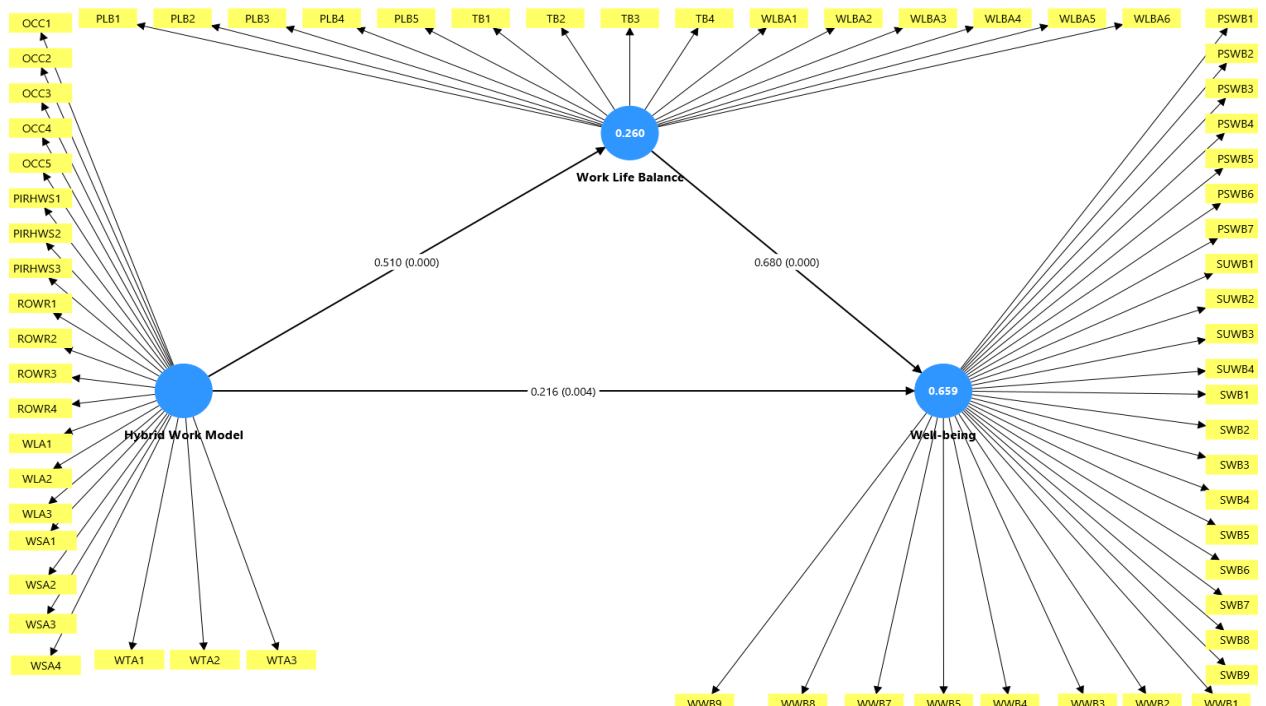


Figure 4 (4.2): Structural Model

1.4.4 What is the impact of hybrid work model on the Palestinian employee's work-life balance on the telecommunication sector?

The following hypothesis answers the question:

H₀₁: Hybrid work model has no significant impact on employee work-life balance on the telecommunication sector.

Table 19 (4.14): Result of the first hypothesis testing (Direct Effect)

Hypothesis	Path	β	Std deviation	t-value	P values
H01	Hybrid work model -> employee work-life balance	0.510	0.085	5.675	0.000**

Notes: t-values > 1.96* (p < 0.05); t-values > 2.58** (p < 0.01).

The results in table (4.14) indicate that the path from the hybrid work model to employee work-life balance is positive and statistically significant ($\beta = 0.510$, $t = 5.675$, $p = 0.000$). The null hypothesis is rejected, (H₀₁). This means that hybrid work model has significant impact on employee work-life balance on the telecommunication sector.

1.4.5 What is the role of work-life balance on the employee's well-being on the Palestinian telecommunication sector?

The following hypothesis answers the question:

H₀₂: Work-life balance has no significant impact on employee well-being on the telecommunication sector.

Table 20 (4.15): Result of the second hypothesis testing (Direct Effect)

Hypothesis	Path	β	Std deviation	t-value	P values
H02	Work-life balance -> employee well-being	0.680	0.074	7.724	0.000

Notes: t-values > 1.96* (p < 0.05); t-values > 2.58** (p < 0.01).

The results in table (4.15) indicate that the path from work-life balance to employee well-being is positive and statistically significant ($\beta = 0.680$, $t = 7.724$, $p = 0.000$). The null

hypothesis is rejected, (H₀2). This means that work-life balance has significant impact on employee well-being on the telecommunication sector.

1.4.6 What is the impact of hybrid work model on the Palestinian employee's well-being on the telecommunication sector?

The following hypothesis answers the question:

H₀3: Hybrid work model has no significant impact on employee well-being on the telecommunication sector.

Table 21 (4.16): Result of the third Hypothesis Testing (Direct Effect)

Hypothesis	Path	β	Std deviation	t-value	P values
H03	Hybrid work model -> employee well-being	0.216	0.080	3.339	0.001**

Notes: t-values > 1.96* (p < 0.05); t-values > 2.58** (p < 0.01).

The results in table (4.16) indicate that the path from the hybrid work model to employee well-being is positive and statistically significant ($\beta = 0.216$, $t = 3.339$, $p = 0.001$). The null hypothesis is rejected, (H₀3). This means that hybrid work model has significant impact on employee well-being on the telecommunication sector.

1.4.7 Does work-life balance mediates the relationship between hybrid work model and employee well-being on the telecommunication sector?

The following hypothesis answers question the question:

H₀4: Work-life balance does not mediate the relationship between hybrid work model and employee well-being on the telecommunication sector.

Table 22(4.17): Result of the fourth hypothesis testing (Indirect Effect)

Hypothesis	Relations	β	Std deviation	t-value	P values
H04	Hybrid work model -> Work-life balance -> Employee well-being	0.347	0.057	4.826	0.000**

Notes: t-values > 1.96* (p < 0.05); t-values > 2.58** (p < 0.01).

The results in Table (4.17) indicate that the indirect effect of the hybrid work model on employee well-being, mediated by work-life balance, is positive and highly significant ($\beta = 0.347$, $t = 4.826$, $p < 0.01$). Since the t-value is well above the critical value of 2.58 for a 1% significance level, and the p-value is less than 0.01, hypothesis H04 is rejected. This finding suggests that work-life balance serves as an effective mediator, enhancing the positive impact of the hybrid work model on employee well-being.

In summary, the analysis demonstrates that the hybrid work model has a significant direct effect on employee well-being. Additionally, the results reveal a significant indirect effect through work-life balance, indicating that this variable partially mediates the relationship. This partial mediation suggests that while the hybrid work model directly enhances employee well-being, a portion of its effect is transmitted through improvements in work-life balance, highlighting the important role of this mediator in reinforcing the overall impact.

4.10. Chapter summary

This chapter is dedicated to the study's findings, and its content consists of eight sections. And it starts with outlining the used tools for analyzing the data, which is SPSS v 28 and SMART-PLS 4, and it's employed to answer the research questions and testing the suggested hypothesis. This section outlines the chapter framework, by covering demographic analysis, descriptive statistics, and implementation (PLS-SEM) model to substantiate the relationship between hybrid work model, work life balance, and well-being.

The second section was about the demographic characteristics of 159 respondents from the Palestinian telecommunication sector. The data expose a mainly female workforce within 70%, and the largest age demographic getting between 25 and 35 years old (48%). The workforce is characterized as high education, with (79%) holding a bachelor's degree. And seasoned, as nearly half of the response sample (48%) has more than ten years of experience.

In the descriptive statistical the variables of this were evaluated based on the employees' feedback, hybrid work model practices showed medium level (mean= 3.61), with high scores in work time and location autonomy for the individual, but low scores in institutional readiness and formal policies. Employee well-being rated as high level (mean= 3.89), in psychological, social, and workplace dimensions, and the subjective well-being registered

the highest level. Work life balance evaluated was in medium level (mean= 3.65). And the employee felt that they could manage their workload well, and sleep sufficiency was identified as the weakest area in their personal lives.

Normality testing, in this study conducted a Kolmogorov-Smirnov test to be sure that the data is suitable for parametric statistical analysis procedures. The statistical significance was greater than the 0.05 threshold, and this confirmed that was normally distributed, and validating the use of parametric tests for the subsequent structural modelling.

The final section evaluates the PLS-SEM and hypothesis results. The evaluation of PLS-SEM was for the both the measurement and the structural model; the measurement model confirmed the validity and reliability of the constructs. All factor loading, Cronbach's alpha, and composite reliability values was override 0.70, in the same time Average Variance Extracted (AVE) override 0.501213. Discriminated validity was confirmed through Fornell-Larcker and HTMT ratios.

The structural model and hypothesis analysis confirmed that the hybrid work model has a significant impact in both well-being, and work life balance. Specifically, work life balance analysis results found that it has a high effect on well-being and its work as partial mediator, which is mean its enhancement and transfer the positive effect of hybrid work model to overall well-being of the employees.

Chapter five: Discussion Conclusion, and Recommendation

5.1.Introduction:

This chapter explain and discuss the empirical finding in chapter four, and aligning them with the study objectives and hypothesis. It examines the relationship between hybrid work model (HWM), employee well-being (EWB), and work life balance (WLB) within Palestinian telecommunication sector. The study employed Structural Equation Modeling (SEM) to test hypothesized relationships. This chapter discusses the significance of these findings, their comparison with existing literature, and the theoretical and practical implications they hold.

5.2.Descriptive analysis:

This section will offer explanations for descriptive statistical outputs of the study, and state what the finding mean in practice comparing with the earlier studies. Focusing on hybrid work model, work life balance, and employee well-being. Across Palestinian telecommunication sector.

Hybrid work model (HWM): The descriptive analysis of the Palestinian telecommunication sector reveals that while the hybrid work model implementation level is moderate (mean= 3.61), there is a clear gap between individual autonomy and organizational formalization. In practice, employee regard levels of work time (mean= 3.70) and work location autonomy (mean= 3.69), with the ability to distribute daily hours flexibly reaching mean of 4.0012. This high level of autonomy aligns with Self -Determination Theory (SDT), which reflect that flexibility is fulfills the psychological needs for independency and increase the intrinsic motivation.

However, the regularity of implementation has the lowest rate (mean= 3.22), that indicate the view of hybrid work model for the Palestinian employees is a situationally and temporal as a response to the external constraint rather than a muter institutional policy. This result mirrors the earlier observation that Palestinian telecom operation uses hybrid work model as a strategic imperative for resilience during mobility restrictions and emergencies.

Employee well-being (EWB): the finding about employee well-being presents a high overall level (mean= 3.89). Especially, in subjective (mean=3.97) and psychological ((mean= 3.96) dimensions. Practically, this suggests flexible workforce that retain a strong growth orientation, and its show in the rating of this indicator’ ’continuous process of learning” (mean =4.33). This reflects the sectors reliance’s on highly educated professionals and its strategic focus on Balanced Score Cards (BSC) approaches which prioritize learning and development.

Even though, the low rate for social engagement with teammates (mean= 3.35) refers to a practical challenge that hybrid work model may be fostering social isolation. This risk of diminished “social glue” and belongingness is consistent with the finding of Bondanini et al. (2025) and Zamani et al. (2025), who warned that remote work collaboration tools can led to videoconferencing fatigue and a lack of in person engagement.

Work life balance (WLB): the finding presents a reasonable but not optimal state (mean= 3.65), characterized by a conflict between task efficiency and personal recovery. In practice, employees are highly effective at meeting deadlines with and managing work load balance (mean=3.74), but they are struggling with the “always-on” culture. The most critical vulnerability identified is sleep adequacy (mean= 3.38), which suggests that work life boundaries are becoming blurred as employees sacrifice rest maintain professional standards.

This confirms the challenges notes in studies by (Jain et al., 2025; Mohite & Kumar Agrawal, 2025) regarding tele pressure the feeling that the one most respond to work demands 24/7. These finding suggest that while hybrid work helps conserves resource like commuting time, as per Conservation of Resource (COR) theory, the lack of clear boundaries can lead to digital burnout if not managed by formal organizational policies.

5.3.Hybrid work model and work life balance

This section explores the relationship between hybrid work model and work life balance, among the Palestinian telecommunication sector. As proposed in the **H1**: hybrid work model has a positive and significant impact on employees’ work–life balance in telecommunication sector, is tested and supported by the statistical results from the study

sample of 159 employees its show a positive path coefficient ($\beta = 0.510$) with a high t-value ($t = 5.675$), and p- value of ($p = 0.000$).

This indicates that for every unit of enhancement in the hybrid model implementations, there is a corresponding significant increase in the perceived work-life balance of employees. The finding of positive and significant, impact alignment with the global studies as Fatyandri et al. (2024), who found a similar contribution to WLB ($\beta = 0.57$, $t = 4.63$, $p < 0.001$) in the insurance sector. It also aligns with (Nugroho & Desiana, 2024), who reported a very strong positive impact ($\beta = 0.96$, $t = 19.20$, $p < 0.05$), and Khatimah et al. (2022), highlighting that back-and-forth between remote and in-office tasks helps employees better harmonize household and professional duties.

Hybrid work model has a medium ($f^2 \approx 0.303$) effect on work-life balance. The descriptive data suggests this impact in driven by high levels of work time autonomy (mean= 3.70), work scheduling autonomy (mean= 3.70), and work location autonomy (mean=3.69). Employees particularly valued the ability to distribute daily working hours flexibly to ensure task completion, which received the highest individual mean score of 4.00. That's like Datta et al., (2025), who identifies autonomy as a driver and the best representing of the hybrid model.

In the Palestinian telecommunication sector hybrid work model serves a strategic imperative and a tool for resilience, helping employees navigate mobility restriction and infrastructure limitations while maintaining their professional and personal roles.

According to the Border Theory the literatures defines employees as “border crossers” between work and home. The results of the study support this defines by presenting that hybrid work model restructures physical and temporal boundaries, making them more permeable and reducing positions stress. Moreover, the finding confirms the premise of (COR) that hybrid models act as resource protective process. By reducing commuting and allowing for better time management, employees conserve energy and time the most important resource that they can reinvest into their families and personal health. And the study validates the idea that flexibility and autonomy serve as job resource buffer against work related strain and facilitate balance.

The previous studies often warn from some of risks about using hybrid model, like “boundary blurring” and the “always -on” culture (Jain et al., 2025; Vyas, 2022). This study

sample stated that their personal lives were generally not severely interfered with by work demands (mean= 4.00). However, the low score for sleep adequacy (mean= 3.38) in the descriptive analysis suggest that while the “balance” is perceived as positive, the boundaries blundering is still present as the previous studies in the form of physical fatigue.

5.4. Work life balance and employee well-being

The finding of the study about this proposed hypothesis, **H2**: Work–life balance has significant impact on employee well-being. It confirms that work life balance has a significant and positive impact on employee well-being within the Palestinian telecommunication sector. And it presents the strongest direct path in the structural model of the study, with ($\beta = 0.680$, $t = 7.724$, $p = 0.000$).

The descriptive analysis display that whereas well-being is high (mean= 3.89), work life balance currently a medium level (mean= 3.65). Employees are highly effective at managing their professional demands, and that's presents in the high workload balance score (3.74) and the ability to assigned the tasks on time (3.89). Basically, this means that the employees in Palestinian telecommunication sector have generate a strong professional resilience and efficiency in spite of external stressors. A significant gap recorded between personal life balance and work life balance, especially in sleep adequacy (mean= 3.38).

This display in the pursuit of high workplace performance, this indicates that employees are sacrificing essential rest time to achieve high performance levels, negatively affecting their well-being. Statistically, work life balance has a significant impact on employee's mental health. This means that improving employee's ability to manage their times and personal lives will have a substantial positive effect on their mental emotional well-being.

The result of this study met with the established literature review and the theoretical framework, where the significant and powerful impact of work life balance on the employee's well-being support Self-Determination Theory (SDT), which suggest the necessity for autonomy and competence, these are considered a key element of work life balance, and important for intrinsic motivation and psychological health. Also, the finding of

study, confirm the validity of Conservation of Resource (COF) theory, work life balance is viewed as a means of preserving and protecting employee's energy from burnout.

The result of this study mirrors the results of Fotiadis et al. (2019), who found that work life balance is a significant indicator of psychological well-being, and the result of Hariri et al. (2024), who argued that employees with an ability to balance their time report for a low level of burnout and high motivation. Same as with Hoffmann-Burdzińska & Rutkowska (2015), this study display that work life balance and well-being share common psychological advantages like the objective and the emotional stability.

Moreover, the study results support Musleh (2022), whose indicate that the transformation for a flexible arrangement in Palestine has improve well-being by reducing mobility time and awarded employees more autonomy over their dual role. Practically, for the Palestinian telecommunication companies such as PALTEL, these result mean that well-being is not about a happy workplace; it about how the organization protect the employee's life outside of work.

5.5.Hybrid work model and employee well-being

Structural model analysis confirms the third hypothesis, substantiate that the hybrid work model has a positive and significant impact on employee well-being in the Palestinian telecommunication sector. The path analysis represents a coefficient of ($\beta = 0.216$, $t = 3.339$, $p = 0.001$), signifying that as hybrid work arrangement improve, employee well-being increase accordingly.

Practically, the results of this study suggest that hybrid work model serving as more than just modern work arrangement; it's a strategic tool for resilience. The high descriptive scores for work time autonomy (mean= 4.00) and location autonomy (mean=3.82), mean that the main way for this model to enhance well-being is by offer to the employee the power of distribute their work hours and the freedom of choosing their environments. This freedom reduces the cognitive strain static office schedules, according to these results we notice that autonomy work as well-being driver.

Hybrid work model acts as a protective barrier in the Palestinian context, which is characterized by the mobility restrictions and infrastructure limitation. By reducing the need for commuting and that help in maintain employees physical and mental energy levels, leading to increase subjective well-being and that was clear in the recorded score ($m=3.97$), and the psychological well-being recorded score ($m= 3.96$) in the Palestinian telecommunication sector. Despite the positive impact, the moderate level of practicing the hybrid model is ($m= 3.61$) and the low score for the institutional regularity ($m=3.22$), display that companies are currently using hybrid work as an adaptive response to the conditions and crises rather than permeant, optimized strategy.

The finding that hybrid work has a significant and positive impact on employee well-being aligns with several theories and empirical studies in the theoretical framework. By supporting Job Demands-Resource (JD-R) model, which identify flexibility and autonomy as a job resource enhance the engagement and protect from burnout. And validates Self-Determination Theory (SDT), which is argue that fulfilling autonomy as in the hybrid model is essential for psychological health.

Result of this study mirrors (Selvaraju, 2024) who found significant positive relationship between hybrids models and employee well-being, and Musleh (2022), who indicate that remote arrangements in Palestine have improved well-being by reducing commuting times and awarded greater autonomy. And according to Conservation of Resource theory, hybrid model helps employees save time and energy. The study result suggests happening in Palestine, despite the small effect size (0.119) of the direct path comparison with the mediated path suggests that the impact on well-being is strongest when improves work life balance

Even though, well-being is high overall in the descriptive analysis, but the relatively lower mean (3.35) for social engagement, reflects the concerns of (Zamani et al., 2025) from the social isolation in remote setting. This indicates that's while the Palestinian telecommunication sector used successfully hybrid to protect individual health, but it's not enough to solve the challenges of preserve team relatedness and social connection.

5.6. Hybrid work model, work life balance, employee well being

In this section the empirical analysis confirms the fourth hypothesis, **H4**: The mediating role of work–life balance in the relationship between the hybrid work model and employee well-being is significant and positively indirect and direct. By proving that work life balance work as a significant partial mediator in the relationship between the hybrid work model and well-being, that's mean when hybrid model directly enhances well-being, its impact significantly improves and transmitted when its successfully achieve a balance between their professional and personal lives.

Because of the partial mediation, the hybrid work model remains has a direct positive effect on well-being ($\beta = 0.347$, $t = 4.826$, $p = 0.001$) independent of work life balance. This propose that factors such as reduced commuting stress and increased supervisor trust offer a direct motivate to morale, even if employee's overall life balance still has challenges.

In practice, the results indicate that the hybrid work model function as a conservation recourse mechanism. Hybrid model advantages such as location, time, and scheduling autonomy, cause structural benefit, so hybrid work in deep is a transformation from structural to psychological. The mediation shows that clearly these advantages don't directly cause happiness; they only lead to high well-being when the employees use the flexibility successfully by distribute their time and energy to do the required tasks.

Within the Palestinian telecommunication sector, hybrid models is a strategic need for flexibility to resilience, where the employees face a unique stressor such as mobility restriction and limited infrastructure. The mediation suggests that, if companies like Paltel and other offering the required tools for remote work this consider not enough, the real gain is when these tools used to reduce role conflict and emotional strain.

By comparing the result of this study with the previous studies, its aligning with Selvaraju (2024), who also confirmed the partial mediation effect where the hybrid work rise up work life balance, which in turn increase happiness and engagement. And its support the finding of Hariri et al. (2024), who argued that the structure itself doesn't cause psychological benefits but the structure balance that caused by the work arrangement is the real cause. In (Fotiadis et al., 2019), study the type of work life balance mediation is totally different, where it was found that is act as full mediator in the hospitably sector.

Theoretical verification, the result of this study validates Job-Demand Resource theory, because it provides autonomy in hybrid work as job resource, that's help employees to meet the job demand, thereby enhancing employee's well-being via balance. Regarding to (COR) theory, its confirms that hybrid work models act as a protector for resources by saving employees times and energy, that's by reduce the needs for mobility in turn it protects the physical and psychological energy for employees. In Border theory the employees work as border crosser, so the mediation role of work life balance is to protect and managed the border blurring of personal and professional times, to maximize employee well-being.

Study Recommendation

This section presents a series of strategic and practical recommendations derived from the empirical evidence and theoretical frameworks explored in this study. The research confirmed that the hybrid work model significantly and positively impacts employee well-being in the Palestinian telecommunication sector, both directly and through the partial mediating role of work life balance. The following recommendations focusses on bridging the gap between current moderate practices, and optimized hybrid work model focus on well-being.

At the beginning, this recommendation is for the managerial and the organizational level, firstly, the organizations should be move to formalize and institutionalize hybrid work by outline clear and written policies. Secondly, established a concrete communication guideline that respect boundaries and implement right to disconnect protocols to reduce digital fatigue. Thirdly, prioritize structural and unstructured socialization opportunities to foster social connections to mitigate social isolation and maintain relatedness. Fourthly, encouraged managers to support employee's mental health by fostering resilience, hope, and optimism to buffer the impact of external stressors and enhances organizational citizenship behavior. At last, managers should provide individualized support strategies based on personal needs and the specific nature of tasks.

Also, recommendation for policy and infrastructure, for successful hybrid work model there's should be a robust infrastructure, therefore organizations and policy makers should invest in solid technological infrastructure. Moreover, policy makers should motivate remote work by offering speed internet access in reasonable prices to ensure equity in hybrid work opportunity. And restructure work procedure in organizations to leverage productivity in remote work management.

Study Limitation

Several limitations faced this study during its preparation, which will be represented as follow:

- 5.6.1. **Data collection and response rates:** the study originally intended to include Ooredoo Palestine (Wataniya mobile) as primary participant. However, because Ooredoo rejected the request to participate, a prior power analysis confirmed a minimum required sample of 123, the final collected sample of 159 valid response represented only a small segment of the total sector population of 3190 employees. And the sample was restricted with specific criteria include only employee were engaged in hybrid work model, so the results may not reflect all the entire workforce views.
- 5.6.2. **Time constraints:** Due to its conduct within a limited timeframe dictated by academic considerations, the data collection period was relatively short, occurring over just two weeks (from December 16.2025 to January 1.2026).
- 5.6.3. **Philosophy and human bias:** following a post-positivist philosophy, the study acknowledge that objective reality can only be partially captured due to rooted human limitation.

Future Studies

- Adopt longitudinal approaches to notice how the relationship between hybrid work model, well-being and work life balance develop over time and models mature.
- Replicate this study in different industrial and cultural context to determine the impact of social and demographic background on the results.
- Investigate the role of digital maturity and technological solutions as mediator in work effectiveness in remote work.
- Explore the impact of hybrid work model on the geography of work, urban planning, and regional labor market.
- Identify organizational intervention and factors that contribute most effectively in enhance work life balance.

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Appendices

Appendix 1: Research Questionnaire English Version



Arab American University
Faculty of Graduate Studies
Masters in Human Resource Management

Dear Palestinian telecommunication sector employees/,

Greetings,,,,,,,,

At the beginning, I would like to thank you for participating in the filling out of this questionnaire where the researcher is studying **“The impact of hybrid work model on employee’s well-being in the Palestinian telecommunication sector: The mediating role of work-life balance”**, in order to complete the requirements for obtaining a master’s degree in human resource management from the Arab American university.

This questionnaire is one of the main recourses of information for that the researcher relies on, so please read the questions and answer them accurately and objectively because of its impact on the success of this research, please note that it will only take 10 minutes of your time to complete it. Be sure that all data will be treated with complete confidently and only will be used for the purpose of this research.

If you have any questions regarding the research or the questionnaire, please do not hesitate to contact the researcher via mobile: +972-598238168

Thank you for your cooperation and time

Sincerely,

Researcher: Ghadeer Malasa

Supervisor: D. Atieh Musleh

Section One (Demographics Data)

Please fill the information bellow:

#		
1	Sex	☐ Male ☐ Female
2	Age	☐ Less than 25 years old ☐ From 25 to less than 35 years old ☐ From 36 to 45 years old ☐ More than 45 years old
3	Educational Degree	☐ Diploma Degree or less ☐ Bachelor's Degree ☐ Master's or Higher Degree
4	Work Experience	☐ Less than 5 years old ☐ From 5 to 10 years old ☐ More than 10 years old
5	Job Role Level	☐ Senior management ☐ Middle management ☐ Supervisory management ☐ Executive officer ☐ Technical/ Technical officer

Section Two:

Hybrid work model is about having alternating arrangements for employees, a few days at home and some days in office.

Please read each of the following statements carefully, then mark [✓] next to the response: (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree):

Item #	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Hybrid Work Model						
Work location autonomy						
1.	I can decide the number of days to work remotely					
2.	On remote working days, I can choose to work from anywhere (e.g., co-working spaces, home, cafe, etc.)					
3.	I can change my work location during the workday when needed (such as moving from the office to home).					
Work time autonomy						
4.	I can distribute my daily working hours flexibly to ensure tasks are completed.					
5.	I can decide when to start and stop working on a task					
6.	I can finish my workday early once I complete the required tasks.					
Work scheduling autonomy						
7.	I can decide the timing and duration of my breaks					
8.	I can adjust my work schedule to accommodate personal obligations					
9.	While working remotely, I can easily hold meetings with my team/manager when needed.					
10.	The organization allows me to use appropriate digital tools to work remotely efficiently.					

Remote to In-Office Work Ratio					
11.	The ratio of my remote work days to my in-office work days is clear and defined by the organization.				
12.	The remote to in-office work ratio is appropriate for the nature of my tasks.				
13.	I can adjust my remote/in-office work ratio as work requirements change.				
14.	The organization implements hybrid work regularly, not exceptionally or temporarily.				
Organizational cooperation and communication					
15.	Communication with my team and managers is effective and clear in the hybrid work system.				
16.	Digital tools (such as meeting platforms/task management) facilitate collaboration while working remotely.				
17.	Remote work impacts positively on the speed of coordination and decision-making within the team.				
18.	Tasks are clearly assigned and tracked whether I'm working remotely or from the office.				
19.	I feel connected to the team even on the days I work remotely.				
Policies and institutional readiness for a hybrid work system					
20.	There is a written policy outlining the mechanisms and controls for hybrid work within the organization.				
21.	The organization provides rapid technical support in case of problems encountered while working remotely.				
22.	Managers treat performance evaluations fairly between on-site and remote employees.				

Section three:

Work life balance is about the employee self-action of balancing work-tasks with personal and family facets without much conflict or stress.

Please read each of the following statements carefully, then mark [✓] next to the response: (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree):

Item #	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Work Life Balance (WLB)						
Time balance						
1.	I currently have a good balance between the time I spend at work and the time I have available for non-work activities					
2.	I don't have difficulty in balancing my work and non-work activities.					
3.	I feel that the balance between my work demands and non-work activities is currently about right					
4.	Overall, I believe that my work and non-work life are balanced					
Work load balance						
5.	I can complete assigned tasks on time					
6.	I have deadlines that are not difficult to meet					
7.	Due to work pressure, I don't have to complete some official tasks in my personal time/from home					
8.	I don't neglect some tasks because of too much work load					
9.	The work pressure doesn't make it difficult for me to fulfil family responsibilities					
10.	When dependents are sick at home, I don't find it difficult to get leave					
Personal life balance						
11.	I can have at least 8 hours of sleep					
12.	I always manage to have food on time					
13.	I don't find it difficult to spend quality time with my loved ones					
14.	I can afford to attend social events					
15.	My personal life doesn't negatively impact by work demands					

Section four:

Well-Being refers to the perceived mental, physical and emotional health of employee.

Please read each of the following statements carefully, then mark [✓] next to the response: (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree):

Item #	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Well-Being						
Psychological well- being						
1.	I easily adapt to day-to-day changes of my life and manage my responsibilities well					
2.	I care for things that are important to me, not what is important to others					
3.	I approach everyday situations rationally					
4.	I find it difficult to adapt to changes					
5.	I feel a great deal of psychological pressure due to the demands of daily life					
6.	I believe that I have a clear purpose and direction in life					
7.	I think life is a continuous process of learning					
8.	I am a confident person in my self					
Social well-being						
9.	I am an important part of my team and organization					
10.	People are trustworthy in my team					
11.	I feel close to my teammates					
12.	My team is a great source of social support					
13.	My views are well accepted by my teammates					
14.	I actively participate in making important decisions for my team					
15.	I enjoy spending time with my teammates					

16.	I can freely share my problems with my colleagues					
17.	My daily activities contribute to the benefit of my team					
Workplace well-being						
18.	I am quite satisfied with my job					
19.	I enjoy meaningful work					
20.	I attach lots of value to my work					
21.	My work achievement often acts as a source of motivation					
22.	My workplace is very conducive					
23.	My job provides ample scope for career growth					
24.	I used to maintain a balance between work and home life					
25.	My employer does care a lot about their employees					
26.	The challenges I face in my work allow me to develop my skills					
Subjective well-being						
27.	Mostly I feel happy					
28.	I am an optimistic person					
29.	I feel good about myself					
30.	I rarely feel sad					

Appendix 2: Research Questionnaire Arabic Version



الجامعة العربية الأمريكية
كلية الدراسات العليا
ماجستير إدارة الموارد البشرية

حضرة موظفي قطاع الاتصالات الفلسطيني الأعزاء /

تحية طيبة وبعد،،،،،

في البداية اشكركم على المشاركة في تعبئة هذه الاستبانة حيث تقوم الباحثة بدراسة " أثر نموذج العمل الهجين على رفاهية الموظفين في قطاع الاتصالات الفلسطيني: استكشاف الدور الوسيط للتوازن بين العمل والحياة."، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الموارد البشرية من الجامعة العربية الأمريكية. تعتبر هذه الاستبانة من المصادر الرئيسية للمعلومات التي تعتمد عليها الباحثة لذا يرجى التكرم بالاطلاع على الأسئلة والاجابة عليها بدقة وموضوعية لما لها من أثر في نجاح هذا البحث، علماً بأنه سوف يأخذ من وقتك فقط 10 دقائق للإجابة عليه، مع التأكيد على انه سيتم التعامل مع كافة البيانات بسرية تامة وسوف تستخدم فقط لأغراض هذا البحث.

إذا كانت لديكم أي استفسارات بخصوص البحث أو الاستبيان، فلا تترددوا في التواصل مع الباحثة على الرقم المحمول: +972-598238168
شكراً لتعاونكم ووقتكم.

مع فائق التقدير والاحترام،

الباحثة: غدير ملصة
المشرف: د. عطية مصلح

القسم الأول: المعلومات الديموغرافية

فيرجى التكرم بالإجابة عبر وضع إشارة (✓) في المكان المناسب:

الرقم		
1.	الجنس	() ذكر () انثى
2.	العمر	() اقل من 25 عاماً () من 25 عام الى 35 عام () من 36 عام الى 45 عام () أكثر من 45 عام
3.	المؤهل العلمي	() دبلوم فأقل. () بكالوريوس. () ماجستير فأعلى.
4.	سنوات الخبرة العملية	() أقل من 5 سنوات. () من 5 إلى 10 سنوات. () أكثر من 10 سنوات.
5.	المسمى الوظيفي	() إدارة عليا () إدارة وسطى () إدارة اشرافية () موظف تنفيذي () موظف فني /تقني

القسم الثاني: العمل الهجين

العمل الهجين: هو ترتيبات العمل التي تتضمن وجود ترتيبات متناوبة لعمل الموظفين وحيث يتضمن أيام عمل من المكتب وإيام عمل من المنزل أو أي مكان آخر، مكتبة أو غيره.

الرجاء قراءة كل عبارة من العبارات التالية، ثم وضع [✓] للإجابة المناسبة (أوافق بشدة، أوافق، محايد، أعارض، أعارض بشدة):

#	الفقرة	أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة
نظام العمل الهجين						
الاستقلالية في موقع العمل						
1.	أستطيع تحديد عدد أيام العمل عن بُعد					
2.	في أيام العمل عن بُعد، يمكنني اختيار العمل من أي مكان (مثل مساحات العمل المشتركة، المنزل، المقهى، إلخ).					
3.	أستطيع تغيير مكان عملي أثناء يوم العمل عند الحاجة (مثل الانتقال من المكتب إلى المنزل)					
الاستقلالية في أوقات العمل						
4.	أستطيع توزيع ساعات عملي اليومية بمرونة بما يضمن إنجاز المهام					
5.	أستطيع تحديد وقت بدء العمل وانتهائه					
6.	أستطيع إنهاء يومي الوظيفي مبكرًا عند إتمام المهام المطلوبة					
الاستقلالية في جدولة العمل						
7.	أستطيع تحديد توقيت ومدة فترات الراحة					
8.	أستطيع تعديل جدول عملي بما يتناسب مع الالتزامات الشخصية					
9.	أثناء العمل عن بُعد، أستطيع عقد اجتماعات مع فريقي/مديري بسهولة عند الحاجة					
10.	تتيح لي المؤسسة استخدام أدوات رقمية مناسبة لإنجاز العمل عن بُعد بكفاءة					
نسبة العمل عن بُعد إلى الحضور						

					نسبة أيام عملي عن بُعد مقارنةً بأيام العمل الوجيه واضحة ومحددة من قبل المؤسسة	11.
					نسبة العمل عن بُعد إلى العمل الوجيه مناسبة لطبيعة مهام	12.
					أستطيع تعديل نسبة عملي عن بُعد/وجيه عند تغيير متطلبات العمل	13.
					تُطبق المؤسسة العمل الهجين بشكل منتظم وليس بصورة استثنائية أو مؤقتة	14.
التعاون والاتصال التنظيمي						
					التواصل مع فريقي ومديري فعال وواضح في نظام العمل الهجين	15.
					تتوفر أدوات رقمية (مثل منصات الاجتماعات/إدارة المهام) تسهل التعاون أثناء العمل عن بُعد	16.
					يؤثر العمل عن بُعد بشكل ايجابي على سرعة التنسيق واتخاذ القرار داخل الفريق	17.
					يتم توزيع المهام ومتابعتها بوضوح سواء كنت أعمل عن بُعد أو من المكتب	18.
					أشعر بالاندماج مع الفريق حتى في الأيام التي أعمل فيها عن بُعد	19.
السياسات والجاهزية المؤسسية لنظام العمل الهجين						
					توجد سياسة مكتوبة توضح آليات وضوابط العمل الهجين في المؤسسة.	20.
					توفر المؤسسة دعمًا تقنيًا سريعًا عند حدوث مشكلات أثناء العمل عن بُعد.	21.
					يتعامل المديرون بعدالة في تقييم الأداء بين الموظفين الحضوريين وعن بُعد	22.

القسم الثالث: التوازن بين الحياة والعمل

التوازن بين الحياة والعمل، يتعلق بقدرة الموظف على تحقيق التوازن بين مهام العمل ومتطلبات الحياة الشخصية والعائلية، مع تقليل التوتر والصراع في تحقيق التوازن.

الرجاء قراءة كل عبارة من العبارات التالية، ثم وضع [✓] للإجابة المناسبة (أوافق بشدة، أوافق، محايد، أعارض، أعارض بشدة):

#	الفقرة	أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة
التوازن بين الحياة والعمل						
توازن الوقت						
1.	لديّ حاليًا توازن جيد بين الوقت الذي أقضيه في العمل والوقت المتاح لي للأنشطة غير المرتبطة بالعمل					
2.	لا أجد صعوبة في الموازنة بين أنشطتي العملية وغير العملية					
3.	أشعر أن التوازن بين متطلبات العمل والأنشطة غير العملية مناسب حاليًا					
4.	بشكل عام، أعتقد أن حياتي العملية وغير العملية متوازنة					
ضغط العمل						
5.	أستطيع إنجاز الأعمال المكلف بها في الوقت المحدد					
6.	المواعيد النهائية لتسليم العمل لا يصعب تحقيقها					
7.	لا اضطر بسبب ضغط العمل لإنجاز بعض الأعمال الرسمية في وقتي الشخصي أو من المنزل					
8.	لا أهمل بعض المهام المطلوبة مني بسبب ضغط العمل					
9.	لا يصعب على الالتزام بمسؤولياتي تجاه عائلتي بسبب ضغط العمل					
10.	عندما يمرض أحد أفراد اسرتي في المنزل، لا أجد صعوبة في الحصول على إجازة					
الحياة الشخصية						
11.	أستطيع النوم لمدة 8 ساعات على الأقل					

12.	أتمكن دائماً من تناول الطعام في موعده				
13.	لا أجد صعوبة في قضاء وقت ممتع مع أحبائي				
14.	أستطيع منح نفسي حرية حضور المناسبات الاجتماعية				
15.	لا تتأثر حياتي الشخصية سلباً نتيجة متطلبات العمل				

القسم الرابع: رفاهية الموظفين

الرفاهية هي الصحة النفسية والعقلية والجسدية والعاطفية التي يجب ان تكون لدى الموظف.

الرجاء قراءة كل عبارة من العبارات التالية، ثم وضع [✓] للإجابة المناسبة (أوافق بشدة، أوافق، محايد، أعارض، أعارض بشدة):

#	الفقرة	أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة
رفاهية الموظفين						
الرفاهية النفسية						
1.	أتكيف بسهولة مع التغيرات اليومية في حياتي وأدير مسؤولياتي جيداً					
2.	أهتم بالأشياء المهمة بالنسبة لي، وليس ما هو مهم للآخرين					
3.	أتعامل مع المواقف اليومية بعقلانية					
4.	لا أجد صعوبة في التكيف مع المتغيرات في حياتي					
5.	لا أشعر بضغط نفسي كبير بسبب متطلبات الحياة اليومية					
6.	أعتقد أن لديّ هدفاً واتجهاً واضحاً في الحياة					
7.	أعتقد أن الحياة عملية تعلم مستمرة					
8.	أنا شخص واثق بنفسه					
الرفاهية الاجتماعية						
9.	أنا جزء مهم من فريقي ومنظمتي					
10.	الأشخاص في فريقي جديرون بالثقة					
11.	أشعر بالقرب من زملائي في فريق العمل					
12.	فريقي مصدر رائع للدعم الاجتماعي					

					آرائى مقبولة من زملائي	13.
					أشارك بفعالية فى اتخاذ القرارات المهمة لفريقي	14.
					أحب قضاء الوقت مع زملائي فى الفريق	15.
					أستطيع مشاركة مشاكلى بحرية مع زملائي	16.
					أنشطتى اليومية تُسهم فى تحقيق منفعة لفريقي	17.
رفاهية مكان العمل						
					أنا راضٍ تمامًا عن وظيفتى	18.
					أستمتع بالعمل الهادف	19.
					أولى قيمة كبيرة لعملى	20.
					غالبًا ما يكون إنجازى فى العمل مصدرًا للتحفيز	21.
					مكان عملى مُلائم جدًا	22.
					يُتيح عملى مجالًا واسعًا للنمو المهنى	23.
					كنتُ أحافظ على التوازن بين العمل والحياة المنزلية	24.
					يولى صاحب العمل اهتمامًا كبيرًا بموظفيه	25.
					التحديات التى أوجهها فى عملى تتيح لى تطوير مهارتى	26.
الرفاهية الذاتية						
					أشعر بالسعادة غالبًا	27.
					أنا شخص متفائل	28.
					أشعر بالرضا عن نفسى	29.
					نادرًا ما أشعر بالحزن	30.

Appendix 3: Names of Arbitrators for Questionnaire:

Name	Academic degree	Specialization	Workplace
Dr. Shaher Obed	Assistant professor	Public administration	Al-Quds open university
Dr. Saleh Amarneh	Assistant professor	Business administration	Al-Zaytouna university
Dr. Thiab Jarar	Assistant professor	Strategic management	Al-Quds open university
Dr. Zahi Yaseen	Assistant professor	Human resource management	Arab American university
Dr. Mohammad Hanini	Assistant professor	Finance	Birzeit university
Dr. Mohammad Abu Zayed/ Quad	Assistant professor	Public administration	Birzeit university

أثر نموذج العمل الهجين على رفاهية الموظفين في قطاع الاتصالات الفلسطيني: استكشاف الدور الوسيط للتوازن بين العمل والحياة

غدير خالد نمر ملصة

د. عطية مصلح

د. رائد عريقات

د. سامر عرقاوي

الملخص:

الهدف: تهدف هذه الدراسة الى استكشاف أثر نموذج العمل الهجين على رفاهية الموظفين، والدور الوسيط للتوازن بين العمل والحياة في قطاع الاتصالات الفلسطيني.

المنهجية: تم استخدام تصميم كمي؛ حيث اعتمدت الدراسة على استبيان الكتروني يعبأ ذاتياً، تم اقباسه من مقاييس معتمدة. تم جمع البيانات من عينة مكونة من 159 إجابة صالحة من موظفين من عدة شركات اتصالات فلسطينية. تم اجراء التحليل الاحصائي، بما في ذلك الإحصاء الوصفي ونمذجة المعادلات الهيكلية باستخدام طريقة المربعات الصغرى الجزئية (PLS-SEM)، باستخدام برنامجي SPSS v 28 و SMART-PLS 4 .

النتائج: تُظهر النتائج الوصفية أن تطبيق ممارسات العمل الهجين في قطاع الاتصالات الفلسطيني متوسط (المتوسط = 3.61)، وهو ما يُشابه مستوى التوازن بين العمل والحياة الشخصية (المتوسط = 3.65)، بينما يُصنف مستوى رفاهية الموظفين بأنه مرتفع (المتوسط = 3.89). وأكد نموذج النمذجة الهيكلية أن نموذج العمل الهجين له تأثير إيجابي ودال إحصائياً على كلٍ من التوازن بين العمل والحياة الشخصية ورفاهية الموظفين . وُجد أن التوازن بين العمل والحياة الشخصية عامل وسيط جزئي في العلاقة مما يشير إلى أن التأثير غير المباشر لنموذج العمل الهجين على رفاهية الموظفين، بوساطة التوازن بين العمل والحياة الشخصية، إيجابي وذو دلالة إحصائية عالية.

تكمّن أصالة هذا البحث وقيّمته في تركيزه على سياق متقلب بدلاً من سوق ناضجة ومستقرة، حيث يُثبت تجريبياً أن العمل الهجين في فلسطين يُعد ضرورة استراتيجية لتعزيز المرونة، إذ يُساعد الموظفين على

تجاوز العوائق المتعلقة بالبنية التحتية والتنقل للحفاظ على الإنتاجية. وهو من الدراسات القليلة التي تُثبت تجريبياً أن نموذج العمل الهجين في مثل هذه البيئات لا يُنظر إليه كمجرد ميزة مرونة فحسب، بل كضرورة استراتيجية لتعزيز مرونة المؤسسات والاستقرار الوطني.

الكلمات المفتاحية: نموذج العمل الهجين، التوازن بين العمل والحياة الشخصية، رفاة الموظفين، قطاع الاتصالات الفلسطيني.