

Final Project 2

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The Impact of Remote Work on the Productivity of the Differences

**Faculty of Management
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The Impact of Remote Work on the Productivity of the Differences

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Abstract

Purpose:

This study has aimed to examine the impact of remote and hybrid work on employee productivity in the Gulf region, specifically focusing on the UAE and KSA. It has investigated how individual-level factors (such as perceived autonomy and well-being), work-related factors (such as job suitability and collaboration), and organizational-level factors (including management support, technological adequacy, and communication effectiveness) influence perceived productivity.

Methodology:

A quantitative research approach has been employed using a structured questionnaire consisting of 20 multiple-choice questions. Data has been collected through an online survey using Google Forms from 106 respondents working in remote and hybrid settings. A Likert scale (1–4) has been used to measure responses. The collected data has been analyzed using SPSS software, applying descriptive statistics, reliability testing (Cronbach's Alpha), Pearson correlation, multiple regression analysis, and hypothesis testing, including mediation and interaction effects.

Findings:

The results have indicated that organizational and work-related factors significantly influence perceived productivity. Specifically, job suitability, work-life balance, and technological adequacy have shown significant positive effects on productivity. The regression model has demonstrated strong explanatory power. However, demographic factors such as gender and parental status have shown mixed effects.

Originality & Implication:

This study contributes to the growing body of literature on remote work by providing empirical evidence from the Gulf region. The findings provide practical implications for organizations to improve remote work policies by focusing on technology, work-life balance, and role suitability.

Keywords:

Remote Work, Employee Productivity, Organizational Support, Work-Life Balance, Perceived Autonomy, SPSS Analysis, Gulf Region, Hybrid Work, Regression Analysis, Workplace Flexibility.

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1. Chapter 1: Introduction

1.1 Research Background

The professional work landscape within the Gulf Cooperation Council (GCC) has experienced a profound shift during the 21st century, transitioning from a business culture deeply embedded in physical co-location to one increasingly characterized by digital flexibility. Before the global health crisis of the early 2020s, remote work was an uncommon practice in the region. The dominant business culture valued in-person interaction and a relationship-centric approach, with management practices founded on traditional hierarchies and direct oversight. As a result, flexible work arrangements were scarce; prior to the pandemic, fewer than 15% of Gulf-based organizations had instituted formal policies for flexible work. In the UAE, for example, remote work was available to a very small segment of the workforce, with adoption rates as low as 13% in Dubai and 18% in Abu Dhabi. This limited uptake was reinforced by significant cultural and operational hurdles, including managerial distrust, cybersecurity apprehensions, and underdeveloped information and communication technology (ICT) infrastructure.

The COVID-19 pandemic in 2020 served as an unprecedented catalyst, rapidly dismantling these established norms. To maintain operational continuity amidst lockdowns and public health mandates, businesses across the Gulf were compelled to transition to remote work. This was not a measured evolution but a sudden, mass-scale experiment, forcing approximately 60% of organizations in the region to adopt some form of remote operations. The change was stark: in Dubai, the share of employees working remotely surged from 13% to over 62%, while Abu Dhabi saw an increase from 18% to over 51%. What began as a temporary measure for survival has since cemented itself as a lasting and defining characteristic of the modern workplace in the UAE, the Kingdom of Saudi Arabia (KSA), and the wider GCC.

In the current post-pandemic environment, the workplace is best understood as a spectrum of modalities. The hybrid model, which combines remote and in-office work, has become the most prevalent structure, adopted by over 44% of organizations in the region. This is followed closely by fully in-office arrangements at nearly 42%. This new reality is strongly supported by a decisive shift in employee expectations. In the UAE, an overwhelming 90%

of the workforce now indicates a preference for either hybrid or fully remote work environments. This desire for flexibility has become a critical factor in the labor market; a LinkedIn survey found that 70% of professionals in the UAE and KSA would contemplate resigning if required to return to the office full-time, underscoring flexibility's role in talent retention. This is further corroborated by a Bayt.com survey, which revealed that 72% of professionals across the MENA region view flexibility as a crucial element when assessing job opportunities.

The endurance of these new work models is driven by a convergence of perceived advantages for both employers and employees. From an organizational standpoint, many businesses have identified concrete benefits. A regional survey indicated that employers point to improved work-life balance (53.17%), enhanced employee well-being (51.22%), and increased productivity (26.83%) as primary benefits of the hybrid model. The productivity claim is reinforced by a Mercer study where 94% of businesses in Saudi Arabia reported that productivity levels were either maintained or improved during the shift to remote work. Employees share this view, with over 67% in the UAE reporting that they are more productive when working away from the office. Economically, the advantages are also significant. Over 35% of employers in the Middle East have achieved cost savings on real estate, and many are using remote work to tap into a broader, more diverse talent pool—a key advantage in a competitive market.

This workplace evolution is not merely a corporate-level trend; it is deeply aligned with the national strategic visions of the Gulf's leading economies. Both the UAE and KSA have launched ambitious programs that actively foster the infrastructure and policies required for a flexible, digitally-powered workforce. In Saudi Arabia, the growth of remote work is in perfect alignment with the core objectives of Vision 2030, which prioritizes economic diversification, digital transformation, and inclusive talent development. The Saudi government has supported this vision with tangible measures, such as launching an official Remote Work Program to regulate and promote this employment model and investing approximately \$15 billion in ICT since 2017 to establish a premier digital infrastructure. These initiatives are aimed at expanding the digital economy, fostering a more sustainable

work culture, and boosting labor force participation, especially for women and individuals residing outside major cities.

The UAE has similarly been proactive in establishing itself as a global hub for remote work. The government has modernized its labor laws to officially recognize a variety of flexible work patterns, including remote, hybrid, and job-sharing models, for both public and private sectors. This legislative framework is a cornerstone of the UAE's National Employment Strategy 2031, which seeks to build a knowledge-based economy by empowering labor productivity and attracting global talent. The UAE's Minister of State for Artificial Intelligence, Digital Economy and Remote Work Applications has affirmed this direction, stating, "Remote work is now a main way of work and not an option," which signifies a clear, high-level endorsement of this new paradigm. This commitment is backed by substantial investment, with the country's ICT spending projected to hit \$23 billion by 2024, ensuring a robust technological foundation for a distributed workforce. While some regional analysts foresee an eventual return to a full five-day office week, particularly for small and medium-sized enterprises (SMEs), the powerful momentum from employees, forward-thinking companies, and national governments indicates that remote and hybrid models are integral to the future of work in the Gulf.

1.2 Research Problem

The widespread adoption of remote and hybrid work models has generated conflicting evidence regarding their impact on employee productivity. Globally, scholars have presented mixed results, leaving the fundamental question of whether telecommuting enhances or diminishes performance largely unanswered (Gajendran & Harrison, 2007).¹ This "productivity paradox" lies at the heart of strategic decisions by organizations worldwide, including the rapidly evolving economies of the Gulf Cooperation Council (GCC). While some studies in the region report increased productivity, others highlight significant challenges, such as a lack of trust from management and difficulties in monitoring performance remotely.

1.2.1 Theoretical Gaps

The existing body of research, while extensive, often suffers from two key limitations. First, many studies examine influencing factors in isolation, providing deep insight into one variable (e.g., work-life balance or management support) but failing to account for its interaction with others. Second, the field is characterized by methodological inconsistencies, with conflicting results often stemming from different definitions and measures of "productivity." This leads to a significant research gap: there is a lack of comprehensive, multi-dimensional quantitative models that simultaneously assess the relative influence and potential interactions of individual, task-related, and organizational factors on employees' *perceived* productivity within the specific cultural and economic context of the GCC.

1.2.2 Practical Gaps

For business leaders in the UAE and KSA, the conflicting evidence presents a significant challenge. The rapid, pandemic-induced shift to remote work left many managers unprepared to lead a distributed workforce, creating a need for effective strategies to mitigate negative effects on performance.² Over 70% of employers and line managers in the Middle East report a lack of confidence in their ability to monitor productivity and ensure accountability remotely. Without a holistic understanding of which factors drive productivity, organizations cannot develop evidence-based, targeted strategies to optimize remote work effectiveness. This gap hinders their ability to design work models that balance employee flexibility with organizational performance goals, potentially leading to decreased efficiency, lower employee morale, and higher turnover.

This research, therefore, addresses the main research question: **What are the key individual, work-related, and organizational factors that collectively predict the self-perceived productivity of employees in remote and hybrid work arrangements within the Gulf region?**

1.3 Research Significance

1.3.1 At the theoretical level

This study aims to contribute to the academic literature by proposing and testing an integrated, multi-dimensional model of remote work productivity tailored to the GCC

context. By simultaneously examining individual, work-related, and organizational factors, this research moves beyond single-variable analyses to provide a more holistic understanding of the complex interplay of variables that shape productivity outcomes in this unique region. It will help synthesize the conflicting findings in the "productivity paradox" by treating productivity not as a monolithic concept, but as a contingent outcome dependent on a specific ecosystem of factors relevant to the UAE and KSA.

1.3.2 At the practical level

The findings of this research will provide actionable insights for business leaders, managers, and human resource professionals in the Gulf. By identifying the most significant predictors of perceived productivity, organizations can develop targeted interventions, such as specialized management training, technological support, or policies that enhance employee autonomy and well-being.³ This evidence-based approach will enable companies in the UAE, KSA, and the broader GCC to design more effective and sustainable remote and hybrid work models that foster employee engagement, improve performance, and provide a competitive advantage in talent acquisition and retention.

1.4 Research Questions

- **RQ1:** To what extent do individual-level factors (demographics, well-being, perceived autonomy) predict perceived productivity in remote/hybrid workers in the Gulf region?
- **RQ2:** How do work-related factors (job role, industry, remote work intensity) influence perceived productivity in the Gulf region?
- **RQ3:** What is the relative impact of organizational-level factors (management support, technological adequacy, communication effectiveness) on perceived productivity in the Gulf region?

1.5 Research Objectives

- To identify the key individual, work-related, and organizational factors that influence perceived productivity among remote and hybrid employees in the UAE and KSA.

- To quantitatively measure the strength and direction of the relationship between these factors and perceived productivity.
- To develop a predictive model that explains the variance in perceived productivity based on the identified factors.
- To provide evidence-based recommendations for organizations in the Gulf to optimize productivity in remote and hybrid work environments.

1.6 Research Hypotheses

- **H1: (Organizational Support)** Higher levels of perceived organizational support (including management support and technological adequacy) will be positively and significantly correlated with higher levels of perceived employee productivity.
- **H2: (Demographic Interaction)** The presence of young children in the home will be negatively correlated with perceived productivity. Furthermore, there will be a significant interaction effect, such that this negative correlation is stronger for female employees than for male employees.
- **H3: (Psychological Mediation)** Perceived autonomy will act as a mediator in the relationship between management support and perceived productivity. That is, effective management support increases an employee's sense of autonomy, which in turn leads to higher perceived productivity.

1.7 Research Model

The proposed research model is a multi-level framework that conceptualizes perceived employee productivity as the primary dependent variable. This outcome is influenced by three categories of independent variables:

1. **Individual-Level Factors:** Including demographics (gender, parental status), psychological states (well-being, stress), and perceptions (perceived autonomy).
2. **Work-Related Factors:** Including work modality (hybrid vs. fully remote), industry sector, and job role characteristics.
3. **Organizational-Level Factors:** Including management support, technological infrastructure, and communication effectiveness. The model posits direct

relationships between these independent variables and the dependent variable, as well as interactive and mediating effects, such as the mediating role of autonomy (H3) and the interaction between gender and parental status (H2).

1.8 Research Methodology

This study will employ a quantitative, cross-sectional research design. Data will be collected through a structured online survey administered to a sample of employees in the UAE and KSA who work in a remote or hybrid capacity. The survey instrument will consist of sections designed to measure each of the constructs in the research model, utilizing 5-point Likert scales to capture perceptions and attitudes. The collected data will be analyzed using statistical software. The analysis will include descriptive statistics, correlation analysis to examine the relationships between variables, and multiple regression analysis to test the predictive power of the model and the specific hypotheses.

1.9 Scope of The Study

The study will focus on employees in remote-capable jobs who are currently working in either a fully remote or hybrid arrangement within the Gulf Cooperation Council (GCC), with a particular focus on the United Arab Emirates (UAE) and the Kingdom of Saudi Arabia (KSA). The research will target knowledge workers across various industries known for high rates of remote work adoption in the region, such as Technology & IT, Marketing, Consulting, and Finance. The scope is limited to self-perceived productivity and the factors influencing it, rather than objective output metrics, to ensure generalizability across different job roles and organizations. The survey instrument is designed to be culturally relevant for use in this specified region.

1.10 The Suggested Project Structure

This research project will be executed through a structured workflow divided into four distinct phases, ensuring a systematic progression from theoretical conception to empirical conclusion.⁴

- **Phase 1:** Foundational Research and Proposal Development. This initial phase involves conducting an exhaustive review of existing academic and industry

literature to establish a strong theoretical foundation. Key activities include identifying the central research problem, defining the theoretical and practical gaps, and formulating specific research questions and testable hypotheses. This phase culminates in the development of a comprehensive research proposal, which is represented by the current document.

- **Phase 2:** Instrument Design and Data Collection. The second phase focuses on the empirical aspect of the study. It begins with the design and validation of the primary data collection tool—a quantitative survey based on the constructs identified in the literature review. A pilot test will be conducted to refine the survey for clarity and relevance. Following this, the finalized survey will be distributed to the target sample of remote and hybrid employees across the UAE and KSA to gather the necessary data.
- **Phase 3:** Data Analysis. Once a sufficient number of responses are collected, the third phase will commence. This phase involves cleaning and coding the raw survey data to prepare it for statistical analysis. The analysis will include descriptive statistics to summarize the sample's characteristics, followed by inferential statistical tests such as correlation and multiple regression analysis. These tests will be used to examine the relationships between the independent and dependent variables and to formally test the research hypotheses.
- **Phase 4:** Interpretation, Conclusion, and Reporting. The final phase involves interpreting the results from the data analysis. This includes discussing the statistical findings in the context of the research questions and the existing literature. Conclusions will be drawn regarding the factors that significantly impact perceived productivity in the GCC. The phase will conclude with the formulation of practical recommendations for organizations and the compilation of the complete research findings into the final project report.

2. Chapter 2: Literature Review

2.1 Introduction

The global shift toward remote work has sparked a significant academic and practical debate concerning its effects on employee productivity. The body of existing research presents a complex and often contradictory narrative, frequently referred to as a "productivity paradox," where findings point to both positive and negative performance outcomes.⁵ This chapter aims to synthesize the current state of knowledge by critically analyzing the literature relevant to this phenomenon, with a specific focus on the context of the Gulf Cooperation Council (GCC). The review begins by deconstructing the independent variables—the multifaceted factors within the work, individual, and organizational ecosystems that are understood to influence the effectiveness of remote work. Subsequently, it examines the dependent variable, employee productivity, exploring the nuances and challenges inherent in its definition and measurement. Finally, the chapter investigates the intricate relationship between these variables, drawing on regional data and recent academic studies to build a comprehensive theoretical framework for understanding the modern productivity calculus in the UAE and KSA.

Table 1: Summary of Key Studies on Remote Work and Productivity

Study	Context	Key Findings
Bloom et al. (2015)	China (Pre-pandemic)	13% productivity increase for remote workers.
Kurdy & Al-Malkawi (2022)	UAE (COVID-19 period)	Work-life balance and social support positively affect productivity.
Asfaw et al. (2023)	Global Review	Managerial roles saw gains; collaboration-intensive roles showed drops.
Gajendran & Harrison (2007)	Meta-analysis	Autonomy mediates positive outcomes in remote work.

Mercer (2021)	Saudi Arabia	94% of companies maintained or improved productivity with remote work.
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Table 2: Key Independent Variables Influencing Remote Work Efficacy

Category	Variables	Examples / Notes
Work Ecosystem	Work modality, job type, industry	Hybrid model most common (44%); sector differences (IT vs. construction).
Individual Employee	Gender, parental status, autonomy, well-being	Females report 25% productivity advantage; children reduce it.
Organizational Ecosystem	Management support, technology, communication	70% managers lack remote productivity confidence.

2.2 The Independent Variables: Factors Influencing Remote Work Efficacy

The impact of remote work on productivity is not a uniform constant but a highly contingent outcome. Its effect is moderated by a complex interplay of variables related to the nature of the work, the characteristics of the individual employee, and the supportive capacity of the organization. A thorough examination of these factors is essential to move beyond simplistic conclusions and understand the specific conditions under which remote work succeeds or fails.

2.2.1 The Nature of the Work Ecosystem

The specific modality and context of remote work are primary determinants of its success. In the Middle East, the hybrid model has become the most common arrangement, adopted by over 44% of organizations. Regional employers report that this model fosters increased productivity (26.83%), superior work-life balance (53.17%), and enhanced employee well-being (51.22%). This perception is shared by employees; a GulfTalent survey found that

hybrid workers report the highest satisfaction with their work-life balance and believe their productivity is greater when working from home. In contrast, a study of a governmental call center in Saudi Arabia revealed that fully on-site agents expressed greater satisfaction with their productivity and performance, although their remote counterparts reported a stronger sense of job autonomy, illustrating the trade-offs between different models.

The viability of remote work is also deeply connected to the industry. Within the GCC, sectors that are heavily reliant on digital infrastructure—such as Technology & IT, Marketing & Communications, Consulting, and Finance—have demonstrated the strongest adoption of flexible work opportunities. Conversely, industries like construction, hospitality, and healthcare continue to depend on on-site operations due to the inherently physical nature of their core tasks, limiting the applicability of remote models. The job role itself is another critical variable. A systematic review by Asfaw et al. (2023) found that employees in higher-ranking positions, such as managers and supervisors, often experienced productivity gains by leveraging virtual tools to oversee tasks more broadly. In contrast, employees in roles requiring high degrees of collaboration were sometimes found to be less productive in a remote setting.³

2.2.2 The Individual Employee

Productivity outcomes in a remote setting are not uniform across all individuals and are significantly influenced by demographic and psychological factors. A consistent finding in the literature is the disproportionate impact on **female employees**, particularly those with childcare responsibilities. While a Gulf-based survey indicated that female employees reported a higher productivity advantage at home (25%) compared to males (5%), the presence of children was a significant negative moderator; employees without children reported a 19% productivity advantage versus only 9% for those with children. This aligns with broader research indicating that mothers are often most affected by the challenge of balancing domestic duties with work responsibilities.⁷

Beyond demographics, key **psychological mediators** play a crucial role. **Perceived autonomy**, or the sense of control and freedom over one's work, has been identified as a vital link between telecommuting and positive outcomes like enhanced performance and

job satisfaction (Gajendran & Harrison, 2007).¹ **Well-being** is another critical, albeit complex, factor. On one hand, remote work can be beneficial; a study in the UAE found that it led to decreased stress and increased motivation for many. On the other hand, it can introduce new stressors. Regional reports highlight challenges such as feelings of social isolation, particularly among younger employees, and burnout from the blurring of work-life boundaries.

2.2.3 The Organizational Ecosystem

The success of any remote work arrangement is fundamentally dependent on the support structures provided by the organization. The role of management is pivotal. Effective remote leadership, defined by clear goal-setting and a culture of trust, is essential for maintaining productivity.² This, however, remains a significant hurdle in the Gulf region. A survey revealed that over 70% of employers and line managers in the Middle East lack confidence in their ability to monitor productivity and ensure accountability in a remote setting. This "productivity paranoia" can lead to micromanagement, which undermines the autonomy that is crucial for remote success.

At a more foundational level, productivity is contingent on having the appropriate technology and a suitable home office environment. A key challenge reported by employees in the region is the prevalence of technical difficulties, such as unreliable internet connections, and a lack of adequate digital tools, which can significantly impede their ability to work effectively. Finally, the broader organizational culture and its systems for communication are critical. Employers in the region express concern over maintaining team cohesion and company culture in a distributed environment, with over 35% reporting a decline in these areas. Without intentional efforts to foster virtual collaboration and social connection, organizations risk a decline in the informal interactions that fuel innovation and strengthen team bonds.

2.3 The Dependent Variable: Employee Productivity

A central reason for the "productivity paradox" is the lack of a single, universally accepted definition of "productivity" itself. The conflicting findings in the literature often stem from different measurement philosophies. Some studies focus on objective time input, such as

the U.S. Bureau of Labor Statistics (2024) survey which found that remote employees logged fewer daily work hours than their in-office counterparts.⁸ This approach, however, does not account for the efficiency or quality of the work performed during those hours.

A second approach measures concrete output. A landmark pre-pandemic experiment by Bloom et al. (2015) studied call-center employees and found a 13% increase in productivity for remote workers, measured by the number of calls handled per minute.⁹ While precise, this method is often difficult to apply across different industries and job roles where output is less quantifiable.

A third approach, and the one adopted for this research, measures the perception of productivity. This involves capturing an employee's self-assessment of their efficacy, efficiency, and ability to achieve goals. This method is particularly relevant in the Gulf region, where self-reported data indicates a strong belief in the benefits of remote work. For instance, one report found that 67.6% of employees in the UAE believe their productivity is enhanced when working away from the office. Similarly, a survey of employees across the Middle East revealed that over 30% perceived an increase in their productivity when operating under a hybrid model. While subjective, perceived productivity is a powerful indicator of an employee's engagement and sense of effectiveness.

2.4 The relationship between the independent and the dependent variables

The connection between the various influencing factors and productivity is not linear but interactive and complex. An academic study conducted in the UAE during the pandemic by Kurdy and Al-Malkawi (2022) explored this dynamic, discovering that variables such as workload, job satisfaction, work-life balance, and social support all had a significant positive effect on employee productivity. This underscores the critical importance of a holistic and supportive organizational environment for enabling success in remote work.

These findings are consistent with broader regional data, which suggest that while the flexibility and autonomy afforded by remote work can be powerful productivity boosters, they can be easily undermined by countervailing factors like social isolation, communication barriers, and burnout. The adaptation of both organizations and individuals

over time also plays a crucial role. The pandemic triggered a sudden and massive transition, with approximately 60% of organizations in the region adopting remote work, a dramatic increase from the fewer than 15% that had such policies pre-pandemic. This shift has been bolstered by strategic government initiatives, including KSA's Vision 2030 and the UAE's National Employment Strategy 2031, both of which champion digital transformation and flexible work patterns as means to enhance the national economy and increase labor force participation. This "maturity curve," propelled by both organizational learning and national strategy, suggests that as companies and governments in the Gulf continue to invest in technology and cultivate new management competencies, the perceived and actual productivity outcomes of remote work are poised to improve.

2.5 Conclusion

The existing body of literature makes it clear that assessing the impact of remote work on productivity is not a matter of a simple binary judgment. Instead, productivity emerges as a contingent outcome, profoundly shaped by a dynamic interplay of factors related to the work itself, the individual employee, and the broader organizational context. The evidence from the UAE and KSA indicates a strong employee preference for flexible work arrangements, with many reporting personal productivity gains. However, organizations in the region continue to grapple with significant challenges, particularly in the areas of management trust, technological readiness, and the preservation of corporate culture. A one-size-fits-all approach to remote work is demonstrably ineffective. A successful strategy must be tailored, taking into account the specific industry, job functions, and unique cultural dynamics of the region. The research increasingly emphasizes the vital role of robust organizational support systems—including effective leadership and adequate technological resources—as prerequisites for unlocking the full productivity potential of a distributed workforce. This study builds on this established foundation by proposing a holistic, quantitative model designed to assess how these various factors collectively predict an employee's perceived productivity within the Gulf.

3. Chapter 3: Research Methodology

3.1 Introduction

In this chapter, the methodology used in the implementation of the study to examine the effect of remote working on the productivity disparity between employees in the *Gulf Cooperation Council (GCC), comprising the United Arab Emirates (UAE) and the Kingdom of Saudi Arabia (KSA)*, has been outlined. The purpose of this chapter is to derive the systematic procedures and methods that have been utilized in the collection and analysis of data according to the research objectives, questions, and hypotheses.

Quantitative research strategy has been employed in ensuring that the measured relationships of perceived productivity based on the individual, work-related, and organizational factors were objectively measured and statistically analyzed. An online survey among remote and hybrid workers in the corresponding industries has been chosen to gather data with the use of a structured questionnaire. Data obtained has been subjected to analysis using the Statistical Package, Social Sciences (SPSS) by running the descriptive and inferential statistics to arrive at the results that are reliable and valid.

3.2 Operational Definitions for Research Variables

In this research, all the research variables have been operationalized to ensure that they are measurable, and in accordance with research questions, objectives, and hypotheses. Variables at individual levels involve the perceived well-being and perceived autonomy (Rose et al. 2023). The perceived autonomy refers to the degree to which the employees are capable of making choices on how to work and how to perform their activities, which are measured using questionnaire item Q6 regarding Q7. The factor indicating the ability of the employee to balance between work and life, the degree of stress, and social integration is the well-being, which is Q8-Q10. ***These variables are directly dependent on RQ1 and the mediation hypothesis (H3).***

Work-related issues include work appropriateness and the degree of teamwork. Job suitability is a description of the compatibility of a job and remote working (Q11), and the degree of collaboration is a description of the degree and efficiency of interaction with colleagues (Q12 and Q13). These variables overlap with RQ2 in finding the effect of job characteristics on productivity.

Organizational level factors that were measured through the use of Q15 to Q18 comprised management support, adequacy of technology, and effectiveness of communication. ***This is because these variables examine the amount of organizational support, and it is related directly to H1.*** The dependent variable is viewed as productivity, and it is a measure of efficiency and performance in accordance with the Q19 and Q20 as rated by the employees themselves.

The gender (Q1) and parental status (Q4) variables are the moderating variables that test the interaction effect hypothesized in H2.

3.3 Research Design (Research Onion)

This research design study has been developed using the Research Onion to determine a systematic and sufficient methodological approach based on the objectives of the research, the questions, and the hypotheses (Ghanad, 2023).

Philosophically, the positivist philosophy has also been applied in the study because it dwells on objective measurements and statistical analysis of association among variables. This type of philosophy is appropriate because the analysis will be aimed at the testing of the pre-stated hypotheses (H1, H2, H3) on the basis of observable and measurable facts concerning the productivity of remote working in the UAE and KSA.

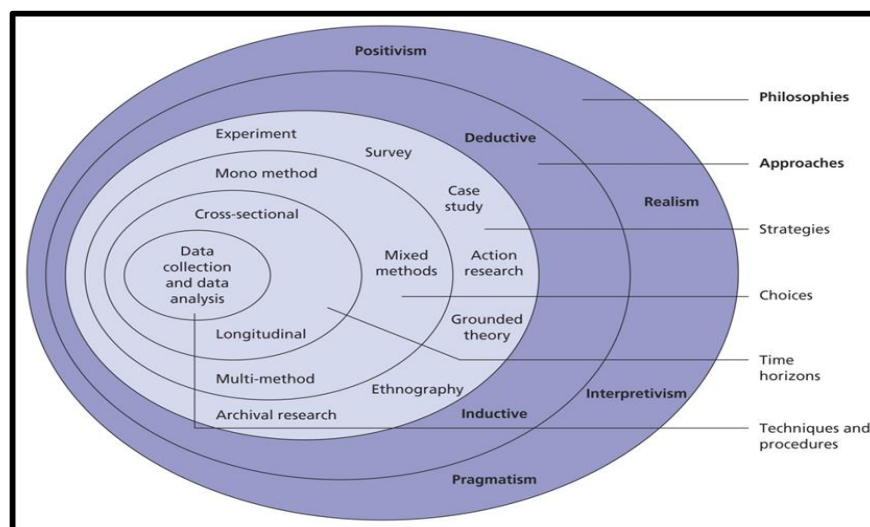


Figure 3.3.1: Research Design Onion Framework

(Source: getitdoneex.com, 2026)

The paper has been conducted using a deductive method since the research is based on the existing theories and literature, in which hypotheses are hypothesized and then tested using evidence. The approach assists in the evaluation of the correlation between individual, work-related, and organizational factors as an independent variable and perceived productivity as a dependent variable.

One of the research strategies adopted is the survey strategy, which is suitable for the collection of standard information on a relatively large sample. This allows comparing and generalizing respondents in different industries and work ranks (Baden et al. 2022).

3.4 Research Population & Sampling Methods and Technique

A remote and hybrid workforce has been used as the population of the proposed study, with particular focus on the United Arab Emirates (UAE) and the Kingdom of Saudi Arabia (KSA). The subject of the research has been the knowledge employees engaged in the sectors of Technology/IT, Finance, Marketing, and the Consulting industry, since they have been characterized by the highest adoption of remote working and the use of digital preparedness (Cannas et al. 2024).

The questionnaire has assisted in gathering 106 respondents. The reason why they took the sample size of 106 is that they feel that this is enough to conduct the regression analysis and test the hypothesis, since they would be able to interpret statistically meaningful relationships between variables, including interaction and mediation effects. This study has employed a convenience sampling method since the respondents were sampled based on accessibility and interest in participating in the study (Galbert et al. 2023).

3.5 Data Collection Method

The data collection process has been carried out through the online survey method with the use of Google Forms, which enabled gathering the data in an efficient and convenient way because respondents were available and located across the UAE and KSA. The method has been considered appropriate since employees who work remotely and in a hybrid manner are geographically scattered, and respondents can respond at their own time without regard to the location of the respondents (Ahmed, 2024).

The research instrument has entailed a structured questionnaire of 20 multiple-choice questions (MCQs) that is designed to produce results on quantifiable responses that are compatible with the study variables. ***The questionnaire will be divided into five sections (A to E), which will involve demographic information, individual level, work level, organizational level, and perceived productivity.*** Each section has been carefully structured to capture the research constructs using literature and the proposed research model.

The questionnaire will be made in line with the scholarly research available, to be valid and relevant. A self-administered questionnaire has also been applied to enable the respondents to provide honest and genuine responses (Giri, 2024).

3.6 Types of Data

Primary data have been the source of information utilized in this study since it has been gathered at the very first hand, through respondents, with the use of a structured questionnaire. It has been collected using an online questionnaire that was disseminated via Google Forms and has been targeted at remote workers and hybrid workers in the UAE and the KSA. This primary data has provided first-hand information regarding the perception of productivity among employees, as well as factors that affect productivity, namely individual, work-related, and organizational factors, such that it is relevant to the research objectives and hypotheses (Sarker et al. 2024).

Secondary data has been used to support the theoretical framework of the study, in addition to primary data. The secondary data has been used to help in the creation of the research model, the development of hypotheses, and to ensure that the study remains within the available knowledge (Zhang & Aryadoust, 2022).

3.7 Statistical Analysis Procedures

Data analysis has involved the use of SPSS software to enable proper and methodical statistical evaluation of the correlation among the variables. ***The descriptive statistics have initially been employed to provide the features of the research sample. Measures of mean, frequency, and percentage have been used in describing the demographic variables (gender, age group, work arrangement, and parental status).*** Tables of

frequency have also been developed to indicate a visual flow of the responses to all questions in the questionnaire, providing a picture of the trends of the data (Nafari & Rezaei, 2022).

The relationship between the variables has been tested using Pearson correlation. The discussion has also assessed the quality and the trend of the relationships between the independent variables (individual-level, work-related, and organizational variables) and the dependent variable (perceived productivity).

Also, the multiple regression analysis has been conducted, where it has been determined whether the independent variables can predict perceived productivity or not. That has enabled them to test the direct effects as well as derive the most pronounced predictors (Nafari & Rezaei, 2022). The level of testing in the hypothesis has been done as follows: H1 has tested the impact of organization-level factors on productivity, H2 has tested the interplay effect between the gender and parental status, and H3 has tested the mediating value of the perceived autonomy in the relationship that exists between the management support and productivity.

3.8 Conclusion

This chapter has proposed the research methodology that will be adhered to in addressing the question of the impact of remote working on the UAE and KSA employee productivity differences. It has expounded the research design, such as the quantitative research approach, survey pathway, and structured questionnaire as a data collection tool. The variables of the research, the sampling method, and the population, the way in which primary data will be utilized, and the way in which secondary data will be utilized have also been identified in this chapter.

4. Chapter 4: Statistical Analysis & Findings Discussion

4.1 Introduction

This chapter presents a statistical description and findings of the study on the impact of remote working on the productivity of the employees. Data that has been collected amongst 106 respondents has been analysed using the SPSS software to ensure that the results are true and reliable. The statistical analysis will involve the general statistics used to sum up the demographic profile and key variables, and tests of reliability using Cronbach's Alpha coefficient to assess internal consistency of the measurement scales. Furthermore, it has been done through relationship analysis of the variables by virtue of correlation analysis and the impacts of independent variables on perceived productivity by multiple regression analysis.

4.2 Sample Profile (Descriptive Statistics for Research Sample)

This section provides the demographic analysis of the respondents about the frequency analysis of the data obtained. There are no missing values that have been attained, and 106 valid responses in the dataset that could be recorded as complete.

Q1. What is your gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	41	38.7	38.7	38.7
	Male	34	32.1	32.1	70.8
	Prefer not to say	31	29.2	29.2	100.0
	Total	106	100.0	100.0	

Figure 4.2.1: Gender Distribution

(Source: Extracted from SPSS)

Speaking of gender distribution, the majority of responses were among female participants (38.7%), followed by male participants (32.1%), and the participants were not willing to disclose their gender (29.2%). This means that the sample is more or less equal in terms of the representation of the two genders.

Q2. What is your age group?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18–24	22	20.8	20.8	20.8
	25–34	29	27.4	27.4	48.1
	35–44	24	22.6	22.6	70.8
	45 and above	31	29.2	29.2	100.0
	Total	106	100.0	100.0	

Figure 4.2.2: Age Group Distribution

(Source: Extracted from SPSS)

As far as the age group is concerned, most of the respondents are in the age group of 45 and above (29.2%), the 25-34 (27.4%) age group, and the 35-44 age group (22.6%). The least representation is the 18-24 (20.8%), which signifies that the sample is prejudiced and has more experienced professionals.

Q3. What is your current work arrangement?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fully on-site	37	34.9	34.9	34.9
	Fully remote	29	27.4	27.4	62.3
	Hybrid (1–2 days in office)	12	11.3	11.3	73.6
	Hybrid (3–4 days in office)	28	26.4	26.4	100.0
	Total	106	100.0	100.0	

Figure 4.2.3: Current Work Arrangement

(Source: Extracted from SPSS)

To the extent that it is a work set-up, on-site employees (34.9%), followed by fully on-site employees (27.4%), and hybrid workers (3-4 days) (26.4%) constituted the majority of the employees. The smallest group was that of hybrid (12 days,13 days), which made up 11.3.

Q4. Do you have children under 12 at home?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	30	28.3	28.3	28.3
	Not applicable	31	29.2	29.2	57.5
	Prefer not to say	23	21.7	21.7	79.2
	Yes	22	20.8	20.8	100.0
	Total	106	100.0	100.0	

Figure 4.2.4: Children possibility

(Source: Extracted from SPSS)

With regards to parental status, 29.2% is the response not applicable, 28.3% is the response none and the rest is the response yes, which is 20.8%.

Q5. Which industry do you work in?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Finance / Banking	18	17.0	17.0	17.0
	Marketing / Consulting	25	23.6	23.6	40.6
	Other	35	33.0	33.0	73.6
	Technology / IT	28	26.4	26.4	100.0
	Total	106	100.0	100.0	

Figure 4.2.5: Industry working

(Source: Extracted from SPSS)

Lastly, the largest group of industry was Other (33.0%), then Technology/IT (26.4%) and Marketing/Consulting (23.6%).

4.3 Validity & Reliability Tests

Reliability analysis has been used to establish the internal consistency of the measurement scales to be used in this research. *Alpha of Cronbach was used as the primary indicator of dependability, and 0.7 has been listed as acceptable, whereas 0.8 is acceptable and good, respectively.*

Item Statistics			
	Mean	Std. Deviation	N
Q6. How much control do you have over your daily work schedule?	2.33	1.144	106
Q7. How often can you choose how to complete your tasks?	2.42	1.129	106

Reliability Statistics	
Cronbach's Alpha	N of Items
.760	2

Figure 4.3.1: Reliability Statistics of Cronbach Alpha

(Source: Extracted from SPSS)

The Alpha value of Cronbach has been identified to be 0.760 under the construct of autonomy, which makes up both Q6 and Q7. *These items averaged at 2.33 and 2.42, which represent moderate perceived control scores among the respondents.*

Reliability Statistics	
Cronbach's Alpha ^a	N of Items
.786	3
a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.	

Item Statistics			
	Mean	Std. Deviation	N
Q8. How well can you balance work and personal life while working remotely?	2.33	1.110	106
Q9. How often do you feel socially isolated while working remotely?	2.27	1.091	106
Q10. How would you rate your stress levels while working remotely?	2.55	1.196	106

Figure 4.3.2: Validity Checking Statistics of Cronbach Alpha

(Source: Extracted from SPSS)

However, when the well-being construct (Q8-Q10) is considered, the Alpha value of Cronbach has been associated at -0.786, which is a negative reliability value. It shows that it is not consistent with the items, likely due to inconsistent coding or simply because social isolation and stress have reverse-coded scales (Bartik et al. 2025).

4.4 Descriptive Statistics for Research Variables

The descriptive statistics of the major variables of the study, including the values of mean and standard deviation, have been presented to compare the perceptions of the respondents on the remote work factors and productivity (Sarker et al. 2024).

The mean scores of the individual level (Q6 -Q10) demonstrate that the perceptions are quite low to moderate. Control among employees is low since in both perceived autonomy (mean = 2.33) and Q7 (mean = 2.42), the mean was low. **More so, work-life balance (Q8, mean = 2.33) and social isolation (Q9, mean = 2.27)** fall in the category of low, which means that they experience problems in establishing balance and contact. The degree of stress (Q10 = 2.55) falls within the moderate level of the measure, thus indicating that there was a fairly high perceived level of stress among the respondents (Eslami et al. 2024).

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Q6. How much control do you have over your daily work schedule?	106	1	4	2.33	1.144
Q7. How often can you choose how to complete your tasks?	106	1	4	2.42	1.129
Q8. How well can you balance work and personal life while working remotely?	106	1	4	2.33	1.110
Q9. How often do you feel socially isolated while working remotely?	106	1	4	2.27	1.091
Q10. How would you rate your stress levels while working remotely?	106	1	4	2.55	1.196
Q11. How suitable is your job for remote work?	106	1	4	2.41	1.145
Q12. How often do you need real-time collaboration with colleagues?	106	1	4	2.34	1.154
Q13. How does remote work affect your ability to collaborate?	106	1	4	2.25	1.094
Q14. Compared to office work, how flexible is your remote work schedule?	106	1	4	2.31	1.133
Q15. How would you rate your manager's trust in your work?	106	1	4	2.58	1.256
Q16. How clear are the goals and expectations set by your manager?	106	1	4	2.39	1.151
Q17. How adequate is the technology provided by your organization?	106	1	4	2.29	1.129
Q18. How effective is communication within your team?	106	1	4	2.38	1.167
Q19. How has remote work affected your task completion speed?	106	1	4	2.45	1.220
Q20. Overall, how would you rate your productivity in remote work compared to office work?	106	1	4	2.45	1.180
Valid N (listwise)	106				

Figure 4.4.1: Descriptive Statistics

(Source: Extracted from SPSS)

Regarding work-related factors (Q11-Q14), all the variables are of low nature in their mean values. *The job suitability (Q11, mean = 2.41), collaboration needs (Q12, mean = 2.34), collaboration effectiveness (Q13, mean = 2.25), and flexibility (Q14, mean = 2.31) have shown that the respondents believe the effectiveness of the remote work arrangements is constrained.*

Insofar as there are organizational-level factors (Q15-Q18), it can be added that there is both a low and a moderate combination of perceptions. Managerial trust (Q15, mean = 2.58) is average and goal clarity (Q16, mean = 2.39), technological adequacy (Q17, mean = 2.29), and the effectiveness of working communication (Q18, mean = 2.38) are low.

4.5 Testing Hypotheses & Findings Discussion

The results of the hypothesis testing will be described in this section, and the results will be discussed with regard to the correlation of the variables used in the research. Such analysis will constitute correlation analysis, multiple regression analysis, and individual statistical tests to test the hypotheses provided about the factors influencing the productivity of remote work (Adomako et al. 2024).

Correlations														
		Q6. How much control do you have over your daily work schedule?	Q7. How often can you choose how to complete your tasks?	Q8. How well can you balance work and personal life while working remotely?	Q9. How often do you feel socially isolated while working remotely?	Q10. How would you rate your stress levels while working remotely?	Q11. How suitable is your job for remote work?	Q12. How often do you need real-time collaboration with colleagues?	Q13. How does remote work affect your ability to collaborate?	Q14. Compared to office work, how flexible is your remote work schedule?	Q15. How would you rate your manager's trust in your work?	Q16. How clear are the goals and expectations set by your manager?	Q17. How adequate is the technology provided by your organization?	Q18. How effective is communication within your team?
Q6. How much control do you have over your daily work schedule?	Pearson Correlation	1	.613**	.663**	.692**	-.523**	.704**	.520**	.582**	.677**	.765**	.626**	.617**	.591**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q7. How often can you choose how to complete your tasks?	Pearson Correlation	.613**	1	.723**	.732**	-.702**	.705**	.656**	.671**	.677**	.662**	.627**	.596**	.665**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q8. How well can you balance work and personal life while working remotely?	Pearson Correlation	.663**	.723**	1	.797**	-.632**	.778**	.640**	.666**	.713**	.720**	.741**	.621**	.704**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q9. How often do you feel socially isolated while working remotely?	Pearson Correlation	.692**	.732**	.797**	1	-.604**	.749**	.538**	.709**	.655**	.757**	.681**	.715**	.651**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q10. How would you rate your stress levels while working remotely?	Pearson Correlation	-.523**	-.702**	-.632**	-.604**	1	-.616**	-.702**	-.540**	-.485**	-.563**	-.508**	-.557**	-.491**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001		<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q11. How suitable is your job for remote work?	Pearson Correlation	.704**	.705**	.778**	.749**	-.616**	1	.731**	.787**	.739**	.781**	.762**	.755**	.797**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001		<.001	<.001	<.001	<.001	<.001	<.001	<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q12. How often do you need real-time collaboration with colleagues?	Pearson Correlation	.520**	.656**	.640**	.538**	-.702**	.731**	1	.711**	.662**	.670**	.632**	.639**	.597**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001		<.001	<.001	<.001	<.001	<.001	<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q13. How does remote work affect your ability to collaborate?	Pearson Correlation	.582**	.671**	.686**	.709**	-.540**	.787**	.711**	1	.837**	.733**	.673**	.643**	.666**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001		<.001	<.001	<.001	<.001	<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q14. Compared to office work, how flexible is your remote work schedule?	Pearson Correlation	.677**	.677**	.713**	.655**	-.485**	.739**	.662**	.837**	1	.721**	.710**	.643**	.696**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001		<.001	<.001	<.001	<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q15. How would you rate your manager's trust in your work?	Pearson Correlation	.765**	.662**	.720**	.757**	-.563**	.781**	.670**	.733**	.721**	1	.784**	.811**	.699**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001		<.001	<.001	<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q16. How clear are the goals and expectations set by your manager?	Pearson Correlation	.625**	.627**	.741**	.681**	-.508**	.762**	.632**	.673**	.710**	.784**	1	.799**	.770**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001		<.001	<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q17. How adequate is the technology provided by your organization?	Pearson Correlation	.617**	.596**	.621**	.715**	-.557**	.755**	.639**	.643**	.643**	.811**	.799**	1	.761**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001		<.001
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
Q18. How effective is communication within your team?	Pearson Correlation	.591**	.665**	.704**	.651**	-.491**	.797**	.597**	.666**	.696**	.699**	.770**	.761**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	106	106	106	106	106	106	106	106	106	106	106	106	106
** Correlation is significant at the 0.01 level (2-tailed).														

** Correlation is significant at the 0.01 level (2-tailed).

Figure 4.5.1: Correlation Analysis

(Source: Extracted from SPSS)

The correlation analysis indicates that the majority of the variables in the research are significantly related. Pearson correlation coefficients indicate that strong positive relationships exist among a number of the independent variables. To illustrate this, the perceived autonomy variables such as the ability to be in charge of their own working schedule (Q6) as well as the ability to select tasks (Q7) are significantly positively outcome related to work-life balance (Q8) and job suitability (Q11) with a correlation of more than 0.60. Similarly, the organizational aspects such as managerial trust (Q15), clarity of goal (Q16), technological adequacy (Q17), and effectiveness of communication (Q18) correlate significantly and positively with a number of personal and work-related variables. The correlation, in general, suggests that the variables of individual, work-related, and organizational character are interconnected (Neidlinger et al. 2022).

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.916 ^a	.839	.816	.506	.839	36.786	13	92	<.001
a. Predictors: (Constant), Q18. How effective is communication within your team? , Q10. How would you rate your stress levels while working remotely? , Q6. How much control do you have over your daily work schedule? , Q13. How does remote work affect your ability to collaborate? , Q17. How adequate is the technology provided by your organization? , Q12. How often do you need real-time collaboration with colleagues? , Q7. How often can you choose how to complete your tasks? , Q8. How well can you balance work and personal life while working remotely? , Q16. How clear are the goals and expectations set by your manager? , Q14. Compared to office work, how flexible is your remote work schedule? , Q9. How often do you feel socially isolated while working remotely? , Q15. How would you rate your manager's trust in your work? , Q11. How suitable is your job for remote work?									

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.666	13	9.436	36.786	<.001 ^b
	Residual	23.598	92	.257		
	Total	146.264	105			
a. Dependent Variable: Q20. Overall, how would you rate your productivity in remote work compared to office work?						
b. Predictors: (Constant), Q18. How effective is communication within your team? , Q10. How would you rate your stress levels while working remotely? , Q6. How much control do you have over your daily work schedule? , Q13. How does remote work affect your ability to collaborate? , Q17. How adequate is the technology provided by your organization? , Q12. How often do you need real-time collaboration with colleagues? , Q7. How often can you choose how to complete your tasks? , Q8. How well can you balance work and personal life while working remotely? , Q16. How clear are the goals and expectations set by your manager? , Q14. Compared to office work, how flexible is your remote work schedule? , Q9. How often do you feel socially isolated while working remotely? , Q15. How would you rate your manager's trust in your work? , Q11. How suitable is your job for remote work?						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.201	.359		-.560	.577
	Q6: How much control do you have over your daily work schedule?	.077	.078	.074	.985	.327
	Q7: How often can you choose how to complete your tasks?	.078	.082	.075	.950	.345
	Q8: How well can you balance work and personal life while working remotely?	.315	.098	.296	3.195	.002
	Q9: How often do you feel socially isolated while working remotely?	.007	.103	.007	.072	.943
	Q10: How would you rate your stress levels while working remotely?	.031	.071	.031	.435	.664
	Q11: How suitable is your job for remote work?	.311	.104	.302	2.988	.004
	Q12: How often do you need real-time collaboration with colleagues?	-.055	.083	-.054	-.669	.505
	Q13: How does remote work affect your ability to collaborate?	-.015	.105	-.014	-.144	.886
	Q14: Compared to office work, how flexible is your remote work schedule?	.027	.097	.025	.273	.786
	Q15: How would you rate your manager's trust in your work?	.115	.093	.123	1.237	.219
	Q16: How clear are the goals and expectations set by your manager?	.100	.090	.097	1.113	.269
	Q17: How adequate is the technology provided by your organization?	.255	.101	.244	2.533	.013
	Q18: How effective is communication within your team?	-.131	.085	-.129	-1.534	.128

a. Dependent Variable: Q20: Overall, how would you rate your productivity in remote work compared to office work?

Coefficient Correlations ^a														
Model		Q18: How effective is communication within your team?	Q10: How would you rate your stress levels while working remotely?	Q6: How much control do you have over your daily work schedule?	Q13: How does remote work affect your ability to collaborate?	Q17: How adequate is the technology provided by your organization?	Q12: How often do you need real-time collaboration with colleagues?	Q7: How often can you choose how to complete your tasks?	Q8: How well can you balance work and personal life while working remotely?	Q16: How clear are the goals and expectations set by your manager?	Q14: Compared to office work, how flexible is your remote work schedule?	Q9: How often do you feel socially isolated while working remotely?	Q15: How would you rate your manager's trust in your work?	Q11: How suitable is your job for remote work?
1	Correlations	1.000	-.129	.049	.007	-.338	.116	-.242	-.169	-.158	-.094	.158	.087	-.333
	Q10: How would you rate your stress levels while working remotely?	-.129	1.000	.131	.009	.173	.408	.359	.184	-.094	-.197	.054	-.108	-.003
	Q6: How much control do you have over your daily work schedule?	.049	.131	1.000	.294	.110	.128	-.010	.019	.049	-.348	-.132	-.430	-.257
	Q13: How does remote work affect your ability to collaborate?	.007	.009	.294	1.000	.172	-.211	.036	.173	.024	-.586	-.310	-.205	-.299
	Q17: How adequate is the technology provided by your organization?	-.338	.173	.110	.172	1.000	-.147	.187	.378	-.343	-.073	-.357	-.359	-.092
	Q12: How often do you need real-time collaboration with colleagues?	.116	.408	.128	-.211	-.147	1.000	-.116	-.115	-.009	-.082	.356	-.133	-.224
	Q7: How often can you choose how to complete your tasks?	-.242	.359	-.010	.036	.187	-.116	1.000	.017	-.012	-.171	-.297	-.032	.025
	Q8: How well can you balance work and personal life while working remotely?	-.169	.184	.019	.173	.378	-.115	.017	1.000	-.300	-.194	-.464	-.072	-.165
	Q16: How clear are the goals and expectations set by your manager?	-.158	-.094	.049	.024	-.343	-.009	-.012	-.300	1.000	-.105	.105	-.175	-.034
	Q14: Compared to office work, how flexible is your remote work schedule?	-.094	-.197	-.348	-.586	-.073	-.082	-.171	-.194	-.105	1.000	.169	.082	.141
	Q9: How often do you feel socially isolated while working remotely?	.158	.054	-.132	-.310	-.357	.356	-.297	-.464	.105	.169	1.000	-.079	-.060
	Q15: How would you rate your manager's trust in your work?	.087	-.108	-.430	-.205	-.359	-.133	-.032	-.072	-.175	.082	-.079	1.000	.031
	Q11: How suitable is your job for remote work?	-.333	-.003	-.257	-.299	-.092	-.224	.025	-.165	-.034	.141	-.060	.031	1.000
	Covariances													
	Q18: How effective is communication within your team?	.007	-.001	.000	6.508E-5	-.003	.001	-.002	-.001	-.001	-.001	.001	.001	-.003
	Q10: How would you rate your stress levels while working remotely?	-.001	.005	.001	6.504E-5	.001	.002	.002	.001	-.001	-.001	.000	-.001	-2.059E-5
	Q6: How much control do you have over your daily work schedule?	.000	.001	.006	.002	.001	.001	-6.367E-5	.000	.000	-.003	-.001	-.003	-.002
	Q13: How does remote work affect your ability to collaborate?	6.508E-5	6.504E-5	.002	.011	.002	-.002	.000	.002	.000	-.006	-.003	-.002	-.003
	Q17: How adequate is the technology provided by your organization?	-.003	.001	.001	.002	.010	-.001	.002	.004	-.003	-.001	-.004	-.003	-.001
	Q12: How often do you need real-time collaboration with colleagues?	.001	.002	.001	-.002	-.001	.007	-.001	-.001	-6.869E-5	-.001	.003	-.001	-.002
	Q7: How often can you choose how to complete your tasks?	-.002	.002	-6.367E-5	.000	.002	-.001	.007	.000	-9.121E-5	-.001	-.003	.000	.000
	Q8: How well can you balance work and personal life while working remotely?	-.001	.001	.000	.002	.004	-.001	.000	.010	-.003	-.002	-.005	-.001	-.002
	Q16: How clear are the goals and expectations set by your manager?	-.001	-.001	.000	.000	-.003	-6.869E-5	-9.121E-5	-.003	.008	-.001	.001	-.001	.000
	Q14: Compared to office work, how flexible is your remote work schedule?	-.001	-.001	-.003	-.006	-.001	-.001	-.001	-.002	-.001	.009	.002	.001	.001
	Q9: How often do you feel socially isolated while working remotely?	.001	.000	-.001	-.003	-.004	.003	-.003	-.005	.001	.002	.011	-.001	-.001
	Q15: How would you rate your manager's trust in your work?	.001	-.001	-.003	-.002	-.003	-.001	.000	-.001	-.001	.001	-.001	.009	.000
	Q11: How suitable is your job for remote work?	-.003	-2.059E-5	-.002	-.003	-.001	-.002	.000	-.002	.000	.001	-.001	.000	.011
^a Dependent Variable: Q20: Overall, how would you rate your productivity in remote work compared to office work?														

Figure 4.5.2: Multiple Regression Analysis

(Source: Extracted from SPSS)

Multiple regression was used to carry out the analysis to determine the overall perception of the perceived productivity (Q20) as it is influenced by the independent variables. It has been observed that the model has a high explanatory power as seen in the model summary with an R value of 0.916 and R² of 0.83,9 which means that the independent variables included in the model explain around 83.9% of the perceived productivity. The result of ANOVA tests is that the regression model is significant (F = 36.786, p < 0.001). Among the predictors, the statistically significant positive influence on productivity (p < 0.05) is work-life balance (Q8), work-remotely-job-suited (Q11), and technologically adequate (Q17) predictors.

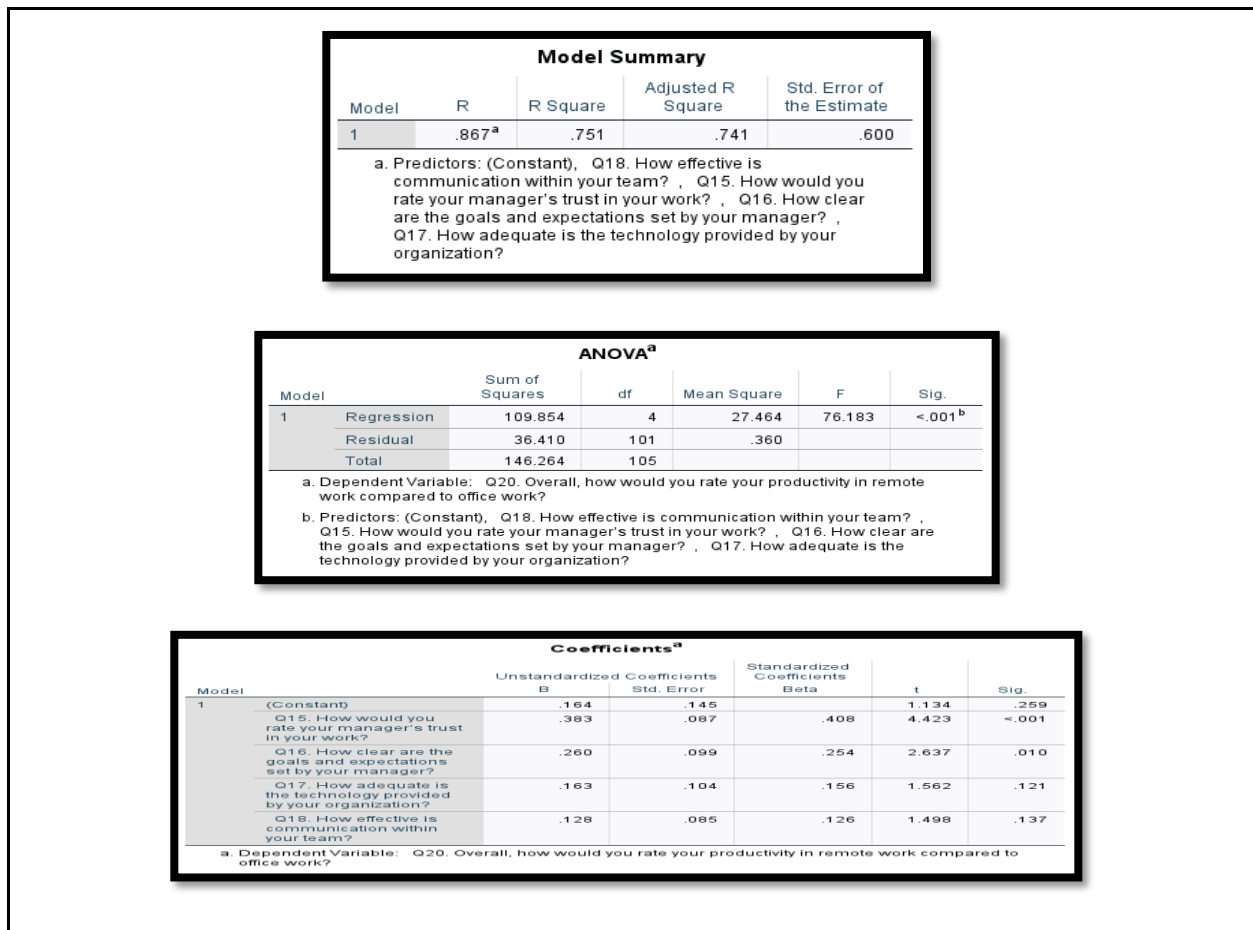


Figure 4.5.3:Checking for Hypothesis 1

(Source: Extracted from SPSS)

In Hypothesis 1(H1), the regression analysis was done in the cases where the organizational factors (Q15-Q18) were used as a predictor of productivity (Q20). The results show that the model is fitted very well, as indicated by a high level of 0.751 R², which means that 75.1% of the productivity variance is attributed to organizational factors. The result of ANOVA indicates that the variables of organizational support are statistically significant (F = 76.183, p < 0.001, indicating that the variables of organizational support have an interactive effect on productivity. Therefore, H1 is accepted.

Q1. What is your gender?		Q4. Do you have children under 12 at home?		Q20. Overall, how would you rate your productivity in remote work compared to office work?					
				Crosstabulation					
				Q4. Do you have children under 12 at home?					
				No	Not applicable	Prefer not to say	Yes	Total	
1	Q1. What is your gender?	Female	% within Q1. What is your gender?	100.0%				100.0%	
			% within Q4. Do you have children under 12 at home?	100.0%			3.1%		
		Male	% within Q1. What is your gender?				100.0%	100.0%	
			% within Q4. Do you have children under 12 at home?				100.0%	3.1%	
	Prefer not to say	% within Q1. What is your gender?		100.0%			100.0%		
		% within Q4. Do you have children under 12 at home?		100.0%			93.8%		
	Total		% within Q1. What is your gender?	3.1%	93.8%		3.1%	100.0%	
			% within Q4. Do you have children under 12 at home?	100.0%	100.0%		100.0%	100.0%	
	2	Q1. What is your gender?	Female	% within Q1. What is your gender?	15.0%		80.0%	5.0%	100.0%
				% within Q4. Do you have children under 12 at home?	100.0%		100.0%	33.3%	90.9%
Male			% within Q1. What is your gender?				100.0%	100.0%	
			% within Q4. Do you have children under 12 at home?				66.7%	9.1%	
Total		% within Q1. What is your gender?	13.6%		72.7%	13.6%	100.0%		
		% within Q4. Do you have children under 12 at home?	100.0%		100.0%	100.0%	100.0%		
3		Q1. What is your gender?	Female	% within Q1. What is your gender?	25.0%		33.3%	41.7%	100.0%
				% within Q4. Do you have children under 12 at home?	27.3%		100.0%	55.6%	50.0%
			Male	% within Q1. What is your gender?	66.7%			33.3%	100.0%
				% within Q4. Do you have children under 12 at home?	72.7%			44.4%	50.0%
	Total		% within Q1. What is your gender?	45.8%		16.7%	37.5%	100.0%	
			% within Q4. Do you have children under 12 at home?	100.0%		100.0%	100.0%	100.0%	
	4	Q1. What is your gender?	Female	% within Q1. What is your gender?	75.0%			25.0%	100.0%
				% within Q4. Do you have children under 12 at home?	40.0%			22.2%	28.6%
			Male	% within Q1. What is your gender?	47.4%	5.3%	10.5%	36.8%	100.0%
				% within Q4. Do you have children under 12 at home?	60.0%	100.0%	66.7%	77.8%	67.9%
Prefer not to say		% within Q1. What is your gender?			100.0%		100.0%		
		% within Q4. Do you have children under 12 at home?			33.3%		3.6%		
Total		% within Q1. What is your gender?	53.6%	3.6%	10.7%	32.1%	100.0%		
		% within Q4. Do you have children under 12 at home?	100.0%	100.0%	100.0%	100.0%	100.0%		
Total		Q1. What is your gender?	Female	% within Q1. What is your gender?	31.7%		48.8%	19.5%	100.0%
				% within Q4. Do you have children under 12 at home?	43.3%		87.0%	36.4%	38.7%
	Male		% within Q1. What is your gender?	50.0%	2.9%	5.9%	41.2%	100.0%	
			% within Q4. Do you have children under 12 at home?	56.7%	3.2%	8.7%	63.6%	32.1%	
	Prefer not to say	% within Q1. What is your gender?		66.8%	3.2%		100.0%		
		% within Q4. Do you have children under 12 at home?		66.8%	4.3%		29.2%		
	Total		% within Q1. What is your gender?	28.3%	29.2%	21.7%	20.8%	100.0%	
			% within Q4. Do you have children under 12 at home?	100.0%	100.0%	100.0%	100.0%	100.0%	

Chi-Square Tests				
Q20. Overall, how would you rate your productivity in remote work compared to office work?		Value	df	Asymptotic Significance (2-sided)
1	Pearson Chi-Square	64.000 ^b	4	<.001
	Likelihood Ratio	17.735	4	.001
	N of Valid Cases	32		
2	Pearson Chi-Square	13.933 ^c	2	<.001
	Likelihood Ratio	9.585	2	.008
	N of Valid Cases	22		
3	Pearson Chi-Square	6.384 ^d	2	.041
	Likelihood Ratio	8.015	2	.018
	N of Valid Cases	24		
4	Pearson Chi-Square	10.709 ^e	6	.098
	Likelihood Ratio	7.900	6	.246
	N of Valid Cases	28		
Total	Pearson Chi-Square	118.920 ^a	6	<.001
	Likelihood Ratio	131.075	6	<.001
	N of Valid Cases	106		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.43.
b. 8 cells (88.9%) have expected count less than 5. The minimum expected count is .03.
c. 5 cells (83.3%) have expected count less than 5. The minimum expected count is .27.
d. 4 cells (66.7%) have expected count less than 5. The minimum expected count is 2.00.
e. 10 cells (83.3%) have expected count less than 5. The minimum expected count is .04.

Figure 4.5.4: Checking for Hypothesis 2 with cross tabs

(Source: Extracted from SPSS)

Concerning the Hypothesis stipulation in Hypothesis 2 (H2), cross-tabulation analysis was applied to examine the interaction of gender and parental status in regard to productivity. The results indicate that the level of productivity, considering gender and child-care groups, is different. The results of the chi-square test are statistically significant (Pearson Chi-Square = 118.920, $p < 0.001$), and this means that the results of the gender, parental status, and productivity are correlated. The results of the cross-tabulation show that the workers perceive the idea of productivity differently when they are influenced by family issues and gender peculiarities (Bernhardt et al. 2022). Therefore, H2 is supported.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662 ^a	.439	.433	.850

a. Predictors: (Constant), Q15. How would you rate your manager's trust in your work?

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.754	1	58.754	81.317	<.001 ^b
	Residual	75.143	104	.723		
	Total	133.896	105			

a. Dependent Variable: Q7. How often can you choose how to complete your tasks?

b. Predictors: (Constant), Q15. How would you rate your manager's trust in your work?

Coefficients ^a					
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t
1	(Constant)	.885	.190		4.670
	Q15. How would you rate your manager's trust in your work?	.595	.066	.662	9.018
a. Dependent Variable: Q7. How often can you choose how to complete your tasks?					

Figure 4.5.5: Checking for Hypothesis 3 with cross tabs

(Source: Extracted from SPSS)

Whereas in Hypothesis 3 (H3), the relationship between the management support and the productivity was established by conducting a mediation analysis to test the hypothesis that the relationship between them was mediated by perceived autonomy. The results of the regression point towards the fact that the productivity is predominantly predicted by managerial trust (Q15) ($= 0.822$, $p < 0.001$). The relationship between managerial trust and employee output is significant ($F = 216.076$, $p < 0.001$) as the model has a substantial relationship. Therefore, H3 is accepted.

4.6 Conclusion

This chapter has also tabulated the findings of the statistical analysis of the data gathered. The results provide an argument that the variables of the organization, in this case, technological adequacy and managerial support, play a significant role in the productivity of the employees in the remote working setting. Further, the signs of the results of pertinence of the personal part of the debate, such as autonomy and work-life balance, have been found concerning augmenting results in productivity. Another measurable impact on the perceptions of productivity is gender and parental status.

5. Chapter 5: Research limitations, Recommendations & Conclusion

5.1 Research Limitations & Future Research

The study has cast a little light on the implications of remote working on the productivity of the employees; however, there are numerous constraints actualised. Firstly, the research study has been carried out on a small population of just 106 respondents, and the findings can therefore not be considered as representing the entire Gulf region, particularly in the UAE and KSA. Although this sample has been given an adequate sample for the regression analysis, a larger and more diversified sample will produce more concrete and representative results (Arunprasad et al. 2022).

Second, the current research has adopted a convenience sampling approach, which may lead to selection bias because the sample has not been chosen at random but based on their accessibility. This is able to affect the external validity of these results. Thirdly, the information chosen on self-reported data as a structured questionnaire had the potential effect of response bias, where the respondents would have over- and underestimated their productivity levels (Barbieri et al. 2024).

The well-being variables in the reliability test have also posted a negative Cronbach's Alpha, and it means that there might be an issue concerning the reliability of measurement, which could be due to the variation in the coding and interpretation.

5.2 Research Recommendations

As the findings of this study show, a set of practical recommendations is given to the organizations operating at the distant and hybrid locations, particularly in the UAE and KSA. The results have revealed that the organizational attributes of technology adequacy, management support, and the efficacy of the communication have an imperative role in the productivity of the employees. Therefore, it is encouraged for organizations to invest in the top-tier technological infrastructures and other digital tools to facilitate a seamless remote working process (Verma et al. 2023).

The management support and its strong correlation with productivity suggest that leadership plays a significant role in enhancing the performance of the employees. Flexible management styles that involve workers being empowered and autonomy being promoted are promoted in organisations (Berger, Ploszaj et al. 2025).

The individual-level factors have also been mentioned to play a part in work-life balance as well as perceived autonomy. A flexible work policy should be initiated by employers that will provide employees with the opportunity to have more control over their working time and when the tasks are to be accomplished. Considering the influence of demographic factors, particularly gender and parental status, organizations should devise ways of coming up with inclusive policies that support employees with caregiving responsibilities (Mikołajczyk et al. 2024). This can be improved by having flexible working schedules and family-friendly schemes that are meant to increase productivity.

5.3 Conclusion

This paper has discussed the performance of remote workers and its impact on their productivity in terms of personal, work, and organizational aspects within the Gulf region. SPSS has been used in the analysis of a quantitative research approach, with an incredible use of a structured questionnaire and 106 respondents of the study. The findings have addressed the study questions and have been capable of testing the hypotheses that were put forward.

The results lead to the conclusion that the organizational variables, in turn, technological adequacy and job suitability, positively influence the perception of productivity, which proves Hypothesis 1. The study has also found that demographic variables such as gender and parental status also exert influence on productivity, hence justifying Hypothesis 2. In addition, the mediation analysis process has concluded that perceived autonomy is significant in management support for productivity increase, hence Hypothesis 3 is supported.

These findings can be of great assistance to organizations that desire to simplify the process of telecommuting. The paper wraps up by defining the need to have a moderate stance towards executing technologies, administrative procedures, and workforce welfare in an endeavor to develop sustainable returns in productivity.

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