

Final Project 2

Code: MGM 496-PMG496

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

**Faculty of Management
Midocean University**

Midocean University

Faculty of Management

Department/ Specialization

The Impact of Remote Work on the Productivity of the Differences

Student name

Faisal Ayed Alshammari ID: 222000814

Graduation Project - 2

Faculty of Management - Midocean University

Supervisor

Dr. Abdulrahim Nader

Faculty member- Faculty of management- Midocean University

Date of submission – 11.04.2026 number of Semester 1st 2026

Table of Contents

4. Chapter 4: Statistical Analysis & Findings Discussion.....	4
4.1 Introduction.....	5
4.2 Sample Profile (Descriptive Statistics for Research Sample).....	5
4.3 Validity & Reliability Tests.....	7
4.4 Descriptive Statistics for Research Variables.....	9
4.5 Testing Hypotheses & connect the results with literature	11
4.6 Conclusion	20
References	21

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 communication (Q18, mean = 2.38) are low.

4.5 Testing Hypotheses & connect the results with literature

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**	.682**	-.523**	.704**	.520**	.582**	.677**	.765**	.625**	.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**	.686**	.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	.682**	.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	Q18. How effective is communication within your team?	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
	Covariances	Q11. How suitable is your job for remote work?	-.333	-.003	-.257	-.299	-.092	-.224	.025	-.165	-.034	.141	-.060	.031	1.000
		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	-6.865E-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	-6.865E-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?															

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 R^2 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.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.751	.741	.600

a. Predictors: (Constant), Q18. How effective is communication within your team? , 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?

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	109.854	4	27.464	76.183	<.001 ^b
	Residual	36.410	101	.360		
	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? , 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?

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.164	.145		.259
	Q15. How would you rate your manager's trust in your work?	.383	.087	.408	<.001
	Q16. How clear are the goals and expectations set by your manager?	.260	.099	.254	.010
	Q17. How adequate is the technology provided by your organization?	.163	.104	.156	.121
	Q18. How effective is communication within your team?	.128	.085	.126	.137

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

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						
Q20. Overall, how would you rate your productivity in remote work compared to office work?				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%		
			% within Q4. Do you have children under 12 at home?	100.0%		3.1%
		Male	% within Q1. What is your gender?			100.0%
			% within Q4. Do you have children under 12 at home?			100.0%
	Prefer not to say		% within Q1. What is your gender?		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%
			% within Q4. Do you have children under 12 at home?	100.0%	100.0%	100.0%
2	Q1. What is your gender?	Female	% within Q1. What is your gender?	15.0%		80.0%
			% within Q4. Do you have children under 12 at home?	100.0%	100.0%	33.3%
		Male	% within Q1. What is your gender?			100.0%
			% within Q4. Do you have children under 12 at home?			66.7%
	Total		% within Q1. What is your gender?	13.6%		72.7%
			% within Q4. Do you have children under 12 at home?	100.0%	100.0%	100.0%
			% within Q1. What is your gender?			13.6%
			% within Q4. Do you have children under 12 at home?			100.0%
3	Q1. What is your gender?	Female	% within Q1. What is your gender?	25.0%		33.3%
			% within Q4. Do you have children under 12 at home?	27.3%	100.0%	55.6%
		Male	% within Q1. What is your gender?	66.7%		33.3%
			% within Q4. Do you have children under 12 at home?	72.7%		44.4%
	Total		% within Q1. What is your gender?	45.8%		16.7%
			% within Q4. Do you have children under 12 at home?	100.0%	100.0%	100.0%
			% within Q1. What is your gender?			37.5%
			% within Q4. Do you have children under 12 at home?			100.0%
4	Q1. What is your gender?	Female	% within Q1. What is your gender?	75.0%		25.0%
			% within Q4. Do you have children under 12 at home?	40.0%		22.2%
		Male	% within Q1. What is your gender?	47.4%	5.3%	10.5%
			% within Q4. Do you have children under 12 at home?	60.0%	100.0%	66.7%
	Prefer not to say		% within Q1. What is your gender?			100.0%
			% within Q4. Do you have children under 12 at home?			33.3%
	Total		% within Q1. What is your gender?	53.6%	3.6%	10.7%
			% within Q4. Do you have children under 12 at home?	100.0%	100.0%	100.0%
Total	Q1. What is your gender?	Female	% within Q1. What is your gender?	31.7%		48.8%
			% within Q4. Do you have children under 12 at home?	43.3%		87.0%
		Male	% within Q1. What is your gender?	50.0%	2.9%	5.9%
			% within Q4. Do you have children under 12 at home?	56.7%	3.2%	8.7%
	Prefer not to say		% within Q1. What is your gender?		96.8%	3.2%
			% within Q4. Do you have children under 12 at home?		96.8%	4.3%
	Total		% within Q1. What is your gender?	28.3%	29.2%	21.7%
			% within Q4. Do you have children under 12 at home?	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		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.885	.190		<.001
	Q15. How would you rate your manager's trust in your work?	.595	.066	.662	<.001
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.

References

- Adomako, K., Agor, P. A., Terkper, D. T., Mensah, D., Akakposu, L. Y., & Dwomoh, A. Y. (2024). Impact of working from home on employee productivity in the post-COVID-19 era: The moderating role of organizational support. *World Journal of Advanced Research and Reviews*, 23(1), 340-358.
- Bartik, A., Cullen, Z., Glaeser, E., Luca, M., & Stanton, C. (2025). The rise of remote work provides evidence on productivity and preferences from firm and worker surveys. *Journal of economics & management strategy*, 34(3), 759-772.
- Bernhardt, J., Recksiedler, C., & Linberg, A. (2023). Work from home and parenting: Examining the role of work-family conflict and gender during the COVID-19 pandemic. *Journal of Social Issues*, 79(3), 935-970.
- Eslami, M., Azizi, A., & Kazemipour, H. (2024). Performance Evaluation Model for Employees Using Multiple Regression in a Manufacturing Company. *Manuscript in preparation*.
- Neidlinger, S. M., Felfe, J., & Schübbe, K. (2022). Should I stay or should I go (to the office)?—Effects of working from home, autonomy, and core self-evaluations on leader health and work-life balance. *International Journal of Environmental Research and Public Health*, 20(1), 6.
- Sarker, B. K., Sarker, D. K., Rani Shaha, S., Saha, D., & Sarker, S. (2024). Why apply SPSS, SmartPLS, and AMOS: An essential quantitative data analysis tool for business and social science research investigations. *SmartPLS and AMOS: An Essential Quantitative Data Analysis Tool for Business and Social Science Research Investigations* (September 10, 2024).