

+

Final Project 2 – Assignment 1

Code: MGM496-PMG496

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

Midocean University

Faculty of Management

Department / Specialization



The Impact of Remote Work on the Productivity of the Differences

Student name

Faisal Ayed Alshammari ID:22200081

Graduation Project – 2 (Assignment 1)

Faculty of Management - Midocean University

Supervisor

Dr. Abdulrahim Nader

Faculty member- Faculty of management- Midocean University

Date of submission – 20.02.2026 number of Semester 1st.2026

تأثير العمل عن بعد على الإنتاجية: دراسة تحليلية للفروقات

أسم الطالب

فيصل عايد الشمري - 22200081

مشروع تخرج- 2 الجزء (1)

كلية الإدارة- جامعة ميدأوشن

إشراف

د. عبدالرحيم نادر

عضو هيئة التدريس- كلية الإدارة- جامعة ميدأوشن

التاريخ- 20.02.2026 الفصل الدراسي الاول

Table of Contents

Chapter 1: Introduction 4

1.1 Research Introduction	5
1.2 Research Problem.....	5
1.3 Research Significance	6
1.4 Research Questions	6
1.5 Research Objectives	6
1.6 Research Hypotheses	7
1.7 Research Model.....	7
1.8 Scope of the Study	8
1.9 Project Structure.....	8

Chapter 2: Literature Review

2.1 Introduction	10
2.2 The Independent Variables: Factors Influencing Remote Work Efficacy	10
2.2.1 The Nature of the Work Ecosystem.....	10
2.2.2 The Individual Employee	10
2.2.3 The Organizational Ecosystem	11
2.3 The Dependent Variable: Employee Productivity	11
2.4 The Relationship Between Variables and Conclusion	11
4. Appendix: Comprehensive Research Questionnaire	12
5. Table of Research Instruments	15

Chapter 1: Introduction

1.1 Research Introduction

The global transition toward remote and hybrid work models has evolved from a pandemic-induced emergency measure into a permanent, strategic organizational framework. Within the Gulf Cooperation Council (GCC), particularly in the United Arab Emirates (UAE) and the Kingdom of Saudi Arabia (KSA), this evolution is strongly supported by national digitalization and economic diversification agendas. Strategic initiatives such as Saudi Vision 2030 and the UAE National Employment Strategy 2031 explicitly champion flexible work patterns to enhance labor force participation and economic resilience. However, as approximately 60% of organizations in the region have now adopted remote work policies compared to fewer than 15% pre-pandemic understanding the granular impact of these modalities on employee productivity has become a paramount concern for modern human resource management.

1.2 Research Problem

Organizations in the GCC currently face a distinct "productivity paradox." While the hybrid model has been adopted by over 44% of regional organizations, yielding self-reported improvements in work-life balance (53.17%) and well-being (51.22%), these positive outcomes are not universally experienced. Furthermore, there is a severe disconnect between employee perception and managerial confidence; over 70% of employers and line managers in the Middle East express a lack of confidence in their ability to monitor productivity in a remote setting, leading to "productivity paranoia" and micromanagement. The core research problem is the lack of a comprehensive, localized understanding of how intersecting variables such as gender, childcare responsibilities, job role, and managerial trust create divergent productivity outcomes. Without isolating these

factors, organizations risk implementing generalized policies that inadvertently stifle output and engagement.

1.3 Research Significance

- **Theoretical Level:** This study addresses a critical gap in the literature by contextualizing the "productivity paradox" within the GCC's unique socio-economic environment. It tests complex interactions, such as the moderating role of childcare on female productivity and the mediating role of perceived autonomy.
- **Practical Level:** The findings will provide actionable intelligence for business leaders and policymakers in KSA and the UAE. By identifying the specific organizational support structures (e.g., technological adequacy, trust-based leadership) required to optimize remote work, companies can transition from merely *allowing* remote work to actively *designing* it for peak performance.

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 conceptualizing perceived employee productivity as the primary dependent variable. It posits that productivity is directly driven by three independent variable clusters:

1. **Individual-Level Factors:** Demographics (gender, parental status), psychological states (well-being), and perceptions (autonomy).

2. **Work-Related Factors:** Work modality (hybrid vs. fully remote) and industry sector.
3. **Organizational-Level Factors:** Management support, technological infrastructure, and communication effectiveness.

The model also maps interactive and mediating effects, specifically examining how autonomy bridges the gap between management support and output (H3), and how parental status moderates the demographic impact on productivity (H2).

1.8 Scope of the Study

The empirical study focuses on knowledge workers currently operating in fully remote or hybrid arrangements within the GCC, prioritizing the UAE and KSA. It specifically targets industries with high digital readiness and remote adoption rates, such as Technology & IT, Marketing, Consulting, and Finance. The scope relies on self-perceived productivity metrics rather than objective output data to ensure cross-industry comparability.

1.9 Project Structure

The research workflow comprises four phases:

- **Phase 1:** Foundational Research and Proposal Development (identifying gaps and formulating hypotheses).
- **Phase 2:** Instrument Design and Data Collection (creating and validating a culturally relevant quantitative survey for the GCC).
- **Phase 3:** Data Analysis (cleaning data and executing descriptive, correlational, and multiple regression analyses via statistical software).
- **Phase 4:** Interpretation, Conclusion, and Reporting.

Chapter 2: Literature Review

2.1 Introduction

The literature surrounding remote work reveals a complex "productivity paradox," characterized by contradictory findings regarding performance outcomes. This chapter systematically reviews this phenomenon within the GCC context, deconstructing the independent variables (work, individual, and organizational ecosystems) and the dependent variable (productivity).

2.2 The Independent Variables: Factors Influencing Remote Work Efficacy

2.2.1 The Nature of the Work Ecosystem The modality of remote work dictates its viability. In the Middle East, the hybrid model dominates, utilized by over 44% of organizations. This model is highly favored; regional employers attribute it to increased productivity (26.83%) and enhanced well-being (51.22%). However, industry and job role are heavy constraints. Sectors like Technology, IT, and Finance adapt seamlessly, whereas construction and healthcare rely on physical presence. Furthermore, as Asfaw et al. (2023) highlight, managerial roles often see productivity gains in virtual settings, while roles requiring intense, spontaneous collaboration frequently suffer.

2.2.2 The Individual Employee Demographic and psychological variables heavily moderate remote success. Gender and caregiving responsibilities form a critical intersection. A Gulf-based survey noted that female employees reported a 25% productivity advantage at home (compared to 5% for males); however, the presence of children severely diminished this advantage (dropping from 19% for non-parents to 9% for parents). Psychologically, perceived autonomy is identified as a vital mediator between telecommuting and enhanced performance (Gajendran & Harrison, 2007). While remote work can decrease stress, it also introduces risks of social isolation and burnout due to blurred work-life boundaries.

2.2.3 The Organizational Ecosystem Organizational scaffolding determines remote viability. A glaring issue in the Gulf is "productivity paranoia"; over 70% of regional managers lack confidence in monitoring remote productivity, often resulting in autonomy-destroying micromanagement. Foundational elements are equally vital: unreliable internet and inadequate digital tools severely impede performance, while 35% of regional employers report a decline in team cohesion and company culture due to distributed environments.

2.3 The Dependent Variable: Employee Productivity

Measuring productivity is inherently complex. The U.S. Bureau of Labor Statistics (2024) utilizes objective time input (hours logged), while Bloom et al. (2015) rely on objective output (calls per minute), demonstrating a 13% productivity increase for remote workers. Because objective output varies wildly across modern knowledge-work sectors, this study adopts *perceived productivity* an employee's self-assessment of their efficiency and goal attainment. In the UAE, 67.6% of employees believe their productivity is enhanced remotely, validating this subjective metric as a strong indicator of engagement.

2.4 The Relationship Between Variables and Conclusion

Productivity in a remote setting is a contingent outcome, not a guarantee. Research by Kurdy and Al-Malkawi (2022) in the UAE confirms that workload, job satisfaction, and social support jointly dictate productivity. While national strategies (Vision 2030, UAE Strategy 2031) propel the adoption of these models, organizational maturity remains the deciding factor. A tailored approach that accounts for industry demands, managerial trust, and individual demographics is essential to resolve the productivity paradox in the GCC.

4. Appendix: Comprehensive Research Questionnaire

This questionnaire is designed to generate robust data for inferential statistics (e.g., Multiple Regression, Mediation/Moderation analysis via SPSS/SmartPLS). All scaled items utilize a 5-point Likert Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Section A: Demographic & Work Modality Profile (Control Variables)

1. **Gender:** ☐ Male ☐ Female ☐ Prefer not to say
2. **Age Group:** ☐ 18-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55+
3. **Primary Country of Employment:** ☐ Saudi Arabia (KSA) ☐ United Arab Emirates (UAE) ☐ Other GCC
4. **Current Work Arrangement:** ☐ Fully Remote ☐ Hybrid (1-2 days in office) ☐ Hybrid (3-4 days in office)
5. **Job Level:** ☐ Entry-Level ☐ Mid-Level Professional ☐ Manager/Supervisor ☐ Executive
6. **Industry Sector:** ☐ Technology/IT ☐ Finance/Banking ☐ Consulting ☐ Marketing/Media ☐ Other
7. **Caregiving Responsibilities:** Do you have children under the age of 12 living at home? ☐ Yes ☐ No

Section B: Individual-Level Factors (Independent Variables)

Construct 1: Perceived Autonomy

- **B1:** I have significant freedom to decide how I schedule my daily work tasks.

- **B2:** I am trusted to choose the methods and processes I use to complete my assignments.
- **B3:** Working remotely allows me to structure my day to match my peak energy levels.

Construct 2: Psychological Well-being & Work-Life Boundary

- **B4:** The remote/hybrid model has significantly reduced my daily stress levels (e.g., by eliminating commutes).
- **B5:** I find it easy to psychologically disconnect from work at the end of my remote workday.
- **B6:** I frequently feel a sense of social isolation or disconnection from my colleagues when working from home. *(Reverse Scored)*

Section C: Organizational-Level Factors (Independent Variables)

Construct 3: Management Support & Trust

- **C1:** My direct supervisor focuses on the results I deliver rather than the hours I am logged on.
- **C2:** My manager provides clear, consistent expectations and goals for my remote work.
- **C3:** I feel my manager trusts me to remain productive without needing to constantly monitor my activity.

Construct 4: Technological Adequacy & Communication

- **C4:** My organization has provided me with highly reliable software and hardware to perform my job at home.

- **C5:** Information flows efficiently within my team, and I rarely miss critical updates due to working remotely.
- **C6:** My company actively and successfully facilitates virtual team-building and cultural cohesion.

Section D: Perceived Employee Productivity (Dependent Variable)

Construct 5: Perceived Output and Efficiency

- **D1: Efficiency:** I am able to complete my core tasks faster when working remotely compared to the traditional office.
- **D2: Quality:** The overall quality of my deliverables has improved since adopting a remote/hybrid schedule.
- **D3: Focus:** I experience significantly fewer interruptions and distractions when working from my home environment.
- **D4: Overall Assessment:** Taking all factors into account, my overall productivity is higher in my current remote/hybrid arrangement than it would be fully on-site.

5. Table of Research Instruments

Variable Category	Construct	Source / Literature Alignment	No. of Items	Measurement Strategy	Operational Definition
Control / Moderators	Demographics & Work Profile	Customized for GCC context	7	Categorical / Multiple Choice	Identifies structural elements required to test interaction effects (e.g., gender vs. childcare).
Independent (Indiv.)	Perceived Autonomy	Gajendran & Harrison (2007)	3	5-Point Likert	The degree to which the employee feels self-directed in their scheduling and task execution.
Independent (Indiv.)	Well-being & Boundaries	Kurdy & Al-Malkawi (2022)	3	5-Point Likert	The employee's self-assessed stress, work-life balance, and vulnerability to isolation.
Independent (Org.)	Management Support	Addresses "Productivity Paranoia"	3	5-Point Likert	The perceived level of managerial trust, result-oriented focus, and goal clarity.
Independent (Org.)	Technology & Comms	Bloom et al. (2015)	3	5-Point Likert	The adequacy of IT infrastructure and the efficacy of virtual communication channels.
Dependent Variable	Perceived Productivity	Adapted self-reported metrics	4	5-Point Likert	The employee's subjective evaluation of their efficiency, work quality, and deep-focus capability.