



MIDOCEAN University
College of Management
Project Management Major

MGM 496/PMG496

The Impact of Remote Work on Team Productivity
An Applied Study on IT Companies in Riyadh

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2026

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Chapter One

General Framework of the Study

1.Introduction

Over the past two decades, the world has witnessed profound transformations in work patterns and practices, driven primarily by rapid advancements in information and communication technologies (ICT). These developments have reshaped traditional work environments into flexible digital ecosystems that enable employees to perform their tasks anytime and from anywhere.

Remote work has emerged as one of the most prominent modern work trends, gaining significant momentum particularly after the COVID-19 pandemic. During this period, organizations worldwide adopted remote work as a strategic option to ensure business continuity while safeguarding employee health and well-being.

The information technology (IT) sector stands out as one of the most adaptive and influenced industries in this transformation, given its reliance on digital tools and systems that facilitate remote operations. In Riyadh—recognized as a major economic and technological hub in Saudi Arabia—many IT companies have adopted various remote work models, whether fully remote or hybrid. This aligns with Saudi Vision 2030, which emphasizes digital transformation, enhanced productivity, and improved quality of life.

Despite the numerous advantages of remote work, such as increased flexibility, reduced operational costs, and improved job satisfaction, it raises critical questions about its impact on team productivity. While some argue that remote work enhances focus and minimizes workplace distractions, others suggest it may weaken communication, reduce team cohesion, and complicate performance monitoring.

Accordingly, understanding the impact of remote work within the local context—particularly in a vital sector like IT—is essential. Productivity remains a key determinant of organizational success and competitiveness.

This study aims to analyze the actual impact of remote work on team productivity in IT companies in Riyadh, using an applied research approach based on data collected from employees and managers. It examines the relationship between remote work variables—such as the number of remote working days, effectiveness of digital communication, and level of managerial support—and both individual and team productivity levels.

Furthermore, the study seeks to identify key factors that enhance productivity in remote work environments, as well as challenges that hinder it. It also provides practical recommendations to help organizations achieve an optimal balance between flexibility and productivity.

The importance of this study lies in its focus on a contemporary issue that directly affects organizational and managerial processes within Saudi companies. It offers practical insights that can support the development of remote work policies and regulatory frameworks, ensuring sustainability, efficiency, and alignment with ongoing digital transformation initiatives.

2. Research Problem

● Theoretical Gaps

Despite the growing academic interest in remote work and its effects on organizational performance, most prior studies have focused on Western work environments, which differ significantly from Arab and Gulf contexts, particularly Saudi Arabia.

Moreover, the existing literature addressing the relationship between remote work and team productivity—rather than individual performance—remains limited and inconclusive. Research findings are mixed: some studies highlight the positive impact of remote work due to increased flexibility and concentration, while others point to challenges such as social isolation, communication barriers, and reduced collaborative efficiency.

These inconsistencies reveal a clear theoretical gap, emphasizing the need for context-specific research that considers local organizational cultures and the unique characteristics of teams in the technology sector.

● Practical Gaps

From a practical standpoint, although remote work has become widespread in Saudi Arabia following the COVID-19 pandemic, many organizations—particularly IT companies in Riyadh—still lack systematic and empirical studies that accurately assess its impact on team productivity.

Current managerial practices for handling remote teams are often based on internal trial-and-error approaches rather than well-established scientific frameworks. Additionally, there is limited clarity regarding which factors most significantly influence productivity in remote work environments.

This practical gap highlights the urgent need for a comprehensive field study that provides data-driven insights to support decision-makers and managers in developing effective work strategies. Such strategies should balance flexibility with high levels of team productivity and organizational performance.

3. Significance of the Study

- **Theoretical Significance**

This study contributes to enriching the academic literature on remote work by focusing specifically on its relationship with team productivity within modern work environments. While previous research has largely examined individual performance or job satisfaction, this study addresses the relatively underexplored area of collective productivity in remote contexts—especially within Arab and Gulf organizational settings.

The research offers a conceptual and analytical framework explaining how remote work variables—such as digital communication, managerial support, time management, and organizational trust—interact to influence team productivity.

Additionally, the study integrates contemporary managerial and behavioral theories, such as:

- ❖ Self-Determination Theory
- ❖ Social Interaction Theory in virtual work environments

This contributes to advancing theoretical understanding of organizational behavior in the digital era.

- **Practical Significance**

From a practical perspective, this study provides real-world insights based on field data collected from IT companies in Riyadh—one of the sectors most actively adopting remote work practices.

The findings are expected to offer decision-makers and managers a deeper understanding of the factors that positively or negatively affect team productivity under remote work conditions.

Moreover, the study can support organizations in:

- ❖ Developing effective remote and hybrid work policies
- ❖ Enhancing communication strategies
- ❖ Improving performance evaluation methods in virtual environments
- ❖ Designing training programs to strengthen collaboration, creativity, and commitment among remote teams

Ultimately, this research supports Saudi Arabia's digital transformation efforts in alignment with Vision 2030, contributing to building a knowledge-based economy driven by efficiency, productivity, and advanced technologies.

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