Forum For Economic Studies and Research Journal
Volume: 10/ N°: 01 (2026), p 256 - 274

The psychological impact of remote work on human resources performance in the healthcare sector: A field study at the Algerian public hospital institution - Djelfa Province.

Rahma Majda Hasbaia
MQEMADD, Zian Ashour University Djelfa, Algeria, rm.hasbaia@univ-djelfa.dz

Received: 16/12/2025 **Accepted: 13/05/2026**

Abstract:
The study aimed to investigate the psychological impact of remote work on resource performance in the field of healthcare through a field study at the Algerian public hospital institution in the Wilaya of Djelfa. The study adopted a descriptive-analytical approach, using a questionnaire as a data collection tool, which was distributed to a sample of 44 employees belonging to the institution under study, and 37 valid questionnaires were retrieved for analysis. The study reached several conclusions, including that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) between remote work and human resource performance. The study recommended that both managers and subordinates accept the remote work system by focusing on work outcomes rather than the methods of execution, viewing it as a viable alternative to traditional work during crises.
Key Words : *Remote work, Motivation, Abilities, Skills, Public healthcare institution.*
JEL Classification: *M52، C25، J24.*

1. ***Introduction***

The use of information and communication technology in the workplace has led to the emergence of a new form of work relationships, namely remote work, which requires the worker to perform their tasks away from the institution using these means. This makes it different from traditional work, which mandates that the worker perform their assigned tasks according to the employment contract within the institution. The factors driving remote work can be diverse and complex; however, there are four important factors that can be taken into consideration: the inclinations of the individual (worker) and the employer. This method of work has gained widespread popularity in developed countries, as it is contingent upon the technological and economic capabilities of each country. Many countries have been compelled to rely on remote work as a means to achieve this on one hand, and to maintain the continuity of work and institutional relationships on the other hand. The human element in the institution is of great importance as it is considered a valuable asset for the organization. Before our current time, the employe held a fundamental idea that the human element, when employed in an institution, remains there until retirement or reaching the legal retirement age, and thus, they leave the workplace.

the problme: Based on the above, the following question can be posed:

What is the psychological impact of remote work on resource performance in the healthcare sector of the institution under study?

Sub-questions:

1 .What is the concept of remote work? What is the concept of remote work?

2 .What is the concept of human resources performance? What is the concept of human resource performance?

Hypotheses:

1 .Remote work is defined as the use of information and communication technology, such as smartphones, tablets, desktop computers, and laptops. Remote work is defined as resorting to information and communication technology, such as smartphones, tablets, desktop computers, and laptops.

2. Human resource performance is defined as the tasks and activities assigned to the employe and the outcomes achieved thru their abilities and skills, which clearly reflect on the overall improvement of the organization's performance. Human resource performance is defined as the tasks and activities assigned to the worker and the outcomes achieved thru their abilities and skills, which clearly reflect on the overall improvement of the organization's performance.

The methodology used: To achieve the study's objectives and address the topic, we use the descriptive method by explaining the most important terms related to the subject, and the analytical method to process and interpret the data.

Importance of the research: The importance of the research lies in identifying the psychological impact of remote work on the performance of human resources in business organizations thru a field study in the Forest Province of Djelfa. This is because remote work is one of the byproducts of the technological advancement of media and communication. It has gone thru several stages, from working at home to working in mobile locations to working in

virtual places. It is considered a mechanism in the world of work to manage economic crises, and it is imperative at the present time.

Research objectives: We aim thru this study to:

1 .Demonstrating the concept of remote work and human resource performance.

2 .Discovering the psychological impact of remote work on the performance of human resources in business organizations: A field study at the Algerian public hospital institution in the Wilaya of Djelfa using simple linear regression. Discovering the psychological impact of remote work on the performance of human resources in business organizations: A field study at the Algerian public hospital institution in Djelfa Province using simple linear regression.

3 .Statement of the differences in the psychological impact of remote work on the performance of human resources in business organizations: A field study at the Algerian public hospital institution in Djelfa, attributed to the variables (gender, age, educational level, years of experience). Statement of differences in the psychological impact of remote work on the performance of human resources in business organizations: A field study at the Algerian public hospital institution in Djelfa Province attributed to variables (gender, age, educational level, years of experience).

Study boundaries:

- Spatial boundaries: The study was conducted at the Algerian public hospital institution in the Wilaya of Djelfa.
- Temporal boundaries: The study covered the period from March 3, 2025, to May 3, 2025.

2. *Theoretical framework*

2.*1 Definition of remote work*

✓ Language: Remote work is expressed in French as "Le Télétravail" and in English as "Tele Work." It consists of two words, "Tele" meaning remote and "Work" meaning work. Some have defined it as transferring the work to the worker, instead of transferring the worker to the work. (Khaled: November 2020, 181)

✓ Terminologically: Remote work is defined as the use of information and communication technology, such as smartphones, tablets, desktop computers, and laptops. To perform tasks outside work locations, in other words, remote work involves performing tasks using information and communication technology tools outside the user's premises (travail: 2020, 01). Therefore, many have adapted it to mean that it is neither a job in itself nor a means of performing work (Al-Ayeb: November 2020, 12). Simply put, remote work has been defined as working from anywhere at any time. (Amaal: January 2021, 177)

It is considered in the public sector one of the alternative work options to ensure the continuity of public services by performing tasks related to public services. It can be adopted by the administration in cases that require performing work and completing tasks outside the workplace, without being considered a type of leave. In the private sector, it is one of the most important forms of non-standard work, reflecting the actual change in work organization methods, as it is assumed that work is done outside the production units of the institution, in a place far from the workplace, such as the administration center, for issuing orders and directives. (Belabdoun: June 2020, 84-85)

2.2 *Pros and cons of remote work*

According to a report prepared by the International Labor Organization, remote work has many benefits; however, it may also have some drawbacks. The pros and cons of remote work have been summarized at various levels (society, organization, individual) in the following table: (Amal: January 2021, 179)

Table 1. Pros and cons of remote work

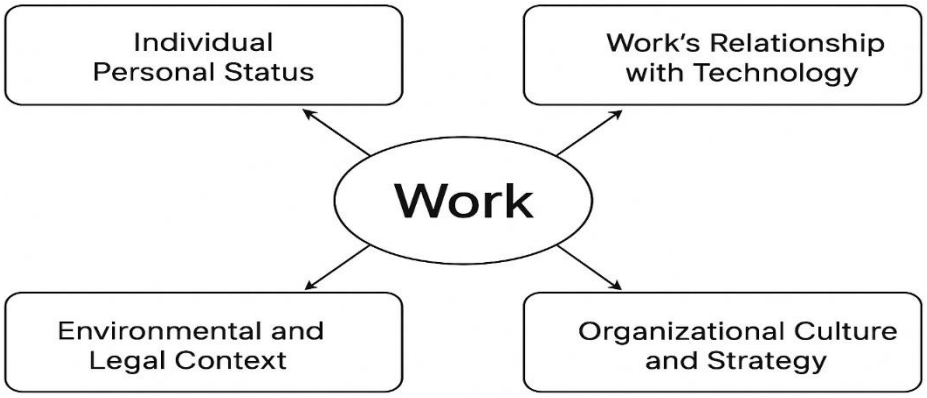
Level	Pros	cons
The community	- Achieving better regional balance - Facilitating the decentralization of activities - Increasing job opportunities - Reducing commuting for work, which leads to: -Reducing environmental pollution - Reducing travel time	- Increasing social disparities - Increasing the gender gap - Reduction in service-related jobs - Increase in the rate of unprotected businesses - Increase in the costs of technology infrastructure
The organization	- Increasing organizational flexibility - Maintaining a skilled workforce and the ease of acquiring a modern workforce - Increase production - Reducing costs (property, and supervision)	- Marginality, minimal support for individual development - The overlap between work time and free time - Reduction in break time - Job security is lower, contract strength is weaker, and there's more time for worry. - The risk of skill loss - An unsuitable work environment (in some tasks) - Increased work pressure (sometimes)
The individual	- More independence in general, organization, and time management. - A better balance between work time and leisure time - More time for personal activities, home, and family - Opening of job opportunities - Increased qualification - A better work environment (in some tasks) - A decrease in work pressure (sometimes)	- Marginality, minimal support for individual development - The overlap between work time and free time - Reduction in break time - Job security is lower, contract strength is weaker, and there's more time for worry. - The risk of skill loss - An unsuitable work environment (in some tasks) - Increased work pressure (sometimes)

Source: Amal, January 2021, page: 179-180

2.3 *Factors influencing remote work*

According to the study (Nicholson & Baruch, 1997), remote work is influenced by four factors: personal circumstances, the nature of the work-technology relationship, the environmental and legal context, and the organization's culture and strategy, as illustrated in the following figure:

Fig.1. Factors influencing remote work



Source: Baruch, 1997, page: 30 And Belzunegui-Eraso, 2020, page: 18.

a. Individual personal situation: The individual and family situation is considered one of the most important factors influencing the decision to work remotely. Some researchers have studied factors such as the nature of the work and the desire for individual work and their impact on the attitude toward remote work. (Walls, Safirova, Jiang: 2007, P111)

   Other studies have also pointed out factors such as gender, the presence of children under six years old, the unwillingness to adhere to a specific schedule, and their impact on the desire to work remotely. Additionally, other factors include employes living in rural areas and the distance between their residence and workplace. A study also highlighted factors such as cultural level and the desire for career advancement as influencing the desire to work remotely. (Aguiléra, Lethiais, Rallet, Proulhac: 2016, P11)

b. The nature of the relationship between work and technology: Communication and information technology play an important role in the development of remote work. Therefore, entities interested in this are working on developing the infrastructure and basic technological structures of the institution. A study by Nicholson and Baruch indicated that the continued use and improvement of technology is accompanied by an expansion in remote work.

c. The environmental and legal environment: (Belzunegui-Eraso, Erro-Garcés: 2020, P18) added another element to the factors stated by (Baruch, Nicholson: 1997, P15), which is the environmental and legal environment. The sudden emergence of certain health crises, such as the coronavirus crisis we are experiencing today, is considered one of the factors that drive public and private entities to resort to remote work to ensure the safety of their employes on one hand, and to ensure the continuity of institutional operations without disruption on the other hand.

d. Institutional culture and strategy: Some studies have shown a positive relationship between remote work and institutional culture. That is because remote employes will have their feelings of loyalty toward work enhanced. This is due to the positive factors and benefits they will receive, such as balancing personal life and flexible working hours. Which will positively reflect in the formation of a strong organizational culture. While some studies have shown the opposite, indicating a negative relationship between the two variables. This is due to the emergence of some problems such as feelings of job alienation and isolation from other employes, which weakens the organization's culture (Kane: October 2014, P5). Among the

negatives, we find the inability to organize work at home, leading to pressures to complete the required tasks.

3. Human resources performance

3.1 The concept of human resource performance

- ✓ Language: The origin of the term "linguistic performance" is from the English word "Performance," which means achievement, execution, or completion of something, activity, or task. (Jaleh: 2006, 126)
- ✓ Terminologically: performance is the outcome achieved by an employe when performing any task within the organization. (Al-Shahri: 2013, 34)

✓ It is an interaction of the worker's behavior, and that behavior is determined by the interaction of the employee's effort and abilities within the organization. (Al-Atabi: 2007, 41)

✓ Performance is the work that the employe does, the extent to which they understand their role and responsibilities, and the degree to which they follow the instructions received from management thru their direct supervisor. (Al-Shammari: 2009, 18)

✓ While (Tomas) distinguished between behavior, achievement, and performance when discussing the concept of performance, he defined behavior as the actions individuals undertake in the organization they work for, such as holding meetings, performing assigned tasks, and all the activities they engage in to accomplish their assigned work. He defined achievement as what remains as an impact or results after individuals stop working, such as the final outputs of their work and activities. He defined performance as the interaction between behavior and achievement, which is neither behavior alone nor achievement alone, but rather their integration together. (Al-Junaidi: 2010, 48)

➢ Based on the above, we conclude that it is difficult to provide a unified definition of performance due to the multiple definitions related to it, as researchers have approached it from different angles and perspectives based on their specific interests. Therefore, it can be defined as the tasks and activities assigned to the worker and the outcomes achieved thru their abilities and skills, which clearly reflect on the overall improvement of the organization's performance.

3.2 Determinants of Human Resources Performance

Determining the level of individual performance requires understanding the factors that determine this level and the interaction between them. Given the multitude of these factors and the difficulty in knowing the degree of impact each has on performance, researchers face challenges in identifying the factors influencing performance.

It can be said that performance determinants are based on three variables: (Al-Shanati: 2006, 03)

- ✓ The effort exerted in the work: It reflects the degree of the individual's enthusiasm for performing the work and the extent of their motivation to perform.
- ✓ Individual abilities and characteristics: These are the individual abilities and previous experiences on which the effort exerted depends.
- ✓ Individual perception of their job role: This is reflected in the individual's personal behavior during performance, based on their perceptions and impressions of how they operate within the organization.

3.2 Factors affecting the effectiveness of human resource performance

One of the most important factors affecting human resource performance is as follows: (Al-Hariri: 2016, 282)

- ✓ Absence of specific goals: An organization that does not have detailed plans for its work, objectives, and required production rates will not be able to measure the achievements or hold its employes accountable for their performance due to the lack of predefined standards. Therefore, the organization does not have standards or indicators for good production and performance, and as a result, the employe with good performance is treated the same as the employe with poor performance.
- ✓ Lack of participation in management: The lack of human resource participation at various managerial levels in planning and decision-making contributes to a gap between management leadership and employes at lower levels. Consequently, this leads to a weakened sense of responsibility and teamwork in achieving the organization's goals. This results in a decline in performance levels among these employes, as they feel they have not participated in setting the objectives to be achieved or in solving the problems they face in their work. They may consider themselves marginalized within the organization.
- ✓ Differences in performance levels: One of the factors affecting human resource performance is the failure of management methods that link performance rates to the material and moral rewards they receive. The more the level of human resource performance is linked to promotions, bonuses, and incentives, the more the motivational factors are effective on the human resource. This requires a distinguished system for evaluating human resource performance to avoid practical discrimination between the diligent employe, the lazy employe, and the unproductive employe.
- ✓ Job Satisfaction Issues: Job satisfaction is considered one of the key factors affecting the performance level of human resources. Lack of job satisfaction or its decline leads to poor performance of human resources. Satisfaction is influenced by several factors related to work and the employee's personality, such as social factors like religion, gender, emotional inclination, customs, and traditions, as well as organizational factors like responsibilities, duties, and the promotion and incentive system within the organization.
- ✓ Administrative laxity: It refers to the waste of working hours on unproductive matters, which may negatively impact the performance of human resources. Administrative laxity may arise from the leadership style, supervision, or the prevailing organizational culture in the organization.

- ➢ Therefore, the organization must have several goals to be able to measure its employes' performance and compare it with its objectives. The organization should also involve its employes in planning and decision-making to achieve its set goals. Additionally, the organization should adopt a fair evaluation of human resources' efficiency to identify the strengths and weaknesses of each human resource and link performance rates to a system of rewards and incentives. The absence of a rewards and promotions system and the lack of a sense of responsibility among human resources lead to dissatisfaction and consequently lower performance. Moreover, gatherings during work, leaving job positions vacant, and delays in reporting to work are all negative behaviors that affect human resources' performance due to the leniency of supervisors and managers.

4. Field study

4.1 Stability of the study tool

Table 2. Reliability coefficients of the study using Cronbach's alpha

	Study topics	Number of paragraphs	Stability coefficient	Reliability coefficient
Axis 1	**Remote work**	**13**	**0.760**	**0.872**
Axis 2	**Human resources performance**	**23**	**0.785**	**0.886**
	The study as a whole	**36**	**0.826**	**0.909**

Source: Prepared by the researchers based on the results of the SPSS program.

It is evident from the results shown in the table above that the Cronbach's alpha coefficient was high for both the remote work axis and the human resources performance axis, estimated at 0.872 for the remote work axis and 0.785 for the human resources performance axis. This indicates that the study axes have good reliability. The reliability value for all the questionnaire items was estimated at 0.826, which means that the study tool has excellent and high reliability. Thus, we have confirmed the validity and reliability of the study questionnaire, which gives us complete confidence in its accuracy and suitability for analyzing the results, answering the study questions, and testing their hypotheses.

4.2 Analysis of demographic variables

Table 3. Reliability coefficients of the study using Cronbach's alpha

The variable	Category	Repetition	Percentage
Gender	**Male**	**20**	**54.05%**
	Female	**17**	**45.95%**
Age	**Under 30 years old**	**08**	**21.62%**
	From 30 to 40 years old	**18**	**48.65%**
	From 41 to 50 years old	**07**	**18.92%**
	More than 50 years	**04**	**10.81%**
Educational level	**Secondary**	**03**	**8.11%**
	Technical	**02**	**5.41%**
	Sami Technician	**08**	**21.62%**
	Bachelor's degree	**18**	**48.65%**
	Postgraduate studies	**06**	**16.23%**
Years of experience	**Less than 5 years**	**12**	**32.43%**
	From 5 to 10 years	**17**	**45.95%**
	From 11 to 15 years	**03**	**8.11%**
	From 16 to 20 years old	**03**	**8.11%**
	More than 25 years	**02**	**5.41%**

Source: Prepared by the researchers based on the results of the SPSS program.

The table above shows that 54.05% of the study sample are males and 45.95% are females. It reflects that women's participation is moderate in the directorate. As for age, the predominant age group in the study sample is the one between (30 and 40 years) with a percentage of 48.65%. Therefore, the administrative body of the institution under study is young and strong, capable of giving and contributing. As for the educational level, it is evident that the most common qualification among the study sample is the bachelor's degree, with 18 employes holding this qualification, accounting for 48.65%. We conclude that the highest percentage belongs to bachelor's degree holders, which may be due to the employment policy in place. As for other qualifications, they are attributed to self-academic development. As for years of experience, it is evident that 17 of the employes have 5 to 10 years of experience, accounting for 45.95%.

4.3 Hypothesis testing:

a. The first sub-hypothesis: The impact of remote work on abilities and skills To test the first sub-hypothesis, which states (**H0: There is no statistically significant effect at the significance level (α≤0.05) between remote work and abilities and skills**), simple linear regression analysis was used as shown below.

Table 4. Results of the simple linear regression analysis on the impact of remote work on abilities and skills

	Correlation coefficient r	Coefficient of determination R^2	Sig Fisher F test	Sig Student 's t-test	Beta	The calculated Fisher value Fcal
The impact of remote work on abilities and skills	**0.318**	**0.101= 10.1%**	**0.024**	**0.024**	**0.535**	**5.401**
The model	**Y1=1.490+0.535x1+ei**					

Source: Prepared by the researchers based on the results of the SPSS program.

From the table, it is clear to us:

1. Correlation coefficient r: The correlation coefficient has reached 31.8%, indicating a weak positive relationship between remote work and abilities and skills.

2. Coefficient of determination R^2: The results show that the coefficient of determination has reached 10.1% (R^2=), indicating that remote work explains 10.1% of the variation in abilities and skills, while 89.8% is explained by other factors. Thus, there is a weak impact of remote work on abilities and skills. Coefficient of determination R^2: The results show that the coefficient of determination has reached 10.1% (R^2=10.1%). This result indicates that remote work explains the change in abilities and skills by 10.1%, while 89.8% is explained by other factors. Therefore, there is a weak effect of remote work on abilities and skills.

3. Fisher's F-test: We observe that the p-value for Fisher's F-test has reached sigf=0.024, which is less than 0.05. This means that the model has statistical significance, indicating that the overall model is acceptable for hypothesis testing. Fisher's F-test: We observe that the p-value for Fisher's F-test has reached sigf=0.024, which is less than 0.05. This means that the model has statistical significance, and the model as a whole is acceptable for hypothesis testing.

4. Student's t-test: We observe that the t-value is sig t=0.024, therefore we reject the null hypothesis H0 and accept the alternative hypothesis H1, indicating that there is a statistically significant effect at the significance level ($\alpha \leqslant 0.05$) between remote work and skills and abilities. Student's t-test: We observe that the t-value reached sig t=0.024, thus we reject the null hypothesis H0 and accept the alternative hypothesis H1, meaning there is a statistically significant effect at the significance level ($\alpha \leqslant 0.05$) of remote work on abilities and skills.

b. The second sub-hypothesis: The effect of remote work on motivation. To test the second sub-hypothesis, which states (**H0: There is no statistically significant effect at the significance level ($\alpha \leqslant 0.05$) between remote work and motivation**.) Simple linear regression analysis was used as shown below.

Table 5. Results of the simple linear regression analysis on the impact of remote work on motivation

	Correlation coefficient r	Coefficient of determination R^2	Sig Fisher F test	Sig Student 's t-test	Beta	The calculated Fisher value Fcal
The impact of remote work on motivation	**0.120**	**0.014= 1.4%**	**0.405**	**0.405**	**0.223**	**0.704**
The model	**Y2=2.564+0.223x2+ei**					

Source: Prepared by the researchers based on the results of the SPSS program.

From the table, it is clear to us:

1. Correlation coefficient r: It shows that the correlation coefficient has reached 12%, which indicates a weak positive relationship between remote work and motivation.

2. Coefficient of determination R^2: The results show that the coefficient of determination has reached 1.4% R^2=, indicating that remote work explains 1.4% of the variation in motivation, while 98.6% is explained by other factors. Thus, there is a weak effect of remote work on motivation. Coefficient of determination R^2: The results show that the coefficient of determination has reached 1.4% (R^2=1.4%). This result indicates that remote work explains 1.4% of the variation in motivation, while 98.6% is explained by other factors. Therefore, there is a weak effect of remote work on motivation.

3. Fisher's F-test: We observe that the p-value for Fisher's F-test is sigf=0.405, which is greater than 0.05. This means that the model does not have statistical significance, and therefore, the entire model is rejected for hypothesis testing. Fisher's F-test: We observe that the p-value for Fisher's F-test has reached sigf=0.405, which is greater than 0.05. This means that the model has statistical significance, and therefore, the overall model is rejected for hypothesis testing.

4. Student's t-test: We observe that the t-value is sig t=0.405, thus we accept the null hypothesis H0, meaning there is no statistically significant effect at the significance level ($\alpha \leqslant 0.05$) of remote work on motivation. Student's t-test: We observe that the t-value has reached sig t=0.405, and thus we accept the null hypothesis H0, meaning there is no statistically significant effect at the significance level ($\alpha \leqslant 0.05$) between remote work and motivation.

c. The third sub-hypothesis: The impact of remote work on role perception. To test the third sub-hypothesis, which states (**H0: There is no statistically significant effect at the significance level ($\alpha \leqslant 0.05$) between remote work and role perception**). Simple linear regression analysis was used as shown below.

Table 6. Results of the simple linear regression analysis on the impact of remote work on role perception

	Correlation coefficient r	Coefficient of determination R^2	Sig Fisher F test	Sig Student 's t-test	Beta	The calculated Fisher value Fcal
The impact of remote work on role perception	**0.296**	**0.088 =8.8%**	**0.037**	**0.037**	**0.655**	**4.618**
The model	**Y3=0.856+0.655x3+ei**					

Source: Prepared by the researchers based on the results of the SPSS program.

From the table, it is clear to us:

1. Correlation coefficient r: It shows that the correlation coefficient has reached 29.6%, which indicates a weak positive relationship between remote work and role perception.

2. Coefficient of determination R^2: The results show that the coefficient of determination has reached 8.8% (R^2=), indicating that remote work explains 8.8% of the variation in role perception, while 91.2% is explained by other factors. Therefore, there is a weak effect of remote work on role perception. R^2: The results show that the R^2 value has reached 8.8%. This result indicates that remote work explains 8.8% of the variation in role perception, while 91.2% is explained by other factors. Therefore, there is a weak effect of remote work on role perception.

3. Fisher's F-test: We observe that the p-value for Fisher's F-test has reached sigf=0.037, which is less than 0.05. This means that the model has statistical significance, and thus the overall model is acceptable for hypothesis testing. Fisher's F-test: We observe that the p-value for Fisher's F-test has reached sigf=0.037, which is less than 0.05. This means that the model has statistical significance, and the model as a whole is acceptable for hypothesis testing.

4. Student's t-test: We observe that the t-value is sig t=0.037, thus we reject the null hypothesis H0 and accept the alternative hypothesis H1, indicating that there is a statistically significant effect at the significance level ($\alpha \leqslant 0.05$) of remote work on role perception. Student's t-test: We observe that the t-value has reached sig t=0.037, thus we reject the null hypothesis H0 and accept the alternative hypothesis H1, meaning there is a statistically significant effect at the significance level ($\alpha \leqslant 0.05$) of remote work on role perception.

d. The first main hypothesis: The impact of remote work on human resource performance. To test the first main hypothesis, which states (**H0: There is no statistically significant effect at the significance level ($\alpha \leqslant 0.05$) between remote work and human resources performance**). Simple linear regression analysis was used as shown below.

Table 7. Results of the simple linear regression analysis on the impact of remote work on human resources performance

	Correlation coefficient r	Coefficient of determination R^2	Sig Fisher F test	Sig Student's t-test	Beta	The calculated Fisher value Fcal
The impact of remote work on human resources performance	**0.324**	**0.105 =10.5%**	**0.022**	**0.022**	**0.471**	**5.635**
The model	**Y3=0.856+0.655x3+ei**					

Source: Prepared by the researchers based on the results of the SPSS program.

From the table, it is clear to us:

1. Correlation coefficient r: It shows that the correlation coefficient has reached 32.4%, indicating a weak positive relationship between remote work and human resource performance.

2. Coefficient of determination R^2: The results show that the coefficient of determination has reached 10.5% (R^2=). This result indicates that remote work explains 10.5% of the variation in human resources performance, while 89.5% is explained by other factors. Therefore, there is a weak impact of remote work on human resources performance. Coefficient of determination R^2: The results show that the coefficient of determination has reached 10.5% R^2=, indicating that remote work explains 10.5% of the variation in human resource performance, while 89.5% is explained by other factors. Therefore, there is a weak impact of remote work on human resource performance.

3. Fisher's F-test: We observe that the p-value for Fisher's F-test has reached sigf=0.022, which is less than 0.05. This means that the model has statistical significance, and thus the overall model is acceptable for hypothesis testing. Fisher's F-test: We observe that the p-value for Fisher's F-test has reached sigf=0.022, which is less than 0.05. This means that the model has statistical significance, and the model as a whole is acceptable for hypothesis testing.

4. Student's t-test: We observe that the t-value is sig t=0.022, and thus we reject the null hypothesis H0 and accept the alternative hypothesis H1, indicating that there is a statistically significant effect at the significance level ($\alpha \leqslant 0.05$) of remote work on human resource performance. Student's t-test: We observe that the t-value has reached sig t=0.022, thus we reject the null hypothesis H0 and accept the alternative hypothesis H1, meaning there is a statistically significant effect at the significance level ($\alpha \leqslant 0.05$) of remote work on human resource performance.

e. The second main hypothesis: To test the second main hypothesis, which states (**H0: There are no statistically significant differences at the significance level ($\alpha \leqslant 0.05$) in respondents' answers regarding the remote work variable attributed to gender**), a one-way ANOVA was used to clarify the significance of the differences as shown below.

Table 8. Using One-way ANOVA to Analyze Employes' Attitudes Toward Remote Work by Gender Variable

The variable	Category	The number	The arithmetic mean	Standard deviation	The calculated value of f	Morale level
Remote work	Male	20	55,6087	18,42118	1,502	0,201
	Female	17	49,3636	5,29665		

Source: Prepared by the researchers based on the results of the SPSS program.

Based on the results of the above table, it is clear: There are statistically significant differences at the 0.05 significance level in the respondents' answers regarding the variable of remote work attributed to gender, based on the calculated significance value of 0.201, which is greater than the assumed significance level of 0.05 (α). Therefore, we accept the null hypothesis (H0), meaning there are no statistically significant differences at the significance level ($\alpha \leqslant 0.05$) in the respondents' answers regarding the variable of remote work attributed to gender.

f. The third main hypothesis: To test the third main hypothesis, which states (**H0: There are no statistically significant differences at the significance level ($\alpha \leqslant 0.05$) in respondents' answers regarding the remote work variable attributed to age**), a one-way ANOVA was used to clarify the significance of the differences as shown below.

Table 9. Using One-way ANOVA to Analyze Employes' Attitudes Toward Remote Work by Age Variable

The variable	Category	The number	The arithmetic mean	Standard deviation	Degrees of freedom	The calculated value of f	Morale level
Remote work	Under 30 years old	08	53.8333	12.2832	33	4.774	0.08
	Between 30 and 40 years old	18	43.3529	6.78179			
	Between 41 and 50 years old	07	47.3333	6.65833			
	More than 50 years	04	32.5000	6.3639			
	The total	37	46.7647	10.6317			

Source: Prepared by the researchers based on the results of the SPSS program.

Based on the results of the table above, it is clear: there are no statistically significant differences at the 0.05 significance level in the respondents' answers regarding the remote work variable attributed to age, as the calculated significance value is 0.08, which is greater than the assumed significance level $\alpha = 0.05$. Therefore, we accept the null hypothesis H0, meaning there are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' answers regarding the remote work variable attributed to age.

g. The fourth main hypothesis: To test the fourth main hypothesis, which states **(H0: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in respondents' answers regarding the remote work variable attributed to the educational level**), a one-way ANOVA was used to clarify the significance of the differences as shown below.

Table 10. Using One-way ANOVA to Analyze Employes' Attitudes Toward Remote Work Based on Educational Level Variable

The variable	Category	The number	The arithmetic mean	Standard deviation	Degrees of freedom	The calculated value of f	Morale level
Remote work	Secondary	03	50.500	2.1213	33	0,897	0,450
	Technical	02	46.000	12.1106			
	Sami Technician	08	93.2	8.40833			

	Bachelor's degree	**18**	**47**	**16.309**			
	Postgraduate studies	**06**	**54.5**	**7.77817**			
	Total	**37**	**46.7647**	**10.63174**			

Source: Prepared by the researchers based on the results of the SPSS program.

Based on the results of the table above, it is clear: there are no statistically significant differences at the 0.05 significance level in respondents' answers regarding the remote work variable attributed to the educational level. This is based on the calculated significance value of 0.450, which is greater than the assumed significance level of α=0.05. We accept the null hypothesis H0, meaning there are no statistically significant differences at the significance level (α ⩽0.05) in respondents' answers regarding the remote work variable attributed to the educational level.

h. The fifth main hypothesis: To test the fourth main hypothesis, which states **(H0: There are no statistically significant differences at the significance level (α ⩽0.05) in respondents' answers regarding the remote work variable attributed to years of experience**), a one-way ANOVA was used to clarify the significance of the differences as shown below.

Table 11. Use of One-way ANOVA to analyze employes' attitudes toward remote work based on the experience variable

The variable	**Category**	**The number**	**The arithmetic mean**	**Standard deviation**	**Degrees of freedom**	**The calculated value of f**	**Morale level**
Remote work	**Less than 5 years**	**12**	**59,5**	**7,4004**	**33**	**0.314**	**0.732**
	From 6 to 10 years old	**17**	**37,8007**	**10,1502**			
	From 11 to 15 years	**03**	**44,5**	**9,1113**			
	From 16 to 20	**03**	**40.1**	**9,1224**			
	More than 21 years old	**02**	**28,5**	**3,1200**			
	The total	**37**	**41,704**	**0.41233**			

Source: Prepared by the researchers based on the results of the SPSS program.

Based on the results of the above table, it is clear: there are no statistically significant differences at the 0.05 significance level in respondents' answers regarding the remote work variable attributed to the length of service, as the calculated significance value is 0.732, which is greater than the assumed significance level of α=0.05. Therefore, we accept the null hypothesis, which

states that there are no statistically significant differences at ($\alpha \leqslant 0.05$) in respondents' answers regarding the remote work variable attributed to years of experience.

5. *CONCLUSION*

This study concluded by highlighting the psychological impact of remote work on human resource performance in the healthcare sector, thru a field study conducted at the Algerian public hospital institution in the Wilaya of Djelfa. The study relied on the descriptive-analytical method, based on a questionnaire distributed to a sample of 44 employes, from which 37 valid questionnaires were retrieved for statistical analysis using the Statistical Package for the Social Sciences (SPSS).

The results of the statistical analysis showed a statistically significant effect of remote work on human resource performance, although this effect was relatively weak, reflecting that remote work can contribute to improving job performance if the appropriate organizational, technical, and psychological conditions are met. The results also showed no statistically significant differences attributed to demographic variables (gender, age, educational level, years of experience), indicating that the impact of remote work is nearly uniform across different employe categories.

At the level of sub-dimensions of performance, the study revealed a significant impact of remote work on both capabilities and skills, as well as the perception of the job role. However, no significant impact was found on employe motivation, indicating that motivation remains linked to other organizational and psychological factors beyond the work performance style itself.

Based on the above, it can be said that remote work is not merely a temporary solution to face health crises, such as the COVID-19 pandemic, but rather a strategic organizational option that can be adopted within modern work models, provided it is supported by clear policies, secure technological infrastructure, and training and awareness programs that ensure a balance between professional performance requirements and the psychological stability of employes.

Study Results

The field study conducted at the Algerian Public Hospital Institution in the Wilaya of Djelfa, which examined the psychological impact of remote work on human resources performance, yielded a set of significant findings based on statistical analysis using the Statistical Package for the Social Sciences (SPSS). The main results can be summarized as follows:

a. <u>Main hypotheses</u>

1. **There is a statistically significant effect of remote work on human resources performance at the significance level ($\alpha \leqslant 0.05$).** The results of the simple linear regression analysis indicate that remote work explains a measurable proportion of the variance in human resources performance. However, this effect remains relatively weak, suggesting that employee performance is influenced not only by the mode of work but also by other organizational, psychological, and technological factors.

2. **The absence of statistically significant differences in employees' perceptions of remote work attributed to the gender** variable indicates that both males and females share similar attitudes toward this work style, without any notable discrimination.

3. **The absence of statistically significant differences attributed to the age variable**, as employees' opinions on remote work did not vary across different age groups, indicates a relative acceptance of this work style among various ages within the organization.

4. **The absence of statistically significant differences attributed to the educational level** reflects that the academic qualification does not constitute a decisive factor in shaping employees' attitudes toward remote work within the studied institution.

5. **The absence of statistically significant differences attributed to years of experience** indicates that professional experience did not substantially affect employees' evaluation of the remote work experience.

b. <u>Sub-hypotheses</u>

1. **The presence of a significant impact of remote work on abilities and skills**, as this work style has contributed to the development of certain individual skills related to the use of information and communication technology.

2. **The lack of a significant impact of remote work on motivation** indicates that employe motivation is more related to other factors such as incentives, recognition, and job stability than to the location of work.

3. **There is a significant impact of remote work on the perception of job roles**, as employes demonstrated a better understanding of their tasks and responsibilities when there was organizational clarity and appropriate technological tools available.

Based on these results, the study confirms that remote work is a feasible organizational option in the healthcare sector. However, its effectiveness in improving the psychological and functional performance of human resources remains conditional on providing a supportive organizational environment, secure digital infrastructure, and flexible administrative policies that consider the psychological and social aspects of employes.

Recommendations

Based on the study results that examined the psychological impact of remote work on the performance of human resources at the Algerian public hospital institution in the Wilaya of Djelfa, a series of practical and scientific recommendations can be presented to enhance the effectiveness of this work style and improve its psychological and functional productivity*:*

1. Promoting a culture of accepting remote work within healthcare institutions by establishing the principle of performance evaluation based on achieved results and quality of execution, instead of focusing on physical presence or the method of work execution, in line with the requirements of flexible work during times of crisis.

2. Developing the infrastructure for information and communication technology within healthcare institutions, with the necessity of providing secure and efficient information systems that ensure the continuity of remote work and the protection of sensitive data, especially in the healthcare sector that deals with confidential information.

3. The focus on training and developing human resources in using modern technological tools contributes to enhancing the digital skills and capabilities of employes, improving their ability to adapt to remote work requirements, and elevating their job performance.

4. Establishing clear regulatory policies to protect workers from the potential negative effects of remote work, particularly concerning the fear of job loss or arbitrary dismissal due to poor technology control, thru continuous rehabilitation and job adaptation programs.

5. Paying special attention to the psychological and social aspects of employes, by monitoring their concerns, listening to their suggestions, and involving them in decision-making related to work organization, as this has a positive impact on enhancing job satisfaction and psychological stability.

6. Enhancing the spirit of teamwork and organizational communication among employes, whether in an in-person or remote work setting, to reduce feelings of professional isolation, strengthen the sense of belonging to the institution, and improve coordination between different job levels.

7. Adopting appropriate material and moral incentive systems that consider the uniqueness of remote work, contribute to increasing the motivation levels of employes, positively reflecting on their performance and productivity, and enhancing their loyalty to the organization.

8. These recommendations emphasize that the success of implementing remote work in the healthcare sector is not only linked to the availability of technical means but also requires a comprehensive managerial vision that considers the psychological and organizational aspects of human resources and works to achieve a balance between professional performance requirements and quality of work life.

6. *Bibliography List :*

I. ***Books*** **:**

1. Mohammad Sarour Al-Hariri (2016), ***Administrative Psychology***, Beirut: Dar Al-Taba'a for Publishing and Distribution.

2. Organisation internationale du travail, (2020), ***Telework during the Covid-19 pandemic and beyond***, (1st edition), Switzerland: Practical Guide.

II. ***Theses:***

3. Al-Saleh Jaleeh, ***The impact of administrative leadership on employe performance***, PHD thesis, Business Administration specialization, University of Algiers, Algeria, 2006.

4. Amina Al-Shahri, ***Psychological security and its relationship with performance efficiency***, PHD thesis, Education specialization, Nizwa University, Palestine, 2013.

5. Fadi Jaafar Diab Al-Junaidi, ***Administrative communication techniques and their role in improving job performance***, PHD thesis, Business Administration specialization, Al-Quds University, Palestine, 2010.

6. Kane, L. M, **Telework and Organizational Citizenship Behaviors: The Underexplored Roles of Social Identity and Professional Isolation**, Doctoral Dissertation, University of New York, USA, 2014.

7. Mahmoud Abdel Rahman & Ibrahim Al-Shanti, **The impact of organizational climate on human resource performance**, PHD thesis in Business Administration, Islamic University – Gaza, Palestine, 2006.

8. Mubarak Mohammed Al-Atabi, ***The impact of organizational climate on employe performance***, PHD thesis, University of Amman, Jordan, 2007.

III. ***Journal article*** **:**

9. Aguiléra, A., Lethiais, V., Rallet, A., & Proulhac, L, (2016), ***Home-based telework in France: Characteristics, barriers and perspectives***. Transportation Research Part A: Policy and Practice, France.

10. Awad Belabdoun (2020), ***Mechanisms for preserving jobs in light of the COVID-19 pandemic crisis***, Journal of Labor and Employment Law, Abdelhamid Ben Badis University in Mostaganem, Algeria, Volume 05, Issue 01.

11. Baroudah Khaled & Ajali Khaled (2020), ***The specificity of remote work contracts***, Journal of Labor and Employment Law, Abdelhamid Ben Badis University in Mostaganem, Algeria, Volume 05, Issue 04.

12. Baruch, Y., & Nicholson, N, (1997), ***Home, Sweet Work: Requirements for Effective Home Working***. Journal of General Management.

13. Belzunegui-Eraso, A., & Erro-Garcés, A, (2020), ***Teleworking in the Context of the Covid-19 Crisis***. Sustainability.

14. Ben Ahmed Asiya, Boualshour Sharifa & Matabs Amal (2021), ***The possibility of applying work as a mechanism for managing human resources in light of the COVID-19 crisis, with reference to the experiences of some countries around the world***. Journal of Human Resource Development, Mohamed Lamine Debaghine University – Setif 02, Algeria, Volume 12, Issue 01 (Special Issue).

15. Samia Al-Aaib (2020), ***The impact of the novel coronavirus on the labor market – E-commerce as a model***, Journal of Labor and Employment Law, Abdelhamid Ben Badis University in Mostaganem, Algeria, Volume 05, Issue 04.

16. Walls, M., Safirova, E., & Jiang, Y, (2007), ***What Drives Telecommuting? The Relative Impact of Worker Demographics***. Journal of the Transportation Research Board.

IV. *Seminar article*:

17. Salem Awad Al-Shammari, (2009), ***Job satisfaction among employes and its impact on job performance***, Paper presented at the Scientific Research Forum, Abdul Malik Bin Abdulaziz University, Kingdom of Saudi Arabia.