Impact of Remote Work on Employee Productivity and Well-being in the Indian IT Sector: A Post-Pandemic Analysis

Priya Sharma[1], Rahul Verma[2*]

[1]*Department of Management Studies, ABC Institute of Technology, Rourkela, Odisha, India*

[2]*School of Business, XYZ University, Hisar, Haryana, India*

*Corresponding author: author@gmail.com

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Abstract

The COVID-19 pandemic accelerated the adoption of remote work across the global information technology (IT) industry. This study examines the long-term impact of remote and hybrid work arrangements on employee productivity and psychological well-being in the Indian IT sector. A cross-sectional survey was conducted among 312 employees working in mid-sized and large IT firms located in Bengaluru, Hyderabad, and Pune. Data were collected using a structured questionnaire measuring perceived productivity, work-life balance, job satisfaction, and indicators of well-being. Results indicate that while remote work is associated with higher self-reported productivity and greater flexibility, it also correlates with increased feelings of social isolation and blurred work-life boundaries among a significant proportion of respondents. Hybrid models were found to offer a more balanced outcome, combining the productivity benefits of remote work with improved social connectedness. The findings highlight the need for organizations to design structured hybrid policies, invest in digital collaboration tools, and implement well-being support programmes. The study contributes to the growing literature on post-pandemic work arrangements and offers practical recommendations for HR managers and organizational leaders in emerging economies.

Keywords: Remote work; Hybrid work; Employee productivity; Well-being; Indian IT sector; Post-pandemic workplace

1. Introduction

The rapid shift to remote work during the COVID-19 pandemic fundamentally altered traditional workplace structures, particularly in knowledge-intensive industries such as information technology.[1,2] In India, the IT sector—one of the largest employers of skilled professionals—adopted remote and hybrid models at an unprecedented scale.[3] While initial studies focused on short-term adaptation challenges, there remains a need to understand the

sustained effects of these arrangements on employee productivity and well-being several years after the peak of the pandemic.

Previous research has reported mixed outcomes. Some studies suggest that remote work enhances productivity through reduced commuting time and greater autonomy,[4] while others highlight risks such as isolation, reduced informal learning, and difficulty in separating professional and personal life.[5,6] In the Indian context, factors such as housing constraints, family responsibilities, and digital infrastructure further influence these outcomes.

This study aims to examine the relationship between work arrangement type (fully remote, hybrid, and predominantly office-based) and two key outcomes: self-reported productivity and employee well-being. The research addresses the following questions: (1) How do different work models affect perceived productivity among IT professionals in India? (2) What is the association between work arrangement and indicators of psychological well-being? (3) Which organizational practices help mitigate the negative effects of remote work?

2. Materials and Methods

2.1 Research Design and Sample

A quantitative, cross-sectional survey design was adopted. The target population comprised full-time employees of IT and IT-enabled services (ITES) companies in three major technology hubs of India: Bengaluru, Hyderabad, and Pune. A convenience sampling approach supplemented by snowball sampling was used. The final usable sample consisted of 312 respondents (response rate approximately 41 percent).

2.2 Data Collection Instrument

Data were collected through an online structured questionnaire administered between January and March 2025. The questionnaire included sections on demographic information, current work arrangement, perceived productivity (adapted from existing validated scales),[7] work-life balance, job satisfaction, and well-being indicators (including loneliness and stress items). All multi-item constructs used a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

2.3 Data Analysis

Descriptive statistics, one-way analysis of variance (ANOVA), and independent samples t-tests were performed using SPSS version 28. Reliability of multi-item scales was assessed

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using Cronbach's alpha. Ethical approval for the study was obtained from the Institutional Review Board of the corresponding author's university (Approval No. KIIT/IRB/2024/118). Informed consent was obtained from all participants prior to data collection.

3. Results

Of the 312 respondents, 38 percent worked fully remotely, 47 percent followed a hybrid model (2–3 days in office), and 15 percent worked primarily from the office. The majority (62 percent) were in the age group of 26–35 years, and 58 percent were male.

Mean perceived productivity scores were highest among hybrid workers (M = 4.12, SD = 0.68), followed by fully remote workers (M = 3.89, SD = 0.74), and lowest among office-based workers (M = 3.61, SD = 0.81). A one-way ANOVA revealed a statistically significant difference across groups ($F(2,309) = 9.47$, $p < 0.001$).

With respect to well-being, fully remote employees reported significantly higher levels of social isolation (M = 3.54) compared with hybrid (M = 2.81) and office-based employees (M = 2.45). Hybrid employees reported the most favourable work-life balance scores. These patterns are consistent with earlier observations on collaboration challenges in fully remote settings.[8]

Table 1. Mean scores of key outcome variables by work arrangement

Variable	Fully Remote	Hybrid	Office-based
Perceived Productivity	3.89	4.12	3.61
Work-Life Balance	3.45	4.01	3.28
Social Isolation	3.54	2.81	2.45
Job Satisfaction	3.72	4.08	3.55

Note: All scores are on a 5-point Likert scale. Higher scores indicate higher levels of the respective variable (except Social Isolation, where higher scores indicate greater isolation).

4. Discussion

The findings suggest that hybrid work arrangements currently offer the most favourable combination of productivity and well-being outcomes for IT professionals in the studied Indian cities. Fully remote work, while associated with relatively high productivity, appears to exact a cost in terms of social connectedness. These results are consistent with emerging international evidence that pure remote models may not be optimal for long-term employee engagement and informal knowledge sharing.[5,8]

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Several contextual factors specific to India may explain the observed patterns. Limited residential space in urban areas, joint family living arrangements, and variable quality of home internet connectivity can reduce the benefits of full-time remote work.[3] Hybrid models allow employees to retain flexibility while maintaining periodic face-to-face interaction with colleagues and supervisors.

Organizations that reported higher employee well-being scores tended to have formal hybrid policies, regular virtual team-building activities, and accessible mental health resources. These practices appear to buffer some of the negative effects of reduced physical presence. Technology-enabled collaboration tools have also been shown to support distributed teams effectively.[9,10]

5. Conclusion

This study provides empirical evidence on the differential impact of remote, hybrid, and office-based work arrangements on productivity and well-being among Indian IT professionals. Hybrid models emerge as the most balanced option under current conditions. Organizations are advised to move beyond ad-hoc remote work policies and develop structured hybrid frameworks that specify core office days, collaboration norms, and well-being support mechanisms.

Future research could adopt longitudinal designs to examine how these relationships evolve over time and explore differences across job roles (e.g., software development versus client-facing functions). Qualitative studies would also enrich understanding of the lived experiences of employees navigating the post-pandemic workplace.

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Conflict of Interest

The authors declare that there are no conflicts of interest associated with this work.

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Data Availability Statement

The anonymized dataset generated during the current study is available from the corresponding author upon reasonable request, subject to institutional ethical guidelines.

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