

# Impact of ‘Work from Home’ Arrangement on Performance and Well-being of IT Professionals: A Comparative Analysis in Indian and Global Context Through Systematic Review of Literatures

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## Abstract

This article tries to find out the performance and well-being of IT professionals in remote work setting from Indian as well as from global perspective. The study was based on the review of existing literatures from Indian and global contexts. The literatures suggest that work-from-home (WFH) arrangements have both positive and negative effects on employees across the world. While evidences from around the globe point out both opportunities and risks, the Indian experience highlights more profound structural and gender-based limitations in work-from-home set up. However, the study reveals that productivity and well-being is influenced by job satisfaction, family support, and job autonomy, caregiving duties, infrastructural facilities etc.

**Keywords:** Work-from-home, productivity, well-being, family support, caregiving duties, infrastructural facilities

## Introduction

The work-from-home arrangement has emerged as an important mode of working in the IT sector, especially during and after the COVID-19 pandemic. Powered by digital technologies, remote work has changed traditional organizational structure. But it has observed that although work-from-home ensures flexibility, commuting time is less, and employees have the authority to select their work schedule, there are some issues with work-from-home, such as challenges in work-life balance, isolation, blurred work-family boundaries, and the well-being of the employees.

The effect of work-from-home settings on performance and well-being is not the same across the globe. IT professionals in India work in a unique organizational, sociocultural and infrastructural context that is marked by long working hours, limited space, family obligations and different degrees of technological support. The first-world countries with developed economies might provide better infrastructure, more organized policy for remote work and a robust organization support system. These variations can have an immense impact on IT workers' stress levels, job satisfaction, productivity, and overall well-being.

## **Theoretical Framework**

### **Performance and productivity during work-from-home**

Productivity was determined by workload, job satisfaction, family support, and home environment. Family support could boost productivity, but family chores and caregiving demand reduced it. Avoidance of long commutes and job autonomy could improve outcomes, while isolation, inadequate home setups, and limited availability of technology impede results. Overall, remote work's effect on productivity could be mixed, shaped by individual circumstances, job roles, and support systems.

### **Work-life balance during work-from-home**

Although remote work provided flexibility, but it blurred the borderlines between work and home. This caused stress and feeling of loneliness and strained work-life balance. Caregiving duties and marital factors might intensify this stress, which affects productivity to a significant level. Ultimately, maintaining a healthy work-life balance in remote work settings remained complex and heavily conditional to individual circumstances.

### **Job Satisfaction and Motivation during work-from-home**

Motivation and Job satisfaction get a boost when when employees feel encouraged, valued, and competent in their work. When employees have job flexibility, good technology, confidence, and support, they feel satisfied with their jobs in work-from-home situation. Conflicts between work and family, anxiety, and a lack of support or interaction, however, may reduce motivation and satisfaction.

### **Stress, Challenges, Mental and Physical Health, and Well-being during work-from-home**

Working remotely could have both pros and cons for mental and physical health. While flexibility and comfort might reduce some stress, blurred boundaries, isolation, and heavy workloads often increase pressure and fatigue. Limited physical activity and prolonged screen time could affect physical health, while a lack of social interaction might impact emotional well-being. Overall, maintaining balance, routine, and social connection was essential for sustaining mental and physical health while working remotely.

## **Literature Review**

### **Indian Context**

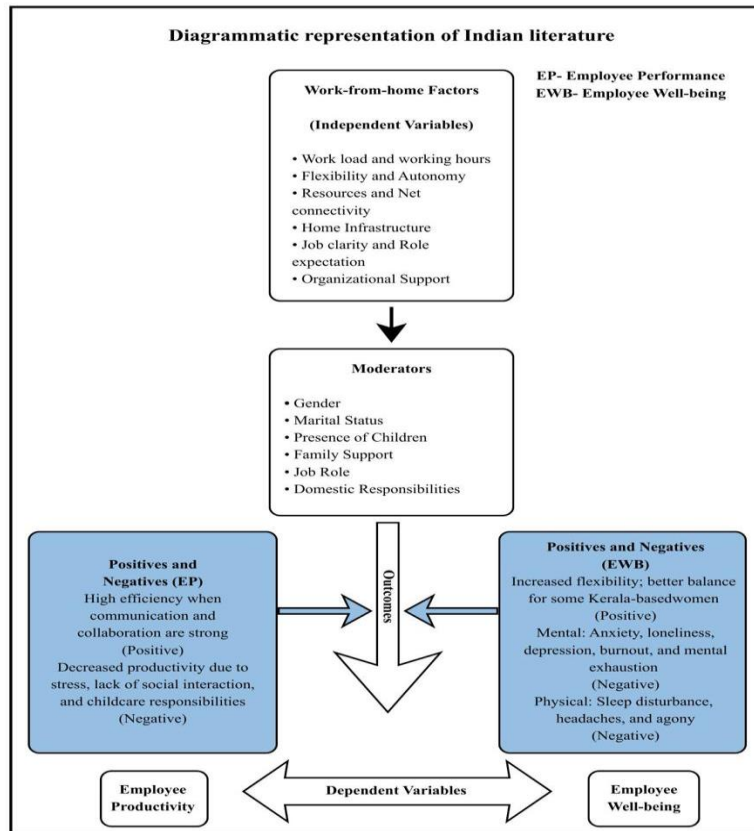
Chakraborty and Adhikary (2024) studied the performance and well-being of women IT professionals in a work-from-home arrangement in Kolkata. Findings revealed that married women having a child experience higher level of stress. The findings also showed the negative impact of stress on physical and mental well-being [4]. Sukumaran et al. (2023) aimed to analyze job satisfaction and productivity among IT employees in Kerala. Results indicated that most respondents found remote work productive, especially women, who achieved a better work-life balance than men. However, a lack of opportunities for social interaction and teamwork resulted in feelings of loneliness, which decreased motivation, job satisfaction, and productivity [40]. Kundra, Sreen & Dwivedi (2023) aimed to determine how family support and work-from-home arrangements affected the productivity of Indian working women and men during COVID-19. The results showed that family support increased productivity for men, but women who worked from home received insignificant family support. Female professionals without children were found to be more productive than those with children [21]. Kutty, Sharma & Maheshwari (2023) investigated how remote working affects the efficiency of women in Pune's IT sector and also impacts their physical and psychological health. The key outcomes state that factors such as weak internet connections, home-office setup, lack of collaboration and support, and job clarity were critical for employers and HR departments

to address these while developing effective work-from-home strategies [22]. Aiswarya & Perwez (2023) compared and assessed the work-life balance of women and men during the pandemic period. The findings revealed that the shift to remote work raised concerns about work-life balance. Working women had a double burden as they struggled to reconcile family responsibility and work roles [1]. Dwivedi & Mukherjee (2023) aimed to look into the impact of COVID-19 on the lives of female IT professionals in India in work-from-home arrangements concerning their personal, professional, and health aspects. The article showed that those with flexible work arrangements experienced higher job demands and expectations from the employers, and unrealistic deadlines. The situation worsened with the increased burden of domestic chores. Most respondents also reported issues like sadness, depression, loneliness, and sleep disturbance [8]. Vijayalakshmi, Nirmala & Subasree (2023) analyzed mental health and work-life balance of women IT professionals in India in work-from-home situations. Findings showed a strong connection between interference of work schedule in personal life and mental exhaustion, while family-work conflict led to emotional disturbance in women [43]. Khatun (2023) studied 287 respondents in India's education, e-commerce, and IT sectors and found that work-from-home experiences varied with gender during the pandemic. Men found WFH more enjoyable but had trouble maintaining a quality work-life, while women conveyed higher levels of stress [19]. Jaiswal and Arun (2022) also examined employees in work-from-home settings during the pandemic. Findings revealed that despite employees working longer hours, productivity levels fell as employees became stressed in balancing work and personal life. Discriminatory levels of isolation and a sense of a lack of belonging made the situation worse [17]. Soman & Mohanan (2022) examined stress among women professionals who were telecommuting during the pandemic. Results revealed that work attitudes got compromised due to childcare responsibilities, role conflict at home and other duties. Several common health issues were noticed, like sleeplessness and headaches. Increased stress levels were particularly noted among IT and HR professionals [38]. Biju, Vijaya & Akhil (2022) examined how the work-life balance (WLB) of 200 IT professionals is affected in work-from-home situations. in India. Results showed that women struggled more to balance personal and professional responsibilities than men [3]. Mohammed et al. (2022) identified the effect of lockdown on the shift to remote work, affecting job satisfaction among 200 employees in India. Data were collected through Google Forms with a structured questionnaire and analysed using Structural Equation Modelling. The results showed that work-family conflict and COVID-19-related anxiety negatively correlated with job satisfaction, while work autonomy had a positive correlation [24]. Haridas, Rahul & Subha (2021) also intended to explore the productivity of the IT sector employees in India in the work-from-home (WFH) settings. They used factor analysis along with multiple regression analysis. The results showed that communication, collaboration, and flexibility significantly affected the efficiency and productivity of employees in a work-from-home arrangement [14]. Thilagavathy & Suganthiya (2021) aimed to understand the influence of work-from-home on the performance of IT professionals in Chennai, India, during the pandemic period. The study observed that the employees' productivity could be hampered due to insufficient IT resources [42]. Sridevi, R. and Sanjana, N. (2021) explored IT employees' opinions regarding work-from-home versus work in the office, in Coimbatore, Tamil Nadu. The study found that most respondents preferred returning to the physical office setup due to limited experience, resources, and knowledge while working from home [39]. Haridasan, M. & D. Y. (2021) explored factors influencing the work-life balance of women working remotely during the COVID-19 lockdown in India. They performed regression analysis, which revealed that personal well-being and job performance notably influenced work-life balance. Most women,

regardless of sector, age, children, income, or occupation, struggled to manage work and personal life, leading to burnout during the COVID-19 lockdown [15]. Sengupta & Chakraborty (2021) sought to discover the needs and mental health status of IT workers in different Indian states who had at least three months of experience working from home. Most participants experienced a considerable increase in workload, which resulted in mental health problems like loneliness and disconnection. The study also found a lack of organizational initiatives to address these problems [26]. Nidhi et al. (2021) performed a study on work-related difficulties along with the mental health issues faced by women in work-from-home situations in India. Statistical analysis found that for the majority of the women, working from home caused an increased workload. In the absence of support, their private and professional lives have been affected adversely [25]. Gangwar & D'Costa (2021) investigated how working from home affected stress levels and instigated burnout in Indian millennials after the pandemic period. Results showed a highly positive correlation between stress and burnout. Females reported higher stress levels than men [11]. Beri (2021) evaluated the underlying causes of depressive tendencies and perceived stress among working women in Delhi-NCR and the role of work-from-home as a mediator. Pearson correlation showed a positive relation between stress and depressive tendencies, with remote working substantially affecting both. It is also found that married women experience more depression than unmarried women [2]. Saran et al. (2021) examined the mental health and well-being of IT professionals designed for lengthy hours, leading to sleep deprivation and agony. Gender, marital status, and average daily working hours were found to be statistically significant factors [31]. Sinha, Navrekar & Sinha (2020) investigated employee stress during the work-from-home settings after the pandemic incidence. The study found that most respondents experienced increased stress levels, primarily due to isolation and balancing personal and professional demands [35].

### **Summary of the Literature**

Studies on the Indian context reveal a severe "double burden" for women, who experience much greater stress and mental tiredness than men as a result of juggling work and household responsibilities. Although working remotely provided flexibility, poor home-office infrastructure, social isolation, and a blurring of work-life boundaries often overruled these advantages. Men frequently benefited from greater family support, while women—especially those with children—struggled with role conflict and burnout. As a result of widespread sleep deprivation and anxiety brought on by the combination of increased workloads and a lack of interpersonal connections, many professionals preferred to return to the physical office.



**Author's Own**

### Global Context

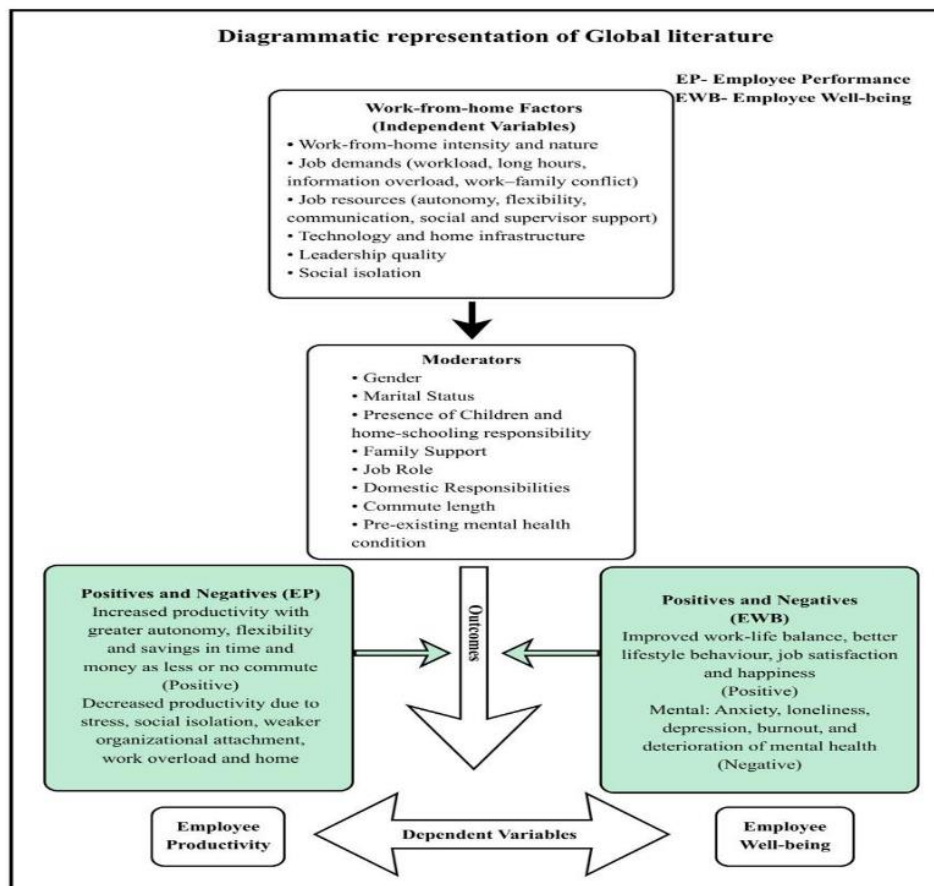
Scoditti et al. (2024) studied the effects of remote working on lifestyle behaviour and psychological health in the pandemic period. The study was conducted at the National Research Council of Italy. The analysis revealed improved lifestyle behaviours such as time devoted to physical activity, maintenance of a proper diet, etc., but also caused depressive symptoms, leading to worsening of mental health [32]. WFH also resulted in weight gain and a sedentary habit. Roy et al. (2023) investigated the employees' performance during the nationwide lockdown in New Zealand in the compulsory work-from-home situation. The study identified the demands and resources impacting the performance, influenced by organizational and individual factors, such as furniture and technology [37]. Deole, Deter & Huang (2022) assessed the consequences of pandemic-led work-from-home on employee performance and productivity in the UK. They showed that increased WFH frequency had a positive correlation with productivity. Women in feasible WFH roles with more autonomy and men with long commutes reported higher productivity. However, parents of school-age children had lower productivity due to the increased demands of homeschooling during school closures [7]. Mahomed, Oba & Sony (2023) tried to realize the job demands and resources as determinants of employee well-being in isolated circumstances in the COVID-19 pandemic in South Africa. They found that work-family clashes decreased employee well-being, while job autonomy, effective communication, and social support enhanced it [23]. DeAndres-Sanchez, Belzunegui-Eraso & MarSouto-Romero (2023) tried to understand the perception of isolation and stress of the Spanish workers in remote work situations during the COVID-19 Pandemic. The descriptive statistics and regression analysis showed that information overload, work overload, and isolation are

perceived to be the principal drawbacks of the work-from-home system [30]. Smirnykh (2023) examined how working from home affected job satisfaction in Russia between 2016 and 2021 by using endogenous regression models on the Russian Longitudinal Monitoring Survey-Higher School of Economics (RLMS-HSE) panel data, intended for 2016–2021. The inferences revealed that remote work had a positive influence on both men and women for job satisfaction in the Russian labour market [36]. Denzer & Grunau (2023) intended to find the outcome of work-from-home on individual health conditions and well-being during the COVID-19 pandemic from large private-sector and mid-sized enterprises in Germany. The regression reveals the beneficial impact of work from home on both individual health and well-being [6]. Griep et al. (2022) studied 2,318 remote workers from the ELSA-Brasil cohort to understand the impact of work time control (WTC) and hours worked (HW) on mental health during COVID-19. They found that long HW caused stress and damaged mental health in women, while it protected men against anxiety [13]. Kossen & Van der Berg (2022) studied the shortcomings of the increased extent of work-from-home (WFH). They collected data online from 382 employees in Germany. Regression analysis revealed that a greater extent of WFH was associated with a decrease in employee-organizational linkage and growth of social isolation, both of which caused stress in workers [20]. Platts et al. (2022) examined the influence of enforced work-from-home on employee well-being in the UK during lockdown. Results showed that Individuals with pre-existing mental health conditions deteriorated further over time and suffered the most. Poor leadership increased stress and burnout. Stress and depression were more common in women, under-45s, part-time workers, and those with two dependents. Men who were over 45 reported higher work-life conflict [27]. Tautz, Schübbe, & Felfe (2022) investigated the difficulties of implementing health-oriented transformational leadership in an isolated work setting. Data were acquired from 18 employees and 23 leaders across various German organizations. Comparing remote work experiences with traditional office settings, it was identified that the key challenges include a lack of communication, social existence, reduced mutual trust, and weaker interpersonal bonds [41]. Romeo, Yepes-Baldó & Beltrà (2022) attempted to characterize and identify employees who telecommuted and those who did not, as well as their motivational factors in the lockdown during the COVID-19 pandemic in Spain. Non-parametric comparisons and Classification and Regression Trees (CRTs) were used for data analysis. The result revealed that the employees who teleworked displayed a lower level of motivation than those who did not telework [29]. Reyes, J.S. et al. (2021) examined work stress and work-life balance among people in Latin America working remotely during the COVID-19 pandemic in 2020. The findings revealed that work-from-home during the pandemic heightened perceived stress, decreased work-life balance, and reduced work satisfaction. The research revealed that perceived stress in a remote work setting impacted the productivity of men more than women [28]. Shamshi et al. (2021) examined the work-related well-being of employees at three Norwegian universities during the COVID-19 Pandemic. Technology acceptance was found to partially moderate the association between job characteristics and work engagement, and completely mediate technology-related perceptions and work engagement [34]. Sellar & Peiris (2021) investigated the effect of work-from-home on job satisfaction in Colombo, Sri Lanka, during the COVID-19 pandemic. It identified seven WFH factors, which include time planning, reduced co-worker communication, supervisor support, and family care. These factors were found to have a substantial effect on job satisfaction. However, remote working has a positive consequence on women's job satisfaction [33]. Yu & Yu (2021) explored the job satisfaction in Chinese business firms during the COVID-19 pandemic. The findings displayed that these arrangements improved job satisfaction [44]. Elanto and Suharti (2021) explored the influence of work-from-home (wfh) on work-life balance (wlb) and employee

happiness among 94 lecturers of UKSW in Indonesia. The study revealed that wfh has a positive impact on wlb which in turn keeps the employee happier in the situation, but organizational support has no role in it [10].

### Summary of the Literature

Evidence from global studies indicates that work-from-home during and after the COVID-19 pandemic had both positive and negative effects on employee productivity and well-being, varying across national contexts. In Italy, remote work contributed to improved lifestyle behaviours; however, it was also associated with increased depressive symptoms and more sedentary routines. Findings from New Zealand and the UK suggest that greater autonomy and extended exposure to remote work positively influenced employee productivity, although caregiving responsibilities and homeschooling demands significantly undermined performance. In South Africa, employee well-being benefitted from job autonomy, effective communication, and perceived social support, while work–family conflict negatively affected outcomes. Studies from Spain and Germany highlight challenges such as social isolation, heightened stress, weakened organizational attachment, and leadership-related difficulties in remote settings. In contrast, evidence from Russia, China, Sri Lanka, and Indonesia indicates that working from home improved work–life balance, job satisfaction, and overall employee happiness. However, research from Latin America, Brazil, Norway, and the UK reveals rising levels of stress, burnout, and mental health issues, particularly among women, younger employees, and individuals with pre-existing health conditions.



Author's Own

### Comparative Analysis of Indian and Global Perspectives

In the Indian context, women faced a severe double burden as they juggled work and household responsibilities at the same time. This made work-from-home challenges extremely difficult for them. Many employees preferred to return to physical offices due to increased stress, burnout, anxiety, and sleep deprivation brought on by inadequate home-work infrastructure, lax work-life boundaries, and decreased social interaction. Work-from-home results were more varied and context-dependent when viewed globally. While autonomy and flexibility led to improvements in productivity, job satisfaction, and work-life balance in a number of countries, other countries reported higher levels of stress, loneliness, leadership difficulties, and mental health issues—particularly among women, younger workers, and those with caregiving responsibilities. While evidence from around the world generally points to both opportunities and risks, the Indian experience highlights more profound structural and gender-based limitations.

### The literature review also suggests the following theories supporting the framework:

1. Kahn et al. (1964) suggested **Role Theory**, which explained various types roles played by a woman in various spheres of life, like an employee, homemaker, and caregiver, causing role overload and role conflict. It notably increased stress among married women with children [18].
2. Greenhaus & Beutell (1985) explained **Work Family Conflict Theory**, which elucidated time and strain-based conflict for women employees. The theory demanded that the family interference with work-time for women, causes sleep disturbance, irritability and fatigue in them [24].
3. Cohen & Wills (1985) explained in **Social Support Theory** that social support has an important role in reducing the effect of work stress. Family support acts as a buffer against stress. Married men receive more assistance from their spouses than women do from their counterpart. It reduces stress level for married men [5].
4. Eagly (1987) described in **Gender Role Theory** that societal norms assign caregiving responsibility mainly to women. It clarified why marital status and presence of children increase stress for women but not for men. Thus, in work-from-home arrangements, domestic expectations remain unequal from men and women [9].
5. Hobfoll (1989) proposed in the **Conservation of Resources Theory** that humans are motivated to protect resources available to them and try to acquire new resources. Stress arises when personal resources like time, energy, and emotional capability are exhausted. In work-from-home arrangements, women experienced a higher loss of personal resources while men experienced resource gain. Thus, opposite consequences were observed for men and women in WFH settings [16].

### Conclusion

The literature suggests that work-from-home (WFH) arrangements offer both challenges and opportunities to employees across the world. The impacts of WFH are influenced by social and organizational factors. While global evidences highlight gains in flexibility, productivity and autonomy along with risks of stress and isolation, the Indian scenario reveals deeper concerns about gender and infrastructural constraints. In Indian women, the double burden of professional and domestic responsibilities often increases stress and strain, burnout and emotional exhaustion, nullifying the benefits of remote work. Moreover, the findings suggest that without adequate organizational and family support, infrastructure, and gender-sensitive policies, the potential advantages of remote work remain unrealized and untapped.

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