



A STUDY ON ASSESSING THE IMPACT OF REMOTE AND HYBRID WORK ON PRODUCTIVITY OF EMPLOYEES IN THE IT INDUSTRY: A STUDY FROM PUNE

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Abstract

This study explores the impact of remote and hybrid work models on employee experience, engagement, and organizational outcomes, with a particular focus on communication, work-life balance, and job satisfaction. Using primary data collected through a structured survey and analyzed with IBM SPSS software, the research tests hypotheses related to work-life balance adjustment, feedback and communication, and overall employee performance during workplace transitions. The results indicate that while work-life balance showed no statistically significant effect on the transition process, feedback and communication emerged as a highly significant predictor of positive employee outcomes. These findings highlight the critical role of effective communication practices in ensuring smooth workplace transitions and sustaining employee engagement in flexible work environments. The study contributes to the growing literature on post-pandemic work models by offering empirical insights into human resource practices and their evolving role in supporting employee well-being.

Keywords: *Remote Work, Hybrid Work, Employee Productivity, Work-Life Balance, Employee Engagement, Job Satisfaction, IT Industry, Human Resource Practices, Workplace Transition, Organizational Outcomes, Employee Experience, Communication, Flexible Work Models, Post-Pandemic Work, Employee Well-Being, Productivity.*

Introduction

The COVID-19 pandemic changed the way we work in ways few could have imagined. For the IT industry, especially in cities like Pune - one of India's largest IT hubs - the sudden shift from bustling offices and tech parks to makeshift home workspaces was both a challenge and an opportunity. What began as a temporary solution to keep businesses running soon evolved into a long-term rethinking of workplace practices through remote and hybrid models. These approaches not only kept projects moving during times of crisis but also redefined how employees viewed productivity, collaboration, and balance in their daily lives.

Before the pandemic, productivity in IT was often measured by physical presence at the office, long working hours, and face-to-face collaboration. Daily routines were tied to commuting, team huddles, and shared office spaces. However, with remote and hybrid setups becoming the new normal, the definition of productivity shifted dramatically. Digital tools like Zoom, Microsoft Teams, and Slack replaced meeting rooms, and cloud-based platforms became the backbone of operations. While many employees welcomed the flexibility, reduced travel time, and ability to manage personal responsibilities alongside work, others faced difficulties such as distractions at home, blurred work-life boundaries, and a sense of disconnection from their colleagues and organisational culture.

Globally, several studies reported that remote work initially boosted efficiency, as employees saved time on commuting and could focus better in flexible environments. At the same time, concerns about digital fatigue, mental health, and lack of team bonding grew. Pune's IT workforce reflects this dual reality: while some employees report improved focus and higher output, others highlight challenges



like unstable internet, limited workspace at home, and longer working hours extending late into the night.

This study focuses on assessing the real impact of remote and hybrid work models on employee productivity in the IT sector, with specific attention to companies based in Pune. By examining employees' experiences, challenges, and perceptions, the study aims to highlight key trends, benefits, and drawbacks of these new working arrangements. Ultimately, the findings will help organisations strike a balance — creating strategies that ensure sustained productivity while also supporting employee well-being and satisfaction in a rapidly evolving work environment.

Review of Literature

Piwowar-Sulej et al. (2023) in their research looks at sustainable human resource development (S-HRD) before and during COVID-19. They highlight six primary drivers and twelve HR practices, pointing out that many organisations relied on pre-pandemic policies, often ignoring employee well-being and environmental concerns. The study emphasises the impact of external stakeholders on HR policy, as well as S-HRD's function in fostering organisational resilience.

Anjum et al. (2022) in their research investigate post-pandemic HR concerns, focussing on critical issues such as remote work management, workforce engagement, employee morale, and work-life balance. The report emphasises HR innovation as a vital aspect in supporting organisational activities and aligning personnel with new business goals.

Manojkumar and Annisha (2022) in their research investigate HR trends in Bangalore's IT sector, with a focus on digitalisation and remote work. They detect issues with employee engagement, performance assessment, and workforce restructuring. The study focuses on the sector's agility in guaranteeing company continuity.

Katsande et al. (2022) in their research investigate the rise of hybrid work following the pandemic. They emphasise the importance of updating HR rules to accommodate remote work while maintaining engagement and productivity levels. The report identifies financial and legal concerns, but it also sees hybrid employment as a chance to improve flexibility and efficiency.

Barath and Schmidt (2022) investigate the changing role of office spaces post-pandemic. Their research indicates that, while offices remain relevant, organisations are increasingly embracing flexible work options. The study shows the shift towards hybrid work arrangements, with an increasing emphasis on employee preferences and workspace adaptability.

Krajčík et al. (2023) analyse employees' preferences for hybrid employment, focussing on time and geographical flexibility. They discover that structured hybrid approaches are preferred, balancing remote work benefits with efficiency. The study emphasises the need of taking employee preferences into account when calculating job happiness and productivity.

Misra et al. (2023) investigate how HR professionals in India have adapted to workplace disruptions caused by COVID-19. Their study highlights a shift toward virtual organizational structures, increased reliance on gig workers, and a greater focus on future readiness. The findings emphasize the need for flexible, technology-driven HR policies to navigate future economic disruptions.



Zaman (2023) reviews the evolution of HRM practices in the post-pandemic era, identifying key trends such as digital transformation, employee well-being, and strategic HR alignment. The study underscores HRM's role in fostering innovation and sustaining business operations in a rapidly changing landscape.

Shil et al. (2020) perform a comprehensive review of global HR transitions utilising the 5P's paradigm (People, Performance, Policies, Practices, and Perspective). Their study focusses on the rapid digital revolution of HRM and the need for robust strategies to handle future crises.

Shahriar et al. (2022) investigate how distant employment has influenced HR practices in Bangladesh. They highlight benefits such as flexibility, cost savings, and productivity, but also point out issues with engagement and work-life balance. The report advocates for more effective remote work policies to ensure long-term workforce management.

Ambarwati et al. (2024) examine post-pandemic HR changes at Uniska MAB Banjarmasin, focusing on remote evaluations, rewards, and communication. They find that while remote work affects engagement and work-life balance, HR strategies like tech training and open communication boost productivity and job satisfaction.

Dwivedi and Bhattacharjee (2024) explore how Indian IT MNCs integrate Sustainable Development Goals (SDGs) into HR practices. Using institutional theory, they show that subsidiaries follow successful companies in adopting SDG policies. However, gaps remain in gender inclusion, work-life balance, and long-term sustainability.

Misra et al. (2023) analyse the perspectives of HR practitioners in India, noting a transition towards virtual team structures and increased reliance on gig workers. The study underscores the necessity of being future-ready for economic disruptions and implementing technology-driven HR policies to ensure resilience.

Katsande et al. (2022) investigates hybrid work models' effects on engagement and productivity. They discover that, while hybrid employment provides flexibility, solid HR rules are required to address legal, financial, and well-being concerns.

Objectives of the study

1. Analyze the long-term impact of remote work on employee experience.
2. Assess the effects of hybrid work on employee engagement and performance.
3. Examine employee experiences during workplace transitions.

1. Hypotheses

1. **H0₁:** Work-Life Balance Adjustment (WLBA) has no significant effect on perceived transition management.
2. **H1₁:** Work-Life Balance Adjustment (WLBA) has a positive significant effect on perceived transition management.
3. **H0₂:** Feedback & Communication (FEEDA) has no significant effect on perceived transition management.
4. **H1₂:** Feedback & Communication (FEEDA) has a positive significant effect on perceived transition management.



5. **H0₃**: Motivation/Autonomy (MOTA) has no significant effect on perceived transition management.
6. **H1₃**: Motivation/Autonomy (MOTA) has a positive significant effect on perceived transition management.
7. **H0₄**: Engagement has no significant effect on perceived transition management.
8. **H1₄**: Engagement has a positive significant effect on perceived transition management.
9. **H0₅**: Performance Monitoring & Support has no significant effect on perceived transition management.
10. **H1₅**: Performance Monitoring & Support has a positive significant effect on perceived transition management.

Research Methodology

Statement of the Problem

The primary objective of this study is to examine the impact of remote and hybrid work models on employee productivity. With the rapid shift in workplace practices following the COVID-19 pandemic, it becomes essential to understand how these arrangements have influenced productivity levels, particularly in the IT sector where digital collaboration is central to operations.

Research Design

This study adopts a quantitative research design to systematically assess the relationship between remote/hybrid work and productivity. Data was collected through a structured questionnaire consisting of 18–20 items, each measured on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The use of a quantitative framework enables the application of statistical techniques such as reliability analysis, regression, and hypothesis testing, thereby allowing the study to generate objective and comparable insights.

Data Collection and Instruments

The primary data collection tool employed was an online questionnaire administered via Google Forms. The target respondents were IT employees with a minimum of two years of work experience, ensuring their exposure to both pre-pandemic and post-pandemic work practices. Each participant contributed approximately 20 responses, and with 150 participants approached, the study generated nearly 3,000 data points for analysis. To ensure reliability and internal consistency of the instrument, Cronbach's Alpha was calculated, with a threshold of 0.70 set as the minimum acceptable standard.

Sampling Technique

A combination of purposive sampling and snowball sampling was employed. Purposive sampling ensured that only respondents with relevant experience of both work periods (pre-pandemic and post-pandemic) were included in the study. Snowball sampling was used to expand the respondent base, as each participant was encouraged to refer 2–3 additional eligible respondents. This dual approach allowed for both targeted inclusion and broader reach within the IT employee population.

Sample Size

A total of 148 valid responses were collected and used for analysis. This sample size was considered adequate to perform the planned statistical tests and to provide meaningful insights into the research problem.



Data Analysis

1. Reliability of the Scale

Before testing the hypotheses, reliability analysis was conducted to ensure the internal consistency of the measurement instrument.

Table 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha (Standardized)	N Of Items
0.824	0.833	18

The Cronbach's Alpha value of **0.824** (standardized = 0.833) exceeds the recommended threshold of 0.70 (Nunnally,1978), indicating that the items used in the study are internally consistent and reliable.

2. Hypotheses Considered

The study examined whether the following variables significantly influenced employees' perception of transition management from on-site to hybrid/remote work arrangements:

1. **H1₁**: Work-Life Balance Adjustment (WLBA) has a positive significant effect on perceived transition management.
2. **H1₂**: Feedback & Communication (FEEDA) has a positive significant effect on perceived transition management.
3. **H1₃**: Motivation/Autonomy (MOTA) has a positive significant effect on perceived transition management.
4. **H1₄**: Engagement has a positive significant effect on perceived transition management.
5. **H1₅**: Performance Monitoring & Support has a positive significant effect on perceived transition management.
6. The dependent variable was: "The transition from on-site to hybrid/remote work was well-managed by my organization."

3. Model Summary

Table 2: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error Of The Estimate
1	.746	.556	.540	.652

The model explains approximately **55.6% of the variance** in perceived transition management. This indicates that the predictors collectively provide strong explanatory power.

4. ANOVA Results

Table 3: ANOVA

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	75.574	5	15.115	35.535	.000
Residual	60.399	142	0.425		
Total	135.973	147			

The ANOVA results confirm that the regression model is statistically significant (**F = 35.535, p < 0.001**). Thus, the independent variables, when considered together, significantly explain variations in how employees perceived the transition.



5. Regression Coefficients

Table 4: Regression Coefficients

Predictor	B	Std. Error	Beta	T	Sig.	Decision
(Constant)	0.162	0.304	—	0.535	0.594	—
WLBA (Work-Life Balance Adjustment)	0.623	0.805	0.056	0.774	0.440	Not Supported
FEEDA (Feedback & Communication)	0.441	0.084	0.388	5.232	0.000	Supported
MOTA (Motivation/Autonomy)	0.507	0.133	0.264	3.808	0.000	Supported
Engagement (Hybrid vs. On-site days)	0.071	0.063	0.076	1.119	0.265	Not Supported
Performance Monitoring & Support	0.157	0.068	0.159	2.300	0.023	Supported

6. Interpretation of Findings

- Work-Life Balance Adjustment (WLBA):** The relationship was positive but not statistically significant ($p = 0.440$). Adjustments to work-life balance did not meaningfully shape employees' perception of the transition.
- Feedback & Communication (FEEDA):** This was the strongest predictor ($B = 0.441$, $\beta = 0.388$, $p < 0.001$). Employees who received clear communication and feedback felt the transition was well managed.
- Motivation/Autonomy (MOTA):** Significant effect ($B = 0.507$, $\beta = 0.264$, $p < 0.001$). Autonomy and motivation helped employees adapt more positively.
- Engagement:** Not significant ($p = 0.265$). Feeling equally engaged across work modes did not affect perceptions of transition success.
- Performance Monitoring & Support:** Significant effect ($B = 0.157$, $\beta = 0.159$, $p = 0.023$). Constructive monitoring and support helped employees feel the transition was handled effectively.

Hypotheses Testing Summary

Table 5: Summary of Hypotheses Testing

Hypothesis	Statement	Result
H1 ₁	WLBA has a positive significant effect on perceived transition management	Not Supported
H1 ₂	FEEDA has a positive significant effect on perceived transition management	Supported
H1 ₃	MOTA has a positive significant effect on perceived transition management	Supported
H1 ₄	Engagement has a positive significant effect on perceived transition management	Not Supported
H1 ₅	Performance Monitoring & Support has a positive significant effect on perceived transition management	Supported

8. Managerial Implications

The findings suggest that organizations should prioritize three key areas when managing transitions to hybrid or remote work:

- Strengthen Feedback and Communication:** Regular, transparent communication is the strongest driver of successful transitions.



2. Promote Motivation And Autonomy: Allowing employees greater control and encouraging their efforts leads to smoother adaptation.
3. Offer Supportive Performance Monitoring: Monitoring should focus on guidance, development, and encouragement rather than control.

By contrast, work-life balance adjustments and engagement across different work settings were not found to significantly influence employees' perception of transition management. While still valuable for employee well-being, they are not decisive in shaping transition success.

Findings

The analysis revealed several key insights into how employees perceived the transition to hybrid and remote work. The survey tool proved to be reliable, with a Cronbach's Alpha of 0.824, indicating that the questions consistently captured the intended responses. The regression model showed that the selected factors explained approximately 55.6% of the variation in employees' perceptions, and the overall model was statistically significant. Among the variables studied, Feedback and Communication stood out as the most influential factor, suggesting that clear, timely, and transparent communication played a crucial role in helping employees feel supported during the transition.

Motivation and Autonomy also had a meaningful impact, with employees who felt trusted and empowered perceiving the shift as better managed. Supportive Performance Monitoring further contributed positively, as employees valued guidance and constructive oversight that helped them navigate the change smoothly. On the other hand, adjustments to Work-Life Balance and differences in Engagement between hybrid and on-site workdays did not significantly shape employees' views of the transition. Overall, the findings highlight that effective communication, empowerment through autonomy, and supportive systems were central to a successful transition, while work-life balance and engagement differences, though important, were less decisive in this context.

Conclusion

This study highlights the organizational practices that most strongly influence employees' perceptions of transition management during the shift from on-site to hybrid/remote work. The results make it clear that employees value practices that build trust, clarity, and support during periods of change. The analysis showed that effective communication, autonomy, and supportive performance systems are the factors that most directly shape a positive transition experience. When employees are kept informed, trusted with independence, and guided through constructive monitoring, they feel more confident about organizational changes.

On the other hand, aspects such as work-life balance and engagement levels across different work setups, although important for overall well-being, did not significantly alter employees' views of how the transition was managed.

In conclusion, smooth workplace transitions depend less on external adjustments and more on how organizations interact with and empower their people. Strengthening communication, fostering autonomy, and providing supportive structures emerge as key strategies for organizations seeking to successfully manage change in the modern workplace.



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