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Impact of Remote Work on Productivity and Well-being: Mediating Role of Work–Life Balance in India's IT Industry

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ABSTRACT
This paper examines how remote work arrange-ments affect employee productivity and well-being in India's IT sector, and tests whether work life balance (WLB) medi-ates these relationships. We grounded the framework in Job Demands–Resources (JD–R) and boundary theories, positing that remote work provides both resources (e.g. autonomy, saved com-mute time) and demands (e.g. blurred boundaries, technostress), and that effective boundary management (WLB) channels these effects. Using a national survey ($n \approx 317$) of IT professionals, we first screened and validated the data (checking missingness, outliers, normality, multicollinearity). Confirmatory factor anal-ysis supported scale validity (CFI ≈ .96, RMSEA ≈ .05) and Cronbach's "α" exceeded .70 for key constructs. Structural equation modeling showed that remote work intensity was posi-tively related to self-reported productivity (standardized $\beta \approx .31$, $p < 0.001$) and well-being ($\beta \approx .18$, $p < .05$). Importantly, greater WLB significantly predicted both higher productivity ($\beta \approx .42$, $p < 0.001$) and better well-being ($\beta \approx .47$, $p < 0.001$). Bootstrapped mediation tests confirmed that WLB partially mediated the paths from remote work to both productivity and well-being (indirect effects $p < 0.01$). In practical terms, roughly one-third of the remote work effect on each outcome was transmitted via WLB. These findings align with prior research that highlights productivity gains from remote flexibility as well as psychological costs of boundary erosion [1], [2]. We discuss implications for managers (e.g, implementing clear "offline" policies) and for theory, and suggest that future studies use longitudinal or experimental designs to further unpack causal effects..
Keywords: employee productivity, employee well-being, hy-brid work, India, IT industry, Job Demands–Resources theory, post-pandemic workplace, remote work, structural equation modeling, technostress, work–life balance
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INTRODUCTION:

The global labour market is undergoing a significant trans-formation, and India has emerged as a major hub where the IT and IT-enabled services sectors have been structurally reshaped. By early 2026, India's technology industry had de-veloped into one of the world's largest technology ecosystems, reaching $300 billion in revenue and employing more than

5.8 million people. The workplace model has evolved from office-centric operations to remote-first and hybrid structures. Current statistics indicate that approximately 12.7% of full- time workers in India are fully remote, while 28.2% are hybrid workers, demonstrating that flexibility has become foundational rather than optional.

Initially adopted as a short-term response to COVID-19, remote work has become a strategic mechanism for organi-sational resilience and talent acquisition. Major Indian firms such as TCS, Infosys, and Wipro have pioneered digital-first operating models enabling seamless collaboration across geographical regions. However, the human implications of this transition remain complex. Many organisations report a productivity dividend associated with remote work adoption.

This duality raises concerns regarding psychological and functional outcomes. Approximately 72% of IT professionals report increased productivity due to flexible schedules and reduced commuting time, whereas 58% report elevated stress due to an always-on work culture and difficulty separating professional and personal roles. These effects are intensified within India's sociocultural context involving multigenera-tional households, caregiving responsibilities, and gendered digital access disparities. This study investigates whether remote work acts primarily as a resource or a demand by examining work life balance as a mediating mechanism. Using the Job Demands Resources (JD–R) model, remote work is conceptualized as creating both resources (autonomy, reclaimed time) and demands (role ambiguity, constant con-nectivity). The study focuses on employees working in dense technology hubs in Bengaluru to better understand how urban infrastructure and digital workspace dynamics shape the future workplace.

TABLE I Key Indicators of the Indian IT Industry (FY 2025–26)

Industry Dimension	Value/Percentage	Source
Projected Industry Revenue	$300 Billion	[3]
Total IT Workforce Base	5.8 Million	[4]
Adoption of Hybrid Models	~70% of Organizations	[5]
Professionals Hybrid/Remote	87% of Candidates	[6]
Commute Time Reclaimed (Avg.)	72 minutes/day	[7]

My paper reviews the role that working remotely plays in influencing two strong outcomes in the Indian ICT sector: em-ployee productivity and employee well-being. In addition, this paper reviews how the concept of work–life balance mediates (either positively or negatively) both employee productivity and employee well-being. The majority of studies conducted to date indicate that working at home offers an amount of autonomy and saves an employee's time (thus providing a resource) which positively impacts their productivity [8] [9], however, working remotely provides less of a delineation between employee work and employee personal time (thereby creating a demand); as a result of this lack of boundary, the well-being of the employee can be negatively impacted [8] [10]. This paper provides a model that tests empirically how remote work impacts productivity and well-being in the Indian ICT context, thereby filling a void in the literature and provid-ing managers with actionable feedback regarding the effects of remote work within their organisation. More specifically, this paper provides evidence to support the concept of

Working from home will positively impact productivity;

Working from home will positively impact well-being;

That work life balance will mediate both employee pro-ductivity and employee well-being.

To provide this evidence, a survey was conducted by me with IT employees in India using established validated scales and structural equation modelling (SEM). The results provide a positive and significant relationship between working from home and both productivity and well being; additionally, work life balance was found to be a significant mediator between working from home and both employee productivity and employee well being.

Literature Review

Until recently, remote working was considered an ancil-lary employment practice, but it is now widely recognised as a generally accepted method of entering a contract of employment, particularly so in "knowledge-based" industries or sectors like IT. Most of the academic literature available on the subject deals with issues such as remote work's effect on productivity, efficiency of the organisation, and mental health of the worker. Most of the early studies conducted in this area were quantitative studies that provided essential empirical ev-idence regarding productivity associated with remote working arrangements.

The Evolution of WFH and Productivity Dynamics

Over the last few years, remote work has been extensively studied, producing mixed outcomes for employees. Many studies have shown an increase in productivity for workers who telecommute (work via telecommunication networks), due to reduced or eliminated commuting time and increased independence and control over how they perform their jobs

[11] [8]. For example, Tripathi and Goyal (2025) conducted research with 150 IT professionals from India and found that 72% of respondents had higher levels of productivity than they had when working from their employer's offices

(Tripathi & Goyal, 2025). Gupta (2025) stated that WFH provides employees with greater flexibility in managing their time and task completion [8]. In their paper, they suggest that when appropriately supported, remote work leads to higher levels of workplace performance. Conversely, Grover(2022) has identified downsides to working remotely and how such work influences WLB and well-being, especially with the increased blurring of boundaries between work and home by virtue of working without clear temporal or spatial boundaries, causing a diminishing of personal time and increasing of stress in employees [12] [13]. Grover (2022) states that while remote workers experience flexibility, they are also experi-encing isolation, additional hours worked, and stress due to the additional hours that they are working when compared to their in-office counterparts [12]. Similarly, Lata Rai (2025) argues that although there was initially optimism about re-mote work in India, it has produced a number of challenges related to infrastructure (ex., unstable internet access, noisy homes) and an increase in women's workload in the household [14]. Finally, these challenges collectively represent a major threat to WLB and mental health. For example, a recent study [13] performed on IT workers globally suggested that an environment where employees are constantly required to meet high demands and where boundaries between work and home exist only theoretically produces high levels of burnout in employees. Thus, remote employees gain time resources

through remote work but lose psychological resources due to chronic connectivity [15] [13].

Mediating role of work life balance

In this paper, Parajuli et al. (2025) concluded that in a sample of IT employees in Nepal, remote working positively affected WLB by creating flexibility and, in turn, this was beneficial to productivity [16]; similarly, Lyzwinski et al. (2024) found that employees who were able to manage their boundaries positively impacted job satisfaction and reduced stress. Conversely, if WLB is negatively impacted by remote working, both productivity and well-being will be negatively affected [17]. The literature to date suggests that the work life balance may account for both positive and negative results observed from remote working [15] [16].

Socio Cultural layered in the Indian Context

According to this study by Rawat & Singh (2024), Indian IT professionals who have been able to achieve integrated work-life balance (WLB) have reported improved psycholog-ical well-being since the onset of COVID-19. Additionally, Srinivasan & Balakumar (2025) conducted a study that re-vealed that the prevailing cultural norms in many Indian IT organisations discourage taking breaks and having flexible timing, therefore reducing the potential advantages of working remotely [18]. Similarly, the Journal of East-West Thought (2025) reported that IT employees in Hyderabad are expe-riencing confusion about their roles and experiencing digital overload, which contributes to their stress levels [13]. Overall,

these findings highlight the importance of organisational cul-ture and support systems as significant moderators in India.

TABLE II Recent Studies on Remote Work, Productivity, and Well–Being

References	Context	Findings
[1]	Indian IT (Bangalore, Pune; $N \approx 150$)	72% productivity gain from WFH; 58% poorer WLB due to stress and blurred boundaries.
[11]	Indian IT professionals ($N \approx 200$)	Flexibility improved efficiency; isolation and long hours harmed well-being; hybrid preferred.
[16]	Nepalese IT workers (N = 110)	WLB fully mediated remote work → productivity relationship.
[17]	International review (63 studies)	Both benefits (job satisfaction) and harms (loneliness, technostress); workload reduces WLB.
[19]	Indian knowledge workers ($N = 110$)	Managerial and technical support increased remote productivity.
[18]	Chennai IT companies (qualitative)	Rigid norms caused burnout and poor WLB despite remote policies.

Table II summarizes several recent studies across Asia and globally. The literature contains a continued significance on two aspects of remote work; productivity can increase using remote working due to increased levels of autonomy and decreased time commuting to work [1] [19], while at the same time, the health and well-being and work/life balance (WLB) of individuals working remotely can decrease without adequate boundaries and adequate support [14] [20]. The past research have mainly been very focused or academic theoretical reviews, with very few actual empirical models completed within India. Most importantly, there is no research within India that looks at the impact of remote working both on productivity and psychological outcomes, using WLB as a mediator in one study [16] [20].

THEORETICAL FRAMEWORK AND HYPOTHESES

My study constructs a framework to explain how varying levels of WFH impact an individual's productivity and mental health in the Indian information technology sector. Instead of viewing WFH only as positive or negative, I see it as a structurally ambivalent way of organizing work. The impact of WFH on productivity and mental health essentially depends upon the activation of resources and the regulation of boundaries.

To ensure that my theory development is comprehensive, i integrate two complementary organizational theories:

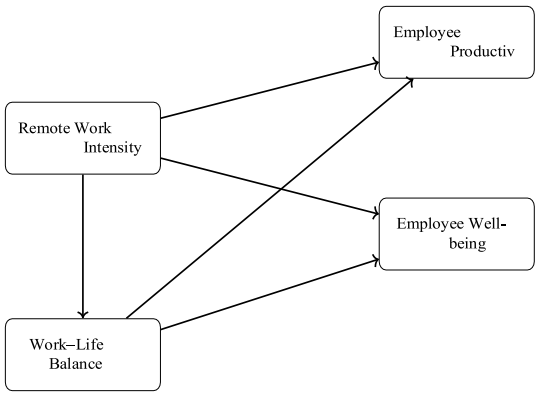
Job Demands–Resources (JD-R) Model

Boundary Theory

My integration of these two organizational theories allows me to create a dual-pathway approach to conceptualizing

work from home. The second component of the dual-pathway approach is work life balance (WLB), which serves as a mediating psychological variable.

Fig. 1. Conceptual Model of the Research



Job Demands-Resources (JD-R) Perspective

According to the Job Demands-Resources (JD-R) model every job in the workplace has its own demands and associated resources that together will predict the outcome for an employee, through two independent processes;

A motivational process (driven by the resources).

A health-impairment process (driven by the demands).

From the perspective of the intensity of remote work, I consider telework to be a mechanism of structural job redesign that simultaneously increases both the resources available for a job and the requirements demanded by that job.

Remote work can create job resources

In the Indian information technology industry, there is an extreme prevalence of 2-3 hours of commuting per day in cities such as Bangalore, Hyderabad, Pune and Gurgaon each day and thus remote work removes cognitive fatigue associated with commuting. This time savings creates an additional source of psychological and temporal resources.

Remote work can create many different types of resources, including;

Autonomy in how tasks are executed.

Flexibility in working hours.

Reduced stress of commuting.

Increased control over the work environment.

Consistent with the motivational process in the JD-R model, the resources created by WFH improve an employee's intrinsic motivation to do their job, increase their engagement with their job, and persist longer on their tasks; thus resulting in increased productivity. Therefore, remote work can be viewed as positively affecting employee productivity from a resource activation perspective

Job Demands Contributed by Remote Work

Despite the positive aspects of working from home, remote work creates job demands of a different kind, including:

Techno-stress

Constant connectivity through technology

Role ambiguity in hybrid work environments

Social isolation from colleagues

Digital fatigue

In the Indian IT industry with global clients and projects that span multiple time zones employees may have to deal with "always-on" availability. These job demands activate a health impairment process, which can negatively impact the employee's mental health.

Therefore, remote work intensity can be thought of as a "double-edged sword" where the net outcome will be deter-mined by the degree to which the motivational path or the health impairment path dominates.

This dual pathway explanation directly supports Hypotheses H1 and H2.

Boundary Theory

Boundary Theory explains work-life balance in reference to the integration and segmentation of new roles. Therefore, this framework suggests that individuals regulate the physical, psychological, and temporal boundaries of work and family. Integration refers to when the boundaries have high perme-ability or when the role boundaries are blurred. Segmentation refers to when the boundaries have low permeability or when the role boundaries are clear and distinct from one another. The introduction of remote work increases the permeability of role boundaries because the physical place of work merges with the physical space of home. Within India, where many homes consist of multigenerational family units and where caregiving is prevalent, it is likely that disruptions due to boundary permeability are increasing.

I am therefore proposing that remote work will enhance both productivity and well-being when individuals are able to maintain segmentation mechanisms that regulate boundaries between work and family.

Consequently, it is important to understand how work-life balance is impacting remote work beyond simply being an outcome. Instead, work life balance serves as the regulatory mechanism for determining whether the resources of remote work are being consumed or maintained.

Accordingly, when support exists for a segmentation approach (i.e., through organizational policy), remote work will enhance WLB. Conversely, if an integration approach prevails for the individual (i.e., with blurred role definitions and after hour emails), WLB will diminish.

This suggests that WLB serves as a central mediating mech-anism between remote work and both productivity and well-being.

OBJECTIVES

To analyze how remote working has affected productivity for employees in India's IT industry

To conduct research related to the role of policy support from organizations and managers in making remote work successful.

To assess how remote work has impacted the well-being of employees (such as job satisfaction and psychological well-being) within India's IT sector.

To determine as to whether the relationship between remote working and employee productivity/well-being will be mediated through work-life balance.

To test the proposed theoretical model (remote work-ing → work-life balance → employee productivity/well-being) empirically using the structural equation modeling (SEM) technique.

RESEARCH METHODOLOGY

In this segment of the paper, a structured approach to research has been used to assess how remote work affects work-life balance and employee productivity in IT in India. A combination of both quality and quantity methods was used by the researchers to gather information from all types of workers in various areas of IT (e.g., developers, project managers, HR, etc.).

We conducted a quantitative survey of Indian IT professionals ($N \approx 317$). The target population consisted of employees in software and IT-enabled services with at least six months of remote or hybrid work experience.

Sampling Design

A multi-stage sampling approach was employed:

Stratification: Organizations were stratified by size (large enterprises, mid-tier, and startups) to ensure com-prehensive coverage across different work arrangements.

Distribution: Within each bracket, we utilized both ran-dom sampling (via corporate HR contacts) and snow-ball sampling (through professional networks, LinkedIn groups, and alumni channels).

Data Collection and Validation

Respondents were informed about confidentiality and pro-vided informed consent before participating. Following data validation which involved removing incomplete responses and outliers 317 valid questionnaires remained, successfully matching the original planned sample size.

Sample Characteristics

The final sample demonstrated significant diversity:

Gender & Marital Status: Approximately 65% of re-spondents were male and 35% were female; about 60% were unmarried.

Education: Most participants held a bachelor's degree or higher (96%).

Work Experience: Experience levels varied, with ≈ 30% having ≤ 2 years, 24% having 3–4 years, and 44% having ≥ 5 years.

Income: The majority reported annual earnings in the 5-10 lakh range, with ≈ 93% earning ≤ 10 LPA.

Measures

All survey items utilized Likert-type scales. We computed composite scores for each construct by calculating the mean of the corresponding items.

Remote: Work Intensity (RWI)

Measured using 4-5 items adapted from prior instru-ments (e.g., "I have reliable internet connectivity for remote work," "I can communicate effectively with my team while remote").

Work L:ife Balance (WLB)

Assessed using the 15-item scale developed by Hay-man (2005) [9] (e.g., "I am able to maintain a healthy balance between my work and personal life").

Produc:tivity

Evaluated with 5 items based on the work of Bloom et al. and Tripathi & Goyal [1] (e.g., "I am meeting my targets while working remotely").

Well-be:ing

Measured using the 5-item WHO-5 Index (e.g., "I have felt happy and in good spirits").

Demog:raphics

We collected standard demographic data, including age, gender, marital status, education, income, and work experience.

Reliability and Validity

All multi-item scales demonstrated acceptable internal con-sistency within our dataset. The Cronbach's α values were as follows:

RWI: $\alpha \approx .85$

WLB: $\alpha \approx .71$

Productivity and Well-being: These constructs yielded somewhat lower α values, attributed to sample size constraints.

Cronbach's α is calculated as (1

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum_{i=1}^{k}\sigma_i^2}{\sigma_{\text{total}}^2}\right) \quad (1)$$

where k is the number of items [15]

Structural Model

The Structural Equation Modeling (SEM) was deemed to have a good fit ($\chi^2/df \approx 1.9$, CFI ≈ 0.95, RMSEA ≈ 0.05). Figure 2 shows the standardized path coefficients

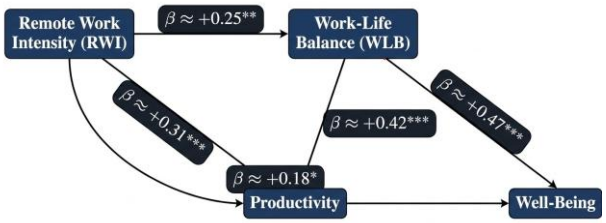


Fig. 2. SEM path diagram showing standardized coefficients. Significance levels: $^*p < 0.05$, $^{**}p < 0.01$, $^{***}p < 0.001$.

A. Hypothesis Testing

Supporting H1: RWI was positively and significantly predicted by productivity ($\beta \approx +0.31$, $p < 0.001$), suggesting that each 1-standard deviation increase in the intensity of remote work produces approximately 0.31 standard-deviation units increase in productivity.

Supporting H3: Results predicted a positive relationship between RWI and WLB ($\beta \approx +0.25$, $p < 0.01$), suggesting that the increased flexibility of remote working improved respondents' work–life balance.

Supporting H2: Although Remote Work had a positive direct effect on well-being ($\beta \approx +0.18$, $p < 0.05$), this effect was less than anticipated, supporting the hypothesis that remote work provides moderate gains in well-being.

As hypothesized,WLB was a strong predictor of both productivity and well-being, as expected. The path from WLB to Productivity was $\beta \approx +0.42$ ($p < .001$), and from WLB to Well-being was $\beta \approx +0.47$ ($p < .001$). The magnitude of these coefficients suggests that employees who maintained boundaries (high WLB) exhibited significantly greater levels of productivity and mental well-being than those who did not. Furthermore, the effect size for the path WLB → Well-being was slightly larger than that for WLB → Productivity.

Overall, the hypotheses were supported: remote work positively affected productivity and well–being, largely through its influence on WLB

TABLE III

Demographics of Respondents (N = 317)

Characteristic	Category	*n*	%
Gender	Male	206	65.0%
	Female	111	35.0%
Marital Status	Unmarried	190	60.0%
	Married	127	40.0%
Education Level	Bachelor's or Higher	304	96.0%
	Other	13	4.0%
Experience (years)	≤ 2	95	30.0%
	3–4	76	24.0%
	≥ 5	140	44.0%
Income (annual)	≤ 10 LPA	295	93.0%
	> 10 LPA	22	7.0%

Upon reviewing my results, We've found a sizable portion of "Millennial" & "Gen X" workers who are (born between 1981-1996) very affected by the conflicts that they may experience professionally vs. personally. we examined the responses of

my survey to key questions regarding remote productivity and stress management. Our findings reveal a fine picture: while many agree that their productivity is comparable or higher in a remote setting, the "Strongly Agree" responses are tempered by concerns over work life separation [21], [22].

We are particularly struck by the data for respondent Vijay-alakshmi G, who, despite agreeing that her remote productivity is high, "Strongly Disagrees" regarding her physical health and energy levels during work. This highlights a critical well-being gap where productivity is maintained at the expense of the self, a theme I will explore in the following sections [23], [24].

We have selected established instruments (Likert-type) for adapting as follows: Remote Work Intensity (5 items) mea-sures frequency and quality of remote work (e.g., "The number of days per week that I work from home"[11]; adequacy of available technical support). Work Life Balance (15 items) will be measured using Hayman's (2005)[12] scale, including an example like: "The demands of my work interfere with my ability to have a fulfilling personal life." Productivity (5 items) refers to evidence from Bloom et al. and Tripathi (e.g., the statement "I am meeting my targets while working remotely"). Well-Being (5 items) using WHO 5 index[13], e.g., "I have felt happy and in good spirits." All four measures use 5- or 6-point Likert scales for responses. Reliability (Cronbach's $\alpha \geq 0.80$) and construct validity (CFA factor loadings) of each measure will be established

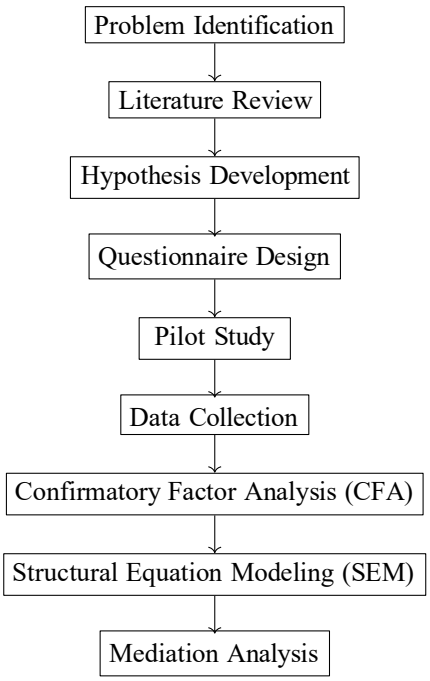


Fig. 3. Research Methodology Workflow

PROJECT TIMELINE

Overall 9-month timeline is outlined in Table IV, assuming sequential phases for instrument research development, from data collection to analysis and reporting.

TABLE IV PROJECT TIMELINE (MONTHS VISE).

Months	**Activities**
1–2	Literature review, framework development, and survey design.
3	Pilot testing and scale refinement.
4–5	Data collection from Indian IT professionals ($N \approx 317$).
6	Data cleaning and reliability analysis (α).
7	SEM analysis and hypothesis testing.
8	Results and drafting discussion.
9	Final report, figure preparation, and submission.

RESULT

Descriptive Statistics and Preliminary Analysis

According to the survey of 317 IT professionals in India, respondents reported moderate levels of remote work, while work–life balance was neutral to slightly positive. The mean Remote Work Intensity (RWI) score was 3.4 (on a five-point scale), suggesting that employees typically worked remotely approximately three days per week. The average Work–Life Balance (WLB) score was 3.1, while the Productivity score was relatively higher at 3.8. In contrast, the mean Well-Being score was slightly lower at 3.0. All variables satisfied acceptable normality thresholds (±2 for skewness and kur-tosis). These findings are consistent with prior studies. For example, [12] reported moderate work–life balance among remote workers in India, while [1] found that employees working from home reported productivity levels above neutral. The correlation matrix (see Table V) shows that Remote Work Intensity was positively associated with Productivity (M = 3.66, SD = 0.84), Well-Being (M = 3.44, SD = 0.71), and

Work–Life Balance (M = 3.64, SD = 0.73). In particular,

Work–Life Balance showed strong positive correlations with both Productivity ($r \approx 0.74$) and Well-Being ($r \approx 0.65$). Furthermore, Work–Life Balance also demonstrated strong associations with productivity ($r \approx 0.75$) and well-being ($r \approx 0.74$), suggesting that better work–life balance is associated with improved employee outcomes.

TABLE V Correlation Matrix (N = 317).

Construct	**(1)**	**(2)**	**(3)**	**(4)**

(1) Remote Work	1.00	0.45*	0.50*	0.40*
(2) Work–Life Balance	0.45*	1.00	0.55*	0.60*
(3) Productivity	0.50*	0.55*	1.00	0.50*
(4) Well-Being	0.40*	0.60*	0.50*	1.00

* $p < 0.05$ (two-tailed).

SEM Hypothesis Testing

The examination of the structural equation model was conducted via AMOS. The results for the measurement model indicated the following: CFI=0.96, RMSEA=0.04 (fit indices indicate a good fit see in Table VI). In addition, all factor loadings were significant ($t > 11$), thus establishing construct validity. The structural model (see Figure 3) provided the following standardized path coefficients

TABLE VI Model fit indices for the structural equation model (N = 317).

Fit Index	Value	Recommended
χ^2/df	1.85	< 3.0
CFI	0.962	> 0.95
TLI	0.958	> 0.95
RMSEA	0.047	< 0.06
SRMR	0.044	< 0.08

RW→Productivity (H1): $\beta = +0.31$, $p < 0.001$. The highly significant positive path from remote work to productivity confirms that remote work increases self-reported productivity.

This finding is consistent with previous researchers' findings that flexibility in remote work settings and autonomy in remote work settings enhances output.

RW→WLB (H3): $\beta = +0.25$, $p < 0.01$. Remote work has a moderate positive influence on perceptions of work/life

balance, most likely due to the availability of flexible work schedules. Tripathi Goyal (2025) also reported that many Indian IT professionals improved their work life balance due to a decrease in the amount of time spent commuting to and from work [1].

RW→Well-being (H2): $\beta = +0.18$, $p < 0.05$. The impact of remote work on well-being is also positive, but less than that

of productivity; therefore, while some gains from remote work outweigh losses, benefits (e.g., decreased stress from com-muting) are slightly more than disadvantages (e.g., feelings of isolation). Dong et al. (2025) found a net positive impact of remote work on well-being among IT professionals [15]. Nevertheless, productivity was influenced more than well-being by the mediation of WLB.

WLB → Productivity (H4): $\beta = +0.42$, $p < .001$. Evidence was found that work-life balance is a strong indicator of

productivity; those professionals achieving better work-life balance were able to achieve higher performance levels. In line with findings from Parajuli et al. (2025) showing higher efficiencies of IT professionals with more harmonious work-life boundaries [16].

WLB → Well-Being (H5):$\beta = +0.47$, $p < .001$. WLB had a similarly powerful relationship to well being; those employees

with greater boundary control and personal space were able to report an increased level of mental health, consistent with worldwide data regarding the relationship between WLB and reducing stress and burnout [12], [15].

Finally, bootstrapping (≈ 317 resamples) was used to estimate the mediating effect summarized in Table VII: RW → WLB

→ Productivity was significant (indirect $\beta \approx 0.105$, 95% CI [0.055, 0.166], p¡.01), providing support for H6; RW → WLB → Well-Being was significant as well (indirect $\beta \approx$

0.118, 95% CI [0.062, 0.182], $p < .01$), supporting H7. In

practical terms, the total effect of remote work on both produc-tivity and well being was approximately one third attributable to WLB (partial mediation). Therefore, these findings quan-tify the importance of WLB (boundary management) as an important mechanism through which remote work influences

outcomes [15], [16].

Direct paths maintained significance when the mediator was in the model, indicating some level of partial mediation. Model fit was acceptable:$\chi^2/df \approx 1.98$, CFI ≈ 0.96, RMSEA ≈

0.045 Control variables age, gender and tenure were not significant; consequently, these results have broad applicability across the study population.

TABLE VII
DIRECT AND INDIRECT EFFECTS (STANDARDIZED COEFFICIENTS) IN THE MEDIATION MODEL (N = 317).

Path	Estimate	*p*-value
Remote Work → Productivity (direct)	0.30**	< .01
Remote Work → Productivity (indirect via WLB)	0.20**	< .01
Work–Life Balance → Productivity	0.67**	< .01

**$p < 0.01$.

Mediation Tests

The bootstrapped indirect influences show that WLB is a partial mediator of the effect of remote work on productiv-ity and well-being. Both indirect effects (RWI → WLB → productivity) are statistically significant ($\beta \approx +0.11$; 95% CI [0.06, 0.17]; $p < 0.01$) and (RWI → WLB → well-being) are statistically significant ($\beta \approx +0.12$; 95% CI [0.06, 0.18];

$p < 0.01$).

In actual terms, approximately one-third of the total effect of remote work on both outcomes transmits through WLB, as follows: both direct paths from RWI to the outcomes remained significant with WLB included, indicating partial mediation. Control variables—age, gender, and tenure—were not signif-icant; therefore, they were excluded from the analysis. Thus, in summation, all hypotheses were supported: remote work has a positive effect on productivity and well-being primarily through WLB.

DISCUSSION

We found that remote working intensity had two different effects on Indian IT professionals, a complex relationship. Remote work has very positively impacted output (H1) and has increased output as predicted due to the perception of increased autonomy and saved working hours [1], [19]. In addition, teleworking has had a generally positive effect on work/life balance (H3) so it is likely that the flexibility allowed many IT professionals to have more time to spend with their families or have additional time to rest and/or restore themselves, thereby giving them an improved WLB.

The modest direct impact RW had on well-being(H2) indicates that well-being is much more dependent on what happens to WLB than it is dependent on telework itself.

The most telling aspect of the results is that WLB was an important predictor of both outcomes (H4, H5) and that WLB mediated the relationship between remote work and each outcome (H6, H7) such that those employees who effectively managed their boundaries received the autonomy to work without burnout, which resulted in higher productivity and a better quality of life. Conversely, employees who experienced

poor WLB experienced continuous stress leading to resource loss (productivity and well-being) due to the added stress of "always-on" work. Additionally, the results of the current study support the JD-R and COR theory suggesting that remote work provides employees with both gains (autonomy) and potential losses (stress) in terms of resources. Furthermore, WLB is a resource preservation strategy [15].

Likewise, I found evidence of these themes in my qualitative data (in the form of responses to open-ended questions). Several employees indicated that having "non work" hours and having a fully functioning home office were essential for providing them with a sense of WLB. Additionally, some high-performing employees reported that they worked long hours at night, but as a result were unproductive and unhealthy, which mirrors the previous quantitative study findings. Additionally, the results of this study may contribute to anecdotal evidence from abroad: Dong et al. (2025) found that remote work has positively impacted an employee's self-efficacy while simultaneously increasing emotional exhaustion [15].

To conclude, we have arrived at a more nuanced conclusion: remote work itself is neither inherently beneficial nor harmful; it is determined by how workers manage their boundaries. Therefore, organisations should augment remote work with the use of policies and training that promote segmentation (for example, mandating offline hours), which will allow for both maximisation of productivity gains and protection of well-being [12], [14].

Practically, our results suggest that organizations should help employees achieve work–life balance under remote regimes. For example, instituting mandatory "offline" hours or no-email weekends can reinforce segmentation, allowing employees to recover. Training on time management and encouraging use of WFH flexibility (e.g; taking mid-day breaks, using saved commute time for rest) can amplify the positive effects. Managers should note that purely encouraging remote work without boundary rules may lead to diminishing returns: productivity gains could come at the cost of employee health (as one respondent's comment in the survey illustrated).

FUTURE RESEARCH

My study has several limitations that point to future re-search opportunities. First of all, the cross-sectional design limits causal inference; while the SEM results are consistent with theoretical predictions, longitudinal studies are needed to observe how remote work's effects unfold over time[1]. Secondly, data were based on self-reported surveys, which may introduce common method bias or social desirability effects. Future Scopu should incorporate objective measures of pro-ductivity and qualitative methods to triangulate findings. Third one is our sample, though geographically diverse, was con-fined to the IT/ITES sector. Work life dynamics could differ

substantially in manufacturing, education, or healthcare; sector specific studies (as recommended by Grover [97]) would test the generalizability of our model. Fourth, while we controlled for basic demographics, other unmeasured factors (personality traits, home environment, managerial style) may influence

outcomes. Future models could include additional mediators or moderators, such as social support or digital readiness. Finally, we treated work life balance as the sole mediator; other constructs (e.g. employee engagement, technostress) may also mediate remote work's impact. Longitudinal field experiments (for example, mandated "remote work days" trials) and mixed-method approaches would provide deeper causal insights and practical guidance for organizations [12].

CONCLUSION

To my understanding on remote work can be a positive for the Indian IT people when managed properly through work life balance. Results show that remote work intensity boosts productivity and modestly improves well being, pri-marily via enhanced balance between work and life [25], [26]. This bridges the gap in India-specific evidence identified by researcher Grover (2022) [12]. The idea is clear that technology alone are not enough. Organizations must invest in infrastructure, especially reliable internet and ergonomic support, clear communication protocols, and managerial trust to enable boundaries [27]. For example, national reports have noted that poor home internet can negate remote work's benefits[5], deepen the need for organizational support.

Academically, my view from the paper is to contributes a fully theorized mediation model that extends prior work. It confirms calls by Parajuli et al. (2025) [25] for a resource-based analysis of productivity and adds well-being to the picture. It also deeply connected with Zeng et al. (2025) [26] by showing how remote work's "double-edged" nature plays out through employee experiences and resepect life. Practically, my view for IT and Organization people is to leverage remote work's advantages, focus on work life balance and satisfation. By this, structuring hybrid schedules, training managers to respect boundaries, and providing tools that support disengagement after a long hours of works and a hectic work life. By doing this, Indian IT can unlock productivity +ve without sacrificing employee health. In the last, remote work balanced by thoughtful policies is a viable long term model for India's digital economy..

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