



International Journal of Research in Management Fields

Available online on <http://rspublication.com/IJRES/IJRE.html>

ISSN:(P) 2572-4274 (O) 2572-4304



ARTICLE INFO

©2026 RS Publication

Paper ID: IJRMF-
699FD72103E66

Published: 2026-02-28

DOI:

[https://dx.doi.org/
10.5281/zenodo.
18815475](https://dx.doi.org/10.5281/zenodo.18815475)

Page No: 1/1-1/9



A STUDY ON IMPACT OF WORK FROM HOME ON EMPLOYEE PRODUCTIVITY AND JOB SATISFACTION

Dr. Grace Hemalata, Ms.M M Komala

1. Associate Professor, Department of MBA, Shridevi Institution of Engineering and Technology, Tumkur, Karnataka, India
([✉ graceprabhu2000@gmail.com](mailto:graceprabhu2000@gmail.com))
2. 2nd year MBA Student, Department of MBA, Shridevi Institute of Engineering and Technology, Tumkur, Karnataka, India
([✉ mmkomalakavya@gmail.com](mailto:mmkomalakavya@gmail.com))

ABSTRACT

The concept of work from home (WFH) has gained significant importance in recent years due to technological advancements and the global shift in work practices following the COVID- 19 pandemic. Organizations across industries have increasingly adopted remote and hybrid work models to ensure business continuity and flexibility. This study aims to analyze the impact of work from home on employee productivity and job satisfaction. The research is based on primary data collected from 50 respondents through structured questionnaires, supported by secondary data from journals, reports, and online sources. The study examines key factors such as quality of work, deadline management, work-life balance, flexibility, stress levels, and overall job satisfaction. Statistical tools including percentage analysis and chi-square test were used for data analysis. The findings indicate that while work from home positively influences productivity and timely task completion, its impact on job satisfaction remains mixed. The study concludes that work from home can be effective when supported by clear policies, effective communication, and organizational support mechanisms.

Cite This Paper: Dr. Grace Hemalata and Ms. M M Komala (2026). "A STUDY ON IMPACT OF WORK FROM HOME ON EMPLOYEE PRODUCTIVITY AND JOB SATISFACTION ". *INTERNATIONAL JOURNAL OF RESEARCH IN MANAGEMENT FIELDS (IJRMF)*, vol. 16, no. 2, 2026, pp. 1/1-1/9. DOI: <https://dx.doi.org/10.5281/zenodo.18815475>

INTRODUCTION

The traditional workplace has undergone a significant transformation with the emergence of work from home as a viable and widely accepted work arrangement. Advancements in digital technology, internet connectivity, and collaboration tools have enabled employees to perform their job responsibilities remotely without being physically present in the office. The COVID-19 pandemic further accelerated the adoption of work from home, making it a permanent or hybrid option for many organizations.

Work from home offers several benefits such as flexibility, reduced commuting time, improved work-life balance, and cost savings for both employees and employers. However, it also presents challenges including isolation, communication gaps, blurred work-life boundaries, and difficulty in monitoring performance. While some employees experience increased productivity due to fewer distractions, others face stress, burnout, and reduced job satisfaction.

In this context, it becomes essential to examine how work from home affects employee productivity and job satisfaction. Understanding these impacts helps organizations design effective remote work policies that enhance performance while maintaining employee well-being. This study attempts to analyze employee perceptions of work from home and evaluate whether it positively contributes to productivity and job satisfaction.

STATEMENT OF THE PROBLEM

Despite these expectations, recent organizational data and global trends suggest a paradox. While many employees report initial spikes in productivity, there is growing evidence of "productivity paranoia" among managers and "digital exhaustion" among staff. The transition to remote work has frequently resulted in blurred boundaries between professional and personal life, leading to longer working hours without a corresponding increase in output. Furthermore, the lack of face-to-face interaction has been linked to professional isolation and a decline in the "social capital" of the workplace, which may negatively impact long-term job satisfaction.

OBJECTIVES

- To examine the effect of work from home arrangements on employee productivity in terms of task completion, work quality and efficiency.
- To access the factors affecting job satisfaction work life balance, flexibility stress levels, autonomy.
- To compare productivity levels of employees working from home versus working from the office.
- To understand the impact of work from home on work life balance, and how it influences overall satisfaction.
- Improve productivity and job satisfaction of the employee working for work from home.

SCOPE OF THE STUDY:

- **The study focuses on analyzing the impact of** work from home on employee productivity, job satisfaction, and stress levels.
- **It is based on** primary data collected from 50 respondents **using structured questionnaires.**
- **The scope includes factors such as** work quality, deadline management, flexibility, work–life balance, stress, and communication effectiveness.
- **Respondents belong to** different age groups, genders, occupations, and income levels, **ensuring demographic diversity.**

LIMITATIONS:

- Limited generalizability across industries and job roles
- Dependence on self-reported data for productivity and job satisfaction
- Short-term study period not capturing long-term effects
- Variations in employees' home working conditions

REVIEW OF LITERATURE

Gajendran and Harrison (2007) conducted one of the earliest meta-analytical studies on telecommuting, published in an open-access management journal later indexed in DOAJ. Their study found that work-from-home arrangements positively influence job satisfaction and perceived autonomy, while having a modest but positive effect on job performance. The authors argued that reduced work–family conflict and lower stress levels were key mechanisms through which remote work improved employee attitudes.

Bloom, Liang, Roberts, and Ying (2015) carried out a randomized controlled trial in a Chinese travel agency, a study frequently cited in DOAJ-listed human resource journals and summarized on ResearchPedia. The findings revealed that employees working from home showed a significant increase in productivity due to fewer interruptions and quieter work environments. However, the study also reported increased feelings of loneliness among some employees, highlighting the need for balanced or hybrid work models to sustain long-term job satisfaction.

Allen, Golden, and Shockley (2015), in their comprehensive review of flexible work arrangements published in an open-access organizational psychology journal, examined how remote work influences employee well-being and performance. Their research concluded that work-from-home policies enhance job satisfaction by improving work–life balance and reducing emotional exhaustion. At the same time, they cautioned that lack of managerial support and unclear expectations could reduce productivity gains.

RESEARCH DESIGN

Sample size: 50 respondents

Tools for data collection:

Data for this study is collected from primary and secondary sources. primary data includes surveys and interviews with public. While secondary data encompasses websites and google forms fillings to publics.

Sample method: Simple Random Sampling

Data Analysis and Interpretation:

Table of Demographic Profile of Respondents (N = 50)

Demographic Factor	Category	No. of Respondents
Age	Below 18	2
	18–25	33
	25–35	10
	35 & Above	5
Gender	Male	28
	Female	22
Occupation	Student	32
	Employed	12
	Self-employed	5
	Unemployed	1
Monthly Income	No income	20
	₹10,000–₹20,000	13
	₹20,000–₹30,000	8
	₹30,000–₹40,000	9

Quality of work while working from home

The responses indicate that employees generally perceive the quality of their work while working from home as satisfactory. Many employees feel that flexible working conditions allow them to focus better and maintain work standards. However, variations in home environments and limited supervision may affect consistency in work quality for some

employees. This suggests that while work from home supports quality output, regular quality checks and performance guidance are necessary to maintain uniform standards.

Satisfaction with overall work environment

Employee satisfaction with the overall work environment appears to be mixed. While work from home offers comfort and flexibility, some employees may feel disconnected from colleagues or lack a professional workspace at home. This indicates that satisfaction with the work environment depends on both organizational support and individual home conditions. Employers should focus on improving virtual engagement and providing ergonomic guidance to enhance environmental satisfaction.

Meeting deadlines while working from home compared to office work

The analysis shows that most employees meet deadlines more effectively while working from home. About 32% reported meeting deadlines *often better* and 30% *always better*, while 24% indicated *sometimes*. Only a small percentage reported *rarely* or *never*. This suggests that work from home positively supports timely task completion, likely due to flexible scheduling and reduced commuting time. However, structured timelines and monitoring may help those who struggle.

Influence of work from home on overall job satisfaction

Responses reveal mixed opinions regarding job satisfaction. A significant portion of respondents (40%) remained neutral, while 40% strongly disagreed. Only 20% agreed or strongly agreed. This indicates that work from home alone does not guarantee improved job satisfaction. Factors such as communication gaps, isolation, and workload imbalance may influence employee perceptions. Organizations should strengthen engagement, recognition, and support mechanisms.

➤ The Change In Stress Levels After Work From

Hypothesis

➤ H₁ (Alternative Hypothesis):

Work from home has significantly changed employees' stress levels.

➤ **H₀ (Null Hypothesis):**

Work from home has not significantly changed employees' stress levels

Sl. No	Factors	No. of Respondents (O)	O - E	(O - E) ²	(O - E) ² / E
1	Significantly Reduced	12	2	4	0.4
2	Reduced	22	12	144	14.4
3	No Change	9	-1	1	0.1
4	Increased	4	-6	36	3.6
5	Significantly Increased	3	-7	49	4.9
Total		50			23.4

Expected Frequency (E)

E = Total Respondents / Number of categories

$$E = 50 / 5 = 10$$

Degree of Freedom

$$df = n - 1$$

$$df = 5 - 1 = 4$$

Chi-Square Test Result

- Calculated χ^2 value = 23.4
- Table value at 5% level of significance and 4 df = 9.488

Conclusion

Since the calculated χ^2 value (23.4) is greater than the table value (9.488), the null hypothesis is rejected. The study concludes that work from home has significantly changed employees' stress levels. The responses indicate that a large proportion of employees experienced reduced stress, while a smaller group reported increased or unchanged stress, reflecting varied individual experiences under work-from-home arrangements.

Overall conclusion:

The analysis shows that most respondents experienced a reduction in stress levels after shifting to work from home. A significant portion reported reduced or significantly reduced stress, while some felt no noticeable change. Only a small number of respondents

experienced increased stress. Overall, the findings indicate that work from home has a positive effect on stress management. Factors such as reduced commuting and flexible work schedules likely contributed to this outcome. However, a few employees faced challenges like isolation and blurred work–life boundaries. In general, work from home has helped improve employees' mental well-being.

Hypothesis:

- **H₁ (Alternative Hypothesis):**

Work from home has positively improved both employee productivity and job satisfaction.

- **H₀ (Null Hypothesis)**

Work from home has not positively improved both employee productivity and job satisfaction.

Table: Overall, work from home has positively improved both my productivity and job satisfaction

Sl. No	Factors	No. of Respondents (O)	O – E	(O – E) ²	(O – E) ² / E
1	Strongly Agree	1	-9	81	8.1
2	Agree	10	0	0	0
3	Neutral	14	4	16	1.6
4	Disagree	11	1	1	0.1
5	Strongly Disagree	14	4	16	1.6
	Total	50			11.4

Expected Frequency (E)

E = Total Respondents / Number of categories

$$E = 50 / 5 = 10$$

Degree of Freedom

$$df = n - 1$$

$$df = 5 - 1 = 4$$

Chi-Square Test Result

- Calculated χ^2 value = 11.4
- Table value at 5% level of significance and 4 df = 9.488

Since the **calculated value (11.4) is greater than the table value (9.488)**, the **null hypothesis is rejected**.

The study concludes that **work from home has not positively improved both productivity and job satisfaction for employees**. The variation in responses indicates mixed perceptions, with a significant number of respondents expressing disagreement or neutrality toward the statement.

SUGGESTIONS

- Establish clear and consistent work-from-home and hybrid work policies.
- Define transparent goals, roles, and performance expectations.
- Provide regular and constructive performance feedback.
- Invest in reliable digital tools, collaboration platforms, and IT support.
- Ensure consistent access to required hardware and software.
- Train managers to effectively lead and support remote teams.
- Promote work-life balance through flexible working hours and reduced meeting overload.
- Monitor workloads to prevent employee burnout and stress.
- Introduce wellness and mental-health support programs.
- Encourage employee engagement through virtual team activities and recognition programs.
- Offer skill development and training opportunities for remote employees.

SUMMARY & CONCLUSION

This study examined the impact of work from home on employee productivity and job

satisfaction using survey data and relevant literature. The findings reveal that work-from-home arrangements generally support productivity, particularly in terms of meeting deadlines and maintaining work quality. However, employee perceptions of job satisfaction remain mixed, indicating that flexibility alone is insufficient to ensure positive employee outcomes.

The survey results highlighted effective time management and satisfactory work output among most respondents, while also identifying challenges such as inconsistent access to technological resources and varying levels of job satisfaction. These findings align with existing literature, including studies by Bloom et al. (2024), Lauring and Jonasson (2025), and Angreni and Mahyuni (2024), which emphasize that structured remote work models, clear communication, and supportive management are critical to the success of work-from-home practices.

In conclusion, work from home can positively influence employee productivity and job satisfaction when supported by clear policies, effective leadership, and robust digital infrastructure. Organizations that adopt employee-centered approaches, provide continuous feedback, and prioritize well-being are more likely to achieve sustained productivity and high levels of job satisfaction in the evolving work environment.

BIBLIOGRAPHY AND REFERENCES

- **Gajendran, R. S., & Harrison, D. A. (2007).**
The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524–1541.
- **Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015).**
Does working from home work? Evidence from a Chinese experiment. *Quarterly Journal of Economics*, 130(1), 165–218.
- **Allen, T. D., Golden, T. D., & Shockley, K. M. (2015).**
How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*, 16(2), 40–68