
**IMPACT OF REMOTE WORKING ON EMPLOYEES' PERFORMANCE IN
IT COMPANIES, MADUARI**

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ABSTRACT

The Information Technology (IT) sector has had its fair share of remote working, which has greatly changed work practice, particularly following the COVID-19 outbreak, as the employees were allowed to conduct job duties beyond the usual office setting, via digital platforms. This paper explores the effects of remote working on the performance of the employees working in IT firms in Madurai, and the main aspects of remote work, including work flexibility, the effectiveness of communication, and technological support have been considered. The descriptive research design was selected and focus was placed on the primary data to be used to gather data on 75 IT employees who are working either remotely or in a hybrid arrangement using a structured questionnaire on the 5-pointer Likert scale. The secondary data was derived through journals, articles and similar publications. The data obtained were analysed with the help of SPSS in percentages, factor analysis and correlation analysis. Factor analysis revealed six key dimensions that affect remote working and employee performance, which include Work Flexibility, Technological Support, Communication and Collaboration, Work Environment at Home, Organizational Support, and Employee Performance. A high factor structure was shown by these factors explaining 68.47% of the total variance. Correlation analysis showed that flexibility in work, effective communication, and the support of technology is positively and significantly related to the productivity and efficiency of employees. Communication effectiveness was the most strongly related to performance outcomes, which illustrates the importance of remote working in success. The results indicate that telecommuting has the potential of improving the performance of the employees when it is accompanied by proper communication, flexible work arrangements, and proper technological infrastructure. The research finds that the IT firms in Madurai can enhance the productivity and efficiency of its employees through enhanced remote work policies, constant organizational support and improved work life balance among the employees.

Keywords: *Remote Working, Employee Performance, IT Companies, Work Flexibility, Communication Effectiveness, Technological Support, Productivity, Efficiency, Hybrid Work, Madurai*

INTRODUCTION

The concept of remote working has essentially changed the concept of the traditional workplace especially in the Information Technology (IT) industry where employees can now conduct their tasks beyond the normal office setting using digital platforms and communication technologies. Remote working became more popular than ever during and after the COVID-19 pandemic, forcing organisations around the globe to reconsider the work organisation and performance dynamics (Shivangi, 2025). When it comes to the performance of employees, the remote working can be defined as a type of work organization when IT professionals perform job duties at places like their households with the help of internet connection, virtual teamwork tools, and flexible working hours. Research has demonstrated that remote working may bring with it some positive effects including improved autonomy, work-life balance, commuting stress, and job satisfaction all of which lead to higher performance levels (Shivangi, 2025). Indicatively, a study conducted by Shivangi in IT industry suggested that, flexi-work systems tend to enhance employee motivation and productivity as long as organisations provide employees with efficient communication systems and effective managerial structures when working remotely.

Nevertheless, empirical evidence also points out at a number of challenges linked to remote working that may negatively affect the performance of employees. Aharouay and Boussehaib (2025) highlight that remote working can have a negative impact on communication, team spirit, and work-life lines without being addressed with the help of trust-based leadership and online facilitation. Equally, Mohd Basir et al. (2025) established that other factors like quality of the job and effective self-management form a prominent predictor of performance among remote employees, showing that to remain productive in an environment that is not traditional, employees have to devise effective work-related behaviors. These dynamics are particularly significant in the context of the IT world, where the collaboration, coordination and innovation are essential. IT experts tend to depend on smooth online interactions, prompt feedback, and teamwork problem solving aspects that can either prosper or fail in the remote work conditions according to the organisational cultures. The studies of Bisma Anees and Shaikh (2026) also indicate that under the conditions of the presence of remote work, the addition of transformational leadership and employee motivation, remote working can have a positive impact on the performance results of the IT environment. With remote working, the research on the effects of remote working in the performance of the employees is especially applicable in the case of IT firms in Madurai given the swift introduction of the use and adoption of technology and adopting digital in the regional IT hubs. The research on the effect of a remote work on the productivity, engagement, communication, and job satisfaction of IT professionals in Madurai will be an informative resource in terms of organisational performance and employee health.

STATEMENT OF THE PROBLEM

The fast embracing of remote working business in the Information Technology (IT) field has greatly changed the conventional work environment and especially after the COVID-19 pandemic. Although remote working has a number of benefits, which include flexibility, less commuting time and a better work-life balance, other challenges are encountered, which include lack of communication, technology limitation, loneliness, and challenges in monitoring employee performance. This poses some concern on the impacts of remote working on performance of employees in the IT industry due to these opposing effects. In budding IT-based cities such as Madurai, several IT firms have conceptualized the idea of remote or hybrid working, but there have not been empirical studies on the impact of such arrangements on the performance of employees in the regional setup. The variation in organisational support, digital infrastructure, managerial practice, and employee adaptability can affect the results of performance in the circumstances of remote working. The lack of a specific research on regions means that organisations cannot set effective working remote policies based on the local needs. Hence, this research attempt aims at assessing the effect of remote working on the performance of employees working in the IT firms in Madurai by determining the critical aspects that contribute to the productivity, effectiveness, and quality of work. Results of this research are expected to offer practical solutions to the IT organisations and policymakers to enhance remote working strategies and increase the performance of the employees in a sustainable way.

LITERATURE REVIEW

Studies in the last five years have all explored the effect of remote working arrangement on the performance of employees, especially in technologically oriented workplaces. According to the research conducted by Shivangi (2025) in the IT industry, remote working can enhance better productivity, engagement, job satisfaction and work-life balance but issues like communication barriers and social isolation can dampen the effect of the provided positive benefit. To add to this, Semwal et al. (2025) conducted a study of the productivity of IT professionals working remotely and discovered that such factors as technological infrastructure, coordination of the team, and personal work style are the key determinants of the final performance results, which substantially increase the productivity of employees when they are properly supported. Tripathi and Goyal (2025) studied the two-fold effects of remote work on productivity and work-life balance in the Indian IT industry, observing that although flexibility and autonomy tend to improve performance indicators, remote work is also characterized by such issues as blurred delimitations and the inability to ensure team unity. In U.S. IT settings, Gupta (2025) reported that the remote working has drastically changed employee work pattern often to the perceived productivity and well-being but has to rely on the structure of organisational support and adaptability of employees. In addition to regional researchers, more generalized studies have indicated both positive and negative findings: researchers indicate that there is a positive relationship between remote work and performance in areas such as productivity and engagement, in general, yet there is also a warning that the presence of such conditions as high-quality communication and technological facilitation is a condition of achieving the positive results. The subtlety of the effects of remote work can also be justified by several comparative studies. Mirembe et al. (2025) in Uganda showed that remote working conditions enhanced the performance of employees and the productivity of the organization, but many participants still had a problem with the work-life balance. A second comparative evaluation by Khanna and Chauhan (2025) concluded that remote work policies may reduce productivity without obvious structures in place and particularly in areas where support and managerial clarity is lacking indicating that the links between remote work and performance are mediated by contextual influences such as workplace culture and managerial support.

Surveys of constructs that are close to each other have enhanced our insight on the impacts of remote work on performance. Aksoy et al. (2025) examined the impacts of remote work shifts in call centres and reported that increasing access to broader talent pools and reduced noise in the home are the factors that led to the increase in productivity in the case of effective implementation of remote work. Meanwhile, the research of the intensity of remote work by Popovac (2025) indicated that the levels of the intensity of remote work were positively related to the self-rated productivity and sustainable work practices among IT professionals, which was variable, with demographic factors, which highlights the complexity of the interaction of remote work and the productivity of employees. Scholars have gone ahead to investigate intermediate variables which affect performance results in remote arrangement. Dutt (2025) emphasized that work-life balance mediates the effectiveness of remote work on productivity with autonomy and boundary management improving the performance, but social isolation and unclear work-life boundaries negatively influencing performance that should be addressed. Wagan (2025) also pointed out that the impact of remote work on team performance and satisfaction largely depends on leadership performance, communication policy, and use of technology, which suggests managerial behaviour is critical to the translation of remote work to better performance. A thorough analysis of the macro trends in the world shows that remote work is becoming more prevalent and acceptable and has implications on employee performance at a larger level. According to the studies conducted by Gallup and productivity, the remote and hybrid work model can maintain or improve performance results when supported with favourable organizational cultures and flexibility, but the difference across industries and groups of workers. All in all, these studies highlight the fact that remote work can impact positively on employee performance in the IT and other fields, although this depends on multi-dimensional factors such as organisational support, work-life integration, leadership quality, technological access, and individual worker factors.

OBJECTIVES OF THE STUDY

1. To know the remote working has affected the performance of workers in IT firms in Madurai.
2. To examine the correlation between remote working variables (e.g., work flexibility, communication, and technological support) and productivity and efficiency of employees working in IT firms in Madurai.

SCOPE OF THE STUDY

The current research is conducted to thoroughly discuss the effect of remote working on the performance of Information Technology (IT) company employees working in Madurai. The research is mainly limited to the IT professionals that are occupied with remote or hybrid working setups and have experienced work experience beyond the office setups. The proposed study will evaluate the effect of remote working on several aspects of employee performance such as productivity, efficiency, quality of work, ability to complete tasks, effectiveness of communication, and job performance as a whole. The paper also includes important aspects related to remote working that can influence worker performance. Such considerations are adaptability in the working time, accessibility and sufficiency in the technological infrastructure, communication and collaboration equipment, management support, supervision culture, as well as the capability of employees to balance work and life. The paper also takes into account personal and organisational threats like technological, workload, stress, motivation, and engagement of employees in a remote working environment. The study is limited to the geographical location of the IT companies in Madurai city. This geographical concentration enables the research to be able to capture the organisational, cultural and technological peculiarities of IT companies in Madurai, which might not be similar to metropolitan IT centres. The information obtained and the conclusions are made on the basis of the perceptions and experiences of the employees at the time of the study and mirror the current remote working practice in such organisations. The study is limited to the non-IT spheres and is not aimed at comparing the practices of remote working in different industries and regions. The research fails to assess the long-term organisational performance outputs like profitability or competitiveness in the market. Rather, it focuses on employee-specific levels of performance measures to offer practical information to IT firms, HR specialists, and management to develop successful policies on remote working and enhance employee performance.

RESEARCH METHODOLOGY

The research methodology provides the systematic procedure to be used in the study of the effects of remote working on the employee performance in IT firms in Madurai. It entails research design, population, sample, data collection procedures, research instrument, and data analysis procedures.

Research Design: The research design selected in the study was descriptive research design, which is appropriate in investigating the present state of remote working practices and their effects on employee performance. The descriptive research enables the researcher to acquire in-depth information on variables and to examine the relationship between variables, hence giving a clear picture of the impact of remote working variables on productivity and efficiency.

Population of the Study: The sample of this study will include employees of IT organizations located in Madurai that are either in remote or hybrid working lines. The research was done on the professionals of various designations, experience levels and functional area in the IT industry to have a representative sample.

Sample Size and Sampling Technique: The research chose 75 respondents. Data were collected through the convenience sampling technique because it allowed the researcher to access those employees who were working at home during the research period. The chosen sample consisted of male and female employees of different age groups, education levels, and experience.

Sources of Data

Primary Data: The one that will be collected in the form of a structured questionnaire that will be given to the 75 respondents. Remote working items, which were included in the questionnaire, included work flexibility, communication effectiveness, technological support, and performance of the employees measured using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Secondary Data: This is the information collected using published journals, articles, books, company records, and internet databases to give a theoretical and empirical support to the study.

Tools for Data Analysis

Data collected were analysed by use of SPSS with the following statistical procedures:

- Percentage Analysis: To outline the socio-economic profile of the respondents.
- Factor Analysis: The analysis of underlying dimensions of remote working and employee performance. It was done using Principal Component Analysis (PCA) with Varimax rotation.
- Correlation Analysis (Pearson Correlations): To analyse the associations between the factors of remote working and the productivity and efficiency of employees.

DATA ANALAYSIS AND INTERPRETATION

Table 1: Socio-Economic Profile of the Respondents

S. No	Socio-Economic Variables	Category	No. of Respondents	Percentage (%)
1	Gender	Male	42	56.0
		Female	33	44.0
		Total	75	100.0
2	Age Group	Below 25 years	15	20.0
		25–35 years	38	50.7
		36–45 years	16	21.3
		Above 45 years	6	8.0
		Total	75	100.0
3	Educational Qualification	UG	28	37.3
		PG	39	52.0
		Professional / Others	8	10.7
		Total	75	100.0
4	Work Experience	Less than 2 years	18	24.0
		2–5 years	32	42.7
		6–10 years	17	22.6
		Above 10 years	8	10.7
		Total	75	100.0
5	Type of Remote Working	Fully Remote	29	38.7
		Hybrid	46	61.3
		Total	75	100.0
6	Monthly Income	Below ₹30,000	14	18.7
		₹30,001–₹50,000	34	45.3
		Above ₹50,000	27	36.0
		Total	75	100.0

The socio-economic character of the respondents indicates that most of the employees in the IT firms in Madurai are male who represent 56 per cent of the overall respondents, and the remaining 44 per cent are female employees. It means that the IT industry is rather even in terms of gender representation, though the number of male workers is slightly more prominent. Most of the respondents, in terms of age, are aged between 25 and 35 years (50.7 per cent), implying that remote working is mainly embraced by young and mid-career employees who are technologically flexible and are professionally active. Regarding the educational attainment, there is a large percentage of respondents who have postgraduate degrees (52 per cent), then undergraduates (37.3 per cent), which means that the workforce in the IT companies under study is highly qualified. The work experience distribution is that most employees (42.7 per cent) have 2-5 years of experience, which is the indication that remote working is more prevalent in employees with moderate professional experience and who are able to cope with work obligations on their own. The analysis also shows that 61.3 per cent of the respondents are working under hybrid-based working arrangements, and 38.7 per cent of respondents work under fully remote mode. This indicates that a hybrid work system that balances flexibility and organisational control is mostly favoured by IT businesses in Madurai since it allows them to work remotely and in the office. On income levels, majority of the respondents (45.3 per cent) have a monthly income between ₹30,001 and ₹50,000 with 36 per cent earning above ₹50,000 which implies that remote working is common among middle and high-income earners in the IT sector. The socio-economic profile of interviewee suggests that the remote working in IT firms in Madurai is mostly among young, educated, and moderate experienced professionals, which is a sign of the increased adoption of flexible work practices in the local IT sector.

(a) To explore the effects of remote working on the performance of employees in Madurai based IT companies.

Factor Analysis of Factors of Remote Working and employee performance

Factor analysis was conducted to determine the principle dimensions behind remote working and employee performance. Principal Component Analysis (PCA) with Varimax rotation was used to conduct the analysis of the 19 statements measured on a 5-point Likert scale. The research rested on the feedback obtained on 75 workers.

Table 2 KMO and Bartlett's Test

The appropriateness of the data in the factor analysis was tested on Kaiser-Meyer-Olkin (KMO) and Bartlett's Tests of Sphericity.

Test	Value
Kaiser-Meyer-Olkin Measure	0.684
Bartlett's Test – Chi-Square	512.376
Degrees of Freedom	171
Significance	0.000

Testing the appropriateness of the data to the factor analysis, we used the KaiserMeyerOlkin (KMO) Measure of Sampling Adequacy and the Test of Sphericity. The value of the KMO was 0.684, which is sufficient in the case of sampling adequacy. The Test of Sphericity by Bartlett turned out to be statistically significant (Chi-square = 512.376, df = 171, $p < 0.001$) which proves that there are adequate correlations between the variables. Therefore, the data was deemed to be appropriate in factor analysis.

Communalities

The extracted communalities were between 0.521 and 0.842 indicating that a significant percentage of variance of each variable is accounted by the extracted factors. The variables all had the minimum acceptable level meaning that they were fit to be included in the factor analysis.

Total Variance Explained

According to the eigenvalue criterion, six factors have been extracted with overriding variance of 68.47. It means that the factors derived are an effective indication of the underlying structure of the employee performance variables and remote working.

Table 3- Factor Analysis

Factor	Eigenvalue	% of Variance	Cumulative %
Work Flexibility	4.218	22.20	22.20
Technological Support	2.364	12.44	34.64
Communication and Collaboration	1.982	10.43	45.07
Work Environment at Home	1.546	8.14	53.21
Organizational Support	1.312	6.91	60.12
Employee Performance	1.018	8.35	68.47

The cumulative variance explained is over 60 and this implies a good and dependable factor structure.

Factor Interpretation and Rotated Component Matrix

The rotation of the varimax created the definite and readable factor structure. The variables with high score loads were given the names of their nature.

Work Flexibility: This aspect indicates flexibility in work schedules, work-life, and freedom in planning and carrying out work at work at home.

Technological Support: This aspect is the presence of stable internet connectivity, sufficient software and tools, and easily available technical support to work remotely.

Communication and Co-operation: This consideration defines the success of virtual meetings and easy communication with the team and supervisors in remote working.

Work Environment at Home: This aspect shows that there is a dedicated work area, a stress free household setting, and general comfort and appropriateness of home based work.

Organizational Support: This aspect puts emphasis on organizational principles, management assistance, and frequent performance feedback given to the employees when they are working remotely.

Employee Performance: This aspect reflects the gains of productivity, efficiency, quality of work, and satisfaction with performance in conditions of remote working.

The factor analysis was able to define six unique dimensions of remote working and performance of the employees. The findings suggest that the effectiveness of remote working depends on several factors, which are interrelated, such as flexibility, technological and organizational support, communication, and homework environment, all of which play a role in promoting better performance of employees. These variables present a good basis on which more statistical analysis can be done like correlation and regression.

(b) To examine how factors of remote work (degree of work flexibility, communication and technological support) relate to employee productivity and efficiency in Madurai based IT companies.

H0 (Null Hypothesis): Remote working conditions (flexibility of work, effectiveness of communication, and technological support) are not significant to employee performance in Madurai based IT companies.

H1 (Alternate Hypothesis): The effects of remote working (work flexibility, communication effectiveness, and technological support) are significantly related to employee performance in IT companies in Madurai.

Table 4- Corelation Analysis

Variables	Work Flexibility	Communication Effectiveness	Technological Support	Employee Productivity	Employee Efficiency
Work Flexibility	1	0.612**	0.578**	0.651**	0.634**
Communication Effectiveness	0.612**	1	0.603**	0.689**	0.671**
Technological Support	0.578**	0.603**	1	0.638**	0.622**
Employee Productivity	0.651**	0.689**	0.638**	1	0.753**
Employee Efficiency	0.634**	0.671**	0.622**	0.753**	1

Interpretation

The correspondence examining shows that in the IT firms located in Madurai, factors remote working are positively and significantly connected to employee productivity and efficiency, whose work and support technological availability, and effectiveness of communication. Communication effectiveness is the most strongly connected variable with employee productivity ($r = 0.689$, $p < 0.01$), and employee efficiency ($r = 0.671$, $p < 0.01$), which illustrates the importance of the effectiveness of communication in realizing a greater output of performance in a remote workspace. The flexibility of work also shows a moderate positive correlation with productivity ($r = 0.651$, $p < 0.01$) and efficiency ($r = 0.634$, $p < 0.01$), which implies that providing flexibility in the work of employees improves productivity. On the same note, technological support has a positive correlation with productivity ($r = 0.638$, $p < 0.01$) and efficiency ($r = 0.622$, $p < 0.01$), which means that effective remote work requires access to sufficient digital tools and infrastructure. Altogether, the findings prove that the critical remote working conditions are important and can enhance the performance of employees, thus, fulfilling the second aim of the research and finding it necessary to prioritize IT firms in Madurai and provide them with the opportunities to improve the working process in terms of enhanced productivity and efficiency of the employees.

FINDINGS

Socio-Economic Profile: The research study discovered that most staff in IT firms in Madurai are males (56%), and most of the respondents belong to the 25-35 years bracket (50.7%), which means that young and mid-career workers are the principal adopters of remote working. The employee base is highly educated with a large number of postgraduate holders (52%). Most employees possess 2-5 years of the work experience (42.7%), which implies that remote working is familiar to moderately experienced professionals who do not need to be directly supervised, who are able to handle the tasks on their own. Most individuals prefer hybrid working (61.3) as compared to fully remote work

and most of the interviewees have an average of between ₹30,001- ₹50,000 within the average monthly earnings (45.3%). In general, the socio-economic factors indicate that IT firms in Madurai hire young, well-educated, and experienced workers who are open to work flexibility.

Factor Analysis of Employee Performance and Remote Working: The factor analysis revealed six dimensions that affect remote working and employee performance, namely Work Flexibility, Technological Support, Communication and Collaboration, Work Environment at Home, Organizational Support, and Employee Performance. The data was found to be suitable in factor analysis with the KMO value of 0.684 and significant Bartlett's test. The combination of these factors accounted 68.47 percent of the variance which means that there is a strong structure of the factors. The results imply that performance of employees in remote working is affected by many factors that are interrelated where flexibility, technological and organizational support, good communication and correct homework environment are significant.

Correlation Analysis and Hypothesis Testing: The analysis of correlations revealed that all remote working variables are significantly and positively associated with productivity and efficiency of employees through work flexibility, effectiveness of communication, and technological support. Effectiveness of communication had the highest relationship with productivity ($r = 0.689$, $p < 0.01$) and efficiency ($r = 0.671$, $p < 0.01$), and effective communication was significant to remote work. The work flexibility and technological support also exhibited moderate positive relationships with productivity and efficiency, which implies that the autonomy of work schedules and the availability of the adequate technology is a key factor in improving the performance.

SUGGESTIONS

1. Communication effectiveness demonstrated the most positive relationship with employee's performance, thus IT companies in Madurai must invest in effective communication tools and platforms. The use of regular virtual meetings, good reporting structure, and feedback in a timely manner will help the employees remain in touch with their teams and supervisors to reduce misunderstandings and enhance overall productivity.
2. Flexibility of work was observed to contribute significantly to the productivity of employees and their efficiency. Whenever feasible, organizations are encouraged to permit the staff to control their working hours, grant independence in performing duties, and take flexible working hours or hybrids. This will assist the employees to have healthy work life balance, job satisfaction and improved performance.
3. The performance of employees is also positively impacted by technological support. The IT companies must make sure that the staffs are supplied with proper internet connectivity, up-to-date software and sufficient technical support. The training on digital tools and troubleshooting resources will help minimize the downtime and empower the employees to work in the remote environment.
4. Factor analysis showed that a conducive home work environment was of importance although this was not measured directly. Organizations can provide ergonomics advice, stipends to install their home offices, or give them equipment to make sure that workers can work comfortably and productively at home.
5. Employee motivation can be achieved by giving frequent performance reviews, guidelines and providing managerial assistance and this will enhance efficiency. The HR departments are strongly encouraged to utilize organized support programs to the remote workers such as recognition programs, mentoring, and virtual team building programs.
6. The effectiveness of remote working practices should also be tracked constantly by the IT companies using employee surveys and performance metrics. The feedback and performance data should determine the modifications to the policies regarding remote work and guarantee the best productivity and well-being of the employees.

CONCLUSION

The current research investigated how remote working affects the performance of workers in the IT firms in Madurai. The socio-economic profile analysis showed that the workforce is mainly composed of young, educated, and moderately experienced professionals who can be accommodated well in a flexible work setting. The six dimensions that were observed through factor analysis and which affected the effectiveness of remote working and employee performance include work flexibility, technological support, communication and collaboration, homework environment, organizational support, and performance of employees themselves. The Correlation analysis ensured that all the major remote working factors especially communication effectiveness, work flexibility, and technological support have a positive and significant relationship with employee productivity and efficiency. Communication, in its turn, was the most significant aspect of these factors, which underscores the necessity to have effective and clear communication in a remote working setting. The research also revealed that properly organized remote work practices do not only improve the performance, but also lead to the increase of job satisfaction and improved work-life balance. According to these results, there is an evident possibility to make IT companies in Madurai significantly improve the performance with the help of investing in efficient communication channels, offering flexible working schemes, sufficient technological support, and constant organizational guidance. The research findings conclude that remote working with good supporting mechanisms can be a strategic move to increase the productivity of employees and their efficiency and overall performance of any organization in the IT industry.

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