Examining the Challenges and Benefits of Work from Home for IT Professionals

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Abstract
This study examines the challenges and benefits of the work-from-home (WFH) model for Information Technology (IT) professionals, a sector significantly impacted by the widespread adoption of remote work policies, particularly following the COVID-19 pandemic. Employing a descriptive and exploratory survey design with a quantitative approach, the study collected data from 467 IT professionals across various cities in Uttar Pradesh, India, using a structured Likert-scale questionnaire. The findings revealed that the most prominent challenges constitute "Psychosocial and Operational Challenges of Remote Work," including increased working hours, feelings of isolation, lack of immediate support, technological difficulties, communication gaps, and impacts on professional growth. Conversely, the key benefits are encapsulated in "Positive Work-Life Balance and Empowerment through Remote Work," such as enhanced job satisfaction, better work-life balance, autonomy, and self-discipline. Notably, chi-square analysis indicated no statistically significant associations between demographic variables (gender, age, marital status, designation, tenure) and the perceived levels of both challenges and benefits. The study concludes that while remote work presents universal challenges related to well-being and logistics, it also offers widespread benefits regarding flexibility and empowerment across diverse employee groups. The practical implications highlight the need for IT organizations to recognize remote work as a comprehensive psychosocial environment, necessitating investments in digital infrastructure and proactive employee support systems. Standardized policies addressing workload, communication, and well-being can benefit all employees, fostering a resilient and productive remote workforce.

Keywords
Work from Home (WFH), IT Professionals, Challenges of Remote Work, Benefits of Remote Work, Telecommuting Impact

Introduction

The work-from-home (WFH) model has rapidly become an essential aspect of the global workforce, with the COVID-19 pandemic acting as a catalyst for the widespread adoption of remote work policies. This shift has had a particularly profound impact on the Information Technology (IT) sector, where the combination of flexibility in work arrangements and the ever-present need for continuous innovation and adaptability presents both opportunities and challenges. While many IT professionals appreciate the autonomy, time-saving, and work-life balance that WFH offers, it has not been without its obstacles. Yang et al. (2023) found that remote workers reported improved work-life balance, but faced the issue of blurred physical boundaries between their home and work lives. This finding suggests that while remote work provides autonomy, it also presents challenges in maintaining a clear separation between personal and professional responsibilities, which can result in work-life conflict. The experience of boundary blurring raises concerns about the psychological and physical well-being of remote workers, especially in a work environment where these boundaries are difficult to maintain. Additionally, Rodríguez-Modroño and López-Igual (2021) analyzed the impact of telework on job quality and discovered that home-based teleworkers, particularly women, experienced improvements in working-time quality but also faced significant drawbacks, including limitations in career advancement, income, and skill development. These findings indicate that the benefits of remote work, such as flexibility,

often come at the expense of long-term career growth and job satisfaction, further complicating the remote work experience.While remote work offers key benefits, including flexibility, autonomy, and the elimination of commuting time, it also presents opportunities for increased productivity when managed effectively. Choudhury et al. (2021) found that hybrid work models, which incorporate both in-office and remote work, lead to significant productivity gains, with an increase of up to 13 percent. This underscores the importance of creating a balanced and structured remote work environment that incorporates clear performance objectives, strong communication, and feedback mechanisms to maintain employee engagement and performance. The positive outcomes associated with hybrid work suggest that, when implemented correctly, flexible working arrangements can contribute significantly to organizational success. However, the key to maintaining this success lies in the infrastructure and systems that support remote work. According to the Harvard Business Review (2021), investing in advanced digital infrastructure is essential for ensuring that hybrid work models function efficiently. The availability of reliable digital tools, communication platforms, and technological support plays a critical role in creating a seamless remote working experience. Additionally, a well-established digital infrastructure fosters collaboration, which is particularly vital in IT industries that rely on teamwork, innovation, and continuous communication.

As remote work continues to evolve and become an integral part of the modern workforce, it is essential to better understand the multifaceted challenges and benefits that IT professionals experience. The rapid shift to remote work has changed how IT professionals perceive their work environment, job satisfaction, and career advancement opportunities. This study aims to explore how demographic factors—such as age, gender, and job role—impact the experiences of IT professionals working from home. By examining these relationships, the study expects to contribute valuable insights that will inform the development of policies and strategies to optimize remote work environments. By focusing on the needs and concerns of IT professionals, this research seeks to ensure that remote work remains both productive and sustainable, benefiting not only individuals but also organizations as a whole.

1.1 Research Objectives:

1. To identify the critical challenges faced by IT professionals when working from home (WFH).
2. To examine the association between the demographic profile of IT professionals and their level of challenges experienced while working remotely.
3. To explore the key benefits of working from home for IT professionals.
4. To analyze the relationship between demographic factors and the perceived benefits of remote work for IT professionals.

1.2 Need and Significance of the study

The need for this study arises from the increasing prevalence of remote work, particularly for IT professionals, in response to global events like the COVID-19 pandemic. As organizations continue to embrace flexible work models, understanding the challenges and benefits associated with working from home (WFH) is critical for enhancing employee well-being, productivity, and overall job satisfaction. This research aims to provide valuable insights into the specific hurdles faced by IT professionals and the positive aspects of remote work, contributing to the development of more effective work-from-home policies. By exploring how demographic factors influence these experiences, the study offers recommendations that can help organizations tailor their remote work strategies to better support their IT workforce, thus improving both employee retention and organizational performance.

2 Literature Review

Remote work or Work from Home (WFH) has notably reshaped work-life balance, especially in the IT sector, by offering flexibility and autonomy, leading to reduced commuting, better well-being, and job satisfaction (Barrero, Bloom, & Davis, 2021; Wang et al., 2020). Post-pandemic preferences favored remote setups due to improved personal-professional balance (Barrero et al., 2021), while psychological benefits such as reduced stress and higher productivity were linked to greater autonomy (Wang et al., 2020). Structured policies further enhanced work-life integration among IT professionals (Aw & Tan, 2018), although concerns about blurred boundaries and the "always-on" culture remained (Felstead & Henseke, 2017), highlighting the importance of organizational support to safeguard personal time. This section reviews the available literature om the benefits and challenges of WFH.

- **Challenges of Work from Home (WFH)**

Literature reveals that work-from-home (WFH) arrangements pose several challenges impacting work-life balance (WLB), well-being, and productivity. Babu and Sahayam (2025) identified gaps in psychological freedom, management support, and demographic considerations affecting long-term WLB. Gender-based

challenges were evident in Nieto-Aleman et al. (2025), with women facing greater telework-related strain. Gopal and Sundari (2025) and Sheshadri et al. (2024) noted that digital transitions strained job satisfaction and retention, especially without supportive environments. Gupta et al. (2024) found that WFH led men to work longer with increased emotional burden. Prasad et al. (2023) and Vaidya et al. (2023) pointed to stress, isolation, and the need for social support as key barriers to effective remote work.

HR concerns in remote setups were highlighted by Haque (2023), while Kooli (2023) reported career progression anxieties among women in UAE. Trinkenreich et al. (2022) and Rashid et al. (2022) cited structural, psychological, and policy barriers faced by women in digital roles. Health and ergonomic issues were central in Buomprisco et al. (2021) and Al-Habaibeh et al. (2021), who stressed adaptation difficulties.

Further, Aruldoss et al. (2021) and Oksanen et al. (2021) linked WFH with technostress and social media distractions. Dincer and Yüksel (2021) emphasized unclear legal protections, and Allen et al. (2020) noted creativity loss in remote teams. Bailey and Kurland (2020) and Muralidhar et al. (2020) highlighted isolation and blurred boundaries due to poor scheduling.

Prasad et al. (2020) advocated for flexible policies to support mental health, while Durucu and Bayraktar (2020) warned that limited communication hinders career growth. Gendered WLB challenges, workload issues, and unmet employee expectations were further emphasized by Sumanarathna and Samarakoon (2019), Raja (2018), and Banu et al. (2015) in the IT and BPO sectors.

- **Benefits of Work from Home (WFH)**

Recent research underscores the transformative effects of hybrid and remote work on employee engagement, job satisfaction, and organizational performance. Reddy et al. (2025) emphasized that hybrid models align employee preferences with organizational goals, enhancing motivation and teamwork in IT sectors. Similarly, Yang et al. (2023) and Babapour Chafi et al. (2022) highlighted the positive influence of flexibility and autonomy on productivity, although challenges like social isolation persist. Studies by Abiddin et al. (2022) and Aydin et al. (2022) revealed mixed outcomes regarding work-from-home models, noting reduced performance in unsuitable roles and rising trends like “quiet quitting” as a response to overwork. Meanwhile, Zhang et al. (2021) and Grzegorczyk et al. (2021) showcased public sentiment and policy implications of remote work in the EU, calling for updated frameworks to protect worker well-being.

Generational and contextual variations also shape remote work outcomes. Waworuntu et al. (2022) and Pató-Bittó and Kapusy (2021) pointed out Gen Z’s preference for flexible and meaningful work environments, calling for tailored management practices. From a strategic HRM lens, Al-Harthy and Yusof (2022) linked work-life balance and job security to workforce retention and localization in Oman. Broader reviews by Rashmi and Kataria (2022) and Marques and Berry (2021) identified gender disparities, organizational policies, and resilience frameworks as key elements in managing work-life balance. Ethical, structural, and historical contexts were explored by Sullivan (2012), Felstead and Henseke (2017), Rodríguez-Modroño and López-Igual (2021), Gigauri (2020), and Chimote and Srivastava (2013), all highlighting the dual nature of remote work—enhancing flexibility and satisfaction while risking inequity, skill stagnation, and work intensification.

3. Methodology

This study employed a descriptive and exploratory survey design using a quantitative approach to assess the perceived challenges and benefits of Work-From-Home (WFH) among IT professionals. The research was conducted across various cities in Uttar Pradesh, one of India’s leading states in terms of IT service sector expansion. The target population for the study consisted of Information Technology (IT) professionals working in both technical and managerial roles across leading IT firms such as Tata Consultancy Services (TCS), HCL Technologies, Infosys, Wipro, Tech Mahindra, Cognizant, and Redington. A purposive sampling technique was adopted to select respondents who had relevant experience with remote work practices. Only IT professionals who had worked from home for at least six months during or after the COVID-19 pandemic were included. The sample size consisted of 467 responses that was gathered through a structured questionnaire consisting of Likert scale-based items, divided into two main sections: Challenges of Work-From-Home (7 items) & Benefits of Work-From-Home (8 items). The collected data were analyzed using SPSS Version 25. Descriptive statistics for demographic profiling Exploratory Factor Analysis (EFA) to identify underlying dimensions of challenges and benefits Chi-square tests to examine associations between demographic variables and levels of challenges/benefits of WFH Lastly, respondents were informed about the objectives of the study and their consent was obtained prior to participation. Anonymity and confidentiality of all responses were ensured throughout the research process.

3.1 Scale Development and Scoring Procedure

To measure two key dimensions—Challenges of Work From Home (7 items) and Benefits of Work From Home (8 items)—a structured Likert-scale questionnaire was administered to 467 IT professionals. Responses were recorded on a five-point scale (1 = Strongly Disagree to 5 = Strongly Agree).

For scoring:

- Raw scores were standardized using Z-scores.
- Total scores for each respondent per dimension were calculated.
- Based on the range of scores, class intervals were derived and five categories were created:
- Very Low (1), Low (2), Moderate (3), High (4), Very High (5)
- These categories were assigned based on Z-score cutoffs, converting continuous scores into categorical levels.

Table 1- Score Ranges and Categories

Dimension	Range	Min	Max	Class Interval	Score Categories
Challenges of WFH	28	07	35	5.6	VLL (7–12.6), LL (12.61–18.21), ML (18.22–23.82), HL (23.83–29.43), VHL (29.44–35.0)
Benefits of WFH	32	08	40	6.4	VLL (8–14.4), LL (14.41–20.81), ML (20.82–27.30), HL (27.31–33.71), VHL (33.72–40.0)

Results and Interpretation

4.1 Reliability of Data

Table 2- Reliability Statistics

Reliability Statistics		
Scale	**Cronbach's Alpha**	**N of Items**
Challenges of Work-From-Home	.950	7
Benefits of Work-From-Home	.909	8

Interpretation-Both scales demonstrated excellent internal consistency, with Cronbach's Alpha values of .950 for Challenges and .909 for Benefits of Work-From-Home.

4.2 Demographic Profile of Respondents

Table 3: Demographic Profile of Respondents (N = 467)

Variable	Category	Frequency (N=467)	Percentage (%)
Gender	Male	312	66.8
	Female	155	33.2
Age (in years)	21–30	201	43.0
	31–40	176	37.7
	41–50	76	16.3
	50 & above	14	3.0
Marital Status	Single	191	40.9
	Married with kids	189	40.5
	Married without kids	74	15.8
	Other	13	2.8
Designation	Technical roles	217	46.5
	People & Management roles	241	51.6
	Others	9	1.9
Tenure of Work	Less than 5 years	245	52.5
	5–10 years	139	29.8
	More than 10 years	83	17.8
Company Name	Tata Consultancy Services (TCS)	120	25.7
	HCL Technologies	116	24.8
	Infosys	103	22.1
	Wipro	40	8.6
	Redington	32	6.9
	Tech Mahindra	31	6.6
	Cognizant Technology Solutions	25	5.4

Interpretation: The demographic profile shows that out of 467 respondents, a majority were male (66.8%), primarily in the 21–30 age group (43.0%), and mostly single (40.9%). Over half of the respondents held people and management roles (51.6%) and had less than five years of work experience (52.5%). The largest representation came from Tata Consultancy Services (25.7%), HCL Technologies (24.8%), and Infosys (22.1%), highlighting a strong sample from major Indian IT companies.

4.3 Challenges of Work from Home (WFH) for IT professionals

4.3.1 Factor Analysis: Identifying the most critical Challenges of Work-From-Home (WFH) for IT Professionals

Table 4- EFA Measures: Challenges of WFH

Measure	Value
KMO (Sampling Adequacy)	0.899
Bartlett's Test (Sig.)	$\chi^2 = 3655.770$, df = 21, p = .000
Extraction Method	Principal Component Analysis
No. of Components Extracted	1
Total Variance Explained	77.649%

Interpretation-The KMO value of 0.899 indicated high sampling adequacy, and Bartlett's Test was significant (p = .000), confirming sufficient inter-item correlations. Using Principal Component Analysis, one component was extracted, explaining 77.649% of the total variance, suggesting a strong underlying factor representing the core challenges of WFH among IT professionals.

Table 5- Component Matrix – Challenges of WFH

Item No.	Statement	Factor Loading
1	Remote work has led to an increase in my working hours.	0.943
2	I have experienced feelings of loneliness and isolation while working from home.	0.929
3	I feel a lack of immediate support from my colleagues when working remotely.	0.921
4	I face challenges in accessing company data and tools while working remotely.	0.909
5	I have faced technological difficulties while working from home.	0.881
6	The lack of face-to-face interaction affects my professional growth.	0.868
7	Communication gaps have increased while working remotely.	0.690

Interpretation-The factor loadings indicate that all seven items strongly correlate with a single underlying factor, with values ranging from 0.690 to 0.943, reflecting high internal consistency. The strongest loading item is related to increased working hours, followed closely by feelings of isolation and lack of colleague support. Based on the nature of these items—highlighting extended work hours, isolation, lack of support, technological issues, communication gaps, and impact on professional growth—the factor can be aptly named **"Psychosocial and Operational Challenges of Remote Work."**

4.3.2 Chi-Square Analysis: Association between Demographic Profile of Respondents and Their Level of Challenges of WFH

- **H_{01}**: There is no significant association between gender of respondents and their level of Challenges of WFH.
- **H_{02}**: There is no significant association between age of respondents and their level of Challenges of WFH.
- **H_{03}**: There is no significant association between marital status of respondents and their level of Challenges of WFH.
- **H_{04}**: There is no significant association between designation of respondents and their level of Challenges of WFH.
- **H_{05}**: There is no significant association between tenure of work of respondents and their level of Challenges of WFH.

Table 6- Crosstabulation and Chi-Square Results: Challenges of WFH

Variable	VLL	LL	ML	HL	VHL	χ^2	Df	p-value
Gender						2.576	4	0.631
Male	9.3%	8.3%	10.6%	42.9%	28.8%			
Female	11.0%	6.5%	9.0%	49.0%	24.5%			
Age						9.288	12	0.678
21–30	10.4%	9.5%	9.5%	44.3%	26.4%			
31–40	8.5%	5.7%	9.1%	45.5%	31.3%			
41–50	13.2%	6.6%	13.2%	43.4%	23.7%			
50+	0.0%	14.3%	14.3%	57.1%	14.3%			
Marital Status						12.595	12	0.399
Single	11.5%	8.9%	8.4%	45.5%	25.7%	12.595	12	0.399
Married (with kids)	10.1%	6.3%	12.2%	41.8%	29.6%			
Married (no kids)	4.1%	9.5%	10.8%	52.7%	23.0%			
Other	15.4%	0.0%	0.0%	38.5%	46.2%			
Designation						5.170	8	0.739
Technical	9.7%	9.2%	9.2%	43.3%	28.6%			
HR/People Mgmt	9.5%	6.6%	11.2%	46.1%	26.6%			
Others	22.2%	0.0%	0.0%	55.6%	22.2%			
Tenure						9.521	8	0.300
< 5 years	10.2%	8.2%	10.2%	45.7%	25.7%			
5–10 years	7.9%	7.2%	7.2%	42.4%	35.3%			
> 10 years	12.0%	7.2%	14.5%	47.0%	19.3%			

Interpretation: The analysis revealed that there were no statistically significant associations between demographic variables—gender, age, marital status, designation, and tenure of work—and the level of challenges perceived from working from home (WFH), as all p-values were greater than 0.05. This indicates that perceptions of WFH challenges were consistent across different demographic groups, suggesting that individual background characteristics did not significantly influence how respondents evaluated the challenges of remote work in this study.

4.4 Benefits of Work from Home (WFH) for IT professionals

4.4.1 Factor Analysis: Identifying the most important Benefits of Work-From-Home (WFH) for IT Professionals

Table 7- EFA Measures: Benefits of WFH

Measure	Value
KMO (Sampling Adequacy)	0.813
Bartlett's Test (Sig.)	p = .000
Extraction Method	Principal Component Analysis
No. of Components Extracted	1
Total Variance Explained	61.417%

Interpretation-The KMO value of 0.813 indicated high sampling adequacy, and Bartlett's Test was significant (p = .000), confirming sufficient inter-item correlations. Using Principal Component Analysis, one component was extracted, explaining 61.417% of the total variance, suggesting a strong underlying factor representing the core benefits of WFH among IT professionals.

Table 8- Component Matrix – Benefits of WFH

Item No.	Statement	Factor Loading
1	I feel that my work is equally recognized whether I work remotely or in office.	0.867
2	Remote work has enhanced my overall job satisfaction.	0.815
3	I feel more empowered in decision-making while working remotely.	0.802
4	Remote work has increased my self-discipline and accountability.	0.793
5	The flexibility of remote work helps me manage personal commitments better.	0.778
6	I find it easier to maintain a flexible work schedule while working remotely.	0.775
7	I experience higher job satisfaction due to remote work benefits.	0.739
8	Work-from-home has improved my work autonomy.	0.689

Interpretation: The factor loadings indicate that all eight items strongly correlate with a single underlying factor, with values ranging from 0.689 to 0.867, reflecting high internal consistency. The strongest loading item is related to work recognition, followed by job satisfaction, empowerment in decision-making, and increased self-discipline. Based on the nature of these items—highlighting recognition, job satisfaction, empowerment, self-discipline, flexibility, autonomy, and work-life balance—the factor can be aptly named **"Positive Work-Life Balance and Empowerment through Remote Work"**

4.4.2 Chi-Square Analysis: Association between Demographic Profile of Respondents and Their Level of Benefits of WFH

- **H_{01}**: There is no significant association between gender of respondents and their level of benefits of WFH.
- **H_{02}**: There is no significant association between age of respondents and their level of benefits of WFH.
- **H_{03}**: There is no significant association between marital status of respondents and their level of benefits of WFH.
- **H_{04}**: There is no significant association between designation of respondents and their level of benefits of WFH.
- **H_{05}**: There is no significant association between tenure of work of respondents and their level of benefits of WFH.

Table- Crosstabulation and Chi-Square Results: Benefits of WFH

Demographic Factor	VLL	LL	ML	HL	VHL	χ^2	Df	p-value
Gender						1.680	4	0.794
Male	4.8%	7.7%	25.0%	30.8%	31.7%			
Female	5.8%	8.4%	20.0%	31.0%	34.8%			
Age (in years)						15.115	12	0.235
21 to 30 years	4.5%	7.5%	25.9%	30.3%	31.8%			
31 to 40 years	5.1%	6.3%	18.8%	31.8%	38.1%			
41 to 50 years	7.9%	10.5%	26.3%	27.6%	27.6%			
50 years & above	0.0%	21.4%	28.6%	42.9%	7.1%			
Marital Status						15.092	12	0.236
Single	3.7%	8.4%	26.2%	27.2%	34.6%			
Married with kids	7.4%	8.5%	21.2%	31.2%	31.7%			
Married without kids	2.7%	5.4%	21.6%	43.2%	27.0%			
Other	7.7%	7.7%	23.1%	7.7%	53.8%			
Designation						7.288	8	0.506
Technical roles	4.1%	7.8%	26.7%	27.6%	33.6%			
People and Management	6.2%	7.9%	20.7%	34.0%	31.1%			
Others	0.0%	11.1%	11.1%	22.2%	55.6%			
Tenure of Work (in years)						6.860	8	0.552
Less than 5 years	4.1%	7.3%	24.9%	31.0%	32.7%			
5 years to 10 years	5.8%	7.2%	20.1%	28.8%	38.1%			
More than 10 years	7.2%	10.8%	24.1%	33.7%	24.1%			

Interpretation: The analysis revealed that there were no statistically significant associations between demographic variables—gender, age, marital status, designation, and tenure of work—and the level of benefits perceived from working from home (WFH), as all p-values were greater than 0.05. This indicates that perceptions of WFH benefits were consistent across different demographic groups, suggesting that individual background characteristics did not significantly influence how respondents evaluated the advantages of remote work in this study.

5 Conclusion and Suggestions

The present study thoroughly examined the challenges and benefits of working from home among IT professionals. The results revealed that the most prominent challenges stemmed from emotional and logistical disruptions. Variables such as increased working hours, lack of physical interaction with colleagues, limited managerial support, communication gaps, and technical issues were highly correlated and loaded onto a single dominant factor.

These challenges represent a significant shift in work dynamics and indicate that remote work, while operationally viable, introduces substantial stressors that can negatively affect employee well-being. The chi-square tests further revealed that these stressors were not significantly associated with demographic characteristics such as age, gender, job designation, or experience. This implies a shared experience across diverse employee groups, highlighting that the challenges of remote work are structural and not confined to any specific subgroup within the workforce.

On the other hand, the study also highlighted substantial benefits associated with remote work. Factor analysis of the perceived advantages showed high loadings on variables such as job satisfaction, better work-life balance, autonomy, self-discipline, and the ability to work without interruption. These elements collectively indicated a shift toward more personalized and flexible work routines, contributing positively to employee morale and productivity. Importantly, these benefits were again found to be uniformly experienced across demographic groups, suggesting that the remote work model offers inclusive advantages irrespective of one's professional background or personal profile. This finding highlights the transformative potential of remote work in enabling a more empowered and satisfied workforce, particularly in sectors where performance is output-driven rather than location-dependent.

The dual nature of the findings—highlighting both universal challenges and widespread benefits—offers critical insights for organizational policy-making. While emotional strain, communication breakdowns, and excessive workloads must be addressed through structured support systems, such as virtual team-building, better managerial outreach, and streamlined communication protocols, the benefits of remote work should be harnessed through flexible work arrangements, autonomy-supportive leadership, and productivity-linked evaluations.

5.1 Suggestions

1. IT organizations should standardize remote work guidelines to address common psychosocial challenges such as prolonged hours and isolation.
2. Establishing dedicated virtual mentoring and peer-support systems can help mitigate feelings of loneliness and lack of real-time support.
3. Enhancing the accessibility and reliability of remote work tools will reduce technological difficulties faced by employees.
4. Managers should monitor workloads and encourage breaks to prevent burnout and improve long-term job satisfaction.
5. Organizations must ensure equal appraisal and visibility of remote employees' efforts to maintain high morale and motivation.
6. Periodic training on self-management and decision-making can amplify the positive effects of remote work empowerment and autonomy.

These suggestions can support organizations in maximizing the benefits and minimizing the challenges of WFH, thereby fostering a resilient and productive remote workforce

6 Practical Implications

The study's findings carry significant practical implications for IT organizations seeking to enhance productivity and employee well-being in remote or hybrid work environments. The clustering of emotional and technical stressors into a dominant factor implies that organizations need to recognize remote work not just as a logistical arrangement but as a comprehensive psychosocial environment. This highlights the need for organizations to embed work-from-home readiness into their operational culture, including investment in digital infrastructure and proactive employee support systems. Addressing emotional isolation, workload balance, and communication friction should be seen as an integral part of remote operations, rather than separate HR functions.

Moreover, the uniformity of experiences across demographic variables suggests that standardized frameworks and policies can be applied across the workforce without the need for extensive demographic segmentation. This means companies can adopt organization-wide protocols for flexible scheduling, team interaction, and well-being monitoring that are likely to benefit all employees regardless of age, gender, or job level. Such uniformity reduces administrative burden and promotes a sense of equity and fairness, reinforcing organizational trust and employee satisfaction.

Finally, the strong association of autonomy, discipline, and satisfaction with the perceived benefits of remote work provides practical insight into talent retention and performance management. Organizations can design incentive structures and evaluation mechanisms that reward output, self-regulation, and task completion rather than mere presence or working hours.

This shift from a time-based to a performance-based work culture aligns with the preferences revealed in the study and can serve as a strategic tool for attracting and retaining digitally competent professionals, especially in a competitive and globally mobile IT workforce.

7 Limitations of the study

This study was limited to IT professionals working in India, which may restrict the generalizability of findings to other sectors or geographic contexts. The cross-sectional design captured perceptions at a single point in time, making it difficult to observe long-term changes or adaptations in remote work behavior. Additionally, the use of self-reported questionnaires may have introduced social desirability bias, and the study did not account for organizational culture or leadership styles that might influence employee experiences in remote work settings.

8 Future scope of study

1. Future research can compare work-from-home experiences across various sectors such as education, healthcare, or banking to explore sector-specific challenges and solutions.
2. A longitudinal study can track changes in employee attitudes and performance over time to assess the sustainability of remote work.
3. Conducting comparative studies across different countries can help identify cultural dimensions affecting remote work outcomes.
4. Future studies may examine how leadership style and organizational climate influence employee satisfaction and productivity in remote setups.
5. Exploring remote work readiness among non-IT professionals or gig workers could provide a more inclusive perspective.
6. More detailed psychological assessments can be incorporated to understand the long-term impact of remote work on mental health.
7. Future studies can delve deeper into the role of digital literacy and infrastructure in shaping remote work efficiency.
8. Research can focus on evaluating existing government or organizational policies related to remote work and their impact on employee outcomes.

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