

A Study On Work From Home And Its Impact On Employee Productivity, Work-Life Balance And Job Satisfaction With Special Reference To It And Bpos Employees In Coimbatore City

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ABSTRACT .- The COVID-19 pandemic catalysed the most rapid and large-scale transition to remote work in human history, transforming work from home from a marginal flexibility benefit into the dominant mode of employment for millions of knowledge workers globally and in India. While the immediate crisis has subsided, hybrid and fully remote work arrangements have become a permanent feature of the employment landscape, particularly in the Information Technology and Business Process Outsourcing sectors that constitute two of Coimbatore's most significant and fastest-growing industries. This study examines the impact of work from home arrangements on employee productivity, work-life balance, and job satisfaction among IT and BPO employees in Coimbatore city. Primary data were collected through a structured questionnaire administered to 120 IT and BPO professionals currently working from home or in hybrid arrangements. Secondary data were gathered from academic journals, NASSCOM reports, SHRM publications, and government employment surveys. Statistical tools including simple percentage analysis, weighted average method, and chi-square test were employed. Findings reveal that while work from home significantly improves perceived productivity and time flexibility for a majority of respondents, challenges in work-life boundary maintenance, social isolation, and home infrastructure quality create significant well-being risks that require proactive organisational and policy intervention.

KEYWORDS.- Work From Home, Remote Work, Employee Productivity, Work-Life Balance, Job Satisfaction, IT Sector, BPO, Coimbatore.

I. INTRODUCTION

The global pandemic of 2020 triggered an unprecedented natural experiment in remote work, forcing hundreds of millions of employees across industries and geographies to shift their workplaces from offices to homes with little preparation, training, or infrastructure support. What began as an emergency response to a public health crisis rapidly evolved into a structural reimagining of the relationship between work, place, and time. For the Information Technology and Business Process Outsourcing industries, which had already developed the technological infrastructure for remote connectivity, this transition proved more seamless than for most other sectors, enabling the continuation of operations and, in many cases, the maintenance or improvement of productivity levels despite the disruption of physical co-location.

India's IT and BPO sector, employing over five million professionals and generating nearly USD 250 billion in annual revenue, was among the most successful industries in adapting to work

from home. The sector's pre-existing investments in cloud computing, cybersecurity infrastructure, collaboration tools, and process digitisation meant that most IT and BPO employees could shift to remote work within days rather than weeks. The success of this transition prompted fundamental reconsideration of long-held assumptions about the necessity of office attendance for productivity, collaboration, and organisational culture, accelerating a pre-existing trend towards flexible work arrangements that has now crystallised into a permanent feature of the IT and BPO employment landscape.

Coimbatore has emerged as a growing hub for IT services, software development, and BPO operations, complementing its established strengths in engineering manufacturing and textiles. With a growing cluster of IT companies ranging from multinational captive centres to domestic product startups and a well-established BPO ecosystem serving global clients, Coimbatore's IT and BPO workforce represents a significant and growing professional

demographic with distinct work from home experience profiles. Understanding how work from home arrangements have affected productivity perceptions, work-life balance, and job satisfaction among Coimbatore's IT and BPO employees is critical for employers designing future-of-work policies, for city planners developing commercial real estate and digital infrastructure strategies, and for policymakers designing employee well-being frameworks. This study provides a rigorous empirical analysis of these dimensions among Coimbatore's IT and BPO working population.

II. STATEMENT OF PROBLEM

While the initial adoption of work from home during the pandemic was driven by necessity, the subsequent institutionalisation of remote and hybrid work as permanent employment arrangements raises important questions about its long-term impacts on employee productivity, well-being, and organisational effectiveness. IT and BPO employees in Coimbatore face a distinctive set of work from home challenges shaped by the city's specific housing stock characteristics, family structure norms, internet infrastructure quality, and professional culture. Many Coimbatore IT and BPO employees live in joint family households or smaller apartments where dedicated workspace is scarce, creating significant challenges for maintaining professional focus and work-life boundaries that may differ meaningfully from those experienced by employees in larger metropolitan cities like Chennai or Bengaluru.

The specific impacts of work from home on productivity metrics, overtime work patterns, collaboration effectiveness, career development opportunities, and mental health outcomes among Coimbatore's IT and BPO workforce remain insufficiently studied at the city level. Without this empirical foundation, employers in Coimbatore's IT and BPO sector lack the evidence base to design remote work policies that optimise employee productivity while safeguarding well-being and satisfaction. This study bridges this gap by providing a comprehensive, multi-dimensional analysis of work from home impacts on Coimbatore's IT and BPO professionals.

III. OBJECTIVES OF THE STUDY

- To examine the work from home arrangements, home workspace characteristics, and digital infrastructure profile of IT and BPO employees in Coimbatore city.
- To assess the self-reported impact of work from home on employee productivity, task completion efficiency, and collaborative work effectiveness among Coimbatore IT and BPO professionals.
- To analyse the impact of work from home on work-life balance, family time quality, leisure activity, and psychological well-being among respondents.
- To measure the overall job satisfaction of IT and BPO employees working from home in Coimbatore and identify the key dimensions driving and undermining satisfaction in remote work arrangements.
- To suggest recommendations for employers, HR professionals, and policymakers to optimise work from home arrangements for Coimbatore's IT and BPO workforce.

IV. REVIEW OF LITERATURE

Bloom, N., Liang, J., Roberts, J., & Ying, Z.J. (2015), This landmark randomised control trial at a Chinese call centre found that home workers demonstrated a 13% productivity improvement compared to office-based counterparts, attributed to fewer breaks, fewer sick days, and a quieter working environment. However, the study also found that home workers experienced greater feelings of isolation and were less likely to receive promotions, suggesting that productivity gains at the individual level must be balanced against career development and social belonging costs in remote work policy design.

Gajendran, R.S., & Harrison, D.A. (2015), A meta-analysis of 46 studies on telecommuting found that remote work was associated with higher perceived autonomy, reduced work-family conflict, higher job satisfaction, lower turnover intention, and improved performance appraisal ratings. However, the positive effects on work-family conflict were moderated by the extent of telecommuting, with high-intensity telecommuters experiencing a reversal of this benefit as the boundaries between work and family life became progressively blurred.

Allen, T.D., Golden, T.D., & Shockley, K.M. (2015), A comprehensive review of the telecommuting literature found that the relationship between remote work and employee outcomes was complex, non-linear, and heavily moderated by contextual factors including home workspace quality, household composition, managerial support quality, and the nature of the work itself. The authors argued that a one-size-fits-all remote work policy was unlikely to optimise outcomes across heterogeneous employee populations, and recommended individualised flexibility arrangements as the most effective approach.

Mohan, G., & Saini, D.S. (2021), A study on work from home experiences of Indian IT sector employees during the COVID-19 pandemic found that while 68% reported maintained or improved productivity, significant challenges emerged in distinguishing work time from personal time, with 72% reporting longer working hours than in office settings. The research also identified internet connectivity reliability, ergonomic workspace quality, and the presence of children at home as the three most significant moderators of work from home productivity in the Indian context.

NASSCOM. (2022), The National Association of Software and Service Companies' annual report on the future of work found that 85% of Indian IT companies had adopted permanent hybrid work policies, with approximately 45% of the workforce operating in hybrid mode. The report documented significant talent acquisition and retention benefits from flexible work policies, with remote work flexibility ranking as the second most important factor in IT employee job choice decisions, after compensation, underscoring the strategic HR significance of work from home policy quality.

Preethi, S., & Subramanian, R. (2023), A study on work from home and employee well-being in Tamil Nadu's IT sector found that Coimbatore and Chennai IT employees reported comparable productivity levels in remote work, but that Coimbatore employees reported higher work-life balance satisfaction, attributed to lower commute distances, lower cost of living, and stronger social support networks in a smaller city environment. The study identified home workspace quality and internet reliability as the primary differentiators of work from home

experience quality among Tamil Nadu IT professionals.

V. RESEARCH METHODOLOGY

5.1. Research Design

The study employs a descriptive and analytical research design to systematically examine the impact of work from home on productivity, work-life balance, and job satisfaction among IT and BPO employees in Coimbatore city. The descriptive component profiles the work from home arrangements and experiences of respondents, while the analytical component examines associations between WFH characteristics and outcome variables through statistical testing.

5.2. Target Population and Sample

The target population comprises full-time IT and BPO employees currently working in work from home or hybrid arrangements in Coimbatore city. A sample of 120 respondents was selected using stratified convenient sampling, with strata defined by industry type (IT: 60 respondents; BPO: 60 respondents) to ensure balanced sector representation. Respondents were approached through professional networking platforms, IT company employee referral chains, and Coimbatore IT park community groups.

5.3. Data Collection

Primary data were collected through a self-administered structured questionnaire comprising five sections: Section A covering demographic and employment profile; Section B examining WFH arrangement characteristics including workspace quality, internet reliability, and daily working hours; Section C measuring self-reported productivity across six task dimensions on a five-point scale; Section D assessing work-life balance across five dimensions; and Section E evaluating overall job satisfaction across eight organisational dimensions. Secondary data were sourced from NASSCOM annual reports, SHRM remote work surveys, academic journals in organisational behaviour and human resource management, and Ministry of Labour employment statistics.

5.4. Tools for Analysis

Statistical analysis was performed using simple percentage analysis, weighted average method to rank productivity, work-life balance, and satisfaction dimensions, and chi-square test to examine associations between demographic and

WFH arrangement variables and outcome measures. Mean scores were computed for all Likert-scale items.

VI. DATA ANALYSIS AND INTERPRETATION

Table 1: Demographic and WFH Arrangement Profile of IT and BPO Employees in Coimbatore (n = 120)

Profile Variable	Category	Frequency	Percentage (%)
Gender	Male	70	58.3
	Female	50	41.7
Age Group	Below 25 years	24	20.0
	25 – 35 years	60	50.0
	36 – 45 years	30	25.0
	Above 45 years	6	5.0
Industry	Information Technology (IT)	60	50.0
	Business Process Outsourcing (BPO)	60	50.0
Work Arrangement	Fully Remote / WFH	48	40.0
	Hybrid (3-4 days WFH)	54	45.0
	Hybrid (1-2 days WFH)	18	15.0
Years of Experience	Less than 2 years	24	20.0
	2 – 5 years	42	35.0
	6 – 10 years	36	30.0

Profile Variable	Category	Frequency	Percentage (%)
Home Workspace Quality	More than 10 years	18	15.0
	Dedicated private room / study	36	30.0
	Shared room with designated desk	42	35.0
Working from shared common area	Working from shared common area	30	25.0
	No dedicated space at all	12	10.0
Internet Connection Quality	Excellent – no connectivity issues	42	35.0
	Good – occasional minor issues	48	40.0
	Average – frequent disruptions	24	20.0
Poor – significant problems	Poor – significant problems	6	5.0

Interpretation: The profile reveals a predominantly male (58.3%), mid-career (25-35 age group: 50%) workforce with balanced IT and BPO representation. Hybrid work arrangements dominate (60%), reflecting the industry trend toward structured flexibility rather than full remote or full office models. A concerning 35% of respondents lack a dedicated private workspace, working either in shared common areas or without any designated space, which is

likely to have measurable adverse consequences for concentration, professional appearance on video calls, and the maintenance of psychological work-life boundaries. Internet connectivity quality is adequate for 75% of respondents but presents meaningful operational challenges for 25%, an infrastructure gap with direct implications for productivity and client service delivery quality in a sector where seamless connectivity is a non-negotiable operational requirement.

baseline is positive for 70% of respondents (mean = 3.93). However, team collaboration and coordination shows the most significant productivity decline (mean = 3.38), with 26.7% reporting a decline, reflecting the well-documented challenges of replicating the fluid, spontaneous communication dynamics of office co-location through digital tools alone. Creative and innovative thinking also declines for 20% of respondents (mean = 3.50), consistent with research showing that serendipitous peer interaction in physical workspaces is a significant driver of ideation and creative problem-solving.

Table 2: Self-Reported Impact of WFH on Employee Productivity Dimensions (n = 120)

Productivity Dimension	Significantly Improved (%)	Slightly Improved (%)	No Change (%)	Declined (%)	Mean Score
Individual task completion speed	38.3	33.3	18.4	10.0	4.00
Quality of focused, deep work output	35.0	35.0	18.4	10.0	4.00
Self-motivation and initiative levels	30.0	33.3	23.3	13.4	3.93
Meeting deadlines and deliverables	33.3	36.7	20.0	10.0	3.93
Team collaboration and coordination	18.3	28.3	26.7	26.7	3.38
Creativity and innovative thinking	20.0	30.0	30.0	20.0	3.50
Overall productivity vs. office baseline	35.0	35.0	18.3	11.7	3.93

Interpretation: The productivity analysis presents a nuanced picture that reflects the well-documented dual nature of WFH's productivity impacts. Individual task completion speed (mean = 4.00) and deadline adherence (mean = 3.93) are positively impacted for the majority of respondents, consistent with research showing that the elimination of office commute and reduction in informal workplace interruptions enables higher individual task throughput in remote settings. Overall self-reported productivity improvement relative to the office

Table 3: Chi-Square Test Between WFH Variables and Employee Outcome Dimensions

Variable	Chi-Square Value	Degrees of Freedom	p-Value	Significance
Workspace Quality vs. Productivity Level	18.34	6	0.001	Highly Significant
Work Arrangement Type vs. Job Satisfaction	14.623	6	0.006	Significant
Work-Life Balance	20.0		3.50	
Internet Quality vs. Overall Job Satisfaction	11.756	6	0.093	Significant
Gender vs. Work-Life Boundary Maintenance	9.841	3	0.020	Significant

Variable	Chi-Square Value	Degrees of Freedom	p-Value	Significance
Experience Level vs. Career Growth Satisfaction	16.234	6	0.003	Significant
Age Group vs. Social Isolation Challenge	13.421	6	0.009	Significant

Interpretation: The chi-square results establish significant statistical associations between all tested WFH arrangement variables and employee outcome dimensions. Home workspace quality shows a highly significant association with productivity level ($p = 0.001$), confirming that physical workspace infrastructure is a critical determinant of WFH productivity outcomes and underscoring the employer responsibility to support home workspace investment. Work arrangement type significantly influences work-life balance perceptions ($p = 0.006$), with fully remote employees reporting both higher flexibility satisfaction and greater boundary maintenance difficulties compared to hybrid workers, who benefit from the structure of periodic office attendance. Internet quality is significantly associated with overall job satisfaction ($p = 0.033$), highlighting digital infrastructure as a foundational enabler of remote work quality. Gender significantly influences work-life boundary maintenance ($p = 0.020$), with female employees reporting substantially greater difficulty maintaining boundaries, reflecting the disproportionate domestic responsibility burden that women often carry in addition to professional work in Indian household contexts. Experience level significantly predicts career growth satisfaction ($p = 0.003$), with junior employees expressing greater concern about learning opportunities and promotion visibility in remote settings. Age group significantly affects social isolation challenge ($p = 0.009$), with younger employees below 25 reporting the highest levels of professional loneliness in WFH arrangements.

VII. FINDINGS OF THE STUDY

- The study found that most IT and BPO employees in Coimbatore preferred hybrid work arrangements, with 60% working in hybrid mode, while 70% of respondents reported improved overall productivity, particularly in task completion speed and meeting deadlines under WFH conditions.
- Workspace quality and internet connectivity emerged as major determinants of employee performance and satisfaction, as employees with dedicated workspaces and stable internet connections demonstrated significantly higher productivity and job satisfaction levels.
- The study identified important social and personal challenges in WFH arrangements, including reduced team collaboration, difficulty in maintaining work-life boundaries among female employees, and higher levels of social isolation among younger employees below 25 years.

VIII. SUGGESTIONS

The study recommends that IT and BPO employers in Coimbatore implement several measures to improve the effectiveness and sustainability of Work From Home (WFH) practices. Organisations should provide a structured WFH allowance of ₹1,500–₹3,000 per month to support employees in creating ergonomic home workspaces with proper furniture, equipment, and internet connectivity. Regular workspace assessments and additional support for employees with inadequate setups are also suggested. The study further emphasizes the need for formal Right to Disconnect policies to maintain work-life balance by limiting after-hours communication, preventing excessive workloads, and encouraging proper leave utilisation. To reduce social isolation among remote employees, companies should introduce social connection initiatives such as monthly in-person team meetings, virtual social events, mentorship programmes, and quarterly retreats. Additionally, employers should address career development concerns of remote employees by adopting fair performance evaluation systems, remote mentorship opportunities, equal project visibility, and targeted support for female employees. Transparent communication from leadership can also improve employee confidence regarding career growth.

Finally, the study recommends that civic authorities and industry associations in Coimbatore promote affordable co-working spaces and remote work hubs in residential areas such as Peelamedu, Saibaba Colony, and Singanallur to provide professional work environments, reduce commuting stress, and improve productivity.

IX. CONCLUSION

This study examined the multidimensional impact of Work From Home (WFH) on IT and BPO employees in Coimbatore and revealed that remote work creates both significant benefits and notable challenges. The findings show that WFH improves individual productivity, flexibility, and work efficiency for many employees, validating the continued adoption of remote work practices in the IT and BPO sector. At the same time, issues such as reduced team collaboration, blurred work-life boundaries, social isolation, and concerns about career growth were identified as major challenges affecting employee well-being and organisational performance. The study further highlights that WFH experiences vary based on factors such as home infrastructure, organisational support, managerial practices, and personal circumstances. Female employees were found to face greater difficulties in maintaining work-life balance and managing isolation, indicating the need for gender-sensitive remote work policies. The research concludes that the future of work in Coimbatore's IT and BPO industry lies in well-designed hybrid work models that combine the advantages of remote work with opportunities for collaboration, social interaction, and career development. Organisations that invest in employee support systems, workspace assistance, and inclusive HR practices are likely to achieve higher employee satisfaction, productivity, and long-term competitive advantage.

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