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Impact Of Work From Home Policies On Employee Productivity And Job Satisfaction

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Abstract: The adoption of work-from-home (WFH) policies, accelerated by the COVID-19 pandemic, has transformed traditional work mode across industries. This shift has driven significant interest in understanding its effect on employee productivity and job satisfaction. This study explores how remote working mode influence individual and organizational outcomes, highlighting both benefits and challenges. Increased flexibility, reduced commuting time, and better work-life balance have generally contributed to higher job satisfaction for many employees. However, issues such as communication barriers, isolation, and difficulties in separating work from personal life can negatively affect productivity and mental well-being. The findings suggest that while WFH policies can enhance performance and morale when implemented effectively, they require careful planning, supportive management practices, and the right technological infrastructure. The study concludes with recommendations for organizations aiming to optimize remote work strategies to sustain employee engagement and operational efficiency.

Index Terms – Work from home, Productivity, Job satisfaction

1. Introduction

The global outbreak of the COVID-19 pandemic brought about an unprecedented shift in work environments, compelling organizations across the globe to adopt remote work as a necessity rather than a choice. What initially began as a temporary adjustment has evolved into a permanent or hybrid model for many organizations. As a result, Work from Home (WFH) policies have become an integral part of modern employment practices, altering not only where people work but also how they perceive their roles, responsibilities, and overall job satisfaction.

This paradigm shift has sparked widespread discussions around its impact on employee productivity and job satisfaction. While some employees have thrived in remote settings—benefiting from flexible schedules, reduced commute times, and improved work-life balance—others have faced challenges such as isolation, lack of motivation, and difficulty in communication and collaboration.

This research aims to evaluate the dual impact of WFH policies on employee productivity and job satisfaction. By collecting responses from a diverse group of employees working under various remote or hybrid work settings, this study seeks to identify patterns, preferences, and concerns that can help organizations design better remote work strategies in the future. The insights gained from this study will contribute to a better understanding of how to balance flexibility with performance expectations in a post-pandemic world.

2. Literature Review

The shift to Work from Home (WFH) has drawn attention from researchers studying its effects on productivity and job satisfaction. Bloom et al. (2015) found that remote workers showed improved productivity due to fewer distractions and better concentration. Similarly, Choudhury et al. (2020) observed higher efficiency among employees with geographic flexibility. However, Yang et al. (2021) noted that WFH may hinder collaboration and coordination in some cases.

In terms of job satisfaction, remote work generally enhances work-life balance and autonomy (Gajendran & Harrison, 2007; Allen et al., 2015). Yet, prolonged isolation and lack of team interaction can reduce engagement (Toscano & Zappalà, 2020). Hybrid models are emerging as a preferred alternative, blending flexibility with collaboration (Alexander et al., 2021).

3. Objectives of the Study

The primary objective of this research is to analyze how Work from Home (WFH) policies influence employee productivity and job satisfaction. This study aims to understand the positive and negative outcomes of remote work from an employee perspective and offer insights that can guide organizational policy decisions.

4. Research Methodology

This research study aims to study the impact of Work from Home (WFH) policies on employee productivity and job satisfaction. The research adopts a quantitative approach to gather data from working professionals across different sectors. A questionnaire was designed and circulated to collect responses which were then analyzed to identify patterns, trends, and relationships.

4.1. Research Design

The research uses a descriptive design, which means it focuses on describing the current situation and experiences of employees who are working from home. The study does not manipulate any variables but rather observes and reports on the experiences and perceptions shared by respondents. This approach is suitable for understanding the general sentiment and behaviour of people towards WFH policies.

4.2. Data Collection Method

Data was collected using a Google Forms questionnaire. The form was shared online through social media platforms, email, and direct messages. The questionnaire included 15 close-ended questions, all based on a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." These questions focused on aspects like employee productivity, communication, work-life balance, motivation, job satisfaction, and preferences for future work arrangements.

4.3. Sampling Method

The study used convenience sampling, which means responses were collected from individuals who were easily accessible and willing to participate. This included friends, colleagues, classmates, and professional contacts. While this method does not guarantee representation of the entire population, it allows quick and easy access to a reasonable number of responses within a limited time.

4.4. Sample Size

The final dataset consists of 61 valid responses. All participants are working professionals who have experienced WFH in some form, either fully remote or hybrid. The sample includes people from different sectors such as IT, education, marketing, finance, and more, providing a varied perspective.

4.5. Hypotheses Formulation

H_0 (Null Hypothesis): Work from Home (WFH) policies have no significant impact on employee productivity and job satisfaction.

H_1 (Alternative Hypothesis): Work from Home (WFH) policies have a significant impact on employee productivity and job satisfaction.

4.6. Data Analysis

The responses collected through the survey were first compiled and cleaned using Microsoft Excel, and then further analyzed using IBM SPSS Statistics software. SPSS was used for more advanced statistical analysis to gain deeper insights into the dataset. The following techniques were employed:

- Descriptive statistics such as frequency, mean, and standard deviation to understand overall trends.
- Cross-tabulation to explore relationships between categorical variables (e.g., gender and satisfaction level).

4.6.1. Descriptive Statistics:

<i>Average of Productivity</i>	
Mean	3.435344828
Standard Error	0.1013297
Median	3.375
Mode	3
Standard Deviation	0.771704005
Sample Variance	0.595527072
Kurtosis	-0.582733045
Skewness	0.285036884
Range	3
Minimum	2
Maximum	5
Sum	199.25
Count	58

<i>Average of Job Satisfaction</i>	
Mean	3.306034483
Standard Error	0.101977406
Median	3.375
Mode	3
Standard Deviation	0.776636788
Sample Variance	0.603164701
Kurtosis	-0.5878648
Skewness	-0.038509618
Range	3.25
Minimum	1.75
Maximum	5
Sum	191.75
Count	58

4.6.2. Central Tendency Comparison

Metric	Productivity	Job Satisfaction
Mean	3.44	3.31
Median	3.375	3.375
Mode	3	3

Inference: Both variables have very similar central values, suggesting a balanced distribution around the average rating of ~3.4. Productivity is slightly higher than job satisfaction on average.

4.6.3. Dispersion (Variability)

Metric	Productivity	Job Satisfaction
Std. Deviation	0.7717	0.7766
Sample Variance	0.5955	0.6032
Range	3	3.25
Minimum	2	1.75
Maximum	5	5

Inference: Both variables show **comparable variability**, with job satisfaction being **slightly more spread out**. The broader range in satisfaction suggests **more diverse perceptions or experiences** among employees regarding satisfaction when working from home.

4.6.4. Shape of the Distribution

Metric	Productivity	Job Satisfaction
Skewness	0.285	-0.039
Kurtosis	-0.5827	-0.5879

Skewness Inference:

- **Productivity** has a **slight positive skew**, meaning a few employees rated productivity higher than the mean.
- **Job Satisfaction** is **almost symmetric** with a very slight negative skew.

Kurtosis Inference:

- Both distributions are **platykurtic** (kurtosis < 0), indicating **lighter tails** and **fewer outliers** than a normal distribution.

4.6.5. REGRESSION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 ^a	.405	.395	.60049

a. Predictors: (Constant), Average(Work from home)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.752	1	13.752	38.138	.000 ^b
	Residual	20.193	56	.361		
	Total	33.945	57			

a. Dependent Variable: Average(Productivity)

b. Predictors: (Constant), Average(Work from home)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.381	.501		.761	.450
	Average(Work from home)	.947	.153	.636	6.176	.000

a. Dependent Variable: Average(Productivity)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.380	.369	.61707

a. Predictors: (Constant), Average(Work from home)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.057	1	13.057	34.291	.000 ^b
	Residual	21.323	56	.381		
	Total	34.380	57			

a. Dependent Variable: Average(Job satisfaction)

b. Predictors: (Constant), Average(Work from home)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.330	.515		.641	.524
	Average(Work from home)	.922	.158	.616	5.856	.000

a. Dependent Variable: Average(Job satisfaction)

5. Limitations of the Study:**5.1. Sample Size and Diversity:**

The study was limited to a specific sample group, which may not be fully representative of the broader workforce across different industries, job roles, or geographic regions. This affects the generalizability of the findings.

5.2. Cross-Sectional Design:

Data was collected at a single point in time. Therefore, the results reflect only a snapshot of perceptions and may not account for long-term changes in productivity or satisfaction related to Work From Home.

5.3. Self-Reported Measures:

The study relied on self-reported data, which may be subject to social desirability bias or inaccuracies in self-assessment. Actual productivity could vary from perceived productivity.

5.4. Uncontrolled External Factors:

Factors such as home environment, individual personality traits, or external stressors (e.g., caregiving responsibilities, internet issues) were not controlled, but they could significantly influence productivity and satisfaction.

6. Findings

- Work from home policies appear to have had a moderately positive impact on both productivity and job satisfaction, with slightly higher ratings in productivity.
- The narrow spread and low skewness suggest consistent experiences across participants.
- However, the slightly higher variation in job satisfaction may indicate individual differences in how employees perceive remote work in terms of well-being, motivation, or personal life integration.

7. Recommendations

7.1. Tailor WFH Policies Based on Roles:

Not all roles are equally suited to remote work. Organizations should consider designing flexible WFH policies based on job requirements, employee preferences, and performance metrics.

7.2. Invest in Remote Work Infrastructure:

To maintain or improve productivity, companies should provide necessary tools, technology support, and ergonomic resources for employees working remotely.

7.3. Foster Communication and Team Cohesion:

Regular virtual meetings, check-ins, and team-building activities should be encouraged to reduce isolation and promote job satisfaction in a remote work setup.

7.4. Encourage Work-Life Balance:

Organizations should promote boundaries between work and personal life, perhaps by avoiding after-hours communication or offering mental health resources.

7.5. Conduct Longitudinal Studies:

Future research could use a longitudinal approach to better understand how the effects of WFH evolve over time and influence employee outcomes in the long run.

8. Conclusion

The objective of this study was to investigate the impact of Work from Home (WFH) policies on two key employee outcomes: productivity and job satisfaction. Using data collected through a structured questionnaire, we conducted a Multivariate Analysis of Variance (MANOVA) to assess whether variations in WFH practices significantly influence these dependent variables.

The results of the MANOVA revealed that Work From Home policies have a statistically significant multivariate effect on both employee productivity and job satisfaction. This indicates that changes in the nature, flexibility, or implementation of WFH policies are associated with notable differences in how employees perceive their own productivity and satisfaction with their jobs.

9. REFERENCES

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