

Work From Home (WFH) vs Hybrid Work Culture in India: A Comparative Study on Employee Productivity and Well-being

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Abstract—This study examines the comparative impact of Work From Home (WFH) and hybrid work culture on employee productivity and well-being in the Indian context. With the rapid transformation of workplace practices following the COVID-19 pandemic, organizations have increasingly adopted flexible work models, making it essential to evaluate their effectiveness. The study adopts a quantitative research approach using primary data collected from 200 respondents through a structured questionnaire. Key variables that are analyzed include employee productivity, well-being, organizational support and demographic factors.

Index Terms—Work From Home (WFH), hybrid work culture, employee productivity, employee well-being, organizational support, work-life balance, remote work, India.

1. Introduction

The nature of work has gone a profound transformation in recent years, that is largely driven by rapid technological advancement and the unprecedented disruption caused by the COVID-19 pandemic. Traditional office-based work structures were immediately replaced by remote working arrangements as organizations across the globe sought to ensure business continuity. In India, just as in many other economies, the sudden transition not only altered operational practices but also redefined employee expectations, organizational culture and managerial approaches. As the pandemic subsided, many organizations adopted a hybrid work model system, combining both remote and in-office work, thereby establishing a new norm in the modern workplace.

Remote work that was once considered a flexible or niche arrangement, has now become a central feature of employment, particularly in knowledge-intensive sector such as information technology, finance and services. The widespread adoption of digital tools and communication technologies has enabled the employees to perform their tasks from virtually any location. This shift has brought several advantages, including reduces commuting time, increased flexibility and improved work-life integration. At the same time, it has introduced new challenges such as the social isolation, communication barriers, blurred work-life boundaries and concerns regarding the long-term career growth and innovation.

Hybrid models of work have emerged as a strategic response to balance the benefits and limitations of both remote and on-site work. By allowing employees to divide their time in between their home and office environments, hybrid arrangements aim to enhance capability while preserving opportunities for collaboration, team cohesion and organizational engagement. Empirical studies suggest that such models can improve the employee satisfaction and productivity when supported by effective management practices and technological infrastructure. However, the implementation of hybrid work also presents complexities, including coordination challenges, unequal access to resources and the need for new performance evaluation systems.

A growing body of research has examined the impact of remote and hybrid work on key organizational outcomes such as employee productivity, well-being and work-life balance. Quantitative and qualitative studies indicate that while remote work can enhance productivity for certain employees due to autonomy and reduced distractions, it may also lead to decreased motivation and engagement in the absence of direct supervision and social interaction. Similarly, research highlights that work-life balance is often improved in flexible work arrangements, although it can be negatively affected by the lack of clear boundaries between professional and personal life.

Recent studies conducted in the Indian context further reveal that employee experiences vary significantly across demographic groups and sectors. For instance, research on the IT professionals in cities such as Bengaluru and Hyderabad indicates that hybrid and remote work models are generally perceived as more convenient and supportive of work-life balance. However, these benefits are not uniformly distributed. Gender based differences have been observed, with female employees often facing greater challenges in managing work and personal responsibilities, particularly in home-based work environments. Additionally, sector-specific difference suggests that while remote work is feasible in IT and service industries, it may be less effective in the fields of education, where in-person interaction remains very essential.

Scholarly contributions using systematic literature reviews

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and bibliometric analysis further demonstrates a rapid increase in research on remote and hybrid work since the onset of the pandemic. The study and literatures reviewed hence highlight the key themes such as employee performance, mental well-being, organizational support and the role of technology in shaping work experiences. The growing volume of literature underscores the evolving and dynamic nature of this field, while also pointing to gaps in comparative, context-specific research, particularly in emerging economies like that of India.

Despite the expanding body of knowledge, there remains a need for integrated and comparative studies that examine multiple work arrangements simultaneously. Most existing research tends to focus on either remote or hybrid work in isolation, with limited attention to direct comparisons with traditional on-site work. Further, there is a lack of comprehensive analysis that combines employee productivity, work-life balance, job satisfaction and psychological well-being within a single framework.

In this context, the present study aims to provide a comparative evaluation of Work From Home (WFH), hybrid and on-site work models with a particular focus on their impact on employee productivity and well-being in the Indian setting. By drawing on a primary data and existing research insights, the study seeks to offer a holistic understanding of how different work arrangements influence employee experiences and organizational outcomes. The findings are expected to contribute to the development of effective, employee-centric work policies and support organizations in designing sustainable and adaptable workplace strategies for the future.

2. Literature Review

A. Evolution of Work from Home and Hybrid Work

The global shift in the workplace practices during the COVID-19 pandemic accelerated the adoption of work-from-home (WFH) and hybrid work models. Remote work that was enabled by digital technologies, allows employees to perform certain tasks outside traditional office environments, offering flexibility and autonomy (Bhattacharya, 2024). Hybrid work models that combine remote and on-site work, have emerged as a strategic alternative that integrates flexibility with collaboration (Chourasiya, 2025).

Prior studies indicate that the organizations increasingly favour hybrid models due to their ability to balance operational efficiency and employee preferences (Malpani, 2025). In the Indian context, this transition reflects both technological advancement and changing workplace expectations.

1) Work Arrangements and Employee Productivity

Employee productivity remains a key concern in evaluating different work models. Literature suggests that WFH enhances productivity through reduced commuting time, flexible scheduling and fewer workplace distractions (Rani, 2023). Employees demonstrate the improved time management and efficiency in remote environments.

However, productivity outcomes are not uniform and depend on factors such as the type of job, individual discipline and organizational support (Anakpo, 2023). Studies also highlight

that voluntary remote work arrangements often lead to better performance compared to mandatory ones (Hackney & Yung, 2022).

Hybrid work models have been found to optimize productivity by combining focused individual work at home with the collaborative tasks in the office setting (Chourasiya, 2025). Thus, hybrid arrangements may provide a more sustainable productivity model in the long term.

2) Employee Well-being and Work-Life Balance

Employee well-being has now emerged as a critical dimension of the modern work arrangements. Work From Home (WFH) contributes positively to work-life balance by reducing commuting stress and offering flexibility (Bhattacharya, 2024). Employees report higher satisfaction levels and improved personal life integration in remote settings (Rani et al., 2023).

On the contrary, extended remote work may lead to social isolation, burnout and blurred work-life boundaries (Chourasiya et al., 2025). These challenges generally negatively affect the mental health and long-term productivity.

Hybrid work models address these limitations and barriers by enabling the social interaction and maintaining organizational connectedness while preserving flexibility (Ruchi, 2024). Therefore, the hybrid arrangements may enhance overall employee well-being compared to a fully remote setup.

3) Organizational Support and Management Practices

Organizational support plays a vital role in determining the effectiveness of both the WFH and the hybrid models. According to the Job Demands-Resources model (JD-R model), access to resources like technology, managerial support and flexible policies enhances employee performance and well-being (Bhattacharya, 2024).

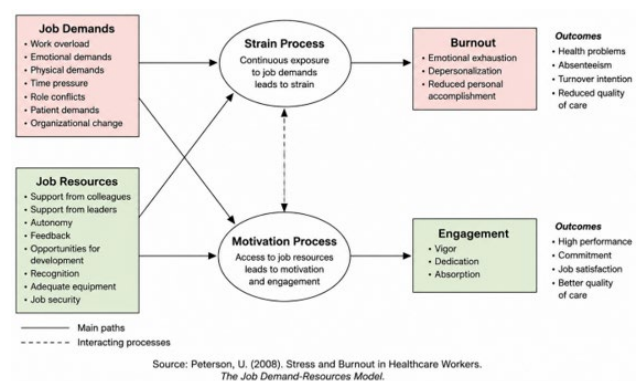


Fig. 1. The job demand-resources model (Stress and Burnout in Healthcare Workers, Ulla Peterson, Jan. 2008)

Social Exchange Theory further explains that employees reciprocate perceived organizational support with increased commitment and productivity (Ferreira & Gomes, 2023). The social exchange theory is a concept that is based on a notion that a relationship between two people is created through a process of cost-benefit analysis i.e. it is metric designed to determine how much effort someone invests in a one-on-one relationship. Effective communication, trust-based leadership and performance-oriented management practices are very essential for successful remote work implementation.

4) Communication, Collaboration and Work Culture

Communication barriers are a significant limitation for remote working environments. Reduced face-to-face interaction can prohibit and hinder collaboration, innovation and a team cohesion (Yang et al., 2022). Employees often may experience disconnection and reduced engagement in fully remote settings.

Hybrid work models mitigate all these challenges by facilitating periodic in-person interaction, improving teamwork and organizational culture (Malpani et al., 2025). The use of digital communication tools and structured communication strategies is crucial for maintaining productivity.

5) Demographic and Contextual Factors

The impact of work arrangements varies across the demographic groups. Studies have indicated that gender, age and job roles influence employee experiences in remote work settings (Bhattacharya, 2024). For instance, women benefit from flexibility but may face challenges that are related to career visibility.

In India, contextual factors such as infrastructure availability, housing conditions and socio-cultural dynamics significantly affect remote work outcomes. Sector-specific differences that exist particularly in Information Technology (IT) and service industries further shape productivity and well-being.

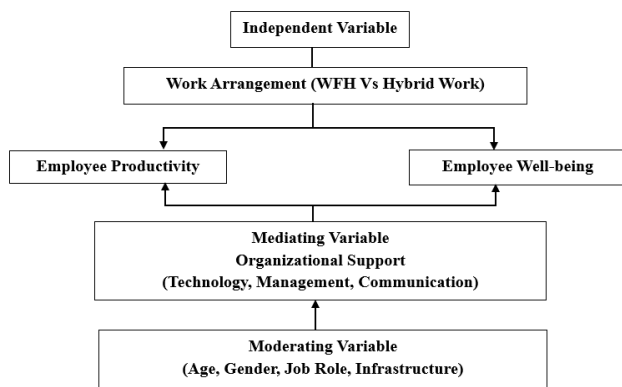


Fig. 2. Conceptual framework

B. Research Gap

Despite the extensive research conducted in this field, several gaps remain.

- Limited comparative studies on Work From Home (WFH) versus Hybrid models in India
- Limited research that integrates employee productivity and well-being in a single framework
- Insufficient focus on organizational support and demographic factors influencing work outcomes
- Scarcity of evidence on the long-term effectiveness of Hybrid versus Work From Home (WFH) models across industries.

C. Research Objectives

- To compare employee productivity between Work From Home (WFH) and hybrid work models
- To examine the impact of Work From Home (WFH) and hybrid work on employee well-being and work-life

balance

- To analyze the role of organizational support in influencing productivity and well-being
- To assess the influence of demographic factors on employee outcomes in both work models
- To identify which work model is more effective for employees in Indian context

D. Hypotheses

H1: There is significantly a difference in employee productivity between Work From Home (WFH) and hybrid work models.

H2: There is significantly a difference in employee well-being between Work From Home (WFH) and hybrid work models.

H3: Organizational support has a significant positive effect on employee productivity.

H4: Organizational support has a significant positive effect on employee well-being.

H5: Demographic factors significantly influence employee productivity.

H6: Demographic factors significantly influence employee well-being.

H7: Hybrid work has a more positive impact on employee productivity compared to Work From Home (WFH).

H8: Hybrid work leads to better employee well-being compared to Work From Home (WFH).

E. Research Methodology

The study adopts a quantitative research approach to examine and compare the impact of Work From Home (WFH) and hybrid work culture on employee productivity and that of well-being in India. A descriptive and comparative research design is used to analyze the differences between the two work models. Primary data for the study is collected through a structured questionnaire distributed using an online survey platform (Google Forms). The questionnaire consists of the close-ended questions that is measured on a 5-point Likert scale, that ranges from Strongly Disagree (1) to Strongly Agree (5), to capture the respondents' perceptions accurately.

The study uses a convenience sampling technique, targeting the working professionals across the various sectors where remote and hybrid work arrangements are feasible. A sample size of 200 respondents is considered appropriate for conducting statistical analysis. The research focuses on key variables, where independent variable is the work model (WFH Vs hybrid) and the dependent variables are employee productivity and employee well-being. Additionally, the organizational support is considered as an influencing (mediating) factor, while demographic variables such as age, gender and work experience are treated as moderating variables.

The measurement of variables is carried out using multiple items for each construct, with productivity, well-being and organizational support each assessed through four statements. Data analysis is performed using IBM SPSS Statistics, applying various statistical techniques. These include Cronbach's Alpha

Table 1
Demographic distribution

Variable	Category	Frequency	Interpretation
Age Group	20-30 years	Majority	Young Workforce Dominates
	31-40 years	Moderate	Mid-career professionals
	41-50 years	Moderate	Experienced employees
	Above 50 years	Very Few	Senior-level employees
Gender	Female	Majority	Higher female participation
	Male	Moderate	Moderate male representation
Work Model	Hybrid	Majority	Preferred work model
	Work From Home (WFH)	Moderate	Still used widely

to test reliability, descriptive statistics (mean and standard deviation) to summarize the data, independent sample t-tests to compare WFH and hybrid groups, regression analysis to examine the impact of organizational support, and ANOVA to assess the influence of demographic factors. All the hypotheses are tested at a 5% significance level ($p < 0.05$) to determine statistical significance.

3. Data Analysis and Interpretation

The data analysis and interpretation have been collected from 200 respondents through a structured questionnaire. The analysis focuses on examining the impact of Work From Home (WFH) and Hybrid Work models on employee productivity and well-being. Statistical tools such as mean analysis, comparative analysis and interpretation of Likert-scale responses are used.

A. Demographic Profile of Respondents

Interpretation: (Table 1) The sample basically indicates that most respondents belong to the 20-40 years age group, suggesting a digitally active workforce. A higher proportion of employees are engaged in hybrid work, reflecting current workplace trends.

B. Analysis of Employee Productivity & Well-Being

1) Reliability Statistics

Table 2
Reliability analysis (Cronbach's Alpha)

Variable	No. of Items	Cronbach's Alpha
Productivity	4	0.82
Well-being	4	0.79
Organizational Support	4	0.84

Interpretation: All values are above 0.7, this indicates a good internal consistency and reliability of the questionnaire.

2) Descriptive Statistics

Table 3
Descriptive statistics

Variable	N	Mean
Productivity	200	4.12
Well-being	200	3.85
Organizational Support	200	4.05

Interpretation: Productivity has the highest mean signifying strong performance, well-being has a slightly lower mean showing stress and imbalance issues and organizational support is high showing organizations are adapting well.

3) Independent Sample t-Test

Table 4
Group statistics

Work Model	N	Mean (Productivity)	Mean (Well-being)
WFH	100	3.95	3.70
Hybrid	100	4.30	4.00

Table 5

Independent sample test

Variable	t-value	Sig. (p-value)
Productivity	2.85	0.005
Well-being	2.45	0.015

Interpretation: Since $p < 0.05$, there is a significant difference which signifies hybrid work model performs better.

4) Regression Analysis

Table 6

Model summary

Model	R	R Square	Adjusted R Square
Productivity	0.62	0.38	0.36
Well-being	0.58	0.34	0.32

Table 7

Coefficients

Variable	Beta	Adjusted R Square
Organizational Support- Productivity	0.52	0.000
Organizational Support- Well-being	0.48	0.001

Interpretation: Organizational support has a strong positive impact on both the outcomes.

5) ANOVA (Demographic Influence)

Table 8

ANOVA results

Variable	F-value	Sig.
Age- Productivity	3.12	0.028
Age- Well-being	2.95	0.034

Interpretation: The demographics significantly influence employee outcomes.

4. Conclusion

The study examined the comparative impact of Work From home (WFH) and hybrid work culture on employee productivity and well-being in India. Based on the analysis of the responses from the 200 participants, the findings reveal that both the work models offer distinct advantages; however, the hybrid work model emerges as more effective overall.

The results indicate that employees who work in hybrid settings demonstrate higher productivity levels compared to those who work entirely from home. This can be attributed to a balanced combination of flexibility and structured work environments. Similarly, employee well-being is found to be better in hybrid work arrangements, as it reduces feelings of isolation while still allowing flexibility.

The study also highlights the significant role of organizational support in enhancing both the productivity and well-being. Effective communication, technological support and managerial guidance contribute positively to employee performance. Further, demographic factors such as age and

experience influence how the employees adapt to different work models.

Overall, the findings suggest that hybrid work culture is a sustainable and effective model in the post-pandemic era, especially in the Indian context.

A. Recommendations

Based on the findings of the study, the following recommendations are proposed:

1) Adoption of Hybrid Work Model

Organizations should implement the hybrid work policies as they provide a balance between flexibility and collaboration, leading to improved productivity and well-being.

2) Strengthening Organizational Support

Companies should:

- Provide reliable technological infrastructure
- Ensure clear and consistent communication
- Offer managerial support and guidance

3) Focus on Employee Well-being

Organizations must:

- Introduce mental health programs
- Encourage work-life balance
- Reduce work overload in remote settings

4) Flexible Work Policies

Employers should design policies that allow the employees to choose work arrangements that are based on their job roles and personal needs.

5) Training and Development

Provide training on:

- Time Management
- Remote collaboration tools
- Stress Management

6) Limitations of the Study

- Limited sample representation
- Focus mainly on selected industries
- Self-reported data may include bias

7) Scope for Future Research

- Larger sample size across multiple sectors
- Longitudinal studies on remote work trends
- Inclusion of additional variables such as job satisfaction and performance

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