

ISSN: 2584-0142

PSYCHOPEDIA
JOURNALSInternational Journal of
Interdisciplinary Approaches
in Psychology (IJIAP)

Exploring Work-Related Quality of Life and Individual Performance Across Remote, Hybrid, and On-Site Work Arrangements in Indian IT Sector

¹**Ritika Kesarwani**, MA Psychology student, Department Psychology, Faculty of Arts,
University of Allahabad, Prayagraj, India.

kesarwaniritika.272002@gmail.com

²**Manikandaprabu Murugesan**, Assistant Professor, Department Psychology, Faculty of
Arts, University of Allahabad, Prayagraj, India. (Corresponding Author)

dr.manikandaprabu@allduniv.ac.in

Abstract: The COVID-19 pandemic has accelerated the adoption of remote and hybrid work arrangements, particularly in the Indian IT sector. This study explores the relationship between work-related quality of life (WRQoL) and individual work performance (IWP) across remote, hybrid, and on-site work settings, as well as gender differences. A cross-sectional research design was employed, collecting data from 116, IT professionals using the WRQoL scale and the IWP questionnaire. The results showed no significant differences in WRQoL and IWP across work arrangements or gender, suggesting that employees and organizations have adapted well to flexible work settings and that gender stereotypes may be evolving. However, a significant positive correlation was found between most dimensions of WRQoL and IWP, indicating that improvements in employee well-being, job satisfaction, working conditions, and work-life balance can enhance task and contextual performance. Stress at work and counterproductive work behavior showed non-significant negative relationships with other dimensions. Regression analysis revealed that task performance was a significant predictor of WRQoL, accounting for 19% of the variance. The findings support the notion that with appropriate organizational support and gender-neutral policies, a more inclusive and productive workplace can be fostered. The study highlights the importance of addressing

employees' needs and well-being to maintain high performance in the context of the evolving digital work landscape.

Keywords: *Digital Presenteeism, Remote Work, Hybrid Work Setting, Work-Life Balance, Perceived Productivity, Psychosocial Health, Mental Well-Being.*

1. Introduction

Today, every workplace has transformed due to the rapid integration of Information and Communication Technology (ICT). It has become a place where every individual or professional can virtually connect, collaborate, and execute their work. ICT refers to a wide range of technological tools and services such as computers, mobile phones, cloud computing, and various software applications that facilitate communication and information exchange. Data from the International Telecommunication Union (ITU) suggest that approximately 540 million people, or 67 percent of the world's population, will use the Internet in 2023, indicating that more than half of the world's population relies on the Internet for their daily activities. This suggests that technology plays an important role in people's lives.

In today's connected world, different fields, such as IT, healthcare, education, and finance, use ICT significantly. ICT tools, such as cloud computing, data analytics, and telecommunication systems, help these industries work better, improve customer service, and communicate more effectively. By 2024, there will be 73 million digital jobs worldwide and this number is expected to grow to approximately 92 million. Technology is advancing faster than companies can create and expand their training programs (World Economic Forum 2024).

Over the last ten years, Information and Communication Technology (ICT) has greatly changed society. Sherif (2024) stated that in 2023, people spent USD 4.9 trillion on IT products, such as computers, tablets, phones, printers, data center systems, software, and communication services (Statista, 2024). This shows that IT tools, such as MS Office, Google Workspace, Zoom, Email, and Microsoft Teams, have made it easier for people to connect and work together, regardless of their location.

In India, programs such as the National e-Governance Plan (NeGP) in 2006 and the Digital India Initiative in 2015 have helped more people use technology (Ministry of Electronics and Information Technology 2015). These programs aim to make people more comfortable with digital tools, improve Internet access, and teach digital skills to reduce the gap between rural and urban areas (PIB, 2022). The Digital India initiative has helped people use digital tools in their daily lives. According to the National Association of Software and

Services Companies Strategic Review 2023, India's technology industry earned over US\$ 250 billion in revenue. In 2024, the technology industry hired 60,000 more people, making a total of 5.43 million employees. This growing acceptance of technology has encouraged companies to use digital solutions and flexible work setups to improve communication and teamwork among employees.

Flexible work arrangements (or remote work)

It provide employees with the freedom to work on their own, outside their traditional office settings or schedules. It helped them maintain a better work-life balance, physical health, lower absenteeism rate, and reduced somatic symptoms (Shifrin & Michel, 2022).

Digital Transformation and The Rise Of Remote Work

Digital transformation is changing how businesses work, thanks to AI, automation, and cloud computing. It is not a one-time change but an ongoing process that helps companies stay competitive. Businesses that keep updating their systems, using AI tools, and taking advantage of cloud technology can work more efficiently, make better decisions, and keep their supply chains running well. By adapting to these changes, companies not only become more efficient but also ensure long-term success. Several advanced technologies are leading ways to change industries worldwide. AI is transforming businesses by enabling automation, smarter decision making, and more personalized user experiences through machine learning and augmented reality. Hybrid cloud solutions, which mix private and public cloud infrastructures, give businesses the flexibility to grow while keeping security and costs in check. Blockchain technology improves transparency and security by providing a decentralized and tamper-proof system, especially for financial transactions and data management. Additionally, the Internet of Things (IoT) is enhancing connectivity across devices, whereas microservices and digitization are making software development more flexible and efficient. Together, these technologies are creating a more connected, intelligent, and streamlined future for businesses (Odubiyi et al., 2021).

Impact of COVID

In 2020, the COVID-19 pandemic changed the way people work. As COVID cases rose and lockdowns occurred, companies had to use Flexible Work Arrangements to keep employees safe (Mukherjee & Narang, 2022). Tools such as Zoom, Microsoft Teams, Google Meet, and Slack have become important for virtual teamwork. These tools helped the work to continue without stopping. Kolluru, Krishnan, and Kolluru (2021) studied how top Indian IT companies (such as Infosys, Wipro, and HCL Technologies) handled work after COVID. They examined work-from-home (WFH) and work-from-anywhere (WFA) models using a mixed-

methods approach. They found that these companies not only adapted to these models but also reduced carbon emissions, improved work-life balance for employees, and created new job opportunities (de-urbanization). Research shows that remote work affects employees' professional and personal lives as the workplace changes. These effects were observed in Individual Work Performance and Work-related Quality of Life.

Individual Work Performance

According to Koopmans et al. (2011, 2014), individual work performance (IWP) means how a person acts and behaves to help an organization reach its goals. This shows how well the organization works overall. This means that an employee's performance should be judged by what they do and how they act, not just by the final result. They found three main parts of individual work performance that this study will focus on: task performance is how well a person performs the main tasks of their job. It includes not just finishing the task, but also how well and efficiently it is performed. Knowing how someone performs tasks helps organizations see how employees contribute and how productive they are.

Contextual Performance refers to behaviours that help the work environment. This includes helping coworkers, cooperating, volunteering for extra work, and supporting the company's goals. Third, counterproductive work behavior is "behaviour that harms the well-being of the organization." This includes things such as being absent, coming late, and conflicts with coworkers. These behaviours can lower productivity and negatively affect company culture. Understanding and reducing these behaviours are important for long-term success.

Researchers have found that remote work has changed employee jobs. Flexible working helps people work better by improving communication, feedback, engagement, productivity, and access to helpful technology (Raj et al. 2023). Employees working from home said they have more job flexibility and control, meaning that they can make more decisions about their work and how they do it. This control often leads to better work performance and efficiency in meeting a company's goals. In addition, less travel and fewer distractions help employees manage their time better and focus on their tasks, thereby increasing productivity (Mansi Makkar et al., 2024; Nowrouzi-Kia et al., 2024; Shimura et al., 2021). Owing to these benefits, more companies are considering making remote work permanent. "Employees were also interested in continuing remote work at least once a week" (Ziqing Ye, 2020).

Not all the effects of remote work were positive. This can cause problems such as communication barriers. These barriers can make it more difficult to complete tasks and work well with others (Allen et al. 2021). Therefore, it is difficult for team members to work together to achieve their goals (Kolluru et al. 2021; Mansi Makkar and Neetu Rani 2024). Not meeting

in person and missing nonverbal cues can lead to misunderstandings. This can lower how well employees work together and help each other and the organization.

Work-related Quality of Life

Work-related quality of life refers to the overall well-being of employees regarding their work environment, job satisfaction, and maintenance of a balance between work and personal life. It refers to how employees perceive their physical and psychological health and job satisfaction, and the degree to which their organization contributes to their overall quality of life. According to a study by Van Laar et al. (2007), “Work-related quality of life is a multi-dimensional construct that refers to employees’ perceptions of their well-being at work, considering factors such as job and career satisfaction, working conditions, general well-being, home-work interface, stress at work, and control at work.”

Job career satisfaction

It refers to the level to which an employee is content with their job and prospects at work. It accounts for opportunities for growth provided by an organization, satisfaction with job tasks, and recognition. In short, the factors that make a member feel good about themselves within their organization relate to their job career satisfaction.

Working conditions

It refers to the resources, environment, and security provided by the organization to help and employ their job effectively. This includes noise, temperature, shift patterns, work schedule, pay checks, security, and safety.

Control at work

It refers to an employee’s sense of involvement in the decision-making process that affects their work.

General well-being

It reflects both the psychological and physical health aspects of an employee, which are influenced by the work or influences the work.

The homework interface

It reflects an employee’s overall balance between their work and personal life, and the degree to which they have control over their work schedule, location, and methods.

Stress at work

It refers to an employee’s perception of their workload and job demands as manageable rather than overwhelming or stressful.

Researchers have found that working from home and flexible work hours greatly affect employees' work lives. Many studies have shown that remote work is beneficial for well-being.

For example, being able to manage work hours and not having to commute reduces stress, which improves well-being (Makkar and Rani 2024; Nowrouzi-Kia et al. 2024; Shimura et al. 2021). Remote work also creates job opportunities for people in rural or less-developed areas, giving them more opportunities for career growth and access to technology to do their jobs well. However, remote work presents some challenges. One major issue is the low work-life balance. Working from home makes it difficult to separate work from personal life because there are no physical boundaries (Nowrouzi-Kia et al., 2024). This often leads to longer working hours, fatigue, and emotional burnout. Another problem is mental health issues such as high anxiety, stress, and psychological distress (Kolluru et al., 2021; Nowrouzi-Kia et al., 2024).

Flexible work arrangements have brought about new challenges, including digital presenteeism. This differs from traditional presenteeism, in which employees work despite being sick. Digital presenteeism refers to being online all the time to show dedication. Employees feel that they must always be available and often work beyond regular hours. This occurs because of both internal and external pressures that lead to loyalty and productivity. Digital presenteeism is common in modern work culture. Employees in various fields stay connected, respond to messages, and attend virtual meetings, even outside work hours or during personal challenges. This constant connectivity affects how they manage their time, health, and work-life balance.

1.1 Rationale of the study

Today, work culture has changed significantly because of technology, especially after the COVID-19 pandemic. Remote and hybrid works are now common. These flexible work setups offer benefits such as freedom and control. However, they also make employees feel that they must be available at all times, because they can be reached digitally. This is especially true in the IT sector. Digital presenteeism, or being online beyond work hours, is growing but has not been extensively studied. This study examines how work performance and quality of life differ in various work setups and between genders in a fast-changing world. By looking at studies from the latest decade, we can see the challenges and opportunities of remote and hybrid work and how they affect employees' mental and social experiences. It begins by explaining how presenteeism has changed in the digital age. This helps us understand how employee behavior has shifted, why it has changed, and the pressures involved. Then, we examine how remote and hybrid work affects well-being, productivity, and work-life balance, based on research from the past decade.

1.2 Research Questions

Q1: Do employees across different work arrangements experience differences in quality of life and Individual Work Performance?

Q2: Are there significant differences in the Quality of Life and Individual Work Performance between male and female employees?

Q3: What is the relationship between employee QoL and individual work performance?

1.3 Research Objectives

- a) To explore employees' Quality of Life and Individual Work Performance among different current work arrangements.
- b) To study employees' Quality of Life and Individual Work Performance between genders.
- c) To explore the relationship between employees' Quality of Life and work performance.

1.4 Hypotheses

H₁: Employees' quality of life and individual work performance will differ significantly among different working arrangements.

H₂: Gender has a significant effect on the Quality of Life and Individual Work Performance.

H₃: Employees would have a positive relationship between their Quality of Life and Individual Work Performance.

2. METHOD

2.1 Aim

The current study aimed to explore the relationship between employees' quality of life and individual work performance under various working conditions (remote, hybrid, and on-site settings) and gender.

2.2 Research design

To achieve this aim, this study adopted a cross-sectional research design, collecting data from individuals at a single point in time to understand the influence of digital presenteeism on workers' overall well-being, perceived productivity, and work-life balance across gender and working conditions. Cross-sectional studies are advantageous for examining associations between variables and identifying patterns within a specific population.

2.3 Population

The target population for this study included remote, hybrid, and in-office workers from metropolitan cities such as Delhi and Bangalore working in Indian IT companies, as they

represent a rapidly growing and highly relevant group that regularly uses ICT technology and is influenced by the phenomenon of digital presenteeism.

2.4 Sample

The data were collected from 116 participants employed in a structured organizational setting using a snowball sampling method (initial participants were asked to refer to other workers). The inclusion and exclusion criteria for participation were as follows:-

Inclusion criteria

- a) Remote workers working remotely for at least six months.
- b) Employees working in hybrid and office settings.
- c) Age: 20–50 years.

Exclusion criteria

- a) Freelancers and self-employed individuals differ from those who work in a structured organization in terms of their work dynamics.

2.5 Tools

Two standardised quantitative tools were used to measure the variables:-

The Work-Related Life (WRQoL) Scale, developed by Simon Easton and Darren Van Laar at the University of Portsmouth, is a 24-item psychometric tool designed to assess employees' perceived QoL. It evaluates six psychosocial subfactors: General Well-Being (GWB), homework interface (HWI), Job and Career Satisfaction (JCS), Control at Work (CAW), Working Conditions (WCS), and Stress at Work (SAW). Responses were measured on a 5-point Likert scale consisting of Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. The scores of the three negatively phrased items were reversed (Questions 7, 9, and 19).

The Individual Work Performance Questionnaire (IWPQ) is an 18-item scale developed by Koopmans et al. (2013) in the Netherlands to measure three main dimensions of job performance: task performance, contextual performance, and counterproductive work behaviour. Each item has a recall period of three months, with a 5-point rating scale (0 = seldom to 4 = always for a task and contextual performance, and 0 = never to 4 = often for counterproductive work behavior). The internal consistency of the IWPQ scales shows a value of 0.79, 0.83 and 0.89 for task performance, contextual performance, and counterproductive work behavior, respectively (Koopmans et al., 2016).

2.6 Procedure

A survey was designed using Google Forms, consisting of three sections, with an estimated completion time of 15-20 minutes only. The first section provided participants with

a brief overview of the study aim, assurance of confidentiality (that their personal information and responses would be secured), an informed consent statement, confirmation of voluntary participation, and the estimated time required to complete the survey. This helped establish rapport with the participants before starting the survey.

The second section gathered demographic information about the participants, such as age, gender, marital status, job role, current working arrangement, and years of work experience in remote work, to ensure that the sample was the correct representative and was based on the study's criteria. The final section consisted of structured quantitative questions using a Likert scale and multiple-choice options to assess the well-being, perceived productivity, and work-life balance of the participants. Data collection was conducted through online platforms, such as LinkedIn, and personal and professional networks. Participants were encouraged to share the survey link within their professional circles to broaden their reach.

2.7 Ethical considerations

The ethical guidelines were strictly followed throughout the study. The participation of employees was voluntary, and the participants could withdraw at any point in time without providing a reason. Before starting the survey, participants were provided with an informed consent form to explain the study's purpose and process, and their rights and consent were obtained. No identifiable information was collected from the participants to maintain confidentiality. All survey data were stored securely and were used only for research purposes. Ethical clearance for the study was obtained from the Institutional Review Board (IERB ID: 2024-01DOPSY).

2.8 Data Analysis

The obtained data were analysed using Jamovi software. A combination of Descriptive and Inferential statistics were used to interpret the results. Descriptive statistics, such as mean, median, and standard deviation, were used to summarize the survey results. Statistical techniques, such as t-tests and ANOVA, were applied to determine whether significant differences existed across gender and working conditions.

3. Results

Table 1: Participant Profile Summary (N = 116)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	81	69.8%
	Female	35	30.2%

Marital Status	Single	36	31.0%
	Married	80	69.0%
Current Working Arrangement	Remote	28	24.1%
	Hybrid	50	43.1%
	On-site	38	32.8%
Job Position	Entry-level	33	28.4%
	Mid-level	68	58.6%
	Senior	15	12.9%

The study included 116 participants, with the majority being male (69.8%) and female (30.2 %). Most participants were married (69.0%) and 31.0% reported being single. The most common working arrangement was hybrid (43.1%), followed by on-site (32.8%) and fully remote (24.1%).

Table 2: *Employees' Work-Related Quality of Life and Individual Work Performance in relation to current work arrangements.*

Variable	Remote M, (SD)	Hybrid M, (SD)	On-site M, (SD)	F- value	p- value
Work-Related Quality Of Life	85.4(13.25)	86.2(13.63)	86.2(13.56)	0.037	0.964
Individual Work Performance Total	40.9 (9.66)	41.8 (11.75)	46.8 (14.17)	2.20	0.118

The study employed One way ANOVA to compare Employees' Work-Related Quality of Life and Individual Work Performance across different working arrangements (Remote, Hybrid, On-site). The analysis revealed no significant differences among the groups.

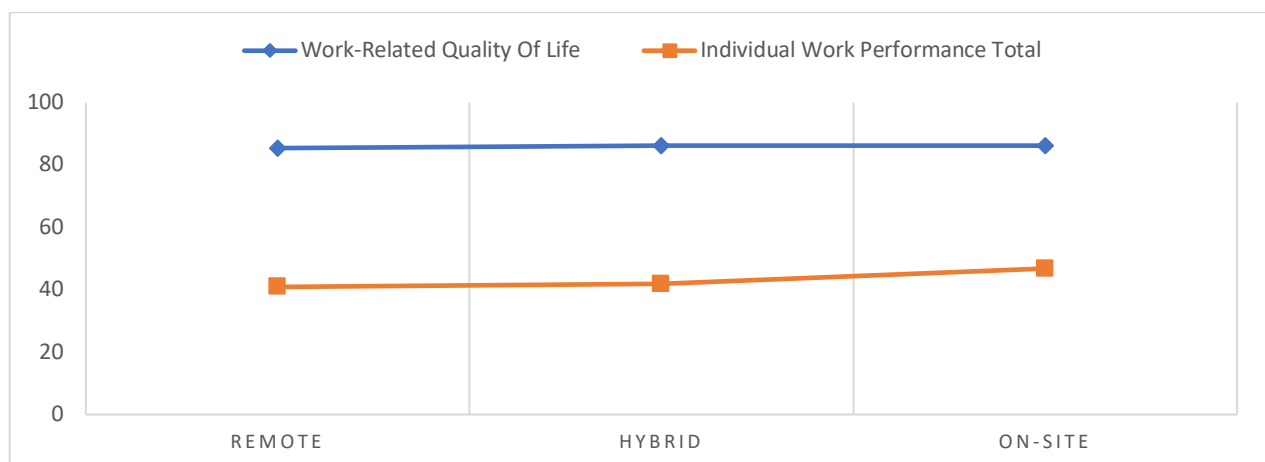


Figure 1 shows a bar chart comparing employees' general well-being, homework interface, and individual work performance in remote, hybrid, and onsite work settings.

Table 3: *Employees' general well-being, homework interface, and individual work performance with respect to gender.*

Variable	Male M, (SD)	Female M, (SD)	t-value	df	p-value
Work-Related Quality of Life	86.2 (14.6)	85.6 (10.4)	0.25	114	0.768
Individual work performance	43.2 (12.61)	43.2 (11.78)	0.01	114	0.996

A comparative analysis was conducted to evaluate Work-related Quality of Life and individual work performance between male and female participants. The findings revealed no statistically significant differences between the two groups.

Table 4: *Correlation between work-related QoL and individual work performance.*

Individual Work Performance				
		Task Performance	Contextual Performance	Counterproductive Work Behaviour
Work- Related Quality of Life	General Well-being	0.427***	0.307***	-0.104
	Home-Work Interface	0.308***	0.358***	-0.165
	Job-Career Satisfaction	0.377***	0.318***	-0.019
	Working Condition	0.330***	0.317***	-0.110
	Stress at Work	-0.074	-0.116	-0.161
	Control at Work	0.374***	0.368***	-0.089

Note. *** $p < .001$

The results revealed a statistically significant correlation between individual work performance factors, specifically Task and Contextual Performance, and various aspects of Work-Related Quality of Life, including general well-being, homework interface, job career satisfaction, working conditions, and control at work. However, stress at work and counterproductive work behavior did not exhibit a significant correlation with any of these dimensions.

Table 5: *Influence of individual work performance factors on work-related quality of life*

Predictors	Dependent Variable	Unstand. Estimate	Stand. Estimate	't'	Sig.	Model Summary
(Intercept)		68.563		15.576	<0.001	F= 8.75
Task Performance		1.052	0.326	2.661	0.009	R ² = 0.190

Contextual Performance	Work-Related	0.125	0.125	1.028	0.306	P= <0.001
Counterproductive Work Behaviour	Quality of Life	-0.116	-0.041	-0.484	0.629	

The regression analysis examining the relationship between individual work performance factors and work-related quality of life (WRQoL) revealed that Task Performance significantly predicted WRQoL, accounting for 19% of the variance.

4. Discussion

The current study aimed to explore how different working arrangements, such as remote, hybrid, and on-site work, and the two genders (male and female) influence employees' quality of life and individual work performance. Additionally, this study sought to examine the relationship between employees' work-related quality of life (WRQoL) and Individual Work Performance (IWP). Data were gathered from 116 employees in the Indian IT sector, where digital tools and platforms are essential for their daily work.

In this technology-driven environment, where flexible work models are the new normal, individuals are unknowingly and quietly adapting to their new lifestyle, being digitally available without a perception of time and personal space, often leading to extended working hours and internal and external pressure to contribute to the organization, which is supposed to have a negative relationship with employees' outcomes and quality of life. However, the results of the current study showed contrasting findings.

Among the tested hypotheses, H_1 and H_2 were not supported because no significant differences were found among the different working arrangements and genders. This suggests the possibility of employees responding and adapting well to the modern working environment and moving past gender-related stereotypes. By contrast, the findings partially supported H_3 , as most dimensions of life (WRQoL) and Individual Work Performance (IWP) showed a significantly positive relationship. This finding suggests that improvements in employees' general well-being, job satisfaction, working conditions, and control over their work enhance their task and contextual performance. However, it is important to note that stress at work and counterproductive work behavior displayed a non-significant negative relationship with other dimensions of work-related quality of life and individual work performance.

As illustrated in *Table 2*, there was no significant difference in the impact of various working arrangements on the quality of work among employees across multiple sub-dimensions, namely general well-being, homework interface, job career satisfaction, working

conditions, stress at work, and control at work. Studies have found that organizations have adapted well to the new flexible style of working (remote and hybrid) by implementing various strategies, such as telecommuting, compressed work weeks, and flexible workers. Recent findings align with those highlighted in the literature review, indicating that employees enjoy greater flexibility and autonomy in work schedules and locations. This enhanced flexibility has been shown to contribute to lower stress levels and reduced burnout as it allows employees to better balance their commitments, such as childcare and family time, with their work responsibilities. Consequently, this balance often leads to increased job satisfaction (Kumar 2024; Shimura et al. 2021). The rise of remote and hybrid work arrangements has resulted in similar experiences among employees across various settings. A comprehensive meta-analysis conducted by Allen et al. (2021) revealed that when organizations invest in their digital collaboration tools, they promote an inclusive work environment, leading to a reduction in disparities in employee well-being across different flexible work practices.

However, it is worth noting that although not statistically significant, individuals working on-site demonstrated higher individual work performance than those in remote and hybrid work settings. Studies suggest that face-to-face interaction in the office enables members to make spontaneous decisions, and they can receive quick or immediate feedback on their performance; rich nonverbal communication helps them maintain better team cohesion, leading to work effectiveness. This can lead members to have clear and better communication, faster problem solving, and more effective teamwork, all of which can boost individuals' work performance (Bloom et al., 2024; Wang et al., 2023). Working on a site helps in a clear physical separation between office and personal life. This can reduce the distraction and interruption that members sometimes face when working in a home environment. This leads to better focus and productivity during working hours (Vyas & Butakhieo, 2021). On-site workers are also more visible to their supervisors, which can lead to frequent coaching and recognition. This real-time support can help employees quickly correct mistakes, stay aligned with expectations, and feel more motivated towards their work (Bloom et al., 2024). It also helps reduce technological barriers; as remote and hybrid work relies heavily on stable Internet connection and digital tools, the risk of technical disruption increases. On-site work minimizes these disruptions through support provided by the company, thereby enhancing overall productivity (Wang et al., 2023).

Table 3 indicates no significant difference between male and female employees in the IT sector regarding their Individual Work Performance and Work-related Quality of Life. This implies that, over time, the factors affecting individual work performance and Work-Related

Quality of Life may be equally distributed among male and female employees. Chakraborty and Bhattacharya (2022) observed a greater conflict in family-related responsibilities between men and women, with women often bearing the brunt of these duties, which in turn affected their performance and overall work-related quality of life. However, this situation is evolving with the advent of remote and hybrid work structures and the availability of a wide range of technological tools. Employees now enjoy the autonomy to select their work location and the flexibility to manage their time according to their needs, making it easier for them to balance work and personal life more effectively.

The findings of Shockley et al. (2021) further reinforce this trend by showing that couples are increasingly adopting egalitarian strategies, such as alternating shifts, to manage childcare and family responsibilities. Both parents experienced similar stress levels and achieved a better balance between work and home duties. Particularly in remote work settings, parents were observed dividing their days into smaller shifts or making need-based adjustments to maintain equilibrium. This need-based alternating, where couples dynamically adjust their schedules without reducing work hours, helps employees maintain job performance. This suggests that the demands of work, when combined with flexible work arrangements, may positively influence the reshaping of traditional gender roles, equalizing the challenges faced by both men and women in balancing work and life while ensuring performance.

Additionally, Peng et al. (2023) examined the relationship between perceived organizational support and employees' knowledge transfer and innovation behavior. The results indicate that perceived organizational support is crucial in fostering innovative behavior among employees. This suggests that when employees feel valued and supported by their organization, they are more inclined to take initiative and engage in creative thinking, enhancing their performance. They also identified a mediating role for self-efficacy and knowledge sharing. From these findings, we can infer that the evolving nature of workplace dynamics highlights a significant transformation in gender equality, aiding employees in managing their work-related and familial responsibilities. The rise of remote and hybrid work arrangements has provided employees with greater flexibility to choose and adjust their schedules according to their needs, regardless of gender, resulting in comparable levels of individual work performance and overall quality of life. Existing literature also underscores the crucial role of perceived organizational support in fostering better collaboration and innovation among employees, emphasizing the importance of organizational support in enhancing performance.

Table 4 demonstrates a positive correlation between various aspects of work-related quality of life and individual work performance, excluding stress at work and counterproductive work behavior. This indicates that enhancing employees' quality of life can lead to improved individual work performance, thereby increasing overall organizational productivity. This positive correlation is supported by several studies, including a dissertation by Lanja Hoshang Hamad (2018), which explored "how and why the quality of work life positively impacts employees' job performance." Conducted with employees and managers across different organizational levels, this study employed a mixed-methods approach to examine the relationship. It argues that when an organization addresses an employee's needs and well-being, the employee feels more satisfied, which directly enhances their motivation and willingness to perform. The study identified several dimensions of work-related quality of life, such as fair compensation, safety, a healthy work environment, growth opportunities, and work-life balance. When these criteria are met, employees experience a supportive and empowering environment, reducing distractions and stressors that could negatively affect their performance. Additionally, the study highlights that a good balance between work and personal life protects employees from burnout and maintains healthy mental well-being, essential for sustaining high performance. Another study by Thakur et al. (2019) further supports the positive correlation between quality of work life and employees' task performance, contextual performance, and overall work performance. The reasons for this relationship include fair compensation, a safe and healthy environment, growth opportunities, work-life balance, and supportive organizational policies for employee satisfaction and motivation. Satisfied employees were found to perform better and contribute positively to the organizational environment. These findings can be better understood through social exchange theory (developed by George Homans in 1958), which posits that relationships between employees and organizations are based on the reciprocal exchange of resources and benefits. When organizations invest in employees' well-being through fair compensation, ensuring a healthy and safe work environment, providing growth opportunities, and supporting a better work-life balance, employees perceive these investments as valuable resources and feel an obligation to reciprocate. As shown in the dissertation by Lanja Hoshang Hamad (2018) and Thakur et al. (2019), when employees' needs are met and the organization cares for their well-being, they experience greater satisfaction and motivation towards their work. According to exchange theory, satisfaction creates a sense of obligation or willingness among employees to reciprocate by increasing their effort, commitment, and performance. This reciprocal relationship explains

why an improvement in work-related quality of life leads to enhanced individual work performance and ultimately boosts an organization's productivity.

Table 5 presents the regression analysis conducted to identify predictors of work-related quality of life. The findings revealed that task performance significantly predicts work-related QoL, with an r^2 value of 0.19 ($P = 0.001$), explaining 19% of the variance in WRQoL. This indicates that employees who excel in their core job tasks are more likely to enjoy a higher work-related quality of life. While most studies focus on the positive impact of work-related quality of life on job performance (Hamad, 2018; Thakur & Sharma, 2019), this study underscores a bidirectional relationship between the two. Task performance can also enhance employees' perceptions of their work lives. Social exchange theory elucidates this reciprocal relationship by suggesting that individuals who perform well in their organization are more likely to receive praise and rewards, such as recognition, autonomy, and resources, which can lead to an improved work-related quality of life. This, in turn, can enhance their job satisfaction and contribute to a more favourable working environment for all members.

Conclusion

This study examined the impact of various work setups and gender on the work life and performance of employees in India, utilizing data from 116 individuals in tech environments. The findings revealed that neither work setups nor gender significantly influenced employee outcomes. This indicates that both employees and companies are adapting well to flexible work settings, and gender stereotypes are evolving over time. The results align with other research, which shows that strong company support, access to technology, and work flexibility help maintain consistent performance and work-life quality, regardless of an employee's gender or location. Furthermore, a positive work life is associated with enhanced job performance. Employees who experience high job satisfaction, well-being, supportive work conditions, and work-life balance tend to perform better. Stress and negative work behavior were not strongly correlated, possibly due to effective coping strategies and workplace support. Further analysis highlighted that task performance is a crucial factor in work-life quality, indicating a reciprocal relationship. Overall, the study supports the notion that with appropriate company support, gender-neutral policies can foster a more inclusive and productive workplace. It also illustrates how social exchange theory helps elucidate the relationship between employees and companies.

Limitations of the study

The study involved a small group of 116 people. This small number might make it hard to apply the findings to a larger group. This could also explain why the results were not

significant for different work setups and genders. The data came from a self-reported survey on Google Forms. This method can lead to errors, like people wanting to look good or not remembering things correctly, especially when talking about stress and unproductive work behavior. The study only looked at people in the IT sector, so the results might not apply to other fields. Also, the study's design only looked at one point in time, so it might not show long-term changes in how employees act.

Future Implications

Future research should look at how employees' work life and performance change over time, especially with digital presenteeism. Using a larger group of people will help find differences and new patterns more clearly. Researchers can also compare different sectors, not just IT. Organizations can use these ideas to better understand work and create a more supportive and productive environment.

References

- Allen, T. D., Golden, T. D., & Shockley, K. M. (2021). How effective is telecommuting? Assessment of the status of the scientific findings. *Psychological Science in the Public Interest*, 16(2), 40-68.
- Banerjee, D. (2024, October 6). The survey showed that 90% of Indian employees contacted outside work hours: seven psychology-backed tips to disconnect and recharge after work. *The Times of India*.
- Bhandari, S., & Sharma, L. (2021). Impact of COVID-19 on the mental well-being of employees: a study of mental wellness of employees during COVID-19 in India. *Cardiometry*, (19), 78-89.
- Bloom, N., Han, R., & Liang, J. (2024). Hybrid work benefits companies and employees. *Nature*, 629, 322–327.
- Chakraborty, S., & Bhattacharya, S. (2022). Remote working in India during the COVID-19 crisis. *Cardiometry*, (23).
- Raj Kishor Kumar. (2024). A descriptive interpretation of Flexible Work Arrangements (FWA) and their impact on organisational outcomes. *International Journal of Research in Special Education*, 4(2), 08-15.
- Dytkowicz, M., Megill, W. M., & Buttschardt, T. K. (2025). Feeding preference of Eurasian beavers (Castor fiber) in the Lower Rhine region, Germany. *Academia Environmental Sciences and Sustainability*, 2(1).

- Estherita, S. A., & Vasantha, S. (2022). Assessing Employee's Mental Wellbeing during Telecommuting. Facts and Figures 2023 - Internet use. (2023, October 10).
- Hamad, L. H. (2018). Quality of Work Life and Its Impact on Employees' Job Performance (Master's dissertation, University of Kurdistan – Hewlêr).
- Homans, G. C. (1958). Social Behavior as Exchange. *American Journal of Sociology*, 63(6), 597–606.
- Jayaweera, J. M. A. N. K., & Dayarathna, N. W. K. D. K. (2019). Presenteeism and Its conceptualization: A literature review. *Sri Lankan Journal of Human Resource Management*, 9(2).
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Lerner, D., de Vet, H. C., & van der Beek, A. J. (2016). Cross-cultural adaptation of the individual work performance questionnaire. *Work*, 53(3), 609-619.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet, H. C. W., & van der Beek, A. J. (2011). Conceptual frameworks of individual work performance: A systematic review. *Journal of Occupational and Environmental Medicine*, 53(8), 856-866.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., van Buuren, S., van der Beek, A. J., & de Vet, H. C. W. (2014). Improving the individual work performance questionnaire using Rasch analysis. *Journal of Applied Measurement*, 15(2), 160-175.
- Lyzwinski, L. N. (2024). Organizational and occupational health issues with working remotely during the pandemic: a scoping review of remote work and health. *Journal of Occupational Health*, 66(1).
- Makkar, M., & Rani, N. (2024). Remote Working: Examining Benefits, Challenges and Organizational Practices. *Formosa Journal of Science and Technology*, 3(4), 671-682.
- Messenger, J. C., & Gschwind, L. (2016). Three generations of Telework: New ICTs and the (R) evolution from Home Office to Virtual Office. *New Technology, Work and Employment*, 31(3), 195-208.
- Mukherjee, S., & Narang, D. (2023). Digital economy and work-from-home: The rise of home offices amidst the COVID-19 outbreak in India. *Journal of the Knowledge Economy*, 14(2), 924-945.
- Nowrouzi-Kia, B., Haritos, A. M., Long, B. Z. S., Atikian, C., Fiorini, L. A., Gohar, B., ... & Bani-Fatemi, A. (2024). Remote work transition amidst COVID-19: Impacts on presenteeism, absenteeism, and worker well-being—A scoping review. *PLOS One*, 19(7), e0307087.

- Odubiyi, T., Aigbavboa, C. O., & Thwala, W. D. (2021). A concise review of the evolution of information and communication technologies for engineering innovations. *IOP Conference Series Materials Science and Engineering*, 1107(1), 012231.
- Pardawala, A., Nath, B., Mukherjee, D., Pant, M., Doshi, N., Arudkar, R., ... & Vaidya, A. (2024). Workplace Well-Being in India pre-and post-Covid-19: A Comparative Study.
- Peng, M.Y.P., Xu, C., Zheng, R. et al. (2023). The impact of perceived organizational support on employees' knowledge transfer and innovative behavior: comparisons between Taiwan and mainland China. *Humanities and Social Sciences Communications*, 10, 741.
- Raj, R., Kumar, V., Sharma, N. K., Singh, S., Mahlawat, S., & Verma, P. (2023). The study of remote working outcome and its influence on firm performance. *Social Sciences & Humanities Open*, 8(1), 100528.
- Ruhle, S. A., & Schmoll, R. (2021). COVID-19, telecommuting, and (virtual) sickness presenteeism: Working from home while ill during a pandemic. *Frontiers in Psychology*, 12, 734106.
- Santhanam, G., & Balaji, K. D. (2023). Remote onboarding effectiveness in Indian IT industry during the pandemic. *International Journal of Professional Business Review*, 8(5), 29.
- Schmitz, H., Bauer, J. F., & Niehaus, M. (2023). Working Anytime and Anywhere—Even When Feeling Ill? A Cross-sectional Study on Presenteeism in Remote Work. *Safety and Health at Work*, 14(4), 375-383.
- Sears, L. E., Shi, Y., Coberley, C. R., & Pope, J. E. (2013). Overall well-being as a predictor of health care, productivity, and retention outcomes in a large employer. *Population Health Management*, 16(6), 397-405.
- Shifrin, N. V., & Michel, J. S. (2022). Flexible work arrangements and employee health: A meta-analytic review. *Work & Stress*, 36(1), 60-85.
- Shimura, A., Yokoi, K., Ishibashi, Y., Akatsuka, Y., & Inoue, T. (2021). Remote work decreases psychological and physical stress responses, but full-remote work increases presenteeism. *Frontiers in Psychology*, 12, 730969.
- Shockley, K. M., Clark, M. A., Dodd, H., & King, E. B. (2021). Work-family strategies during COVID-19: Examining gender dynamics among dual-earner couples with young children. *Journal of Applied Psychology*, 106(1), 15–28.
- Statista. (2024, November 12). Global IT spending forecast 2012–2025, by segment. <https://www.statista.com/statistics/268938/global-it-spending-by-segment/>

- Statista. (2024a, February 13). Global communication tools and channels used for work in 2022, by frequency. <https://www.statista.com/statistics/1306580/usage-communication-tools-for-work-worldwide-by-frequency/>
- Ter Hoeven, C. L., & Van Zoonen, W. (2015). Flexible work designs and employee well-being: Examining the effects of resources and demands. *New Technology, Work and Employment*, 30(3), 237-255.
- The Digital India Programme Transforming Nation | IBEF. (n.d.). *India Brand Equity Foundation*.
- The Rise of Global Digital Jobs. (2024, September 10). *World Economic Forum*. <https://www.weforum.org/publications/the-rise-of-global-digital-jobs/>
- Thakur, R., & Sharma, D. (2019). A Study of the Impact of Quality of Work Life on Work Performance. *Management and Labour Studies*, 44(3), 326–344.
- Timms, C., Brough, P., O'Driscoll, M., Kalliath, T., Siu, O. L., Sit, C., & Lo, D. (2015). Flexible work arrangements, work engagement, turnover intentions and psychological health. *Asia Pacific Journal of Human Resources*, 53(1), 83-103.
- Why digital presenteeism is a problem | Qatalog. (n.d.). <https://qatalog-mktgsite-previews.web.app/blog/post/digital-presenteeism-in-the-workplace/>
- Vyas, L., & Butakhieo, N. (2021). The Impact of Working from Home During COVID-19 on Work and Life Domains: An Exploratory Study on Hong Kong. *Policy Design and Practice*, 4(1), 59-76.
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2023). Achieving Effective Remote Working During the COVID-19 Pandemic: A Work Design Perspective. *Applied Psychology*, 70(1), 16-59.
- Ye, Z. (2021). *Virtual work: A literature review*. iowa state university. <https://doi.org/10.31274/cc-20240624-1589>