



The Impact of Remote/Hybrid Work on Employee Well-Being, Productivity and Organisational Commitment

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Abstract: This study examines the impact of remote and hybrid work arrangements on employee well-being, productivity, and organisational commitment. With the rise of flexible work models after the COVID-19 pandemic, it has become important to understand how these changes affect employees psychologically and professionally. A quantitative research design was used, and data were collected from 60 employees working in remote and hybrid settings. Standardized tools such as the Warwick-Edinburgh Mental Well-Being Scale (WEMWBS), Individual Work Performance Questionnaire (IWPQ), and Organisational Commitment Questionnaire (OCQ) were used. The results showed a significant positive relationship between well-being and productivity, and between productivity and organisational commitment. Remote workers reported slightly higher well-being and productivity compared to hybrid workers. The findings suggest that flexible work arrangements, when properly managed, can enhance employee performance and mental health. The study highlights the importance of organisational support, communication, and work-life balance.

Keywords: *Employee Well Being, Productivity, Organisational Commitment*

1. Introduction

Remote and hybrid work models have become an important part of modern organizations, especially after the COVID-19 pandemic. These work arrangements allow employees to work

from home or combine office and remote work, providing flexibility and autonomy. In India, many companies, especially in IT and corporate sectors, have adopted these models.

While remote work offers benefits like reduced commuting time, better work-life balance, and flexibility, it also brings challenges such as social isolation, lack of communication, and blurred boundaries between work and personal life. These factors can directly affect employee well-being.

Employee well-being is a critical factor that influences productivity and organisational commitment. Employees who are mentally healthy and satisfied tend to perform better and remain loyal to the organisation. On the other hand, poor well-being can lead to stress, burnout, and reduced performance.

This study aims to understand the relationship between remote/hybrid work, employee well-being, productivity, and organisational commitment in the Indian context.

2. Review of Literature

Wang et al. (2021) found that remote work increases flexibility and autonomy but also creates challenges such as communication gaps and work overload. Employees working remotely often struggle to separate work from personal life, leading to stress.

Bloom et al. (2024) studied hybrid work models and found that they improve job satisfaction and reduce employee turnover without negatively affecting productivity. Hybrid work provides a balance between flexibility and social interaction.

Prasad et al. (2023) focused on Indian employees and reported that remote work led to increased stress and anxiety due to isolation and work-family conflict. Cultural factors also play a role in shaping employee experiences.

Kumaresan et al. (2022) studied IT professionals and found high levels of burnout among employees working from home due to increased workload and lack of boundaries.

Angelici and Profeta (2024) concluded that flexible work arrangements increase productivity when employees have control over their work schedules and receive proper organisational support.

Overall, literature suggests that remote and hybrid work have both positive and negative effects. However, there is limited research that studies well-being, productivity, and commitment together.

3. Methodology

3.1 Aim

To study the impact of remote and hybrid work on employee well-being, productivity, and organisational commitment.

3.2 Objectives

- To examine employee well-being in remote and hybrid work
- To study the relationship between well-being and productivity
- To analyze the relationship between productivity and organisational commitment
- To compare remote and hybrid workers

3.3 Hypotheses

- H1: Employee well-being is positively related to productivity
- H2: Productivity is positively related to organisational commitment
- H3: Employee well-being is positively related to organisational commitment
- H4: Remote workers have higher well-being than hybrid workers

3.4 Research Design

The study used a quantitative, cross-sectional research design.

3.5 Variables

- Independent Variable: Work Type (Remote/Hybrid)
- Dependent Variables: Well-being, Productivity, Organisational Commitment

3.6 Sample

- Sample Size: 60 employees
- Sampling Method: Convenience sampling

3.7 Tools Used

- WEMWBS – for well-being
- IWPQ – for productivity
- OCQ – for organisational commitment

3.8 Data Analysis

- Descriptive statistics
- Correlation analysis

- Independent sample t-test

4. Results

Table 1. *Descriptive Statistics*

Variable	Mean	Standard Deviation
Well-being	52.3	6.2
Productivity	45.1	5.8
Commitment	48.7	6.0

The table shows that employees reported moderate to high levels of well-being, productivity, and organisational commitment.

Table 2. *Correlation Analysis*

Variables	Well-being	Productivity	Commitment
Well-being	1	0.52**	0.48**
Productivity	0.52**	1	0.60**
Commitment	0.48**	0.60**	1

$p < 0.01$

- Well-being and productivity are positively related
- Productivity and commitment are strongly related
- Well-being also influences commitment

Table 3. *Independent Sample t-test*

Variable	t-value	p-value
Well-being	2.45	0.01
Productivity	2.10	0.03
Commitment	1.95	0.05

Remote workers showed slightly higher scores than hybrid workers.

5. Discussion

The findings of this study indicate that remote and hybrid work models have a significant impact on employee well-being, productivity, and organisational commitment.

Firstly, the positive relationship between well-being and productivity suggests that employees who feel mentally healthy and satisfied are more efficient and perform better at work. This supports previous research which highlights the importance of psychological well-being in enhancing performance.

Secondly, the strong relationship between productivity and organisational commitment indicates that employees who perform well are more likely to feel connected and loyal to their organisation. Productivity creates a sense of achievement, which increases commitment.

The study also found that remote workers reported slightly better outcomes compared to hybrid workers. This may be due to greater flexibility, reduced commuting stress, and better work-life balance. However, this does not mean that remote work is always better. It depends on how well organisations manage communication and support.

Despite the benefits, remote work also has challenges such as isolation, lack of team bonding, and difficulty in maintaining boundaries. Therefore, organisations should provide mental health support, encourage communication, and promote team interaction.

Overall, the study highlights that flexible work arrangements can be beneficial, but they require proper management and support systems.

6. Conclusion

The study concludes that remote and hybrid work arrangements positively influence employee well-being, productivity, and organisational commitment. Well-being plays a key role in improving productivity, which in turn increases commitment.

Organisations should focus on creating supportive work environments, maintaining communication, and promoting work-life balance to maximize the benefits of flexible work.

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