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## Impact on Remote Work on HR Practices in the IT Sector, Bangalore

*Priyanka P<sup>1</sup>, Priyanka Mahanatagouda Arahunshi<sup>2</sup>, Dr. Veena Bhavikatti<sup>3</sup>*

<sup>1,2</sup>Department of MBA, AMC Engineering College, Bangalore 560083

<sup>3</sup>Associate Professor, Department of MBA, AMC Engineering College, Bangalore 560083

### ABSTRACT:

Remote work has significantly reshaped HR practices in Bangalore's IT sector, bringing both opportunities and challenges. Flexibility, cost efficiency, and autonomy have improved, yet concerns around employee isolation, communication gaps, performance tracking, and work-life balance have emerged. Primary data from Google Forms, along with secondary sources, reveal how HR professionals are responding by adopting digital tools, wellness initiatives, and flexible policies. The shift demands a more empathetic, tech-savvy approach to workforce management. This research highlights the evolving role of HR in maintaining employee engagement and organizational effectiveness in a rapidly transforming, remote-driven work environment.

**Keywords:** Remote work, HR practices, Employee Engagement, Hybrid Work Models, Performance management.

### INTRODUCTION:

Remote work has transformed how the IT sector operates, especially in Bangalore, India's tech hub. This shift, driven by the COVID-19 pandemic, has brought both fresh opportunities and new challenges for HR teams. Traditional HR practices like hiring, onboarding, and managing employee engagement have had to evolve rapidly. With employees working from different locations, HR departments now rely heavily on digital tools and new communication methods. Maintaining productivity, ensuring employee well-being, and keeping company culture alive in a virtual world has become more complex. HR professionals are also navigating legal issues and compliance in this new setup. The demand for flexibility has grown, pushing companies to rethink their policies. In this competitive landscape, attracting and retaining talent depends heavily on how adaptable and employee-focused HR strategies are. As remote and hybrid models become the norm, HR's role is more vital than ever.

### RESEARCH OBJECTIVES:

- To examine how remote work has altered recruitment and onboarding processes.
- To analyse changes in employee performance management in a virtual setting.
- To assess how HR handles employee engagement and retention remotely.
- To identify challenges HR professionals face in managing remote teams.
- To explore strategies adopted by HR to maintain workplace culture in remote.

### REVIEW OF LITERATURE:

- **Zakariya Chabani, Rommel Pilapil Sergio (2023)** – “The New Normal: The Challenges and Opportunities of Freelancing and Remote Work for HR Departments”. This paper analyzes how freelancing and remote work are reshaping HR functions, especially in recruitment, training, and engagement. It highlights the use of digital tools like online hiring platforms and virtual collaboration technologies.
- **[Saw. Mu. Shamoel Haque \(2023\)](#)** – “The Impact of remote work on hr practices Navigating Challenges, Embracing Opportunities”. This study explores how remote work, accelerated by the COVID-19 pandemic, has transformed HR practices. It highlights both the benefits like increased flexibility and global talent access and challenges, such as employee engagement and performance management.
- **Abhishek Kumar Singh (2024) - The Shift To Remote Work: Challenges And Strategies for HR Managers.** This paper examines the challenges HR managers face in adapting to remote work and outlines effective strategies for managing virtual teams. Through a review of literature, case studies, and HR professional insights, it identifies key issues like communication gaps, engagement difficulties, and cultural shifts.

- **Salvatore Zappalà (2024) – “Advantage of remote workstation and job performance: The impact of worktime autonomy and remote work intensity”**

Grounded on the Affective Event Theory and the Quality of Telework Model, this cross-sectional study examined the impact of perceived advantage of remote workstation on remote work performance and if this relationship is mediated through remote work intensity and moderated by worktime autonomy.

- **Mohamed Tahir (2025) – “The Impact of Corporate Culture on Remote Work Efficiency”.** This research investigates how corporate culture influences remote work efficiency, focusing on leadership support, communication, and employee engagement. Data from 72 respondents shows that a sense of belonging, strong communication, and collaboration significantly enhance remote productivity.
- **Yashika Dalai (2025) – “The Influence of Remote Work on Employee Performance: A Human Resource Management Perspective”.** This study examines how remote work affects employee performance, engagement, and morale from an HRM perspective. It finds that flexibility and autonomy improve productivity for many, especially in knowledge-based roles, while others face challenges due to reduced collaboration and isolation
- **Rashmi Somani Varsha Gar (2025) - “The potential impact of remote work culture on employee satisfaction: in IT Sector Organizations”.** This research examines the effect of remote working on job satisfaction among IT professionals during the COVID-19 period. A survey of 130 employees assessed factors like remote work settings, appreciation at work, and personal-professional balance.
- **T.G. Ozernikova (2025) – “Some transformation trends of HR processes in remote work”.** This study investigates how HR processes evolved during the pandemic, focusing on remote work trends in Russia’s Novosibirsk Region. Based on a 2021 expert survey of 138 professionals across various sectors, it highlights a growing emphasis on HR functions, widespread adoption of hybrid formats, and increased automation.
- **Lorenzaj Harris (2025) – “The Impact of Remote Work on Employee Performance and HR Practices Post-COVID-19”.** This study examines the lasting effects of remote work on employee performance and HR practices in the post-pandemic era. It highlights benefits like flexibility and work-life balance, alongside challenges such as isolation and communication barriers.
- **Satya Subrahmanya Sai Ram Gopal Peri (2025) – “Remote Work and Employee Productivity: Post-Pandemic Strategic HR Perspectives”.** This study explores how remote work, accelerated by the COVID-19 pandemic, is reshaping employee productivity and HR strategies. It examines key factors like trust-based leadership, digital tools, work-life balance, and employee well-being.
- **Deepika Singh Chaudhary (2025) – “The Impact of HR Analytics on HR Decision Making”.** This research investigates the role and influence of Human Resource (HR) analytics in enhancing HR decision-making in contemporary organizations. The increasing integration of data-driven practices in HR functions such as recruitment, talent management, employee engagement, and performance evaluation has prompted interest in understanding the extent and effectiveness of HR analytics.
- **Prof. Dr. Shweta Singh (2025) – “Employee Engagement During Remote Work”**  
This research explores the dynamics of employee engagement in remote work environments, identifying communication, support systems, and work-life balance as critical factors. Insights from 130 professionals reveal that, despite successful adaptation by many, challenges like digital fatigue and isolation continue to affect engagement
- **Bharti sharma (2025) – “Work from Home vs Hybrid Work Models: Strategic HR Adaptations in the Post-Pandemic Era”.** This study investigates the effects of Work from Home and Hybrid Work Models on productivity, engagement, and work-life balance. Through surveys and HR interviews, it identifies that WFH enhances autonomy, while hybrid setups improve collaboration and team connection
- **Tisha Tomy (2025) – “Sustainability in the Context of Remote Work in IT Sector”**  
Remote work significantly reduces expenses and energy usage linked to traditional office settings, offering clear sustainability advantages. This study explores how remote work in Kerala’s IT sector aligns with Sustainable Development Goals (SDGs). Through a survey of 150 employees, it finds that remote work is favored for its flexibility, comfort, safety, and time-saving aspects.
- **Bersha B (2025) – “HR Challenges in Remote Work and Strategies for Overcoming Them”.** Remote work has reshaped corporate structures, offering cost savings and flexibility while introducing challenges for Human Resource Management. Key issues include communication barriers, employee retention, performance tracking, data security, and work-life balance concerns.

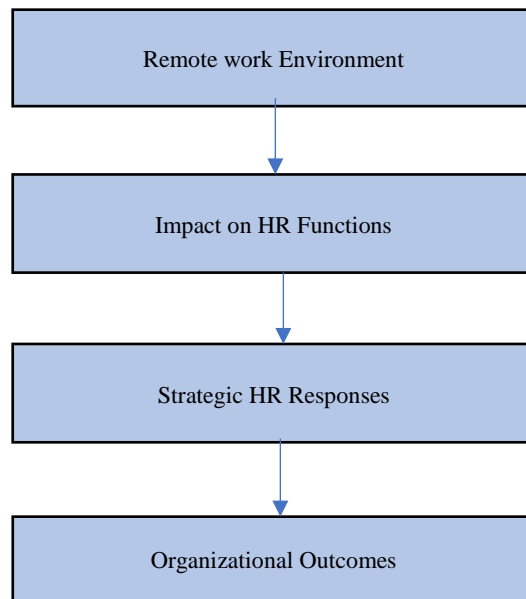
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## RESEARCH GAP:

Despite the widespread shift to remote work, HR practices have yet to fully adapt. Much of the existing research centres on surface-level topics like communication and productivity, overlooking deeper issues such as fostering inclusive, cohesive remote cultures that support mental health. Generic HR strategies often ignore the varied needs of employees, especially neurodivergent individuals or those struggling with home-based work. Additionally, although HR technology is widely discussed, its effective use in remote decision-making is underexplored. Legal and ethical concerns around data privacy in digital HR systems also lack sufficient investigation, highlighting the need for more practical, inclusive research.

Sl. No	Citation	Research Design	Objectives	Key Findings
1	Saw. Mu. Shamoel Haque (2023)	Case studies & expert analysis	To examine remote work's impact on HR practices	Remote work offers flexibility but challenges engagement and monitoring. Calls for HR model transformation.
2	Chabani & Sergio (2023)	Thematic analysis	To examine freelancing/remote work's impact on HR	Digital tools ease HR work; legal and engagement issues remain. Adaptable strategies are crucial.
3	Abhishek Kumar Singh (2024)	Literature & case review	To identify HR challenges and strategies in remote work	Communication gaps and engagement issues prevail. Digital tools and flexible leadership are vital.
4	Salvatore Zappala (2024)	Cross-sectional model-based study	To study workstation quality's link to performance	Better home setups boost performance via autonomy. Worktime control also plays a key role.
5	T.G. Ozernikova (2025)	Expert survey (138 professionals, Russia)	To explore HR transformation during remote work	Hybrid formats and automation grew; workload and competency needs shifted. Advanced tools adoption remains limited.
6	Lorenzaj Harris (2025)	Post-pandemic analysis	To evaluate remote work's effects on performance and HR	Flexibility boosts balance, but isolation hurts communication. Digital tools and empathy are essential.
7	S.S.S.R.G. Peri (2025)	Strategic review	To connect remote work with productivity and HR strategy	Trust, tech, and flexible policies improve productivity.
8	Rashmi Somani & Varsha Gar (2025)	Survey (130 IT employees)	To assess remote work's effect on job satisfaction in IT	Flexible work, recognition, and work-life balance improve satisfaction. Study confirms reliable measurement tools.
9	Yashika Dalai (2025)	Qualitative HRM review	To study remote work's effect on performance and morale	Autonomy raises productivity; isolation reduces collaboration. Engagement needs onboarding and feedback.
10	Deepika Singh Chaudhary (2025)	Descriptive survey	To analyze HR analytics' impact on decision-making	Analytics improves hiring, engagement, and evaluation. Data use strengthens strategic HR actions.
11	Dr. Shweta Singh (2025)	Survey (130 professionals)	To explore employee engagement in remote settings	Support and communication aid engagement. Fatigue and isolation remain obstacles.
12	Mohamed Tahir (2025)	Quantitative study (72 respondents)	To assess cultural impact on remote efficiency	Belonging and communication enhance performance. Culture matters more indirectly than directly.
13	Bharti Sharma (2025)	Survey & interviews	To compare WFH and hybrid HR strategies	WFH offers autonomy; hybrid aids team connection. Both models need tailored HR responses.
14	Tisha Tomy (2025)	Survey (150 IT employees, Kerala)	To study remote work's sustainability in IT sector	Remote work saves energy and boosts comfort. Aligns with environmental goals and SDGs.
15	Bersha B (2025)	Qualitative research	To identify HR challenges in remote work and solutions	Key issues include retention, security, and tracking. Tech-based HR policies improve outcomes.

Table No.1: Showing Research Gap



**Figure No. 1 Showing Conceptual Model of Remote work in HR**

## **PROBLEM STATEMENT:**

Despite increasing awareness and the presence of the Mental Healthcare Act (2017), many manufacturing units in Gujarat are still not taking mental health seriously. HR departments in these organizations continue to focus primarily on physical health, absenteeism, and output, but mental well-being is rarely acknowledged in a structured or proactive manner. Several issues continue to persist:

- Limited awareness and understanding of mental health challenges among management and staff.
- Lack of HR training specifically designed to address psychological well-being.
- Cultural beliefs that discourage open conversations about mental health.
- Absence of formal policies or proper documentation related to mental health support in the workplace.

This ongoing disconnect between awareness and actual implementation of mental health practices is affecting employee satisfaction, reducing retention rates, and impacting overall productivity.

## **RESEARCH METHODOLOGY:**

### **1. Research Design**

This study adopts a descriptive research design to explore the influence of remote work on HR practices in Bangalore's IT sector. It aims to systematically collect and interpret data to understand the transformations in HR functions due to remote work.

### **2. Data Collection Methods**

#### **a. Primary Data**

Primary data was collected through a structured Google Form survey designed for HR professionals and IT employees working in remote or hybrid settings. The questionnaire focused on key HR dimensions like recruitment, training, performance evaluation, communication, and engagement.

#### **b. Secondary Data**

Secondary data has been collected by referring to existing articles by few authors.

### 3. Variables Discussed

Variable Type	Variable	Description
Independent	Remote Work Environment	Degree of remote work exposure (full remote, hybrid, in-office)
Dependent	HR Practices	Changes in recruitment, training, appraisal, communication, etc.
Moderating	Organizational Support	Digital infrastructure, leadership support, policies
Control	Demographics	Age, gender, experience level, job role

**Table No. 2: Showing Variable Discussed**

### 4. Sampling Technique

A non-probability purposive sampling method was employed, targeting IT professionals and HR personnel working in Bangalore. This approach ensured that the selected respondents have relevant experience with remote or hybrid work environments.

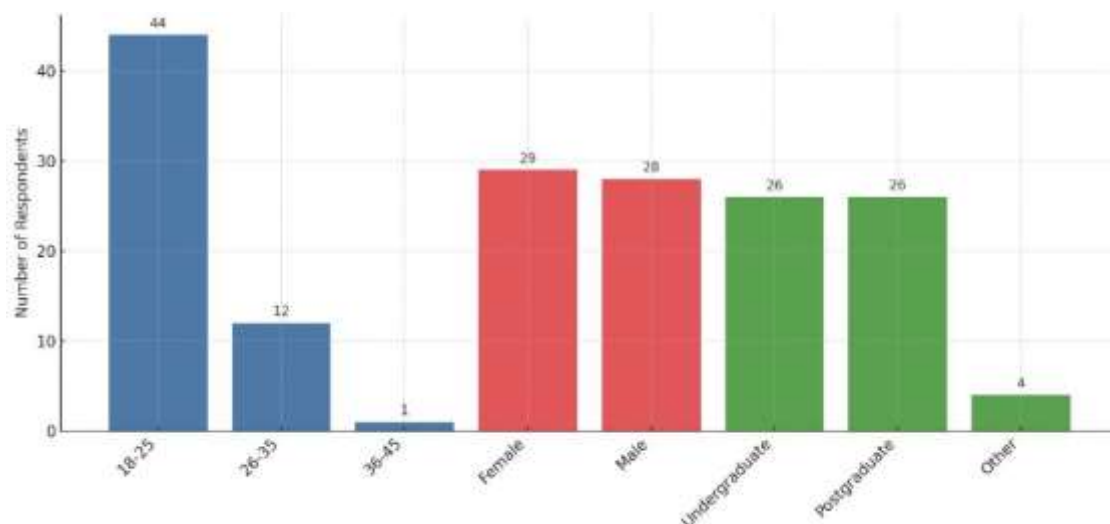
### 5. Sample Size

The final sample comprised 57 respondents, including software engineers, team leads, project managers, all from IT companies operating in Bangalore. This size provided a meaningful representation while allowing for efficient analysis.

## DATA ANALYSIS AND DISCUSSION

### ➤ Demographic Profile of Respondents:

- **Age Group:** The majority of respondents (77.2%) were aged 18–25, indicating a youthful, early-career professional base commonly seen in the IT and service sectors.
- **Gender:** Female respondents (50.9%) slightly outnumbered male respondents (49.1%), showcasing a nearly balanced gender distribution in the sample.
- **Educational Background:** Most participants were either Undergraduates or Postgraduates (both at 46.4%), reflecting a highly educated group typical of modern, digitally engaged sectors.



**Figure No 02: Showing the demographic profile of respondents.**

### Interpretation:

The demographic composition, dominated by young and well-qualified professionals, suggests that the insights obtained reflect perspectives of individuals in the early stages of their careers. This group is likely to demonstrate both adaptability to emerging work environments and potential vulnerability when navigating complex global or cross-cultural professional setting

### ➤ Recruitment process due to remote work:

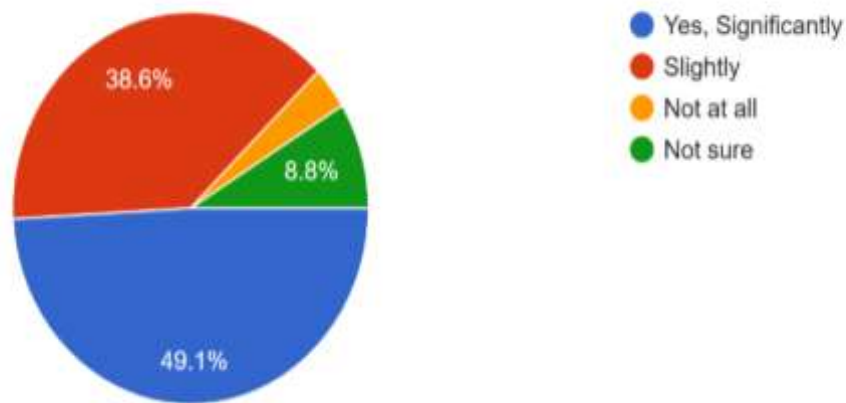


Figure No 3: Showing the changes in recruitment process

#### Interpretation:

The chart shows that a majority (49.1%) of respondents believe the recruitment process has changed significantly, while 38.6% feel it has changed slightly. A smaller portion, 8.8%, see no change, and only 3.5% are unsure. This indicates a clear shift in recruitment practices.

#### ➤ Effective recruitment methods in remote setting:

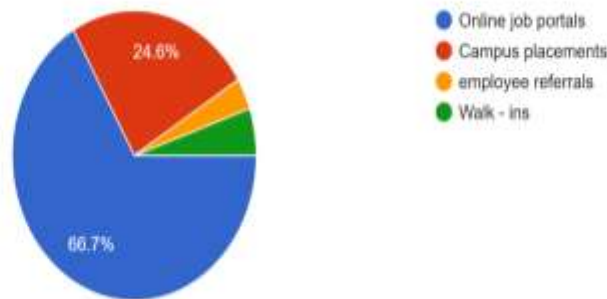


Figure No 4: Showing most effective recruitment methods in remote setting

#### Interpretation:

The pie chart shows that the majority of respondents (66.7%) consider online job portals the most effective recruitment method in a remote setting. Campus placements follow with 24.6%, indicating they still play a significant role despite the shift to remote hiring. Only a small number of people rely on employee referrals (3.5%) or walk-ins (5.3%), which are less practical in a virtual environment.

#### ➤ Effectiveness of virtual onboarding programs:

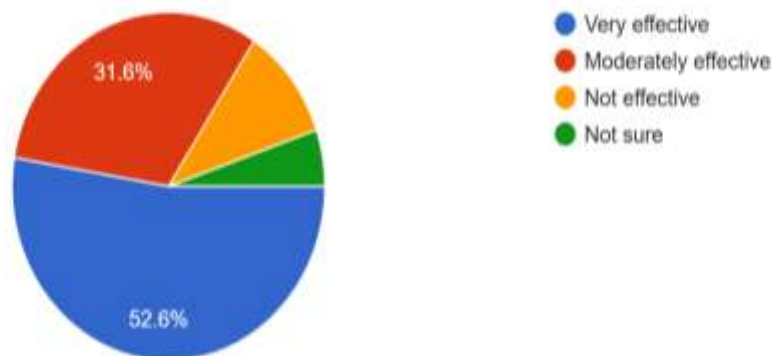
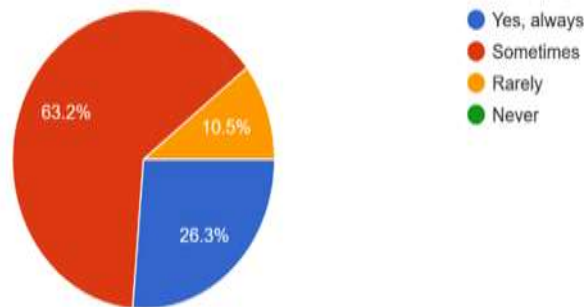


Figure No 5: Showing effectiveness of virtual onboarding program

**Interpretation:**

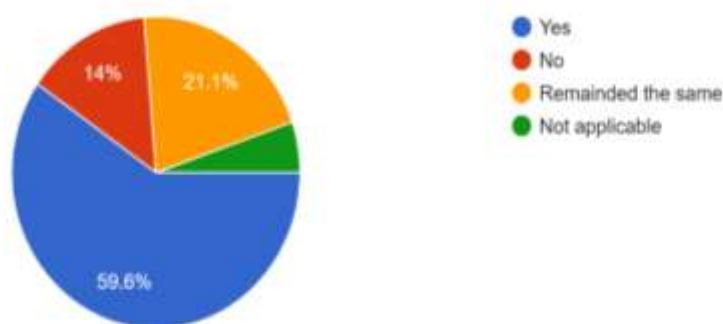
More than half of the respondents (52.6%) found the method to be very effective. About 31.6% considered it moderately effective, while a smaller portion (around 10%) felt it was either not effective or were unsure. This suggests a generally positive perception with some reservations.

➤ **Connection felt by new employees:**

**Figure No 6: Showing connection felt by new employees**

**Interpretation:**

A majority of respondents (63.2%) feel that new employees only sometimes feel connected to the company during virtual onboarding, highlighting a common gap in building strong early engagement remotely. About 26.3% believe that new hires always feel connected, which is encouraging but still a minority. Meanwhile, 10.5% think employees rarely feel connected, and no one chose “never,” suggesting that while disconnection is an issue, it’s not severe.

➤ **Remote work made employee performance:**

**Figure No 7: Showing the remote work made employee performance**

**Interpretation:**

More than half of the respondents (59.6%) feel that remote work has made tracking employee performance more challenging. This suggests that without physical presence, managers may struggle with visibility and consistency in evaluating work. Meanwhile, 21.1% believe performance tracking has remained the same, and 14% say it hasn’t become more difficult at all. A small group (5.3%) felt the question didn’t apply to them.

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## CONCLUSION, LIMITATIONS, IMPLICATIONS, FUTURE RECOMMENDATION

**CONCLUSION:**

Remote work has reshaped HR practices in Bangalore’s IT sector by enabling greater flexibility, cost savings, and access to a wider talent pool. However, it has also disrupted traditional methods of managing and engaging employees. HR teams now focus on virtual communication, performance tracking, and fostering a sense of belonging. Digital tools have become essential in keeping employees connected and supported. Policies around work-life balance, cybersecurity, and mental health have been revised to suit the remote environment. Despite challenges, companies are adapting and recognizing remote work as a permanent shift in operations.

### **LIMITATIONS OF THE STUDY:**

This research on the impact of remote work on HR practices in Bangalore's IT sector faces certain limitations. The sample size was limited, which may not accurately reflect the entire industry. Data was collected during a specific period, making it less applicable to changing trends. Since the study relied on self-reported responses, there is a chance of personal bias influencing results. External factors such as home infrastructure, internet access, and role-specific differences were not explored in detail. These omissions may affect the depth and generalizability of the findings.

### **IMPLICATIONS:**

The shift to remote work has significantly changed how HR functions in Bangalore's IT sector. Traditional practices around recruitment, onboarding, and performance management have had to be reimagined for virtual settings. HR teams are now more focused on digital engagement, flexible work policies, and mental well-being. Communication strategies have evolved to maintain team connection and productivity despite physical distance. These changes highlight the need for continuous adaptation and upskilling within HR roles. The research sheds light on both the opportunities and challenges that come with managing a remote workforce in a fast-paced tech environment.

### **FUTURE RECOMMENDATIONS:**

Looking ahead, IT companies in Bangalore should continue investing in digital tools that enhance employee engagement and streamline remote HR processes. Future research can explore long-term effects of remote work on career growth, employee well-being, and team collaboration. It's important to study how different job roles adapt to remote settings and the kind of support they need. Companies should also prioritize flexible policies that address mental health and work-life balance. Training HR professionals to manage virtual teams effectively will be key. As remote work evolves, regular feedback from employees can help shape better, more inclusive HR strategies.

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