A Study on Remote Work and its Effect on Employee Productivity and Engagement in it and Non-IT Sector in Bangalore: An Hr Perspective

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ABSTRACT

The shift to remote work has transformed the way we think about workplaces, especially in a fast-paced, tech-driven city like Bangalore. This research explores how remote work has impacted employee productivity and engagement, comparing experiences across the IT and non-IT sectors. While remote work has brought flexibility and convenience, it has also posed challenges around communication, collaboration, and maintaining a sense of connection — issues that human resources (HR) teams are working hard to address. This study investigates these changes through the lens of HR by examining employee experiences in both sectors. Data was collected using structured questionnaires and interviews from professionals working remotely in Bangalore. The results suggest that while IT sector employees generally report stable or improved productivity thanks to digital tools and infrastructure, non-IT employees often face hurdles related to technology access and job roles that are harder to execute remotely.

KEYWORDS : Remote work environment, Employee productivity and engagement, IT and Non-IT Sector, Communication, Collaboration

INTRODUCTION

The IT sector in Bangalore, with its strong digital infrastructure and tech-savvy workforce, adapted quickly to the remote work model. Employees could perform their tasks with minimal disruption using cloud-based tools, virtual meetings, and flexible schedules. However, the experience has been very different for employees in the non-IT sector. Many faced challenges such as lack of digital access, job roles requiring physical presence, and difficulties in communication and supervision. From an HR perspective, these changes have raised important questions about productivity, engagement, and the overall employee experience. By understanding these sector-wisedifferences, the study seeks to uncover the unique challenges and opportunities remote work brings and highlight the evolving role of HR in supporting employees through this transition. With the right insights, organizations can make more informed decisions to create a balanced and sustainable work environment that works for everyone.

OBJECTIVES OF THE STUDY

- To understand how remote work is affecting employee productivity in both the IT and non-IT sectors in Bangalore.
- To find out how engaged employees feel while working remotely — whether they feel connected, motivated, and involved in their work.
- To explore the common challenges and benefits employees experience while working from home, especially across different types of jobs.
- To help HR professionals identify better ways to support remote employees and improve their work experience and performance.
- To understand what kind of support (tools, training, communication) helps remote employees stay productive and motivated.

REVIEW OF LITERATURE

- **R Farooq, A Sultana et.al (2020)- "A study on work from home and employee productivity"**R Farooq and A Sultana (2020) studied how WFH impacted employee productivity during the pandemic, with a special focus on gender differences. Their research highlighted that gender can moderate the effects of WFH on productivity.
- **Anoor Ashwini Anand, Sheetal N Acharya, et.al (2021)- "A study on Work from Home and Organizational culture"**Anoor Ashwini Anand and Sheetal N Acharya (2021) looked at how work culture and environment have evolved during the WFH era. They highlighted that remote work is particularly relevant for desk-based employees, impacting their engagement and commitment to their organizations.
- **Ravi Shanker Gajendran, et.al (2021)- "A study on Long-Term Viability of Remote Work"** Ravi Shanker Gajendran (2021) questioned whether remote work is truly sustainable long-term. While many companies embraced it during the pandemic, he argued that we still lack a full understanding of its long-term effects on employees.
- **NA Alifuddin, et.al (2021)- "A study on Policy Response to Remote Work"**
  NA Alifuddin (2021) focused on how governments responded to pandemic with policies supporting WFH. Lockdowns and social distancing requirements led to massive shifts in how organizations functioned, with policy playing a key role in enabling remote work.

- **Jaya Rama krishnam Raju Kalidindi, et.al (2023)- "A study on the Perceptions of remote-work"**Jaya Ramakrishnam Raju Kalidindi (2023) investigated employee perceptions of remote work technology, finding that tech plays a crucial role in how workers view their productivity, well-being, and preferences for remote versus office-based work.
- **Muhammad Abdullah, Shafqat Ali, et.al (2024)- "A study on how covid-19 raised in remote work"**According to Muhammad Abdullah and Shafqat Ali (2024), the pandemic dramatically accelerated remote work adoption. Their research raised important questions about how WFH affects long-term employee engagement and organizational performance.
- **Hafsa Fatima, et.al (2024)- "A study on how remote work affects employee engagement"** Hafsa Fatima (2024) reviewed how remote work impacts employee engagement across various industries. Her findings pointed out that while WFH offers several benefits, it also presents engagement challenges depending on the industry and work type.
- **Shinu K Joy, Ambrish Sharma, et.al (2025)" A study on Mainstreaming Flexible Work"** Shinu K Joy and Ambrish Sharma (2025) highlighted that flexible work, especially in knowledge-based industries like IT, finance, and marketing, has become foundational. What was once a niche is now a mainstream working model.

RESEARCH GAP

Table No.01 Research Gap

CITATION	RESEARCH DESIGN	OBJECTIVES	KEY FINDINGS
R Farooq, A Sultana (2020)	Qualitative	To examine WFH's effect on productivity, with gender as a factor.	Found that gender plays a role in how WFH affects productivity.
Anoor Ashwini Anand & Sheetal N Acharya (2021)	Descriptive	To explore work culture changes during remote work.	Concluded that while WFH promotes engagement, its success depends heavily on the job.
Ravi Shanker Gajendran(2021)	Review	To evaluate the long-term effects of remote work.	Pointed out that while many companies see WFH as sustainable, its full impact on employees remains uncertain.
NA Alifuddin (2021)	Policy Analysis	To review government responses supporting WFH	Government lockdowns and emergency policies helped WFH.
Jaya Rama krishnam Raju Kalidindi (2023)	Exploratory	To analyse how remote tech impacts employee performance	Discovered that employee perceptions of remote tools affect productivity.
Muhammad Abdullah & Shafqat Ali (2024)	Qualitative	To explore how WFH affects productivity after the pandemic	To explore how WFH affects productivity after the pandemic.

|			
Hafsa Fatima (2024)	Systematic Review	To track the rise of remote work in modern industries	Remote work is now a norm, especially in sectors like IT, finance, and marketing.
Shinu K Joy & Ambrish Sharma (2025)	Descriptive	To investigate engagement challenges in remote settings	Revealed that the pros and cons of remote work vary greatly across industries.

CONCEPTUAL MODEL
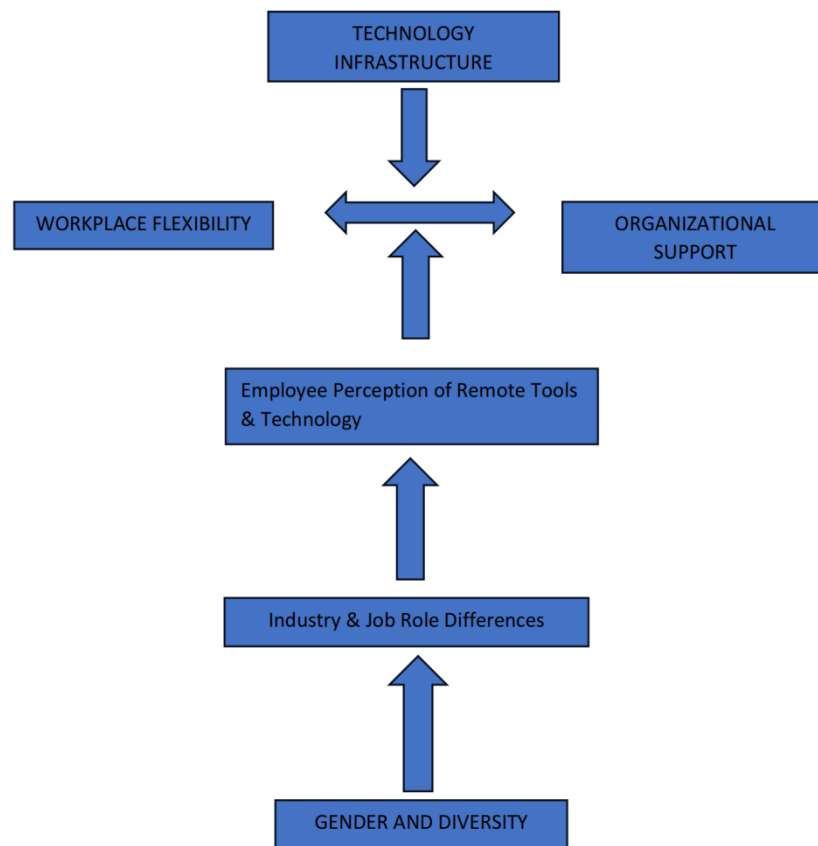
Fig.No. 1 Showing Conceptual Model of Remote work and its effect on employee productivity and engagement in IT and non-IT sector

PROBLEM STATEMENT

With remote work becoming more common, especially after the pandemic, many companies in Bangalore — both in IT and non-IT sectors — have changed the way their employees work. In the IT sector, remote work might be easier because the work is mostly digital. But in non-IT sectors, where jobs may involve more hands-on work or regular supervision, it can be harder to manage things remotely. HR teams are now trying to figure out how remote work is affecting employees — not just their performance, but also their motivation, communication, and overall job satisfaction.

RESEARCH DESIGN

This study uses a Descriptive, Qualitative, Exploratory research design, which helps us to understand and describe current situation of remote work and its effect.

RESEARCH METHODOLOGY

To understand how remote work is affecting employee productivity and engagement in both IT and non-IT sectors in Bangalore, this study follows a structured and practical research approach. It focuses on gathering real experience and opinions from employees who are currently working remotely or have done so in the recent past.

The methodology was designed to collect meaningful data from relevant respondents in analyse it through practical tools and techniques to draw insightful conclusions.

- **Primary data**

Primary data was collected directly from employees those who are working in IT and Non-IT sector through a Google form survey the form included to mix of:
- Multiple choice questions
- Short answer

One open ended question to capture personal suggestions or additional comments.

- **Method used**

This research followed a quantitative method using a descriptive research design. Why quantitative? Because it allows for collecting structured, scalable, and easily measurable data. Why descriptive? Because the aim is to understand the current scenario, describe existing challenges. The study focuses on identifying trends, patterns and frequency of problems faced by the HR Professionals while working remotely.

- **Sampling technique**

For this study on "Remote Work and its Effects on Employee Productivity and Engagement in IT and Non-IT sectors in Bangalore", a stratified random sampling technique was used.

Since the research compares two distinct sectors—IT and Non-IT—stratified sampling allows for fair representation of both groups. Within each stratum (IT and Non-IT), participants were randomly selected to reduce bias and ensure diversity in age, gender, job roles, and work experience. This technique ensures that the results are more accurate and reflect the perspectives of employees across both sectors, helping to draw meaningful comparisons and insights about how remote work affects productivity and engagement different.

- **Sample size**

Targeted sample size between 50 to 60 respondents. This size was chosen to ensure statistical relevance while keeping the data manageable and focused

- **Sampling location**

The geographic scope of this studies Bengaluru, Karnataka- one of India's largest and most vibrant IT and Non-IT hubs.

ANALYSIS AND DISCUSSION
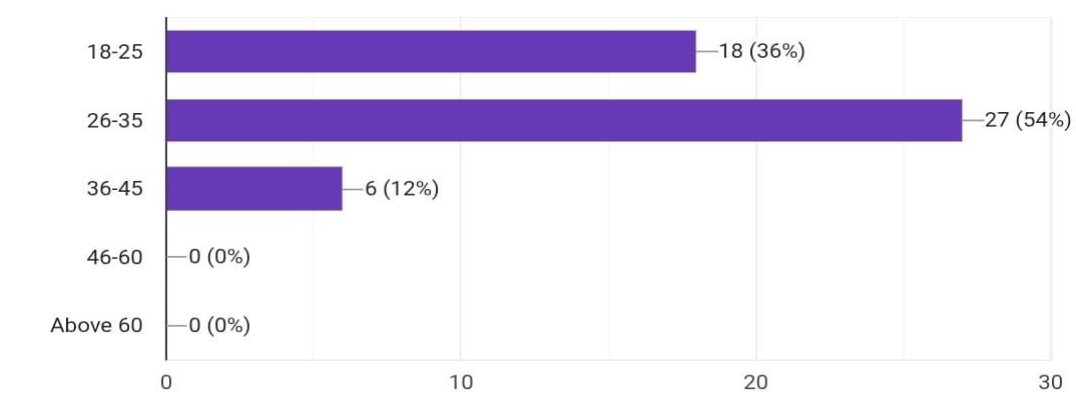
Data Analysis and Interpretation

- **Age**

Fig no.02 Representing age

The graph shows that the majority of respondents (54%) belong to the age group of 26–35 years, followed by 36% in the 18–25 age group. Only 12% of participants fall within the 36–45 age group, while there were no respondents from the 46–60 or above 60 age categories. This suggests that most participants in the study are young working professionals.

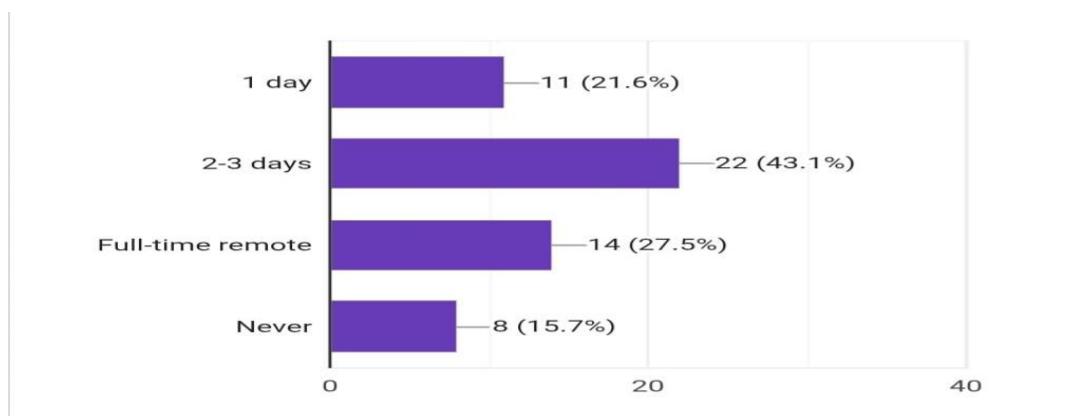- **Number of days employees work remotely**

Fig no.03 No of days employees work remotely

The graph illustrates the number of days respondents work remotely each week. The majority of participants (43.1%) reported working remotely for 2–3 days per week, indicating a preference for a hybrid work model. Around 27.5% of individuals work fully remote, while 21.6% work remotely for just 1 day a week. A smaller portion, 15.7%, mentioned that they never work remotely. This suggests that most employees favor a balanced approach, combining both in-office and remote work, rather than strictly adhering to one mode.

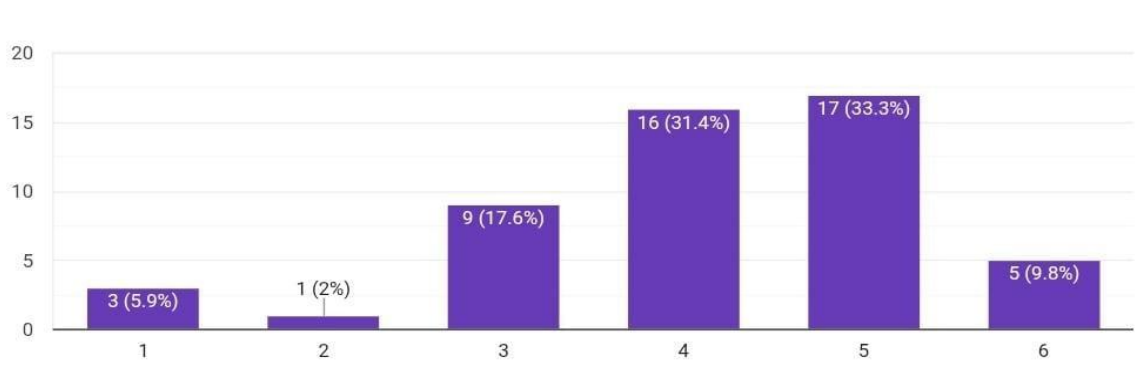- **Since working remotely, Employees rate their productivity**

Fig no.04 Employees rating their productivity

Based on the graph, the majority of respondents reported high levels of productivity while working remotely. Specifically, 33.3% rated their productivity as 5 out of 6, and 31.4% gave it a rating of 4. This suggests that nearly two-thirds of participants feel positively about their productivity in a remote work setup. A smaller portion—17.6%—rated their productivity as average (3), while only a few individuals rated it low, with 5.9% giving a score of 1, and 2% rating it as 2. Interestingly, 9.8% of respondents rated their productivity at the maximum level of 6, indicating exceptional efficiency.

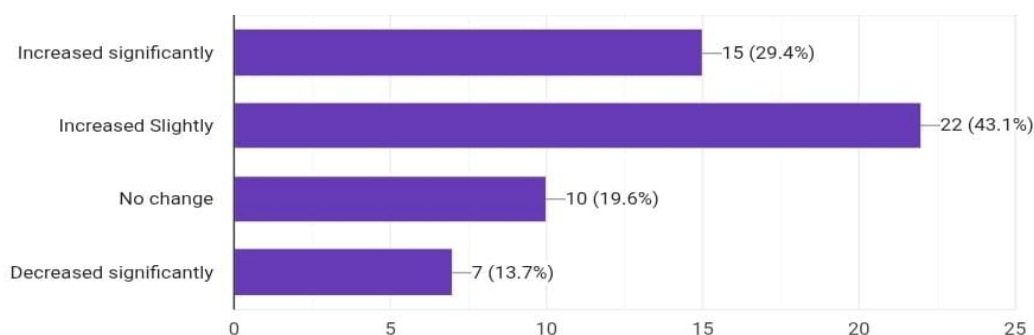- **Working remotely whether productivity has been increased**

Fig no.05 showing productivity

The graph illustrates the perceived changes in employee productivity since transitioning to remote work. A significant portion of respondents—43.1%—reported that their productivity has increased slightly, while 29.4% felt it had increased significantly. This suggests that more than 70% of employees experienced an improvement in productivity while working remotely. On the other hand, 19.6% of participants noted no change in their productivity levels, and a smaller group, 13.7%, felt that their productivity had decreased significantly.

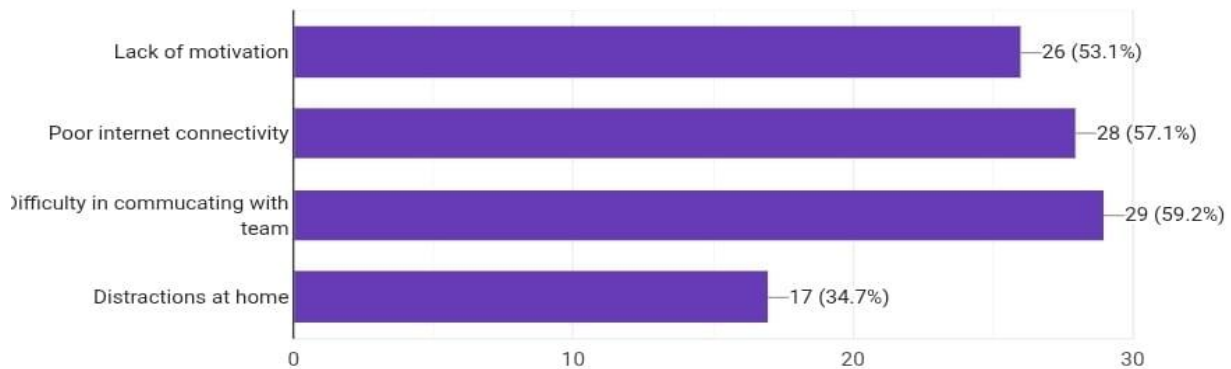- **Challenges affect your productivity when working remotely**

Fig no.06 Challenges affect employee's productivity

The graph highlights some of the common struggles people face while working from home. The most reported challenge is difficulty in communicating with the team (59.2%), which shows how not being in the same space can make teamwork harder. Poor internet connectivity (57.1%) is also a major concern, as it can interrupt meetings and slow down work. Many individuals also shared that they experience a lack of motivation (53.1%) when working remotely, likely due to less social interaction and routine. Lastly, distractions at home (34.7%) such as household chores or family interruptions also affect focus.

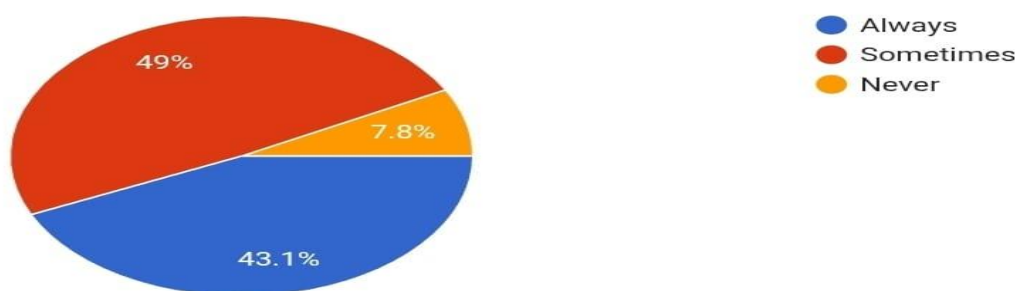- **Contribution recognized while working remotely**

Fig no.07 Contribution recognized or not

The responses are distributed as follows:
- **43.1%** of respondents feel that their contributions are **always** recognized in a remote work setting.
- **49%** feel recognized **sometimes**.
- **7.8%** report that their contributions are **never** acknowledged.

These findings suggest that while a significant portion of remote workers (over 90%) receive at least some recognition, only a minority experience consistent acknowledgment of their efforts. Nearly half of the participants feel recognized only occasionally, indicating room for improvement in remote recognition practices. The small percentage who feels entirely unrecognized raises concerns about engagement, motivation, and long-term retention in distributed teams.
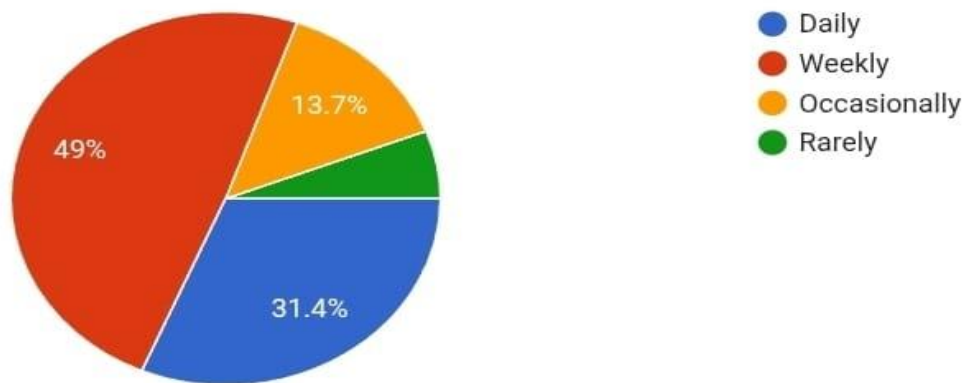
- **Communication with your managers**

Fig no.08 communication with their managers

The responses are distributed as follows:
- **49%** of participants communicate with their managers on a **weekly** basis.
- **31.4%** communicate **daily**.
- **13.7%** do so **occasionally**.
- **5.9%** (green segment) communicate **rarely**.

These findings indicate that **over 80%** of respondents maintain regular (daily or weekly) communication with their managers, suggesting relatively strong management-employee interaction in remote work settings. However, the **19.6%** who report only occasional or rare communication could be at risk of feeling unsupported or disconnected, which may impact performance and engagement.
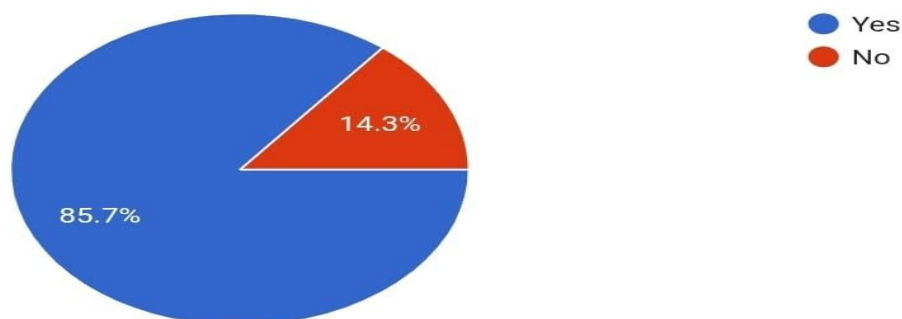
- **Ideas are valued during remote meetings**

Fig no.07 Ideas are valued during remote work

The data shows a strong positive trend:

- **85.7%** of respondents answered Yes, indicating they feel their ideas are valued during remote meetings.

- Only **14.3%** responded No, suggesting a minority feel their contributions are overlooked or underappreciated.

This overwhelmingly positive response reflects a healthy virtual communication culture where most participants feel heard and respected, even in a remote setting. It indicates that despite physical separation, many teams have succeeded in creating inclusive meeting environments where diverse ideas are welcomed.

CONCLUSIONS, LIMITATIONS, IMPLICATONS, FUTURE RECOMMENDATIONS

Conclusion

This research highlights how remote work has reshaped the way people work and connect, especially in the IT and Non-IT sectors in Bangalore. From an HR perspective, it's clear that flexibility, communication, and employee well-being are now more important than ever. In the IT sector, most employees have adapted well to remote work, showing stable or even increased productivity. In the non-IT sector, the experience is more mixed, with

some roles adjusting smoothly while others struggle without in-person support. Employee engagement remains a challenge across both sectors. While remote tools help people stay connected, they can't fully replace the energy of face-to-face collaboration. HR professionals are working hard to bridge this gap — through check-ins, virtual team-building, and wellness initiatives — but it's an ongoing effort.

Limitations of the study

- This study only looked at HR professionals in Bangalore, so the results might be different elsewhere.
- Since participants were chosen based on convenience, the findings might not represent everyone's experience.
- People's answers are personal and may not reflect the whole company's view.
- The research mostly shows short-term effects, not what might happen in the long run.

Implications

- HR needs to focus more on people — their feelings, needs, and well-being — when planning remote work.
- Mental health, clear communication, and recognizing hard work are super important.
- Leaders should balance getting work done with making sure employees feel supported.
- Different industries might need different ways to keep employees engaged remotely.

Future Recommendations

- It would be great to study more places and different kinds of jobs to get a fuller picture.
- We should look more into how remote and hybrid work affect people over time.
- Companies should invest not just in technology but also in ways to keep people connected.
- Managers and HR should get ongoing training to handle remote teams better.
- Asking employees what they need and acting on their feedback is key to making remote work better.

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