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South Asian Journal of Management Research (SAJMR), is a scholarly journal that publishes scientific research on the theory and practice of management. All management, computer science, environmental science related issues relating to strategy, entrepreneurship, innovation, technology, and organizations are covered by the journal, along with all business-related functional areas like accounting, finance, information systems, marketing, and operations. The research presented in these articles contributes to our understanding of critical issues and offers valuable insights for policymakers, practitioners, and researchers. Authors are invited to publish novel, original, empirical, and high quality research work pertaining to the recent developments & practices in all areas and disciplines.

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**Dr. Pooja M. Patil**

Editor

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# Remote Work in the Post-Pandemic Era: A Systematic Review of Its Impact on Employee Productivity

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## Abstract

The global shift to remote work, accelerated by the COVID-19 pandemic, has sparked debate about its effects on employee productivity. This systematic literature review synthesizes studies from 2020 to 2025 to analyse remote work's impact on productivity and performance and identify mediating factors. This systematic literature review was conducted by following the reporting checklist of the Preferred Reporting Items for Systematic Review and Meta- Analysis (PRISMA) and using Scopus database. Findings reveal that remote work can enhance productivity through reduced commute times, flexible scheduling, and increased autonomy. However, challenges such as social isolation, technological inequities, and blurred work-life boundaries disproportionately affect caregivers, women, and resource-constrained employees, leading to burnout and performance declines. Key mediating factors like tech access, manager support, and clear communication shape outcomes. The study stresses the need for flexible policies tailored to different jobs.

**Keywords:** Remote Working; Work-From-Home; Systematic Literature Review; Employee Productivity.

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## Introduction

Remote work has grown rapidly, especially after the COVID-19 pandemic. Remote work has become a defining feature of modern employment, driven by technological innovation and global events like the COVID-19 pandemic (Andrei & Militaru, 2022). The International Labour Organization (ILO) defines remote working (or telework) as a work arrangement where employees carry out their job duties outside the employer's premises, typically from home or another location, using information and communication technologies (ICTs) to stay connected with colleagues and supervisors (Working from Home, 2021). Key elements include reliance on internet-based tools (e.g., video conferencing, cloud platforms), autonomy in task management, and a focus on output rather than time spent at a desk (Belzunegui-Eraso & Erro-Garcés, 2020). Its rapid adoption raises important concern regarding employee productivity, employee performance and job outcome in the remote work or in telework setting.

Employee productivity refers to the measurable efficiency of an employee in converting inputs (e.g., time, resources) into outputs (e.g., tasks completed, goods produced) within a specific period. It is often quantified through metrics such as output per hour, project completion rates, or revenue generated (OECD Data Explorer • Productivity by Industry, n.d.). Employee performance, while related, is a broader concept. It encompasses not only productivity but also the quality, effectiveness, and alignment of work with organizational goals. This includes factors like problem-solving, teamwork, innovation, and adherence to deadlines (Brumback, 2003). In remote work contexts, productivity and performance are influenced by variables such as access to technology, autonomy, work-life balance, and managerial support (Grant et al., 2013).

Previous research offers mixed results. Early studies, like (Bloom et al., 2015), found remote workers in China were 13% more productive due to fewer distractions. However, newer studies highlight challenges. For example, (Wang et al., 2021) found employees with good technology were 20% more productive, but those without resources struggled. (Belzunegui-Eraso & Erro-Garcés, 2020) noted that remote work increased burnout, especially for caregivers and women. (Charalampous et al., 2019) added that mental health and job satisfaction greatly impact productivity, but many companies ignore this.

This systematic literature review (SLR) synthesizing post-2020 studies to map the multifaceted impact of remote work on productivity. Unlike prior reviews, this analysis prioritizes recent empirical evidence, including longitudinal and cross-cultural studies, to account for evolving workplace norms post-pandemic. This study addressing two important questions: what is the impact of remote working on employee productivity? and what factors shape this relationship?

## Objectives

- To examine the impact of remote work on employee productivity by synthesizing recent studies.
- To explore the key factors that mediate employee productivity in remote work settings.

## Methods

A systematic literature review follows rigorous and objective criteria to ensure transparency and replicability by other researchers. This systematic literature review was conducted by following the reporting checklist of the Preferred Reporting Items for Systematic Review and Meta- Analysis (PRISMA; Page et al., 2021). This section outlines the study-selection method, criteria for inclusion and exclusion of studies and the approach used to quality assessment and synthesis.

### Study-Selection Strategy

To conduct this study, an extensive literature search was carried out to identify the paper. Reviewer used the Scopus database, a globally recognised database, to ensure access to high-quality, peer-reviewed and credible research. The search limited to literature published from 2020 to 2025. The search method utilized appropriate keyword combinations such as “Impact of Remote Work on Employee Productivity”, “Work from Home”, “Employee Performance”, “teleworking” with Boolean operators to encompass key concepts effectively. The final search was conducted on January 27, 2025 using search string, TITLE-ABS-KEY ( ( "remote work" OR "telecommuting" OR "work from home" ) AND ( "employee productivity" OR "work productivity" OR "performance" ) ) AND PUBYEAR > 2019 AND PUBYEAR < 2026 AND ( LIMIT-TO ( SUBJAREA , "BUSI" ) OR LIMIT-TO ( SUBJAREA , "SOCI" ) ) AND ( LIMIT-TO ( DOCTYPE , "ar" ) ) AND ( LIMIT-TO ( LANGUAGE , "English" ) ) AND ( LIMIT-TO ( PUBSTAGE , "final" ) ). The identified records title, abstract, keyword, authors' names, journal name and publication year were exported to MS Excel spreadsheet.

### Study Design Inclusion and Exclusion Criteria

This study included only papers published between 2020 to 2025, focusing on the Subject areas of Business, Management and Accounting and Social Sciences. Only research articles were considered, while conference papers and book chapters were excluded. Paper not published in English were also excluded, and full published paper included. Reviewer screened the titles and abstracts of the records and included only those that addressed the primary research question; Does Remote work impact employee productivity? What factors affecting remote workers' performance? All other papers were discarded. Then the reviewer performed eligibility assessment by carefully screening full texts of the remaining papers and included review paper that address the critical questions of this study. For quality assessment, only research papers published in ABDC-ranked journals were considered for inclusion in the review.

### Quality of Assessment

Regarding the screening process, the quality of studies was evaluated based on the Preferred Reporting Items for Systematic Review and Meta- Analysis (PRISMA; Page et al., 2021) guidelines. The screening process involved evaluating each study's objective to determine its relevance to the research questions. The quality assessment focused on measuring worker performance and productivity. For quality assessment, only research papers published in ABDC-ranked journals were considered for inclusion in the review. Additionally, data were extracted on study characteristics and outcomes. Studies that did not meet the quality criteria were excluded. Based on the inclusion and exclusion criteria, researchers reviewed the adequacy of titles and abstracts, and extracted relevant data. A thorough review of all selected paper was conducted to extract and code the data.

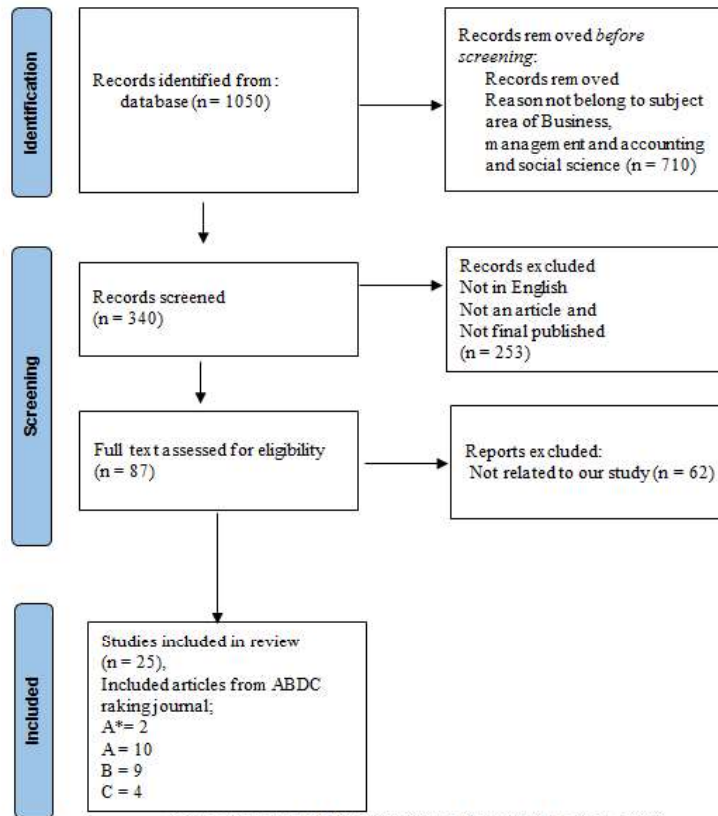
### Synthesis

After selection process, the reviewer conducted a thematic synthesis of the remaining 25 papers. Thematic analysis is widely recognised for its effectiveness in extracting insights from the literature and organising them into analytical themes. This approach is appropriate for answering our research question.

### Result

In current study a selection of 25 studies was reviewed. Figure 1 provides a summary of the process followed for selecting studies. A total 1050 papers were identified during the initial search process. After limited to subject area, article type, English language and published article 340 potentially relevant studies were identified. Out of 340 identified studies, 253 were excluded after reviewing their titles, abstracts, and keywords as they were not relevant to the study. The full texts of the remaining 87 papers were carefully assessed according to the eligibility criteria and 62 papers were excluded for not meeting the eligibility criteria. In the end, 25 papers remained after a thorough evaluation based on the inclusion and exclusion criteria.

Figure 1. PRISMA flow chart of study selection process.



Source: Based on PRISMA 2020 flow diagram (Page et al., 2021).

## Location

Research on the impact of remote work/ work from home on employee productivity and performance spans various countries and regions, highlighting the various societal norms and individual factors. This cover studies conducted across various countries such as India, USA, Brazil, Indonesia, UK, Japan, Canada, Turkey, Australia, Hongkong, Iran, Germany, Vietnam and Italy. This cover studies conducted across low, middle, and high-income countries.

## Aims/Objective of the Study

Studies were selectively included in the review based on their relevance to the research objective. This includes the studies that examining the experiences of individuals working from home and their associated productivity and performance outcome (Nwankpa & Roumani, 2024). Additionally, studies exploring impact of remote work intensity (RWI) on employee outcomes (Gajendran et al., 2024) included. Some studies examined the impact of telework on employee stress, work-to-home conflict, work engagement, and job performance at both the between-person and within-person levels (Delanoeije & Verbruggen, 2020). Sutarto in their study investigate the relationship between socio-demographic factors (gender, age, marital status, number of children, education level, length of employment, and WFH experience) and job satisfaction and performance during the COVID-19 pandemic in Indonesia (Sutarto et al., 2022). It also explores how WFH challenges (workspace availability, work-home interference, lack of equipment, ineffective communication, and social isolation) impact job satisfaction and work performance in Indonesia during the pandemic. Some studies examined the role of knowledge complexity and key individual, organizational, and technological factors in telecommuting outcomes in Brazil (Dávila et al., 2022); investigated the remote work features that influence employee productivity and satisfaction and examines their impact on employees' intentions to continue remote work post-COVID-19 (Prodanova & Kocarev, 2022); examined the relationship between employees' WFH frequency and work performance (hourly productivity, weekly hours, and wages) in the UK during COVID-19 (Deole et al., 2023); examine the role of well-being in work from home (WFH) context, and its impact on job outcomes among accountants (Giang et al., 2024); test the relationship between work from home (WFH) and employee productivity during the COVID-19 pandemic. It also examines the moderating role of gender in the relationship between WFH and employee productivity (Farooq & Sultana, 2022); examines the impact of the pandemic-induced shift to remote work on self-assessed productivity across different worker groups (Barbour et al., 2024).

## Study Methodology

### Study sample

The literature reflected different sample size based on factor such as target participants, research location, methodology and study objectives. As a result, there is no standardized sample size in the studies. The largest research sample size included 3,780 adult US citizens (Barbour et al., 2024), which study was conducted in US, followed by 1,553 German employees in Germany (Schoch, 2023). Marcus studied on 1,174 Turkish workers (Marcus et al., 2023) and 482 and 245 Participants from Indonesia respectively (Sutarto et al., 2022; Jimad et al., 2024). 218 full-time employees, and 250 respondents from hospitality, banking and IT and 368 employees from IT and IT-enabled sector participated respectively in India (Jaiswal & Prabhakaran, 2024; Farooq & Sultana, 2022; Jamal et al., 2022) from different institutions and industries.

### Nature of the Study and Design

Existing selected research paper on the impact of remote work on employee productivity consists of qualitative (Hafermalz & Riemer, 2021), quantitative (Jamal et al., 2022), cross-sectional (Prodanova & Kocarev, 2021), longitudinal (Deole et al., 2023) and mixed method studies. These studies utilize various approaches, including survey (Dávila et al., 2022), empirical designs (Farooq & Sultana, 2022; Schoch, 2023).

### Finding

Finding of selected review paper on Impact of Remote Work on employee productivity shows in Table 1. Table 1 provided a summary of studies examining the impact of Work from Home on employee productivity that have met the quality assessment criteria.

**Table1. Characteristics Of Included Studies**

Authors/(Year)	Country of Study	Objective of Study	Study Design	Sample/Population	Key Finding
Dávila et al., (2022)	Brazil	This study examines the role of knowledge complexity and key individual, organizational, and technological factors in telecommuting outcomes in Brazil.	Cross-sectional, survey study	452 Brazilian workers	This study finds that knowledge complexity, when paired with high task interdependence, negatively affects telecommuting performance. It also emphasizes that communication skills, rather than technology, are more crucial for improving telecommuting performance and satisfaction.
Delanoëije & Verbruggen, (2020)	Belgian	This study investigates the impact of telework on employee stress, work-to-home conflict, work engagement, and job performance at both the between-person and within-person levels. It addresses potential selection effects using a quasi-experimental intervention design.	Quasi-experimental intervention study	39 employees, 39 employees	This study finds that, at the person-level, employees who teleworked reported less stress but no differences in work-to-home conflict, work engagement, or job performance. At the day-level, teleworkers experienced lower stress, less work-to-home conflict, and higher work engagement and job performance on teleworking days compared to non-teleworking days. No differences were found between teleworkers and non-teleworkers on non-teleworking days.



Authors/ (Year)	Country of Study	Objective of Study	Study Design	Sample/ Population	Key Finding
Marstand et al., (2025)	USA	This study explores how leadership behaviours (initiating structure, consideration, and vision communication) influence employees perceived psychological distance from managers in remote work settings, and the subsequent effects on employee task, emotion and avoidance coping and individual effectiveness outcomes.	Four-wave time-lagged sequential mediation design	338 US-based remote workers, 202 hybrid workers	This study finds that leader behaviours such as consideration and vision communication reduce employees' psychological distance from their managers in remote work contexts, which improves task coping and reduces avoidance coping, ultimately enhancing task performance. These findings were consistent in both remote work during the COVID-19 pandemic and post-pandemic hybrid work settings.
Prodanova & Kocarev, (2022)	Macedonia	This study identifies remote work features that influence employee productivity and satisfaction and examines their impact on employees' intentions to continue remote work post-COVID-19.	Cross-sectional survey	363 remote work employees	Motivating factors such as remote work reconciliation and flow experience enhance employee productivity and satisfaction, while interfering factors like work interruptions and ICT anxiety have a negative impact. Employee satisfaction, rather than productivity, is the primary driver of their intention to continue remote work post-pandemic.
Sutarto et al., (2022)	Indonesia	This study examines the relationship between socio-demographic factors and job satisfaction and performance during the COVID-19 pandemic in Indonesia. It also explores how WFH challenges (workspace availability, work-home interference, lack of equipment, ineffective communication, and social isolation) impact job satisfaction and work performance in Indonesia during the pandemic.	Cross-sectional survey study	482 Indonesian employees	Length of employment and job satisfaction were the most significant determinants of work performance, after controlling for socio-demographic factors and work from home challenges. - All work from home challenges except social isolation were significantly linked to job satisfaction and work performance. - Most socio-demographic factors did not significantly differ in their impact on job satisfaction and work performance.
Deole et al., (2023)	UK	This study examines the relationship between employees' WFH frequency and work performance (hourly productivity, weekly hours, and wages) in the UK during COVID-19. It analyses variations across subgroups (gender, parenthood, job characteristics) and explores how WFH experiences and productivity changes influence future remote work preferences.	Observational, longitudinal study	40,000 British households	Increased WFH frequency during the COVID-19 pandemic is positively associated with employees' self-reported hourly productivity. The positive link between increased WFH frequency and hourly productivity is weaker during strict lockdown periods when schools were closed. Employees' willingness to continue WFH in the future is positively associated with both increased WFH frequency and improved hourly productivity during the pandemic.

Authors/ (Year)	Country of Study	Objective of Study	Study Design	Sample/ Population	Key Finding
Keeler et al., (2024)	USA	To explores how demands and stress are managed to improve remote worker performance. It examines the role of resources (flexibility and trust) in shaping job demand perceptions (ICT demands), work-life interference (WLI), and performance.	Cross-sectional		Remote job resources, such as organizational trust and work flexibility, can enhance employee performance by reducing ICT demands and work-life interference.
Jaiswal & Prabhakaran, (2024)	India	This study examines the relationship between employee well-being and performance in remote work. It also explores the moderating effects of boundary control and professional isolation on this relationship.	Cross-sectional	218 full-time employees	Employee well-being significantly positively impacts task performance when working remotely. Boundary control and professional isolation moderate this relationship, with the positive impact of well-being on performance being strongest when boundary control is high and professional isolation is low. Conversely, the impact is weakest when boundary control is low and professional isolation is high.
Prodanova & Kocarev, (2021)	Macedonia	This study examines the effects of ICT anxiety and smartphone addiction on work interruptions, job efficacy, and performance. It also identifies home office resources and demands influencing work activities and organizational outcomes.	Cross-sectional, non-experimental, observational	363 employees working from home	Employees' ICT anxiety and smartphone addiction during the work-from-home period due to COVID-19 cause work task interruptions, which in turn reduce job efficacy. These interruptions further hinder job efficacy and overall job performance.
Hara & Iwashita, (2024)	Japan	This study examines how Japanese companies justified in-person work during the COVID-19 pandemic, despite public recommendations for remote work. It also investigates whether this in-person work approach contradicted economic rationality by analysing its impact on employee performance.	Cross-sectional	285 Japanese business professionals	Japanese companies justified their non-adoption of telework during the COVID-19 pandemic through institutional logics such as employee obedience, lack of digital resources, and customer dealings. The use of in-person work during the pandemic was negatively associated with individual employee performance, indicating that the legitimization of in-person work contradicted the principle of efficiency.

Authors/ (Year)	Country of Study	Objective of Study	Study Design	Sample/ Population	Key Finding
Podolsky et al., (2022)	Canada	This study analyses how the proportion of telecommuters in a workgroup affects individual performance for both telecommuters and non-telecommuters. It also examines the moderating role of group-level task interdependence in this relationship.	Observational study with a multilevel perspective	225 employees	Performance differences between telecommuters and non-telecommuters are more pronounced in idiosyncratic groups (with fewer telecommuters) than in normative groups (with more telecommuters) when task interdependence is high. Telecommuters in normative groups perform better than those in idiosyncratic groups under high task interdependence. As the proportion of telecommuters in a group increases, the negative impact of high task interdependence on telecommuter performance is reduced.
Marcus et al., (2023)	Turkey	This study explores how age, gender, and caregiving responsibilities interact to influence well-being, work-family conflict, and job performance in remote work during COVID-19. It applies social role and identity theories to examine these dynamics.	Cross-sectional	1,174 Turkish workers	The study found no significant interactive effects of age, gender, and caregiving responsibilities on worker well-being, work-family conflict, and job performance among remote workers during the COVID-19 pandemic.
Ishii et al., (2023)	Japan	To examines the impact of remote work on subjective well-being, including productivity, work engagement, and health, during COVID-19 It also identifies worker and job characteristics that support the long-term adoption of remote work.	Observational longitudinal	1,009 workers	Workers who continued remote work after the first state of emergency saw positive impacts on their productivity, work engagement, and health. In contrast, those who only implemented remote work temporarily as a stopgap measure experienced negative effects on productivity and mental health. Certain job and worker characteristics, such as performance-based evaluation, flexible work arrangements, better management practices, IT skills, and engagement in abstract tasks, increased the likelihood of continuing remote work.
Hafermalz & Riemer, (2021)	Australia	To theorize how client-facing work can be conducted effectively in a remote work context - To understand how remote workers can foster a sense of belonging when they are not co-located.	Qualitative case study	interview data collected from 10 nurses and 3 managers	This study identifies four types of "out of character" communication—coping, learning, plotting, and positioning—that remote client-facing workers use to foster a sense of belonging. These communication types, facilitated by technology, are crucial for both wellbeing and productivity. The study also highlights that belonging and productivity are closely intertwined in remote client-facing work.

Authors/ (Year)	Country of Study	Objective of Study	Study Design	Sample/ Population	Key Finding
Ng et al., (2022)	Hong Kong	This study explores external (technological competence, government support) and internal (work flexibility, attitude, perceived behavioral control) factors affecting remote work effectiveness. It also examines their impact on job performance and emotional exhaustion.	Cross-sectional	238 knowledge workers	Government support is positively related to technological competence and organizational support. Perceived behavioural control, influenced by technological competence, organizational support, and work flexibility, is positively associated with the concentration needed for remote work. This concentration is positively linked to job performance, but does not affect emotional exhaustion.
Nwankpa & Roumani, (2024)	USA	Aims of this study is to explore the effects of remote work on employee productivity and innovation and how these effects are moderated by knowledge sharing and digital business intensity	Quantitative	231 remote workers	The study finds a positive impact of remote work on employee productivity. In addition, the findings present empirical support for hitherto anecdotal evidence regarding the impact of remote work on innovation. In particular, the study notes that knowledge sharing and digital business intensity amplified the positive relationship between remote work and employee productivity. This study further finds that the positive impact of remote work on innovation was stronger in the presence of knowledge sharing.
Khorakian et al., (2024)	Iran	This study explores the impact of job demands and strains (social isolation, remote work stress, and COVID-19 fear) on remote work satisfaction and performance. It also examines the moderating effects of digital literacy and cyberslacking on the satisfaction-performance link.	Cross-sectional survey	340 Iranian remote workers	This study finds that fear of COVID-19, remote work stress, and social isolation negatively impact remote work satisfaction during the pandemic. It also reveals that remote work satisfaction positively influences performance, with digital literacy positively moderating and cyberslacking negatively moderating this relationship.
Barbour et al., (2024)	USA	This study examines the impact of the pandemic-induced shift to remote work on self-assessed productivity across different worker groups. It analyzes survey data where workers reported whether their productivity remained unchanged, decreased, varied, or increased.	Observational, non-experimental survey study	3,780 adult US citizens	This study finds that more resilient workers were those with longer commutes, higher incomes, certain occupations, full-time employment, prior experience with online meetings, and high life satisfaction. Less resilient workers were identified as Hispanic, those with graduate degrees, young children, from large or low-income households, White workers, and certain student groups. The impact of the pandemic on student productivity varied, with some experiencing increases and others decreases.

Authors/ (Year)	Country of Study	Objective of Study	Study Design	Sample/ Population	Key Finding
Jimad et al., (2024)	Indonesia	The purpose of this study is to investigate the implementation of flexible working arrangements and satisfaction, family work conflicts and the performance of educators.	Quantitative	245 Participants	The result of this indicated that flexible working arrangements had no significant impact on job satisfaction. The variable job satisfaction has the greatest impact in determining the educator's performance.
Schoch, (2023)	Germany	This study aims to investigate how individual capability beliefs, such as self-efficacy, affect challenge and hindrance IS (information systems) use appraisal. This study investigates these relationships and the positive and negative outcomes during the COVID-19 pandemic.	Quantitative, Empirical study	1,553 German employees	This study find that self-efficacy is related to challenge IS use appraisal, rather than hindrance IS use appraisal. Further, challenge IS using appraisal is a driver for performance in a remote working environment.
(Farooq & Sultana, 2022)	India	The objective of this study is to test the relationship between work from home (WFH) and employee productivity during the COVID-19 pandemic. It also examines the moderating role of gender in the relationship.	Quantitative, Empirical study	250 respondents from hospitality, banking and IT	The result supported the negative relationship between WFH and employee productivity. Further result also provides empirical evidence that gender moderates the relationship between WFH and employee productivity
(Jamal et al., 2022)	India	This study aims to examine Based on self-determination theory (SDT) the effect of managerial (manager trust and support), work (job autonomy) and individual (intrinsic motivation) characteristics on job performance of telecommuters in a pre- and post-coronavirus disease 2019 (COVID-19) outbreak period and is further studied longitudinally after six months of continued mandatory telecommuting.	Quantitative, Longitudinal	368 employees from IT and IT- enabled sector	This study found Perceived manager trust and support increases job performance, with a stronger impact as telecommuting increases. Job autonomy also increase performance, but employees did not enjoy autonomy when mandatory telecommuting arrangement was initially introduced. Over time intrinsic motivation declines when employees continue to work permanently from their homes.
Giang et al., (2024)	Vietnam	The objective of this study is to examine the role of well-being in work from home (WFH) context, and its impact on job outcomes among accountants.	Quantitative	203 accountants	The study finds a direct and significant relationship of WFH with the employees' well-being and job satisfaction (JS). Further study find that Well-being fully mediates the influence of home-based work and JS on job performance.

Authors/ (Year)	Country of Study	Objective of Study	Study Design	Sample/ Population	Key Finding
Abrardi et al., (2024)	Italy	This study assesses the impact of work-from-home (WFH) arrangements on organizational performance in Italian SMEs during the COVID-19 pandemic.	Cross-sectional	690 Italian SMEs	This study finds that firms using work from home (WFH) during the COVID-19 pandemic experienced less deterioration in overall organizational performance compared to firms that did not adopt WFH. The benefits were more significant when WFH was used more intensively, with improved labour productivity, worker concentration, motivation, reduced absenteeism, and increased adoption of management by objectives (MBO) practices contributing to these benefits.
Gajendran et al., (2024)	USA	This study examines the impact of remote work intensity (RWI) on employee outcomes, extending beyond prior RWU-focused meta-analyses. It develops a dual-pathway model exploring perceived autonomy and isolation as mediators.	Meta-analysis	108 studies, 62 studies	This study finds that remote work intensity has modest but positive effects on job satisfaction, organizational commitment, perceived organizational support, supervisor-rated performance, and turnover intentions. It also counters arguments suggesting significant negative consequences of higher intensity remote work.

Source: Created by the author

### Gender Discussion

The shift to remote work, rapidly advanced by the COVID-19 pandemic, has varied effect on employee performance and productivity. This synthesis integrates finding from 25 studies conducted across different countries, highlighting key impacts, outcomes and factors influencing productivity in remote work environment.

The impact of remote working on employee productivity and performance has been extensively studied across diverse global contexts, revealing nuanced outcomes shaped by individual, organizational, and environmental factors. The findings show that remote work can lead to both favourable and unfavourable job outcomes influenced by factors such as job characteristics and home setting. Most of the studies highlight a positive effect (Jaiswal & Prabhakaran, 2024), some report either no significant effect (Jimad et al., 2024) or a negative impact (Farooq & Sultana, 2022).

Research indicates that remote work can enhance productivity under specific conditions. For instance, (Deole et al., 2023) found that increased work-from-home (WFH) frequency in the UK correlated with higher self-reported hourly productivity, though this effect weakened during strict lockdowns due to challenges like school closures. Similarly, (Nwankpa & Roumani, 2024) demonstrated that remote work in the U.S. positively influenced innovation and productivity when supported by knowledge sharing and digital tools, emphasizing the role of collaborative practices in maximizing benefits. However, productivity outcomes are not universally positive. In India, (Farooq & Sultana, 2022) reported a negative relationship between WFH and productivity, with gender acting as a moderating factor, highlighting how cultural and socioeconomic contexts influence remote work efficacy.



Key individual factors, such as digital literacy and well-being, significantly shape productivity. (Khorakian et al., 2024) noted that digital literacy strengthens the link between remote work satisfaction and performance, whereas cyberslacking—non-work-related internet use—undermines it. Employee well-being, particularly in Vietnam, was found to mediate the relationship between WFH and job performance, with job satisfaction acting as a critical driver (Giang et al., 2024). Additionally, boundary control and professional isolation moderate this dynamic; (Jaiswal & Prabhakaran, 2024) observed that high boundary control and low isolation amplify the positive impact of well-being on task performance, whereas low control and high isolation diminish it.

Organizational practices and leadership styles also play pivotal roles. Leaders who demonstrate consideration and communicate a clear vision reduce psychological distance in remote teams, fostering task coping and performance (Marstand et al., 2025). Managerial trust and job autonomy were shown to boost productivity in India's IT sector, though intrinsic motivation declined over prolonged remote work (Jamal et al., 2022). Conversely, ICT anxiety and smartphone addiction disrupted workflow and job efficacy in Macedonia, underscoring the need for robust technological support (Prodanova & Kocarev, 2022). Work design elements, such as task interdependence, further influence outcomes; (Podolsky et al., 2022) found that telecommuters in Canada performed better in teams with high remote work adoption, particularly when task interdependence was managed effectively.

Environmental stressors, including pandemic-related fears and work-home interference, also affect productivity. In Indonesia, (Sutarto et al., 2022) identified workspace limitations and work-home conflicts as significant barriers to job satisfaction and performance. Similarly, social isolation and remote work stress reduced satisfaction among Iranian employees, though digital literacy mitigated these effects (Khorakian et al., 2024). Cultural and institutional contexts further shape outcomes. Japanese firms' insistence on in-person works during the pandemic, justified by institutional logics like employee obedience, contradicted efficiency principles and harmed performance (Hara & Iwashita, 2024).

Beyond productivity, remote work impacts broader organizational outcomes. Job satisfaction emerged as the primary predictor of employees' intentions to continue remote work post-pandemic in Macedonia (Prodanova & Kocarev, 2021), while Italian SMEs adopting WFH experienced less performance deterioration due to improved labour productivity and motivation (Abrardi et al., 2024). Meta-analyses by (Gajendran et al., 2024) corroborated these findings, showing modest positive effects of remote work intensity on job satisfaction, performance, and organizational commitment.

## **Conclusion**

In conclusion, this Studie provides systematic literature review on the impact of remote working on employee productivity. This study find that remote work's impact on productivity is multifaceted, contingent on a balance of individual resilience, supportive leadership, technological infrastructure and adaptive work policies. Impact of remote work on employee productivity, performance and outcome are both positive and negative. Key factors affecting employee's productivity included clear communication, strong leadership, and right tools, technology alone is not enough. Challenges like isolation, blurred work-life boundaries and varying digital skills can hinder progress. Organizations must prioritize communication skills, flexibility and digital training to mitigate challenges. Cultural and personal differences also play a role. What works in one country or team might fail elsewhere. Customised approaches that consider cultural, demographic, and role-specific factors are crucial for maximizing the benefits of remote work while maintaining employee well-being and overall organizational success.

## **Limitation and Future Research**

This research has certain limitations. Firstly, although an extensive search of published literature was conducted but we included only Scopus database. Studies from different other database such as Google Scholar, Web of Science not included in this research, it limited our generalizability. We restricted our study only on some specific subject area, language and only research article it might be a limitation of our study. Finally, this review included studies that uses different research methods such as survey-based, longitudinal and cross-sectional, each has their own benefits and libations, the result may not generalizable to the entire population. Future research could expand their scope by including a wider range of database to enhance the comprehensiveness of the findings. Further research on remote work environments would also be beneficial.

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