

# The Effect of Remote Work on Work-Life Balance of Office Administration Professionals in Fertilizer and Pesticide Authority (FPA)

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## Article Details:

Received: 18 February 2026

Revised: 21 February 2026

Accepted: 01 March 2026

Published: 04 March 2026

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## Recommended Citation:

Serrano, J. S., Cabalhin, K., Calzado, L. F., Constantino, A. R., Garcia, K. A., Tormo, N. M. (2026). The Effect of Remote Work on Work-Life Balance of Office Administration Professionals in Fertilizer and Pesticide Authority (FPA). *The International Review of Multidisciplinary Research*, 1 (3), 1-8.  
<https://doi.org/10.5281/zenodo.18856466>

## Index Terms:

remote work, work-life balance, office administration professionals, work-from-home setup, remote work resources, employer support, boundary management, job stress, employee satisfaction, descriptive-regression design, Fertilizer and Pesticide Authority

**Abstract.** This study investigates the effect of remote work on the work-life balance of office administration professionals in the Fertilizer and Pesticide Authority (FPA) in the Philippines. With the rapid adoption of remote work during the COVID-19 pandemic, understanding its impact on employee well-being and productivity has become increasingly essential. The research employed a quantitative descriptive-regression design, utilizing total population sampling of 90 office administration professionals from a population of 110 remote workers. Data was collected through a validated 35-item Likert-scale questionnaire with a Cronbach's Alpha of 0.869, focusing on three key independent variables: work-from-home setup, availability of remote work resources (laptops, internet, software), and level of employer support. These were analyzed in relation to four work-life balance indicators: boundary management, job stress level, time for family and personal activities, and employee satisfaction. Using regression analysis as the main statistical tool, results showed that employer support had the strongest positive impact on reducing stress and increasing job satisfaction. Most respondents had access to necessary tools, but many experienced technical difficulties and relied on personal equipment. While some professionals struggled to separate work from personal life, a majority reported better family engagement and improved mental well-being. The findings confirmed that remote work significantly affects work-life balance, particularly when adequate resources and organizational support are present. The study underscores the critical role of employer support in successful remote work implementation. Its findings offer valuable implications for policymakers, organizational leaders, and human resource professionals, highlighting the need for structured remote work programs that ensure both productivity and employee well-being.

## Introduction

Remote work, also known as telecommuting or work-from-home (WFH), refers to a work arrangement in which employees perform their job responsibilities outside of a traditional office setting, most commonly from their homes. This setup relies heavily on digital technologies, communication platforms, and internet connectivity to enable workers to collaborate, communicate, and complete tasks without being physically present in a central workplace. Work-life balance, on the other hand, is the ability to manage work tasks while also having time for personal life and rest.

Remote work has undergone a major transition from being an alternative arrangement to becoming a mainstream mode of employment in the 21st century. Since the COVID-19 pandemic, organizations globally have adopted flexible work arrangements to maintain business continuity while prioritizing the health and safety of employees. Office administration professionals — who typically manage administrative coordination, internal and external communications, and

information and records management — have had to adapt to performing these functions in a remote environment while simultaneously fulfilling domestic responsibilities in the same physical space.

Bal Yasemin et al. (2023) noted that the COVID-19 pandemic significantly accelerated the adoption of remote work as organizations restructured their processes to enable employees to work effectively from home. Following the pandemic, many companies began to permanently integrate remote or hybrid work policies, recognizing that flexible arrangements could enhance productivity and improve work-life balance. Pacheco (2024) corroborated these findings in a New Zealand-based study, which found a strong preference for remote work among workers, particularly when linked to positive shifts in workplace culture. Mamatha and Thoti (2023) further highlighted that remote workers experience greater flexibility and autonomy in managing their tasks and schedules, which contributes to improved work-life integration and job satisfaction, though lack of socialization may still negatively impact overall balance.

Despite the growing body of literature on remote work, few studies have focused on office administration professionals in the public sector within the Philippine context, particularly in the post-pandemic period. Most existing research has examined IT professionals, teachers, and corporate executives. This study addresses this gap by examining the experiences of office administration professionals at the Fertilizer and Pesticide Authority (FPA), a government regulatory body in the Philippines.

## Review of Related Literature

### *Evolution of Remote Work in the Modern Workplace*

Remote work has evolved from a special option available in select industries to a broadly preferred arrangement across diverse occupational fields. This transformation reflects changing employee values and expectations, particularly regarding flexibility and work-life balance, which have compelled many organizations to adapt their operational models. Bal Yasemin et al. (2023) highlighted that the pandemic created urgent demand for the restructuring of organizational processes, with many companies subsequently considering work-from-home policies as a permanent feature of their employment practices.

Pacheco (2024) expanded this discussion by examining remote work preferences in New Zealand, finding that cultural factors and demographics influence individuals' inclination toward remote arrangements, and calling for more comprehensive modeling to understand how these preferences evolve in the post-pandemic era. The trend has been particularly strong among younger employees, who tend to prioritize digital freedom and flexible schedules, prompting organizations in various sectors — including administrative and support services — to adopt hybrid and fully remote models as the new workplace standard.

### *Remote Work Setup and Office Professionals*

Office professionals, who handle tasks such as organizing, managing files, and supporting operations, have largely shifted to remote work in recent years. Many were required to quickly learn to use digital tools, online communication platforms, and virtual collaboration systems. Those less familiar with technology faced greater transitional challenges. For remote work to function effectively, employees need stable internet connections, proper office equipment, and secure access to company systems.

Kowalski and Ślebarska (2022) surveyed 141 managers and found that while remote work was generally favored for the flexibility it provided and the performance benefits it offered, it also introduced challenges such as weaker team communication and difficulties collaborating outside immediate teams. Khanna et al. (2024) similarly found that hybrid work setups improved work-life balance and productivity among employees, though outcomes varied significantly at the team level, underscoring the importance of context, leadership, and implementation quality.

### *Employer Support for Remote Work*

The degree of employer support plays a major role in the successful implementation of remote work. Raj et al. (2023) found that employees who receive continuous and adequate support from their employers are more likely to adapt well to remote arrangements and report higher job satisfaction. This support encompasses technical assistance, regular communication, and access to training resources. Scheduled check-ins not only address operational issues but also help employees feel connected and included, mitigating the social isolation that is a known drawback of remote work.

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Employers who provide mental health support systems — such as counseling services or wellness programs — further reduce the burden of stress and burnout for remote workers. Caringal-Go et al. (2025) added qualitative evidence from 92 Filipino employees in hybrid setups, emphasizing the importance of HR-driven initiatives such as tech support, boundary-setting policies, and wellness programs in maintaining work-life balance. However, they also acknowledged that the measurable impact of these initiatives remains understudied.

#### *Work-Life Balance in a Remote Work Setup*

Work-life balance is one of the critical outcomes of interest in the context of remote work. Patil et al. (2024) noted that while remote work offers flexibility, it can simultaneously hinder employees from maintaining a clear separation between professional and personal life, particularly when the home environment serves as a dual-purpose space. This often leads to extended working hours and reduced personal rest and family time. Conversely, when remote work is properly supported, Patil et al. (2024) argued that it can significantly enhance work-life balance by granting employees greater control over their work hours and personal schedules.

#### *Stress, Time Management, and Family Life*

Wells et al. (2023) found that remote workers who struggle to establish clear boundaries may find it difficult to disengage from work, resulting in longer working days and less time for family and rest. At the same time, employees who retain control over their schedules tend to allocate more time for personal needs, family interactions, and hobbies, which ultimately contributes to improved work-life balance. Pontanoza (2023) similarly demonstrated that remote work increased productivity among BPO employees in Manila, though the study did not capture broader well-being metrics, suggesting a need for more holistic assessment of remote work outcomes.

#### *Employee Satisfaction and Perception of Remote Work*

Jamaludin and Selvaraj (2023) found that remote work is significantly associated with job satisfaction, particularly through the mediating role of perceived autonomy. Employees who have more flexibility in managing their work schedules and decisions without direct supervision tend to report higher satisfaction levels. However, employee satisfaction deteriorates when support is lacking, resources are insufficient, or communication with employers breaks down. Putri and Amran (2021) also documented that remote work during the COVID-19 pandemic allowed employees to spend more time with family and reduced commuting-related stress, contributing to improved emotional well-being and job satisfaction, while simultaneously highlighting the risk of blurred work-home boundaries.

#### *Theoretical and Conceptual Framework*

This study is grounded in Herzberg's Two-Factor Theory, which distinguishes between hygiene factors that prevent dissatisfaction and motivator factors that enhance satisfaction. In the context of this study, remote work dimensions such as the work-from-home setup, availability of resources, and employer support are classified as hygiene factors — conditions that, when absent or poorly managed, generate dissatisfaction, but whose presence alone does not produce true satisfaction. In contrast, work-life balance outcomes — including boundary management, stress levels, time for family and personal activities, and employee satisfaction — are viewed as motivator factors, which directly contribute to higher job satisfaction and motivation when optimized. The framework thus implies that while providing adequate infrastructure for remote work is necessary to prevent dissatisfaction, promoting a healthy work-life balance plays a more significant role in enhancing employee satisfaction and well-being.

#### *Statement of the Problem*

This study sought to answer the following research questions:

1. What do Office Administration Professionals perceive regarding their remote work (work-from-home) in relation to: (a) work-from-home setup; (b) availability of remote work resources; and (c) level of employer support for remote work?
2. What do Office Administration Professionals perceive regarding their work-life balance in relation to: (a) work hours vs. personal time (boundary management); (b) job stress levels; (c) time spent with family and personal activities; and (d) employee satisfaction with remote work?
3. Is there a significant effect of remote work on the work-life balance of office administration professionals?
  - The null hypothesis tested was: There is no significant effect of remote work on the work-life balance of office administration professionals.

## Methodology

### *Research Design*

This study employed a quantitative descriptive-regression research design. The descriptive component provided a characterization of respondents' perceptions of their work-from-home experience, resource availability, and employer support, while the regression component analyzed the effect of these independent variables on four dimensions of work-life balance: boundary management, job stress level, time spent with family and personal activities, and employee satisfaction with remote work.

### *Population and Sampling*

The target population consisted of 110 employees of the Fertilizer and Pesticide Authority (FPA) who had experience with remote or work-from-home arrangements. These employees are primarily engaged in administrative and office-based roles, making them directly relevant to the study's focus. Purposive sampling was employed to ensure that only individuals with prior or current remote work experience were included in the study.

Sample size was determined using the Raosoft Sample Size Calculator, applying a margin of error of 5% and a confidence level of 95%, which yielded a recommended sample size of 90 respondents. Employees without remote work experience or those in non-administrative roles were excluded from the study to maintain its focus and internal validity.

### *Research Instrument*

A researcher-made questionnaire was used for data collection. The instrument employed a four-point Likert scale (4 = Strongly Agree, 3 = Agree, 2 = Disagree, 1 = Strongly Disagree), deliberately excluding a neutral midpoint to encourage respondents to take a clear stance on each item. The questionnaire consisted of three parts: Part I collected demographic and qualifying information; Part II assessed perceptions of the remote work setup; and Part III evaluated work-life balance perceptions.

Content validity was established through review and validation by two faculty members from the School of Business. Reliability was assessed using Cronbach's Alpha, which yielded a coefficient of 0.869 for the 35-item instrument, with a Cronbach's Alpha based on standardized items of 0.880, indicating good internal consistency and confirming that the questionnaire was suitable for full deployment.

### *Data Collection Procedure*

Following institutional approval and ethics review, a formal written request was submitted to the Human Resources Department of FPA via email, explaining the study's purpose and the data confidentiality protocols in place. Upon receiving permission, the questionnaire was converted into a digital format using Google Forms. The link was distributed to eligible respondents through the HR Department. Responses were exported to Google Sheets for organization, cleaning, and analysis. Informed consent was obtained from all participants prior to data collection, and the study complied with the Data Privacy Act of 2012 (Republic Act No. 10173), ensuring strict confidentiality and anonymity of all personal and professional data.

### *Data Analysis*

Two statistical procedures were used to analyze the collected data. Descriptive statistics, specifically the mean and standard deviation, were computed for each item to summarize respondents' perceptions and to interpret central tendencies and variability in responses. The following scale was used for interpretation: 1.00–1.49 (Strongly Disagree), 1.50–2.49 (Disagree), 2.50–3.49 (Agree), and 3.50–4.00 (Strongly Agree).

Simple linear regression analysis was conducted to examine the predictive effect of each remote work variable (work-from-home setup, resource availability, and employer support) on each work-life balance dimension (boundary management, job stress level, time with family, and employee satisfaction). The regression model used was:  $Y = B_0 + B_1X + \epsilon$ , where Y represents the dependent variable, X represents the independent variable,  $B_0$  is the intercept,  $B_1$  is the regression coefficient, and  $\epsilon$  is the error term. Statistical significance was assessed at the 0.01 level (two-tailed).

## Results and Discussion

### *Remote Work Perceptions*

#### *Work-from-Home Setup*

Office administration professionals at FPA generally reported a favorable perception of their work-from-home setup, with an overall mean of 2.82 (Agree). The highest-rated item pertained to the adequacy of workspace, equipment, and ergonomics (M = 3.31), indicating that most professionals felt adequately equipped to carry out daily work tasks from home. However, some logistical challenges were acknowledged, including limited space and distractions (M = 2.81). Notably, the lowest mean score was recorded for feelings of isolation from the team (M = 2.41, Disagree), suggesting that effective communication tools and collaborative platforms successfully mitigated social disconnection in the remote setting. These findings are consistent with Bal Yasemin et al. (2023), who noted that conducive physical setups and proper communication tools positively influence productivity and reduce isolation in remote work environments.

#### *Availability of Remote Work Resources*

Respondents reported adequate access to remote work resources overall (M = 2.86, Agree). Most professionals confirmed possession of the proper equipment — laptops, software, and internet — needed for efficient remote work (M = 3.18). Employer-provided tools such as cloud storage and communication platforms like Zoom, MS Teams, and Google Workspace were perceived as meeting daily job demands (M = 2.87). Despite this, technical problems such as computer freezes and unreliable internet were commonly experienced (M = 2.66), and many respondents acknowledged having to use personal devices or bear personal costs to support their remote work (M = 2.88). These findings align with Khanna et al. (2024), who emphasized that while technology access facilitates remote productivity, inconsistencies in resource provision can hinder efficiency and underscore the need for more robust employer support systems.

#### *Level of Employer Support*

The overall perception of employer support was positive, with a mean of 2.87 (Agree). Professionals reported feeling supported when encountering remote work challenges (M = 3.04) and acknowledged that their employers provided helpful guidance and training (M = 2.94). The statement reflecting abandonment by employers was rated at M = 2.30 (Disagree), indicating that most respondents did not feel left unsupported. Regular employer check-ins (M = 2.81) and the existence of clear remote work policies and communication protocols (M = 3.03) were also affirmed. These results support Raj et al. (2023), who stressed that employer involvement, regular engagement, and structured communication are essential drivers of remote work satisfaction and productivity.

### *Work-Life Balance Perceptions*

#### *Work Hours vs. Personal Time (Boundary Management)*

Boundary management was generally reported as effective, with an overall mean of 2.85 (Agree). Professionals indicated they could separate work from personal time (M = 3.14) and maintain a healthy work-life balance (M = 3.17). While some reported occasionally working beyond scheduled hours (M = 2.64), the majority disagreed with difficulty in mentally switching off from work (M = 2.41, Disagree). The ability to take adequate breaks during the workday was also affirmed (M = 2.90). These findings support Patil et al. (2024), who argued that remote work enables better boundary management when accompanied by flexible scheduling and organizational practices that promote work-life separation.

#### *Job Stress Levels*

Respondents reported relatively low stress levels in their remote work setup, with an overall mean of 2.79 (Agree). Most professionals agreed that working from home reduced stress compared to traditional office settings (M = 3.12) and improved their mental well-being (M = 3.12). Statements describing constant stress from home distractions or feeling overwhelmed by overlapping responsibilities were disagreed with (M = 2.32 and M = 2.43, respectively), suggesting effective adaptation to remote work demands. The ability to manage workloads calmly

and effectively was also affirmed ( $M = 2.96$ ). These outcomes align with Wells et al. (2023), who found that remote work can alleviate emotional strain when adequate support structures are in place.

#### *Time Spent with Family and Personal Activities*

Remote work was associated with increased time for family and personal activities, with an overall mean of 2.74 (Agree). Respondents affirmed that remote work allowed for more quality time with family ( $M = 3.08$ ) and greater engagement in hobbies and personal interests ( $M = 3.00$ ). Statements about missing family milestones or failing to enjoy time with loved ones due to remote work demands were disagreed with ( $M = 2.29$  and  $M = 2.40$ , respectively). The ability to balance personal interests and social life while working remotely was also positively perceived ( $M = 2.93$ ). These findings support Wells et al. (2023) and Putri and Amran (2021), both of whom documented that remote work arrangements tend to enhance personal time and strengthen family engagement.

#### *Employee Satisfaction with Remote Work*

Employee satisfaction with remote work was moderately positive, with an overall mean of 2.64 (Agree). Professionals reported high satisfaction with their current arrangements ( $M = 3.20$ ) and a strong sense of motivation and fulfillment ( $M = 3.09$ ). There was notable disagreement with statements about feeling unmotivated or disconnected ( $M = 2.11$ , Disagree) and considering resignation due to poor remote work experience ( $M = 2.11$ , Disagree). A moderate preference for hybrid work over full remote work was observed ( $M = 2.69$ ), indicating interest in greater flexibility without negating overall satisfaction with remote arrangements. These results are consistent with Jamaludin and Selvaraj (2023), who found that autonomy, communication, and organizational support are key drivers of remote work satisfaction.

#### *Effect of Remote Work on Work-Life Balance*

Regression analysis was conducted to test whether remote work variables significantly affected each work-life balance dimension. The results confirmed that remote work has a statistically significant effect on work-life balance across most dimensions, leading to the rejection of the null hypothesis in the majority of cases. The work-from-home setup showed a strong positive effect on work hours and boundary management ( $B = 0.497$ ,  $t = 5.48$ ,  $p < .001$ ) and on time spent with family and personal activities ( $B = 0.443$ ,  $t = 4.77$ ,  $p < .001$ ), as well as on employee satisfaction ( $B = 0.246$ ,  $p = .012$ ). However, its effect on job stress was not statistically significant ( $B = 0.230$ ,  $p = .021$ , Accept Ho), indicating that the setup alone does not significantly reduce stress for all employees.

Resource availability (access to laptops, internet, and software) significantly predicted all four work-life balance dimensions: work hours ( $B = 0.513$ ,  $t = 6.36$ ,  $p < .001$ ), job stress ( $B = 0.249$ ,  $t = 2.77$ ,  $p = .007$ ), time spent with family ( $B = 0.371$ ,  $t = 4.21$ ,  $p < .001$ ), and employee satisfaction ( $B = 0.324$ ,  $t = 3.79$ ,  $p < .001$ ). This confirms that technological support is fundamental to enabling a positive work-life balance among remote workers.

Employer support demonstrated the strongest and most consistent significant effects across all dimensions: work hours ( $B = 0.561$ ,  $t = 7.60$ ,  $p < .001$ ), job stress ( $B = 0.287$ ,  $t = 3.37$ ,  $p = .001$ ), time spent with family ( $B = 0.374$ ,  $t = 4.43$ ,  $p < .001$ ), and employee satisfaction ( $B = 0.341$ ,  $t = 4.18$ ,  $p < .001$ ). These findings reinforce the centrality of employer involvement in facilitating successful and balanced remote work, consistent with Raj et al. (2023) and Ghalan et al. (2025), who demonstrated that organizational support for remote workers is directly linked to improved work-life balance and productivity.

## Conclusion and Implications

Remote work has a significant and largely positive effect on the work-life balance of office administration professionals at the Fertilizer and Pesticide Authority (FPA), particularly when accompanied by adequate resources and strong employer support. Professionals generally reported satisfactory home workspaces, sufficient access to digital tools, and a positive employer-employee relationship during their remote work experience. Remote work contributed to improved boundary management, reduced stress, enhanced time for family and personal activities, and moderate-to-high employee satisfaction.

The regression analysis confirmed that all three remote work variables — work-from-home setup, availability of remote work resources, and employer support — significantly predicted at least three of the four work-life balance dimensions. Employer support emerged as the most influential predictor, with significant effects across all four dimensions. The only exception was the work-from-home setup's impact on job stress, which did not reach statistical significance, suggesting that external personal factors beyond the physical setup may also contribute to stress levels among remote workers.

These findings are theoretically supported by Herzberg's Two-Factor Theory: when the hygiene factors of the remote work environment (i.e., physical setup, resource provision, and supervisory support) are adequately addressed, they prevent dissatisfaction and create the conditions under which the motivator factors — autonomy, personal growth, and fulfillment — can flourish. The study thus confirms that optimizing hygiene conditions in remote work is a prerequisite for achieving meaningful improvements in employee work-life balance.

#### *For Organizations and Human Resource Departments*

Organizations should strengthen communication systems through regular team check-ins and information-sharing platforms to keep remote employees aligned and engaged. Clear work-hour boundary policies, such as a 'right to disconnect' protocol, should be established to protect personal time and reduce burnout risk. Ergonomic and technical support — including provision of proper furniture, laptops, routers, and internet subsidies — should be enhanced to reduce the burden on employees' personal resources. A dedicated IT helpdesk should be accessible during work hours to quickly resolve technical disruptions.

#### *For Office Administration Professionals*

Remote employees are encouraged to establish a dedicated, organized workspace to minimize distractions and improve concentration. Maintaining a structured daily schedule with clear work-life boundaries, supported by digital planning tools, can enhance task management and time allocation. Regular breaks should be integrated into the workday to sustain mental focus and reduce fatigue.

#### *For Policymakers and Government Agencies*

The findings offer evidence-based insights that can inform the development of remote work policies in the public sector. Policymakers should advocate for flexible work arrangements, employee wellness programs, and structured remote work policies that protect both organizational productivity and employee well-being. Specific attention should be directed toward ensuring equitable provision of remote work resources across all levels of government employment.

#### *For Future Research*

Future studies should expand the scope of investigation to include larger and more diverse organizational samples across different sectors and geographic regions to enhance generalizability. Longitudinal research examining the long-term effects of remote work on productivity, career development, and mental health among administrative professionals is particularly needed. Future researchers may also explore the role of gender, age, and household composition as moderating variables in the remote work-work-life balance relationship.

## **Acknowledgements**

The authors would like to thank the colleagues and institutions who provided guidance, feedback, and support throughout the conduct of this research and the preparation of this manuscript. Any remaining errors or omissions are the sole responsibility of the authors.

## **Funding**

This research received no external funding from any public, commercial, or not-for-profit funding agency, and no organization provided financial support for the conduct of the study, authorship, or publication of this article.

## **Competing Interests Statement**

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this article.

## **Data Availability Statement**

Data sharing is not applicable to this article as no new data were created or analyzed in this study; all data used were obtained from previously published sources as cited in the reference list.

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## Appendices

No appendices are included in this article.