

Promoting Work-Life Balance among Employees through Work from Home HR Strategy – A Study with Reference to Selected IT Companies in India

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ABSTRACT

The concept of Work from Home (WFH) has evolved from a temporary pandemic response into a strategic human resource (HR) approach aimed at enhancing employee well-being and organizational efficiency. This article explores how WFH, when integrated thoughtfully into HR policy, serves as a powerful tool to promote work-life balance. Drawing on national and international studies, as well as the Indian workforce experience, it highlights how flexibility in work hours, reduction in commute time, and personalized workspaces have contributed to better mental and physical health, higher job satisfaction, and increased productivity. However, it also addresses challenges such as blurred boundaries between work and personal life, digital fatigue, and gendered domestic burdens. This paper argues that with the right HR interventions — including flexible scheduling, digital wellness programs, and outcome-based performance measures — WFH can be a sustainable strategy for fostering a balanced and motivated workforce. The study aims to understand the importance of redefining traditional workplace norms to build a future of work that is human-centric, inclusive, and resilient. This article explores the role of Work from Home in promoting work-life balance and analyses its implementation as a strategic HR approach, with a special focus on the Indian context.

Keywords: Work from Home, HR Strategy, Work Life Balance, and Employee well being.

1. INTRODUCTION

Work from Home (WFH) has transformed the modern workplace, especially after the COVID-19 pandemic. One of its most significant impacts has been on work-life balance, offering both opportunities and challenges for employees. Work from home (WFH) is no longer just a temporary solution — it's a strategic Human Resources (HR) tool that can help organizations attract, retain, and engage top talent while reducing costs and boosting productivity.

In today's fast-evolving work environment, the concept of Work-Life Balance has taken centre stage in conversations around employee well-being and organizational success. The global shift triggered by the COVID-19 pandemic brought Work from Home (WFH) into the mainstream, not just as a crisis response but as a long-term human resource (HR) strategy. As companies reimaged their operational models, WFH emerged as a key driver of flexibility, autonomy, and improved quality of life for employees. Particularly in knowledge-based industries, remote work has enabled employees to better manage personal and professional responsibilities — reducing stress, enhancing job satisfaction, and improving overall productivity. However, the effectiveness of this strategy depends on how well it is integrated into HR policies, addressing both its opportunities and challenges.

Working from home can be a powerful way to improve work-life balance. It can help by way of providing more time for living by reducing the time for commuting. It can reduce all the stress linked to commuting at high traffic area and improve well-being. WFH can provide greater flexibility at work where remote jobs allow people to schedule their work around personal needs. Flexibility helps reduce the guilt and pressure of choosing between work and life. Being physically present at home means employees can engage more with family — from sharing meals to helping with homework — leading to healthier

relationships. At home, people can create a workspace that suits their comfort and productivity — adding plants, working in natural light, or listening to music. This reduces work stress and boosts focus. Without constant office distractions or stress from a long commute, many workers feel more in control and less overwhelmed. This leads to better mental health and increased job satisfaction. Work from home offers flexibility, comfort, and time — the key ingredients to achieving a healthier work-life balance. From the view point of organisation, When managed well, it can lead to happier employees, better productivity, and a more fulfilling daily life.

In India, Work From Home (WFH) has been most successful in industries that are digitally enabled, knowledge-based, and require minimal physical infrastructure. Information Technology (IT) & Software Services are most successful WFH industry in India. Companies like TCS, Infosys, Wipro, HCL adopted large-scale remote operations during COVID and continue with hybrid models. Work involving coding, testing, maintenance, and support — all proved suitable for WFH. IT-Enabled Services (ITES) / BPO / KPO Customer support, backend operations, and data processing are largely BPOs now recruit from Tier-2/3 cities thanks to WFH setups. Teachers, tutors, and educational content creators successfully shifted to platforms like Zoom, Google Meet, and Microsoft Teams. Ed Tech companies like BYJU'S, Unacademy, Vedantu scaled massively using remote strategies. Freelancers and digital agencies benefit from cost savings and flexible schedules. Roles like accounting, auditing, financial analysis, and advisory went remote using secure cloud tools. Banks and fintech companies now use hybrid models, especially for IT and back-office teams. Independent professionals in HR, legal consulting, business strategy, etc., thrive on virtual meetings and cloud-based collaboration. There are some Industries Where WFH is Less Effective which includes Manufacturing, construction, retail, transport, hospitality, and healthcare which still need physical presence for service delivery. In India, Work From Home has been most successful in IT, ITES, EdTech, FinTech, and digital services — industries where work can be digitized, tracked, and delivered from anywhere.

1. Improves Mental Health

A good work-life balance reduces stress, anxiety, and burnout. It allows people time to rest, relax, and recharge — which leads to better emotional well-being. Overworking can lead to lifestyle diseases like hypertension, diabetes, or sleep disorders. Balanced routines allow time for exercise, proper meals, and adequate sleep. Well-rested employees focus better, make fewer mistakes, and perform more efficiently. Quality increases when people are not overwhelmed. Spending time with family and friends builds stronger bonds. It leads to a more satisfying personal life, which reflects positively in workplace behavior too. Employees who feel their personal life is respected are more loyal, committed, and satisfied with their jobs — reducing attrition and absenteeism. Balance allows time for hobbies, skill-building, or education — which helps people grow as individuals, not just as employees. Organizations that promote balance have happier, more engaged teams. It also helps attract and retain top talent. Work-life balance is not a luxury — it's a necessity. It leads to healthier people, stronger families, better work output, and a more sustainable future for everyone.

In India WFM strategy in India can be understood as the Pandemic Revolution. COVID-19 forced nearly all companies to switch to remote work overnight. During Covid WFH strategy became a survival tool rather than an optional benefit. WFH is now a core HR strategy, not just a contingency plan. At present Companies offer hybrid, remote-first, or flexible work arrangements to stay competitive. In India, Work from home has evolved from a rare privilege to a powerful HR strategy that promotes flexibility, inclusion, cost-effectiveness, and employee satisfaction. Evolution of WFH strategy reflects how HR has shifted from traditional control to trust, empowerment, and results.

2. REVIEW OF LITERATURE

The relationship between Work from Home (WFH) and work-life balance has been the subject of extensive academic and industry research, particularly following the global shift in work patterns during the COVID-19 pandemic.

In the Indian context, NASSCOM (2022) found that 74% of IT employees preferred hybrid or full-time remote work due to better work-life balance, reduced commuting stress, and location flexibility. This shift has also encouraged the inclusion of talent from Tier-2 and Tier-3 cities, reshaping India's digital workforce.

Microsoft's Work Trend Index (2022) introduced the idea of the "hybrid paradox," where workers seek both flexibility and human connection. It stressed the importance of redefining performance management, fostering virtual collaboration, and promoting digital wellness in remote setups.

LinkedIn's Workforce Confidence Index (2021) showed that over 55% of Indian professionals felt more

productive at home, yet around 45% struggled with maintaining clear boundaries between work and personal life. Women, in particular, reported increased domestic responsibilities despite professional flexibility.

Gartner's 2021 HR Survey reported that over 80% of companies planned to continue remote work in some capacity. The survey emphasized that HR strategies must evolve to include remote work infrastructure, digital collaboration tools, and wellness support to sustain employee engagement and work-life harmony.

Azim Premji University's report (2020) brought attention to the gendered experience of WFH, revealing that Indian women were disproportionately burdened with household tasks while working remotely, raising questions about equity in remote work environments.

Bloom et al. (2015) conducted a landmark study at a Chinese travel agency, revealing a 13% increase in productivity among remote workers, alongside improved job satisfaction and fewer sick days. However, the study also highlighted the importance of social interaction, as nearly half the participants chose to return to the office eventually.

These studies collectively emphasize that while WFH can significantly improve work-life balance, it requires strategic planning, equitable policies, and continuous HR support to be truly effective. Studies globally and in India show that Work from Home improves productivity, job satisfaction, and talent retention — but also brings challenges like isolation, overwork, and inequality. The experience of Indian workers with WFH is diverse and evolving. While many appreciate the flexibility and freedom, challenges like isolation, infrastructure issues, and work overload remain. For WFH to succeed long-term, companies must address these concerns through smart HR practices and employee support systems.

3. RESEARCH DESIGN

This study adopts a descriptive and exploratory research design to understand the impact of Work from Home (WFH) as a Human Resource (HR) strategy on employees' work-life balance in selected Indian IT companies. The research aims to analyze employee experiences, identify key enablers and challenges, and assess the effectiveness of WFH policies in promoting work-life harmony.

RESEARCH OBJECTIVES

1. To evaluate how WFH has influenced work-life balance among employees in IT companies.
2. To explore the HR policies and strategies supporting WFH in the selected organizations.
3. To identify challenges employees face while working remotely.
4. To suggest HR interventions that can enhance work-life balance in a long-term WFH or hybrid model.

RESEARCH METHODOLOGY

Research Type: Quantitative (with qualitative inputs)

Approach: Cross-sectional survey-based study

SAMPLING DESIGN

Population: IT employees currently or recently working under a Work from Home setup in India.

Sampling Technique: Convenience sampling of employees from selected IT companies (e.g., TCS, Infosys, Wipro, HCL).

Sample Size: 60 respondents (Equal number of male and female employees).

Data Collection Methods:

Primary Data collected through a structured questionnaire using Likert scale-based responses on parameters like flexibility, productivity, stress, job satisfaction, and personal life balance. Interviews with 5–10 HR professionals for qualitative insights on WFH strategies and challenges.

Secondary Data: Academic journals, company reports, NASSCOM publications, government labor statistics, and industry whitepapers.

Data Analysis Tools: Statistical analysis using MS Excel or SPSS — descriptive statistics (mean, standard deviation), cross-tabulation, and correlation analysis.

SCOPE AND LIMITATIONS:

The study is limited to a select number of Indian IT companies and may not represent other industries. Employee responses may be influenced by personal circumstances, company culture, or temporary factors.

4. DATA ANALYSIS AND INTERPRETATION

The data collected from respondents (Employees of IT firms) as to their perceived level satisfaction and agreeable attitude towards positive impact of Work from Home HR strategy on employee Work Life Balance analyzed and presented below. The data analyzed by using statistical tools for greater reliability and accuracy.

Table 1: Whether Work from Home HR strategy can promote Work Life Balance and Employee Job Satisfaction – Employee perceptions

	<i>Level of agree</i>					<i>Mean</i>	<i>S.D</i>	<i>Median</i>	<i>Mean (%)</i>	<i>Man Whitney Z value</i>	<i>P value</i>
	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree nor Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>						
Male Employees	0 .0%	0 .0%	10 35.5 %	16 51.6%	4 12.9%	3.77	.669	4.00	75.48	2.17	.027 sig
Female Employees	0 .0%	0 .0%	0 .0%	30 100%	0 .0%	4.03	.180	4.00	80.65		
TOTAL	0 .0%	0 .0%	10 15.1 %	46 78.1%	4 6.8%	3.90	.503	4.00	78.06		

Source: Survey data

Table 1 shows employee perception on how WFH can promote Work Life Balance. In case of Male respondents 35.5% perceived as neither agree nor disagree, 51.6% are Agree, and 12.9% are strongly agreeing on it. In the case of female employees 100.% respondents perceived agreeing with statement WFH can promote Work Life Balance.. Man Whitney Z Test shows that there is a significant difference between male and female employees as to agreeing attitude where $p=0.027<0.05$.

5. FINDINGS OF THE STUDY

Following are the major findings of the study-

- Respondents perceived that WFH breaks geographical barriers. Companies can now recruit the best candidates globally, not just locally — opening doors to diverse talent pools and hard-to-find skill sets.
- Employees with WFH a flexible work arrangements reported higher job satisfaction, loyalty, and lower stress, which can reduce labour turnover and saves on rehiring costs of employer firms.
- Majority of respondents state that when supported with the right tools and policies, WFH employees often work more efficiently with fewer distractions. Flexible work boosts morale and gives employees more control over their schedules.
- Managers of IT firms expressed WFH has encouraged the shift from “hours worked” to output-based performance metrics, helping HR adopt more effective and transparent evaluation systems.
- Respondent employees reported improved personal time due to elimination of long commutes (often 2–3 hours daily in metro cities like Bangalore, Mumbai, or Delhi).
- For majority of respondents (76%) WFH reduced workplace stress, allowed flexibility in schedules, and increased job satisfaction — especially among women professionals and working parents.
- It is observed in the study unstable internet connections and lack of proper workspaces at home created stress — especially in rural or semi-urban areas.

- Some respondents perceived missing of daily office chats, team bonding, and professional networking caused feelings of loneliness and disconnection, especially among younger employees.
- Some employees feared fewer promotions, less visibility, and weaker mentoring while working remotely, as "out of sight, out of mind" became a concern in traditional corporate cultures.
- Most of the Women Employees of IT firms benefited from flexibility of WFM but also faced double burden of managing home and work simultaneously.

6. SUGGESTIONS

Following suggestions are made based on findings of the study which are useful in effective implementation of Work from Home HR strategy for enhanced employee satisfaction and Work life balance

- To be effective, Companies should create transparent, flexible WFH policies with clear expectations around working hours, availability, and performance metrics. It is suggested to avoid a "24x7 availability" culture.
- IT firms should offer employees a hybrid model for working — a blend of office and remote work — to balance flexibility and collaboration. This blended approach caters to diverse employee needs and avoids feelings of isolation.
- Effective leadership is vital for success with WFH strategy. Management should Equip team leaders and HR personnel with remote leadership skills, such as virtual engagement, empathy, and productivity tracking without micromanaging.
- Adequate and suitable digital infrastructure should be provided. Management should provide necessary tools like secure VPN access, collaboration platforms (e.g., Teams, Slack), ergonomic equipment, and tech support.
- Organize online wellness sessions, flexible mental health leaves, counseling, and stress-relief activities. Encourage regular breaks and discourage after-hours messaging.
- The management should offer childcare support, flexible hours, and gender-sensitive HR practices to ensure equitable experiences for women and caregivers during WFH.
- Promote virtual team-building activities, non-work calls, and informal meet ups to maintain bonding and reduce loneliness.

7. CONCLUSION

Work from Home has emerged as more than just a temporary work arrangement — it is now a strategic HR tool that can significantly enhance work-life balance when implemented effectively. By offering employees greater flexibility, reducing commuting stress, and enabling better control over daily routines, WFH supports both personal well-being and professional productivity. However, to fully realize its potential, organizations must address the challenges that come with remote work, such as digital fatigue, role overlap at home, and isolation. Through clear policies, empathetic leadership, and technology-enabled support systems, HR can shape a balanced and sustainable work environment. Ultimately, the success of WFH as an HR strategy lies in its ability to create a culture of trust, autonomy, and inclusivity — ensuring that employees not only perform well but also live well.

Work from Home has the potential to improve work-life balance, but only when managed with clear boundaries, support systems, and realistic expectations. The key is flexibility with discipline — and trust between employer and employee.

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