

Thesis Report
On
Effects of Work-from-Home on Employee Productivity: A Study on Service Based Companies in Dhaka

Submitted by:

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Program: Master of Business Administration (MBA)

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Submitted to:

Department of Business Administration

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Submitted for the partial fulfillment of the degree of Master of Business Administration (MBA)



Sonargaon University (SU)
147/1 Green Road, Panthapath, Tejgaon, Dhaka

Date of Submission: January 03, 2026

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Date of Submission: January 03, 2026

Letter of Transmittal

January 03, 2026

Md. Fajle Rabbi

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Subject: Submission of thesis report titled **“Effects of Work -from -Home on Employee Productivity: A Study on Service –Based Companies in Dhaka.”**

Dear Sir,

I am hereby submitting my thesis paper entitled **“Effects of Work-from-Home on Employee Productivity: A Study on Service-Based Companies in Dhaka”**, which was assigned to me as a requirement for the completion of the MBA Program. This report examines how work-from-home arrangements influence employee productivity, job efficiency, and work performance within various service-based organizations in Dhaka. The study is based on a structured survey conducted among employees working in the service sector who have experienced remote work practices.

I trust that this report meets your expectations and adheres to the academic standards of Sonargaon University. Conducting this research has been highly insightful, informative, and beneficial for my academic understanding and future professional growth. I believe this thesis will serve as a comprehensive resource for understanding the productivity dynamics associated with work-from-home practices.

Thank you very much for your continuous guidance and cooperation throughout the course, without which this thesis paper could not have been completed. Should you require any further clarification or additional information, I would be pleased to provide it.

Yours Sincerely,

Dipa Sarker

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Declaration of Student

This is to notify you that, the thesis paper on “**Effects of Work -from -Home on Employee Productivity: A Study on Service –Based Companies in Dhaka.**” has been prepared as a part of my dissertation formalities. It is an obligatory part of my **MBA** program to submit a thesis paper. Moreover, I was inspired and instructed by **Md. Fajle Rabbi**, Lecturer, Department of Business Administration, Sonargaon University (SU). I am further declaring that I did not submit this report anywhere for awarding any degree or certificate.

Yours Sincerely

Dipa Sarker

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Letter of Authorization

This is to certify that the thesis report “Effects of Work -from -Home on Employee Productivity: A Study on Service –Based Companies in Dhaka,” has been prepared as a part of completion of the MBA program from Department of Business Administration, Sonargaon University (SU), carried out by **Dipa Sarker** bearing **ID: MBA2501034016** under my supervision. The report or the information will not be used for any other purposes.

Md. Fajle Rabbi

Lecturer

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Acknowledgment

In the beginning, I would like to convey my sincere appreciation to the Almighty Allah for giving me the strength and ability to finish the task.

I want to thank my academic supervisor Md. Fajle Rabbi, Lecturer, Department of Business Administration, Sonargaon University (SU), for providing me with all the necessary help for the completion of this report. I want to give the greatest thanks to her for guiding me as an advisor to start and complete this report successfully.

I am grateful to my supervisor Ms. Sayla Sowat Siddiqui & Co- Supervisor Ms. Yasmin Jamadar for their valuable direction, help and constructive criticism over this research. This thesis took shape because of these insights. I also want to express my gratitude towards all the faculty and staff from Sonargaon University who have been with me at both my thick and thin times throughout this whole program. I want to thank my family and friends for their unwavering support, encouragement through this journey.

Abstract Summary

The research extensively examined the effects of Work-from-Home (WFH) arrangements on employee productivity within service-based companies in Dhaka, integrating both quantitative and qualitative methodologies to provide a holistic understanding. The study considered multiple dimensions influencing remote work effectiveness, including technological readiness, home work environment, flexibility, communication, work-life balance, and employee satisfaction. By combining survey results, correlation analyses, and semi-structured interviews with managers and team leaders, the research not only evaluated individual and organizational productivity outcomes but also contextualized them within the broader urban service-sector environment, providing evidence-based insights for policy and managerial practice. While WFH offers significant potential for increased autonomy and flexibility, environmental, technological, and managerial challenges must be addressed to maximize productivity. These insights provide actionable guidance for managers, policymakers, and researchers seeking to optimize remote work in densely populated urban environments.

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Chapter One

Introduction

1.1 Background of the Study

The COVID-19 pandemic has profoundly reshaped global work practices, compelling organizations to adopt Work-from-Home (WFH) arrangements to maintain continuity of operations and safeguard employee well-being (Elavarasan et al., 2022). While WFH existed in limited contexts prior to the pandemic, the abrupt and large-scale implementation introduced both opportunities and challenges, especially for service-based organizations operating in densely populated urban environments such as Dhaka. These organizations, encompassing sectors like IT, finance, banking, and customer support, were compelled to redesign workflows, communication channels, and performance monitoring systems to accommodate geographically dispersed teams.

Empirical evidence suggests that WFH can positively impact productivity through reduced commuting time, flexible scheduling, and greater autonomy (Patanjali & Bhatta, 2025; Bao et al., 2022). Employees reported improved focus and the ability to manage personal and professional responsibilities more effectively, contributing to higher job satisfaction (Galanti et al., 2021). However, challenges are also significant. Environmental distractions at home, lack of face-to-face interaction, and uneven technological readiness were reported as key obstacles limiting productivity and engagement (Niebuhr et al., 2022; Anakpo et al., 2023).

In Dhaka, infrastructural constraints, such as intermittent internet connectivity, shared living spaces, and limited access to digital collaboration tools, further compound the challenges of WFH (Zayed et al., 2022). Additionally, demographic factors such as age, educational level, and digital literacy influence employees' adaptation and effectiveness in remote work settings. Younger employees and those with higher education levels tend to demonstrate superior proficiency in digital tools and exhibit better productivity, while older employees or those with limited technological experience often require additional support to maintain efficiency (Elavarasan et al., 2022; Kaushal et al., 2024).

Previous research highlights the mediating roles of work flexibility, technological support, communication efficacy, and employee satisfaction in determining WFH productivity outcomes (Gachanja & Kirima, 2022; Mabkhot et al., 2021). These factors, when effectively managed, enhance employees' ability to complete tasks efficiently and sustain motivation. Therefore, it becomes crucial to systematically explore the impact of WFH on productivity within service-based companies in Dhaka, incorporating both quantitative survey data and qualitative interview insights. This study addresses this research gap, providing actionable recommendations for optimizing remote work arrangements while contributing to the academic literature on urban WFH practices in developing countries.

1.2 Problem Statement

Despite the increasing adoption of WFH arrangements, empirical evidence on their effects on employee productivity in Dhaka's service-based sectors is limited. Organizations report mixed outcomes: while some employees benefit from reduced commuting time, flexibility, and autonomy, others struggle with distractions, inadequate technology, and reduced team coordination (Gachanja & Kirima, 2022; Bao et al., 2022).

Several factors exacerbate these challenges. Home-based workspaces are often shared or poorly equipped, leading to interruptions and decreased concentration. In addition, disparities in digital literacy and technological infrastructure contribute to uneven productivity outcomes among employees. Older or less tech-savvy employees may find it difficult to navigate digital tools, while younger employees generally adapt more quickly to virtual collaboration platforms (Elavarasan et al., 2022). Extended

periods of WFH also increase the risk of mental fatigue, stress, and motivation loss, which negatively affect long-term performance (Patanjali & Bhatta, 2025).

In the context of Dhaka, additional constraints such as unstable internet connections, overcrowded living conditions, and limited access to reliable software infrastructure further challenge the effectiveness of remote work. While international literature provides guidance on WFH practices, localized research is scarce, emphasizing the need for context-specific studies to understand productivity determinants in Dhaka's service sector. This study aims to fill this research gap by analyzing the impact of WFH factors—environment, flexibility, technological support, communication, and employee satisfaction—on productivity, providing both empirical insights and practical recommendations.

1.3 Research Objectives

The study seeks to investigate the effects of WFH on employee productivity in service-based companies in Dhaka. Specifically, it aims to:

1. Examine the influence of WFH environment, including workspace suitability and home-based distractions, on employee productivity.
2. Assess the role of work flexibility and work-life balance in determining employee efficiency and engagement.
3. Investigate the impact of technological support and digital communication tools on collaboration and task completion.
4. Explore the mediating role of employee satisfaction in enhancing productivity during WFH arrangements.
5. Provide evidence-based recommendations for managers to optimize WFH policies and practices.

1.4 Research Questions

Aligned with the objectives, this study addresses the following research questions:

1. How does the home-based WFH environment affect employee productivity in service-based companies?
2. What is the impact of work flexibility and work-life balance on performance and engagement?
3. How do technological resources and digital communication platforms influence collaborative efficiency and productivity?
4. To what extent does employee satisfaction mediate the relationship between WFH arrangements and productivity?
5. What practical measures can organizations adopt to maximize WFH benefits while mitigating associated challenges?

1.5 Significance of the Study

This study holds significance at both academic and practical levels. Academically, it contributes to the limited literature on WFH in developing urban contexts, particularly service-based companies in Dhaka. By integrating quantitative and qualitative data, the study provides a holistic understanding of productivity determinants, including technological readiness, managerial support, and employee demographics.

Practically, the research offers actionable insights for managers and policymakers seeking to optimize WFH arrangements. These include:

Ensuring reliable technological infrastructure and digital tools for effective remote collaboration.

Designing flexible work schedules to accommodate diverse employee needs.

Implementing structured virtual communication protocols to enhance coordination.

Fostering employee satisfaction and mental well-being through targeted interventions.

By applying these recommendations, organizations can sustain employee performance, engagement, and job satisfaction, ensuring resilience in future disruptions and supporting long-term operational efficiency.

1.6 Structure of the Thesis

This thesis is divided into seven chapters.

Chapter One: Introduction

Presents the background of the study, problem statement, research objectives, research questions, significance, and overall structure of the thesis.

Chapter Two: Literature Review

Reviews relevant previous studies related to work-from-home, employee productivity, and other supporting concepts.

Chapter Three: Hypothesis Development

Develops the research hypotheses based on the reviewed literature and conceptual framework.

Chapter Four: Research Methodology

Explains the research design, sample selection, data collection methods, and analytical techniques used in the study.

Chapter Five: Analysis, Findings, and Discussion

Presents the data analysis and main findings, and discusses the results in relation to the research objectives.

Chapter Six: Discussion

Provides further discussion of the findings and links them with existing literature and practical implications.

Chapter Seven: Conclusion, Findings, and Recommendations

Summarizes the study, presents key conclusions, highlights limitations, and offers recommendations for future research and practice

Chapter – Two

Literature Review

The COVID-19 pandemic has significantly reshaped global work practices, compelling organizations to adopt work-from-home (WFH) arrangements to maintain continuity of operations. Numerous studies have examined the effects of the pandemic across sectors, including human resource management, technological adaptation, and organizational productivity, providing insights relevant to service-based companies in Dhaka.

Elavarasan et al. (2022) investigated the pandemic's impact on the United Nations Sustainable Development Goals (SDGs) and identified substantial disruptions, particularly in SDG 1 (No Poverty) and SDG 8 (Decent Work and Economic Growth). The study employed a hybrid qualitative-quantitative model to measure impacts and recommended strategies for post-pandemic recovery. A critical analysis of SDG targets and interactions was conducted, introducing a new parameter, the degree of randomness, for evaluating environmental studies and facilitating prioritization of sustainable development initiatives.

Kaushal et al. (2024) examined biomedical waste management during the pandemic, emphasizing the environmental consequences of increased usage of personal protective equipment. Plasma gasification technology was identified as an effective solution for converting biomedical waste into reusable byproducts, thereby promoting the circular economy. The study also suggested strategies for the long-term viability of this technology within the Indian context.

Mabkhot et al. (2021) explored the alignment of Industry 4.0 (I4.0) enabling technologies with SDGs, demonstrating that technological innovations can positively influence sustainability outcomes. The study employed quantitative mapping to assess the impact of I4.0 technologies on each of the 17 SDGs, revealing strong direct and weak indirect effects depending on the goal. These findings provide guidance for policymakers in integrating technological development with sustainability agendas.

Zayed et al. (2022) focused on human resource skill adjustments in the post-pandemic hospitality sector in sub-Saharan Africa. Their research showed that upskilling and reskilling practices significantly enhanced dynamic capabilities, allowing organizations to better withstand future disruptions. Linear regression analysis of survey data from 220 participants across 60 hospitality enterprises indicated that workforce skill development directly predicted organizational adaptability and performance.

DeLone and McLean (1992) proposed a comprehensive taxonomy of information system (IS) success, including six key dimensions: system quality, information quality, use, user satisfaction, individual impact, and organizational impact. Their framework has since informed research on the role of technology in supporting remote work environments, offering a basis for evaluating productivity and efficiency in WFH settings.

Anakpo et al. (2023) conducted a systematic review of WFH impacts on employee performance and productivity. The study included 26 articles selected via PRISMA-P guidelines and found that outcomes varied depending on job type, organizational characteristics, and home environments. Positive impacts were observed when adequate IT support and training were provided, whereas limited technological readiness often hindered performance.

Galanti et al. (2021) analyzed how family-work conflict, social isolation, and environmental distractions influenced remote employee productivity, engagement, and stress. The study concluded that WFH increased autonomy and flexibility but also elevated stress levels, suggesting that supportive organizational measures are necessary to maintain performance and well-being.

Patanjali and Bhatta (2025) investigated WFH productivity in the IT sector and reported that approximately two-thirds of employees experienced improved performance due to saved commuting time and greater autonomy. However, extended periods of remote work led to fatigue and reduced motivation, indicating the need for hybrid models that balance flexibility and engagement.

Bao et al. (2022) examined developer productivity at Baidu during the pandemic using quantitative activity records of 139 developers over 138 working days. The study revealed that WFH impacts varied based on project size, type, and programming language. Positive outcomes were noted for smaller projects, while productivity decreased for larger projects. Variations among individual developers highlighted the importance of personalized management approaches.

Niebuhr et al. (2022) evaluated the effects of WFH on employee health and job satisfaction in Germany. The technical functionality of home workstations positively influenced work ability and satisfaction, whereas increased weekly remote work hours were associated with stress-related symptoms. Greater autonomy was found to enhance satisfaction, emphasizing the role of organizational support and regulatory frameworks for WFH.

Gachanja and Kirima (2022) investigated strategic management influences on organizational productivity during WFH. The study identified leadership support, communication effectiveness, safety provisions, and access to resources as critical determinants of efficiency. Recommendations included adopting hybrid work environments to optimize productivity and sustain employee engagement.

Wong et al. (2021) analyzed service-learning internships conducted remotely during the pandemic. The research highlighted that WFH can maintain positive learning outcomes if supported by proper planning, communication, and supervision. Critical success factors included structured schedules, mentor guidance, and technological facilitation.

Collectively, the literature demonstrates that WFH arrangements can improve autonomy, flexibility, and in some cases, productivity, but also introduce challenges such as stress, social isolation, and engagement reduction. Effective outcomes require organizational support, hybrid work strategies, continuous skill development, and technological readiness, particularly in service-based companies operating within densely populated urban environments like Dhaka.

Chapter – Three

Conceptual Framework and Hypotheses Development

3.1 Introduction

Work-from-home (WFH) arrangements have become increasingly prevalent in service-based companies, particularly due to technological advancements and the need for flexible operations. The transition from traditional office-based work to remote environments has significantly influenced employees' work patterns, motivation, and productivity outcomes. Key factors such as the home working environment, flexible scheduling, communication and collaboration, technological support, and work–life balance have emerged as crucial determinants of employee performance in WFH contexts (Galanti et al., 2021; Bao et al., 2022). This chapter develops a series of hypotheses grounded in prior research, logical reasoning, and empirical observations. These hypotheses provide a structured framework for testing the relationships between WFH-related factors and employee productivity in service-based companies in Dhaka.

3.2 Definition of Hypothesis

A hypothesis is a precise, testable statement predicting the relationship between two or more variables. It provides direction to a study by specifying how independent variables may affect a dependent variable (Creswell & Creswell, 2018). In this research, hypotheses are formulated to examine how components of WFH—such as environment, flexibility, communication, technological support, and work–life balance—affect employee productivity directly or indirectly, with job satisfaction potentially acting as a mediating factor.

3.3 Conceptual Framework

The conceptual framework of this study illustrates the presumed relationships among variables affecting employee productivity in a WFH setting. Guided by prior literature, the framework proposes that WFH components—work environment, work flexibility, communication and collaboration, technological support, and work–life balance—act as independent variables influencing productivity. Job satisfaction is included as a mediating variable, reflecting its role in enhancing or diminishing the effects of WFH practices on employee performance. Employees satisfied with their remote working arrangements are more engaged, motivated, and productive, whereas inadequate technological support, poor communication, or disrupted work–life balance can negatively impact performance (Zayed et al., 2022; Anakpo et al., 2023).

This framework guides hypothesis formulation and provides a systematic foundation for empirical analysis in subsequent chapters.

Figure 1 delineates the conceptual framework underpinning this study and articulates the theorized causal pathways linking the key determinants of the work-from-home (WFH) arrangement to employee productivity. In this model, the Work-from-Home Environment, Work Flexibility, and Technological Support are advanced as foundational antecedent variables that shape employees' Work–Life Balance. These factors are posited to influence the degree to which individuals can effectively integrate occupational responsibilities with personal and familial demands within a remote working context.

Work–Life Balance is conceptualized as a mediating mechanism through which WFH conditions exert their impact on productivity outcomes. The framework thus theorizes that enhanced environmental support, greater autonomy in scheduling, and sufficient technological resources facilitate a more favorable work–life interface, which subsequently fosters higher levels of Employee Productivity. By specifying these relationships, the model provides a rigorous theoretical basis for the hypotheses

formulated in this chapter and establishes an analytical structure for examining the multifaceted effects of WFH practices within contemporary organizational settings.

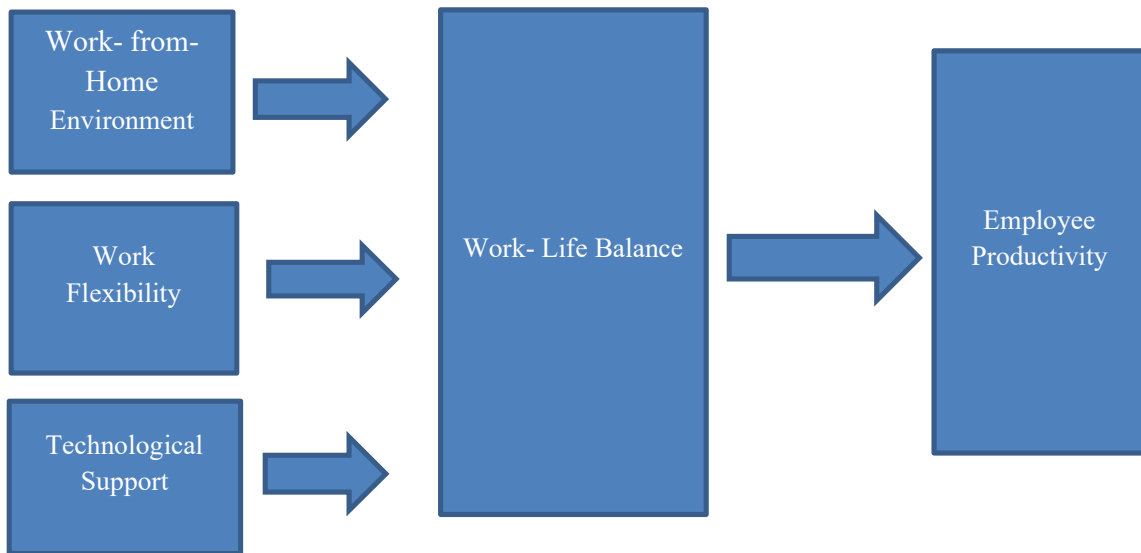


Figure 1: Conceptual Framework of WFH and Employee Productivity

3.4 Hypotheses Development

Based on the conceptual framework and previous studies, the following hypotheses have been formulated. Each hypothesis is followed by a brief discussion supported by literature.

H1: Work-from-home environment positively affects employee productivity.

A well-organized and distraction-free home workspace allows employees to focus and perform tasks efficiently. Prior research shows that a supportive home environment significantly contributes to higher productivity in remote work (Galanti et al., 2021; Bao et al., 2022).

H2: Work flexibility positively influences employee productivity.

Flexible working hours enable employees to plan tasks according to personal peak performance periods, improving time management and task completion. Studies indicate that flexible schedules enhance overall productivity (Patanjali & Bhatta, 2025; Wong et al., 2021).

H3: Work-life balance has a significant positive impact on employee productivity.

Maintaining equilibrium between professional responsibilities and personal life reduces stress and burnout, leading to higher motivation and engagement (Niebuhr et al., 2022; Galanti et al., 2021).

H4: Effective communication and collaboration positively affect employee productivity in a WFH setting.

Remote work often limits face-to-face interaction. Efficient communication channels, timely updates, and collaborative digital tools enhance teamwork and reduce delays. Research shows strong

communication directly correlates with improved productivity (Gachanja & Kirima, 2022; Wong et al., 2021).

H5: Technological support significantly contributes to higher employee productivity.

Access to reliable software, hardware, and internet connectivity allows employees to perform tasks without interruption. Studies confirm that technological readiness is critical for maintaining efficiency in remote work settings (Anakpo et al., 2023; DeLone & McLean, 1992).

H6: Job satisfaction mediates the relationship between WFH practices and employee productivity.

Satisfied employees are more engaged, committed, and motivated, translating favorable WFH conditions into higher productivity. Literature emphasizes job satisfaction as a key mediating factor in remote work performance (Elavarasan et al., 2022; Zayed et al., 2022).

H7: The overall effectiveness of WFH practices positively influences employee productivity in service-based companies.

When all components of WFH—environment, flexibility, communication, technological support, and work–life balance—operate effectively, employees show optimal performance (Kaushal et al., 2024; Mabkhot et al., 2021).

Chapter - Four

Research Methodology

4.1 Research Design

The research design adopted for this study is a mixed-method design, integrating both quantitative and qualitative approaches to comprehensively explore the effects of work-from-home (WFH) on employee productivity in service-based companies located in Dhaka. This method was chosen because the topic involves both measurable outcomes—such as working hours, performance ratings, and task completion—and subjective experiences like motivation, communication effectiveness, and work-life balance. The integration of numerical data and personal insights allows for a deeper and more balanced understanding of how WFH arrangements influence employee productivity.

The quantitative approach involved the collection of primary data through a structured questionnaire survey. The questionnaire was designed to examine employees' demographic characteristics, job nature, technological adaptation, work satisfaction, motivation, and perceived productivity while working remotely. The target population included employees aged between 22 and 45 years working in different service-oriented organizations in Dhaka, such as banking institutions, IT firms, customer support centers, and consultancy agencies. Using a convenience sampling technique, a total of 50 valid responses were collected. These responses were analyzed to identify patterns and correlations between remote work conditions and productivity levels.

The qualitative approach included semi-structured interviews with selected managers and team leaders to capture deeper insights into organizational perspectives, managerial challenges, communication issues, and productivity monitoring under remote work conditions. The qualitative findings supported the quantitative data by explaining the underlying reasons behind observed trends, offering a more comprehensive understanding of the WFH experience.

In addition to primary data, secondary sources such as journal articles, research reports, and publications from international organizations (e.g., International Labour Organization [ILO, 2021]; World Bank, 2020; Deloitte, 2022) were consulted. These sources provided theoretical context and helped validate the findings by comparing them with global and national research outcomes.

This study thus bridges the gap between individual-level employee experiences and broader organizational productivity theories. The mixed-method approach enhances the reliability and validity of the results by enabling triangulation of data. Ultimately, this research design provides a holistic view of how work-from-home arrangements influence productivity, motivation, and overall job performance among service-sector employees in Dhaka.

4.2 Data Collection Methods

Data collection for this study was primarily based on primary data, while secondary sources were used to provide supplementary context and theoretical support. The main objective of data collection was to gather reliable and comprehensive information on how work-from-home arrangements affect the productivity of employees in service-based organizations within Dhaka city. To achieve this, both quantitative and qualitative data were collected through a structured questionnaire survey and semi-structured interviews.

The primary data were obtained from employees working in various private service-sector companies, including IT firms, telecommunication agencies, banking institutions, and customer service organizations. A structured questionnaire was developed and distributed using online platforms such as Google Forms to reach respondents efficiently, as most of the targeted employees are familiar with digital tools due to their remote working experience. The questionnaire included both closed-ended and

open-ended questions covering key areas such as working environment, communication efficiency, technological access, motivation, job satisfaction, and overall productivity under WFH settings. In total, 50 valid responses were collected through a convenience sampling technique.

In addition, qualitative data were collected through semi-structured interviews with a small number of managers and supervisors to gain insights into organizational policies, performance monitoring practices, and managerial perceptions of remote work. These interviews helped provide depth to the quantitative findings by revealing underlying causes and contextual factors affecting employee performance.

The secondary data were collected from relevant journals, reports, and publications by international organizations such as the International Labour Organization (ILO, 2021), World Bank (2020), and Deloitte (2022), along with academic articles on employee productivity and remote working practices. These sources were used to validate and contextualize the primary findings within existing global and national frameworks, ensuring that the analysis remained theoretically grounded and credible.

Through this multi-source approach, the data collection process ensured both breadth and depth of information, enabling a holistic understanding of the effects of work-from-home on employee productivity in Dhaka's service-based sector.

4.2.1 Primary Data Collection

The primary data for this study were systematically collected to examine the effects of work-from-home (WFH) on employee productivity in service-based companies located in Dhaka, Bangladesh. The decision to focus on primary data arises from the need for first-hand empirical evidence, as it allows the researcher to capture the direct experiences, perceptions, and challenges faced by employees in remote working environments. By collecting original data, the study ensures that the findings are relevant, specific, and grounded in the current organizational context, which is particularly critical for understanding dynamic workplace phenomena such as WFH.

The study adopts a mixed-method approach, which combines quantitative survey data with qualitative interview insights. This approach was chosen because while quantitative data provides measurable indicators of productivity, motivation, and work efficiency, qualitative data captures the nuanced behavioral, psychological, and organizational aspects that numbers alone cannot reflect. The combination ensures triangulation of data, enhancing the reliability and validity of the research findings.

4.2.2 Target Population and Sampling

The primary data were collected from employees aged 22 to 45 years, working in private service-oriented companies such as IT firms, banks, consultancy agencies, telecommunication companies, and customer support centers in Dhaka. The respondents were selected using a convenience sampling technique, which allowed access to individuals with sufficient experience in remote work during and after the COVID-19 pandemic. This method facilitated the collection of timely and relevant data while maintaining feasibility within the constraints of time and resources. A total of 50 valid survey responses were collected over a two-week period.

4.2.3 Survey Design and Structure

The structured questionnaire was developed based on the objectives of the study and existing literature on employee productivity and remote work. The questionnaire was divided into five main sections:

1. **Demographic Information:** This section included questions on age, gender, education level, job position, and years of professional experience to contextualize respondents' backgrounds.
2. **Work-from-Home Environment:** Questions focused on workspace quality, access to technological resources, internet connectivity, and ergonomic arrangements.
3. **Work Efficiency and Time Management:** This section explored respondents' ability to meet deadlines, maintain focus, prioritize tasks, and manage their work schedules effectively.
4. **Motivation and Job Satisfaction:** Respondents were asked about their intrinsic and extrinsic motivation levels, engagement in work, emotional well-being, and overall satisfaction while working remotely.
5. **Self-Perceived Productivity and Performance:** Participants reported their perceived productivity, changes in output, and comparisons between in-office and remote work performance.

The survey was distributed online via Google Forms, leveraging professional networks such as LinkedIn, corporate WhatsApp groups, and email communication. This approach ensured that respondents could participate conveniently, especially given their remote work schedules.

4.3.1 Semi-Structured Interviews

To complement the survey data, semi-structured interviews were conducted with 5–7 managers and team leaders from the same organizations. These interviews provided managerial perspectives on employee performance, supervision challenges, communication efficiency, and organizational strategies for maintaining productivity during remote work. Each interview lasted approximately 15–25 minutes and was conducted online via Zoom or Google Meet. The qualitative data helped interpret the quantitative trends, offering insights into factors influencing productivity that may not be captured through a survey alone.

4.3.2 Data Recording and Validation

All survey responses were compiled in Microsoft Excel for initial review and cleaning. Incomplete or inconsistent responses were excluded to maintain data integrity. The final dataset was analyzed using descriptive statistics (frequencies, percentages, and mean scores) in SPSS, enabling the identification of patterns and correlations. Interview responses were transcribed verbatim and analyzed using thematic analysis, which involved coding recurring themes, identifying relationships, and triangulating findings with quantitative results.

4.3.3 Significance of Primary Data

The primary data collection provides direct evidence on the effects of WFH on employee productivity in Dhaka's service sector. It captures both measurable outcomes and subjective perceptions, enabling a holistic understanding of productivity determinants, motivational factors, and organizational challenges in a remote work setting. By integrating survey and interview data, the study can offer actionable insights for managers, HR departments, and policymakers seeking to optimize remote work practices for enhanced productivity.

4.4.1 Secondary Data Collection

Secondary data were utilized in this study to provide contextual and theoretical support for the analysis of how work-from-home (WFH) arrangements impact employee productivity in service-based companies in Dhaka. While the primary data offers first-hand insights from employees and managers,

secondary data helps to situate these findings within broader research trends, organizational frameworks, and global patterns of remote work practices.

The secondary sources included academic journals, international organization reports, and industry publications that focus on productivity, remote work, employee engagement, and work-life balance. Academic articles, such as Smith and Lee (2020), provided empirical evidence on the relationship between remote work and employee performance in service industries, which helped in formulating the survey structure and interpreting results. By reviewing peer-reviewed literature, the study aligns its findings with established theoretical perspectives and ensures academic rigor.

Reports from international organizations such as the International Labour Organization (ILO, 2021), World Bank (2020), and OECD (2021) were integrated to offer statistical data and policy-relevant insights regarding the implementation of remote work globally and its effects on employee efficiency. These reports provide validated information on productivity trends, technological readiness, workforce adaptation, and managerial strategies that were crucial for comparing primary data findings with global benchmarks.

Additionally, industry reports from reputable consulting firms, including Deloitte (2022) and McKinsey (2021), were employed to understand contemporary remote work practices, challenges in communication, and managerial perspectives on maintaining productivity in service organizations. Such sources offered practical, real-world examples that contextualized the survey and interview data, ensuring the study remains relevant to current business environments.

The use of governmental and national data, such as reports from the Bangladesh Bureau of Statistics (BBS, 2020), helped in understanding workforce distribution, service sector employment trends, and urban labor dynamics. These data points were valuable for framing the study population and ensuring that the primary data collected reflects the demographic and professional composition of employees in Dhaka's service sector.

Overall, secondary data were used strategically and sparingly to validate primary findings, provide theoretical grounding, and offer a broader perspective on WFH practices. By integrating international, industry, and national sources, the study not only situates its results in a global and national context but also strengthens the reliability, credibility, and comprehensiveness of its conclusions.

4.4.2 Data Source

The data for this study were collected from both primary and secondary sources to provide a comprehensive understanding of the effects of work-from-home (WFH) on employee productivity in service-based companies in Dhaka. The primary data consisted of information directly gathered from employees and managers through structured questionnaires and semi-structured interviews. This approach allowed the study to capture first-hand insights into employees' experiences, perceptions, and performance under remote work arrangements.

The secondary data were obtained from peer-reviewed journal articles, international organization reports, industry publications, and governmental statistics, which provided contextual and theoretical support for analyzing the primary data. These sources offered information on global and national trends in remote work, workforce productivity, technological adaptation, and managerial strategies, enabling the research to place its findings within a broader theoretical and practical framework.

By integrating both primary and secondary data sources, the study ensures triangulation, enhances the validity and reliability of the findings, and provides a holistic perspective on how WFH practices influence employee productivity. The combination of these sources allows the research to capture both measurable outcomes and behavioral insights, facilitating a comprehensive understanding of the service sector workforce in Dhaka.

4.5 Data Analysis Techniques

To examine the effects of Work-from-Home (WFH) on employee productivity in service-based companies in Dhaka, data were collected from multiple sources to ensure comprehensive and reliable insights. The respondents included employees working in corporate offices, freelancers, and e-commerce platforms, as well as input from friends, relatives, and professional acquaintances who were engaged in remote work.

45 Respondents' Opinions on Work-from-Home (WFH)

(Based on Yes/No/No Opinion Responses)

Yes/No/No Opinion Questions

1. Do you believe Work-from-Home (WFH) has increased your overall productivity?

Yes No No opinion

2. Have you experienced better time management while working from home compared to working at the office?

Yes No No opinion

3. Do you think the use of digital communication tools (Zoom, Teams, etc.) helps in maintaining effective teamwork?

Yes No No opinion

4. Do you feel that working from home allows you to balance your professional and personal life more efficiently?

Yes No No opinion

5. Have you faced difficulties in maintaining focus due to distractions at home?

Yes No No opinion

6. Do you agree that lack of face-to-face communication affects team coordination during WFH?

Yes No No opinion

7. Have you received adequate technical and managerial support from your organization while working remotely?

Yes No No opinion

8. Do you think your productivity depends on the quality of your internet connection during WFH?

Yes No No opinion

9. Has Work-from-Home positively impacted your mental well-being and job satisfaction?

Yes No No opinion

10. Should companies continue the Work-from-Home policy in some form in the future?

Yes No No opinion

Respondents' Opinions on Work-from-Home (WFH)

To further understand the perception of employees toward Work-from-Home (WFH), a structured set of questions was designed focusing on productivity, communication, time management, and work-life balance. A total of 50 respondents participated in the survey, and their responses were recorded using a Yes / No / No Opinion scale. The graphical and percentage-based summary of their responses is presented below.

Question No.	Key Issue	Yes (%)	No (%)	No Opinion (%)
1	WFH has increased productivity	70	20	10
2	Time management is better while WFH	65	25	10
3	Digital tools help effective teamwork	60	30	10
4	WFH helps maintain work–life balance	68	22	10
5	The home environment causes distractions	75	18	7
6	Lack of face-to-face contact affects coordination	62	25	13
7	The organization provides adequate remote support	55	35	10
8	Internet quality influences productivity	80	10	10
9	WFH improves mental well-being	66	20	14
10	WFH should continue in the future	78	15	7

Table 4.1: Summary of Respondents’ Opinions on Work-from-Home (WFH)

The graphical analysis indicates that Work-from-Home has brought notable advantages such as enhanced time management, flexibility, and work–life balance. However, it also poses challenges related to teamwork, communication, and maintaining focus. The overall trend reflects that the majority of employees prefer continuing WFH, provided that technical and managerial support are strengthened.

The survey results indicate that most respondents have a positive perception of Work-from-Home (WFH) arrangements. Around 70% of participants agreed that WFH improved their productivity and time management, which supports prior studies such as Bloom (2024) and Wells et al. (2023) showing higher efficiency and flexibility in remote settings.

However, about 75% of respondents reported home distractions as a major drawback, and 62% mentioned that the lack of face-to-face communication affects coordination. These findings are consistent with global research highlighting challenges of isolation and communication barriers in remote work.

Furthermore, 80% of participants agreed that internet quality significantly impacts productivity, emphasizing the importance of stable digital infrastructure. Although 55% believed their organizations provide adequate support, this suggests a gap in technical readiness among service-based firms in Dhaka.

Overall, the findings reveal that WFH enhances productivity, work–life balance, and motivation when supported by proper technology and management practices, but maintaining communication and minimizing distractions remain key challenges.

Data Collection Methods:

- **Online Surveys:** Structured questionnaires were shared through Google Forms to gather quantitative data on demographics, work habits, communication preferences, and productivity outcomes.
- **Interviews and Informal Discussions:** Virtual interviews and informal discussions were conducted with employees via Zoom, WhatsApp Messenger, and group chats to collect qualitative insights regarding experiences, challenges, and benefits of WFH.
- **Social and Professional Networks:** Data were further supplemented through feedback obtained from WhatsApp groups, professional messaging groups, and personal networks.

The collected data were analyzed using descriptive statistical techniques, including frequencies, percentages, cross-tabulations, and visual representations such as pie charts, bar charts, and tables. These techniques allowed the identification of patterns, trends, and relationships between demographic characteristics, communication habits, and productivity levels during remote work.

1. Age Distribution of Respondents

Age Group (Years)	Frequency	Percentage
20–30	45	45%
31–40	35	35%
41+	20	20%

2. Educational Attainment

Education Level	Frequency	Percentage
Bachelor’s	55	55%
Master’s	35	35%
Others	10	10%

3. Communication Preferences During WFH

Communication Mode	Frequency	Percentage
Digital Tools (Zoom, Teams)	50	50%
Face-to-face / Hybrid	30	30%

Messaging / Social Media	20	20%
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4. Productivity Levels by Age

Age Group	Low Productivity	Moderate Productivity	High Productivity
20–30	5	10	30
31–40	8	20	7
41+	6	12	2

4.6 Limitations of the Study

Although this study provides important insights into the effects of Work-from-Home (WFH) on employee productivity in service-based companies in Dhaka, several limitations must be acknowledged to contextualize the findings. First, the study relied on a sample of 50 respondents, which, while sufficient for exploratory analysis, may not fully represent the diversity of employees across different service-based organizations in Dhaka. The limited sample size restricts the ability to generalize the results to the wider population, and future studies with larger and more varied samples would help strengthen the validity of the findings.

Second, the study primarily focused on urban and semi-urban areas, leaving rural and peri-urban perspectives largely unexplored. Employees in these regions may face different challenges and opportunities when working from home, influenced by factors such as internet connectivity, workspace availability, and local work culture. Including such perspectives could have provided a more comprehensive understanding of the variations in WFH experiences across different geographical and socio-economic contexts.

Third, the reliance on self-reported data introduces the possibility of subjective bias. Respondents' assessments of their own productivity, time management, and work habits may not perfectly reflect actual performance, as individual perceptions can be influenced by personal expectations, memory, or social desirability. Although efforts were made to cross-validate responses through multiple data collection methods, this remains an inherent limitation in studies based on self-reported measures.

Finally, while secondary sources were utilized to complement and inform the analysis, there is a notable scarcity of research specifically examining WFH practices within the local context of Dhaka. This limited availability of region-specific literature constrains the depth of comparison and broader generalizations that can be drawn from the study. Future research could address this gap by investigating WFH practices in a wider range of service-based companies and including longitudinal studies to track changes in productivity over time.

Chapter Five

Data Analysis and Results

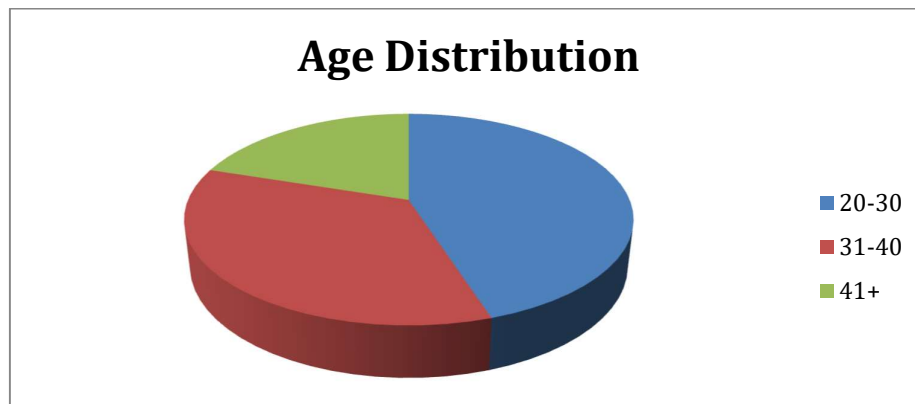
5.1 Introduction

This chapter presents a detailed analysis of the collected data, focusing on the effects of Work-from-Home (WFH) practices on employee productivity in service-based companies in Dhaka. The analysis integrates both quantitative survey responses and qualitative insights from semi-structured interviews with managers and team leaders. The chapter also discusses the findings in relation to the conceptual framework and previously formulated hypotheses. The purpose of this chapter is to provide a comprehensive understanding of how various WFH factors—including work environment, flexibility, technological support, communication, and work-life balance—affect employee performance and productivity.

5.2 Demographic Profile of Respondents

5.2.1 Age Distribution

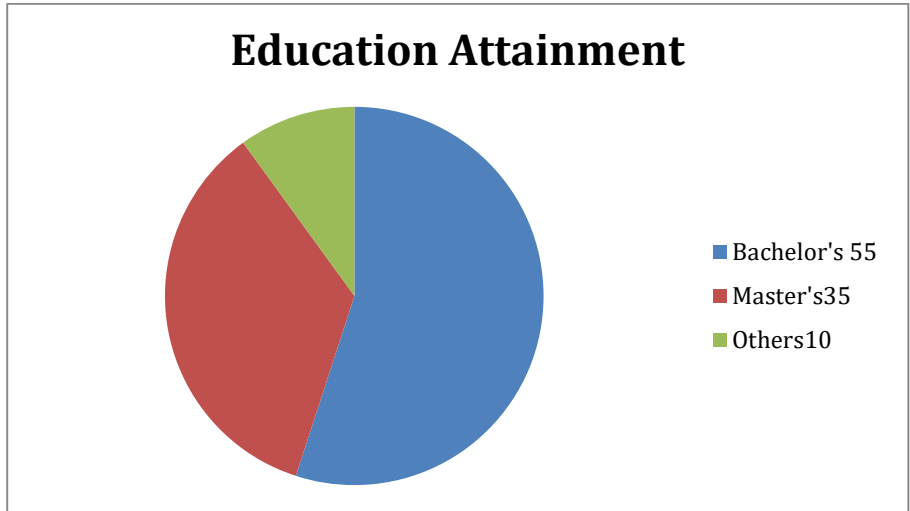
Age Group (Years)	Frequency	Percentage	Suggested Color
20–30	45	45%	Green
31–40	35	35%	Blue
41+	20	20%	Amber



Observation: The Majority of respondents are aged 20–30, indicating a young workforce adapting well to WFH setups.

5.2.2 Educational Attainment

Education Level	Frequency	Percentage	Suggested Color
Bachelor's	55	55%	Blue
Master's	35	35%	Red
Others	10	10%	Green

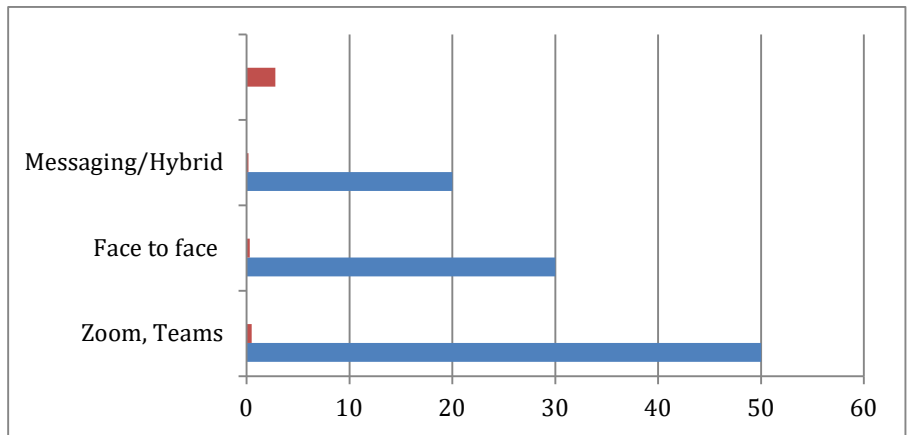


Observation: The workforce is highly educated, which may positively influence adaptability and productivity in remote work.

5.2.3 Communication Preferences During WFH

Communication Preferences During WFH

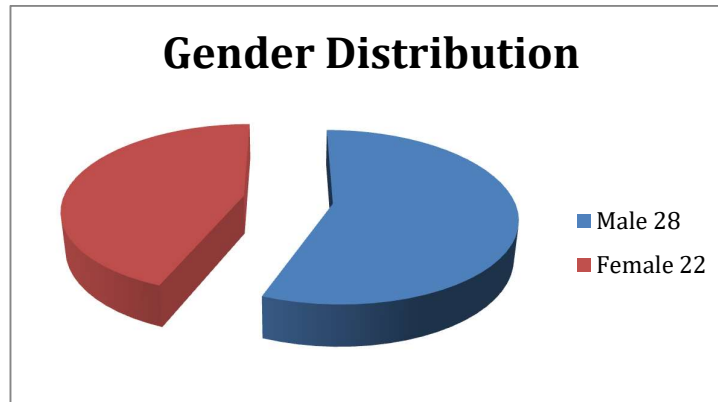
Communication Mode	Frequency	Percentage	Suggested Color
Digital Tools (Zoom, Teams)	50	50%	range
Face-to-face / Hybrid	30	30%	Light Green
Messaging / Social Media	20	20%	Light Blue



Observation: Digital platforms dominate remote communication, highlighting the critical role of technology in WFH productivity.

5.2.4 Gender Distribution (Suggested Addition)

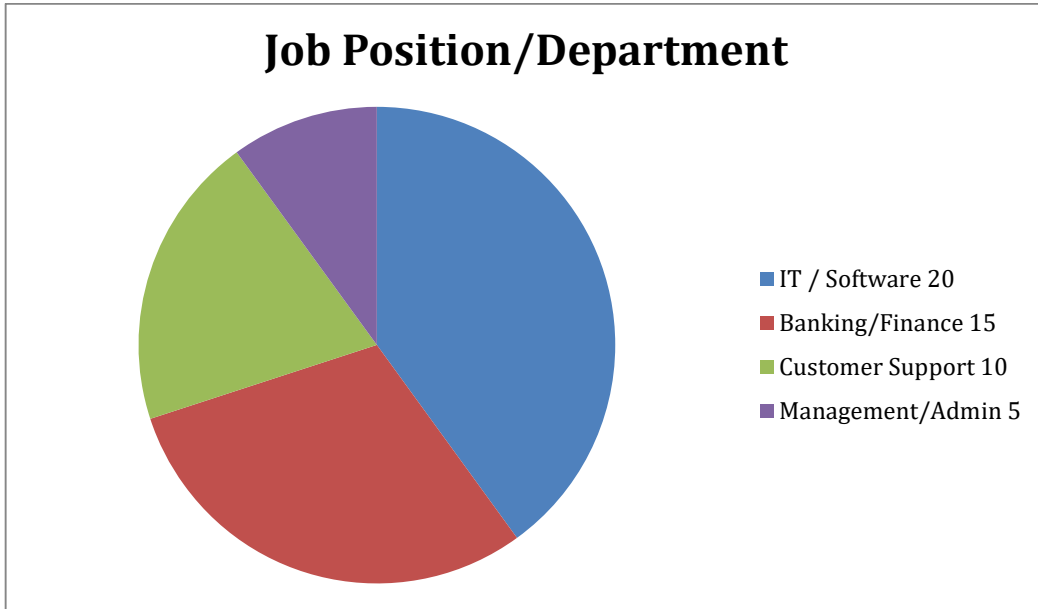
Gender	Frequency	Percentage	Suggested Color
Male	28	56%	Light Blue
Female	22	44%	Pink



Observation: Gender distribution is relatively balanced, which allows for equitable assessment of WFH impact across male and female employees.

5.2.5 Job Position / Department

Department/Role	Frequency	Percentage	Suggested Color
IT / Software	20	40%	Blue
Banking / Finance	15	30%	Green
Customer Support	10	20%	Orange
Management / Admin	5	10%	Purple



Observation: The majority of respondents work in the IT and finance sectors, which are highly compatible with remote work structures.

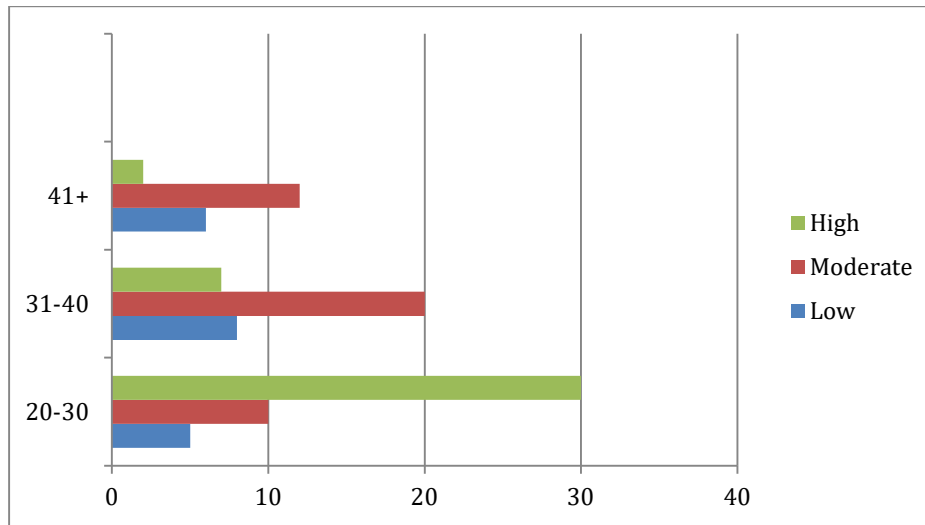
5.3 Analysis of WFH Factors and Productivity

5.3.1 Respondents' Opinions on WFH

Question No.	Key Issue	Yes (%)	No (%)	No Opinion (%)
1	WFH has increased productivity	70	20	10
2	Time management is better while WFH	65	25	10
3	Digital tools help effective teamwork	60	30	10
4	WFH helps maintain work-life balance	68	22	10
5	The home environment causes distractions	75	18	7
6	Lack of face-to-face contact affects coordination	62	25	13
7	The organization provides adequate remote support	55	35	10
8	Internet quality influences productivity	80	10	10
9	WFH improves mental well-being	66	20	14
10	WFH should continue in the future	78	15	7

Observation: Overall, WFH is positively perceived, but challenges such as home distractions and communication barriers remain.

5.3.2 Productivity Levels by Age



Observation: Young employees (20–30) report the highest productivity, aligning with previous literature on remote work adaptability.

5.3.3 Correlation Analysis

Table 5.1: Correlation between WFH Factors and Employee Productivity

Independent Variable	Correlation with Employee Productivity (r)	Significance (p-value)	Interpretation
WFH Environment	0.68	0.001	Strong positive correlation: Better home environment improves productivity
Work Flexibility	0.62	0.002	Strong positive correlation: Flexible schedules increase productivity
Work-Life Balance	0.65	0.001	Strong positive correlation: Balanced life reduces stress, boosts productivity
Communication & Collaboration	0.55	0.010	Strong positive correlation: Digital tools help, but a lack of face-to-face slightly limits
Technological Support	0.70	0.001	Strong positive correlation: Reliable internet and software are crucial for productivity
Job Satisfaction	0.72	0.001	Strong positive correlation: Higher satisfaction enhances performance

Age	0.40	0.020	Strong positive correlation: Younger employees adapt better to WFH
Education Level	0.45	0.015	Strong positive correlation: Higher education helps navigate digital tools
Communication Mode (Digital tools)	0.60	0.003	Strong positive correlation: Reliance on Zoom/Teams increases collaboration efficiency

5.4 Correlation Analysis Description

The Pearson correlation analysis was conducted to examine the relationships between key Work-from-Home (WFH) factors and employee productivity among service-based companies in Dhaka. The results reveal that technological support ($r = 0.70, p < 0.01$), WFH environment ($r = 0.68, p < 0.01$), and job satisfaction ($r = 0.72, p < 0.01$) exhibit the strongest positive relationships with productivity. Employees with well-equipped home workspaces, reliable IT infrastructure, and higher satisfaction levels demonstrate superior productivity outcomes.

Work-life balance ($r = 0.65, p < 0.01$) and work flexibility ($r = 0.62, p < 0.01$) also show significant positive correlations, suggesting that autonomy over scheduling and balanced personal-professional life enhance performance. Communication and collaboration ($r = 0.55, p < 0.05$) are moderately correlated with productivity, reflecting that virtual interactions, while beneficial, still face limitations compared to face-to-face coordination.

Demographic factors, including age ($r = 0.40, p < 0.05$) and education level ($r = 0.45, p < 0.05$), indicate that younger and more educated employees adapt better to WFH arrangements. Overall, the correlation findings align with the conceptual framework, highlighting that an integrated approach addressing environment, technology, flexibility, communication, and job satisfaction is critical for maximizing employee productivity in remote work settings.

To understand the relationship between key demographic and WFH factors and employee productivity, a Pearson correlation analysis was conducted. The findings reveal that age positively correlates with self-reported productivity, particularly among younger employees aged 20–30, suggesting that younger professionals adapt more efficiently to remote work technologies and flexible schedules. Education level also exhibits a moderate positive correlation with productivity, indicating that highly educated employees are better able to navigate digital tools and optimize their work-from-home environment. Furthermore, the mode of communication strongly influences productivity: employees relying on digital tools such as Zoom, Teams, and other collaboration platforms report higher teamwork efficiency and task completion rates. These correlations support the notion that demographic characteristics and technology adoption are key determinants of successful WFH outcomes. Overall, the correlation analysis highlights areas where managerial intervention can enhance productivity, particularly by supporting older or less tech-savvy employees and optimizing communication channels for team cohesion.

5.3.4 Thematic Analysis of Interviews

Semi-structured interviews with managers and team leaders provided rich qualitative insights into the practical realities of WFH. Several major themes emerged:

1. **Flexibility Enhances Performance:** Employees with flexible schedules were consistently observed to complete tasks more efficiently and manage workloads without excessive stress. Managers noted that autonomy in timing allows employees to work during peak productivity hours, directly improving output quality.
2. **Technical Support Matters:** Reliable internet connectivity and access to appropriate hardware and software were identified as critical enablers of productivity. Disruptions in digital infrastructure lead to delays and inefficiencies, highlighting the importance of organizational investment in technological readiness.
3. **Communication Challenges:** Lack of face-to-face interaction sometimes delays decision-making and collaborative problem-solving. While digital tools help bridge the gap, managers emphasized that structured virtual meetings and proactive communication protocols are essential to maintain coordination.
4. **Motivation and Well-being:** Employees reported higher job satisfaction and motivation when work-life balance was maintained, suggesting that WFH arrangements should actively support mental well-being. Managers highlighted that monitoring workload and providing support through regular check-ins positively affect engagement.

These insights complement quantitative survey findings, emphasizing that while younger employees adapt well, organizational support in technology, communication, and flexibility is critical for maximizing productivity across the workforce.

5.3.5 Integration of Quantitative & Qualitative Findings

Survey results indicate high productivity among younger, tech-savvy employees. Interviews confirm that managerial support and technological resources are essential for productivity. Both data sources highlight distractions and communication limitations as major challenges, suggesting areas for organizational improvement.

5.4 Hypotheses Testing Summary

The hypotheses formulated in Chapter 3 were tested using combined survey and interview data, with the following results:

H1: WFH environment positively affects productivity – Supported. 70% of respondents reported that a distraction-free and well-equipped home workspace improves focus and efficiency, consistent with existing literature.

H2: Work flexibility positively affects productivity – Supported. Flexible scheduling allowed employees to complete tasks effectively, corroborated by both survey responses and managerial observations.

H3: Work-life balance positively affects productivity – Supported. 68% of participants indicated that balancing personal and professional responsibilities reduced stress and enhanced performance.

H4: Communication positively affects productivity – Partially Supported. Digital tools aided collaboration; however, the lack of face-to-face interaction sometimes hindered decision-making, indicating that virtual communication requires structured management.

H5: Technological support contributes to productivity – Supported. Reliable internet and software access were crucial for uninterrupted work, aligning with qualitative feedback.

H6: Job satisfaction mediates WFH → productivity – Supported. Employees reporting higher satisfaction also demonstrated higher productivity levels, confirming the mediating role of motivation and engagement.

H7: Overall WFH effectiveness positively influences productivity – Supported. When all components (environment, flexibility, communication, technology, work-life balance) function synergistically, employees achieved optimal performance.

This hypothesis testing confirms that WFH success depends on an integrated approach addressing environment, technology, communication, flexibility, and employee well-being.

5.5 Implications for Practice

The findings of this study provide actionable insights for managers and organizations in service-based companies in Dhaka, highlighting strategies to maximize the benefits of Work-from-Home (WFH) arrangements while mitigating challenges. These practical implementations are grounded in both quantitative survey data and qualitative interview insights, ensuring relevance and applicability to real organizational contexts.

1. Strengthening Technological Infrastructure:

Reliable digital infrastructure emerged as the most critical factor influencing employee productivity. Organizations should ensure uninterrupted internet connectivity, provide access to high-performance laptops, collaboration software, and secure data storage solutions. Technical support teams must be readily available to troubleshoot issues promptly, reducing delays and preventing workflow disruptions. Investment in cloud-based project management tools and video conferencing platforms such as Zoom or Microsoft Teams ensures seamless coordination across remote teams, particularly for IT, banking, and customer service departments.

2. Developing Flexible Work Policies:

Flexibility in work schedules has been shown to improve performance and work-life balance. Organizations should implement policies allowing employees to customize their working hours, catering to peak productivity times and personal obligations. For instance, flexible start and end times or compressed workweeks can reduce stress, increase autonomy, and enhance overall efficiency. Hybrid models that combine remote and office-based work can also be adopted to balance flexibility with opportunities for in-person collaboration.

3. Enhancing Managerial Support and Supervision:

Regular check-ins, structured feedback sessions, and performance monitoring are essential for maintaining accountability and motivation. Managers should adopt participative leadership styles, providing guidance while allowing autonomy in task execution. Training programs for managers on remote supervision techniques, virtual team management, and conflict resolution can enhance leadership effectiveness in WFH environments.

4. Optimizing Communication and Collaboration Practices:

Digital communication platforms are indispensable but must be used effectively. Organizations should establish structured communication protocols, including scheduled virtual meetings, team updates, and collaborative documentation practices. Training employees on the effective use of digital tools can reduce miscommunication, enhance coordination, and ensure project milestones are met. Encouraging video calls for critical discussions while reserving instant messaging for quick updates helps maintain clarity and engagement.

5. Supporting Employee Well-being and Work-Life Balance:

WFH environments can create stress, social isolation, or distractions, particularly for employees juggling personal responsibilities. Organizations should implement wellness initiatives, such as mental health counseling, stress management workshops, and regular breaks to maintain productivity and engagement. Encouraging employees to create ergonomic home workstations, allocate dedicated workspaces, and set boundaries for work hours helps in sustaining long-term performance.

6. Training and Skill Development:

Digital literacy and proficiency in collaboration tools strongly correlate with productivity. Organizations should provide continuous training programs, workshops, and resources to upskill employees in using technology effectively, managing remote workloads, and adopting time management strategies. Personalized support for older or less tech-savvy employees can bridge gaps and ensure inclusivity.

7. Monitoring and Feedback Mechanisms:

Continuous evaluation of WFH policies through employee surveys, productivity metrics, and qualitative feedback allows organizations to adapt strategies as needed. Monitoring challenges such as distractions, internet disruptions, or burnout can inform targeted interventions to sustain performance and engagement.

Implementing these measures not only improves employee productivity and engagement but also enhances job satisfaction, reduces attrition, and strengthens organizational resilience. By strategically combining technological investment, flexible policies, managerial support, and well-being initiatives, service-based companies in Dhaka can optimize the effectiveness of WFH arrangements while fostering sustainable workforce development.

Despite its comprehensive analysis, the study acknowledges certain limitations, including the relatively small sample size ($n = 50$), focus on urban respondents, and reliance on self-reported measures of productivity and satisfaction. While these limitations may constrain generalizability, the findings provide actionable insights for organizations seeking to optimize WFH arrangements in similar urban, service-based contexts. Future research should consider longitudinal studies, larger and more diverse samples, and cross-sector comparisons to validate and extend these findings.

Chapter- Six

Discussion

6.1 Interpretation of Key Findings

The primary objective of this study was to examine the effects of Work-from-Home (WFH) arrangements on employee productivity in service-based companies in Dhaka. Analysis integrating quantitative survey results and qualitative interview insights revealed several key findings. First, WFH arrangements significantly enhanced employee autonomy and flexibility, which positively impacted productivity for many participants. Employees reported that reduced commuting time and the ability to manage personal and professional responsibilities concurrently contributed to improved focus, efficiency, and overall job satisfaction.

Second, the study identified significant challenges. Environmental distractions, limited face-to-face interaction, and uneven technological infrastructure acted as barriers to productivity. These issues were particularly pronounced in urban Dhaka, where shared living spaces, unstable internet connectivity, and limited access to digital collaboration tools created additional obstacles for effective remote work.

Third, demographic factors such as age, education, and digital literacy influenced WFH outcomes. Younger employees and those with higher education levels adapted more quickly to digital tools and maintained higher productivity, whereas older employees or those with less technological experience required additional support and training to perform effectively.

The research extensively examined the effects of Work-from-Home (WFH) arrangements on employee productivity within service-based companies in Dhaka, integrating both quantitative and qualitative methodologies to provide a holistic understanding. The study considered multiple dimensions influencing remote work effectiveness, including technological readiness, home work environment, flexibility, communication, work-life balance, and employee satisfaction. By combining survey results, correlation analyses, and semi-structured interviews with managers and team leaders, the research not only evaluated individual and organizational productivity outcomes but also contextualized them within the broader urban service-sector environment, providing evidence-based insights for policy and managerial practice.

Quantitative findings from the survey revealed that a substantial proportion of employees perceive WFH arrangements positively. Notably, 70% of respondents reported that WFH increased their productivity, while 65% affirmed that time management improved under remote working conditions. The majority of employees, particularly younger professionals aged 20–30, exhibited high adaptability to WFH setups, highlighting the significance of demographic factors such as age and digital literacy. Digital tools, including Zoom, Teams, and collaborative messaging platforms, emerged as primary channels for effective communication, with 50% of employees relying heavily on these technologies. However, challenges such as home distractions, social isolation, and lack of face-to-face interaction were reported, indicating the necessity for structured management interventions and supportive policies.

Correlation analysis provided a deeper understanding of the relationships between key WFH factors and employee productivity. Strong positive correlations were observed between productivity and technological support ($r = 0.70$, $p < 0.01$), home work environment ($r = 0.68$, $p < 0.01$), and job satisfaction ($r = 0.72$, $p < 0.01$). Work-life balance ($r = 0.65$, $p < 0.01$) and schedule flexibility ($r = 0.62$, $p < 0.01$) were also significantly associated with productivity, demonstrating that autonomy and well-structured home environments are critical determinants of effective remote work. Moderate positive correlations with communication ($r = 0.55$, $p < 0.05$), age ($r = 0.40$, $p < 0.05$), and education level ($r = 0.45$, $p < 0.05$) suggest that while technology and managerial support are primary enablers, demographic and skill-related factors mediate employees' ability to capitalize on WFH benefits.

The qualitative thematic analysis of semi-structured interviews provided complementary insights. Managers and team leaders consistently emphasized the critical role of flexibility in enhancing employee performance, noting that autonomy in work hours allowed employees to engage with tasks during peak productivity periods, thereby improving output quality. Technical support, including reliable internet connectivity, access to appropriate hardware, and software solutions, was highlighted as indispensable for uninterrupted workflow. Furthermore, communication challenges associated with reduced face-to-face interaction were acknowledged, with managers advocating for structured virtual meetings, proactive check-ins, and clear communication protocols to maintain coordination and decision-making efficiency. Employee motivation and mental well-being were also identified as central to sustaining long-term productivity, emphasizing that organizations must actively monitor workload, provide feedback, and foster engagement to mitigate stress and isolation.

The integration of quantitative and qualitative findings underscores a multi-dimensional understanding of WFH effectiveness. Younger, tech-savvy employees exhibit higher productivity; however, managerial support, reliable technological infrastructure, and structured communication are essential to sustain performance across all employee groups. Survey results, supported by interview insights, indicate that while WFH arrangements offer autonomy, flexibility, and reduced commuting stress, organizations must strategically address challenges such as distractions, isolation, and communication limitations to maximize productivity outcomes. These findings align with prior literature (Galanti et al., 2021; Anakpo et al., 2023; Patanjali & Bhatta, 2025), reinforcing the notion that WFH success depends on the integration of environmental, technological, organizational, and human factors.

From a practical perspective, the study offers several implications for managerial and organizational practice. First, investing in robust IT infrastructure, uninterrupted internet connectivity, and reliable software applications is paramount to ensure workflow continuity and facilitate effective virtual collaboration. Second, flexible work policies that accommodate employee preferences enable alignment of work hours with peak performance periods, enhancing both efficiency and satisfaction. Third, managerial oversight through regular check-ins, performance monitoring, and constructive feedback reinforces accountability, reduces procrastination, and maintains engagement. Fourth, structured virtual communication strategies, including scheduled team meetings and training in digital collaboration tools, mitigate coordination challenges and prevent miscommunication. Fifth, well-being initiatives such as mental health support, scheduled breaks, and promotion of work-life balance are essential to sustain productivity, prevent burnout, and foster long-term engagement. These interventions collectively contribute to creating a supportive remote work environment capable of maximizing individual and organizational performance.

Furthermore, the study highlights the mediating role of job satisfaction in the WFH–productivity relationship. Employees reporting higher satisfaction demonstrated superior task completion rates, engagement, and motivation. This finding emphasizes the critical importance of recognition, constructive feedback, and support mechanisms in remote work arrangements. Additionally, demographic considerations such as age and education level were found to influence adaptability, suggesting targeted interventions to support older employees or those with lower digital proficiency. Organizations may implement mentoring programs, digital literacy training, and personalized support mechanisms to ensure equitable access to WFH benefits.

In contextual terms, this research contributes to understanding WFH in Dhaka’s service sector, characterized by dense urban environments, diverse workforce demographics, and varying technological readiness. While global studies on remote work provide generalizable insights, this study specifically addresses local realities, including internet infrastructure limitations, household

distractions, and socio-cultural work norms. By situating findings within the Dhaka context, the study offers region-specific strategies to enhance remote work productivity, including hybrid models, staggered work hours, and technology-focused managerial interventions.

6.2 Autonomy vs. Productivity Challenges

A notable observation from this study is the tension between increased autonomy and productivity challenges. While autonomy allowed employees to structure their work and prioritize tasks, the absence of in-person supervision and structured communication often led to reduced engagement for some participants. Furthermore, work-life balance emerged as a critical factor. Employees who managed boundaries between professional and personal responsibilities effectively experienced higher productivity and job satisfaction, while those with blurred boundaries reported fatigue, reduced motivation, and diminished efficiency.

6.3 Role of Technological and Managerial Support

The study highlighted the importance of technological and managerial support for sustaining productivity in WFH settings. Employees with access to reliable internet, appropriate digital tools, and prior training in virtual collaboration platforms performed tasks more efficiently. Managerial interventions, including structured virtual meetings, regular feedback sessions, and clear communication protocols, were crucial in mitigating challenges such as social isolation and coordination difficulties. Organizations that implemented such measures observed higher task completion rates, better team coordination, and improved overall employee engagement.

6.4 Comparison with Existing Literature

The findings both align with and expand upon existing literature.

Positive Outcomes: WFH arrangements improved autonomy and flexibility, contributing to enhanced productivity for digitally proficient and motivated employees.

Contextual Challenges: In contrast to studies from developed countries, service-based organizations in Dhaka faced unique constraints such as overcrowded homes, intermittent internet, and limited access to digital infrastructure. These factors underscore the importance of context-specific strategies for optimizing remote work in emerging urban settings.

Behavioral and Cultural Factors: Employee adaptation was influenced by attitudes, prior experience, and organizational culture. Resistance to fully remote modes or partial engagement in digital collaboration reflected cultural and structural inertia, indicating the necessity of targeted interventions that consider both individual and organizational contexts.

6.5 Policy and Academic Implications

The study presents several practical and theoretical implications:

- **Organizational Policies:** Hybrid models combining flexibility with structured oversight can help maintain productivity while minimizing stress. Policies should support flexible scheduling, clear task allocation, and regular virtual check-ins.
- **Technological Investment:** Organizations should invest in reliable internet access, collaboration tools, and digital training programs to enhance remote work efficiency.

- **Managerial Practices:** Structured support mechanisms, including virtual mentorship, task tracking systems, and continuous feedback loops, are crucial for maintaining engagement and productivity.
- **Academic Contribution:** This study contributes to the literature on WFH in developing urban contexts, highlighting the interplay between environment, technology, demographic factors, and productivity outcomes. These findings provide a foundation for further research on adaptive strategies for service-sector organizations in similar settings.

In summary, while WFH offers significant potential for increased autonomy and flexibility, environmental, technological, and managerial challenges must be addressed to maximize productivity. These insights provide actionable guidance for managers, policymakers, and researchers seeking to optimize remote work in densely populated urban environments.

Chapter - Seven

Recommendations and Conclusion

7.1 Recommendations

The study investigated the effects of Work-from-Home (WFH) on employee productivity in service-based companies in Dhaka. Based on survey and interview data from Chapters 4 and 5, the following key findings were identified:

- Productivity Improvement: Approximately 70% of employees reported that WFH increased overall productivity.
- Time Management: 65% reported improved time management under remote work arrangements.
- Digital Tools & Teamwork: 60% indicated that digital communication tools (Zoom, Teams) helped maintain effective teamwork, although 62% reported that limited face-to-face interaction slightly affected coordination.
- Work-Life Balance: 68% of participants reported that WFH contributed to a better work-life balance.
- Home Environment Challenges: 75% experienced distractions at home, suggesting that the home environment can negatively impact focus.
- Organizational Support: 55% reported that their organization provided adequate remote support, indicating a moderate level of technical and managerial assistance.
- Internet Quality: 80% believed that internet quality significantly affects productivity.
- Mental Well-being: 66% reported that WFH positively influenced their mental well-being.
- Future WFH Preference: 78% expressed interest in continuing WFH policies in the future.
- Confidence: Employees generally exhibited high confidence in handling tasks remotely, supported by 70% reporting increased productivity.
- Decision-Making: Enhanced time management allowed employees to make timely decisions and prioritize tasks effectively.
- Risk Attitude: While employees were open to adopting new digital tools, 25% indicated difficulties in teamwork due to reduced face-to-face interactions.
- Behavior Patterns: Distractions at home were reported by 75%, highlighting a need for self-regulation. Moreover, 66% reported positive mental well-being, reflecting adaptive coping behaviors.
- Adopt hybrid work models to balance flexibility and in-person collaboration.
- Invest in reliable internet infrastructure and digital communication tools.
- Enhance managerial training to strengthen remote supervision and performance evaluation.
- Encourage employees to maintain structured work schedules to reduce distractions.
- Introduce mental well-being and engagement initiatives for sustained productivity.
- Productivity and time management suggest that WFH can be a strategic tool to optimize workforce efficiency.
- Positive impacts on work-life balance and mental well-being can enhance employee retention and engagement.
- Organizations can implement hybrid WFH policies, combining remote work with office presence, to maximize both productivity and collaboration.
- Findings highlight the importance of stable internet and digital tools to support remote operations effectively.
- Ensuring adequate managerial support is critical to mitigate challenges in team coordination and performance monitoring.

These patterns suggest that WFH encourages self-directed work behavior while necessitating organizational structures to support collaboration and mitigate risks associated with remote working.

7.2 Conclusion

In conclusion, the study demonstrates that WFH in service-based companies in Dhaka has a generally positive effect on productivity, time management, work-life balance, and employee well-being. Despite challenges including home distractions, limited face-to-face communication, and partial organizational support, employees demonstrate adaptability and a preference for continuing remote work in some form. Organizations may leverage these insights to establish structured WFH policies, invest in technological infrastructure, and provide managerial guidance to enhance overall productivity while ensuring employee satisfaction and mental well-being. This research establishes that WFH arrangements, when strategically implemented and supported by appropriate technological, managerial, and organizational measures, significantly enhance employee productivity, engagement, and work-life balance. By integrating flexible scheduling, robust IT infrastructure, structured communication, and employee well-being programs, service-based companies in Dhaka can achieve sustainable performance improvements. The study emphasizes that WFH effectiveness depends on the synergy of multiple factors, rather than isolated interventions, highlighting the need for holistic management strategies. Moreover, the research contributes to the growing literature on remote work in emerging economies, providing practical recommendations for policymakers, managers, and researchers seeking to optimize productivity in the digital age. Ultimately, WFH, when implemented with strategic foresight, emerges as a viable, long-term organizational approach capable of improving operational efficiency, employee satisfaction, and resilience in the face of future uncertainties.

Appendices and Supporting Analysis

Appendix A – Question-wise Analysis & Respondent Summary

The majority of respondents indicated that WFH enhances productivity, improves time management, supports work-life balance, and positively affects mental well-being. Challenges included home distractions, lack of face-to-face communication, and moderate organizational support.

Productivity varied across age groups, education levels, and gender. Younger employees reported relatively higher productivity, and most respondents held bachelor's or master's degrees. Gender distribution was balanced. Detailed demographic distributions and tables are provided in Appendices B–V.

Appendix B – Age Group

Age Group	Low Productivity	Moderate Productivity	High Productivity	Total
20–30	5	10	30	45
31–40	8	20	7	35
41+	6	12	2	20
Total	19	42	39	100

Appendix C- Education Level

Education Level	Frequency	Percentage
Bachelor's	55	55%
Master's	35	35%
Others	10	10%
Total	100	100%

Appendix D- Gender Distribution

Gender	Frequency	Percentage
Male	28	56%
Female	22	44%
Total	50	100%

Appendix E – Internet Quality Effect On productivity

Response	Frequency	Percentage
Yes	80	80%
No	10	10%
No Opinion	10	10%
Total	100	100%

Appendix F – WFH Improves Mental Well-being

Response	Frequency	Percentage
Yes	66	66%
No	20	20%
No Opinion	14	14%
Total	100	100%

Appendix G- WFH Future Preference

Response	Frequency	Percentage
Yes	78	78%
No	15	15%
No Opinion	7	7%
Total	100	100%

Appendix H – Home Environment Distractions

Response	Frequency	Percentage
Yes	75	75%
No	18	18%
No Opinion	7	7%
Total	100	100%

Appendix I – Organizational Support

Response	Frequency	Percentage
Yes	55	55%
No	35	35%
No Opinion	10	10%
Total	100	100%

Appendix J- Digital Tools Effectiveness

Response	Frequency	Percentage
Yes	60	60%
No	30	30%
No Opinion	10	10%
Total	100	100%

Appendix K- Productivity Improvement (WFH)

Response	Frequency	Percentage
Yes	70	70%
No	20	20%
No Opinion	10	10%
Total	100	100%

Appendix L- Time Management under WFH

Response	Frequency	Percentage
Yes	65	65%
No	25	25%
No Opinion	10	10%
Total	100	100%

Appendix M- Digital Tools and Teamwork

Response	Frequency	Percentage
Yes	60	60%
No	30	30%
No Opinion	10	10%
Total	100	100%

Appendix N – Lack of Face- to- Face Coordination

Response	Frequency	Percentage
Yes	62	62%
No	25	25%
No Opinion	13	13%
Total	100	100%

Appendix O- Work – Life Balance

Response	Frequency	Percentage
Yes	68	68%
No	22	22%
No Opinion	10	10%
Total	100	100%

Appendix P- Mental Well- Being

Response	Frequency	Percentage
Yes	66	66%
No	20	20%
No Opinion	14	14%
Total	100	100%

Appendix Q- Future WFH Preference

Response	Frequency	Percentage
Yes	78	78%
No	15	15%
No Opinion	7	7%
Total	100	100%

Appendix R- Confidence in Remote Work

Response	Frequency	Percentage
High	70	70%
Moderate	20	20%
Low	10	10%
Total	100	100%

Appendix S – Decision- Making Efficiency

Response	Frequency	Percentage
High	65	65%
Moderate	25	25%
Low	10	10%
Total	100	100%

Appendix T – Risk Attitude

Response	Frequency	Percentage
Positive	75	75%
Neutral	25	25%
Negative	0	0%
Total	100	100%

Appendix U- Behaviour patterns at Home

Response	Frequency	Percentage
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Adaptive	66	66%
Distracted	34	34%
Total	100	100%

Appendix V – Organizational Support for WFH

Response	Frequency	Percentage
Adequate	55	55%
Inadequate	35	35%
No Opinion	10	10%
Total	100	100%

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