Comparative Analysis of Productivity, Engagement, Well-Being, and Cost Implications across WFH, WFO, and Hybrid Work Models

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Abstract

The transformation of workplace structures after the COVID-19 pandemic has accelerated the adoption of Work-from-Home (WFH), Work-from-Office (WFO), and Hybrid work models across industries. Organizations continue to face challenges in identifying the most effective work arrangement capable of balancing productivity, employee engagement, well-being, and operational efficiency. The present study comparatively examines employee perceptions regarding cost implications, productivity, engagement, work-life balance, and future workplace preferences across different work models.

The study adopts a descriptive research design based on primary data collected from 300 respondents through a structured questionnaire using purposive sampling. Statistical tools such as percentage analysis, ranking analysis, ANOVA, Independent Sample t-test, and Chi-square test were applied using SPSS and Microsoft Excel.

The findings indicate that while WFH improves flexibility and task efficiency, employees continue to experience technological barriers, communication gaps, and work-life boundary challenges. WFO strengthens organizational connectedness and collaboration, whereas Hybrid work models provide the most effective balance between productivity, flexibility, and employee well-being. Statistical analysis further confirms a significant association between employees' preferred office attendance and their perception of the ideal future work model.

The study contributes to the growing literature on flexible workplace structures within the Indian context and offers practical implications for organizations designing sustainable workforce strategies.

Keywords: Work-from-Home (WFH); Work-from-Office (WFO); Hybrid Work Model; Employee Productivity; Employee Engagement; Work-Life Balance; Employee Well-Being; Organizational Cost; Flexible Work Arrangements; Future of Work.

Introduction

The modern workplace has undergone significant transformation in recent years due to rapid technological advancement, digitalization, globalization, and changing organizational practices. Traditionally, organizations primarily operated through Work-from-Office (WFO) systems where employees performed their duties from centralized office environments under structured supervision and direct managerial coordination. However, the emergence of digital communication technologies, cloud computing, and virtual collaboration platforms gradually enabled organizations to adopt more flexible work arrangements.

The COVID-19 pandemic further accelerated the transition toward Work-from-Home (WFH) and Hybrid work models across industries worldwide. What initially emerged as an emergency response to maintain business continuity during lockdowns eventually evolved into a long-term organizational strategy. As a result, flexible work arrangements have become an important aspect of modern workforce management, influencing employee productivity, engagement, work-life balance, and organizational sustainability.

Employee productivity remains one of the most critical determinants of organizational performance. Supporters of remote work argue that WFH arrangements improve productivity through flexibility, reduced commuting time, and fewer workplace interruptions. In contrast, several researchers and organizations highlight challenges such as communication barriers, technical difficulties, lack of supervision, and environmental distractions that may negatively affect employee efficiency in remote work settings. Consequently, organizations continue to evaluate the long-term effectiveness of WFH, WFO, and Hybrid work arrangements in maintaining employee performance.

Employee engagement and organizational connectedness have also emerged as important concerns under flexible work structures. Traditional office environments support teamwork, interpersonal interaction, collaboration, and organizational culture through direct communication and social engagement. However, remote work environments may reduce employees' emotional attachment to organizations because of limited face-to-face interaction and social isolation. Therefore, organizations increasingly focus on identifying work arrangements capable of balancing flexibility with employee involvement and organizational integration.

Another important dimension associated with flexible work arrangements is employee well-being and work-life balance. While WFH and Hybrid models may improve autonomy, convenience, and personal flexibility, they may also create blurred boundaries between personal and professional life, leading to stress, burnout, overtime, and difficulty in disconnecting from work responsibilities. In addition, organizations and employees must also manage various financial implications associated with different work models, including commuting expenses, utility costs, internet infrastructure, office maintenance, and home-office setup expenditures.

Although several studies have examined remote work practices, much of the existing literature has focused separately on WFH or Hybrid work models. Limited research provides an integrated comparative analysis of WFH, WFO, and Hybrid arrangements together using dimensions such as employee productivity, engagement, well-being, work-life balance, organizational connectedness, and employee cost implications. Furthermore, limited empirical evidence is available within the Indian organizational context where workplace culture, technological infrastructure, and employee expectations differ significantly from Western economies.

Therefore, the present study attempts to comparatively analyse Work-from-Home (WFH), Work-from-Office (WFO), and Hybrid work models in relation to employee productivity, engagement, work-life balance, organizational connectedness, well-being, and employee cost implications within the Indian context. The study aims to provide practical insights that may assist organizations in designing flexible and sustainable workforce strategies for the future of work.

Motivation for the Study

The rapid transformation of workplace structures after the COVID-19 pandemic has significantly increased the adoption of Work-from-Home (WFH), Work-from-Office (WFO), and Hybrid work arrangements across industries. Organizations are continuously attempting to identify the most effective work model capable of balancing employee productivity, engagement, well-being, and operational efficiency. Although several studies have examined flexible work arrangements, limited comparative research is available within the Indian organizational context. Therefore, the present study was undertaken to provide an integrated and evidence-based analysis of employee perceptions regarding productivity, engagement, work-life balance, cost implications, and future workplace preferences across different work models.

Literature Review

Productivity under Flexible Work Models

Existing literature presents mixed findings regarding employee productivity under flexible work arrangements. **Choudhury, Foroughi, and Larson (2021)** observed that remote work arrangements improve productivity by providing employees with geographical flexibility, autonomy, and reduced commuting time. Similarly, **Bloom, Han, and Liang (2024)** reported that hybrid work models improve employee retention and job satisfaction without negatively affecting organizational performance.

However, several researchers also identified challenges associated with remote work environments. **Gibbs, Mengel, and Siemroth (2023)** found that communication barriers, coordination difficulties, and reduced collaborative interaction negatively affect employee productivity under Work-from-Home (WFH) arrangements. **Galanti et al. (2021)** further identified social isolation, family-work conflict, and stress as important barriers affecting remote work productivity and employee engagement.

Employee Engagement and Organizational Connectedness

Employee engagement and organizational connectedness remain important concerns under flexible work arrangements. Existing studies suggest that office-based work environments strengthen collaboration, communication, and organizational culture through direct interpersonal interaction. **Gibbs et al. (2023)** observed that idea generation and collaborative innovation are often more effective in physical office environments because of direct coordination and communication among employees.

In contrast, remote and hybrid work arrangements require stronger organizational support and communication systems to maintain employee engagement. **Kowalski and Ślebarska (2022)** emphasized that effective leadership support, digital communication tools, and employee trust play an important role in sustaining employee involvement and work effectiveness in remote work environments.

Work-Life Balance and Employee Well-Being

Several studies have examined the impact of flexible work arrangements on employee well-being and work-life balance. **Bloom et al. (2024)** found that hybrid work models improve job satisfaction, flexibility, and employee retention while maintaining productivity levels. Flexible work arrangements also reduce commuting stress and improve employee autonomy.

Despite these advantages, researchers also identified several psychological and social concerns associated with remote work environments. **Galanti et al. (2021)** observed that blurred work-life boundaries, stress, overtime, and difficulty in disconnecting from work negatively affect employee mental well-being. Similarly, **Kowalski and Ślebarska (2022)** reported that remote work may create communication challenges and feelings of isolation among employees.

Hybrid Work as the Future of Work

Recent literature increasingly identifies hybrid work arrangements as a sustainable future workplace model capable of balancing flexibility with organizational collaboration. **Barrero, Bloom, and Davis (2023)** suggested that remote and hybrid work structures are reshaping workforce expectations and organizational practices globally. Hybrid work models are increasingly preferred because they integrate workplace flexibility with opportunities for interpersonal communication, teamwork, and organizational connectedness.

Overall, existing literature highlights both advantages and limitations of WFH, WFO, and Hybrid work models. However, limited studies provide an integrated comparative analysis of employee productivity, engagement, well-being, and cost implications within the Indian organizational context.

Research Gap

Although previous studies have extensively examined Work-from-Home (WFH), Work-from-Office (WFO), and Hybrid work arrangements, several important research gaps still exist.

Existing studies provide mixed findings regarding employee productivity under flexible work arrangements. While some researchers report improved productivity and flexibility under WFH and Hybrid models, others identify communication barriers, distractions, and coordination difficulties that negatively affect employee performance. Therefore, a clear comparative understanding of productivity across different work models remains limited.

Further, a majority of existing literature is based on Western economies, whereas limited empirical evidence is available within the Indian organizational context where workplace culture, technological infrastructure, and employee expectations differ significantly.

Most previous studies have also focused separately on WFH or Hybrid work models. Limited research provides an integrated comparative analysis of WFH, WFO, and Hybrid arrangements together using dimensions such as employee productivity, engagement, work-life balance, organizational connectedness, and cost implications.

Additionally, many existing studies were conducted during or immediately after the COVID-19 pandemic and primarily focused on short-term organizational adaptation. Limited evidence is available regarding the long-term sustainability and effectiveness of flexible work arrangements.

Therefore, the present study attempts to provide an integrated comparative analysis of WFH, WFO, and Hybrid work models using dimensions such as employee productivity, engagement, work-life balance, organizational connectedness, and cost implications within the Indian workforce context.

Conceptual Framework

The present study examines the impact of different work models, namely Work-from-Home (WFH), Work-from-Office (WFO), and Hybrid work arrangements, on employee productivity, engagement, work-life balance, organizational connectedness, well-being, and employee cost implications.

Independent Variable

Work-from-Home (WFH)
Work-from-Office (WFO)
Hybrid Work Model

Dependent Variables

Employee Productivity
Employee Engagement
Work-Life Balance
Employee Well-Being
Organizational Connectedness
Employee Cost Implications

Objectives of the Study

1. To compare employee cost implications under Work-from-Home (WFH), Work-from-Office (WFO), and Hybrid work models.
2. To examine and compare employee productivity across different work environments.
3. To assess employee engagement and organizational connectedness under WFH, WFO, and Hybrid work models.
4. To evaluate the impact of work models on employee well-being and work-life balance.
5. To identify employee preferences and perceptions regarding the future suitability of WFH, WFO, and Hybrid work models.

Research Methodology

Research Design

The present study adopts a descriptive research design to comparatively analyse employee perceptions regarding Work-from-Home (WFH), Work-from-Office (WFO), and Hybrid work arrangements in relation to productivity, engagement, well-being, work-life balance, and cost implications.

Sources of Data

The study is based on both primary and secondary sources of data.

Primary Data

Primary data were collected directly from respondents through a structured questionnaire designed specifically for the objectives of the study.

Secondary Data
Secondary data were collected from various academic and professional sources including research papers, journals, books, articles, and published literature related to remote work, hybrid work models, employee productivity, engagement, and work-life balance.

Data Collection Method
Primary data for the study were collected through a structured questionnaire prepared according to the research objectives. The questionnaire consisted of Likert-scale, ranking-scale, rating-scale, and multiple-choice questions designed to capture employee perceptions regarding different work models. The questionnaire was distributed through Google Forms and printed survey forms among employees belonging to different professional backgrounds and organizational levels.

Sampling Method
The study used purposive sampling technique to select respondents possessing experience with Work-from-Home (WFH), Work-from-Office (WFO), or Hybrid work arrangements. The sampling approach ensured the selection of respondents relevant to the objectives of the study.

Sample Size
The study was conducted on a sample of 300 respondents. The respondents were selected from different professional backgrounds, age groups, and organizational levels to obtain diverse perspectives regarding workplace models and employee experiences.

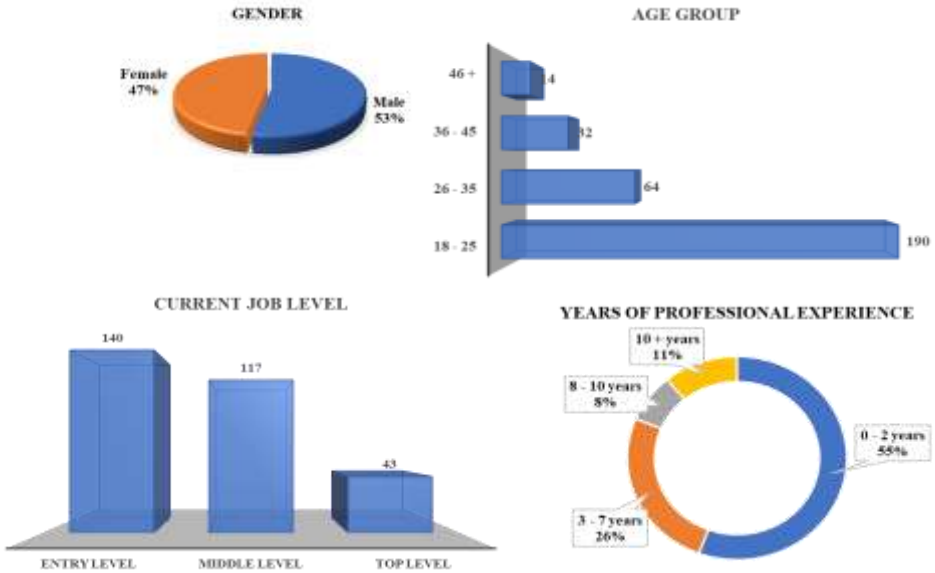
Hypotheses of the Study
Based on the objectives of the study, the following hypotheses were formulated:
H_{11}: Employee productivity significantly differs among respondents belonging to different job levels.
H_{12}: Employee well-being significantly differs among respondents belonging to different age groups.
H_{13}: Employee engagement significantly differs between male and female respondents.
H_{14}: Difficulty in switching off from work significantly differs between male and female respondents.
H_{15}: Work-life balance improvement significantly differs between male and female respondents.
H_{16}: There is a significant association between employees' preferred office attendance and the work model perceived as offering the best balance of productivity and well-being.

Tools and Techniques for Data Analysis
The collected data were analysed using Microsoft Excel and SPSS software. These tools were used for data organization, tabulation, graphical presentation, and statistical analysis.
The following statistical techniques were applied for the study:

- Percentage Analysis
- Ranking Analysis
- Rating Scale Analysis
- Independent Sample t-test
- ANOVA (Analysis of Variance)
- Chi-square Test

These statistical tools assisted in analysing employee perceptions, identifying relationships among variables, and testing the hypotheses of the study.

Data Analysis and Interpretation



Gender Distribution: The respondents consist of 53% males and 47% females, indicating a nearly balanced gender representation in the study, with slightly higher participation from male respondents.
Age Group Distribution: A majority of respondents (58.3%) belong to the 18–25 years age group, followed by 26.7% in the 26–35 years category, 13.3% in the 36–45 years category, and only 1.7% above 46 years. This shows that the study is primarily dominated by young individuals.
Current Job Level Distribution: The largest proportion of respondents are from the entry-level category (46.7%), followed by middle-level employees (39%), while top-level employees account for 14.3%. This indicates stronger representation from junior and mid-management professionals.
Work Experience Distribution: More than half of the respondents (55%) possess 0–2 years of work experience, while 26% have 3–7 years, 8% have 8–10 years, and 11% have more than 10 years of experience. This reflects that the study largely represents the perspectives of early-career professionals.

Objective 1: To compare employee costs incurred under WFH and WFO models, including operational and personal expenses.

Please rate the financial impact of WFH vs. WFO on the following expenses (1 = Very Low, 5 = Very High)

	Average
Commuting & Fuel	2.73
Daily meals & Snacks	2.88
Utility bills (Electricity/ Data)	2.67
Formal Work Attire	3.43

The study analyzed the financial impact of Work from Home (WFH) and Work from Office (WFO) models on various employee-related expenses. Respondents were asked to rate the financial impact of selected expenses on a five-point scale, where 1 represented “Very Low” and 5 represented “Very High.”
Among the different expense categories, Formal Work Attire recorded the highest average score of 3.43, indicating that employees perceive spending on professional clothing and office appearance as the most significant financial burden under the WFO model. This suggests that maintaining professional dress standards substantially increases employee expenditure.

Daily Meals and Snacks obtained an average score of 2.88, reflecting a moderate financial impact on employees. Similarly, Commuting and Fuel Expenses received an average score of 2.73, indicating that transportation costs also contribute noticeably to employee spending in the WFO model.
In comparison, Utility Bills (Electricity/Data) recorded the lowest average score of 2.67, suggesting that internet and electricity expenses incurred during WFH are comparatively less burdensome than office-related expenses.

Which of these WFH operational costs did you pay for out-of-pocket?

	Frequency	Percen
Ergonomic furniture (chair/ Desk)	47	16%
High speed internet setup	157	52%
None (Company provided / reimbursed)	44	15%
Power backup/ inverter	30	10%
Stationery and Supplies	22	7%
Total	300	100%

The study further examined the operational costs personally borne by employees while working from home. The findings reveal that a majority of respondents, 52%, paid for high-speed internet setup out-of-pocket, making it the most common WFH-related expense. This highlights the increasing dependence on reliable internet connectivity for remote work.
Additionally, 16% of respondents invested personal funds in ergonomic furniture, such as chairs and desks, while 10% incurred expenses for power backup or inverter facilities to ensure uninterrupted work. These findings indicate that a significant proportion of employees made financial investments in developing a suitable home-office infrastructure.
Only 15% of respondents stated that their organizations fully provided or reimbursed WFH-related expenses, reflecting limited corporate financial support for remote working arrangements.
Further, 7% of employees reported spending on stationery and supplies, making it the least significant operational expense among WFH-related cost categories.

Objective 2: To measure and compare employee productivity in WFH and WFO environments using performance indicators.

Rate your level of agreement regarding your productivity in both models (1= Strongly disagree, 5= Strongly agree)

	Averag
I complete tasks faster at home	2.77
I am more efficient in the office	3.03
I am meet deadlines more consistently in WFH	3.10
Office distractions reduce my output	3.17

The study evaluated employee productivity under Work from Home (WFH) and Work from Office (WFO) environments using multiple performance-related indicators. Respondents were asked to rate their level of agreement on a five-point scale, where 1 represented “Strongly Disagree” and 5 represented “Strongly Agree.”
Among the productivity indicators, “Office distractions reduce my output” recorded the highest average score of 3.17, indicating that employees generally agree that workplace distractions negatively affect their productivity in the office environment. This suggests that interruptions, noise, and workplace disturbances may reduce employee efficiency in WFO settings.
The statement “I meet deadlines more consistently in WFH” obtained an average score of 3.10, reflecting a moderate level of agreement among respondents. This finding suggests that employees perceive remote working arrangements as slightly more supportive for timely task completion and deadline management.
Similarly, “I am more efficient in the office” recorded an average score of 3.03, indicating moderate agreement regarding office-based efficiency. Although employees acknowledge certain productivity benefits of working from the office, the score suggests that the perceived efficiency advantage is not particularly strong.

On the other hand, "I complete tasks faster at home" received the lowest average score of 2.77, indicating neutral to slightly negative perceptions regarding speed of task completion in a WFH environment. This implies that while employees may experience flexibility at home, faster task execution is not universally perceived.

On a scale of 1–5, rate your overall "Task Completion Efficiency" in a WFH environment. (1 = Very Low, 5 = Very High)

	Frequency	Percentage
Very Low	10	3%
Low	22	7%
Moderate	78	26%
High	93	31%
Very High	97	32%
Total	300	100%

The study further assessed employees' overall Task Completion Efficiency in a WFH environment. The findings reveal that 32% of respondents rated their efficiency as "Very High," while 31% rated it as "High." Together, this indicates that 63% of employees perceive themselves as highly efficient while working remotely, demonstrating a generally positive perception of WFH productivity.

Additionally, 26% of respondents reported a "Moderate" level of efficiency, suggesting that a considerable proportion of employees experience average productivity while working from home. In contrast, only 7% and 3% of respondents rated their efficiency as "Low" and "Very Low" respectively, indicating that comparatively few employees experience poor performance in the WFH model.

What is your primary barrier to productivity in your current model?

	Frequency	Percentage
Environmental distractions (Noise/ Family)	77	26%
Technical / Connectivity	86	29%
Communication gaps with the team	74	25%
Lack of physical supervision / structure	63	21%
Total	300	100%

The study also examined the primary barriers affecting productivity in the current work model. The results indicate that Technical and Connectivity Issues are the most significant challenge, reported by 29% of respondents. This highlights the importance of stable digital infrastructure and uninterrupted internet access in ensuring effective remote work performance.

Further, 26% of respondents identified Environmental Distractions, such as noise and family interruptions, as a major barrier to productivity. Communication gaps with team members were reported by 25% of respondents, suggesting that collaboration and coordination challenges continue to affect employee performance in remote and hybrid settings.

Lastly, 21% of respondents reported lack of physical supervision or work structure as a productivity challenge, making it the least reported barrier among the identified factors.

Objective 3: To assess employee engagement levels in terms of motivation, involvement, and job satisfaction.

Please rate your level of engagement for the following aspects (1= Very Low, 5= Very High)

	Average
Motivation to reach company goals	2.78
Feeling of "Belonging " to a team	2.88
Involvement in team brainstorming	3.17
Overall job Satisfaction	3.29

The study examined employee engagement levels under different work models by evaluating factors such as motivation, sense of belonging, participation in team activities, and overall job satisfaction. Respondents rated their engagement levels on a five-point scale, where 1 represented “Very Low” and 5 represented “Very High.” Among the engagement indicators, Overall Job Satisfaction recorded the highest average score of 3.29, indicating that employees are generally satisfied with their jobs despite variations in work arrangements. This suggests that employees maintain a relatively positive attitude toward their employment experience across WFH, WFO, and hybrid models.

The statement “Involvement in team brainstorming” obtained an average score of 3.17, reflecting moderate to good employee participation in collaborative and team-based activities. This indicates that employees remain reasonably engaged in idea-sharing and group discussions irrespective of the working model.

In comparison, the Feeling of Belonging to a Team recorded an average score of 2.88, suggesting only a moderate sense of emotional and social connection among employees. The findings imply that employees may experience some limitations in interpersonal bonding and team integration, particularly in flexible or remote work arrangements.

Further, Motivation to Reach Company Goals received the lowest average score of 2.78, indicating comparatively lower employee motivation toward organizational objectives. This suggests that while employees may be satisfied with their jobs, their alignment with broader company goals and mission remains relatively moderate.

Which model makes you feel more “connected” to your company culture?

	Frequency	Percen
Work - from – Home	63	21%
Work - from – Office	128	42.7%
Hybrid Model	109	36.3%
Total	300	100%

The study also explored which work model makes employees feel more connected to the organizational culture. The findings reveal that 42.7% of respondents identified the Work-from-Office (WFO) model as the environment where they feel most connected to company culture, making it the most preferred option for organizational integration.

Additionally, 36.3% of respondents preferred the Hybrid model, indicating that a combination of remote and office work provides a balanced sense of flexibility and cultural connectivity. The hybrid approach appears to effectively support both employee convenience and organizational interaction.

In contrast, only 21% of respondents reported feeling most connected while working from home, suggesting that remote working arrangements may reduce opportunities for cultural engagement, interpersonal interaction, and team bonding.

Overall, the findings indicate that employee engagement levels are moderate across different work models, with job satisfaction and team involvement showing relatively positive outcomes. However, motivation toward organizational goals and feelings of belonging remain comparatively lower. The results further demonstrate that physical workplace interaction continues to play an important role in strengthening employee connection with

organizational culture, as the majority of employees prefer either office-based or hybrid working arrangements for better engagement and integration.

Objective 4: To examine the impact of work model on employees' work-life balance and overall well-being.

How has your current work model affected these well-being indicators?
(1= Very Negatively, 5= Very Positively)

	Average
Physical Health & Fitness	2.65
Mental Health & Stress levels	2.83
Personal / Family Time	2.97
Sleep Quality & Duration	3.21

The study examined the impact of different work models on employees' overall well-being by analyzing factors such as physical health, mental health, personal time, and sleep quality. Respondents evaluated the impact of their current work model on a five-point scale, where 1 represented "Very Negatively" and 5 represented "Very Positively."

Among the well-being indicators, Sleep Quality and Duration recorded the highest average score of 3.21, indicating a slightly positive impact of the current work model on employees' sleeping patterns. This suggests that flexible work arrangements may provide employees with better opportunities for rest and improved sleep schedules.

Similarly, Personal and Family Time obtained an average score of 2.97, which is close to the neutral midpoint. This indicates that the current work model has a balanced or only marginal effect on employees' ability to spend time with family and manage personal responsibilities.

In comparison, Mental Health and Stress Levels recorded an average score of 2.83, suggesting a slightly negative effect on employees' psychological well-being. The findings imply that work-related stress, workload pressure, or adjustment to changing work environments may continue to affect employee mental health.

Further, Physical Health and Fitness received the lowest average score of 2.65, indicating that employees perceive the current work model as having a comparatively negative impact on physical well-being. This may be due to reduced physical activity, sedentary work routines, and limited opportunities for exercise, particularly in remote working environments.

How often do you find it difficult to stop working and "switch off" from work tasks after your official shift ends?

	Frequency	Percen
Daily (I almost always work past my logout time)	59	19.7%
2 - 3 times a week (I frequently work extra hours)	94	31.3%
Occasionally (I sometimes work late, but not often)	97	32.3%
Never (I stop working exactly when my shift ends)	50	16.7%
Total	300	100%

The study also investigated employees' ability to disconnect from work after official working hours. The findings reveal that 32.3% of respondents occasionally work beyond their official shift timings, making it the most common response category. Additionally, 31.3% reported working extra hours 2–3 times a week, indicating that moderate overtime is a regular occurrence for a significant proportion of employees.

Further, 19.7% of respondents stated that they almost always work past their logout time on a daily basis, suggesting that a notable segment of employees experiences frequent work extension and difficulty maintaining work boundaries.

In contrast, only 16.7% of respondents reported that they never work beyond their official shift hours, indicating that the majority of employees face challenges in completely disconnecting from work responsibilities after office hours.

My work-life balance has significantly improved since the shift in work models.
(1= Strongly Agree, 5= Strongly disagree)

	Frequency	Percentage
Strongly Agree	49	16%
Agree	45	15%
Neutral	124	41%
Disagree	46	15%
Strongly Disagree	36	12%
Total	300	100%

The study further evaluated employees' perceptions regarding improvement in work-life balance following the shift in work models. The results indicate that 41% of respondents selected "Neutral," showing that a large proportion of employees did not perceive any major change in their work-life balance due to the transition in work arrangements.

Positive responses were comparatively moderate, with 16% strongly agreeing and 15% agreeing that their work-life balance had significantly improved. Collectively, 31% of respondents expressed a positive perception, suggesting that nearly one-third of employees benefited from the flexibility offered by newer work models.

On the other hand, 15% of respondents disagreed and 12% strongly disagreed that their work-life balance had improved, indicating that a section of employees experienced difficulties such as blurred work boundaries, extended working hours, and challenges in separating professional and personal life.

Overall, the findings suggest that the current work models have a mixed impact on employee well-being and work-life balance. While employees experience positive outcomes in terms of sleep quality and flexibility, concerns related to physical health, stress management, overtime, and boundary control continue to persist. The results further indicate that although some employees perceive improvements in work-life balance, a large proportion remains neutral, highlighting the varied experiences of employees across different work arrangements.

Objective 5: To identify employee preferences and perceptions regarding WFH, WFO, and hybrid work models.

Rank these work models in order of your personal preference
((Rank 1= Best , 3 = Worst)

	1	2	3	Score	Rank
[Full Work - from - Home]	136	71	93	643	1
[Full Work -from - Office]	88	132	80	608	2
[Hybrid Model]	76	97	127	549	3

The findings indicate that the Full Work-from-Home (WFH) model received the highest score of 643, securing the first rank among employee preferences. This suggests that employees strongly value the flexibility, convenience, and autonomy associated with completely remote work arrangements.

The Full Work-from-Office (WFO) model obtained a score of 608, ranking second. This indicates that a considerable number of employees still prefer traditional office-based working due to factors such as structured environments, collaboration, and direct interaction with colleagues.

In comparison, the Hybrid Model received the lowest score of 549, placing it in the third rank. This suggests comparatively lower employee preference for mixed work arrangements when respondents were asked to prioritize only one work model.

Which model do you perceive to be the "Future of Work" in your industry?

	Frequency	Percen
Permanent WFH	71	23.7%
Permanent WFO	116	38.7%
Hybrid model	113	37.7%
Total	300	100%

The results show that 38.7% of respondents identified Permanent Work-from-Office (WFO) as the future of work in their industry, making it the most preferred option. This indicates that many employees still believe physical office environments will continue to play a central role in organizational functioning.
Similarly, the Hybrid Model was selected by 37.7% of respondents, reflecting nearly equal support for flexible work arrangements that combine both remote and office work. This demonstrates growing acceptance of hybrid systems as a sustainable future work structure.
In contrast, only 23.7% of respondents selected Permanent Work-from-Home (WFH), indicating comparatively lower confidence in fully remote work as a long-term organizational model.

Rank the following factors based on their importance for your job happiness
(1 = Most Important, 4 = Least Important)

	1	2	3	4	Score	Rank
Location Flexibility	157	36	40	67	883	1
Social Interaction with Colleagues	35	149	67	49	770	2
Work - life Balance	49	65	155	31	732	3
Financial Savings	59	50	38	153	615	4

The findings reveal that Location Flexibility received the highest score of 883, ranking first among the factors influencing employee job happiness. This indicates that employees highly value the freedom to choose where they work and prefer flexible work arrangements.
Social Interaction with Colleagues secured the second rank with a score of 770, suggesting that interpersonal relationships and workplace communication remain important contributors to employee satisfaction and engagement.
Similarly, Work-Life Balance obtained a score of 732, ranking third. This demonstrates that maintaining balance between professional responsibilities and personal life is a significant consideration for employees.
In comparison, Financial Savings recorded the lowest score of 615, placing it in the fourth rank. This indicates that although cost savings are important, employees prioritize flexibility, social interaction, and work-life balance more strongly while evaluating job happiness.

How many days per week would be your "ideal" office attendance?

	Frequency	Percen
0 days (Full WFH)	33	11%
1- 2 days	94	31.3%
3 - 4 days	90	30%
5 days (Full WFO)	83	27.7%
Total	300	100%

The findings indicate that 31.3% of respondents preferred attending the office for 1–2 days per week, making it the most preferred option. This demonstrates strong employee support for flexible hybrid work arrangements that combine remote work with limited office presence.
Similarly, 30% of respondents preferred 3–4 office days per week, while 27.7% favored full-time office attendance (5 days WFO). These findings show that a substantial proportion of employees continue to value regular in-person interaction and workplace collaboration.

In contrast, only 11% of respondents preferred 0 office days (Full WFH), indicating that comparatively fewer employees favor completely remote working arrangements.

My company's current work model aligns with my personal needs.
(1= Strongly Agree, 5=Strongly Disagree)

	Frequency	Percentage
Strongly Agree	50	17%
Agree	32	11%
Neutral	107	36%
Disagree	69	23%
Strongly Disagree	42	14%
total	300	100%

The largest proportion of respondents, 36%, selected "Neutral," indicating that many employees neither strongly agree nor disagree that the current work model aligns with their personal needs. This suggests mixed perceptions regarding organizational work arrangements.
Further, 23% of respondents disagreed and 14% strongly disagreed, meaning that a combined 37% of employees feel that the current work model does not adequately support their personal preferences and lifestyle requirements.
On the positive side, 17% strongly agreed and 11% agreed that the existing work model aligns with their needs, resulting in a combined positive response of 28%.

Overall, which model do you feel offers the best balance of productivity and well-being?

	Frequency	Percen
Work-from-Home	78	26%
Work-from-Office	102	34%
Hybrid Model	120	40%
Total	300	100%

The findings reveal that the Hybrid Model received the highest support, with 40% of respondents identifying it as the work arrangement that best balances productivity and employee well-being. This indicates strong employee preference for flexible systems that combine remote convenience with workplace interaction.
The Work-from-Office (WFO) model was preferred by 34% of respondents, suggesting that a significant proportion of employees still associate office environments with higher productivity and structured work performance.
In comparison, only 26% of respondents selected the Work-from-Home (WFH) model, indicating comparatively lower preference for fully remote arrangements when considering both productivity and overall well-being together.
The findings indicate that employees prefer flexible work arrangements, with Full WFH receiving the highest personal preference. However, the Hybrid model is perceived as the best option for balancing productivity and well-being. Employees highly value location flexibility, social interaction, and work-life balance, while also preferring some level of office attendance. Overall, the results suggest that hybrid work arrangements are emerging as the most practical and sustainable work model for the future.

Statistical Inference

Analysis of Variance (ANOVA)

Assumption of ANOVA

Null Hypothesis: The variance of employee productivity is equal among different job levels.
Alternative Hypothesis: The variance of employee productivity is not equal among different job levels.

Tests of Homogeneity of Variances					
		Levene Statistic	df1	df2	Sig.
Productivity	Based on Mean	1.088	2	297	.338

The significance value of Levene's Test is 0.338, which is greater than 0.05. Therefore, we accept the null hypothesis, indicating that the variance of employee productivity is equal across different job levels.

H_{01}: There is no significant difference in employee productivity among respondents of different job levels.
H_{11}: There is a significant difference in employee productivity among respondents of different job levels.

ANOVA					
Productivity					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.185	2	.093	.167	.847
Within Groups	165.017	297	.556		
Total	165.202	299			

The ANOVA test shows a significance value of 0.847, which is greater than 0.05. Therefore, we accept the null hypothesis, indicating that there is no significant difference in employee productivity among respondents belonging to different job levels.

Analysis of Variance (ANOVA)

Assumption

Null Hypothesis: The variance of employee well-being perception is equal among different age groups.
Alternative Hypothesis: The variance of employee well-being perception is not equal among different age groups.

Tests of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
Based on Mean	2.623	3	296	0.051

The significance value of Levene's Test is 0.051, which is greater than 0.05. Therefore, we accept the null hypothesis, indicating that the variance of employee well-being is equal across different age groups. (0.051 > 0.05)

H_{02}: There is no significant difference in employee well-being among respondents of different age groups.
H_{12}: There is a significant difference in employee well-being among respondents of different age groups.

ANOVA					
Well-being					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.305	3	0.102	0.158	0.924
Within Groups	190.527	296	0.644		

The ANOVA test shows a significance value of 0.924, which is greater than 0.05. Therefore, we accept the null hypothesis, indicating that there is no significant difference in employee well-being among respondents of different age groups.

Independent Samples T-Test

Assumption

Null Hypothesis: The variance in employee engagement is equal for both gender groups.
Alternative Hypothesis: The variance in employee engagement is different for both gender groups.

Homogeneity of Variance Test			
		Levene's Test for Equality of Variances	
		F	Sig.
Engagemen	Equal Variances Assumed	0.178	0.673

The Sig. value is 0.673, which is greater than 0.05. Therefore, we accept the null hypothesis, confirming that the variances are equal. We will use the "Equal variances assumed" row for the t-test results.

H_{03}: There is no significant difference in employee engagement between male and female respondents.
H_{13}: There is a significant difference in employee engagement between male and female respondents.

Independent Sample T-test						
	t	df	Significance		Mean Difference	Std. Error Difference
			One-Sided p	Two-Sided p		
Equal variances assumed	-1.853	298	0.032	0.065	-0.16931	0.09139

The Independent Samples T-Test shows a significance value of 0.065, which is greater than 0.05. Therefore, we accept the null hypothesis, indicating that there is no significant difference in employee engagement between male and female respondents.

Independent Samples T-Test

Assumption

Null Hypothesis: The variance in the difficulty of switching off from work is equal between male and female respondents.
Alternative Hypothesis: The variance in the difficulty of switching off from work is not equal between male and female respondents.

How often do you find it difficult to stop working and " switch off" from work tasks after your official shifts ends?		
	Levene's Test for Equality of Variances	
	F	Sig.
Equal variances assumed	2.167	0.142

The significance value of Levene's Test is 0.142, which is greater than 0.05. Therefore, we accept the null hypothesis, indicating that the variance in the difficulty of switching off from work is equal between both gender groups.

H_{04}: There is no significant difference in the difficulty of switching off from work between male and female respondents.
H_{14}: There is a significant difference in the difficulty of switching off from work between male and female respondents.

Independent Sample T-Test						
	t	df	Significance		Mean Differenc	Std. Error Differen
			One-Sided	Two-Sided		
Equal variances assumed	-0.25	298	0.401	0.803	-0.029	0.115

The Independent Samples T-Test shows a significance value of 0.803, which is greater than 0.05. Therefore, we accept the null hypothesis, indicating that there is no significant difference in the difficulty of switching off from work between male and female respondents.

Independent Samples T-Test

Assumption

Null Hypothesis: The variance in work-life balance improvement is equal between male and female respondents.

Alternative Hypothesis: The variance in work-life balance improvement is not equal between male and female respondents.

My work - life balance has significantly improved since the shift in work models.		
	Levene's Test for Equality of Variances	
	F	Sig.
Equal variances assumed	1.180	0.278

The significance value of Levene's Test is 0.278, which is greater than 0.05. Therefore, we accept the null hypothesis, indicating that the variance of work-life balance improvement is equal between both gender groups.

H_{05}: There is no significant difference in work-life balance improvement between male and female respondents.

H_{15}: There is a significant difference in work-life balance improvement between male and female respondents.

Independent Sample T-test						
	t	Df	Significance		Mean Differenc	Std. Error Differen
			One-Sided	Two-Sided		
Equal variances assumed	1.671	298	0.048	0.096	0.231	0.138

The Independent Samples T-Test shows a significance value of 0.096, which is greater than 0.05. Therefore, we accept the null hypothesis, indicating that there is no significant difference in work-life balance improvement between male and female respondents.

Chi Square Test

H_{06}: There is no significant association between employees' ideal number of office attendance days per week and the work model they believe offers the best balance of productivity and well-being.

H_{16}: There is a significant association between employees' ideal number of office attendance days per week and the work model they believe offers the best balance of productivity and well-being.

		Work-from-Hom	Work-from-Offic	Hybrid Mode	Tota
0 days (Full WFH	Count	20	10	3	33
	Expected Coun	8.6	11.2	13.2	33
1- 2 days	Count	27	21	46	94

	Expected Coun	24.4	32	37.6	94
3 - 4 days	Count	18	32	40	90
	Expected Coun	23.4	30.6	36	90
5 days (Full WFO	Count	13	39	31	83
	Expected Coun	21.6	28.2	33.2	83
Total	Count	78	102	120	300
	Expected Coun	78	102	120	300

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	38.547[a]	6	0.000
Likelihood Ratio	38.606	6	0.000
Linear-by-Linear Association	10.313	1	0.001
N of Valid Cases	300		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.58			

As p-value (0.000) < 0.05, we reject Null Hypothesis and conclude that there is an association between employees' ideal number of office attendance days per week and the work model they believe offers the best balance of productivity and well-being.

Findings and Discussions

1. WFO has higher visible costs like formal attire, while WFH leads to higher utility expenses such as electricity and internet. Meal costs are nearly the same in both models. Most employees (52%) pay for high-speed internet, and only 15% receive full reimbursement, indicating a significant personal cost burden in WFH.
2. Most employees report high efficiency in WFH, with 63% rating it as high or very high, while only 10% report low efficiency. However, productivity is affected by key barriers such as technical issues (29%), environmental distractions (26%), and communication gaps (25%). Office distractions also reduce productivity, while WFH slightly improves deadline management. ANOVA results (Sig. = 0.847) show no significant difference in productivity across job levels, indicating consistent patterns for all employees.
3. Employee engagement is moderate, with job satisfaction highest (3.29) and motivation toward company goals lowest (2.78). While employees show good involvement in team activities (3.17), their sense of belonging remains moderate (2.88). Most employees feel more connected in work-from-office and hybrid models, whereas WFH shows weaker cultural connection. The T-test results (Sig. = 0.065 > 0.05) indicate no significant difference in engagement across gender. Overall, improving motivation and emotional connection, especially in WFH, is needed.
4. The findings indicate that the current work model has a mixed impact on employee well-being. Sleep quality shows a slightly positive effect (3.21), while physical health (2.65) and mental health (2.83) are negatively affected, and personal/family time remains nearly neutral (2.97). A majority of employees experience overtime, with many working extra hours either frequently or occasionally, highlighting difficulty in switching off from work. Additionally, 41% of respondents reported no significant improvement in work-life balance, while only 31% experienced positive changes. The ANOVA results (Sig. = 0.924 > 0.05) confirm no significant difference in well-being across age groups. Similarly, T-test results show no significant gender differences in difficulty of switching off (Sig. = 0.803 > 0.05) and work-life balance improvement (Sig. = 0.096 > 0.05), indicating that these challenges are consistent across both age and gender.
5. The findings reveal that employees show a strong preference for work-from-home (rank 1), followed by work-from-office, while the hybrid model ranks lowest in direct preference. However, when considering the future of work and overall balance, hybrid (40%) and WFO (34%) are more favored than WFH (26%), indicating a shift toward flexibility with some office presence. Location flexibility emerges as the most important factor for job happiness, followed by social interaction and work-life balance. Most employees prefer 1–2 days of office attendance, highlighting demand for hybrid work. Additionally, a significant portion (37%) feels the current work model does not align with their needs. The Chi-square test (p = 0.000 < 0.05) confirms a significant association between preferred office days and the work model perceived as best for

productivity and well-being, showing that employee preferences are closely linked to their ideal work structure.

Limitations of the Study

1. The data is based on 20 specific questions, so it may not capture every detail of an employee's daily work experience.
2. The results depend on how well employees remembered their productivity levels and costs when filling out the survey.
3. The data might mostly come from specific types of jobs (like IT or Finance), so the findings might not apply to factory or retail workers.
4. Since the data was collected from a specific region, the results might differ in cities with different costs of living or internet speeds.
5. Productivity was measured based on what employees said about themselves, rather than using company records or software tracking.
6. The study assumes all WFH employees had the same access to high-speed internet and quiet workspaces, which may not be true for everyone.

Recommendations

Companies should provide WFH allowances for utilities and introduce reimbursement for home office setup. Fair hybrid compensation policies are needed to balance both work models. Additionally, firms can offer discounted services and recognize WFH as a shared-cost model to reduce employee burden.
Companies should improve internet and technical support to address major productivity barriers. Reducing distractions and improving communication through better tools and coordination is essential. A hybrid work model can balance WFH and WFO benefits, while uniform policies can be applied across job levels. Additionally, focusing on outcome-based performance will help enhance overall productivity.
Organizations should focus on improving employee motivation and sense of belonging through better communication, recognition programs, and team-building initiatives. Since office and hybrid models enhance cultural connection, companies should adopt hybrid work structures to balance flexibility and engagement. Efforts should also be made to strengthen virtual engagement in WFH through regular interactions and collaborative activities. As engagement levels are similar across gender, uniform policies can be applied. Enhancing leadership support and fostering a strong organizational culture will further improve overall employee engagement.
Organizations should focus on improving work-life balance by promoting clear boundaries between work and personal time and reducing overtime culture. Initiatives such as mental health support, stress management programs, and fitness activities should be introduced to improve overall well-being. Flexible work arrangements can help employees better manage personal and professional responsibilities. Since well-being issues are consistent across age and gender, uniform policies should be implemented for all employees. Additionally, companies should monitor workload, encourage regular breaks, and foster a supportive work environment to enhance employee well-being.
Organizations should adopt flexible hybrid work models, as they best balance employee preferences, productivity, and well-being. Policies should allow employees to choose 1–2 office days per week to match their expectations. Since location flexibility is the top priority, companies should emphasize flexible working arrangements while also maintaining opportunities for social interaction. Efforts should be made to align current work models with employee needs through regular feedback and policy adjustments. Additionally, organizations should use data-driven approaches, like Chi-square insights, to design work structures that improve both employee satisfaction and organizational performance.

Conclusion

The study concludes that no single work model is universally effective across all organizational dimensions. While Work-from-Home (WFH) improves flexibility, autonomy, and individual convenience, Work-from-Office (WFO) strengthens organizational connectedness, collaboration, and workplace interaction. Hybrid work arrangements emerge as the most balanced and sustainable approach by integrating flexibility with interpersonal coordination and organizational engagement.

The findings further suggest that organizations should adopt employee-centric and flexible workforce strategies capable of improving productivity, engagement, work-life balance, and employee well-being. The study also highlights the importance of digital infrastructure, communication systems, and supportive organizational policies in ensuring the long-term effectiveness of flexible work arrangements within the evolving future of work.

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