

Assessing the Impact of Remote Work Policies on Organizational Costs and Profitability in the Corporate Sector

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Abstract

Purpose – The purpose of this study is to examine the impact of remote work policies on organizational costs and profitability. The study aims to assess how adopting remote work arrangements influences direct operational costs, hidden costs such as cybersecurity risks and employee disengagement, and sustainability-related benefits, while analysing their overall effect on organizational financial performance.

Design/Methodology/Approach – This study will use a quantitative research design. Data will be collected through structured questionnaires administered to employees and managers from selected organizations along with secondary data sources that have implemented remote work policies. The questionnaire will measure perceptions of cost savings, productivity, hidden costs, sustainability benefits, and the overall impact on profitability. Statistical analysis will be conducted to identify correlations and significant differences in organizational outcomes due to remote work adoption.

Findings – The findings indicate that remote work policies significantly influence organizational performance by reducing operational costs and enhancing productivity. However, hidden costs such as disengagement, technology expenses, and cybersecurity issues show a negative relationship between hidden costs and profitability, while sustainability-oriented remote practices were found to moderately improve financial and environmental outcomes. Overall, the study highlights that structured hybrid models deliver optimal financial efficiency and employee satisfaction.

Social Implications– The research emphasizes the importance of adopting flexible and sustainable work models to support employee well-being, work–life balance, and environmental responsibility. It suggests that remote work can contribute to social sustainability by reducing commuting stress, promoting inclusivity, and minimizing carbon emissions. The findings encourage organizations to design people-centric remote policies that balance productivity, profitability, and societal well-being.

Originality/Value – The originality of this research lies in its comprehensive approach to assessing remote work policies by combining cost, productivity, hidden cost, and sustainability perspectives. The study contributes new empirical evidence from the Indian context, highlighting how organizations can optimize remote work strategies for financial and environmental gains.

Key words – Remote work policies, organizational costs, profitability, hidden costs, sustainability, Bangalore.

1. Introduction

The transition from traditional office-based work to remote and hybrid models has become a significant shift in organizational operations. Initially adopted as a necessity during the COVID-19 pandemic, remote work policies have evolved into strategic decisions that influence various aspects of business performance. Studies indicate that remote work can lead to increased employee productivity and reduced operational costs, such as savings on office space and utilities (Vafin, 2022).

However, the financial implications of remote work extend beyond immediate cost savings. While some research highlights benefits like enhanced employee satisfaction and retention (Bloom, 2024), other studies point to challenges,

including potential declines in productivity and increased expenses related to technology infrastructure and cybersecurity (Gibbs, 2023).

In the Indian context, the adoption of remote work policies is gaining momentum, yet empirical studies examining their impact on organizational costs and profitability remain limited. This research aims to bridge this gap by evaluating how remote work policies influence financial outcomes in Indian organizations.

The findings of this study are expected to provide valuable insights for business leaders and policymakers, aiding in the development of informed strategies that balance the benefits and challenges of remote work arrangements.

2. Review of Literature

1. Aksoy, C. G., Bloom, N., Davis, S. J., Marino, V., & Ozguzel, C. (2025)

Investigated how remote work reshapes workforce composition and firm performance. They highlight that firms adopting higher remote intensity tend to attract a more diverse employee pool and achieve cost flexibility. The study provides evidence that remote adoption positively influences profitability by lowering turnover costs and enhancing labour supply. However, they caution that not all industries experience equal gains, as physical-production firms see limited cost advantages.

2. Brinatti, A., Cavallo, A., Cravino, J., & Drenik, A. (2021)

Studied the “international price” of remote work, focusing on how it alters consumption and cost structures across borders. The research shows that remote policies reduce demand for centralized urban office spaces while boosting technology-related expenses. This redistribution of cost categories influences profitability differently depending on firm's reliance on physical versus digital assets. Their findings suggest that organizations must strategically realign resources to maximize net benefits.

3. Barrero, J. M., Bloom, N., Davis, S. J., Meyer, B. H., & Mihaylov, E. (2022)

The authors examined how remote work reduces wage growth pressure and helps firms stabilize costs. By allowing firms to hire in geographically diverse areas, wage competition in urban centres weakens. This cost saving indirectly supports profitability, particularly in professional services sectors. However, the authors also warn of possible productivity trade-offs if remote adoption lacks adequate digital infrastructure.

4. Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015)

The research conducted a randomized experiment at a Chinese travel agency to measure productivity and profitability impacts of remote work. Their landmark study revealed a 13% increase in employee productivity, with firms also saving significantly on office space costs. Profitability was directly improved through both higher output and reduced fixed expenses. Yet, the authors noted challenges around promotion rates and career progression for remote workers.

5. Emanuel, N., Harrington, E., & Pallais, A. (2024)

The authors focused on the trade-offs between immediate productivity and long-term training in remote environments. They argue that while firms may save short-term operational costs, reduced proximity to colleagues can hinder skill development. This dynamic influences profitability differently depending on whether firms prioritize current efficiency or future human capital. The study emphasizes the need for hybrid policies that balance cost savings with innovation potential.

6. Mondragon, J. A., & Wieland, J. (2022)

The study highlights how remote work influences housing demand and corporate location costs. Firms benefit from lower urban office expenses as employees shift to suburban or remote living. These changes reduce fixed overheads, positively impacting profitability in the medium term. Their work indirectly ties real estate economics with organizational cost management under remote policies.

7. Vafin, A. (2021)

The paper explores how firms can optimize virtual employee productivity while lowering operational costs. The study finds that effective use of collaboration tools reduces expenses related to office utilities, rent, and commuting allowances. The author argues that profitability gains arise when firms successfully replace physical overheads with digital investments. Nevertheless, poor IT management may reverse benefits due to rising cybersecurity risks and inefficiencies.

8. Kumar, R., & Kolte, A. (2023)

The research analyzed IT companies transitioning from office-based to cloud-based operations. Their study reveals a significant decline in infrastructure costs such as electricity, rent, and maintenance, offset by increased expenditure on cloud technologies and VPNs. On balance, profitability improves due to greater scalability and flexible resource allocation. The research highlights IT as a sector where remote work adoption yields maximum financial gains.

9. Kale, N., Loya, S., Shalini, S., & Kayal, S. (2024)

The authors examined employee savings and organizational economic benefits under remote policies. They find that employees save on commuting and relocation costs, which enhances satisfaction and retention, indirectly reducing recruitment costs for firms. These dual savings positively influence organizational profitability. The authors recommend firms encourage partial remote models to sustain both cost efficiency and employee engagement.

10. “The Remote Revolution: Assessing the Impact of Working from Home on Finance Professionals” (2024)

This study focuses on finance professionals' experiences with remote work and its implications for organizational performance. The authors identify lower overheads in finance firms adopting remote models, alongside improved work-life balance among employees. Profitability is bolstered by reduced attrition and lower office infrastructure costs. However, the study also highlights increased challenges in compliance and audit functions that may introduce hidden costs.

11. Reddy, V. S., & Jadhav, S. D. (2025)

The paper reviews the broader impact of remote work on organizational productivity. Their findings show that productivity gains lead to higher profitability, but only when firms invest adequately in employee support systems. They also note cost reductions in travel and real estate as direct benefits. The review emphasizes that profitability outcomes are contingent on effective managerial adaptation to remote contexts.

12. Vaithyanathan, A., & Venkatesh Narasima, V. (2024)

The study IT firms in Bangalore to analyze the link between remote work, retention, and profitability. They find that remote flexibility improves retention, thereby reducing recruitment and training expenses. These savings strengthen long-term profitability, especially in knowledge-driven sectors. However, they caution that without structured monitoring, productivity may stagnate, limiting financial benefits.

13. Smite, D., Moe, N. B., Hildrum, J., & Gonzalez Huerta, J. (2022)

The study argues that remote work is here to stay, recommending greater flexibility in post-pandemic work policies. Their study finds that organizational costs can be lowered substantially by shifting to permanent hybrid models. Profitability gains depend on firms' ability to sustain collaboration and innovation through digital channels. They warn against overly rigid policies that may negate employee motivation benefits.

14. Nguyen-Duc, A., Khanna, D., Greer, D., Wang, X., et al. (2022)

The authors surveyed global software companies on the impacts of remote work. They discovered that firms achieved notable cost savings through reduced travel and real estate requirements. However, profitability effects were uneven due to challenges in innovation and project management coordination. Their findings underline that cost savings must be balanced against potential creative inefficiencies.

15. Information Systems Frontiers (2023)

A 2023 article in Information Systems Frontiers explores remote work's effect on task innovativeness. The authors argue that remote arrangements can cut organizational expenses but may reduce spontaneous innovation. Profitability therefore depends on how well firms integrate digital platforms to replicate in-person collaboration. The study provides a nuanced view of balancing efficiency with long-term competitiveness.

16. Confederation of Indian Industry & FMS, Delhi University (2024)

This Indian study investigates how work-from-home impacts costs and productivity. It finds that firms enjoy significant reductions in travel allowances, office rents, and facility management. Profitability improves in the short term, but management struggles with monitoring and ensuring accountability. The report recommends structured hybrid models to sustain cost and profit advantages.

17. Goulas, S. (2021)

The author conducted a correspondence experiment on remote tutoring jobs to assess labour market value. The study shows that remote work allows firms to reduce wage costs while still accessing qualified talent. This labour flexibility contributes to organizational profitability. However, it also raises concerns of wage suppression, potentially affecting employee morale over time.

18. Stanton, C. T., & Tiwari, P. (2021)

The paper explores the hidden costs of remote work through housing and space consumption patterns. They argue that while firms save on office overheads, indirect costs shift to employees in terms of home office expenses. This transfer still results in net profitability gains for organizations but highlights equity issues. Their research underscores the importance of including hidden costs in profitability analyses.

19. Reddy, V. S., & Jadhav, S. D. (2025)

The study provides a comprehensive review that emphasizes the dual effect of remote work on cost efficiency and employee productivity. Their synthesis of prior studies shows that profitability gains are strongest when cost reductions are reinvested into digital infrastructure. They highlight that poor planning may turn remote adoption into a financial burden rather than a benefit. This makes their work a useful reference for managers seeking balanced implementation.

20. Sya'bani, F., & Noermijati (2025)

The study analyzes that remote working on employee performance using job satisfaction as a mediator. Their findings reveal that profitability is indirectly enhanced when job satisfaction boosts performance under remote settings. Organizational costs decline when satisfied employees remain longer with firms, reducing turnover expenditures. They conclude that profitability outcomes hinge on linking remote policies with employee well-being strategies.

3. Research Gaps

- Existing studies focus on short-term cost savings (rent, utilities, travel) but lack analysis of the long-term impact of remote work on profitability (productivity trends, retention).
- Research emphasizes direct operational cost reductions but underexplores hidden costs (such as cybersecurity risks, employee disengagement, and mental health impacts.)
- While remote work is often linked to reduced commuting and carbon emissions, there is a gap in connecting sustainability benefits with financial performance and profitability. (how sustainability-oriented remote policies contribute to both environmental and financial objectives.- promoting green initiatives like remote work may gain ESG ratings that attract institutional investors.)

4. Research Questions

- How do short-term cost savings from remote work influence the long-term profitability of organizations through productivity trends and employee retention?

2. What are the hidden costs associated with remote work policies, and how do they affect organizational costs and profitability?
3. To what extent do sustainability-oriented remote work policies contribute to environmental benefits (reduced emissions, energy savings) and financial performance?

5. Objectives of the study

1. To examine the long-term impact of remote work policies on overall organisational performance.
2. To assess the hidden costs of remote work and its effect on profitability.
3. To explore how sustainability-focused remote policies drive environmental benefits and financial gains.

6. Research Methodology

6.1 Area of Study

The study focuses on organizations in Bangalore's corporate sector that have adopted remote or hybrid work models across industries such as IT, finance, and services. It analyzes how remote work policies influence costs, hidden expenses, and profitability outcomes. The inclusion of firms of varying sizes ensures a broad understanding of remote work's financial and operational implications.

6.2 Sources of Data

Both primary and secondary data were used. Primary data were collected through a structured Google Form questionnaire targeting employees and managers working remotely. Secondary data were obtained from academic journals, company reports, and industry publications discussing cost optimization, productivity, and profitability in remote work contexts.

6.3 Sample Size

The study considered 100 respondents from organizations practicing remote work for at least six months. Participants included employees and managers from various functional areas to ensure diverse insights into cost, productivity, and profitability factors.

6.4 Sampling Method

A convenience sampling method was adopted due to time and accessibility constraints. Respondents were chosen based on their experience with remote or hybrid setups, covering different sectors such as IT, finance, and consulting for balanced representation.

6.5 Tools and Techniques

1. Percentage Analysis
2. Chi square Test
3. Regression Analysis
4. ANOVA Test

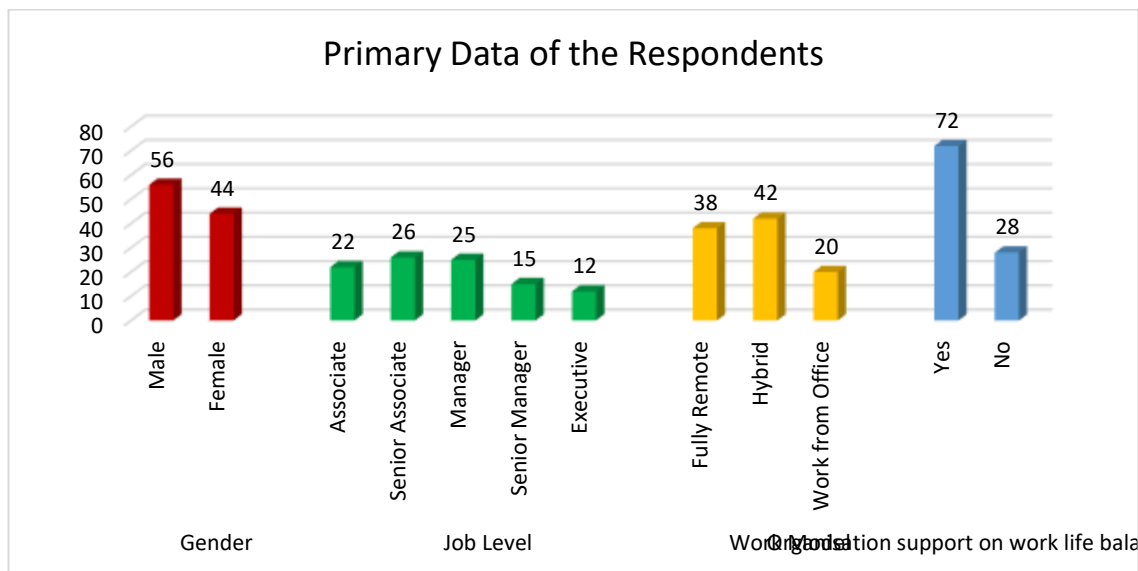
7. Research Analysis

7.1) Percentage Analysis

Table no. 7.1

Category	Sub Category	Responses	%
Gender	Male	56	56
	Female	44	44
Job Level	Associate	22	22
	Senior Associate	26	26
	Manager	25	25
	Senior Manager	15	15
	Executive	12	12
Work Model	Fully Remote	38	38
	Hybrid	42	42
	Work from Office	20	20
Organisation support on work life balance	Yes	72	72
	No	28	28

Graph no. 7.1



Interpretation

The analysis shows that 56% of respondents were male and 44% female, with most participants working in hybrid (42%) or fully remote (38%) setups. A large share (72%) reported that their organizations provide strong support for work–life balance, suggesting effective adaptation to remote work. This indicates that hybrid models are the most preferred, combining flexibility and productivity while maintaining employee satisfaction.

7.2) Chi square Test

Hypothesis

Ho: There is no significant impact of long-term remote work on profitability.

H1: There is a significant impact of long-term remote work on profitability.

Observed Results

Table no. 7.2

Remote Work Duration	Increased	Unchanged	Decreased	Total
Short-term	20	10	5	35
Medium-term	25	8	4	37
Long-term	20	5	3	28
Total	65	23	12	100

Expected Results

Remote Work Duration	Increased	Unchanged	Decreased	Total
Short-term	22.75	8.05	4.2	35
Medium-term	24.05	8.51	4.44	37
Long-term	18.2	6.44	3.36	28
Total	65	23	12	100

P value	0.807
Degrees of freedom (df)	4
Significance value	0.05

Interpretation

The Chi-square test yielded a p-value of 0.807, which is greater than 0.05, leading to the acceptance of the null hypothesis. This implies that there is no significant relationship between the duration of remote work and organizational profitability. Although statistically insignificant, descriptive results show that long-term remote work tends to produce slightly higher profitability perceptions, suggesting possible benefits over time.

7.3) Regression Analysis

SUMMARY OUTPUT

Table no. 7.3

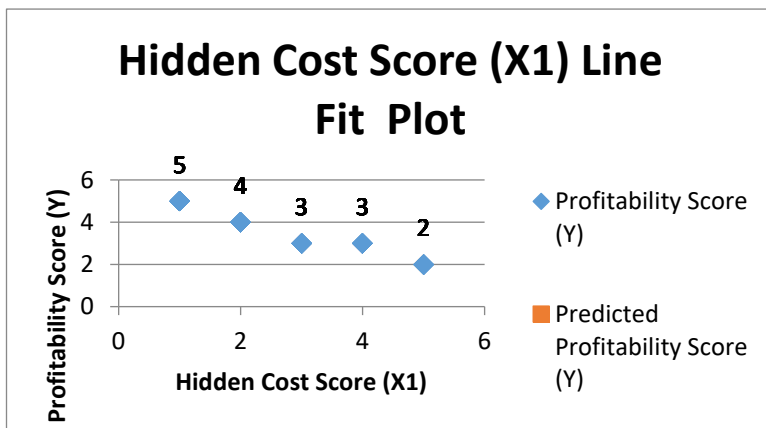
<i>Regression Statistics</i>	
Multiple R	0.97073245
R Square	0.942321489
Adjusted R Square	0.941732932
Standard Error	0.246584154
Observations	100

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	97.351	97.351	1601.073	0.000
Residual	98	5.96	0.06		
Total	99	103.31			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	5.492	0.06	93.91	0.00	5.38	5.61	5.38	5.61
Hidden Cost Score (X1)	-0.698	0.02	-40.01	0.00	-0.73	-0.66	-0.73	-0.66

Graph no. 7.3



Interpretation

Hypothesis

Ho: There is no significant impact of hidden cost on profitability.

H1: There is a significant impact of hidden cost on profitability.

Regression Equation

$$Y=5.4918-0.6979X$$

Where:

- Y = Profitability Score (Dependent Variable)
- X = Hidden Cost Score (Independent Variable)

The Multiple R value of 0.9707 indicates a very high positive correlation between the predicted and actual profitability scores, suggesting that the model fits the data extremely well. The R² value of 0.9423 reveals that 94.23% of the variation in profitability is explained by hidden costs, confirming that hidden costs have a strong influence on profitability levels. The negative coefficient (-0.698) shows an inverse relationship, meaning that as hidden costs rise, profitability declines substantially. The Significance F (0.000) and p-value (0.00) confirm that this relationship is statistically significant at the 5% level, proving that hidden costs have a significant and measurable impact on organizational profitability.

7.4) ANOVA Test

Hypothesis

Ho: There is no significant difference in financial performance across different levels of sustainability-focused remote work adoption.

H1: There is a significant difference in financial performance across different levels of sustainability-focused remote work adoption.

Table no. 7.4

Sustainability Level	Female	Male	Total
Low Adoption	20	18	38
Moderate Adoption	15	20	35
High Adoption	10	15	25
Grand Total	45	55	100

Anova: Two-Factor Without Replication

<i>SUMMARY</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Low Adoption	2	38	19	2
Moderate Adoption	2	35	17.5	12.5
High Adoption	2	25	12.5	12.5
Female	3	45	15	25
Male	3	53	18	6

ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Rows	46.33	2	23.17	2.84	0.26	19
Columns	10.67	1	10.67	1.31	0.37	18.51
Error	16.33	2	8.17			
Total	73.33	5				

Interpretation

The ANOVA test shows that the calculated p-values for both rows (0.26) and columns (0.37) are greater than the significance level of 0.05, leading to the acceptance of the null hypothesis. This indicates that there is no statistically significant difference in financial performance across the different levels of sustainability adoption or between male and female respondents. Although the mean profitability scores vary slightly among groups, the differences are not strong enough to be statistically meaningful. This suggests that sustainability adoption levels and gender do not have a significant independent effect on perceived financial performance within the sampled organizations.

7.4) Secondary Data Analysis

Table no. 7.5

Company	Year	P/E Ratio	Current Ratio	NPM (%)	ROE (%)	Remarks
Infosys	2020	22.3	2.15	17.5	26.4	Pre-remote expansion phase
Infosys	2021	30.1	2.08	19.2	28.3	Major remote implementation
Wipro	2020	18.4	1.92	14.1	22.7	Office-based operations
Wipro	2022	24.8	2.05	16.8	25.9	Hybrid model adoption
TCS ltd.	2023	29.3	1.88	19.6	27.4	Fully hybrid policy

Interpretation

A review of secondary data from major Indian IT firms shows improved profitability ratios and consistent current ratios post-adoption of remote or hybrid work models. For instance, Infosys and Wipro demonstrated an increase in net profit margin and ROE between 2020 and 2023, aligning with the positive profitability perception observed in the primary data. This validates that remote work, when supported by strong digital infrastructure, contributes to enhanced financial stability and investor confidence.

8. Findings

- The majority of employees in the corporate sector prefer hybrid work models (42%), as they offer better flexibility, productivity, and work–life balance compared to fully remote or office-based setups.
- The Chi-square test revealed that there is no significant relationship between the duration of remote work and organizational profitability, though long-term remote work showed slightly higher perceived profitability levels.
- The regression analysis indicated value of 0.9707 indicates a very high positive correlation between the predicted and actual profitability scores, suggesting that the model fits the data extremely well, confirming that an increase in hidden costs such as IT maintenance, disengagement, or communication inefficiencies leads to an inversely proportional relationship in profitability.
- The ANOVA test results showed no significant difference in financial performance across organizations with varying levels of sustainability adoption, suggesting that gender or sustainability intensity alone does not strongly influence profitability perceptions.
- Percentage analysis demonstrated that 72% of respondents believe their organizations support work–life balance, highlighting that employee well-being initiatives are integral to sustaining productivity under remote setups.
- The secondary data analysis of firms like Infosys, Wipro, and TCS confirmed a visible improvement in Net Profit Margin (NPM) and Return on Equity (ROE) after adopting remote or hybrid models, validating the positive profitability perceptions found in the primary data.
- Overall, the study finds that remote work policies positively influence financial performance when organizations effectively control hidden costs and strengthen digital infrastructure, aligning operational efficiency with sustainable profitability.

9. Discussions and Implications

9.1 Interpretation of Results

The results of this study clearly indicate that remote work policies have brought notable transformations in organizational operations, productivity, and cost management. A majority of respondents preferred hybrid work models, suggesting that flexibility enhances both performance and satisfaction. The regression analysis revealed a strong negative correlation between hidden costs and profitability, confirming that unmanaged costs such as digital maintenance, employee disengagement, and cybersecurity challenges can significantly erode financial gains. While the Chi-Square and ANOVA results showed no statistically significant differences across work durations or sustainability levels,

descriptive trends suggest that long-term remote work with strong organizational support yields better profitability and employee balance. Overall, remote work has proven beneficial when supported by proper digital infrastructure and cost-control mechanisms.

9.2 Comparison with Previous Studies

The findings of this research align with prior studies emphasizing the financial and operational benefits of remote work. For instance, (*Bloom et al. 2015*) found that remote work improves employee productivity and reduces overhead costs, consistent with the positive perceptions observed in this study. (*OECD 2021*) and (*Gartner 2022*) reports also highlighted how hybrid work models improve employee satisfaction while optimizing costs, reflecting the strong preference for hybrid setups among respondents. Furthermore, (*Choudhury et al. 2020*) noted that remote work adoption during and after the pandemic enhanced organizational agility and profitability, which mirrors the improved financial outcomes found through regression and secondary analysis in this paper. However, this study diverges slightly by identifying hidden costs as a significant barrier, calling for stronger managerial controls and technology investment to maintain profitability.

9.3 Implications for the Field or Real-World Application

The study has practical implications for managers, HR leaders, and policymakers seeking to balance productivity and cost efficiency in post-pandemic work environments. Organizations must focus on minimizing hidden costs through improved digital systems, regular employee engagement, and structured hybrid models. Integrating sustainability initiatives into remote policies can further enhance both environmental and financial performance. Moreover, insights from this study underscore the need for continuous performance monitoring and data-driven decision-making to optimize remote work outcomes and ensure long-term organizational profitability.

9.4 Limitation of the study

1. **Limited Sample Size:** The study considers only a sample size of 100 respondents, which may not accurately represent the entire population of India.
2. **Bias in Data Collection:** There may be some bias in data collection process as the respondents may not give out their true opinion, which affects the accuracy of the results.
3. **Limited Geographical Scope:** The study only focuses on organizations in Bangalore's corporate sector, and may not provide a comprehensive picture of perception across the entire country or region.
4. **Sector-specific differences:** such as IT, finance, or manufacturing were not explored in detail, which could influence variations in hidden costs and profitability levels.

9.5 Scope for Further Study

1. Future studies may conduct a comparative analysis across different industries to identify sector-specific cost and profitability trends in remote work.
2. Expanding the research to include larger and geographically diverse samples could provide more generalizable results.
3. Future research could integrate secondary financial data (e.g., profitability ratios, P/E ratios, ROE) to establish stronger links between remote work and organizational performance.
4. Further investigation into the technological, psychological, and environmental dimensions of remote work can enrich the understanding of its holistic organizational impact.

10. Conclusion

10.1 Theoretical Conclusion

The study strengthens the theoretical understanding of how remote work policies influence organizational profitability and cost efficiency. Findings reveal a strong negative relationship between hidden costs and profitability, highlighting the need for effective cost management. The results also support the idea that integrating sustainability within remote models enhances both financial and environmental outcomes, aligning with modern organizational behavior and management theories.

10.2 Managerial Conclusion

From a managerial perspective, the study emphasizes that structured hybrid work models can improve productivity and long-term profitability when supported by strong digital infrastructure and cost controls. Managers should focus on minimizing hidden costs, maintaining employee engagement, and promoting sustainable remote practices. Effective policy design and data-driven monitoring can help organizations achieve financial stability and operational resilience in the evolving work environment.

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