Dedicated to

My Grand Fathers

Late Ram Swarup Singh

Late Bachendar Prasad Singh

DECLARATION

I, Roma Singh, Research Scholar in the Department of Business Administration, School of Management Sciences of Tezpur University (Assam), hereby declare that this research work entitled as "**Remote Work: Work-Life Balance and Managerial Productivity of Women in the IT Sector- Evidence from Delhi NCR and Bengaluru**" is a bona fide work carried out by me under the supervision of Dr. Runumi Das.

This work has not been formerly submitted for award of any other degree.

Roma Singh

Date: 12/9/2025 (Roma Singh)

Place: Tezpur Registration No. TZ22000013 of 2022

तेजपुर विश्वविद्यालय/ **TEZPUR UNIVERSITY**
(संसद के अधिनियम द्वारा स्थापित केंद्रीय विश्वविद्यालय)
(A Central University established by an Act of Parliament)
तेजपुर-784028 :: असम/ **TEZPUR-784028 :: ASSAM**

(सर्वोत्तम विश्वविद्यालय के लिए कुलाध्यक्ष पुरस्कार,2016 औरभारत के 100श्रेष्ठ उच्च शिक्षण संस्थानों में पंचम स्थान प्राप्त विश्वविद्यालय)
(Awardee of Visitor's Best University Award, 2016 and 5th among India's Top 100 Universities, MHRD-NIRF Ranking, 2016)

Dr. Runumi Das
Professor
Department of Business Administration

Phone: 03712 275015
Email: runumi@tezu.ernet.in

Certificate from the Supervisor

This is to certify that the thesis titled "**Remote Work: Work-Life Balance and Managerial Productivity of Women in the IT Sector- Evidence from Delhi NCR and Bengaluru**" submitted to the School of Management Sciences, Tezpur University in part fulfilment for the award of the degree of Doctor of Philosophy in Business Administration is a record of research work carried out by Roma Singh under my supervision and guidance.

All help received by her from various sources have been duly acknowledged.

No part of this thesis has been submitted elsewhere for award of any other degree.

Runumi Das

(Dr. Runumi Das)

Date: 12/9/25

Place: TEZPUR

ACKNOWLEDGEMENT

Today, when I write the most important part of my PhD journey, I want to begin my word of thanks by acknowledging the learnings that I got through at every phase of my research, this have helped me survive the entire journey of my research and made me a better version of myself. I finally submit my years of hard work and patience that I have been holding onto. All these would never have been a reality without the person behind my work, the one who believed in me and thought me capable of achieving my dreams, she gave me the chance to pursue my dreams into reality by supervising and guiding my path all this while, I will always be profoundly grateful to her, my guide, my mentor **Dr. Runumi Das**. Her unwavering support, expert suggestions, valuable advice and motivation at every front of my research journey has made it all possible today.

I am equally grateful to my doctoral committee members **Prof. Tridib Ranjan Sarma** and **Prof. Anjan Bhuyan** for their valuable comments and corrections offered on my work to make it more refined and watertight. I am extremely grateful to our hon'ble Vice Chancellor **Prof. Shambhu Nath Singh** whose motivation and kind words helped me move ahead in my PhD journey with courage. I extend my sincere thanks to the Doctoral Research Committee (DRC) members and all the non-faculty staff of the Department of Business Administration, for being approachable and providing valuable comments on my research work.

The person whom I would always and forever thank is my husband; **Rahul Shandilya**, thanks for believing in my potential. Your relentless encouragement and support inspired me to embark on this PhD journey. You acted as a shield for me, saving me from all the distractions ensuring my focus to never go out of track. I am endlessly grateful and thankful to **shiv** and **adishakti** for blessing me with a life partner who is the reason behind all my success and milestones achieved.

Finally, the names which I can never forget to be thankful for are my family and friends, my mother **Sarita Singh** who brought me up to become an independent women, my father **Pramod Singh** who struggled by my side to make my educational journey smooth, my sister **Roji Singh, Diksha Singh** and also my little brother **Rajat Singh.** My parents (in laws) **Seema Devi** and **Madan Singh** who were always my biggest supporters and motivators. My elder brother **Rahul Singh** is an important reason behind my successful educational journey, he was there as a friend, brother and a guardian to me at every phase

of my life and education. My friends and colleagues played a very important role in my journey to motivate and guide me through all good and bad, keeping me grounded and focused. The journey of PhD brings a lot ups and downs and those are lucky to have true friends around. I had them, thank you **Baishali Debnath**, **Niharika Das** and **Vijay Pathak** Also, a heartfelt thanks to **Monu** bhai.

Special thanks to all my strong women out there working hard to make a mark in the society, who took out time to respond for my survey and to those officials who helped me reach their connections to make snowballing successful.

Lastly, I extend my gratitude to the reviewers who shall take out their precious time to go through (blind peer review) my work and add value to my area of research by their constructive feedback.

Regards,

Dr. Roma Singh

LIST OF TABLES

Table No.	Table Title	Page No.
Table 2.1	The market size of Indian IT sector as per NASSCOM strategic report-2020	13
Table 2.2	Share of revenue of the Indian Information Technology as per NASSCOM strategic report-2020.	14
Table 5.1	Work origin of the non-managerial women respondents	59
Table 5.2	Age-wise classification of non-managerial women respondents	60
Table 5.3	Distribution of sample based on marital status	61
Table 5.4	Showing educational level of the respondents	62
Table 5.5	Department wise distribution of the respondents	63
Table 5.6	Distribution of non-managerial women respondents based on their employment status	65
Table 5.7	Preferred base for respondents during remote working	66
Table 5.8	Devices used by respondents during remote working	67
Table 5.9	Profile of the interviewees (managerial women respondents)	68
Table 6.1	Computed mean score for work-life balance and remote working variables	70
Table 6.2	Showing the reliability of items included in the study	71
Table 6.3	Showing correlation between remote working and work-life balance score	72
Table 6.4	Correlation between remote work dimensions and work-life balance	73
Table 6.5	Showing the R square value for regression analysis	75
Table 6.5a	Showing the summary ANOVA	76
Table 6.5b	Showing the coefficients results of regression analysis	77
Table 6.6	Group statistics for married and unmarried employees	80
Table 6.6a	Independent samples t-test for marital status and WLB	80
Table 6.7	Group statistics for permanent and contractual employees	81
Table 6.7a	Independent samples t-test for employment status and WLB	82
Table 6.8	Group statistics for employees from Delhi/NCR and Bengaluru	83
Table 6.8a	Independent samples t-test for place and WLB	83
Table 6.9	Descriptives	86

Table 6.9a	Showing one way ANOVA results	86
Table 6.10	Descriptives	87
Table 6.10a	Showing one way ANOVA results	87
Table 6.11	Descriptive Statistics on availability of E-working facilities	88
Table 6.12	Showing Path analysis	90
Table 6.12a	Showing Conditional direct effect	91
Table 6.12b	Showing R square and R square adjusted values	91
Table 6.12c	Showing F square statistic	92
Table 7.1	Showing correlation results for RW and WLB	97
Table 7.2	Summary of regression equation	98
Table7.3	Summary for independent samples T-test	99
Table 7.4	Summary for one way ANOVA results	100
Table 7.5	Showing keyword analysis and open code generation for work situation	111
Table 7.6	Showing keyword analysis and open code generation for digital workforce	116
Table 7.7	Showing keyword analysis and open code generation for agile management	110
Figure 7.8	Showing keyword analysis and open code generation for perseverance	124

LIST OF FIGURES

Figure No.	Figure Title	Page No.
Figure 4.1	Flow chart for research design and instrument	44
Figure 4.2	Sampling procedure for primary survey	45
Figure 4.3	Basic stages in interview process, reproduced from Ref. (Young et al., 2018)	56
Figure 5.1	Age-wise classification of non-managerial women respondents	61
Figure 5.2:	Distribution of sample based on marital status	62
Figure 5.3	Showing educational level of the respondents	63
Figure 5.4	Department wise distribution of the respondents	64
Figure 5.5	Distribution of non-managerial women respondents based on their employment status	66
Figure 6.1	Model showing impact of remote work dimensions on work-life balance	78
Figure 6.2	Showing the moderating effect of EWFL on RW and WLB	90
Figure 6.3	Process for qualitative analysis	95
Figure 7.1	showing slope analysis for moderating effect of EWFL on RW-WLB	102
Figure 7.2	keywords for future workspace	126
Figure 7.3	Model showing established qualitative study framework	127
Figure 7.4	Framework for effective remote work management	131
Figure 8.1	Framework of contributing factors for future of work success	142

LIST OF ABBREVIATION

AI	:	ARTIFICIAL INTELLIGENCE
GEN AI	:	GENERATIVE ARTIFICIAL INTELLIGENCE
WLB	:	WORK LIFE BALANCE
RW	:	REMOTE WORK
E-WORK	:	ELECTRONIC WORK
FOW	:	FUTURE OF WORK
WFH	:	WORK FROM HOME
WFA	:	WORK FROM ANYWHERE
WFO	:	WORK FROM OFFICE
RWTF	:	REMOTE WORK TRUST AND FLEXIBILITY
EWB	:	ELECTRONIC WELLBEING
EU	:	EUROPEAN UNION
ILO	:	INTERNATIONAL LABOUR ORGANISATION
UK	:	UNKITED KIMGDOM
US/USA	:	UNITED STATES/ UNITED STATES OF AMERICA
RWE	:	REMOTE WORK EFFECTIVENESS
WAW	:	WOMEN AT WORK