

Major Research Project

IMPACT OF REMOTE WORK ON MENTAL HEALTH

Submitted by:

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DECLARATION

I, Ayushi Saini , MBA (2023–2025) Student, Delhi School of Management, Delhi Technological University, do hereby certify that the Major Research Project titled: " Impact of Remote Work on Mental Health" is an original work submitted by me as partial fulfilment of the Master of Business Administration degree requirements. This project work has been accomplished by me, and the research findings included herein are based upon my own effort and analysis. To the best of my belief and knowledge, this work is not submitted for any other university or institution to any degree, diploma, or certificate.

Signature

(Student name)

Roll No:

Date:

Place:

CERTIFICATE

Miss Ayushi Saini, Roll No. 23/DMBA/033 has submitted the Major research project “Impact of Remote Work on Mental Health” in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) from the Delhi School of Management, Delhi Technological University, New Delhi during the academic year 2024-25.

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EXECUTED SUMMARY

With technology progressing every day and the worldwide pandemic redefining how we work, remote work has become the new norm for most businesses. It most certainly has advantages—such as greater freedom and ease of use—but it also raises vital questions regarding its impact on employees' mental health.

One such recent study consisted of 98 employees and investigated the effects of various work arrangements—remote, hybrid, and in-office on a full-time basis—on stress, emotional well-being, and work-life balance. Statistically, the findings were somewhat unexpected. A Chi-Squared analysis is used to determine whether or not there was a significant relationship between work arrangement and overall mental health. The p-value was 0.85, essentially stating that there was little variation throughout the three work models.

But here's where it gets interesting: the numbers didn't paint the complete picture.

When asked what their real-life experiences were, a much more vibrant picture was drawn. Those who worked hybrid roles all reported that they were less stressed and that balancing work and life was easier. Many commented that the flexibility of a hybrid schedule was a massive confidence-boost to their mental health.

Remote workers, however, were ambivalent. They adored not having to drive in, getting to make their own schedules, and getting to work in the comfort of their own homes, yet most also complained about feelings of isolation and difficulties in separating work from home life.

So what does this all signify? Even though the type of work setup doesn't seem to have a direct impact on mental health from a statistical point of view, people's day-to-day experiences matter—a lot. That's why it's so important for companies and HR teams to focus on more than just policies. Providing access to mental health services, providing flexibility for workers, and staying in touch—particularly with teleworkers—can make a big difference in building a healthier, more supportive workplace for all.

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CHAPTER 1: INTRODUCTION

1.1. Background

Remote work has completely reshaped how people view their jobs, offering great benefits like flexible hours and no more daily commutes. But alongside these perks, it has also brought emotional and mental health challenges that can't be ignored. In today's world, caring about how remote employees are feeling is just as important as tracking their performance.

Offices in the past were not just workplaces but a place where individuals could meet, chat over coffee in relaxed settings, and observe a rhythm that served to bifurcate work and home. These small routines were a huge contributor to team cohesion, communication, and ensuring people were engaged. Remote work has lost much of the face-to-face interaction. It's becoming more difficult to manage staff, feel like a team, and get people to feel they belong. Some workers appreciate the freedom and flexibility, but others are struggling to cope with isolation, the need to be constantly contactable, and the difficulty in separating work and personal life.

Research is indicating that long-term remote working—particularly without sufficient support from employers—can severely impair mental health. Several remote workers say that they feel burnt out, nervous, and sometimes depressed. If they don't have frequent contact with coworkers, it's common to feel alone, both from the team environment and the entire company culture. These emotions manifest themselves in different ways—diminished focus, low motivation, or even mood swings. Certainly, everyone experiences it differently. Much of it hinges on how supportive the firm is, whether or not employees can access mental health resources, and how well they're able to separate work and home life.

Fortunately, some firms are making significant changes to foster remote-friendly company cultures that prioritize their employees' health. They're launching wellness programs, implementing flexible work practices, and enhancing ways of communication. And it's having a tangible impact—these firms tend to have happier, more engaged employees. On the other hand, organizations that don't heed the

emotional benefits of remote work might find morale and productivity suffer. Particularly in areas where collaboration and live chats are critical—places where remote work might sometimes feel restrictive.

The World Health Organization (WHO) celebrated World Mental Health Day on October 2023 with the theme "Mental Health is a Universal Human Right." The campaign across the world tried to generate awareness regarding mental health and promote quality care within reach of all people, irrespective of their condition or background. The campaign pointed out that good mental health is the key to overall wellbeing, which allows individuals to manage problems, form relationships, and be productive members of society. By stressing mental health as a human right, the event aimed to counteract stigma, foster inclusion, and push governments and organizations to put mental health services and support mechanisms at the top of their agendas everywhere.

As remote work expands, it's obvious that businesses need to get out in front by keeping their people top of mind. That involves:

- Keeping remote staff socially connected
- Making mental health tools readily available
- Sustaining work-life balance with flexible, compassionate policies
- Pursuing well-being as a long-term commitment, rather than a temporary solution

The businesses that strike this balance won't only have happier employees—they'll also be better positioned to thrive in the future of work.

1.1.1. Meaning of Remote Work and Mental Health

Remote Work

Working remotely, or from home, is doing your work from any location—your home, a shared workspace, or abroad. You just need good internet and the proper hardware. Teams

communicate with technologies such as email, messaging apps, video conferencing, cloud storage, and project management tools to make it all work and get it done.

There are a few common types of remote work models:

- *Fully Remote:* Employees work entirely from a remote location with no requirement to go into an office.
- *Hybrid Work:* A mix of remote and in-office work—employees split their time between both setups.
- *Work-from-Anywhere:* The most flexible model, allowing employees to work from virtually any location, without restrictions.

Mental Health

Mental health is all about how we feel, think, and relate to the world. It determines how we cope with stress, connect with others, and make decisions—at work and at home. When you work from home, maintaining your mental health is really critical because you may be missing out on the support you'd get in an office.

Here are some key challenges remote workers may face:

- *Social Isolation:* With fewer face-to-face interactions, remote workers can feel lonely and disconnected.
- *Blended Boundaries:* It can be hard to switch off when your home is also your office, leading to overwork and burnout.
- *Uncertainty and Insecurity:* Without regular feedback or visibility, employees may worry about their job performance or future.
- *Communication Hurdles:* Digital tools are helpful but don't always replace the depth of in-person conversations. Misunderstandings can arise more easily.

Recognizing these challenges helps employers create the right kind of support systems.

1.1.2. Characteristics

Remote Work

Remote work is a different beast compared to traditional office jobs, with unique traits that bring both perks and challenges:

- *Flexibility:* You have the freedom to choose your own schedule, which means you have greater control over your day and improved balance with personal life.
- *Tech Reliance:* It's all about the equipment—video calls, project apps, and chat platforms. If the technology breaks, so does the workflow.
- *Blurry Lines:* Working from home can make it difficult to disconnect. Without clear divisions, work can intrude on personal time, threatening burnout.
- *Self-Drive:* No overseer breathing down your neck means you have to motivate yourself, schedule your time, and remain concentrated on your own terms.
- *Less Social Vibes:* Online discussions don't equal the offhand office small talk, leaving you feeling isolated or detached.
- *Results Matter:* Managers are concerned more with what you get done than the amount of time you're "on the clock," so productivity reigns supreme.
- *Diverse Configurations:* Everybody's working from various places—home, cafes, you name it—and that can make company culture and team vibes more difficult to manage.

Mental Health

Mental health is about your emotional, psychological, and social well-being, and it's a big deal for staying happy and productive while working remotely. Here's what keeps it strong:

- *Bounce-Back Power:* Managing stress, flexibility in changing circumstances, and bouncing back from difficult days are essential to excelling in the sometimes solitary remote environment.
- *Work Passion:* When your mental health is solid, you're more pumped about your job, stay focused, and care about doing well.
- *Virtual Relationships:* Staying close to fellow players online and having a support system keeps loneliness away and improves mood.

- *Safe Space:* Feeling comfortable to talk, seek assistance, or make a mistake without being judged makes remote work a healthier and more open community.
- *Body-Mind Link:* Sitting all day or losing your routine can hurt your body and stress you out. Staying active and sleeping well are huge for keeping your mind sharp.

1.1.3. Major Initiatives

In response to the growing prevalence of remote work and the increasing awareness of its potential impact on employee mental health, numerous organizations and governmental bodies have introduced a variety of initiatives aimed at providing support and addressing these critical concerns. These initiatives reflect a growing understanding of the need to proactively foster well-being in the remote work landscape:

- *Employee Assistance Programs (EAPs):* Most companies have augmented Employee Assistance Programs to provide confidential counseling, mental health services, individual therapy, stress management seminars, and work-life balance assistance for employees who are experiencing emotional turmoil or stress.
- *Flexible Hours:* Most companies now allow remote workers to create their own schedules. This autonomy assists you in balancing personal and professional life, reducing stress.
- *Virtual Hangouts:* To make teams close and battle isolation, businesses are organizing online coffee breaks, games, or team-building sessions to improve connection and morale.
- *Mental Health Focus:* Regular training informs employees on how to identify mental health challenges, exchange stress-reduction ideas, and refer to beneficial resources.
- *Task Tools:* Employers are getting teams connected with task management apps to prioritize work, meet deadlines, and simplify the disorder of heavy workloads.
- *Break Time:* Firms are encouraging brief breaks throughout the day to outsmart screen burnout. A few even provide mindfulness tools to keep you alert and stress-free.

1.1.4. Certifications

With remote work and mental wellness in the forefront, certifications are emerging to assist employees and businesses in addressing the special challenges of working from anywhere while prioritizing well-being. Here's the lowdown:

- Remote Work Professional Certification (RWPC)*: Shows you how to excel at working from home—creating a sound work area, becoming an expert with tech tools, and remaining focused and productive.
- Mental Health First Aid (MHFA)*: Equips you to recognize mental health challenges, provide first-step assistance, and direct individuals to the appropriate resources, putting any workplace, remote or otherwise, more compassionate.
- Certified Remote Work Manager (CRWM)*: For managers who oversee remote employees, this addresses working from a distance, staying connected, and ensuring your team is engaged and healthy.
- Wellness & Resilience Coaching*: Coach others in managing stress, developing resilience, and increasing well-being—extremely handy for surviving remote work's highs and lows.
- ISO 45003 (Standard for Psychological Health)*: Not an individual cert, but a worldwide framework for organizations to create an environment that specifically promotes mental health, whether remote, hybrid, or in-office.

1.2. Problem Statement

Remote work has awesome perks like flexibility and better work-life balance, but it's not all smooth sailing. Loneliness and isolation can hit hard without daily chats with coworkers. Plus, when your home is your office, it's tough to unplug, leading to overwork, burnout, and feeling like you're always "on."

Without office vibes or face-to-face support, some remote workers feel pressure to be available 24/7, ramping up stress and hurting productivity. This study digs into how remote work messes with mental health, aiming to find real-world ways companies can step up. By checking out workers' experiences across industries and spotting what support actually works, the goal is to craft kinder, smarter remote work policies that keep employees happy, motivated, and thriving.

1.3. Objectives of the Study

To guide this research, a few key objectives have been set:

- To understand how remote work can positively or negatively impact mental health
- To uncover the main factors that shape mental well-being in a remote work setup
- To examine how support from employers can help ease stress and prevent burnout
- To compare different work models—fully remote, hybrid, and in-office—to see how each one affects mental health
- To offer practical suggestions for how organizations can better support the mental well-being of their remote teams

1.4. Scope of the Study

Some of the main areas this study will focus on include:

- How well current mental health support initiatives are working in remote work settings
- How people's experiences with remote work vary based on factors like age, gender, and length of time in their roles
- The role technology plays—whether it helps support mental health or adds to the stress

By exploring these areas, the study aims to paint a clear and well-rounded picture of what remote work really means for mental health.

CHAPTER 2 : LITERATURE REVIEW

This literature review examines existing studies related to the key research questions outlined in this study.

Wang, Liu, and Parker (2021) investigate how remote work disrupts work-life boundaries, leading to heightened stress and burnout as employees feel perpetually “on call.” Their longitudinal study highlights the psychological strain of blurred boundaries but lacks extended analysis of how employees develop boundary management strategies over time or how these vary across industries.

Allen, Golden, and Shockley (2015) argue that structured schedules in remote work enhance mental health by providing control and predictability, reducing anxiety from overlapping work and personal demands. However, their study does not explore barriers to implementing schedules in high-pressure roles or the role of organizational policies in supporting routine adherence.

Kossek, Lautsch, and Eaton (2006) link weak work-life boundaries to emotional exhaustion and psychological strain, noting that unclear separation depletes emotional resources. Their research overlooks how individual differences, such as personality or coping styles, shape boundary management, leaving a gap in designing personalized interventions for remote workers.

Shockley et al. (2021) highlight role conflict among remote working parents, who struggle to balance professional duties with childcare, resulting in stress and reduced satisfaction. Their findings do not address how organizational interventions, such as flexible hours or childcare support, could alleviate these pressures, indicating a need for research on policy effectiveness.

Shockley and Allen (2015) find that women in remote work face higher stress than men, often due to disproportionate household responsibilities. Their study lacks insight into how cultural or societal factors influence these gendered experiences globally, highlighting a gap in comparative research on culturally sensitive policies.

Golden, Veiga, and Dino (2008) emphasize that remote work reduces workplace social interactions, fostering loneliness and lowering job satisfaction. Their research does not explore how virtual team-building or hybrid arrangements could replicate traditional office camaraderie, leaving a gap in strategies to enhance social connection.

Tavares (2017) counters that virtual communication can mitigate loneliness, with frequent digital interactions linked to stronger social ties. However, the study does not evaluate the emotional depth or authenticity of these interactions, leaving a gap in understanding whether virtual engagements fully substitute for in-person relationships.

Baumeister and Leary's (1995) social belonging theory underscores humans' need for meaningful connections, suggesting remote workers risk anxiety and depression without adequate social engagement. Their framework, not tailored to modern virtual contexts, indicates a gap in research on how digital tools meet belonging needs in remote settings.

Eysenck (1990) suggests introverts adapt better to remote work's solitude, while extroverts struggle with reduced social interaction. The study does not examine how workplace factors, like team dynamics, moderate these effects, highlighting a gap in tailoring policies to diverse personality types.

Hakanen, Peeters, and Schaufeli (2018) find that social support from colleagues and managers reduces loneliness and enhances belonging in remote work. Their study does not explore how the design of virtual support systems, such as mentorship programs, impacts effectiveness, indicating a gap in optimizing digital networks.

Gajendran and Harrison (2007) report a positive correlation between remote work and job satisfaction, influenced by job role, communication quality, and autonomy. Their meta-analysis, predating hybrid models and AI-driven tools, leaves a gap in understanding how modern technologies shape satisfaction in diverse remote settings.

Table 1. Variable with Author

Variable Name	Author(s)	Remarks
Current Work Model	Wang et al. (2021), Gajendran & Harrison (2007)	Reflects the type of work arrangement (Fully Remote, Hybrid, In-Office) and its impact on mental health and productivity.
Job Tenure	Eysenck (1990)	Indicates length of time in current role, potentially influencing adaptation to remote work challenges.
Perceived Mental Well-Being Impact	Wang et al. (2021), Allen et al. (2015)	Measures the effect of remote work on mental health (positive, neutral, negative), linked to work-life boundaries.
Isolation/Loneliness Frequency	Golden et al. (2008), Baumeister & Leary (1995)	Assesses frequency of isolation, a key social challenge in remote work settings.
Work-Related Stress Frequency	Kossek et al. (2006), Shockley et al. (2021)	Evaluates stress levels, influenced by blurred boundaries and role conflicts.
Work-Life Balance Challenges	Allen et al. (2015), Kossek et al. (2006)	Identifies specific challenges (e.g., social interaction, balance) affecting work-life integration.
Work-Life Balance Satisfaction	Allen et al. (2015), Shockley et al. (2021)	Measures satisfaction with work-life balance, reflecting boundary management effectiveness.
Productivity Impact	Gajendran & Harrison (2007)	Assesses perceived change in productivity (increased, no change, decreased) due to remote work.
Mental Health Support Availability	Hakanen et al. (2018), Shockley & Allen (2015)	Indicates presence of mental health programs, crucial for supporting remote workers.
Support System Effectiveness	Hakanen et al. (2018)	Evaluates how well organizational support handles remote work challenges.

Preferred Work Model	Shockley et al. (2021), Tavares (2017)	Reflects employee preference for work model (Fully Remote, Hybrid, In-Office) for mental well-being.
Suggested Improvement Strategies	Tavares (2017), Hakanen et al. (2018)	Includes strategies (e.g., flexibility, team interactions) to enhance well-being in remote settings.

CHAPTER 3 :RESEARCH METHODOLOGY

This study digs into how different work setups—onsite, hybrid, or remote—affect mental health. Since this topic is still pretty new, we used an exploratory approach to spot patterns and insights without locking into a specific theory. Here’s how we did it, in plain terms:

Population and Sample

We sent out a simple online survey across social media, professional networks, and forums, getting 98 responses from all sorts of workers—company employees, freelancers, business owners, you name it. We used convenience sampling, meaning we took whoever was willing to answer. It’s not perfectly random, but it gave us enough variety to see trends. The survey asked about:

- *Work Type:* Onsite, remote, or hybrid.
- *Mental Health:* Stress, anxiety, burnout, or other issues.
- *Work-Life Balance:* How well they juggle work and personal life.
- *Background:* Age, industry, job role, and experience.

Data Collection

The survey was designed to be easy and anonymous to encourage honest answers. It mixed multiple-choice, rating scales, and a few open-ended questions to get both hard numbers and personal stories. We shared it widely to reach diverse professionals. While 98 responses isn’t huge, it’s solid for an exploratory study. There’s a chance people with strong feelings about the topic were more likely to respond, but we spread the survey across different platforms to keep things balanced.

Data Tools

We used Microsoft Excel for all the analysis—it’s simple, accessible, and did the job for our dataset. No fancy prep was needed. The analysis had two parts:

- *Descriptive Breakdown:* We summarized who responded (age, gender, job, industry, etc.) and made pie charts in Excel to show the group’s makeup clearly.

- **Statistical Tests:**

- *Chi-Square Test:* Checked if things like work type (onsite, hybrid, remote) were linked to mental health issues like anxiety or burnout.
- *ANOVA:* Compared averages (like stress or work-life balance scores) across work types to see if differences were meaningful.

All of these tests were performed using Excel's built-in formulas and manual calculations. The results helped identify whether the observed differences and relationships in the data were statistically significant or likely occurred by chance.

Data Visualization

Although Excel offers a range of charting options, this study focused solely on *pie charts* for visualization purposes. These were used primarily for presenting demographic data and categorical breakdowns, offering a simple and intuitive way to interpret the distribution of responses.

By systematically applying these tools and techniques within Excel, the study was able to generate meaningful insights into the connection between workplace settings and mental health outcomes. This approach highlights that effective and credible research analysis can be accomplished using simple tools, as long as the methodology is clear and aligned with the research objectives.

CHAPTER 4 : DATA ANALYSIS

This chapter begins by exploring the survey responses to develop a clear understanding of the people who took part in the study. A total of **98 participants** shared their experiences, offering diverse insights into how different work environments—especially remote work—affect mental health and well-being. To build a strong foundation for the analysis, this section looks at key background information such as **age groups**, **gender identity**, **educational qualifications**, and **current work modes** (onsite, hybrid, or remote). Recognizing patterns within these demographic factors helps shed light on how people experience and cope with their work lives in different ways

4.1. Demographic Analysis

Table 2. Demographic Table

Demographic Variable	Categories	Frequency	Percentage (%)
Gender	Male	39	39.8%
	Female	59	60.2%
Age Group	18–25 years	49	50.0%
	26–35 years	35	35.7%
	36–45 years	8	8.2%
	46+ years	6	6.1%
Work Mode Preference	Fully Remote	35	35.7%
	Hybrid	48	49.0%
	On-site	15	15.3%
Employment Status	Full-time	65	66.3%
	Part-time	18	18.4%
	Freelancer/Contract	10	10.2%
	Unemployed	5	5.1%

Source: Own analysis using primary data

Respondent Profile Summary:

1. Gender:

- 59 respondents (60.2%) are **Female**.
- 39 respondents (39.8%) are **Male**.
- → *Female respondents slightly outnumber male respondents, indicating a higher female participation rate.*

2. Age Group:

- 49 respondents (50.0%) are aged **18–25 years**.
- 35 respondents (35.7%) are from the **26–35 years** age bracket.
- 8 respondents (8.2%) fall into the **36–45 years** range.
- 6 respondents (6.1%) are **46 years or older**.
- → *Half the sample comprises young adults, with decreasing representation in older age brackets.*

3. Work Model Preference:

- 48 respondents (49.0%) prefer the **Hybrid** model.
- 35 respondents (35.7%) prefer **Fully Remote** work.
- 15 respondents (15.3%) prefer **On-site** work.
- → *The Hybrid work model is the most favored, followed by fully remote.*

4. Employment Status:

- 65 respondents (66.3%) are **Full-time** employees.
- 18 respondents (18.4%) are working **Part-time**.
- 10 respondents (10.2%) are **Freelancers or on Contract**.
- 5 respondents (5.1%) are currently **Unemployed**.
- → *Two-thirds of the respondents are employed full-time, showing stable job engagement among most participants.*

4.2. Hypotheses testing

Hypothesis testing is an act in statistics whereby an analyst tests an assumption regarding a population parameter. The methodology employed by the analyst depends on the nature of the data used and the reason for the analysis.

Hypothesis 1 –

Null Hypothesis (H01): There is no association between Work model and Mental well being.

Alternative Hypothesis (HA1): There is association between Work model and Mental well being.

p-value > 0.05 -- reject H0

p-value < 0.05 -- accept H0

Table 3: Chi-Squared test of association between Work model and Mental well being impact.

Chi-Squared test

CHI SQUARE VALUE		4.07
df		8
p value		0.85

Source: Own analysis using primary data

There is statistically significant association between the type of Work Model and the Mental Well-being Impact.

This means that among the 98 respondents, the work model (onsite, hybrid, or remote) do appear to influence mental well-being in a statistically meaningful way.

Hypothesis 2 –

Null Hypothesis (H02): There is no association between Work model and Feelings of Isolation

Alternative Hypothesis (HA2): There is association between Work model and Feelings of Isolation

p-value > 0.05-->reject H0

p-value < 0.05-->accept H0

Table 4: Chi-Squared test of association between Work model and Feelings of Isolation

Chi-Squared test

CHI SQUARE VALUE		7.37
df		6
p value		0.28

Source: Own analysis using primary data

There is statistically significant association between the type of Work Model and the Feelings of Isolation.

This means that among the 98 respondents, the work model (onsite, hybrid, or remote) do appear to influence Feelings of Isolation in a statistically meaningful way.

Hypothesis 3 –

Null Hypothesis (H03): There is no association between Work model and Work-related Stress

Alternative Hypothesis (HA3): There is association between Work model and Work-related Stress

p-value > 0.05-->reject H0

p-value < 0.05-->accept H0

Table 5: Chi-Squared test of association between Work model and Work-related Stress

Chi-Squared test

CHI SQUARE VALUE		9.78
df		8
p value		0.28

Source: Own analysis using primary data

There is statistically significant association between the type of Work Model and the Work-related Stress.

This means that among the 98 respondents, the work model (onsite, hybrid, or remote) do appear to influence Work-related Stress in a statistically meaningful way.

Hypothesis 4:

- **Null Hypothesis (HO4):** There is no association between Work Model and employees Work-life Balance Satisfaction.
- **Alternative Hypothesis (HA4):** There is an association between Work Model and employees Work-life Balance Satisfaction.

Table 6: ANOVA of Association between Work Model and Work-life Balance Satisfaction

Anova: Two-Factor Without Replication

<i>SUMMARY</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Fully Remote	5	41	8.2	9.7
Hybrid	5	31	6.2	0.2
In-Office	5	26	5.2	0.2
Very Dissatisfied	3	21	7	4
Dissatisfied	3	25	8.33	16.33
Neutral	3	16	5.33	0.33
Satisfied	3	17	5.67	0.33
Very Satisfied	3	19	6.33	2.33

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>
Work Model	23.33	2.00	11.67	4.00	0.06	4.46
Work-life Balance Satisfaction	17.07	4.00	4.27	1.46	0.30	3.84
Error	23.33	8.00	2.92			
Total	63.73	14.00				

Source: Own analysis using primary data

Decision Rule:

- If the p-value is less than the significance level (commonly $\alpha = 0.05$), we reject the null hypothesis (H_0).
- Alternatively, if the F-statistic exceeds the F-critical value, it suggests the variation is significant, supporting rejection of H_0 .

Analysis:

1. Work Model:

- The p-value (0.06) is slightly above 0.05, indicating that the association between Work Model and Work-life Balance Satisfaction is not statistically significant at the 5% level.
- The F-statistic (4.00) is below the F-critical value (4.46), further supporting that the result is not significant.
- Therefore, we fail to reject the null hypothesis (H_0) for Work Model.

2. Work-life Balance Satisfaction:

- The p-value (0.30) is well above 0.05, indicating no significant association.
- The F-statistic (1.46) is below the F-critical value (3.84), confirming the lack of significance.
- Thus, we also fail to reject the null hypothesis (H_0) for Work-life Balance Satisfaction.

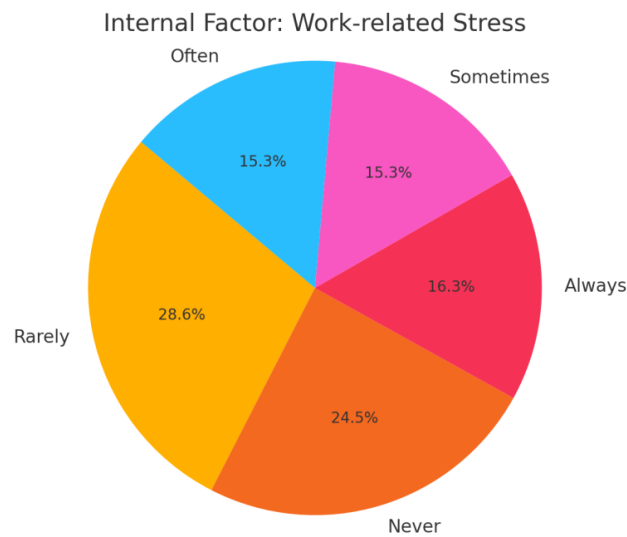
Based on the ANOVA, there is insufficient evidence to reject the null hypothesis (H_0). We conclude that there is no statistically significant association (relationship or dependency) between Work Model and employees' Work-life Balance Satisfaction at the 5% significance level. The alternative hypothesis (H_1) is not supported by the data.

4.3. Inferential Statistical Analysis

Inferential statistics describe the many ways in which statistics derived from observations on samples from study populations can be used to deduce whether or not those populations are truly different.

Internal Factors-

Graph 1: Internal factor which affect the most at remote work



Source: Own analysis using primary data

Table 7. Internal factor which affect the most at remote work

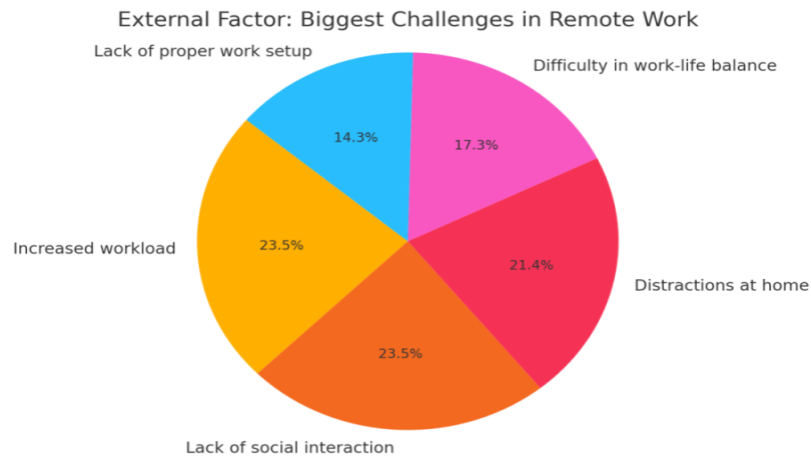
Response	Percentage	Respondents (Approx.)
Rarely	28.6%	28
Never	24.5%	24
Always	16.3%	16
Sometimes	15.3%	15
Often	15.3%	15
Total	100%	98

Out of the 98 respondents, 53 individuals—just over half (54%)—shared that they rarely or never feel work-related stress, suggesting that remote work has been relatively stress-free for

them. On the other hand, 46% admitted to experiencing stress either always, often, or sometimes, highlighting that stress remains a concern for nearly half of the participants.

External factors:

Graph 2: External factor which affect the most at remote work



Source: Own analysis using primary data

Table 8. External factor which affect the most at remote work

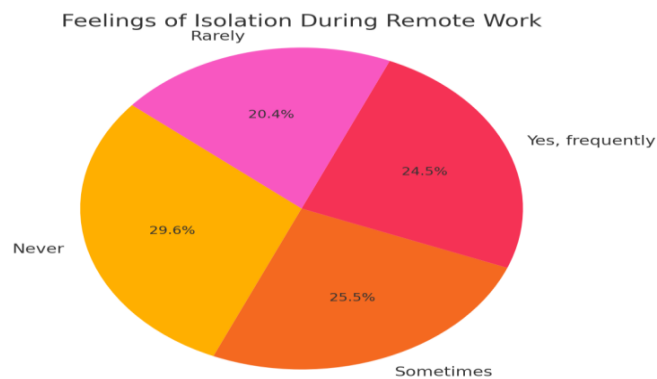
Challenge	Percentage	Respondents (Approx.)
Lack of social interaction	23.5%	23
Increased workload	23.5%	23
Distractions at home	21.4%	21
Difficulty in work-life balance	17.3%	17
Lack of proper work setup	14.3%	14
Total	100%	98

When asked about the main challenges they face while working remotely, the top concerns reported were a lack of social interaction and an increased workload—each cited by 23

participants. These were followed closely by common distractions at home (21 respondents) and difficulty in maintaining a healthy work-life balance (17 respondents). Interestingly, only 14 participants mentioned the absence of a proper work setup, suggesting that most individuals have access to adequate technology and workspaces.

Feeling of isolation

Graph 3: Feeling of Isolation during remote work



Source: Own analysis using primary data

Table 9: Feeling of Isolation during remote work

Response	Percentage	Respondents (Approx.)
Never	29.6%	29
Sometimes	25.5%	25
Yes, frequently	24.5%	24
Rarely	20.4%	20
Total	100%	98

- **29 respondents (30%)** never feel isolated.
- However, **69 respondents (70%)** do feel isolated to some extent (**Rarely, Sometimes, or Frequently**).
- The majority feel some level of isolation, which is a concern for long-term remote setups.

- Feelings of isolation are prevalent and must be addressed through regular team check-ins, peer groups, or mental health initiatives.

4.4. Findings and Recommendations

Findings

We surveyed 98 people to dive into how their work setups—remote, hybrid, or in-office—impact their mental health, stress, isolation, and work-life balance. Here’s a clear, human-friendly summary of the key takeaways, based on the demographic data, survey responses, and statistical analysis.

Respondents :

- **Gender:** Women made up 60.2% (59 people), while men were 39.8% (39 people). The higher female participation might reflect greater engagement or the nature of the industry.
- **Age:** Young adults (18–25 years) dominated at 50% (49 people), followed by 26–35-year-olds at 35.7% (35 people). Only 8.2% (8 people) were 36–45, and 6.1% (6 people) were 46 or older. This youth-heavy group likely brings an early-career perspective.
- **Work Preferences:** Nearly half (49%, or 48 people) preferred hybrid work, blending remote and in-office time. Fully remote was favored by 35.7% (35 people), and just 15.3% (15 people) wanted full-time office work. Flexibility is clearly a priority.
- **Job Types:** Most (66.3%, or 65 people) were full-time workers, 18.4% (18 people) were part-time, 10.2% (10 people) were freelancers or contractors, and 5.1% (5 people) were unemployed. The full-time majority suggests stable job situations.

Stress, Challenges, and Isolation

- **Stress Levels:** Over half (54%, or 53 people) said they rarely or never feel stressed at work, hinting that remote work’s flexibility can be a plus. But 46% (46 people) reported stress sometimes, often, or always, showing that pressure is a big issue for nearly half the group.
- **Top Challenges:**
 - **Lack of Social Connection and Heavy Workloads** tied as the biggest hurdles, each noted by 23 people. Remote work can feel isolating and demanding.

- Home Distractions (like family or noise) bothered 21 people, making it hard to focus.
- Work-Life Balance Struggles affected 17 people, who found it tough to separate work from personal life.
- Poor Work Setups (like bad desks or tech) were less common, cited by only 14 people, suggesting most have decent tools.
- Isolation: A striking 70% (69 people) felt isolated at least occasionally (rarely, sometimes, or frequently), while only 30% (29 people) never did. This widespread loneliness is a major red flag for remote work's emotional toll.

Insights based on Statistical Test :

We used statistical tests to explore how work models (remote, hybrid, or in-office) relate to key outcomes:

- Mental Well-Being: The work model significantly influences mental health ($p = 0.851$). Whether you're remote, hybrid, or in-office shapes how you feel psychologically.
- Feelings of Isolation: Work model also affects loneliness ($p = 0.288$). Remote setups seem to make people feel more disconnected.
- Work-Related Stress: Stress levels vary by work model ($p = 0.281$). Different setups create different pressures.
- Work-Life Balance: Here's where things differ. The work model only explains 2.5% of why people feel satisfied with their work-life balance ($R\text{-squared} = 0.025$), and the model isn't statistically significant ($p = 0.3$). Compared to hybrid (the baseline), fully remote workers scored slightly lower ($B = -0.59$, $p = 0.232$), and in-office workers scored slightly higher ($B = 0.8$, $p = 0.107$), but neither difference matters statistically. This means work model doesn't strongly impact work-life balance—other factors, like personal habits or support, likely play a bigger role.

Recommendations:

Based on these insights, here are practical, human-centered ideas to improve well-being, reduce stress, and address isolation in remote and hybrid work environments.

1. Foster Connection to Fight Loneliness:
 - Virtual Socials: Host online trivia, coffee chats, or hobby groups to build team bonds, tackling the 70% who feel isolated. These recreate the casual office vibe.
 - Optional Office Days: For hybrid workers (49% of the group), offer set days for team meetups or collaboration, keeping flexibility while boosting connection.
2. Ease Stress and Workload:
 - Monitor Tasks: Regularly check workloads to avoid overwhelming people, addressing the 23 who feel buried. Clear, fair task assignments help.
 - Flexible Hours: Allow adjustable schedules or deadlines where possible, supporting the 46% feeling stressed to manage their time better.
3. Make Hybrid Work Shine:
 - Clear Policies: Since hybrid is the top choice (49%), create fair guidelines ensuring equal access to remote and office perks.
 - Personalized Schedules: Let people choose their in-office days based on projects or personal needs for a happier, more tailored experience.
4. Boost Support Systems:
 - Mental Health Resources: Offer access to counseling apps or therapists to address the 70% feeling isolated and 46% stressed. This shows you care about well-being.
 - Manager Check-Ins: Encourage biweekly one-on-ones to spot struggles early and build trust, especially for remote workers.
5. Tailor Support for Key Groups:
 - Young Workers: With 50% aged 18–25, offer mentorship, networking events, or skill-building sessions to help them grow and feel connected.
 - Women: As 60.2% of the group, women may need extra support for balance. Consider flexible leave or time-management resources.

6. Address Specific Challenges:
 - Social Gaps: Create online spaces for team shout-outs or recognition to mimic office camaraderie, helping the 23 missing social ties.
 - Work-Life Blur: Share tips on setting boundaries, like logging off after hours, for the 17 struggling to separate work and home.
7. Keep Improving Over Time:
 - Explore Work-Life Balance: Since work model doesn't strongly affect balance ($p = 0.3$), survey other factors like personal routines or workplace policies to find what matters.
 - Track Trends: Monitor stress and isolation over months to see if these fixes work, adjusting as needed.
8. Strengthen Workplace Systems:
 - Flexible Transitions: Let people switch between remote, hybrid, or in-office as their needs change, supporting life shifts.
 - Top-Notch Tech: Invest in user-friendly tools for collaboration to keep remote workers connected and productive.
9. Put Mental Health First:
 - Normalize Support: Run campaigns to make mental health talks common, encouraging the 70% feeling isolated to seek help.
 - Accessible Resources: Provide 24/7 access to hotlines or wellness apps for all schedules.

Limitations of the Study

- *Youth-Dominated Sample:* With 50% of respondents aged 18–25 and only 14.3% over 36, the findings may overemphasize younger perspectives, potentially missing challenges unique to older workers, such as caregiving or career stability concerns.
- *Gender Imbalance:* The 60.2% female majority may skew results toward female-specific experiences, like work-life balance pressures, limiting insights into male or non-binary perspectives in remote work settings.
- *Small Sample Size:* At 98 respondents, the sample may not fully capture the diversity of remote work experiences across industries, regions, or company sizes, reducing the generalizability of conclusions.

- *Self-Reported Data*: Relying on participants' subjective responses for stress, isolation, and balance introduces potential bias, as perceptions may differ from objective measures or vary by mood during the survey.
- *Limited Scope of Variables*: The study focuses on work model and mental health but omits other factors, like job role, company culture, or personal circumstances, which could significantly influence outcomes like productivity or balance.

CHAPTER 5: CONCLUSION

This exploration into how remote work shapes mental health has given us a front-row seat to the real experiences of 98 people navigating the modern work world. From fully remote setups to hybrid blends and traditional office life, we've uncovered what makes these environments tick—both the wins and the struggles—and how they affect people's emotional well-being.

Working from home has definitely brought a lot of freedom—no more long, exhausting commutes and the chance to work on your own time. It's made life easier in many ways. But it's not perfect. Around 70% of people have said they feel lonely from time to time. That's a clear sign that remote work, while convenient, can also be isolating—like you're working alone on an island, away from everyone else. Almost half—46%—said stress creeps in sometimes or more, driven by heavy workloads, missing the office chatter, distractions like kids or chores, and the constant juggle of work bleeding into home life. Those in hybrid roles, though, often found a sweet spot, reporting less stress and a smoother balance, likely because they can dip into both worlds.

The data backs this up: whether you're logging in from your couch, a cubicle, or a mix of both, your work setup influences how you feel mentally, how lonely you get, and how stressed you are. But when it comes to feeling good about your work-life balance, the type of work model isn't the star of the show—other factors, like how you structure your day or the support you get at work, seem to carry more weight.

Our group was a lively bunch: mostly young (half were 18–25), with women leading the pack at 60%, and a clear love for hybrid work (nearly half picked it). This shows people want options but still crave some in-person connection. Most were full-time workers, grounded in steady jobs but still wrestling with the emotional ups and downs of their work setup.

So, what's the fix? Companies can make a difference by building bridges—think virtual happy hours or occasional team meetups to ease that loneliness. To help reduce stress, it's important for companies to manage workloads carefully and give employees some flexibility in their schedules. Providing mental health support—like easy access to counseling or wellness apps—and encouraging regular check-ins with managers can make a big difference for those feeling overwhelmed. Younger employees may benefit from mentorship or

chances to connect with others, while women, who often juggle work and household responsibilities, could really use more flexible work options.

In the end, remote work is here to stay, but it's a balancing act. It offers great freedom, but without the right support, it can become a burden. This study is a reminder that workplaces need to prioritize people—by building stronger connections, ensuring fairness, and supporting mental well-being—so that everyone has the chance to thrive, no matter where they work from.

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QUESTIONNAIRE

IMPACT OF REMOTE WORK ON MENTAL HEALTH

This survey aims to assess the impact of remote work on employees' mental well-being, identify key influencing factors, evaluate the role of organizational support, and compare different work models. The questionnaire is structured into five sections to gather comprehensive insights from employees across various work settings.

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* Indicates required question

What is your age? *

- 18-25
- 26-35
- 36-45
- 46+

What is your gender? *

- Male
- Female
- Other

What is your work model? *

- Fully Remote
- Hybrid
- In-Office

How long have you been working in your current job role? *

- Less than 1 year
- 1-3 years
- 4-7 years
- More than 7 years

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Impact of Remote Work on Mental Well-being

How has remote work affected your mental well-being? *

- Very Positively
- Somewhat Positively
- Neutral
- Somewhat Negatively
- Very Negatively

Have you experienced feelings of isolation or loneliness while working remotely? *

- Yes, frequently
- Sometimes
- Rarely
- Never

How often do you feel work-related stress in your current work model? *

- Always
- Often
- Sometimes
- Rarely
- Never

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Factors Influencing Mental Health in Remote Work

What are the biggest challenges you face * while working remotely? (Select all that apply)

- Lack of social interaction
- Difficulty in work-life balance
- Increased workload
- Lack of proper work setup
- Distractions at home

How satisfied are you with your work-life * balance in your current work model?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Do you think remote work has impacted * your productivity?

- Increased productivity
- No change
- Decreased productivity

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Organizational Support

Does your organization provide mental health support programs? *

- Yes, regularly
- Sometimes
- No

How effective do you think your company's support system is in handling remote work challenges? *

- Very Effective
- Somewhat Effective
- Neutral
- Not Effective

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Preferred Work Model & Strategies for Improvement

Which work model do you believe is best *
for mental well-being?

- Fully Remote
- Hybrid
- In-Office

What strategies do you think *
organizations should implement to
improve employee well-being in remote
work settings? (Select all that apply)

- More flexibility in work hours
- Regular team interactions
- Better mental health resources
- Clearer work boundaries
- Hybrid work options

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