

IMPACT OF REMOTE WORK ON JOB PERFORMANCE: MODERATING EFFECT OF EMPLOYEE WELL-BEING AMONG ENGINEERING STAFF IN IT INDUSTRY

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Abstract

Telecommuting has rapidly recast organisational processes, most notably in knowledge-intensive areas like information technology (IT). This study aims to evaluate the impact of remote work on job performance and to investigate whether the effect of remote work on employee well-being moderates these effects within the Sri Lankan IT sector. Using a quantitative research approach, a formal online survey was conducted involving 248 IT engineers to collect their perceptions on remote work, job performance, and psychological well-being. Hierarchical regression, descriptive statistics, and correlations will serve as the foundation for the study. The findings indicate that working remotely has a significant impact on performance, which is positively correlated with work-life conflict and organisational trust, and negatively correlated with flexibility. Notably, the second factor is that employee well-being serves as a vital moderator, reinforcing the positive impacts of remote work on performance. The above results highlight the necessity of developing balanced remote working approaches that incorporate both structured flexibility and organisational cultures based on trust, as well as facilitating employee well-being to optimise performance. For scholars, managers, and policymakers in developing countries, the study offers practical strategies for developing hybrid and remote work policies that are both efficient and sustainable for the workforce.

Keywords: Employee job performance, employee well-being, engineering staff, information and technology sector, remote work

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Introduction

In recent years, Teleworking, also widely known as telecommuting or simply remote work, is one of the most significant changes in the global labour market of the past two decades. It has done this, powered by surging Information and Communication Technologies (ICT) that have transformed common practices of employment by affecting flexibility and decentralisation at every level. While remote work was previously viewed as a privilege or a minor consideration in previous versions, the COVID-19 pandemic marked a turning point that necessitated a complete shift to a virtual workspace. Therefore, companies across all industries had to reorganise their workflows to maintain continuity; the IT sector, in particular, spearheaded the move into digital (Allen et al., 2015).

Work in the IT sector is inherently digital, so tasks associated with it, such as software development, systems administration, and network design, can be accomplished anywhere there is a secure internet connection. The adoption of remote work in the sector has, therefore, been rapid and consistent. To provide an extreme example, the IT industry is one of the pillars of Sri Lanka's national economy. It provided employment opportunities to more than 150,000 professionals and generated around USD 1.2 billion in export revenue in 2023 (ICTA, 2023). An impressive percentage of these employees work in hybrid or entirely remote settings, underscoring the need for this study on the impact of workspace designs on employee outcomes and well-being.

Despite the recent and dramatic growth of remote working worldwide, empirical studies of its consequences in non-Western contexts, particularly in developing economies such as Sri Lanka, are scarce. Research on this topic suggests that it falls heavily on developed economies that have well-developed digital infrastructure, well-established organizational cultures, and other institutional and doctrinal norms that facilitate remote working (Bloom et al., 2015; Golden & Veiga, 2005). These contexts often have certain presuppositions that do not align with the socio-cultural and technological peculiarities of South Asian settings. In Sri Lanka, for example, the organizational solutions to remote work, accessibility to digital infrastructure, and the expectations of employees regarding flexibility and communication differ significantly from those found in the West. In line with this, the generalisation made by Western-focused research runs the risk of providing an inaccurate and/or partial account of the impact of remote work on Sri Lankan IT engineers, particularly in terms of productivity and mental health.

Research problem

There has been a significant rise in remote work, and the various impacts of this on work performance and employee well-being are still poorly understood, especially among Information Technology (IT) engineers in Sri Lanka. Although the practice appears to produce wider flexibility, a greater degree of time control, workplace autonomy, it also poses some serious problems: social isolation, a breakdown of the boundary between work and life, reduced social interactions, and a high probability of burnout, the phenomenon that affects psychological well-being negatively and, subsequently, productivity at the workplace (Gajendran & Harrison, 2007; Danna & Griffin, 1999). Such impacts cannot be described as universal and take place through the prism of organizational culture, management practices, role expectations, and factors of personal well-being.

Employee well-being is another moderator in the remote work-to-job performance nexus, recognised in the literature and observed to be essential, but often overlooked. Under certain conditions, reduced commuting stress and increased autonomy can lead to higher employee satisfaction; on the other hand, there are possibilities of social disconnection and decreased involvement, which can create uneven results that demonstrate the context-sensitivity of the relationship (Felstead & Henseke, 2017).

A combination of strategic dependence on the IT sector and high rates of remote working in Sri Lanka makes the study of its role in IT engineer performance rigorous enough. Such an evaluation must include a moderating factor of employee well-being, which is a specific variable in the context of a developing digital environment with its emerging infrastructure and changing organizational norms. This lack of empirical data is not only a problem for academics, but it is also essential for creating effective managerial and policy strategies that address the post-pandemic digital labour market.

Research objectives and questions

This study aims to investigate the impact of remote work on job performance among engineering staff in the Sri Lankan IT industry, with a particular focus on the moderating role of employee well-being. The following specific objectives guide this inquiry:

RO1: To investigate the impact of remote work on job performance among engineering staff.

RO2: To evaluate how work-life interference affects job performance.

RO3: To assess the influence of effectiveness and productivity on performance outcomes.

RO4: To analyse the role of organisational trust in enhancing performance under remote work settings.

RO5: To measure the impact of job flexibility on employee output.

RO6: To examine the moderating effect of employee well-being on the relationship between remote work and job performance.

Correspondingly, the primary research question is “What effects does remote work have on engineering employee job performance in the Sri Lankan IT industry, considering the moderating influence of employee well-being?”

Supporting this are several secondary questions aimed at dissecting the variables and identifying the mechanisms that underpin performance outcomes in remote work settings.

Significance of study

Both theoretical and practical insights are brought by the present study. In theory, it addresses the limited research on remote work by focusing on the Sri Lankan IT industry, which is a fast-growing industry in a developing economy. Unlike current research projects that are mainly located in the West, the given investigation incorporates the cultural, infrastructural, and organisational peculiarities that are distinct to Sri Lanka.

In practical applications, the conclusions provide recommendations that can be implemented by human resource practitioners and organisational leaders. These recommendations can help an organization formulate effective human resource strategies that will support both productivity and the mental health of workers by highlighting the connection between remote work, performance, and well-being. As an illustration, it has been suggested that remote work policies, with an emphasis on flexibility, mental health support, and an effective communication network, can become valuable. The policymaking in the industry and the national levels could also be informed by the insights that could be derived from this research and hence the formation of effective virtual workforce administration frameworks could be established through such research and policy inputs.

Long-term, the implication of the study goes beyond the scope of organisations. The Sri Lankan IT sector performs in close relationship with the national economy. The recognition of the impacts of remote work on key performance indicators will empower industry leaders and policymakers to continue advancing the sphere in the fast-changing global labour market.

Contextual relevance

In the modern debate about remote work, it has to be recognized that the Sri Lankan information-technology sector is placed in a unique socio-economic and technological environment. Despite the undeniable fact that global requirements of digital transformation are gradually penetrating organisational models, barriers associated with poor infrastructure, insufficient cultural preparedness, and some of the managerial paradigms are still present. As such, what seems to be a rather simple shift to a remote environment turns out to be a significant organizational transformation which realigns leadership, teamwork, and employee experience at large.

A new hybrid paradigm that combines remote and in-office work further complicates this picture. It requires circumstantial approaches in management and a relentless determination to adapt.

These challenges need to be addressed continuously and sustainability through empirically based context-responsive approaches. This research is therefore necessary, and it presents managers with a solid diagnostic model they can use to exploit the shifting landscape of remote and hybrid labour.

Literature Review

Technological progress over the last decade, with the widespread adoption of high-speed Internet, cloud computing, and an ever-expanding range of collaborative tools, has brought remote work (RW) into the spotlight, alongside a workforce that demands a healthy work-life balance (Gajendran & Harrison, 2007; Allen et al., 2015). All these strengths have culminated in the emergence of flexible work arrangements and especially RW that are not only possible but also enticing. The global trend has been accelerated by the COVID-19 pandemic, particularly in the IT sector, where most activities are no longer contingent on physical presence (Bloom et al., 2015).

However, RW is not very simple. On the one hand, it gives positive experiences like increased autonomy and the reduced impact of interruptions in the workplace, whereas on the other hand, it brings certain challenges when it comes to collaboration, communication, isolation, and, most of all, the ever-looming threat of such work and home interference (Wang et al., 2021). Role ambiguity, emotional exhaustion, and high cognitive requirements are frequent outcomes (Morgeson & Humphrey, 2020). Past independently undertaken studies by Mann and

Holdsworth (2003) also reveal that long-term remote interaction may trigger the emergence of psychological pressures due to the limited social interaction.

In the Sri Lankan setting, Information Technology (IT) professionals face a variety of Remote Work (RW) barriers. The first factor is an unstable and unreliable internet connection, along with a lack of ergonomic facilities for workers to rest, which dampens motivation and performance rates. Despite these limitations, RW has already received official support as one of the anchors of the national digital economic strategy by policymakers (Weerakkody et al., 2009) but time and time again, its promotion is being hindered by both cultural opposition and variance in management backing and commitment (Wijegunawardhana, 2022).

The current study thus investigates the level at which RW affects job performance (JP) among IT engineers in Sri Lanka, and the effect that employee well-being (WB) has on reducing this effect. Remote work can be characterized as a job where workers conduct daily activities out of their customary office and is therefore facilitated by digital advancement, globalization as well as the changing workforce demands. RW, however, has a context-dependent effect on JP and that is a mixed and variable one, depending on the setting.

In the study, a multi-dimensional model by Grant et al. (2019) which breaks down RW into 4 dimensions, Work-Life Interference (WLI), Effectiveness/Productivity (EP), Organizational Trust (OT), and Flexibility (FX) are used. This framework enables a more nuanced evaluation of RW than a two-group solution, making the analysis more comprehensive.

Grant et al. (2013) note that remote work (RW) is based on two principal components: an effective technological framework and the personal abilities of employees to self-regulate. Similarly, Bloom et al. (2015) show that there is an initial productivity increase among distance officers, which is mainly caused by a lack of on-site distractions, but they emphasize the importance of supporting mechanisms. Extending these understandings, Bartsch et al. (2021) discuss factors that impact performance in virtual environments and conclude that managerial approval, clearly outlined tasks, and online collaboration tools collectively influence performance.

Over-trust, more so organizational one is a critical variable. According to Golden and Veiga (2005), consistent communication, positive feedback messages from the manager, and a psychologically safe climate are among the factors that contribute to developing trust. Therefore, virtual teams need a consistent communication process to maintain harmony that cannot be achieved without video conferencing and instant-messaging applications as stated in the study of Maruyama and Tietze (2012).

Flexibility, which encompasses both the choice of time and method, has been proven to have a positive influence on employee motivation and satisfaction (Spreitzer, 1995). However, in the absence of any clear delineation, such flexibility increases the chances of overworking and burnout (Ashforth et al., 2000). To mitigate these adverse effects, managers should define these limits in a clear and concise format.

In the modern context of remote work, work-life interference (WLI) has proven to be a vital scientific and business concern. Once the professional personal boundary is permeable, an employee tends to experience a substantial increase in conflict, a pronounced decline in job satisfaction, and an acute loss of emotional resources (Greenhaus & Powell, 2006). To reduce the effects of such an event, organizations can undergo specific interventions, one of which includes a structured norm of scheduling and frequent well-being checks, which proved to be effective in preventing WLI (Allen et al., 2015).

Job performance (JP) comprises the extent to which an individual employee carries out his/her assigned duties in adherence with the organisational goal. Ramos-Villagrasa et al. (2019) identify three major dimensions that JP has: 1) Task Performance; 2) Contextual Performance; and 3) Counterproductive Work Behaviour.

Task performance is about doing the core duties and is always evaluated by measures like quality of output, efficiency and realization of goals. In remote situations, it has been emphasized that self-regulation and technology preparedness are essential elements in maintaining this aspect of JP (Judge & Kammeyer-Mueller, 2012).

Contextual performance is a combination of interpersonal aspects, i.e. team collaboration, flexibility, and intrinsic motivation that build a favourable working environment (Pulakos et al., 2000). To perform well, remotely distributed employees must be engaged with coworkers and attend virtual meetings.

On the other side, in remote arrangements, there is a tendency to increase counterproductive behaviours, including cyberloafing, absenteeism, and a lack of concern with deadlines, due to a decrease in supervision. These habits are associated with job dissatisfaction and turnover intentions, which in turn destroy the total JP (Griffeth et al., 2000).

Job performance (JP) in a remote environment, in the context at hand, proves itself to be a result of three major factors, which include individual capability, organisational support, and quality of communication. Employee well-being (WB) is then presented as a moderator through which these variables exert their influence on JP. Pradhan and Hati (2022) consider WB to be a multidimensional construct that has a set of psychological, social and physical dimensions, and the current study focuses on psychological well-being (PWB). Ryff et al. (1995) propose the concept of PWB, which encompasses autonomy, personal growth, purpose, and environmental mastery. Advanced studies have found that with strong PWB, employees have high resilience, flexibility, and productivity. Remoteness can in turn either increase PWB by the increased autonomy and flexibility as well as reduce PWB by adding additional isolation and lack of structure.

According to Ryan and Deci (1985), self-determination theory suggests that well-being and intrinsic motivation are enhanced when certain psychological requirements, such as autonomy and competence, are fulfilled. Furthermore, concern and disinterest might result from an excessive degree of freedom without helpful feedback.

Workplace relations, team integration and recognition procedures shape social well-being (SWB) (Golden et al., 2008). In remote work, there is a lot of social disconnection, and according to Marshall et al. (2007) in the absence of systematic contact, there is a risk that employees will develop emotional exhaustion.

It is also important to have physical well-being (PWB). Remote contexts cannot be discussed effectively without proper ergonomic arrangements, regular physical activity, and moderation of screen exposure. Ineffective home working conditions and a lack of physical activity, on the contrary, negatively affect performance and health (Felstead & Henseke, 2017).

Overall, the way work performance dynamics play out in remote jobs is conditioned by the interaction of his/her competence, organizational support, the effectiveness of communication, and employee well-being.

Concerning the organizational duty to remote working, the management has a duty to observe and promote the well-being (WB) of the employees to ensure the effectiveness of remote working (RW) to maintain the performance levels. The connection between RW and Job performance is complex and depends on both contextual and individual factors, as well as organizational factors. On the positive side, RW will be able to improve job performance by introducing flexibility, independence, and reducing travel distance (Bloom et al., 2015). On the negative side, a lack of supervision and reduced social contact can lead to decreased productivity and a dulling of responsibilities (Bailey & Kurland, 2002).

Individual qualities, including conscientiousness, self-motivation, and digital fluency, have a strong impact on RW success. Additionally, the working conditions require a high level of goal clarity and self-determined motivation (Allen et al., 2015).

In addition to personal traits, such important facilitators include organizational culture, leadership style and technological preparedness. Managers should reconsider performance goals, introduce virtual methods for team creation, and ensure equality in the digital space (Grant et al., 2013).

In this context, WB acts as the amplifier or the buffer of the relationship between RW and JP. In situations where it is strong, WB brings employees more resilience, motivation, and concentration, even in detached settings. In contrast, low WB would likely result in low participation and a subsequent decline in performance levels.

Allen et al. (2015) discovered that high psychological WB has a positive effect on promises of increased satisfaction and task accomplishment, and Wang et al. (2021) demonstrated that poor WB has an adverse impact on digital burnout and performance deterioration.

In a logical way, Tavares (2017) emphasized the importance of enhancing remote effectiveness by means of interventions which support physical well-being, physical posture, proper illumination, and scheduled breaks. It is also of equal importance to maintain the support of the social connection, even in its virtual forms to maintain the team cohesion (Golden et al., 2008).

Upon synthesising these insights, one can discover that employee well-being not only enhances the benefits of remote work but also mitigates its associated downsides. Therefore, the proper management of remote working experiences should encourage organizations to perceive well-being as a critical company resource.

For example, the information technology (IT) industry in Sri Lanka is a swiftly growing economic factor, expected to reach USD 5 billion in terms of export earnings by 2025 (Export Development Board of Sri Lanka, 2024). The profession is monopolized by young and highly educated, highly skilled practitioners who after COVID-19 are increasingly being exposed to inflexible employment settings. Thus, it is hypothesized that these theoretical lenses

can provide a hard lens towards the scrutiny of the interplay between remote work, performance, and well-being at work in this fluid environment.

Work-from-remote conditions have presented Sri Lankan IT workers with unprecedented benefits, including the opportunity to venture into business outside the local context, expand their skill set, and prioritise work-life balance (Perera & Weerakkody, 2018). However, long-term infrastructure limitation, the most prominent of which turn out to be unstable internet access and frequent power cuts, paradoxically limit productivity (Wijesooriya, 2020). Moreover, most teleworkers do not have a home office environment, which can lead to physical fatigue and a lack of focus (Tavares, 2017).

There is further complexity with strong collectivism values in Sri Lanka. Virtual work reduces unplanned communication and casual social networks that have always been central in team-based IT initiatives (Marshall et al., 2007; Olson & Olson, 2000). At the same time, the issue of rapid technological development in the sphere of information technology demands constant learning. Working remotely may limit team knowledge exchange, mentoring, and informal learning opportunities (Day et al., 2010).

These contextual factors make Sri Lanka unique, indicating the need for locally grounded empirical research to investigate the impact of remote work on job performance and employee well-being in Sri Lanka.

Whereas few studies highlight the increased autonomy and work satisfaction (Gajendran & Harrison, 2007), other studies provide light on the isolation, loss of boundaries, and high levels of stress (Allen et al., 2015). The interaction and co-occurrence of these opposing effects have not been comprehensively investigated, especially in developing countries.

The research gap as one of the studies has focused rather narrowly on employee well-being as a variable influencing the relationship between remote work and job performance. Despite the existence of numerous studies that investigate the impact of remote work on well-being and performance separately, there are many fewer that research their interactive relationships.

The relationship is either amplified or buffered by well-being. Employees with high well-being are more likely to cope effectively with the stressors of remote work, which can help maintain or even enhance their performance. In contrast, individuals with lower well-being can have multiple adverse effects of isolation or role conflict. The pertinence of this moderating dynamic to the Sri Lankan IT sector can be traced to the fact that roles in the IT sector are cognitively demanding, and performance expectations are high.

The current study examines the dynamic relationship between remote work, job performance, and employee well-being in the context of a multicultural IT workplace in Sri Lanka. The three guiding bodies of literature used in the analysis are remote work, job performance, and employee well-being, thereby providing a rigorous empirical framework through which the effectiveness of remote work practices in emerging economies can be evaluated.

All in all, this discussion underscores the importance of incorporating well-being as a key variable in remote work. Considering this disparity between existing conclusions and the identified tendencies, the research cautions against projecting studies carried out in high-income countries onto low-income or middle-income countries, especially in cases where inconsistencies in technological capabilities and cultural demands are prevalent.

Operationalisation

The Independent variable is remote work

The term remote work here refers to the degree to which employees can perform organisational tasks at locations that are not typically the workplace and utilise digital communication technologies. In the current study, the construct of remote work is operationalised by a multidimensional, opinion-based scale that encompasses four subscales: Work-Life Interference, Effectiveness/Productivity, Organisational Trust, and Flexibility. Items of this scale are based on research by Grant et al. (2019) that has been proven in various organisational settings, and which is considered to capture both structural and psychological aspects of telecommuting.

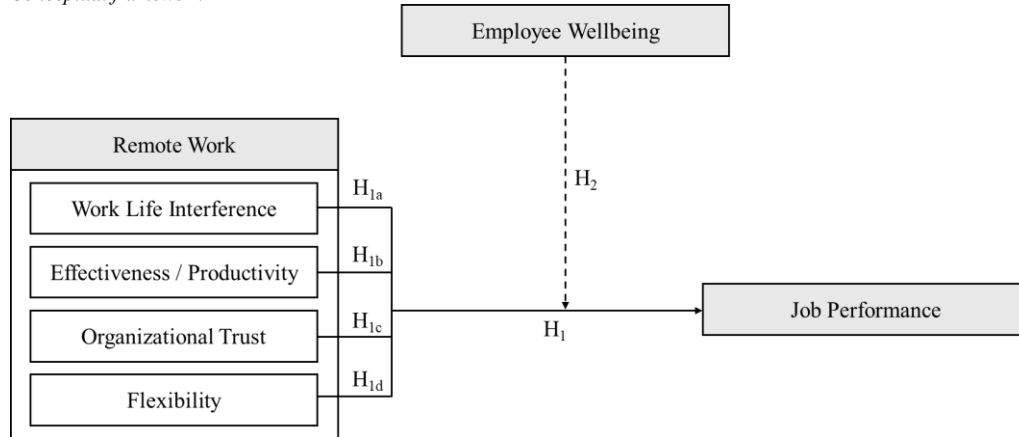
Job performance as a dependent variable

Performance at work is characterized by the rate at which people perform optimally in work-related tasks and furtherance of the objectives of an organization. The construct has the following components: task performance, contextual performance, and counterproductive work behaviours. In our case, job performance evaluation focuses on the outcomes and behaviours related to task performance and contextual performance measurements as opposed to counterproductive work behaviours. The tool that is used is a modification of the proven multidimensional scale, suggested by Ramos-Villagrasa et al. (2019).

Employee well-being would act as the moderating variable

The term 'employee well-being' can be defined as the overall physical, mental, and social health that employees experience at work. Employee well-being is expected to moderate the linkages between remote work and job performance, as its measure is based on a standardised index adapted from Pradhan & Hati (2022).

Figure 1
Conceptual framework



(Source: Developed by authors)

Hypotheses

Six primary hypotheses guide this study; each is aimed at exploring the relationships between the key variables as shown in Figure 2.1.

H₁: Remote work significantly impacts job performance among engineering staff in the Sri Lankan IT industry.

H_{1a}: Work-life interference significantly impacts job performance among engineering staff in the Sri Lankan IT industry.

H_{1b}: Effectiveness/Productivity significantly impacts job performance among engineering staff in the Sri Lankan IT industry.

H_{1c}: Organizational Trust significantly impacts job performance among engineering staff in the Sri Lankan IT industry.

H_{1d}: Flexibility significantly impacts job performance among engineering staff in the Sri Lankan IT industry.

H₂: Employee well-being moderates the relationship between remote work and job performance among engineering staff in Sri Lanka's IT industry.

A series of hypotheses are posed in this context and are tested with the help of correlation and simple and multiple regression analysis and including moderation analysis to understand the moderated effects of remote working on job performance. These methods can quantify these relationships to make results generalizable to the IT industry's engineering staff population (Baron & Kenny, 1986).

Methodology

This study was conducted using a quantitative research design and which is a deductive research design to analyze the effects of remote work on the job performance of the employees and whether employee well-being has moderating effects on the IT professionals in Sri Lanka. Its target population consisted of IT engineers working in Sri Lanka. With the use of a purposive sampling strategy, we identified participants working in a remote-work environment and other participants under the same environment; the final number of valid responses was 248 after an online, self-administered survey which utilized professional networks and emails.

Instruments to make up the survey included standardized scales, including such items as those developed by Grant et al. (2019) on remote work, Ramos-Villagrasa et al. (2019) on job performance, and Pradhan and Hati (2022) on employee well-being. Each of the items was rated on a five-point Likert scale that ranged from strongly disagreeing to strongly agreeing. The clarity and the reliability of the instrument were checked by conducting a pilot test in a small sample.

Analysis of data was done using SPSS and descriptive statistics, correlation analysis and multiple regression have been used to evaluate direct and moderating effects. The alpha coefficient of Cronbach proved the reliability of the construct, and factor analysis was also used to prove construct validity.

This approach to the methodology provided a systematic rigorous way of testing the hypotheses tested in the Sri Lankan IT scenario.

Findings

The current study confirms that Remote Work has a significant impact on the performance of engineering professionals in the Sri Lankan IT industry. Hypothesis H1-solid and statistically significant positive connection between remote work and performance ($t = 14.662, p < 0.001$) confirms the strategic advantage of remote working practices in the current IT environments. There were detailed findings of the exploratory sub-hypotheses: H1a proved that work-life interference promotes performance probably due to the fact of employee adaptive coping mechanisms or an elevated sense of personal responsibility. Such trade-offs may exist, though, with H1b displaying a negative link between effectiveness/productivity and performance. H1c was confirmed that when people have trust in an organization, it boosts performance, thereby necessitating to creation of transparent and supportive organizational cultures. Nevertheless, H1d suggested that performance could be undermined by too much flexibility possibly due to weak structure and accountability.

The second hypothesis, H2, examined how the employee's well-being moderates the relationship between remote work and performance. The inclusion of this variable substantially enhanced the model's explanatory power ($\Delta R\text{-squared} = 0.280, F = 270.777, p < 0.001$), indicating that the positive effect of remote work on performance is stronger in individuals with high well-being. A combination of these findings supports the significance of a balanced distant working structure by implementing flexibility with structure along with prioritizing employee wellness to maintain high performance in the IT industry.

Discussion and Conclusion

The reflection on the impact of remote work on the performance and social well-being of engineering professionals, who work in the information technology (IT) sector of Sri Lanka, allows putting several significant findings forward. One, through analysis, it has been evidenced that remote-work facilities in Sri Lanka improve the overall job performance of IT engineers through minimizing interruptions at the workplace as well as the time used to commute to and out of an office. Respondents also indicate that they are more productive when they are in their own homes, as they can work during the most productive hours that align with their personal time preferences. All these observations affirm earlier studies which stated that telecommuting eliminates the disturbances that usually come with specified working hours in the traditional office set-ups.

Second, the evidence suggests that the high level of autonomy afforded by remote work arrangements fosters successful and motivated IT professionals. Such an observation is especially striking because IT professionals in the studied group had extraordinarily high intrinsic motivation rates even before switching to remote employment. Conversely, the existing literature consistently reports that an increase in autonomy enhances levels of intrinsic motivation in various occupational settings. Combined, these two observations provide a strong case for why remote-work modalities should be extended to the global IT industry.

Third, the current study emphasises that the introduction of remote work also contributes to enriching the social lives of engineers, giving them a chance to recover mentally and physically. Particularly, the statistics illustrate that the remote work system empowers engineers to adopt mental-health disciplines such as exercise, meditation, and relaxation, which were previously limited by the time constraints of traditional office routines. This finding especially applies to Sri Lankan engineers as they use specific rituals associated with health along with their daily activities.

Altogether, the current results contribute to understanding the complexity of the effects of remote work on the performance, satisfaction, and social well-being of engineering professionals in Sri Lanka's IT sector. These findings can give practical recommendations to the stakeholders of any organization that is intent on perfecting work-from-home solutions and their accommodating services with a goal of getting the best out of IT human capital.

In the empirical study, work-life interference is another point that stands out as a concern: academics are unsure whether the work-to-family conflict will ultimately reduce or increase job performance. One of the important conclusions is however, that remote work forces the employees to consider arranging their own time, and in that process, the possibility of work colliding with personal life at some point is there. Many of the interviewees admitted to the inability to establish boundaries, a situation that often decreased their satisfaction with such a situation as well as the efficacy of work performance. Other respondents on the other hand gave the opposite description that the option to work during times that suit them when taking care of their family as in the case of telecommuting contributed to increased work performance. Even though remote work frees one from the constraints of a defined work schedule by the employer, it is paramount to come up with ways to balance work and personal commitments.

An additional lesson pertains to the evaluation of effectiveness and job performance as sound yet complex entities. In the current analysis, the pattern was complicated: it turned out that the majority of the participants managed to assign better job performance to remote work, though such correlation did not predetermine the better results. In fact, figures of the chosen research projects showed workers with high scores in Job Performance dimension but with the failure to maintain the performance, a tendency that could be attributed to the so-called mental fatigue, diminishing motivation, or poor social support. Collectively, these observations present an argument in support of considering the lived experiences of employees, in addition to the narrow quantifier of job performance. Structured breaks, mental health mindfulness, and a reasonable balance between working remotely and Job Performance may thus be used to preserve exemplary performance far beyond the current period of remote employment.

As it excellently presents the literature in question, there is a thing such as organisational trust, which is a strong performance-driving factor among remote workers. The evidence shows that the higher the trust is in an organisation, the higher the job performance is. Managers should therefore encourage such trust, as any statement of confidence or encouragement by management is directly associated with employee engagement. In other words, when organisations invest in assets, share information, and create a climate of openness, they send a message to their distant employees that their talents are recognised and put to use. With regards to Sri Lanka IT engineers, the study proves that such inclusion eliminates the sense of isolation and increases feelings of belongingness; hence, remote employees feel that they are valued, thereby increasing their motivation and productivity.

Further, in the analysis it is seen that flexibility has a categorical positive effect on performance. Although previous research has already established that flexibility increases job satisfaction and lessens stress, it is still notable that extreme flexibility can create a performance gap, where high performance requires rigidity. Repeated workforce complaints suggest that unstructured work is a hindrance to meeting deadlines, particularly due to irregular working hours. The results hence indicate that flexibility, although beneficial, needs gritty boundaries: producers must implement working times like the working hours of a business or some time-management tools to improve productivity.

The current question highlights one more, but no less significant, observation, which is that the well-being of the employee is a moderating factor between the effects of job performance on remote work and organizational outcomes. The current findings state the fact that emergent work facilitators, in particular mental health, have a high predictive effect on the likelihood of excellent organizational performance when working at home. In a practical sense, significantly better benefits both in terms of long-term job performance and self-reported satisfaction were reported by higher well-being employees. The results leave organizations with motivation to invest resources into improving the health conditions of the membership, especially by way of mental-health resources, check-ins unique to an organization, and specific health-promoting efforts. This way, companies will develop working environments that facilitate long-term physical fitness and reduce diseases that can adversely affect performance.

It is also important that this study is based on well-established instruments to assess job performance, aspects of remote work, and well-being. The values of Cronbach's Alpha for these constructs are satisfactory, the values of KMO are also very good, and the significant results of the Bartlett test support these values. These stringent reliability and validity tests support the study's findings and provide assurance that the constructs identified accurately represent the phenomena being studied, forming a solid foundation for further analysis.

This research paper provides a scholarly insight into how remote working changes job performance in the fast-growing Information Technology industry in Sri Lanka, where it already has a cozy niche. The evidence indicates on the one hand that teleworking provides flexibility and improves job performance and on the other hand reveals that due to teleworking, some challenges of operation emerge such as the work-life imbalance, lack of consistent working schedules, and deteriorating mental health. Collectively, the evidence indicates that remote work can only work when supported by an organizational culture that aligns with its goals, where staff well-being is attended

to and when the balance between work requirements and personal liberty is well-balanced. Altogether, the obtained outcomes provide a reliable source of reference to any organisation that is determined to capitalise on the opportunities of teleworking offered to IT engineering staff and, at the same time, enhance efficiency and safety in the dynamic job environment.

Organisational trust, a key determinant in sustaining productivity, is made possible through open communication and independent teamwork. Lastly, legal provisions that would clearly include remote work would enhance equality and employment equality.

In the social and cultural context peculiar to Sri Lanka, the balance between work and life should be purposely sought. The radical focus on family life proposes that information technology (IT) companies should establish clear working boundaries, along with agreed-upon hours, as a way to reduce work-related stress. This will encourage Independence and, at the same time, establish strong mechanisms of accountability. One very promising model would be a flexi-hour system, where workers concentrate their efforts during the most important hours of business and utilise the time-management skills they learned in specific training exercises. In doing so, the firms are not only saving on their own and enhancing the quality of their human capital but also ensuring that the capital has the skills needed to help them compete effectively in the broader international IT world.

On an organizational resilience scale, long-term engagement programs, i.e. employee wellness programs, online counselling services, and programs that strengthen group cohesion are among the things that can effectively work to reverse the psychological isolation remote work may encourage. Similarly, the use of advanced collaboration tools enables effective communication and should therefore be incorporated into standard practice, accompanied by corresponding training. The value of cultural diversity cannot be overstated; acknowledging family obligations and encouraging different behavioural standards will also decrease work-life conflict and, at the same time, improve employee satisfaction and the overall work-life balance.

As the stakeholders ensure implementation of the system through strong promotion of collaborative work models and use of technology and at the same time insist on provision of better system infrastructures, Sri Lanka is in a good position to become a highly desirable work destination in remote IT jobs. These developments will in parallel be able to heighten the performance of organizations and the levels of satisfaction of employees thus playing an active role in the economic life of a country.

Limitations & Future Research Directions

In the context of discussing the antecedents of remote work and its effect on job performance, to the extent that employee well-being acts as a moderating factor in the information technology sector in Sri Lanka, several methodological limitations must be addressed. To begin with, the use of the cross-sectional design in the investigation makes it hard to draw causative effects, which is due to the fact that the information is limited to a study snapshot that only shows a temporal moment. The implications of the outcomes are thus only correlated in nature as far as cause-and-effect conclusions are concerned. Second, self-reported data, convenience sampling, and snowball sampling make the study likely to show common-source bias; the answers of the participants may be distorted by the fact that the questions have the same wording. Third, there is the convenience sampling approach, which is supplemented by the fact that the probability of a representative random sample is not taken into consideration, potentially concealing the degree to which the research population accurately reflects the IT workforce of Sri Lanka as a whole. In addition, the survey conducted took place within a non-Western environment, but its extension into other regions or industries is also limited by the possible cultural differences that can be significant. Lastly, moderators of employee well-being (i.e. organizational culture or institutional technological support) are under-represented. Furthermore, the underlying assumptions regarding participants' access to reliable internet and sufficient computer resources overlook the obstacles posed by Sri Lanka's digital divide. All these methodological shortcomings combined mitigate the study's external validity and generalizability.

Remote working should be further investigated in this sphere that goes beyond the limits of the working industry and should examine how it will impact such industries as the hospitality sector, transportation, and construction industries. The explored sectoral lens offers a nuanced understanding of the benefits and accompanying challenges that remote work is bringing about in the fields, thereby providing insight into how alternative arrangements shape both the performance of work and the well-being of employees. Furthermore, the longitudinal research design, which measures the changing ability to work remotely, satisfaction, and organizational outcomes over a long time frame, will also reveal the way the remote trends develop and influence the satisfaction levels, adaptability, and general performance, providing insight into the new directions of remote work.

It is also necessary to focus on team processes and cooperation in teleworking environments. Determining the connections between virtual meeting environments, communication technologies, and team cohesion based on

performance and satisfaction yields concrete tactics to optimize the efficiency of remote teams. Moreover, the evaluation of the consequences of the new inventions such as AI-based collaborative tools and automation related to productivity and job satisfaction can inform the recommendations on whether there is a need to adjust to the technologies and explore prolonged innovation in remote settings. Altogether, these spheres highlight the vital areas of future research and can provide us with empirically based knowledge that will be used in policymaking and practice related to remote work.

The hybrid work system, which involves a combination of office presence and remote working models, requires a thorough investigation. The given inquiry will shed light on the effects of such an arrangement on organizational relations, creativity, and morale of employees, thus helping to polish our understanding of remote work and its implications in different contexts. To this end, the review of the hybrid model, which combines the freedom of the WFH arena with the team spirit of the office environment, is another important addition. Working at home saves time on travel and gives workers more time to devote to their hobbies. Making the workplace personal increases your work satisfaction and it ignites more performance, thus fueling functional output. In-office days, in their turn, are conducive to regular face-to-face communication, which promotes teamwork, creativity, confidence, and cohesion, which may lead to a decline in a remote environment. Focusing the attention of the scholars on the hybrid model is critical in overcoming the challenges inherent to remote work.

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