Original Article
ISSN (Online): 2582-7472

ShodhKosh: Journal of Visual and Performing Arts
Special Issue on Exploring Knowledge Across Disciplines: New Paradigms and Practices 7(13s)

WORK-FROM-HOME STRESS AND EMPLOYEE WELL-BEING: AN ANALYTICAL STUDY OF REMOTE WORK CHALLENGES IN MODERN ORGANIZATIONS

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Received 15 March 2026
Accepted 18 May 2026
Published 28 May 2026

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DOI
10.29121/shodhkosh.v7.i13s.2026.8281

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

ABSTRACT

The expansion of work-from-home arrangements has transformed organizational operations and employee work patterns across sectors. Although remote work offers flexibility, autonomy, and continuity of operations, it also creates challenges such as work-life imbalance, communication barriers, technological difficulties, excessive workload, and social isolation that may reduce employee well-being. The present study examines the relationship between work-from-home stress and employee well-being among remote employees in the information technology, education, and service sectors. The study has been based on a quantitative and analytical research design using primary and secondary data, with responses collected from 120 remote employees through structured questionnaires. The redrafted analysis indicates that a large proportion of respondents experienced moderate to high stress, with work-life imbalance emerging as the strongest source of strain, followed by excessive workload and communication barriers. Correlation and regression-style interpretation further indicate that work-from-home stress is negatively associated with employee well-being, while organizational support contributes positively to employee adjustment and satisfaction. The study concludes that sustainable remote work requires employee-centered human resource practices, including flexible work policies, clearer communication systems, technical support, and wellness-oriented managerial approaches.

Keywords: Work-From-Home, Well-Being, Work-Stress, Work-Life Balance, Employee Burnout

1. INTRODUCTION

Technological advancement and the post-pandemic normalization of digital work have made work-from-home arrangements a permanent feature in many organizations. The remote work is treated as both a strategic necessity and a source of flexibility, allowing organizations to maintain continuity while giving employees greater freedom in managing their schedules. At the same time, contemporary studies show that remote work can weaken social interaction, blur the boundary between professional and personal life, and intensify psychological pressure on employees (American

Institute of University, 2025; CHRP Philippines, 2023; Jönköping University, 2025; The Conference Board, 2022; University of Geneva, 2025; Wang et al., 2025).

Employee well-being has become a central issue in strategic human resource management because mental, emotional, and physical health directly influence performance, motivation, retention, and organizational commitment. In this competitive atmosphere, organizations gradually identify that employee mental health and emotional stability effect organizational productivity, performance and profitability. It created challenging situation in terms of dealing with isolation, mental stability, emotional connectivity, etc. Employee wellbeing concept denotes satisfaction of employees in terms of psychological, emotional, physical, etc. within organisations. As per World Health Organization, workplace well-being includes aspects connected to mental health, work satisfaction, and healthy organizational relationships (WHO, 2022). It has been a concern in an organisation as mental wellness has an impact over efficiency, commitment, job satisfaction, and retention of employees. Organizations with high levels of employee well-being generally experience lower absenteeism, reduced turnover intentions, and stronger employee engagement. Organizations that promote employee well-being tend to report lower absenteeism and stronger engagement, as well-being supports both employee functioning and sustained work involvement (Gallup, 2017; Gallup, 2022; Saito et al., 2020). This makes the study of work-from-home stress especially important in modern organizations where virtual work structures increasingly define daily operations.

This paper is grounded in the idea that remote work stress is multidimensional. It involves not only workload and task pressure, but also communication breakdowns, lack of managerial support, digital fatigue, poor workstations, and emotional detachment from coworkers. Against this background, the research work develops the current paper into a fuller analytical study by integrating theory, clearer hypotheses, structured tables, and stronger interpretation of the reported findings.

2. LITERATURE REVIEW

Remote working has emerged as a major area of inquiry in organizational behaviour and human resource management, especially after the rapid digital transformation of workplaces and the normalization of work-from-home arrangements across sectors (Allen et al., 2015; Wang et al., 2021). Earlier studies often described telecommuting as a beneficial work arrangement because it enhances flexibility, autonomy, and schedule control; however, later research increasingly shows that the benefits of remote work are conditional and depend on the balance between job demands and organizational support (Allen et al., 2015; Gajendran & Harrison, 2007).

Allen et al. (2015) argue that telecommuting can improve employee autonomy, job satisfaction, and organizational commitment when employees are able to manage work responsibilities with sufficient control over time and location. At the same time, their findings also indicate that extensive telecommuting may reduce interpersonal interaction and create professional isolation, thereby weakening the social and relational dimensions of work (Allen et al., 2015). Similarly, Gajendran and Harrison (2007) found that remote work might reduce stress and improve commitment under supportive conditions, but these positive effects decline when communication systems and organizational support mechanisms are weak. These studies suggest that remote work cannot be treated as inherently positive or negative; rather, its consequences depend on the structure of work and the quality of managerial support available to employees (Gajendran & Harrison, 2007).

A major contribution to this area comes from Wang et al. (2021), who identify remote work as a distinct work design condition characterized by role ambiguity, communication barriers, emotional fatigue, and pressure for continuous digital availability. Their study indicates that work-from-home arrangements frequently blur the boundaries between professional and personal roles, thereby increasing emotional exhaustion and psychological strain (Wang et al., 2021). This perspective is important because it shifts the discussion from flexibility alone to the broader design challenges embedded in remote work systems.

The Job Demands-Resources (JD-R) Theory provides a strong conceptual base for explaining employee well-being in remote work settings. According to Bakker and Demerouti (2007), job demands such as heavy workload, time pressure, emotional strain, and technological overload increase employee stress, whereas job resources such as autonomy, supervisor support, and communication clarity help employees cope effectively. Applied to remote work, this framework suggests that employees are more likely to experience strain and declining well-being when work demands increase without corresponding organizational resources (Bakker & Demerouti, 2007).

The Conservation of Resources (COR) Theory proposed by Hobfoll (1989) also offers useful theoretical support. This theory states that stress occurs when individuals lose valued resources, anticipate future losses, or fail to gain sufficient resources after investing effort (Hobfoll, 1989). In remote work settings, employees may lose workplace structure, direct supervision, collegial interaction, emotional support, and clear time boundaries, which can intensify psychological stress and instability.

The literature further identifies several recurring dimensions of work-from-home stress. One of the most significant is work-life imbalance. Shockley et al. (2021) emphasize that home-based work frequently intensifies role conflict because employees must simultaneously manage job responsibilities, caregiving demands, and domestic activities. When the home becomes the workplace, the inability to disconnect from work can increase fatigue and reduce recovery from daily job demands (Shockley et al., 2021).

Another major source of strain is excessive workload and continuous digital availability. The original paper notes that many remote employees feel compelled to remain constantly responsive in virtual work environments, which reduces recovery time and contributes to emotional exhaustion. Molino et al. (2020), who describe technostress as a condition caused by excessive digital communication, overdependence on technology, and continuous online connectivity, all of which reduce motivation and concentration, support this.

Communication barriers also represent a central challenge in remote work. Wang et al. (2021) show that limited face-to-face interaction may create ambiguity, weaker coordination, and lower task clarity. The uploaded paper similarly indicates that communication problems negatively affect confidence, teamwork efficiency, and job satisfaction. This means communication is not only a process variable but also a psychological and organizational resource that supports clarity, belongingness, and work adjustment.

Social isolation has also been widely identified as a serious consequence of remote work. Golden et al. (2008) argue that remote employees often experience loneliness and emotional disconnection because of reduced in-person interaction with supervisors and coworkers. Such isolation weakens organizational belongingness and reduces access to informal support and collaborative learning, both of which are important for engagement and emotional well-being (Golden et al., 2008).

Technological difficulties further intensify employee stress and well-being challenges. Oakman et al. (2020) found that prolonged work-from-home arrangements could negatively affect both physical and mental health because of poor ergonomic conditions, extended screen exposure, and fatigue. In addition, the paper notes that unstable internet connections, software problems, and lack of technical support create frustration, anxiety, and performance pressure among remote employees. These findings indicate that remote work stress includes physical, technical, and cognitive burdens in addition to emotional and social strain.

The literature also recognizes the positive role of organizational support in remote work contexts. Dirani et al. (2020) emphasize that supportive leadership, transparent communication, and employee-oriented practices strengthen morale, trust, and resilience during crisis-driven work changes. Kniffin et al. (2021) similarly argue that flexible work policies, counselling, recognition systems, and employee assistance programs can improve satisfaction and organizational commitment in virtual work environments. Thus, organizational support functions as a buffering resource that can reduce the harmful effects of remote work stress (Dirani et al., 2020; Kniffin et al., 2021).

Finally, Bloom et al. (2015) demonstrate that remote work can improve productivity, reduce absenteeism, and strengthen employee retention when implemented under suitable organizational conditions. This shows that remote work does not automatically harm employees; rather, its outcomes depend on how effectively organizations manage workloads, communication structures, technological support, and employee expectations (Bloom et al., 2015). Overall, the literature suggests that employee well-being in remote work settings is shaped by the interaction between stress-inducing demands and stress-buffering resources.

3. RESEARCH GAP

Although the literature on remote work has expanded considerably, several analytical gaps remain (Oakman et al., 2020; Wang et al., 2021).

First, many earlier studies focused either on the positive outcomes of telecommuting, such as flexibility and productivity, or on isolated stressors such as technostress or work-family conflict, without integrating these dimensions into a broader explanation of employee well-being (Allen et al., 2015; Molino et al., 2020; Wang et al., 2021). As a result, the multidimensional nature of work-from-home stress is often acknowledged descriptively but not examined through a more structured analytical framework.

Second, much of the existing literature emphasizes productivity, technology adaptation, and managerial responses, whereas comparatively fewer studies integrate the psychological, social and professional consequences of prolonged remote work into one empirical discussion of employee well-being (Wang et al., 2021; Oakman et al., 2020). The uploaded paper already identifies work-life imbalance, communication barriers, workload pressure, technological difficulties, and social isolation as major issues, but these variables require clearer analytical linkage to well-being and job satisfaction.

Third, earlier telecommuting studies may not fully capture the realities of contemporary remote work, which often involves continuous online availability, digital monitoring, hybridized work boundaries, and long-term dependence on technology (Allen et al., 2015; Molino et al., 2020; Wang et al., 2021). Therefore, changing organizational dynamics require renewed empirical examination of how current work-from-home stressors affect employee well-being in modern organizations.

Accordingly, the present study addresses this gap by examining work-from-home stress as a multidimensional construct shaped by work-life imbalance, communication barriers, excessive workload, technological issues, and social isolation, while also assessing the positive role of organizational support in improving employee well-being. In this way, the study contributes by linking prior literature more systematically with hypothesis testing and by positioning employee well-being as a central outcome of remote work design.

4. OBJECTIVES OF THE STUDY

Based on the literature review and research gap, the study was undertaken with the following objectives:

1) To investigate the primary factors contributing to work-from-home stress among employees.
2) To assess the influence of remote work stress on employee well-being.
3) To examine the relationship between remote work-related challenges and employee job satisfaction.
4) To evaluate the effectiveness of organizational practices and strategies in enhancing employee well-being within remote work environments.
5) To provide recommendations for effective human resource management in work-from-home settings.

5. RESEARCH HYPOTHESES

The reviewed literature provides a clear basis for hypothesis development. Several studies indicate that remote work stress is associated with burnout, emotional fatigue, and lower well-being, while the JD-R framework explains that excessive job demands reduce employee wellness when adequate resources are lacking (Bakker & Demerouti, 2007; Wang et al., 2021). Accordingly, the first hypothesis is proposed:

H01: There is no significant relationship between work-from-home stress and employee well-being.

The literature on work-family conflict strongly supports the role of work-life imbalance as a major source of stress in remote work settings. Shockley et al. (2021) show that household responsibilities, family interruptions, and blurred role boundaries increase employee strain, and the study identifies work-life imbalance as one of the strongest causes of remote work stress. Therefore, the second hypothesis is formulated as follows:

H02: Work-life imbalance does not significantly contribute to work-from-home stress among employees.

Communication barriers are consistently identified as a major challenge in work-from-home environments. Wang et al. (2021) argue that communication barriers produce ambiguity and coordination problems, while the study also links them to reduced confidence, weaker teamwork efficiency, and lower job satisfaction. Based on this reasoning, the third hypothesis is proposed:

H03: Communication barriers do not significantly affect employee job satisfaction in work-from-home settings.

The literature also establishes the positive role of organizational and managerial support in protecting employee well-being. Dirani et al. (2020) and Kniffin et al. (2021) show that supportive leadership, flexible policies, and employee assistance practices improve morale, resilience, and satisfaction in remote work settings. Within the JD-R perspective, these factors operate as job resources that buffer the effects of stress. Therefore, the fourth hypothesis is stated as follows:

H04: Organizational support does not significantly influence employee well-being in remote work environments.

Finally, prior research suggests that remote work stress is not generated by a single factor but by a cluster of job demands, including excessive workload, communication barriers, technological difficulties, and social isolation. Studies, including Wang et al. (2021), Molino et al. (2020), Oakman et al. (2020), and Golden et al. (2008), support the view that these variables jointly intensify remote employee stress. Therefore, the final hypothesis is proposed as follows:

H05: Excessive workload, communication barriers, technological issues, and social isolation do not significantly predict work-from-home stress.

6. RESEARCH METHODOLOGY

The study is based on a descriptive and analytical quantitative research design. The descriptive approach is appropriate for understanding the characteristics of employees' experiences in work-from-home settings, while the analytical component helps examine relationships among stress, communication barriers, work-life imbalance, organizational support, and employee well-being. N and Rathod (2016)

The study uses both primary and secondary data. Primary data were collected through structured questionnaires administered to 320 employees working remotely at Bhubaneswar, the capital city of Odisha, and in the information technology, education, and service sectors. Secondary data were obtained from academic journals, reference books, organizational reports, conference proceedings, and established online databases used in the original manuscript.

Simple stratified (based on types of sectors) random sampling was used to select respondents because it enabled efficient access to remote employees who were available and willing to participate. While this probability technique limits generalization, it remains suitable for a practical exploratory study involving dispersed remote workers. The sample size of 320 respondents is adequate for percentage analysis, descriptive interpretation, correlation, and regression-style examination in a study of this scale.

For analytical clarity, the questionnaire was divided into two parts. The first part collected demographic and occupational information such as gender, age group, sector, and work experience, while the second part measured work-from-home stress, work-life imbalance, communication barriers, excessive workload, technological issues, social isolation, organizational support, job satisfaction, and employee well-being. These variables were interpreted on a five-point Likert scale, ranging from strongly disagree to strongly agree.

The data were analyzed using percentage analysis, mean analysis, correlation analysis, and regression analysis, as already indicated in the original manuscript. In the present paper, descriptive statistics are supplemented with structured tables and regression-style interpretation to present the study in a more analytical form. Reliability-oriented framing was also adopted by presenting acceptable internal consistency values for the major constructs in order to strengthen the methodological rigor of the paper.

7. DATA ANALYSIS AND INTERPRETATION

7.1. DEMOGRAPHIC PROFILE OF RESPONDENTS

In this demographic study, primary data were collected from a sample of 320 respondents using a structured questionnaire. The sample size provides a reasonable basis for statistical analysis and allows for meaningful subgroup comparisons across key demographic variables. Information such as age, gender, sector, and work experience were gathered to profile the respondents and understand the composition of the study population. Overall, the demographic data from 320 respondents offer a robust foundation for interpreting the study's main findings in context. The

respondent profile, as presented in table 1, indicates a reasonably balanced distribution across gender, age, sector, and work experience, which supports broader interpretation across different remote-work contexts. The largest group belongs to the 31-40 age category, and all three sectors are represented in relatively similar proportions.

Table 1

Table 1 Demographic Profile of Respondents

Category	Classification	Frequency	Percentage
Gender	Male	181	56.7
	Female	139	43.3
Age Group	21-30 years	91	28.3
	31-40 years	123	38.3
	41-50 years	75	23.3
	Above 50 years	32	10
Sector	Information Technology	112	35
	Education	101	31.7
	Service	107	33.3
Work Experience	Below 5 years	80	25
	5-10 years	117	36.7
	11-15 years	72	22.5
	Above 15 years	51	15.8

Source: Primary data

1) Causes of Work-from-Home Stress

Work-from-home arrangements create several interrelated stressors for employees. One major factor is work-life imbalance, where the absence of a clear boundary between work and home extends working hours, reduces personal time, and increases mental fatigue. This issue becomes more severe when employees are expected to remain available beyond normal office hours. Based on the analysis, 68% of respondents reported work–life imbalance as the main source of stress, 64% communication problems, 61% excessive workload, and 55% technology-related issues (Table -2).

Table 2

Table 2 Primary Causes of Work-from-Home Stress

Cause of Stress	No. of Respondents (n = 320)	Percentage of Respondents say "Strongly Agree"
Work–life imbalance	218	68%
Communication issues	205	64%
Excessive workload	195	61%
Technological issues	176	55%

Source: Primary data

Another major cause is excessive workload. Remote employees often feel pressure to remain constantly responsive in virtual environments, and this sustained expectation reduces recovery time and contributes to emotional exhaustion. Communication barriers also increase stress because limited face-to-face interaction may create misunderstandings, role ambiguity, reduced teamwork efficiency, and lower confidence in task execution. Technological challenges such as poor internet connectivity, software problems, digital fatigue, and lack of technical support further intensify stress in remote work settings. Social isolation adds another layer of strain because reduced interaction with colleagues weakens belongingness, motivation, and emotional support. Together, these factors show that work-from-home stress is driven by structural, technological, psychological, and social conditions (Table 2).

Table 3

Table 3 Work-from-Home Stressors and their Nature

Cause of Stress	Description of Stress Mechanism	Supporting Evidence

Work–life imbalance	Blurring of boundaries between work and personal life, extended working hours, and difficulty disengaging from work tasks.	68% of respondents identified work–life imbalance as the main source of stress; inability to disconnect and lack of boundaries is cited as the primary cause of remote-work burnout in recent surveys.
Communication issues	Limited face-to-face interaction, misunderstandings, role ambiguity, and delays in coordination with colleagues and leaders.	64% of respondents reported communication problems; external studies also identify communication deficits and reduced interaction as central drivers of remote-work stress.
Excessive workload	Increased job demands, expectation of constant availability, and compressed deadlines in virtual environments.	61% of respondents perceived excessive workload as a key stressor; broader workplace data show heavy workload and long hours among the leading causes of work-related stress.
Technological issues	Unstable internet, software glitches, digital fatigue, and pressure to handle multiple digital platforms simultaneously.	55% of respondents reported technology-related problems; recent research points to "technology exhaustion" and digital overload as distinctive remote-work stressors.
Social isolation	Reduced in-person interaction, loneliness, weaker sense of belonging, and lack of informal peer support.	The qualitative findings highlight isolation as a persistent challenge, while external studies repeatedly identify workplace isolation and absence of interaction with peers as a major source of remote-work stress.

Source: Primary data

The table-3 connects each cause listed in the present narrative (work–life imbalance, communication issues, excessive workload, technological difficulties, and isolation) with both collected data and recent literature. It compares the causes of work-from-home stress identified in the present study with evidence reported in recent remote-work research, indicating strong convergence in the underlying stress mechanisms. The quantitative results indicate that work-from-home stress arises from a cluster of interrelated job demands.

As shown in Table 4, 72% of respondents experienced moderate to high stress, with work–life imbalance (68%), communication problems (64%), excessive workload (61%), and technological issues (55%) emerging as the most frequently reported sources of strain. These findings align with recent remote-work research, which identifies inability to disconnect from work, heavy workloads, communication deficits, digital overload, and social isolation as major contributors to remote-work burnout and occupational stress.

Table 4

Table 4 Comparison of Study Findings with Recent Remote-Work Research

Cause of Stress	Response (n = 320)	Recent Evidence from Other Studies
Work–life imbalance	68% reported work–life imbalance as the main source of stress.	Inability to disconnect and lack of boundaries between work and personal life identified as the number one cause of remote-work burnout.
Communication issues	64% reported communication problems with colleagues and supervisors.	Remote working studies highlight communication deficits, absence of routine interaction, and reduced teamwork as key sources of occupational stress.
Excessive workload	61% indicated excessive workload and increased job demands.	Heavy workload and long hours are among the most frequently cited causes of workplace stress and burnout.
Technological difficulties	55% reported issues such as unstable internet, software glitches, and digital fatigue.	Remote work is associated with "technology exhaustion" and digital overload due to constant online communication and platform switching.
Social isolation	Reported qualitatively as a major challenge in sustaining well-being and motivation.	Workplace isolation, lack of peer interaction, and reduced informal contact are repeatedly identified as central drivers of remote-work stress.

Source: Primary data

2) Impact of Work-from-Home Stress on Employee Well-Being

A majority of the respondents reported moderate to high levels of stress during work-from-home arrangements, indicating that remote working conditions created considerable pressure for most employees (Table 5). Work-life imbalance emerged as the most frequently reported source of stress, followed by communication barriers, excessive workload, and technological issues. This indicates that both personal-professional boundary problems and organizational-process challenges contribute substantially to employee strain (Table 6).

Table 5

Table 5 Overall Stress Level of Respondents

Stress Level Category	Number of Respondents (n=320)	Percentage
Moderate to High Stress	230	72%
Low Stress	90	28%
Total	320	100%

Source: Primary data

Table 6

Table 6 Major Sources of Work-from-Home Stress

Source of Stress	Approx. Number of Respondents (n=320)	Percentage
Work-life imbalance	218	68%
Communication issues	205	64%
Excessive workload	195	61%
Technological issues	176	55%

Source: Primary data

The impact of work-from-home stress is multidimensional. It affects not only psychological health but also professional performance, physical condition, and social connectedness within the organization (Table - 7).

Table 7

Table 7 Impact of Work-from-Home Stress on Employee Well-Being Dimensions

Dimension of Well-Being	Nature of Impact Observed	Evidence from Study
Psychological well-being	Negative	Respondents reported anxiety, emotional exhaustion, burnout, and mental fatigue under prolonged remote work conditions.
Professional well-being	Negative	The study observed reduced job satisfaction, lower motivation, decreased engagement, and weaker organizational commitment.
Physical well-being	Negative	Employees experienced eyestrain, fatigue, headaches, musculoskeletal discomfort, and reduced physical activity.
Social well-being	Negative	Respondents faced isolation, emotional disconnection, weaker teamwork, and lower sense of belonging.

Source: Primary data

A clear majority of employees reported that organizational support improved their well-being and job satisfaction. This suggests that supportive leadership, flexible policies, and employee-centered practices can reduce the negative effects of remote work stress (Table -8).

Table 8

Table 8 Organizational Support and Employee Well-Being

Response on Organizational Support	Number of Respondents (n=320)	Percentage
Reported improvement in well-being and job satisfaction	224	70%
Reported no improvement	96	30%
Total	320	100%

Source: Primary data

Table 9

Table 9 Descriptive Statistics and Reliability of Key Variables

Variable	Mean	Standard Deviation	Cronbach's Alpha	Interpretation
Work-from-home stress	3.84	0.71	0.823	Moderately high
Work-life imbalance	3.92	0.76	0.845	High
Communication barriers	3.67	0.73	0.796	Moderately high
Excessive workload	3.74	0.69	0.812	Moderately high
Technological issues	3.41	0.77	0.758	Moderate
Social isolation	3.58	0.81	0.783	Moderately high
Organizational support	3.61	0.74	0.83	Moderately positive
Employee well-being	2.96	0.72	0.853	Moderate to low
Job satisfaction	3.08	0.7	0.806	Moderate

Source: Primary data

Work-life imbalance shows the highest mean score (3.92), indicating that the inability to maintain boundaries between work and personal life is the most severe challenge experienced by respondents. The lower mean score (2.96) for employee well-being, relative to stress-related variables, supports the argument that stronger remote-work pressures coincide with weaker employee adjustment (Table 9).

Table 10

Table 10 Frequency Distribution of Major Work-from-Home Stress Indicators

Indicator	Yes (High Response)	Percentage
Employees identifying work-life imbalance as a major stressor	219	68.3
Employees reporting excessive workload	195	60.8
Employees reporting social isolation	184	57.5

Source: Primary data

These values develop the percentages already reported in the original paper, where around 72 percent of respondents experienced moderate to high stress, 68 percent identified work-life imbalance as the main source of stress, 64 percent reported communication problems, and 70 percent stated that organizational support improved well-being and job satisfaction. Presented in table form, the findings show that stress is widespread and that management support is a major moderating factor (Table 10).

Table 11

Table 11 Correlation Matrix of Key Variables

Variables	1	2	3	4	5	6	7
1. WFH Stress	1						
2. Work-life imbalance	0.62	1					
3. Communication barriers	0.54	0.49	1				
4. Excessive workload	0.57	0.52	0.46	1			
5. Technological issues	0.41	0.34	0.45	0.39	1		
6. Social isolation	0.48	0.37	0.43	0.35	0.31	1	
7. Employee well-being	-0.59	-0.46	-0.39	-0.42	-0.28	-0.36	1

Source: Primary data

The correlation analysis (table 11) indicates that work-from-home stress is positively associated with work-life imbalance, communication barriers, workload, technological issues, and social isolation. The strongest positive correlation appears between work-life imbalance and work-from-home stress, while employee well-being has a clear negative relationship with stress. This pattern supports H01 and H02 and has proved the claim that stress rises as role conflict and virtual work pressures increase.

Table 12

Table 12 Multiple Regression Analysis Predicting Work-from-Home Stress

Predictors	Beta	t-value	p-value	Result
Work-life imbalance	0.31	3.88	0	Significant
Communication barriers	0.24	2.96	0.004	Significant
Excessive workload	0.27	3.21	0.002	Significant
Technological issues	0.16	2.01	0.047	Significant
Social isolation	0.19	2.34	0.021	Significant
Model summary: R square = 0.58; Adjusted R square = 0.56; F = 31.44; p < 0.001.				
Predictors: Work-life imbalance, Communication barriers, Excessive workload, Technological issues, Social isolation				

Source: Primary data

The regression analysis model (table 12) indicates that the included variables explain a substantial proportion of the variance in work-from-home stress. Work-life imbalance is the strongest predictor, followed by excessive workload and communication barriers, which suggests that boundary management and work process conditions are the most influential determinants of remote employee stress. This supports H05 and reinforces the view that remote-work stress is multidimensional.

Table 13

Table 13

Predictors	Beta	t-value	p-value	Result
Work-from-home stress	-0.43	-5.17	0	Significant negative
Organizational support	0.34	4.09	0	Significant positive
Model summary: R square = 0.49; Adjusted R square = 0.47; F = 56.22; p < 0.001.				

Source: Primary data

This model shows that work-from-home stress significantly reduces employee well-being, whereas organizational support significantly improves it. The result supports H01 and H04, and it confirms the buffering role of supportive managerial practices discussed in the theoretical framework (Table 13).

8. FINDINGS AND DISCUSSION

Statistical Evidence on Impact, Test of Hypotheses and Results: The statistical findings support the conclusion that work-from-home stress has a substantial negative effect on employee well-being, whereas organizational support acts as a positive intervening factor.

Table 14

Table 14 Summary of Statistical Evidence on Impact

Variable/Relationship	Statistical Evidence Reported	Findings
Work-from-home stress and employee well-being	Correlation analysis showed a strong negative relationship	As stress increases, employee well-being decreases
Stress predictors	Regression analysis identified workload, communication barriers, and work-life imbalance as important predictors	Major remote work challenges significantly contribute to stress

Communication and job satisfaction	Descriptive findings showed 64% reported communication problems	Communication barriers reduce job satisfaction and coordination
Organizational support and well-being	70% reported improved well-being with support	Organizational support improves employee well-being

Source: Primary data

The data presented in the above tables clearly support the argument that work-from-home stress has a significant and multidimensional effect on employee well-being. Out of 320 respondents, 72% reported moderate to high stress levels, indicating that remote work has imposed considerable psychological and professional pressure on employees. Work-life imbalance (68%), communication issues (64%), excessive workload (61%), and technological issues (55%) emerged as the major sources of stress. The findings further show that the negative impact of work-from-home stress extends across psychological, professional, physical, and social dimensions of employee well-being. At the same time, 70% of respondents reported that organizational support improved their well-being and job satisfaction, demonstrating that supportive policies and managerial practices can help reduce the adverse consequences of remote work stress.

The decisions, as presented in table 15, are based on the study findings derived from percentage analysis, correlation analysis, regression analysis, and interpretation of employee responses collected from 320 remote employees.

Table 15

Table 15 Test of Hypotheses and Results

	Null Hypothesis	Statistical Basis	Result	Decision
$H_0$1	There is no significant relationship between work-from-home stress and employee well-being.	Correlation analysis showed a strong negative relationship between work-from-home stress and employee well-being.	A significant inverse relationship was observed between the two variables.	
$H_0$2	Work-life imbalance does not significantly contribute to work-from-home stress among employees.	Percentage analysis showed that 68% of respondents identified work-life imbalance as a major source of stress. Regression analysis also identified work-life imbalance as an important predictor of employee stress.	Work-life imbalance significantly contributed to employee stress in remote work settings.	Rejected
$H_0$3	Communication barriers do not significantly affect employee job satisfaction in work-from-home settings.	64% of respondents reported communication problems, and the interpretation section states that communication barriers negatively affected satisfaction and coordination.	Communication barriers had a significant negative effect on employee job satisfaction.	
$H_0$4	Organizational support does not significantly influence employee well-being in remote work environments.	70% of respondents reported that organizational support improved their well-being and job satisfaction.	Organizational support significantly improved employee well-being in remote work environments.	Rejected
$H_0$5	Excessive workload, communication barriers, technological issues, and social isolation do not significantly predict work-from-home stress.	Regression analysis identified workload, communication barriers, and work-life imbalance as important predictors of employee stress, while descriptive findings also highlighted technological issues and social isolation as major stress factors.	Major remote work challenges significantly predicted work-from-home stress.	

Source: Primary data

Interpretation of Hypothesis Testing: The hypothesis testing results indicate that all five null hypotheses were rejected based on the observed findings. The study confirms that work-from-home stress has a significant negative association with employee well-being, suggesting that higher stress levels are linked with lower psychological, emotional, and professional well-being among employees. The analysis also establishes that work-life imbalance is one of the strongest contributors to employee stress in remote work settings, reflecting the difficulty employees face in separating professional and personal responsibilities within a home-based environment.

The findings further show that communication barriers significantly reduce employee job satisfaction by creating misunderstandings, role ambiguity, and coordination problems in virtual work arrangements. In contrast, organizational support emerged as a positive factor that improves employee well-being and job satisfaction, indicating the importance of supportive leadership, flexible policies, and wellness-oriented practices in remote work settings.

Finally, the results confirm that major remote work challenges, including excessive workload, communication barriers, technological difficulties, and social isolation, act as significant predictors of work-from-home stress. Overall, the hypothesis testing supports the broader conclusion of the study that unmanaged remote work stressors negatively affect employee well-being, whereas organizational support can help reduce these adverse effects.

Findings: The findings show that work-from-home stress is not merely a temporary or isolated discomfort but a patterned organizational issue that significantly affects employee well-being. The dominance of work-life imbalance as the strongest predictor suggests that the most serious challenge in remote work lies in boundary erosion between personal and professional roles. This supports the argument of Shockley et al. (2021) that household demands and work expectations often collide in home-based work settings.

The significance of communication barriers and workload also supports Wang et al. (2021), who emphasized that remote work often increases role ambiguity and digital pressure. The findings further align with JD-R Theory because rising job demands are associated with reduced employee well-being when sufficient resources are not available. At the same time, the positive role of organizational support supports COR Theory by showing that supportive leadership and communication can replenish or protect employee resources.

The evidence also suggests that the stress of remote work is not only psychological but also social and structural. Social isolation, technological issues, and reduced team interaction collectively weaken engagement and emotional stability. Therefore, organizations need to treat remote work design as a strategic HR issue rather than simply a logistical arrangement.

Major findings from the study are summed up as follows

1) A majority of respondents experienced moderate to high work-from-home stress, indicating that remote work stress is widespread across sectors.
2) Work-life imbalance emerged as the strongest source of employee stress, making role boundary management the most critical issue in remote work environments.
3) Communication barriers and excessive workload significantly contributed to stress and negatively influenced job satisfaction and work adjustment.
4) Technological issues and social isolation also contributed to employee strain, though their effect was weaker than work-life imbalance and workload.
5) Work-from-home stress showed a significant negative relationship with employee well-being, indicating that higher stress corresponds with lower emotional and professional adjustment.
6) Organizational support showed a significant positive influence on employee well-being, confirming the value of flexible and supportive managerial practices.
7) The regression-style interpretation suggests that employee stress in remote work settings can be meaningfully predicted through identifiable workplace factors.
8) The study confirms the relevance of JD-R and COR Theory for understanding employee experiences in work-from-home environments.

9. SUGGESTIONS

- Organizations should adopt flexible working hours and clear work-boundary policies to reduce work-life imbalance.
- HR policies should clearly distinguish between work time and personal time to reduce continuous availability pressure.
- Periodic counselling and mental health support programs should be introduced to reduce burnout and emotional fatigue.
- Team-building and virtual collaboration initiatives should be strengthened to reduce social isolation.
- Technical support and digital training should be provided to reduce technological stress and improve confidence in remote work systems.

- Fair workload distribution and regular performance review should be implemented to avoid overburdening employees.

10. CONCLUSION

Work-from-home arrangements have significantly changed the professional environment by increasing flexibility and dependence on digital systems. However, the study shows that remote work also creates substantial stress through work-life imbalance, communication barriers, excessive workload, technological difficulties, and social isolation. These stressors negatively affect employee psychological health, job satisfaction, motivation, and organizational commitment.

At the same time, the study demonstrates that organizational support can buffer these negative effects and improve employee well-being. Sustainable remote work therefore requires not only technological readiness but also human-centered management, flexible policies, effective communication, and well-being-oriented HR practices. In analytical terms, the study confirms that employee well-being in remote work settings depends on the balance between job demands and organizational resources.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

None.

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