

MAPPING THE IMPACT OF REMOTE WORK: A BIBLIOMETRIC STUDY ON PRODUCTIVITY AND EMPLOYEE WELL-BEING

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Abstract : The main aim is to conduct a bibliometric analysis to sequentially review the academic literature linking WFH, performance employee well-being. Work from home (WFH) means doing your job or task from the comfort of your own home instead of doing work in workplace use of different digital tools like computers, internet, and other platforms. This analysis is based on a sample of 117 documents published across 87 journals, books and other sources. This study focusses key bibliometric indicators including publication growth rate, citation impact, keyword usage, author collaboration, and geographical contributions. From 2017 to 2025, the 117 documents analyzed average 2.27 years in age and receive about 16.37 citations each. Together, they cite 7,358 references and include 535 keywords and 372 author-provided keywords and total of 405 authors contributed, averaging 3.59 co-authors per paper, with only 7 single-authored works. International collaboration accounts for 23.93% of the publications. The analysis shows how the COVID-19 pandemic adopts the WFH transforming it from an optional perk into a mainstream work model. This shift has re-evaluated the traditional workplace practices, with many organizations now considering hybrid or fully remote arrangement and its impact on employee well-being and performance. Covering a critical period from 2017 to 2025, it uniquely captures both pre- and post-pandemic shifts in work practices and research focus, providing a foundational reference for future investigations in this evolving field.

Keywords: Remote Working, Flexible Work, Employee Productivity, Employees, Performance.

1. INTRODUCTION

Remote work, also known as work-from-home (WFH) means to do task or job from anywhere outside the office or workplace by using various digital tools. The Current study explores how online employment options impact white-collar employee productivity for the understanding of the current research on virtual employment productivity (Marissa Ampe,2022). This study focuses always help the individuals to complete tasks from home, co-working spaces, or anywhere with internet access, with high flexibility and autonomy.

Traditionally, working at a physical workplace has been a major component of both late-industrial and post-industrial. Work-from-home means that an employee performs their job duties from their personal residence rather than going to a traditional office or workplace. Although many employees have historically worked from home and set their own working hours, the standard workday for most employees has typically remained a (9-5) schedule within a specific organization (Nilles,1988). Although telecommuting has long been studied by researchers (Mokhtarian, 2009),

The use of bibliometric and content analysis is closely related to the crisis management. The COVID-19 pandemic has been a rollercoaster, ride with different stages. (Budi Harsanto and Agi Arvian Firmanshay,2022). COVID-19 pandemic is a game-changer for employees, government entities and businesses. It forced to everyone to re-think the way we work and realize the importance of working from home. Suddenly the remote work became a new norm for people doing the job from the comfort of their own homes. (Dandotiya & Aggarwal,2021) It may be full-time, part-time, or occasional, and usually involves using a laptop, internet access, and digital tools. It introduces both benefits and challenges for human resource management organizations and employees adapt to new performance standards in a telecommuting environment (Abulibdeh, 2020). Employees can manage their professional as well as personal responsibilities and reduce stress. Many workers prefer to work from home, even if their offices are nearby. Research show that part-time WFH is particularly focus to working norms, busy professionals, adults, parents with children, and individuals living in larger homes (Fatmi et al., 2022). Teleworking can also remove daily commutes and traffic congestion, improve air quality, increase productivity, and promote a better work–life balance (Harpaz, 2002). Many workers report higher productivity levels at home due to fewer office distractions. In addition, remote work leads to cost savings for both employers and employees, including reduced spending on

commuting, eating out, office attire, utility bills, and office space requirements.

1.1 Significance of employee wellbeing and remote working

This method used to evaluate and measure the impact, influence academic literature using statistical and mathematical tools (Donthu et al., 2021). Study of bibliometric analysis related on published research to understand: Which authors are most influential, what topics are trending which journals or countries publish the most and Impact of remote work on Employee Productivity and well-being Bibliometric analysis can track how an author's work is cited by others, providing insights into scholarly influence and research impact (Aria & Cuccurullo, 2017) Highly cited authors are usually seen as influential or foundational in their field. By analyzing keywords and publication frequency, you can spot which topics are gaining popularity over time. Bibliometric analysis helps researchers identify timely and relevant topics that align with current academic and industry trends, as well as determine which journals frequently publish in a specific domain, aiding in research planning and journal targeting. (Zupic & Čater, 2015) Similarly, identifying leading countries or institutions in a field shows where the most impactful research is being done globally.

This study gives the following research questions:

RQ1. What are the latest trends in this bibliometric study?

RQ2.who are the top productive participants (authors, institutions and countries) in this bibliometric analysis?

This bibliometric study analysis is from 2017 to 2025 and comprises 117 documents from 87 different journals, books, and other publications. It reflects annual growth rate of 9.05%, with documents averaging 2.27 years in age and receiving an average of 16.37 citations each. In total the documents include 7,358 references. The content is filled with 535 Keywords Plus terms and 372 author-provided keywords. A total of 405 authors contributed, with only 7 documents being single-authored. Collaboration is prevalent, with an average of 3.59 co-authors per document, and international co-authorship accounts for 23.93% of the works. It highlights the distribution of research across different geographic regions, with the USA and India emerging as the most prominent contributors, each having 63 and 62 occurrences respectively. Germany and the UK are also key players, both contributing 31 instances each, followed by Malaysia with 26 indicating strong research in these regions. Other include Italy (24), Indonesia (19), and the Netherlands (14), all of which are relatively active in the research domain. Countries like Poland, Australia, and Spain contribute moderately with 10 occurrences each, while Belgium, Denmark, and Norway show lower frequencies. Regions such as Thailand, China, France, Pakistan, and Austria contribute 6 to 5 occurrences, showing a steady but smaller research

footprint. At the lower end of the countries like Cyprus, Hungary, Romania, Finland, and Japan contribute 5 or fewer instances, demonstrating less frequent research activity. Meanwhile, countries like Canada, Israel, and the UAE show limited participation with just 3 occurrences each.

The rest of this review is organised into the following sections insight from bibliometric analysis, conceptual and social structure analysis and concludes by summarizing the key findings, outlining the future, directions research directions and discussing the implications of the study.

2. REVIEW OF LITERATURE

Pre-Pandemic Era

Remote work was primarily limited to freelancers, IT professionals and specific industries. (Messenger & Gschwind, 2016). Before COVID-19, remote work was rare and often seen as a privilege or perk rather than main stream working (Choudhury, Foroughi, & Larson, 2021) model. It was mostly limited to freelancers, consultants, tech startups, global teams in multinational corporations (Wang et al., 2021). Most companies still preferred traditional office-based work to maintain face-to-face collaboration, direct supervision, and organizational control (Bloom et al., 2015). Remote work was more common among senior professionals, not entry-level employees. (Allen, Golden, & Shockley, 2015) It was often used occasionally, such as for handling personal matters, bad

weather, or business travel. (Felstead & Henseke, 2017).

COVID-19 Impact

The pandemic forced companies worldwide to shift to remote work, making it a mainstream work model. Post-Pandemic trends many organizations continue hybrid work models, investing in remote infrastructure and policies to sustain long-term flexibility. As technology continues to evolve, remote work is expected to become a permanent feature of modern work culture. In early 2020, lockdowns forced millions of employees to work from home almost overnight. From Option to Necessity what was once a flexible perk became a standard operating model across industries. Companies quickly adopted digital tools like Zoom, Microsoft Teams, Slack, Trello, and cloud platforms. Massive investments in IT infrastructure and cybersecurity were made to support remote operations. COVID-19 lead to increase of hybrid work, where employees split time between home and office. In figure 1 show the Impact of remote work benefits and challenges and many companies adopted “work from anywhere” policies permanently (e.g., Twitter, Facebook). Extended isolation and blurred work-life boundaries led to burnout and stress for some.

Use of Remote Work During COVID-19

In Widespread Adoption many businesses shifted to remote work as a safety measure to prevent from the virus. There is an

increase of technology dependence Companies depend on digital tools such as Zoom, Microsoft Teams, Slack, and cloud computing to maintain flexible Work arrangements and Organizations implemented hybrid work models and virtual collaboration methods expansion beyond traditional office jobs even industries like education and healthcare adopted remote-friendly practices through online teaching. The pandemic forced companies worldwide to shift to remote work almost overnight. Even businesses that were against remote work had to adapt to survive. It fast-tracked digital transformation in many industries. Traditional 9–5 office culture was challenged. Organizations became more focused on productivity over physical presence. Increased trust in employees working independently many employees reported higher productivity at home, thanks to fewer distractions and no commuting, others struggled with isolation, lack of structure, or home-related distractions.

Companies hiring from a global talent pool, no longer restricted by geography. Opened up opportunities for people in remote or underdeveloped areas. Extended isolation and blurred work-life boundaries led to burnout and stress for some. Companies began focusing more on mental health support, flexible hours. COVID-19 forced businesses, schools, and organizations to quickly shift to remote work to comply with lockdowns and social distancing. Millions of workers worldwide experienced remote work for the first time. Remote work kept

businesses operational during lockdowns, ensuring workflow and communication without physical presence. It helped in reducing virus transmission by minimizing physical interactions.

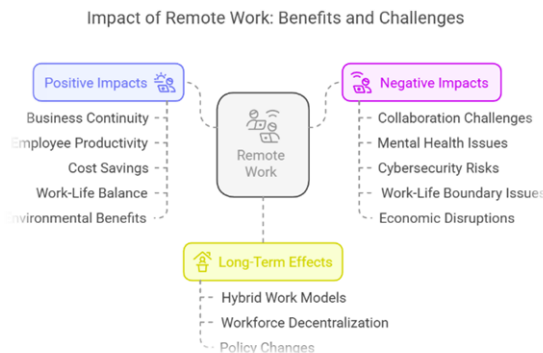


Figure: 1 Impact of remote work: Benefits and challenges

Source: Authors' Own Creation.

3.RESEARCH METHODOLOGY

3.1 Bibliometric analysis

In depth literature review plays a crucial role in research in any field by existing study. (Batra et al.,2023; Zupic and Cater, 2015) It always increase objectivity in the literature review by scanning articles and identification of existing trends. Bibliometric analysis use the performance analysis and science mapping technique. It always accesses the contribution of the research constituents, such as authors, source, affiliation and countries (Donthu et al.,2021)

3.2 Data

We gather a data from SCOPUS bibliometric provided by Clarivate Analytics. This database is renowned for its vast collection of published article and citation from around the world, making it go to resource for researcher. This data well-suited from R Studio for bibliometric analysis because of its inclusion of documents from top-tier journals (Goyal and Kumar, 2021; Korom, 2019; Prado et al., 2016).

4.ANALYSIS

4.1 Main descriptors

Table 1 shows the description of research analysis with dataset spans from 2017 to 2025 and comprises 117 documents from 87 different journals, books, and other publications as presented in Table 1. It reflects annual growth rate of 9.05%, with documents averaging 2.27 years in age and receiving an average of 16.37 citations (Table 1). In total, the documents include 7,358 references. The content is enriched with 535 keywords Plus terms and 372 author-provided keywords. A total of 405 authors contributed, with only 7 documents being single-authored. Collaboration, international co-authorship accounts for 23.93% of the works. All documents in the dataset are categorized as articles.

Table 1: Description research.

Description	Results
Timespan	2017:2025

Sources (Journals, Books, etc)	87
Documents	117
Annual Growth Rate %	9.05
Document Average Age	2.27
Average citations per doc	16.37
References	7,358
DOCUMENT CONTENTS	
Keywords Plus (ID)	535
Author's Keywords (DE)	372
AUTHORS	
Authors	405
Authors of single-authored docs	7
AUTHORS COLLABORATION	
Single-authored docs	7
Co-Authors per Doc	3.59
International co-authorships %	23.93
DOCUMENT TYPES	
Article	117

(Source: Biblioshiny, R Studio)

4.2 Annual scientific production

Table 2 provides an overview of annual scientific article production from 2017 to 2025 revealing a dynamic pattern of growth, decline, and recovery over the years. In 2017, scientific output start at a low point with just 3 articles, possibly marking the early stages of a research initiative. A significant drop appears in 2018 with no

articles published. which may suggest a pause in research activities due to shifting priorities, funding changes, or data collection efforts. The publication of 1 article in 2019 indicates a slow recovery and possible transition period. A remarkable upward trend began in 2020 with 4 articles, reflecting a resurgence in research activity, which increase in 2021 with 13 publications. This sharp increase signals a potential turning point, possibly driven by increase collaboration, increased funding, or more structured research efforts. The forced continued into 2022 with 22 publications and peaked in 2023 at 30 articles, showing that the research program had become highly productive and likely well-established. In 2024 even with a slight drop to 38 articles. The output remained strong, possibly reflecting normal fluctuations or the completion of major projects. In 2025 saw a steep decline to only 6 publications. This drop may show temporary setbacks such as changes in staffing, funding, or strategic shift toward higher-quality outputs. Figure 2 also discuss about the annual scientific production, Overall, the data reveals a growing and evolving scientific environment with peaks of high productivity and irregular slowdowns. These changes in output are likely influenced by both internal factors like team structure, research goals, and project timelines and external factors including funding available and global situations. The changes the long-term shows important progress and increasing research capacity over time, highlighting the

challenges and complexities of sustaining consistent scientific productivity.

Table 2: Annual scientific production

YEAR	ARTICLE
2017	3
2018	0
2019	1
2020	4
2021	13
2022	22
2023	30
2024	38
2025	6

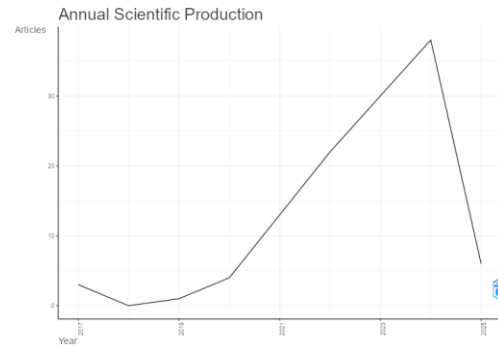


Figure 2: annual scientific production
(Source: *Biblioshiny, R Studio*)

4.3 Three field plot

Figure 3 discuss about three fields plot (also known as a Sankey diagram) state relationships between countries (AU_CO), authors (AU), and research topics or keywords (DE). On the left side various countries such as Malaysia, the United Kingdom (Michaelides G and Rana M) Denmark (Ipsen et al., 2021), and the USA are listed and they prominent, indicating strong research contributions in this domain these countries have the higher rank and they are connected by flowing lines to individual authors in the center, such as Michaelides G, Rana M, and Ipsen C. The authors, in turn, are linked to research themes on the right, including various keywords “COVID-19, well-being, working from home, and teleworking stress, Mental health, Emotions, Work productivity. These indicate a strong focus on both organizational productivity and employee psychology during remote work phases caused by the pandemic. This visualization effectively shows the contribution of specific countries and authors to certain

research areas, particularly those influenced by the COVID-19 pandemic

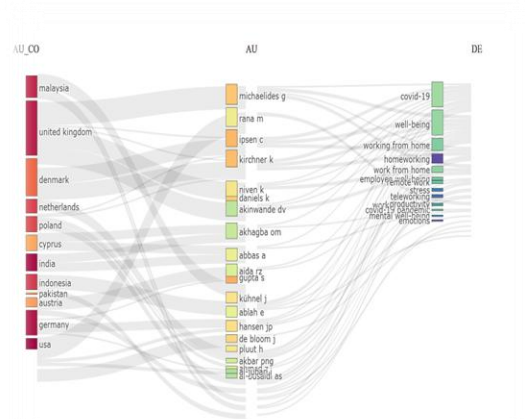


Figure 3: Three field plot
(Source : Biblioshiny, R Studio)

4.4 Lotkas law

Table 4 provide an overview of Lotkas law. bibliometric law used to evaluate the authors scholarly productivity in domain and this table summarizes the authorship pattern and article frequency in a dataset of scientific publications. It provides insights into how many authors contributed to how many articles, and how frequently these patterns occur and represent 394 authors (out of the total) contributed to only One article this represents 97.28% of all authors, and shown frequency (0.972839506) .It suggests a high proportion of single-contribution authors, which is common in emerging or collaborative research areas.Only7 authors wrote two articles this accounts for approximately 1.73% of the total author population. These might be moderately active researchers in the field or part of ongoing projects. Just 4 authors are

responsible for three articles each. This group represents about 0.98% of the total.

Table 4: Lotkas law

Number of articles	Number of authors	Number of frequencies
1.	394	0.972839506
2.	7	0.017283951
3.	4	0.009876543

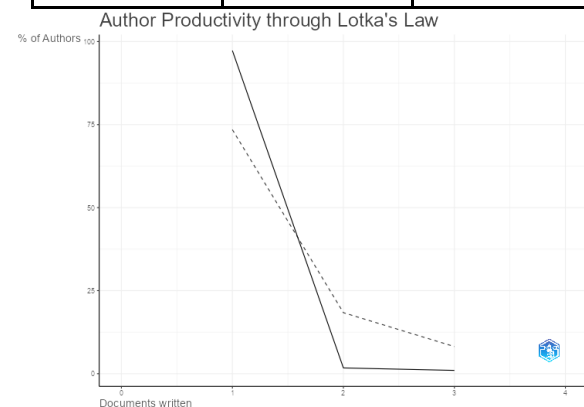


Figure 4: Lotkas law
(Source: Biblioshiny, R Studio)

2.5 Most prominent geographic region

Table 5 presents most prominent geographic region. It helps us understand the geographic distribution. Its show USA (63 articles). The highest contributor, accounting for global leadership in scientific research reflects the USA's strong research infrastructure, funding, and interest in topics like remote work, public health, and organizational behavior. India (62 articles) almost equal to

the USA, showing India's growing research output, especially in IT, management, and workplace studies. Germany&United Kingdom (31 each) strong research cultures, particular in organizational studies, social sciences, and digital workplace trends. Both countries are leading European contributors and host many international research institutions. Malaysia (26 articles) Malaysia's relatively high output reflects its growing investment in higher education and research on digital transformation and employee well-being in Southeast Asia. Italy (24 articles) Italian researchers have actively contributed to health, behavioral science, and policy studies, especially during the COVID-19 period. Indonesia (19), Netherlands (14), Poland (11), Australia (10), Spain (10) Countries with steady research outputs, often focusing on region-specific workplace trends or collaborating with global institutions. Countries like Belgium (9), Denmark (9), Norway (8), Thailand (7), China (6), France (6), Pakistan (6), Austria, Cyprus, Hungary, Romania (5 each) show moderate engagement, nations such as Finland, Japan, Canada, Czech Republic, Israel, Turkey, UAE and others have contributed fewer papers. Figure 5 also represent the prominent region. This may reflect either limited research focus in this specific field, smaller population of researchers, or fewer international collaborations.

Table 5: Most prominent geographic regions

1.USA	63
2.INDIA	62
3.GERMANY	31
4.UK	31
5.MALAYSIA	26
6.ITALY	24
7.INDONESIA	19
8.NETHERLAND S	14
9.POLAND	11
10.AUSTRALIA	10

Country Scientific Production

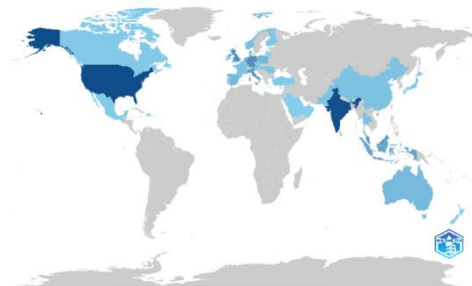


Figure5: Most prominent geographic region

(Source: Biblioshiny, R Studio)

4.5 Word cloud

Table 6 explain the terms and their frequencies and these keywords likely

reflect a bibliometric analysis or keyword frequency analysis from scientific literature or database queries, most likely related to COVID-19 mental health. Demographic categories play a critical role in these studies. Additional population groups like child (10), adolescent (6), and aged (5) reflect that the studies encompassed all age groups. The repeated use of *human* (31) and *humans* (26) reinforces that the focus is on human subjects, often within psychological, social, and occupational research. A major area of concern is the shift in working conditions due to the pandemic. Keywords like work from home (28), telecommuting (23), and teleworking (13) suggest a heavy emphasis on remote work. Other related terms such as workplace (21), work environment (11), working conditions (15), employee (12), workengagement (10), productivity (12), workload (8), and job performance (5) indicate research on how remote work influenced occupational structure, performance outcomes, and engagement. Mental health (22) is a crucial theme, with related terms like psychological well-being (14), wellbeing (10), anxiety (6), depression (5), and burnout (6) showing that the pandemic affected emotional and psychological states. These are often linked with work-life balance (16) and job satisfaction (18), especially as many people struggled to adapt to remote work while managing personal and professional responsibilities. The mention of child care (5) also supports this, pointing toward the burden placed on working parents. Research methodology terms such as controlled study

(11), questionnaire (11), surveys and questionnaires (7), and cross-sectional study (6) show that most of the data were collected via observational and survey-based methods. The use of human experiment (8) may imply some experimental designs, though fewer in number, likely due to ethical limitations during a health crisis. Disciplinary keywords like epidemiology (9), psychology (9), and occupational health (9) suggest a multidisciplinary approach blending public health, behavioral sciences, and workplace safety. Other interesting terms include leadership (6), which may reflect the role of management during crisis handling, perception (6), highlighting subjective experiences, and lockdown (6), referring to the strict containment measures that influenced both health and work environment. Finally, the term Germany (5) may indicate the presence of country-specific research or comparative studies involving that nation, possibly serving as a representative sample or case study location.



Figure 6: word cloud
(Source: *Biblioshiny, R Studio*)

4.6 Trend topics

Figure 7 represents a temporary analysis of keywords related to academic publications. Now its Communicable disease control Frequency 8 Peak relevance early Most articles came out in 2021 75% by 2022 show an early pandemic focus on disease control strategies Depression. Frequency 5 Concentrated in 2021–2022, suggesting early mental health concerns during the pandemic. Germany frequency 5 first appeared in 2021 but lasted through 2024, showing geographic interest over time. COVID-19 Frequency 48 Median year 2022, most articles by 2023 showing a central research theme peaking around 2022. Pandemic very similar to COVID-19 in trend frequency 45 concentrated in 2022–2023. Adult Studied consistently from 2021 to 2024 likely reflecting broad demographic analysis over time. Mental health became more prominent from 2022 with peak publication activity continuing through 2024—reflecting growing concern over psychological effects. Work-life balance & psychological well-being Median year: 2023; studies peaked more after the pandemic's peak, showing focus on post-pandemic work dynamics. Burnout emerged latest among all terms, starting in 2023 and peaking in 2024—indicating delayed but growing attention to long-term workforce stress. Cross-sectional study methodology focused term with most use from 2022 onward, peaking in

2024—suggests increasing methodological rigor in recent research.



Figure 7: Trend topics.
(Source: Biblioshiny, R Studio)

4.7 Thematic map

Table 7 represent the thematic clusters around the topics of COVID-19, mental health, SARS-CoV-2, burnout, job performance, and others. The largest and most central cluster is COVID-19 (Cluster 4), with the highest frequency 509 terms, and strong values Callon Centrality (82.21) and PageRank Centrality max 0.0301 for human. Key terms include work from home, telecommuting, pandemic, and job satisfaction, indicating a strong focus on workplace transformation during the pandemic. The mental health cluster (Cluster 2”) is the second largest (151 terms) reflecting deep exploration into psychological well-being, anxiety, questionnaires, and work environment. It also holds high density (99.71), suggesting internal cohesiveness and a mature research

area. SARS-CoV-2 (Cluster 1), with 85 terms focus *wellbeing*, *work engagement*, *lockdown*, and *disease control*.

Table 7: Thematic Map

Cluster	CallonCentrality	CallonDensity	RankCentrality	RankDensity	ClusterFrequency
sars-cov-2	17.4960996	105.749263	8	9	85
mental health	44.8934016	99.7142137	9	7	151
Leadership	2.01666667	87.5	4	6	8
covid-19	82.2134099	84.175253	10	5	509
Burnout	10.97	165.401235	7	10	51
job performance	6.46111111	99.9722222	5	8	24
united states	7.72222222	63.3333333	6	3	14
conceptual model	1.25	75	3	4	6
well being	0.54166667	25	2	1	4
Personnel	0.16666667	33.3333333	1	2	3

While it has lower centrality (17.49) it is dense (105.75) reflecting focus research tied to public health and societal impacts.

The burnout cluster (Cluster 5) shows high density (165.4), featuring topics like depression, sleep quality, health behavior, and self-report, highlighting occupational stress and mental fatigue during the pandemic. Job performance (Cluster 6) and leadership (Cluster 3) clusters focus on job stress, qualitative analysis, self-efficiency, and *HR* management, showing organizational response to crisis. Smaller clusters like United States, Conceptual Model, and Well-being reflect more niche

research areas. Overall, the data reveals an intertwined landscape of pandemic-driven changes in health, work, and behavior, with strong emphasis on psychological resilience, remote work, and organizational adaptation.

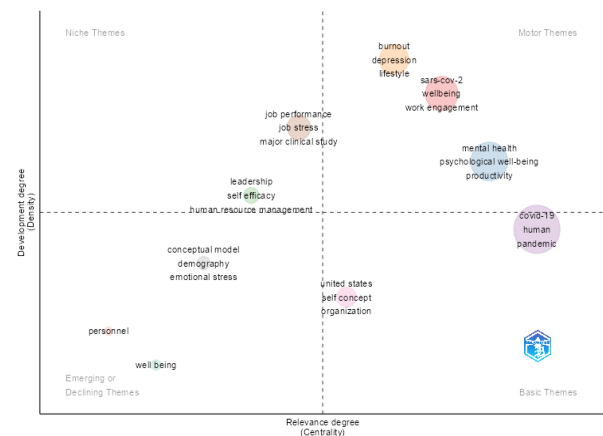


Figure 8: Thematic map
(Source Biblioshiny, R Studio)

4.8 Key-words Co-occurrence

This network analysis reveals that structure and influence of key terms across five thematic clusters centered around the COVID-19 pandemic, remote work, employee well-being, and organizational responses. This cluster also includes various terms on remote work arrangements like remote working, lockdown, homeworking highlighting the massive shift in work models during the pandemic. Cluster 2 focus the evolving landscape of remote work rank employee well-being and work-from-home integrating bibliometric analysis. Cluster 3 focus on work engagement and technostress, pointing toward psychological responses to digital work environments. Cluster 1 explores traditional organizational

constructs like job demands and resources, less central but foundational. Blue Theme shows Work-Life Balance and Employee Well-being were shaped by the rapid shift to remote work during COVID-19. Remote work offered flexibility and reduced commuting which initially improved work-life balance for many employees. However, prolonged home-based work blurred professional and personal boundaries, resulting in longer working hours, increased multitasking, and difficulties disconnecting from work. Employee well-being was directly linked to how effectively workers managed these boundaries. Studies indicate that inadequate separation of work and home life stress, technostress, and burnout, particularly for employees with caregiving responsibilities. Conversely, organizational support, autonomy, and access to digital resources improved job satisfaction and reduced strain. Meta-analyses also suggest that remote work positively influenced psychological well-being when employees were able to exercise schedule control and receive managerial support. Yet, over exposure to digital communication channels led to fatigue and emotional exhaustion. The purple cluster focuses on how employee engagement and distance management were affected by remote working and lockdowns during COVID-19. Sudden transitions to homeworking created significant challenges for managers in maintaining team cohesion, communication, and engagement. Engagement levels dropped in many organizations as employees struggled with blurred boundaries, lack of social contact, and uncertainty during lockdowns. Research shows that transformational leadership, transparent The yellow cluster explores how the COVID-19 pandemic reshaped productivity, job satisfaction, and mental

well-being, with particular attention to gender differences. While remote work enhanced productivity for some employees by reducing commuting time and workplace distractions, others experienced decreased efficiency due to digital fatigue, multitasking, and household interruptions. Studies revealed that women, especially working mothers, faced disproportionate household and caregiving responsibilities, which negatively impacted their productivity and mental well-being compared to male counterparts

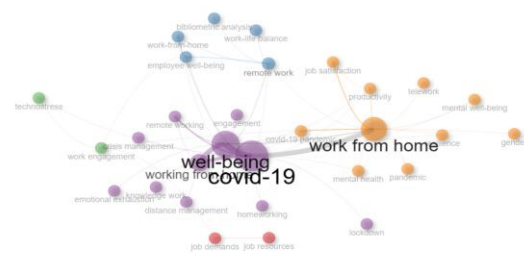


Figure 9: Key words occurrence
(Source: *Biblioshiny, R Studio*)

4.9 Discussion

Adopt a Hybrid and Flexible Approach the number of employees has increased. Consider the various benefits of WFH, such as increase performance, job satisfaction, with better well-being of the employees. Many organizations are capable of implementing teleworking solutions without much thought. These problems are common among homebased workers, individuals who are devoted to working from home may easily locate. This bibliometric study was conducted with the providing summary as well as prominent conceptual literature on

the topic of working from home. To address the first research question (RQ1), analyzing the publications over time discovered that the study involved 117 publications published between a period from 2017 to 2025. These publications use science mapping and network analysis via VOS viewer software. This shows the status of research, current trends, productive publications, co-citation, co-keyword networks and content analysis of WFH using bibliometric analysis of literature along with network mappings of all the data retrieved from the database of Scopus. this idea of working from home is a promising area of study that has the potential to create a revolution in workers' productivity, well-being and quality of work-life and personal life.

Implement flexible hybrid models diverse employee needs. Allow employees to choose their work environment redefine productivity metrics focus on outcomes and deliverables rather than hours worked. Prioritize employee well-being provide mental health support, burnout prevention training, and access to counseling, encourage breaks, "right to disconnect" policies, and manageable workloads or many other things are developing self-management skill set boundaries, upskill continuously, expand digital infrastructure, encourage remote work hubs etc. There are certain limitations Bibliometric analysis counts things like citations, publications, and keyword frequency, but it doesn't analyze the content or context of the studies. Employee productivity and well-being are

complex and subjective—bibliometrics cannot capture emotions, behavior, or lived experiences. Highly cited articles are not always the most relevant or up-to-date. Some important studies may be new and not yet widely cited, or published in less popular journals, making them less visible in a citation-based approach. Most bibliometric tools (like Scopus, Web of Science) favor English-language journals, missing out on regional or non-English research, which may have local insights on remote work. Also, many studies in HR or psychology may be published in books or non-indexed journals, which bibliometric tools may ignore. Bibliometric data reflects what has been published and cited, which can lag behind real-time trends. For a fast-changing issue like COVID-19's impact on remote work, recent findings may not yet have enough citations to be captured effectively. Well-being is subjective and multi-dimensional (emotional, social, physical, etc.), For example, "remote work" in the tech industry may not apply to healthcare or education sectors—but bibliometric clustering might not distinguish this nuance. Bibliometric methods can show trends, patterns, and connections between publications but cannot explain cause-and-effect relationships. Understanding why remote work affects productivity or well-being requires qualitative methods, surveys, or experiments.

5. IMPLICATION OF STUDY

5.1 *Theoretical implications*

Decentralization, Remote work challenges traditional hierarchical models, pushing organizations toward flatter, more decentralized structures. In Virtual Organizations theories now emphasize networks and ecosystems rather than physical presence. Self-Determination Theory Autonomy in remote work can increase intrinsic motivation and job satisfaction or in Expectancy Theory Clear goals and rewards become essential in a remote setup misalignment can lead to disengagement. In Communication choosing the right communication tools (video calls, chat, email) becomes crucial to handle complex tasks and ambiguity. Work-Life Boundary theory always blurs the line between personal and professional life, which complicates boundary management and leads to the need for revised work-life balance models.

5.2 Practical implications

There will be the cost reduction like savings on real estate, utilities, and commuting benefits. We Can hire talent regardless of geographic location. There will be the Cybersecurity Risks Higher reliance on secure digital infrastructure and data protection policies. Work-Life Overlap difficulty in disconnecting from work, leading to overwork or burnout. For Technology and Infrastructure Increased Use of Collaboration Tools Surge in tools like Zoom, Slack, Microsoft Teams, etc.

5.3 Social Implications

The shift to Work from Home (WFH) after the COVID-19 pandemic has significantly reshaped social and organizational life, with

huge implications for employee well-being. Bibliometric analysis of the literature highlights that WFH is not merely a technological or managerial change but a deep social transformation affecting individual, family, and societal dynamics. One of the most discussed social impacts is the blurring of work-life boundaries which has led to both increased flexibility and work-related stress. Studies frequently link WFH with issues like mental health challenges, social isolation and especially in the absence of structured support systems. Conversely many individuals report improved work-life balance, greater autonomy, and reduced commute-related stress—factors contributing to enhanced well-being. The data also shows an increased focus on gendered experiences where women often face dual burdens of paid and unpaid care work, highlighting the need for inclusive remote work policies. Digital inequality also emerges as a concern, with access to technology and digital literacy becoming new social determinants of productivity and well-being. WFH impacts extend beyond individual productivity to influence social relationship, psychological resilience, and equity in the workplace. The bibliometric patterns suggest a sustained scholarly interest in understanding and addressing these complex, multidimensional implications through interdisciplinary frameworks.

6.FUTURE RECOMMENDATIONS

The findings of this study have highlighted the evolving nature of remote work, particularly COVID-19. While remote and hybrid models have proven their potential to improve flexibility, work-life balance, and global collaboration, they have also introduced challenges related to mental health, communication, and digital infrastructure. Based on the analysis, the following recommendations are proposed for researchers, policymakers, and organizations to shape the future of work in a sustainable, equitable, and productive way.

Promote Hybrid and Flexible Work Models. However, the “one-size-fits-all” approach does not work for every individual or industry. For employers Provide clear guidelines on remote work eligibility, expectations, and performance measurement. Allow flexibility for employees with caregiving responsibilities or health concerns while ensuring fairness in access to hybrid opportunities. For employees Develop personal work strategies that balance productivity with mental and physical well-being. For policymakers: Support flexible work legislation that protects workers’ rights to request remote or hybrid arrangements without fear of discrimination. Redefine Productivity Metrics Traditional metrics such as hours spent in the office are less relevant in remote settings. Organizations should shift toward outcome-based performance evaluation that focus on tangible results rather than physical presence. Ensure that performance assessments consider quality, creativity, and collaboration, not just speed or quantity of

output. Avoid excessive digital monitoring which can erode trust and damage employee morale. This change in measurement will also support employees in self-managing their workload and achieving a better work-life balance. Invest in Employee Well-Being and Mental Health: The pandemic revealed that well-being is not just a personal matter—it is a core driver of productivity and organizational sustainability. Organizations should take proactive steps to prevent burnout and mental health issues in remote settings, encourage regular breaks, the “right to disconnect” after work hours, and reasonable workload distribution. Create peer support groups and informal online spaces for social interaction, reducing the sense of isolation that many remote workers experience.

Well-being programs should not be treated as optional perks but as essential elements of the workplace strategy. Strengthen digital Infrastructure and cybersecurity, remote work heavily depends on technology, making digital readiness a key success factor. For organizations, invest in reliable, high-speed internet access, cloud-based collaboration platforms, and secure communication tools provide cybersecurity training to all employees, covering phishing risks, password management, and data privacy encourage Lifelong Learning and Digital Skills Development: The shift to remote work has accelerated the need for new skills, from virtual collaboration to self-management. Organizations and educational institutions should work together to create continuous learning opportunities, offer

upskilling and reskilling programs in areas like digital literacy, project management, and remote leadership, encourage employees to participate in online courses, webinars, and workshops to keep pace with evolving work tools and practices, recognize and reward employees who actively invest in their own skill development. This approach not only benefits individual career growth but also strengthens the organization's adaptability to future changes.

7.LIMITATIONS

Bibliometric analysis focuses on numbers citations, publication counts and keyword patterns—so it cannot capture deeper meaning, emotions, or lived experiences. Productivity and well-being are complex, personal concepts that cannot be fully measured through bibliometric data alone. Important new studies may be overlooked if they have not yet gained many citations.

Relying on databases like Scopus creates a bias toward English-language research, excluding valuable work in other languages. Research in books, conference papers, and industry reports is often not included in such databases. Bibliometric trends reflect past research and may lag behind fast-changing realities like the COVID-19 pandemic. Keyword grouping can sometimes oversimplify results, combining findings from very different industries or contexts.

8.CONCLUSION

The transformation of work practices over the last decade, particularly COVID-19

pandemic, has established remote work and hybrid arrangements as defining features of the contemporary workplace. This bibliometric analysis of 117 documents spanning 2017 to 2025 provides a systematic mapping of how scholarly research has evolved in relation to remote work, employee productivity, and well-being. By capturing both pre-pandemic and post-pandemic perspectives, the study contributes a valuable meta-level understanding of the research landscape, thematic priorities, and collaborative networks across countries, institutions, and authors.

At its core, the evidence illustrates that remote work is no longer a niche phenomenon restricted to freelancers or technology professionals, but a mainstream organizational practice shaping employment across industries. Before the pandemic, telework was considered an optional benefit or a flexibility measure, often associated with senior professionals or highly skilled knowledge workers. However, global lockdowns transformed remote work into a necessity, compelling millions of employees and employers to adapt to new modes of collaboration overnight. This sudden transition catalyzed new streams of research, generating an exponential rise in publications after 2020. The annual growth rate of 9.05% highlighted in the dataset not only reflects scholarly momentum but also underscores the urgency with which the academic community sought to examine the multifaceted implications of remote work.

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