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EXPLORING THE EFFECTS OF HOME-BASED WORK ON IT PROJECT MANAGEMENT: INSIGHTS INTO TEAM COORDINATION AND DEADLINE COMPLIANCE IN VIRTUAL ENVIRONMENTS

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ABSTRACT

By looking at the connections between telework, virtual environments, work-life balance, and productivity, Research analyses how telework affects IT project management. PLS-SEM was used to find eight anticipated correlations between five factors in 202 remote IT workers' replies. Strong validity and reliability were confirmed by the structural model, which also confirmed large positive correlations between constructs. Results show that working remotely improves work-life balance, work environment, and productivity. Work-life balance was the biggest factor affecting productivity and job performance, thus managers had to address it despite its poor performance. Job performance and productivity were positively correlated, and the work environment was crucial. The study integrates productivity, environment, and balance elements into a single model and gives IT administrators real tools to enhance digital infrastructure, design supporting policies, and increase worker well-being. The research emphasises balancing people and technology for virtual IT project success.

KEYWORDS: Home-based work, IT project management, productivity, work–life balance, virtual teams.

INTRODUCTION

The dramatic transition to home-based working has transformed the way in which businesses work on projects, and never more so at a time when virtual teams and virtual collaboration tools are synonymous with how the IT department and other traditionally office-based departments now need to operate. While distance work was emerging as a trend even prior to COVID-19 (Jarvenpaa et al., 2018), the worldwide crisis has accelerated its adoption and it will most likely become a stable feature

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of work in the contemporary era. al. 1998; Grevins et al., 2002). We know that there has been and there is a lot of content brought and still bringing from remotely working, but still. On one level — with the Covid-19 pandemic halting the usual rhythms of activity, including travel — many of us have been working from wherever we are. Project management, which largely relies on planning with a lot of coordination, communication, and timely achievement of tasks has perhaps been one of the hardest hit, and this has made it more complex for those of us who are project manager and team leader. Also, history will prove this description inadequate after most of next year's discussions - in terms not only for Chinese people but also for our counterparts around the world, who have experienced different dimensions to their homes brought by pandemics of their own making. Many people still retain this function, of course - if they can manage facilities and equipment at their family homes without affecting the daily life or welfare provided by condominium installations! Working remotely changes everything, as well as causing troubles for strapholders. It introduces complexity into the reproducibility of the office environment-worker interaction (Nicholson et al. It now appears that about 45% of white collar workers are spending the larger part of their day on the internet. 2022; Davis et al., 2023.). Reassuring that work from home may improve performance, research on possible advantages usually follows suit. The emphasis is on quiet. Plane watching players don’t maintain this consistently pleasing display of form (Ruoyu et al. However, reports from the field show that secretarial and administrative staff who work as attendants inside cyberspace only get about three hours 'good time' each day out of an eight hour shift. 2022; Stevens et al., 2022; Yang et al, 2023.)

And an environment that fosters flexible work can produce individual happiness and productivity alongside better work – life balance (Viser et al. The thunderstorm scenario was planned for the purposes of this study. In a chaotic environment like that, would people make better decisions if they had somewhere calm to sit and ponder 2022; Acevedo et al., In addition to these findings, the same flexibility raises their own problems: communication problems, coordination problems and technology-related stress. 2023; Vainio et. al., 2023.) After seeing what the current situation is, they should never have invested pesos (Ko et al. It is much more relaxing to the ears without buzzing. 2021; Cuthbert et al., 2022).

Former president of China Jiang Zemin once said, "You can never conquer the sky, it's just too vast and high. Give up this power struggle. Is Earth actually better than Heaven? Heaven has no ranks or titles; Earth has. People in Heaven get what they need, Earth does not. Heaven is everlasting; Earth is forever and only. As heaven, so below. " In IT project management, we need to make sure that employees are balanced. It is not only for their own self-improvement, but also the advantage of the whole project sometimes taking place in virtual environments.

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OBJECTIVE:
Exploring how home-based work effects IT employee's productivity, work environment, work–life balance, and job performance in IT project management.

Conceptual Framework & Hypothesis:
As people spend more time on homework, scholars are interested in how it affects productivity, concerns relating to IT project management, balance maintain in both work and life, and the workplace. Previous work has offered significant information on these topics, but it has also shown major gaps that our study would address. While early research addressed telework across industries, little has been done to analyze the relations among the variables above in the context of the managing IT projects and, in particular, of complying with deadlines and synchronizing teams in a distant environment. This research synthesises these disparate data and sheds light on how telework affects IT project performance by evaluating eight hypotheses.

Productivity and work performance of employees have been widely researched across the academic spectrum. Previous research highlighted that task outcomes in virtual environments are contingent upon effective communication and potential to maintain joint productivity (Jarvenpaa et. al. 1998; Grevins et al., 2002). Later research conducted by Santillan et al. (2023) argued concluded that if work environment is hybrid work it improves performance and job satisfaction but not quantified job performance. According to Mueller et al. (2024), agile IT project managers suffer identity difficulties that might affect how productivity is portrayed as performance. Even with these results, no empirical study has explored whether productivity directly affects IT project management performance, leading to H1.

Work environment is yet another decisive factor in determining productivity. Research such as Beise et al. (2010) and Reunamäki (2023) indicates that remote agile teams often face coordination difficulties, which affect productivity. Chabik (2024) confirmed that agile implementation is most vulnerable to the context of communication tools, organisational support, and administration practices. Also, El Khatib et al. (2023) illustrated in the industry that remote project settings influence managerial performance. However, there is little research on how supportive settings improve IT efficiency and performance, despite the extensive literature on the challenges. H2 and H3 use this "gap" to hypothesise that home IT project settings affect performance and productivity.

By the way., arrangements themselves have been analyzed from many perspectives. Vuchkovski et al. (2023) suggest that the virtual dimension is vital for groups to migrate from face-to-face to virtual/online, affecting efficiency and flexibility. Castonguay et al. (2024) showed how GIS and BIM might improve project-oriented workflow. All this information suggests that digital remote-working

may boost productivity. However, in most studies the main issue is technology use and work organisation, and not the specific home-based work effect on the work environment and productivity. This gap guides H4 and H5.

The work-life balance has recently emerged as a central focus of research on remote work. According to Patanjali and Bhatta (2025), workers' capacity to manage work and personal life is impacted by organization-cum-human capital difficulties. Anakpo et al. (2023) concluded of their extensive study that interventions promoting work-family balance may reduce productivity outcomes; nevertheless, organised studies have shown conflicting findings regarding the effects on job satisfaction and productivity creation. McPhail et al. (2023) confirmed that remote work improves sustainability and worker health. Yet, even with such efforts, empirical research directly connecting work–life balance to IT project performance remains limited, making room for this study's hypotheses H6, H7, and H8.

Research gaps may be found. First, there are no complete models that incorporate work-life balance, remote work, productivity, and performance (Santillan et al., 2023; Gibbs, 2023). Many studies have examined these themes independently. Second, contextualised research is found in construction (El Khatib et al., 2023), finance (Al Mohamed, 2024), and software (Chabik, 2024; Cucolaș & Russo, 2023). Few examine IT project management since the sector relies on deadlines and agile methods. Lastly, there is a dearth of empirical evidence supporting the dual mediation impact of work-life balance on work-from-home and productivity/performance, despite the relevance of this concept being emphasised by Darouei et al. (2023) and Lee (2023).

By doing so, this research fills a knowledge vacuum in the fields of information systems, project management, and organisational behaviour. It builds on prior studies by assessing team collaboration and deadline adherence in virtual IT settings and looking at how these factors influence productivity, work-life balance, and the working environment. The integrative approach distinguishes the research from earlier fragmented investigations.

Thus, the conceptual model logically integrates the indicated constructs. The model reveals productivity directly affects performance (H1), while the work environment moderates both (H2 and H3). Work-life balance, productivity, and work atmosphere are projected to improve with remote work. Finally, work-life balance should strongly impact performance (H8) and productivity (H7). All of this suggests that the suggested theories address key gaps in IT project management literature.

H1: Virtual IT project management outcome depends on worker productivity.
H2: The work atmosphere boosts employee productivity while working on IT tasks from home.
H3: In home-based IT projects, the work environment improves performance.
H4: Productivity in IT project management is enhanced by telecommuting.

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H5: The IT project management office culture is greatly improved by the option for working from their home or remotely.
H6: Working from home improves work-life balance.
H7: Work-life balance improves IT project management.
H8: Work-life balance is crucial for IT project managers' success.

RESEARCH METHODOLOGY:

This study tested the premise that there is a connection between IT project management, WLB, productivity, job performance, and remote work by conducting quantitative research with an emphasis on explanations and descriptions. The research approach was determined to be appropriate for studying cause-and-effect interactions and for evaluating the conceptual framework via empirical means. Data were gathered with a standardized survey tool consisting of 20 measurement items across the five constructs, developed from previous validated studies in related fields. A purposive sampling method was used, focusing on IT professionals working in home-based work environments, as this group is in the best position to offer meaningful inputs into the research questions. Out of the distribution of the survey, 202 usable responses were collected, which is a large enough sample for sophisticated statistical modelling. The sample size meets the requirements of the methodology. While Barclay, Higgins, and Thompson (1995) suggested 50 (the 10-times rule), Hair et al. (2019) recommended 100-200 PLS-SEM. Kline (2015) adds that structural equation modelling (SEM) is suitable for samples above 200, bolstering the study's generalisability and robustness.

Figure 1: An Analytical Framework for the Effects of Remote Work on Information Technology Project Management

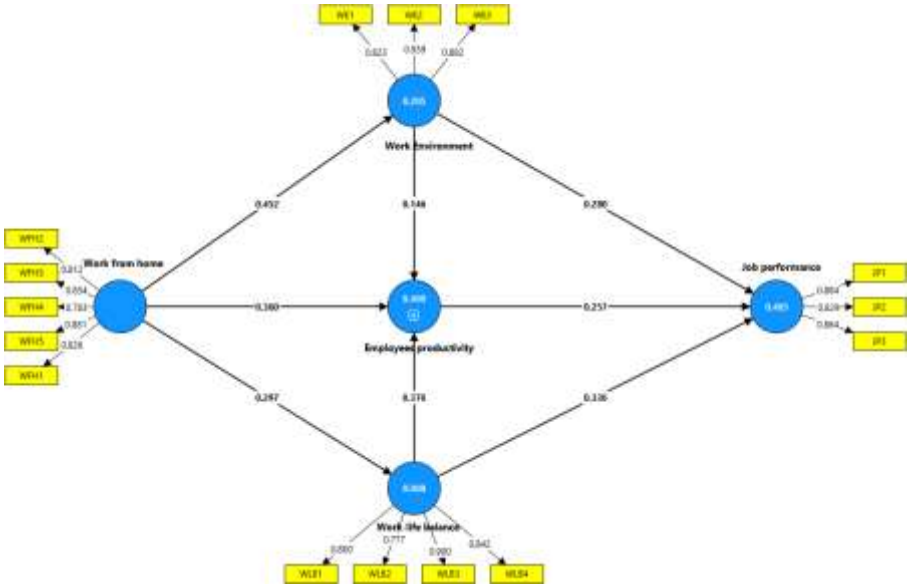

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Table 1: Reliability and Validity of Constructs Related to Home-Based Work and IT Project Management

Item	Statement	Loadings
	Employees productivity	
EP1	Fostering an encouraging environment for employees	0.844
EP2	Demonstrate to the employee how much you value and respect them	0.845
EP3	Give them a chance to go up the corporate ladder	0.835
EP4	Developing one's self-assurance via on-the-job training	0.846
EP5	As a rule, catalysts make people want to work more.	0.857
	Alpha = 0.90, CR = o.93, AVE = 0.72	
	Job performance	
JP1	I fulfilled all my company's KPIs while working remotely.	0.884
JP2	Working from home doesn't hinder my ability to complete my workplace duties.	0.829
JP3	I would remain employed in my present position if I had the financial means to do so.	0.864
	Alpha = 0.82, CR = 0.89, AVE = 0.74	
	Work Environment	
WE1	Everyone who isn't an employee of mine, including members of my family, uses my desk.	0.823
WE2	Outside of the purview of my employer, I am free to set up my workstation how I see fit.	0.939
WE3	I can't do my job well without a reliable internet connection.	0.882
	Alpha = 0.86, CR = 0.91, AVE = 0.78	
	Work from home	
WFH1	While I'm at work, I never leave the house.	0.826
WFH2	As part of my job, I often engage in distant communication with others.	0.812
WFH3	As much as feasible, I do my job via the use of internet technologies.	0.854

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WFH4	When I work, my coworkers aren't physically present.	0.783
WFH5	When I work, my coworkers aren't physically present.	0.881
	Alpha = 0.89, CR = 0.92, AVE = 0.69	
	Work-life balance	
WLB1	Work schedule flexibility is available	0.800
WLB2	What kind of flexibility does your employment provide in terms of scheduling, both during the day and after hours?	0.777
WLB3	Possibility of returning to one's previous position after a parental leave	0.900
WLB4	Devoting enough time to loved ones	0.842
	Alpha = 0.85, CR = 0.90, AVE = 0.69	

The measuring model supports all constructions and is reliable. Cronbach's Alpha (α = 0.90), Composite Reliability (CR = 0.93) and Average Variance Extracted (AVE = 0.72) indicate that Employees' Productivity (EP) item loadings (0.835-0.857) exceed acceptable levels. The Job Performance (JP) indicators demonstrate internal consistency and convergent validity, with a loading range of 0.829 to 0.884, α = 0.82, CR = 0.89, and AVE = 0.74. High item loadings (0.823-0.939), α = 0.86, CR = 0.91, and AVE = 0.78 indicate substantial dependability in the Work Environment (WE) construct. Work-Life Balance (WLB) loadings vary from 0.777 to 0.900, with α = 0.85, CR = 0.90, and AVE = 0.69, whereas Work-From-Home (WFH) loadings range from 0.783 to 0.881 (α = 0.89, CR = 0.92, AVE = 0.69). The measuring model is reliable and convergent since all constructs exceed the commonly accepted norms of 0.70 for composite reliability, 0.50 for AVE, and 0.70 for factor loadings and Cronbach's alpha.

Table 2: Discriminant Validity of Constructs Measuring the Impact of Home-Based Work on IT Project Management

Construct	EP	JP	WE	WFH	WLB
Employees productivity	**0.845**				
Job performance	0.563	**0.859**			
Work Environment	0.447	0.52	**0.883**		
Work from home	0.537	0.457	0.452	**0.832**	
Work-life balance	0.536	0.578	0.369	0.297	**0.831**

Discriminant validity was assessed using the Fornell-Larcker criteria, which compare the square root

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of the Average Variance Extracted (AVE) for each construct to its inter-construct correlations. The following are the diagonal values of the off-diagonal correlation coefficients, as shown in the table: Work-Life Balance = 0.831, Work Environment = 0.883, Job Performance = 0.859, Employees Productivity = 0.845, and Work From Home = 0.832. According to Fornell (1981) and Hair et al. (2019), the discriminant validity of the measurement model is supported by the fact that each concept has a higher variance with its own indicators compared to other conceptions.

Table 3: R^2 and Q^2predict Values of Endogenous Constructs in Virtual IT Project Management

Endogenous construct	R-square	Q^2predict
Employees productivity	0.460	0.278
Job performance	0.485	0.195

The model accounts for 48.5% of the variation in job performance and 46.0% of the variance in employees' productivity, according to the coefficient of determination (R^2) values. Both components in this research show moderate explanatory power, with R^2 values of 0.19, 0.33, and 0.67, respectively, which may be deemed weak, moderate, and considerable, according to Chin (1998). Hair et al. (2019) discovered that the model meets the predictive relevance criteria for both Employees' Productivity (Q^2predict) at 0.278 and Job Performance (Q^2predict) at 0.195, both above the cutoff value of 0. The findings show that the model can make decent predictions and has good explanatory power.

Table 4: Hypothesis Testing Results for the Impact of Home-Based Work on IT Project Management.

Hypo.	Path	Beta	SD	T Value	P values	f-square
H1	EP → JP	0.25	0.07	3.73	0.00	0.082
H2	WE → EP	0.15	0.07	2.19	0.03	0.029
H3	WE → JP	0.29	0.07	4.00	0.00	0.119
H4	WFH → EP	0.36	0.06	6.04	0.00	0.186
H5	WFH → WE	0.46	0.06	7.65	0.00	0.257
H6	WFH → WLB	0.30	0.06	4.92	0.00	0.097
H7	WLB → EP	0.37	0.06	6.48	0.00	0.220
H8	WLB → JP	0.33	0.07	5.11	0.00	0.152

Significant correlations among the hypothesized constructs are confirmed by the structural model findings. With a minor impact size, workers' productivity favorably effects job performance, as demonstrated by H1 (EP → JP) ($\beta = 0.25$, $t = 3.73$, $p < 0.001$, $f^2 = 0.082$). The modest but significant

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result of H2 (WE → EP) (β = 0.15, t = 2.19, p < 0.05, f² = 0.029) indicates that the work environment does, in fact, improve workers' productivity. Strong evidence supports H3 (WE → JP): A favourable work environment somewhat impacts job performance (β = 0.29, t = 4.00, p < 0.001, f² = 0.119). H4 (WFH → EP) significantly (β = 0.36, t = 6.04, p < 0.001, f² = 0.186) demonstrates the productivity advantages of working from home. A considerable influence of remote work on the work environment is seen in the H5 (WFH → WE) (β = 0.46, t = 7.65, p < 0.001, f² = 0.257 Working from home improves work-life balance, supporting H6 (WFH → WLB) (β = 0.30, t = 4.92, p < 0.001, f² = 0.097). Work-life balance affects work performance and productivity, as shown in H7 (WLB → EP) (β = 0.37, t = 6.48, p < 0.001, f² = 0.220) and H8 (WLB → JP) (β = 0.33, t = 5.11, p < 0.001, f Work-life balance and telecommuting are the greatest factors impacting virtual IT project management effectiveness and productivity.

Table 5: Importance and Performance Values of Constructs in Home-Based IT Project Management

Construct	Importance	Performance
Employees-productivity	0.257	66.217
Place atmosphere in working	0.318	66.993
Work from home	0.365	69.87
Work-life balance	0.433	65.817

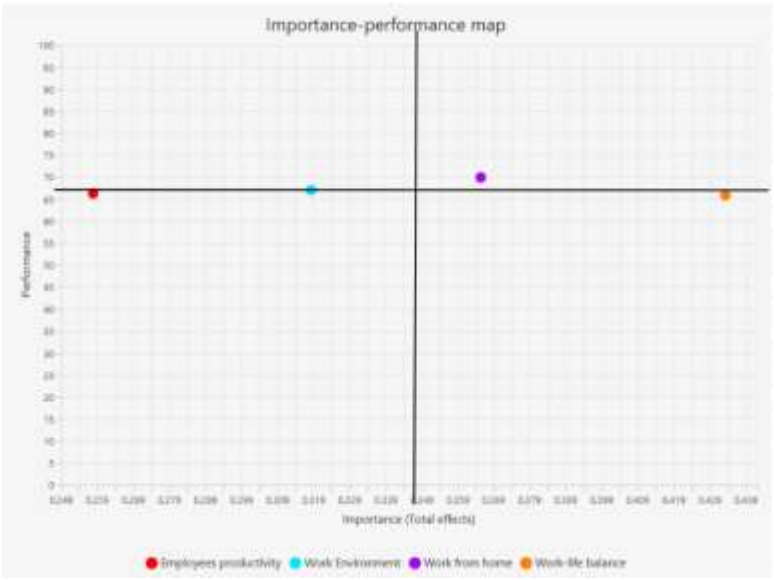

Figure 2: Importance–Performance Map of Constructs in Virtual IT Project Settings

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The importance–performance map highlights which constructs are most influential in driving outcomes and how well they currently perform. Work-Life Balance stands out with its 0.433 relevance score but comparatively low performance score of 65.82, indicating that it should be prioritized for development. Work from Home also demonstrates high importance (0.365) with moderately strong performance (69.87), confirming its critical role in shaping outcomes. Work Environment (importance = 0.318, performance = 66.99) has moderate relevance and medium performance, whereas Employees' Productivity (0.257) has the lowest importance and performance (66.22). The results emphasise work-life balance and flexible work arrangements for virtual IT project management success.

IMPLICATIONS OF THE STUDY:

For IT projects management, particularly for long-distance work, this study suggests there are pressing theoretical and practical implications. This report adds another difficulty to how firms may effectively undertake virtual project initiatives. It emphasises that distant labour practice affects production as well as labour force characteristics like efficiency and life amenities. In theory, the research advances past studies to show that productivity isn't just something in the lap of the individual. It also varies to a great degree based on how much environment at its content and structure and on this level worker's capacity or not to separate between work life and not professional. Such a shift is only possible if the traditional project management approach, which is heavy weighted on technical and procedural aspects of activities, is thoroughly changed into a people-based perspective taking into consideration human components underpinning remote work and giving it both context and meaning.

This research illustrates the remarkable influence of direct and mediated impact on project success of the work from home. Flexible forms of work assume a sizeable control capacity towards a structural capacity because of their structural impact: while on decreasing performance they influence performance, work environment and work–life arrangements (and so on), hence they require good configuration and organizing condition. That will require investments in digital infrastructure, good communication technologies and facilitative policies if remote teams are to work effectively. Working from home works well, but work-life balance does badly despite its significance, according to importance-performance study. This has managerial ramifications since managers must understand what circumstances permit productivity and develop an atmosphere where individuals can work from home.

Another conclusion is that the job performance will be enhanced by being in a comfortable environment. In other words, the findings suggest that a positive environment — not just for your work, but at home, too — helps you succeed. [It indicates management's duty for creating] conditions that will enable good performance. They could, for instance, insist on strict ergonomic arrangements and decent internet connections if they so desired. With some of the basics in place, and staffs freer to

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run their own shows, the manager begins to sense that he must remove impediments to good work and encour - age employees to find methods to meet project deadlines and other goals. Things like (for example – I'm pulling these off the top of my head) flexible working-hours, family friendly policies, mental health programs, you know, etc – those are not things that are are something you do because its nice to your staff – its a strategic lever you can pull to deliver project management successfully, especially in a large matrix organisation. All this is confirmed by the strong correlation of productivity, performance and work-life balance.

The results in a time in which in the present, the discussion has intensified about whether the long-term usage of mobile work in ITC can tart or not. Accordingly, a long-term solution for companies was made possible by a home-based work, provided that it is focused on where this picture suggests. For academians, it's the opportunity to build even more robust project management constructs leveraging in the context and psychological side of things with technology. For those of us who will be putting these policies into place, the answer is clear: remote work should be put in place not to keep the lights on, it should be put in place to give us as employees the best possible experience so that the productivity gains of doing so translate into better project outcomes. These statements support the premise that people, conditions, and technology affect virtual IT project management success. First paragraphs of new writing should follow an assembly-line pattern to link concepts.

LIMITATIONS:

To properly assess the results of the study, its limitations must be acknowledged. First, the sample was exclusively composed of remote IT workers, and therefore the findings are not generalizable to other industries or countries. Additionally, respondents' subjective evaluations of productivity, working conditions, and work-life balance may be problematic, and self-report measures may favour subjectively acceptable responses. Because the research is cross-sectional, causation cannot be established from the data. This implies that only one cross-sectional point was considered, and no temporal development was studied in contrast to longitudinal research. Moreover, although the research has identified these five factors it nevertheless does not elaborate on a lot of other important factors like organizational culture, IT readiness, Future longitudinal design survey or other comparable studies may overcome these barriers and confidently apply the results to bigger populations.

CONCLUSION:

This virtual study explored how remote work impacts IT project performance, work-life balance, and employee productivity. All constructs impact virtual project success, and data corroborate the notion. Another noteworthy aspect of remote work is that it boosts productivity and alters the workplace, enhancing workers' lives. What this actually implies is that instead of regarding freedom and structure as something in organisations, we should view it as a structure facilitator. Thus, it is that the trENDS

of organizations are able to take flight.The research also indicates that "a work environment which is favorable and in which work and private life are not in contradiction can make a significant contribution to work efficiency because it causes even better performance. " Companies must take teleworking seriously, providing flexible hours, Employee Assistance Programs, family care, etc." This will greatly affect a company's productivity and work/life balance. Home working may improve employee outcomes with digital infrastructure and management assistance, although mid-to-low results are usually anticipated. In addition, the study penetrates restrictions to the Computer IT PM literature from the outside world which are on theoretical ground, what we have always known, more thoroughly than before. While a plethora of research was conducted on the productivity, work-life balance or environmentally friendly perspectives of research that exist, an intersection of these three constructs is not known in response to telework on project performance. fuscus Finally, that is a model via which it can also function as a tool to researchers, but practical people, as far as the relation to explanation and predictions is concerned. You can try this in industries across the board. In general, the research reflects that what makes IT project management in virtual spaces successful is balance of productivity, enabling environment and human health. Teams that proactively manage these dimensions are likely to better sustain ongoing high performance, timely project delivery and pull together as a team in the evolving remote work world.

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