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**ANALYSIS ON PRODUCTIVITY OF SRI LANKAN IT
PROFESSIONALS WITH REMOTE WORKING CONDITIONS
IN POST COVID ENVIRONMENT**

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Thesis/Dissertation submitted in partial fulfillment of the requirements for the degree
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DECLARATION

I declare that this is my own work and this thesis/dissertation does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any other University or Institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text. I retain the right to use this content in whole or part in future works (such as articles or books).

Signature:

Date: 15-Jul-2025

The above candidate has carried out research for the PhD/MPhil/Masters thesis/dissertation under my supervision. I confirm that the declaration made above by the student is true and correct.

Name of Supervisor: Dr. Sunimal Rathnayake

Signature of the Supervisor:

Date: 15-Jul-2025

ABSTRACT

The COVID-19 pandemic brought a sea change in work cultures around the world, with organizations swiftly moving to models of remote work. The given study discusses how working from home has influenced the productivity of Sri Lankan IT professionals in the post-pandemic period, focusing on both the benefits and drawbacks of this new paradigm of working. It had been done by using a mixed-methods approach, combining the in-depth insights from interviews of employees and employers with quantitative data obtained from structured questionnaires to provide a comprehensive analysis.

Findings indicate that while remote work greatly improved individual task-based productivity due to fewer distractions and flexible scheduling, it presented certain challenges related to collaborative productivity, work-life balance, and long-term motivation. Many employees reported being more productive and less stressed from commuting, but these benefits were often offset by the blurred boundaries between work and personal life, overwork, and fatigue. Technological readiness proved another major factor: urban employees were better connected than rural employees, who often had serious infrastructure challenges. Employers also faced challenges when it came to managing strong digital security and making sure all staff had equitable access to tools.

The article states that while Zoom and Slack allowed limited communication to continue, they could not recreate (the spontaneity and cohesion created through) in-person communication. Over time, remote work brought about isolation, team engagement and digital fatigue. However, we identified hybrid work as the sustainable way forward for the Sri Lankan IT sector, allowing a mix of remote working autonomy and collaboration opportunities provided by in-office environments that best suited the cultural and infrastructural makeup of the country while seeking to balance productivity, flexibility and cohesion.

So, it suggested that there is scope for developed hybrid work policies, better digital infrastructure-particularly in rural areas, and measures towards work-life balance like flexible hours and mental fitness. The organization should be adopting newer virtual tools, investing in team-building activities and setting honest metric targets to assist in building relationship and accountability.

The insights provided in this study are valuable, as they reflect the evolving workplace dynamics in the Sri Lankan IT sector and give strategic guidance on how organizations can achieve optimum productivity, employee satisfaction, and organizational efficiency in the post-pandemic world.

DEDICATION

This research is dedicated to the resilient practitioners of the IT sector in Sri Lanka, who were adaptive and tenacious amidst policies of social distancing in the COVID-19 pandemic, and kept the digital economy afloat, whilst redefining the future of work. To all the IT professionals who embraced uncertainty, turned living rooms into board rooms and continuously produced great work under challenging conditions; this is for you.

I also dedicate this study to my family, who tirelessly provided me with support, perseverance and encouragement of which my research rests upon. Their faith in the importance of my academic and professional experience and the value that was added to my research, gave me the motivation to approach my inquiry honestly and ambitiously.

ACKNOWLEDGEMENTS

Most importantly, I would like to thank my supervisor, Dr. Sunimal Rathnayake, whose constructive feedback, insightful suggestions, and steady encouragement throughout the project allowed me to enhance the impact of this research. Your supervision has expanded my ability to exercise strategic research thinking, while also writing this dissertation.

I would like to sincerely thank the participants of this study - employees and employers alike, in the Sri Lankan IT industry - for taking the time to share candid views and contributed to this study. Without your input, this research would not have achieved its depth and relevance.

I am also thankful to the academic and administrative staff of University of Moratuwa, whose commitment to academic excellence and access to critical resources greatly facilitated my work. Special thanks to the research ethics committee for providing timely clearance and ensuring the study maintained ethical standards throughout.

To my peers and colleagues who served as sounding boards, helped pilot the survey, and offered constructive feedback during times of doubt—thank you for your camaraderie and collaboration.

Finally, to the unseen champions of this journey my close friends, late-night motivators, and every cup of coffee that fueled my analysis your contributions, though quiet, were indispensable.

This research is the result of collective support, academic discipline, and a genuine desire to contribute meaningfully to Sri Lanka's post-pandemic transformation. May it inspire further scholarship and informed policy on the future of work.

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LIST OF ABBREVIATIONS

Abbreviation	Description
COVID-19	Coronavirus Disease 2019
IT	Information Technology
ICT	Information and Communication Technology
ICTA	Information and Communication Technology Agency (of Sri Lanka)
TRCSL	Telecommunications Regulatory Commission of Sri Lanka
OECD	Organization for Economic Co-operation and Development
CIPM	Chartered Institute of Personnel Management (Sri Lanka)
SLMA	Sri Lanka Medical Associatio
GDP	Gross Domestic Product
BPO	Business Process Outsourcing
FDI	Foreign Direct Investment
WFH	Work From Home
SPSS	Statistical Package for the Social Sciences
SAS	Statistical Analysis System
KPI	Key Performance Indicator
MS Excel	Microsoft Excel
MPhil	Master of Philosophy
PhD	Doctor of Philosophy

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