

Greening the Grind: Reimagining Work-Life Balance in India's IT Sector through Remote work and Sustainable Environments

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ABSTRACT

Rationale: It is a conceptual-exploratory study that investigates how remote work arrangement and green environmental factors converge and influence work-life balance (WLB) of IT sector employees. This paper explores the interplay between these two rather than them acting on their own to impact employee well-being, productivity and life satisfaction, in the context of the institutionalization of hybrid and remote work and the increased salience of organizational environmental sustainability post-pandemic.

The methodology used is non-empirical, literature based approach, the study is synthesis of literature from related studies which are obtained in management literature, environmental psychology, organizational behaviour and human resource management. A narrative-thematic review approach is used to summarise the literature by highlighting recurring constructs, gaps in theory and patterns that emerge from the studies in peer-reviewed journals, industry reports and policy documents (2019–2026) which culminate in the proposed ECOFLEX Framework.

Synthesis: Remote work autonomy with access to a green/biophilic environment (home gardens, natural light and low-pollution surroundings) leads to compounding positive effects on WLB which is greater than the effects of either autonomy alone or access to a green/biophilic environment alone. Without access to green spaces, on the other hand, remote working can increase the sense of isolation and lack of boundaries.

Implications: Findings provide IT organisations with a foundation for rethinking their remote work practices by adding environmental wellness elements (green workspace allowances, biophilic design guidelines, sustainability related flexibility). Policymakers could think about urban planning and housing aspects of the expanding remote IT workforce.

Limitations: This paper is a conceptual study and does not include primary empirical evidence; the proposed ECOFLEX framework needs to be quantitatively and qualitatively tested with further research in various IT organizational settings and across different geographies.

Contribution & Novelty: The originality of the study consists of considering the inter-action between the influence of remote work and green environmental variables on WLB, in a manner that was not touched by previous studies, which have mostly considered them as separate antecedents. The ECOFLEX framework is a new integrative lens for future empirical investigation.

This article will be relevant to keywords such as Remote Work, Green Environment, Work-Life Balance, IT Sector, Sustainable Workplace Practices.

INTRODUCTION

The information technology (IT) industry has long been a leader in workplace change and the last ten years have been the worst of both worlds – the widespread adoption of remote and flexible working practices and the increasing emphasis on environmental sustainability within the workplace. Each of these forces has developed quite an established body of scholarship when considered separately. Together, they are conceptually under-

integrated, though, and this is an area that this study aims to fill. The concept of work-life balance (WLB) has been theorizing since long ago from the perspectives of role conflict and resource allocation.

Greenhaus and Beutell's original formulation of the work-family conflict theory is central, providing the conceptual foundation for the many subsequent studies of WLB (Greenhaus & Beutell, 1985, p. 77): "Role pressures from the work and family domains are mutually incompatible in some respect. The original formulation of the work-family conflict theory was that "Role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985, p. 77), which provided the conceptual underpinning for the many studies that followed. This tension is not solved, but rather reconfigured through remote work since physical separation of the employee from the central workplace doesn't take away role conflict, but shifts its boundaries. Hobfoll's Conservation of Resources (COR) theory provides an alternative perspective in which stress arises when resources are threatened, depleted, or not gained after an investment in resources (Hobfoll, 1989, p. 516). When it comes to the IT workforce, remote work can be interpreted as a means of generating resources (time, autonomy, shorter commute, etc.) for the team members, or a resource-threatening situation (blur of boundaries, isolation, technology overload, etc.). Overall, the empirical research on the outcomes of telecommuting is quite mixed. Allen, Golden, and Shockley (2015) reviewed the telecommuting literature in a comprehensive manner and warn that the research findings to date do not provide a clear or consistent picture of the effects of telecommuting on different outcomes (p. 40), indicating that more context-specific frameworks are needed, such as considering the physical setting in which remote work takes place, rather than a one-size-fits-all, place-less approach.

This is where one of the green environment dimensions becomes conceptually inescapable. Linkage of environmental psychology research to nature and green spaces confirms that natural environment and green space have restorative and stress-buffering attributes. According to Kaplan's Attention Restoration Theory, nature's environments are especially rich in the characteristics necessary for restorative experiences (1995, p. 172), while the seminal study by Ulrich (1984) suggests that passive visual exposure to nature could produce measurably better recovery and well-being outcomes in the hospital setting. When applied to the remote-work-from-home setting, these findings indicate that the environmental quality of one's remote workplace (daylight, greenery, and low pollution level) is intrinsic and not incidental to WLB outcomes, and it is a factor that is largely ignored by the telecommuting literature. What complicates all of this, however, is that flexible working arrangements can result in a "work intensification" effect, where employees either "give" the required additional discretionary effort in return for the flexibility they're afforded or not (Kelliher & Anderson, 2010, p. 83).

These strands of literature coalesce around a central proposition: remote work and green exposure to the environment are not two independent and parallel antecedents of WLB, but rather can be intertwined; a proposition not yet explicitly theorized in mainstream HR and organizational behaviour literature, especially in the context of the IT sector where remote work has been most strongly adopted and WLB concerns are most acute. This study fills that void.

Theoretical Foundations

This study combines the role theory, conservation of resources (COR) theory and environmental restoration theory to explore the joint effects of remote work and green space exposure on work-life balance (WLB) in the IT industry.

Role and Boundary Theory

The concept of role theory is one source of scholarship in WLB, which sees competing demands on limited resources creating "role strain" (Kahn et al., 1964).

Clark's (2000) Work/Family Border Theory builds on this, by suggesting that people are "border-crossers" between the work and family domains. With remote work, the definition of the office-home boundary is blurred and boundary management is essential to preserve WLB.

Conservation of Resources (COR) Theory According to COR theory, stress is caused by the threat of resource loss, loss of resources or the lack of resources (Hobfoll, 1989). Advantages and disadvantages of telework are autonomy, time, isolation, and boundary blur. In line with Hobfoll (2001), green environmental exposure is regarded to be a compensating 'resource caravan', so that nature is seen as a psychological resource, not a peripheral amenity.

Environmental Restoration Theories The framework includes elements of Kaplan's (1995) Attention Restoration Theory (ART) that proposes natural environments restore depleted directed-attention, and Ulrich's (1983) Stress Reduction Theory (SRT) focusing on fast physiological recovery through natural scenes. ART and SRT suggest that green environments actively manage the cognitive and emotional resources that are essential to the management of boundaries in remote work.

Integrative Framework: ECOFLEX The proposed ECOFLEX model combines these traditions into four intertwined constructs:

Construct	Theoretical Anchor	Core Proposition
E —Environmental Restoration	Kaplan (1995); Ulrich (1983)	Nature replenishes resources depleted by remote work.
C —Conservation of Resources	Hobfoll (1989, 2001)	Net WLB depends on the balance of gains vs. threats.
F —Flexible Boundary Management	Clark (2000)	Boundary permeability dictates WLB outcomes.
LEX —Lived Experience	Greenhaus & Beutell (1985)	Subjective WLB as the ultimate outcome.

ECOFLEX theorizes that Environmental Restoration (E) is the moderator between Flexible Boundary Management (F) and the resource based experience of WLB (C-LEX). In short, green access improves the positive aspects of the flexibility of remote working, and its absence lets the risks that can lead to resource depletion take over.

Contextual Underpinnings

The ECOFLEX framework is located at the crossroads between the structural change of the IT industry towards remote working and the growing significance of environmental sustainability.

Remote Work in the IT Sector IT work is an “ageless” work, it does not need to be done physically with others. Bloom et al. (2015) offer preliminary research that suggests that the benefits of working remotely include better performance, which increases by 13% due to less noise and fewer interruptions. Although remote/hybrid work was once the exception, it has now been made the rule in the IT sector, especially after the post-2020 global transformation.

Environmental Sustainability From the side line to the main stream of business, corporate social responsibility is now a strategic concern. The landmark "Triple Bottom Line" (People, Planet, Profit) (Elkington 1997) is still considered the benchmark for corporate accountability in multiple dimensions. To IT companies, this shift is

also starting to include the environmental quality of the workspaces where the employees work, bringing the sustainability requirement from the corporate office to the employees' home.

The Indian IT Context With India's IT industry being a large market, it is an excellent case study owing to its speed in hybrid adoption. Major cities, such as Bengaluru and Hyderabad, have a number of stressors that affect their employees, including density and lack of green infrastructure. This is a pivotal tension: although remote work is flexible, it can be important to have surrounding resources that help reduce stress due to work—whereas the history of remote work shows there is not a good amount of literature on this area.

Convergence of Forces This study is warranted by three major forces:

Institutionalized Flexibility: Remote work is now part of the structure of IT work. **2)Sustainability Extension:** Environment demands are broadening beyond the corporate campus to the home office, which is distributed.

Changing Cultures High in WLB: IT professionals are still working in high-pressure, "always-on" cultures, but new structures are needed to tackle the ongoing issues of work-life balance (WLB).

Conceptual Constructs The ECOFLEX model consists of four constructs, which are described below, based on their theoretical anchors.

Environmental Restoration (E) A measure of the extent to which a remote workspace provides access to natural stimuli to replenish depleted cognitive resources. E is not an independent concept in ergonomics, rather than it is based on the properties of restorative environments defined by Kaplan (1995): being away; extent; fascination; and compatibility. It manifests itself in the form of proximity to nature, not the standard office facilities.

Conservation of Resources—Ambivalence (C) Elisabeth G. Ward, M.Div., M.A., M.B.A., also notes that remote work is a resource-generating and a resource-threatening experience. C reflects the "remote work paradox" as outlined by Hobfoll (1989, 2001). In a key way, it suggests that E can serve as a "resource caravan" passenger, a bouquet of green resources (such as a space filled with plants and sunlight) that helps to reinforce calm and focus and buffers the loss of resources that comes with remote work.

A flexible approach to boundary management (F) A worker's ability to manage the permeability, flexibility and melding of work-home boundaries (Clark, 2000). These dimensions are heightened in the case of remote work, where physical areas and gadgets can be used by both two domains. F is about conscious and conscious boundary management, not about passive, conscious erosion of boundaries.

Lived Experience of Balance (LEX) Outcome: The subjective appraisal based outcome that is a sense of balance or conflict as experienced by the employee. Like Greenhaus and Beutell (1985), LEX highlights that WLB is a perception and not a method for measuring time allocation. It is the terminal dependent construct where E, C and F meet.

Construct Interrelationships The ECOFLEX framework works in the following causal logic: $\square F \rightarrow C$: Effective boundary management can be the difference between resource gain and loss. $\square E \rightarrow C$ (Moderator): The resource replenishing aspect of C is bolstered by environmental restoration, which protects it from resource-depleting hazards. Net resource outcome directly influences the employee's subjective experience of balance ($C \rightarrow \text{LEX}$) The architecture assumes that Environmental Restoration is a new and important moderator in the usual remote-work/WLB causal chain.

REVIEW OF LITERATURE

This section brings together four streams of the research themes to assess the scholarly gap that is taken up by the ECOFLEX framework.

Outcomes and ambivalence for remote work. Evidence about remote working is intrinsically mixed. Initial experiments (Bloom et al., 2015) showed improvements in performance and feelings of isolation and career

issues among employees. Comprehensive meta-analyses by both Gajendran & Harrison (2007) and Allen et al. (2015) found that the relationship between telecommuting and job satisfaction and work-family conflict is very inconsistent and that findings are dependent on the moderating "boundary conditions. Based on the above, this study suggests that environmental context, an under-investigated moderator, is important.

The concept of work-life balance was conceptualized in the following way: The concept of WLB has transformed from a negative focus (absence of conflict) (Greenhaus & Beutell, 1985) to a more holistic and positive approach. Border Theory was added by Clark's (2000) which incorporated a spatial element, defining people as 'border-crossers' and borders as 'physical', 'temporal' or 'psychological'. This research is an extension of this with emphasis on the quality of the physical border as a factor in determining balance.

A variety of factors will influence the environment and biophilia, such as: To break the cycle, restorative environmental research offers solid evidence of the benefits of nature. It has been shown by Ulrich (1983, 1984) that natural environments can help people recover quickly from a stressful situation and Kaplan's (1995) Attention Restoration Theory (ART) suggests that natural environments replenish "directed attention fatigue.

Toward Integration

Currently, there is a lack of literature that offers a cohesive and integrated treatment:

In remote work studies, the home office is normally regarded as a single locational type.

Restorative literature is not about the specificities of technology-based work; it's about context—clinical and urban contexts.

The missing link is provided by Hobfoll's (2001) concept of the "resource caravan" – resources are built up in reinforcing clusters. This study fills this gap and theorises environmental restoration as a moderator between the resource-ambivalence of remote working.

The literature is summarized, highlighting any gaps.

This review shows three gaps that are critical:

- 1) Disaggregation: Existing research on the remote workplace does not differentiate between the presence or absence of a remote workspace and the quality of the workspace environment.
- 2) Contextual Application: There is no systematic use of restorative theory in the IT/knowledge-work sector.
- 3) Integration: There is no current model that includes environmental restoration as a formal moderator between remote work dynamics and WLB.

This section has been shortened in order to highlight the methodological framework, the synthesis process and the need for a conceptual approach.

RESEARCH METHODOLOGY

This study is a conceptual-exploratory research design, which is not empirical. It is based on the synthesis of secondary literature, and is designed to gain new insights from theory, not from experiments involving primary data collection.

Research Design

This study takes a perspective of the interpretivist paradigm and the typology of MacInnis (2011) for an 'integration' contribution. The goal is to merge all the previously separate constructs—remote work outcomes and environmental restoration—in the ECOFLEX structure.

Literature Selection

The literature was identified systematically using:

Practical Centrality: Works of centrality to practice (e.g., guide to writing reports, guide to writing technical documents, guide to writing documents for general audiences).

Citation Knowledge: Empirical reviews and meta-analysis that have been influential.

Set-up contextually relevant: Sources that specify the IT structure details.

Data Analysis Method: Narrative- Thematic synthesis

The narrative-thematic analysis is used in this study following Snyder (2019) guidance for theory building. There were three stages to the process:

There are many ways to organize literature, one of which is thematic mapping, which groups the literature by the domains identified in Section 5.

Cross Thematic Pattern Identification: Identifying conceptual tensions and gaps at intersections of these domains.

Framework Development Synthesizing these gaps into the four ECOFLEX constructs and hypothesized relationships.

METHODOLOGICAL RATIONALE

An empirical approach is not used because there are three reasons to prefer a conceptual approach:

Theoretical Maturity: Empirical testing is not feasible before there are validated measures of remote work and environmental restoration interaction.

Framework-First Sequencing: Whetten (1989) states that a well-articulated construct is necessary before its empirical validation, which this study does, the "what" and "why" comes before the "how much."

Conceptual design, as part of Exploratory Scope, opens the possibility to blend two or more distinct areas (e.g., organizational behaviour and environmental psychology) without imposing limitations on the measurement protocol.

Methodological Limitations

The study is not strengthened by primary data, which means that the propositions it makes are theoretical. Moreover, although the narrative-thematic synthesis is criterion-guided, it is founded on the skills of scholarly judgment, which cannot be algorithmically reproduced as would be the case in a systematic review.

The ECOFLEX Model: Eco-Conscious Flexible Work Ecosystem.

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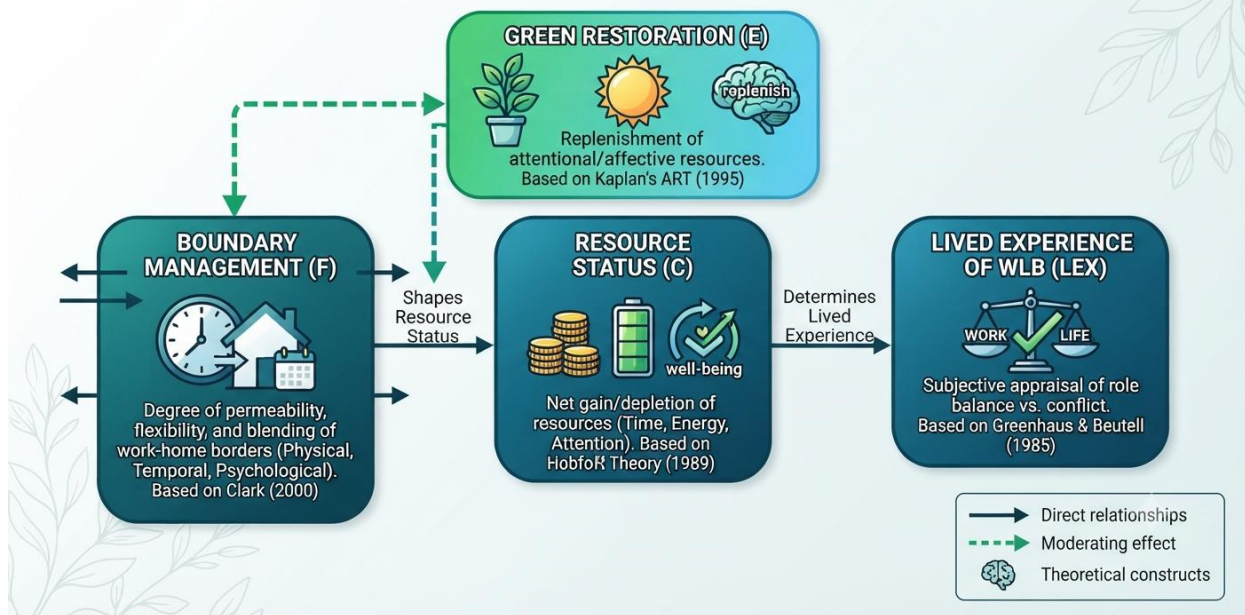


Figure1: ECOFLEX, Eco-Conscious Flexible Work Ecosystem

Source: Generated by the User Using AI

The heart of the construct, which connects remote work flexibility, green environmental factors, and sustainable work-life balance outcomes in the IT sector, is the proposed conceptual framework: ECOFLEX, Eco-Conscious Flexible Work Ecosystem (see Figure 1).

The relationship between Boundary Management (F) and Resource Status (C) is more strong – more resource-positive – at a higher level of Green Restoration (E); and comparatively weaker – more resource-negative – at a lower level of Green Restoration. In everyday practical terms, an IT employee who is good at setting his or her boundaries but can't access a green, restorative, off-site workspace might not be as likely to realize a positive resource gain from remote work flexibility as a similarly well-bounded IT employee who can access a workspace adjacent to a plant would be.

A detailed note on the difference between the Model and ExisA

The ECOFLEX conceptual model (above) is an organised, and testable, structural proposition that formalises the theoretical relationships constructed throughout the previous sections. The model consists of three interconnected constructs (Boundary Management (F), Resource Status (C), and WLB Outcome (LEX)), in which Green Restoration (E) is a moderating construct between the first two constructs (Boundary Management (F) and Resource Status (C)), rather than a fourth construct in a series.

□ The Direct Pathway: $F \rightarrow C \rightarrow LEX$

This is the default pathway of the model, which is based on existing remote-work and WLB theorizing. Boundary Management (F) is a measure of employees' permeability, flexibility, and blending of the work-home border under remote working conditions and the border can be “physical, temporal, or psychological” (Clark, 2000, p. 756). This boundary condition of remote work can be either resource-positive or resource-negative, depending on how the employee copes with it, as per Hobfoll's Conservation of Resources theory: Stress is caused when individuals try to obtain, retain, protect and foster the things they value, and when they fail to do so (1989, p. 516). Resource Status, in turn, influences Lived Experience of WLB (LEX) in the sense that Greenhaus and Beutell defined it as being the subjective assessment of the role balance or conflict that occurred when “participation in the work (family) role is made more difficult by virtue of participation in the family (work) role” (1985, p. 77).

This F→C→LEX chain is also well supported in its own right in the literature of telecommuting, though Allen, Golden, and Shockley's (2015) review noted that its support is variable across studies and that there is a need for research into unspecified "boundary conditions" (p. 40), the theoretical opening this model addresses.

The Moderating Pathway: E on F → C

The main contribution of the model is to include Green Restoration (E) as a moderator in the F→C relationship, not as a separate predictor of LEX. This design is directly motivated by two theories. First, Kaplan's Attention Restoration Theory suggests that natural environments are "particularly rich in the characteristics necessary for restorative experiences" (Kaplan, 1995, p. 172), meaning that the effects of green exposure on WLB do not occur directly, but rather the natural environment replenishes attentional and affective resources an employee uses to manage their WLB.

Second, Hobfoll's resource-caravan proposition is that resources accrue or are depleted in reinforcing clusters (Hobfoll, 2001), which means that a green-restorative boundary environment should enhance the resource-generating potential of good boundary management (and the resource-depleting potential of poor boundary management), rather than being a separate and parallel input into WLB.

This positioning results in ting Frameworks.

There are two reasons why the ECOFLEX model is designed to be as parsimonious as possible, namely one moderator on one link. New theory and models must first address the theoretical unmet condition of the environmental quality of the remote workspace, whether border theory or COR theory are used, as is left unmet in Section 6.5's "disaggregation gap". Second, while treating Green Restoration as a moderator instead of a co-equal predictor, the risk of attributing too much direct causal weight to the construct is avoided, as is common in exploratory conceptual work that doesn't test the specific combination of the two constructs. This conservative theoretical positioning is done to make the model easily falsifiable in future empirical research, as Whetten has advised, as part of a strong theoretical contribution must specify not only what variables relate, but how and why, and be precise enough to be testable (Whetten, 1989).

This section highlights the implications of the Model.

The ECOFLEX model uses the moderating role of Environmental Restoration (E) to offer new direction for stakeholders in the remote-work–WLB relationship.

Individual IT Employees

Employees need to consider their physical working environment as a resource rather than something to be comfortable with. Investing in natural light, greenery and low noise environments is an important complement to boundary management activities (Clark, 2000), which support the replenishment of cognitive resources that result from working remotely (Kaplan, 1995).

IT Organizations and HR Functions.

HR policies tend to concentrate on the technical and structural enablers rather than the current policies. The model proposes that if the challenge of environmental conditions is not addressed, there is a risk of "under-realizing" the benefits of remote working.

Organizations might want to expand resource-investment roles (Hobfoll, 2001) by providing a biophilic workspace design stipend or time flexibility to be outside.

Managers and Team Leaders

Managers need to see beyond behaviors (hours logged) to environmental variance. If an employee feels stressed because of a poor boundary-management, it is important to consider the environment of the workplace as the source of the stress and not misattribute this to a lack of effort or motivation.

This book is an essential resource for urban planners and policymakers.

Green infrastructure becomes a key asset of labour welfare in the high-density hubs like Bengaluru and Hyderabad. The well-being of the distributed IT workforce is directly affected by urban policy, such as zoning and proximity to parks, because even passive viewing of nature has substantial psychological advantages (Ulrich, 1984).

Technology and Infrastructure Providers

There's a clear opportunity for the developer and the provider of co-working offices to stand out by using biophilic design. Providers can implement restorative criteria, which are outlined by Kaplan (1995), including “fascination” and “extent”, to create more than a simple connection, but support employee recovery through infrastructure.

The Academic Community

The ECOFLEX model clearly shows the neglect of Environmental Restoration in remote-work studies. It calls for an interdisciplinary approach that brings together organizational behavior and environmental psychology to empirically examine the role of the physical context in shaping WLB outcomes.

Stakeholder	Core Implication
Employees	Green workspace is a functional complement to boundary management.
HR Functions	Policy should extend beyond tech enablement to environmental support.
Managers	Interpret strain as a mix of behavioral and environmental factors.
Planners	Green infrastructure is a strategic labor-welfare dimension.
Providers	Market potential exists for biophilic-integrated work solutions.
Researchers	E represents a critical testable moderator for future studies.

Practical approaches to practice.

This Section translates the ECOFLEX model into actionable strategies with a look at the levers of Boundary Management (F) and Green Restoration (E). These strategies are based upon the theoretical approach and offer directions for implementation in an organization.

Strategies for Boundary Management (F)

Structured Temporal Norms: Formalize "core hours" and explicit communication norms (e.g., no-meeting windows, delayed-send defaults) to limit permeability of the border and avoid work intensification.

Boundary-Setting Training: HR led training modules that train employees in their psychological ability to switch between "worlds" (Clark, 2000).

Managerial Modeling: Norms by having team managers set boundaries in a way that is visible and accepted (teachers not messaging outside of school hours, for example) which has a more powerful impact on informal team norms than policy.

Strategies for Green Restoration (E)

Green Workspace Stipends: Include a biophilic allowance (e.g., indoor plants, ergonomic lighting, air quality enhancements) for remote-work allowances.

Biophilic Design Guidance: Share and disseminate low-cost and actionable guidance on design implementation principles based on Kaplan's (1995) restorative principles, such as desk orientation toward windows, and the reduction of visual clutter.

Green Hour Flexibility: Allow for brief outdoor breaks during the work day to help recover from stressful events quickly (Ulrich, 1984).

Hybrid Access: If employees in the dense urban housing environment want to utilize an employer-provided green office or a 'coworking' environment occasionally, allow them to do so to compensate for limitations in their home environment.

Cross-Cutting Implementation Enablers

Leadership Sponsorship: Secure the support of top decision makers to take environmental investment from 'discretionary' to 'institutionalised'.

Diagnostic Feedback: Conduct regular meetings on F–E interaction and boundary strain to determine the weakest point of this interaction.

Phased Piloting: Small scale trials (e.g., green-stipend pilot) to monitor outcomes internally prior to rollout to the whole organisation.

Strategy-to-Construct Mapping

Construct	Strategy	Primary Stakeholder
F	Core hours and communication norms	HR/Organization
F	Boundary-setting training	HR/Employee
F	Managerial boundary-modeling	Managers
E	Green workspace stipends	HR/Organization
E	Biophilic design guidance	HR/Facilities
E	Green-hour scheduling flexibility	Managers/Employee

E	Hybrid green-space access	Org/Infrastructure
Enabler	Sponsorship, feedback, and piloting	Senior Leadership

Research gaps, emerging trends and future pathways

The Research Gap

Although there have been many studies on remote work and environmental well-being, the two are still regarded in isolation of each other. The remote work scholarship (e.g., Allen et al., 2015; Gajendran & Harrison, 2007) views the home place of work as a single, undifferentiated site without considering the quality of the environment. Restorative literature, however, (e.g., Kaplan, 1995; Ulrich, 1983) is limited to the clinical or urban planning settings and does not focus much on the special strains of technology mediated work. Therefore, the hypothesis of the ECOFLEX proposition, “Green Restoration (E)” as a moderator between boundary management and work-life balance, is still a theoretical proposition that needs to be tested through empirical studies.

New developments and pressing need

There are several reasons to make this research more pertinent:

Institutionalization of Hybrid Work: Remote work is no longer temporary, it is now a permanent condition in IT careers and has shifted the focus from "transitional" to "permanent" concerns about working remotely.

The focus of organizational responsibility is expanding from Elkington's (1997) “Triple Bottom Line” to encompass the health of dispersed, remote places.

Environmental Quality of the Home Office: Urban Environmental Pressure or lack of Green Infrastructure in urban hubs such as Bengaluru and Hyderabad increases the pressure on location flexibility and resource limitations, thus making environmental quality a critical labor welfare issue in urban areas.

Future Research Pathways

The future direction of scholarship should focus on three directions:

1. **Empirical validation:** Creation of psychometrically validated measures of "Green Restoration" in the remote-work context. Longitudinal or experience-sampling designs should be used in future studies to provide within-person variations in boundary management and environment exposure.
2. **Comparative Study:** Explore the moderation effect of ECOFLEX by looking at comparative studies between IT hubs of different quality of green infrastructure.
3. **Generalizability and Intervention Efficacy:** Investigate whether the framework can be applied to other industries where knowledge work is performed, and whether interventions (e.g., green stipends, biophilic design) in these organizations have measurable impacts on the strength of the moderation effect over time.

The Study covers the following contributions:

This research is unique from the existing literature on remote work, environmental psychology and organizational behavior in four main ways:

Theoretical Integration

The key new feature is the integration of previously 'siloe'd' fields. The home environment is a blurred category in remote-work scholarship, and the restorative theory (Kaplan, 1995; Ulrich, 1983) is rooted in clinical and urban settings, whereas this study combines these two settings. The concept of environmental restoration as a moderator of remote-work outcomes fills important gaps in disaggregation and contextual application.

A Falsifiable Theoretical Framework

The ECOFLEX model offers a precise and structural framework for future inquiry. It treats Green Restoration (E), as moderating the pathway between Boundary Management (F) and Resource Status (C), and goes beyond descriptive synthesis. In terms of Whetten's (1989) criteria for theoretical contributions, this design provides a falsifiable structure that can be directly used to test them in the empirical world.

Use sectoral and contextual specificity. Use sectoral and contextual specificity.

The study provides high contextual precision by looking into the IT sector, and within the unique contexts of the major tech hubs in India. High density of people and land use and the lack of uniform distribution of green infrastructure in such areas create a unique space between flexibility and environmental scarcity that is of special interest for WLB scholarship in the Indian context of the IT sector.

Practical Translatability

Lastly, the model connects theory and practice in the organization. The findings of this study offer a toolkit of concepts for HR practitioners and policymakers to use when designing interventions before they get to full-scale empirical testing, including specific instances that can be used for biophilic design guidance and hybrid-work scheduling.

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