

**STUDY ON EMPLOYEE PERCEPTION TOWARDS WORK FROM HOME
DURING COVID-19 PANDEMIC**

Dissertation

Submitted by

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Under the guidance of

MISS. NIMA DOMINIC

In partial fulfillment of the requirement for the Degree of

MASTER OF COMMERCE



ST. TERESA'S COLLEGE ESTD 1925

ST. TERESA'S COLLEGE (AUTONOMOUS), ERNAKULAM

COLLEGE WITH POTENTIAL FOR EXCELLENCE

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CERTIFICATE

This is to certify that the project titled "Study on the Employee Perception towards Work From Home during Covid-19 Pandemic" submitted to Mahatma Gandhi University in partial fulfillment of the requirement for the award of Degree of Master of Commerce is a record of the original work done by Ms. Ann Mary Shaji, under my supervision and guidance during the academic year 2021-22.

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DECLARATION

I, Ann Mary Shaji, final year M.Com student, Department of Commerce (S.F), St. Teresa's College (Autonomous) do hereby declare that the project report entitled “Study on Employee Perception towards Work From Home during Covid-19 Pandemic” submitted to Mahatma Gandhi University is a bonafide record of the work done under the supervision and guidance of Miss. Nima Dominic, Assistant Professor of Department of Commerce (S.F), St. Teresa's College (Autonomous) and this work has not previously formed the basis for the award of any academic qualification, fellowship, or other similar title of any other university or board.

PLACE: ERNAKULAM

ANN MARY SHAJI

DATE:

ACKNOWLEDGEMENT

First of all, I am grateful to God Almighty for his blessings showered upon me for the successful completion of my project.

It is my privilege to place a word of gratitude to all persons who have helped me in the successful completion of the project.

I am grateful to my guide **Miss. Nima Dominic**, Assistant Professor, Department of Commerce (S.F) of St. Teresa's College (Autonomous), Ernakulam for her valuable guidance and encouragement for completing this work.

I would like to thank **Smt. Jini Justin D'Costa**, Head of the Department, Department of Commerce (S.F) of St. Teresa's College (Autonomous), Ernakulam for her assistance and support throughout the course of this study and for the completion of the project.

I will remain always indebted to my family and friends who have helped me in the completion of this project.

Last but not the least; I would also like to thank the respondents who have helped me to provide the necessary information for my study.

ANN MARY SHAJI

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CHAPTER – I
INTRODUCTION

1.1INTRODUCTION

Work and family could be said to be two of the most significant elements of human life. Indeed, work/ family balance is one of the most challenging issues facing families in the twenty first century. The home plays a significant role in promoting and sustaining the well-being of individuals and of society. Technology has had a significant impact on work, making work from home and other locations possible. Work has turned into an “unbounded activity” to be carried out “anytime and anywhere”. For employers the consequences of work-home demands can manifest itself in higher levels of employee turnover, absenteeism and less productivity.

In recent years, there has been increasing focus on the question of how to balance work and life commitments in both academic and political debates. With the increase in work pressure and advancement in technology working needs have increased. Also with the change in rules and regulations in industrial working scenario has become more complicated and thus there are lot of disturbances and imbalances in the life of employees, working across all levels. Owing to this work pressure, maintaining a harmonious work-family life is becoming more difficult. People spend more time in office.

This paper will define work from home, look at the uptake of teleworking in different parts of the world, examine the advantages and disadvantages of teleworking, look at some requirements for home working and finally emphasise the perception of employees towards work from home. The paper concludes by making recommendations for future research.

1.2 STATEMENT OF THE PROBLEM

The present work focuses on the study of employee perception towards work from home. Every organisation requires the employees to be committed and satisfied with their work in order to ensure efficiency of the business. As a way to enhance the morale of employees, organisations should provide flexibility in the work so as to ensure work-life balance. Work from home is a concept which helps the employees to have a balance between their work and family. Working from home can allow workers to minimize distractions and increase the time they spend focused on a project.

The performance of employee is strictly based on their level of satisfaction and motivation. Variations may arise on the commitment of employees towards the work as they are facing pressures of family as well as of the work. It need not be ensured that allowing the employee work from home can always contribute positively to work-life balance. Therefore, the analysis of perception of employees towards this concept of work from home is important.

1.3 SIGNIFICANCE OF THE STUDY

The present study focuses on the perception of employees towards work from home in reference to the current scenario of COVID-19. Work from home has been considered to be the only way by which the organizations can perform their task during the lockdown. Organisations have been forced to empathize with employees and take up the work from home policy. Here arises the risk of inefficient performance of the tasks. Similar studies have found that working from home not only benefits employees by eliminating their daily commutes, it also increases productivity and leads to healthier life styles. It's a win-win situation that workers relish for its flexibility- but often at the cost of their work-life balance. This calls for a detailed study of the perception and approach of employees towards work from home.

1.4 SCOPE OF THE STUDY

The present study is conducted to know employee perception towards work from home. Major purpose of the study is to understand the effectiveness of work from home concept comparing with the employee perception. The study covers data from 100 IT employees working in Infopark Kochi. Present study was conducted during April 2022. Employee perception, employee satisfaction, commitment, convenience etc. are some of the topics which will be discussed in this study. Study is carried out with an assumption that work from home enables the employees to have work-life balance and they are more productive at work from home.

1.5. OBJECTIVES OF THE STUDY

The following are the important objectives of the study

- To study the attitude of employees towards work from home
- To analyse the impact of work from home on the efficiency of employee performance
- To know whether work from home contributes positively to the work-life balance
- To analyse the impact of work from home in employee commitment and morale

1.6 HYPOTHESIS

- H01: There is no significant relationship between work from home and job satisfaction of employees.

1.7 LIMITATIONS

1. The limited time was a constraint in making a detailed study
2. It was not possible to directly interact with the employees
3. Some of the data was not available as this is an arising concept
4. Due to the prevailing situation, data collection could be done only through online media

1.8 CHAPTERIZATION

Chapter 1- Introduction

Chapter 2- Review of literature

Chapter 3- Research Methodology

Chapter 4- Theoretical Framework

Chapter 5 - Data Analysis and Interpretation

Chapter 6 – Findings, Conclusion and Suggestion

CHAPTER – II
REVIEW OF LITERATURE

Nicholas Bloom (2004) in his study on “To Raise Productivity, Let More Employees Work from Home” at Ctrip: highlighted that in comparison with the employees who came into the office, the at-home workers were not only happier and less likely to quit but also more productive. Ctrip was thinking that it could save money on space and furniture if people worked from home and that the savings would outweigh the productivity hit it would take when employees left the discipline of the office environment. They quit at half the rate of people in the office and predictably, at-home workers reported much higher job satisfaction.

Samantha K Ammons and William T. Markham (2004) in their study “Working at home : Experiences of skilled white collar workers” focuses on only a single type of worker. For skilled white collar workers, with interesting and involving work and freedom to set their own schedules, working at home also produced boundary maintenance problems. If not managed skillfully, these problems could cancel the gains from working at home. interruptions from telemarketers, phone calls from relatives, and children’s demands for attention were more problematic than at the office, and responding to them could consume time, reduce work efficiency, and increase stress.

Nurul Adilah Saludin and Hasnanywati Hassan (2012) in their study “A Conceptual Study on Working from Home in Malaysia Construction Industry” has examined that stress, longer travel time, higher travelling cost, increased energy consumption is some of the reasons grumbled by many employees in the world. To overcome these problems, the benefit of work from home have been unearthed by many researches and implemented by many developed countries in the world. From researcher’s view, the research on WFH in the construction industry is only beginning to scratch the surface. To better understand all of the degrees associated with this phenomenon, there is a need to understand nature of work, organization factors and employee motivations.

Liang James, Ying Jenny Zhichun & Bloom Nicholas (2013) made a study “Does Working from Home Work? A Chinese Experiment” reveals that the frequency of working from home has been rising rapidly in the US and Europe, but there is uncertainty and skepticism over the effectiveness of this, highlighted by phrases like ‘shrinking from home’. This experiment highlights how complex the process of learning about new management practices. The firm can closely monitor the performance and the labour supply of the employees and the extent of work from home was limited, so that it didn’t require a significant reorganization at the workplace.

Ojala et al (2014) highlighted while home working can be portrayed as a great advantage for work/home balance, there is contradictory research about whether working from home strengthens or weakens work/life harmony. It was found that job effectiveness, well-being and work/life balance have been found to be key factors when exploring the impact of remote technology on individuals, supervisors and organizations.

Kira Rupietta Michael Bechmann (2016) has evaluated the effect of working from home on employee’s effort. It was found that employees who have the possibility to work from home, have a high autonomy in scheduling their work and therefore are assumed to have a higher intrinsic motivation. It was suggested that working from home should be an option, as employees have different preferences mandatory working from home could induce dissatisfaction. Working from home is experienced by workers as a benefit and a symbol of appreciation and trust if it is voluntary

Kathleen Farrell (2017) in their study “Working from home: A double edged sword” has examined that the employers should be properly trained in how to do this

effectively for businesses and employees, in order to make working from home successful. In terms of working from home importance is to be given to the nature of work. Managing one's home life effectively is linked to effectiveness and job satisfaction in one's work role. The home plays a very crucial role in society from the perspective of a healthy home life being essential for a healthy work-life and a healthy society.

Suraya Casey (2018) has evaluated various facts about working from home. It was observed that flexible working is fast growing and homeworking could give an extra day per week. The major benefit is that, it eliminates commutation. But it is not for everyone. It was found that young employees are more likely to want to work from home as remote working helps attract and retain more diverse talent.

Marie Antionette (2019) has examined the relationship between Remote work and satisfaction of employees. The result indicated that, as the intensity of remote work increases job satisfaction also increases. Engaging in remote work may benefit employees with providing a more autonomous work environment and mitigate work-life stressors. In return, this may also benefit the employer by having a more satisfied workforce.

NakrosieneAudrone, Buciuniene Ilona, et al (2019) has evaluated the relationship between theoretically grounded telework factors and various individual and organizational outcomes of telework. The result indicated that telework reduced communication with co-workers, supervisor's trust and support, suitability of the working place at home were found to be the most important telework factors impacting different outcomes. Higher self-reported productivity was related to reduced time in communicating with co-workers and the possibility to take care of family members when working were two benefits of working from home / teleworking.

Daniel Zhao (2020) studied the current situation of the world due to the outbreak of corona virus. According to Glassdoor data, work from home benefits have expanded dramatically over the last decade, with employers doubling access to work from home options for American workers. However, access varies substantially among different occupations, employers, industries and cities. While over half of full-time workers have access to work from home benefits today, only 1 in 5 part-time workers have the same access.

Jennifer Cook (2020) made a study on “The Ultimate working from home guide” reveals that for employers, working from home can boost productivity, reduce turnover, and lower organizational costs, while employees enjoy perks like flexibility and the lack of a commute. Top field for remote work include computers and IT, education and training, and healthcare; positions include customer service reps, virtual assistants, data entry and transcription, teachers and more. A variety of top firms, including Amazon, Dell, Humana, Kaplan, and Salesforce, offer remote work opportunities, but it’s also important to be aware of scams.

Richard Eisenberg (2020) has made a study “Is Working from Home the Future Of Work” to analyse the relationship between work from home and coronavirus pandemic. It was observed that there is a huge increase in the number of Americans working from home. Working from home can boost employee morale and foster better mental health. It was also demonstrated that face-to-face work teams perform better than virtual ones in creative assignments. It is discussed that while working online it is difficult to read people.

Libby Sander (2020) in her study “Coronavirus could spark a revolution in Working from home. Are we ready?” has highlighted the point that regular communication, particularly using video conferencing, can help ensure tasks are coordinated, knowledge is transferred, and social and professional isolation is reduced. Employees need to establish boundaries between work and home life. Being able to switch off at the end of the day is important for both physical and mental health. If employees and employers can get the well-planned telework, this coronavirus outbreak could prove to be the tipping point for remote work arrangements to become the norm.

George Nicholas (2020) has made a study “Remote work: A nationwide survey challenges WFH perceptions” reveals that gender played a significant role in responses. Over half of female respondents reports that they think remote work is a great perk or is vital to accepting a job. There is less of a monolithic acceptance of working from home as may be assumed, and savvy employers would be wise to treat broad WFH mandates with sensitivity.

CHAPTER – III
RESEARCH METHODOLOGY

Research methodology chapter of a research describes research methods, approaches and designs in detail highlighting those used throughout the study, justifying the choice through describing advantages and disadvantages of each approach and design taking into account their practical applicability to our research. Research methodology is the specific procedures or techniques used to identify, select, process and analyse information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability.

This report is based on primary as well as secondary data, primary data collection was given more importance since it is overbearing factor in attitude studies.

1. Research design - A research design is the set of methods and procedures used in collecting and analysing measures of the variables specified in the problem research. It is a framework that has been created to find answers to research questions. In my research I have used descriptive research which is used to describe characteristics of a population or phenomenon being studied.
2. Sampling plan - It is term used in research studies that provide an outline on the basis of which research is conducted. It tells which category is to be surveyed, what should be the sample size and how the respondents should be chosen out of the population. In this study the sampling plan was to conduct research with employees working from home.
3. Population - A research population is a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population that researches are done. The population of the present study is IT employees who has got work from home experience.
4. Sample unit - Sample unit is the single section selected to research and gather statistics of the whole. IT employees working in Infopark Cochin is selected as the sample unit of this present study.

5. Sample size – A sampling unit is the building block of a data, defined as part of groundwork for any statistical research or study. In the present study sample size is 100.

6. Data collection method – Data for the study was collected through primary and secondary sources. The method used for primary data collection in this study is questionnaire, where a structured questionnaire is prepared and filled by selected 100 IT employees. Secondary data was collected from published journals, books and websites.

7. Statistical tools used –For analysing the data, Statistical Package for the Social Sciences (SPSS) is used. Frequency analysis, Chi square and Correlation are the statistical tools used in the present study.
 - 7.1 Frequency Analysis - this descriptive statistical method was used in this study to show the number of occurrences of each response chosen by the respondents.
 - 7.2 Correlation – it was used to define the relationship between the satisfaction level of employees and the concept of work from home.

CHAPTER – IV
THEORETICAL FRAMEWORK

4.1 Work from Home: An Introduction

Work from home is a concept where the employee can do his or her job from home. Work from home gives flexible working hours to the employee as well as the job for the employer is done with ease. Work from home is helpful to delivering work life balance to the employee, and also parallelly helps the company to get the work done. Nowadays, most of the employers are offering this option to their employees.

Work from home (or Working from home) is a modern work approach enabled through internet and mobility wherein irrespective of the physical location of an individual work can be done. Work from Home is also known as Working Remotely or telecommuting which implies that the employee is working from a remote location usually home.



4.2 Key Elements of Work from Home Policy

1. Policy Brief and Purpose

Mention clearly what the intent of your work from home policy is, and what you are aiming to achieve by providing job opportunities from home. Communicate the importance of the policy as well as how it will be implemented going forward. It should improve the overall employee value proposition, maximizing the work experience of your team members.

2. Scope and eligibility

Specify which positions are available for remote work within the organization considering client-facing responsibilities, software limitations, and cybersecurity risks. It will help in reducing excessive or unnecessary work from home requests. Also, clarify who will accept work-from-home applications, and on what basis each application will be assessed. Will HR supervise the process, or will the individual manager review it?

However, they should consider the following elements before deciding 'who' can work from home:

-Does the nature of the employee's job allow them to work from home?

-Are there any security or privacy issues?

-Will communication with the remote employees be difficult?

3. The request process

The entire procedure of requesting work from home should be laid out clearly- should employees make a formal request, or do they need to register themselves or have a

discussion with their manager? Provide a gradual rundown of what they need to do to have the right to work from home.

4. Attendance and Availability Standards

The availability expectations of the remote workers must be outlined in work from home policy. It can be a challenge to bring your people to the desk and get their input right on time. To avoid this problem, you must set standards around when and how your remote workers should be available.

5. Productivity measures

The policy should also specify how remote workers' productivity will be measured. It can evaluate in a variety of ways, like depending on the time spent on the project, number of cases handled, amount of customer interactions, and more. Companies need to decide how they want their remote workers to be assessed.

6. Equipment and Tech support

It needs to state what equipment and tech support will be offered to their remote employees. If the company expects them to use their own laptops, for example, it must be mentioned in the policy. It should also outline what they are supposed to do when having technical difficulties have an action plan for that as well.

7. Response measures

The policy should define whether or not the remote workers are expected to respond to the manager or a colleague immediately. Also, it should streamline the communication channels, promoting a healthy bonding between workers and supervisors.

8. Compensation and Benefits

If working from home has any effect on the compensation and benefits of the employees, the policy should mention it.

9. Rightful Termination

Many employers feel uncomfortable providing the work from home opportunities because of the lack of face to face communications. However, the work from home policy should contain the fact that no employee will be fired on the grounds of operating remotely.

10. Dress code

While working from home, employees still have to be in touch with colleagues, clients, or business partners via Video conferencing. For this condition, a note about the suitable dress code while remote working is reasonable.

11. Physical environment

If you, as an employer, prefer your remote workers to work on a particular physical environment, don't forget to put in the policy. Many companies tend to test and approve the same before working remotely.

12. Security

All the specific requests regarding official security and client confidentiality must be stated in the policy. For example, if you don't want your remote worker to use a public WiFi, then that should be mentioned for employees to be cautious while working from a public place.

4.3 Benefits of Work from Home

From employers' point of view.

1. No Or A Lot Less Office Space

Office space rental is a significant expense for most small and medium-sized companies. Besides, maintenance and repairs cost extra. Work from home allows you to save the money on office space which can be utilised better in so many other things.

2. Hire The Best, Globally

No matter where they are based from, you can hire the best talent to work with. Technology and the internet are making it easier to hunt, review and hire great candidates around the world. There are numerous tools that professional recruiters can use to explore. LinkedIn Recruiter, Entelo, Smart Recruiters and Glassdoor top the list of the most essential, modern tools for recruiters. And there is more to it. Your remote employees can promote your brand by just sharing their sense of pride in being associated with you. It gives you a fantastic opportunity to enhance your image. You can also get an insight into their local markets.

3. Higher Retention

Work-from-home opportunities play a significant role in the decision of an employee to quit a job, and companies that offer it see a significantly less turnover than those who do not. There are two main reasons why. First, most remote workers stay happily engaged and are less likely to search for a different job with other companies. Second, they experience a better work-life balance and do not experience burnout easily.

4. Lesser Absenteeism

Working from home is the best viable option for decreasing employee absenteeism. It allows your employees to take care of themselves and still get the work done. In simple terms, working from home gives them the flexibility to set their own routine. It enables them to take care of their sick kids or run errands without taking a full day leave from office.

5. Longer Working Hours

People who work from home wastes less time commuting. They are at your office right when they wake up. It saves money, energy and acts as a great morale booster. Thus

the time on commuting can be used for some real job, making work hours longer than usual.

6. Flexible Work Schedule

A work from home policy allows you to adjust the days and hours of work. Employees feel no rush, take breaks anytime they want and can manage a perfect work-life balance. This factor plays a significant role in the lives of parents who have young kids. It's the best way to balance your family's need for your income with your necessities to spend time with them.

7. Increased Productivity

The reasons for maximized productivity at work from home are many. Firstly, employees can command working conditions. Like say, they can keep the room temperature as they like, some might like the music playing while others might want to work sitting in the garden. Such advantages are endless in work from home policy.

8. No More Crowds and Traffic

Peak hour traffic congestion is the biggest challenge that employees face every day. Indeed work from home is the only practical solution to deal with it. It also gets cheaper as you don't have to worry about your travel expenses anymore.

9. Reduced Stress Level

When you work from home, there are hardly any office distractions. There are no annoying coworkers, no office politics, and no mental pressure. Under this condition, you are free to be as creative as you can become. Also, you can customise your own workplace setup. One study found that just adding plants to your workplace could reduce work stress and negative feelings by 30-60 per cent.

10. Healthier Body

Work from home allows you to save some extra time each day. That's when you can start taking some extra care for your health. You can catch some extra sleep or spend them on physical activities or meditations. By sitting less, you can get a better posture and avoid back pain. You will also prevent the junks from your office canteen and start cooking healthy lunch! All these will lead you to a better physical and mental health which will also improve your daily life.

4.4 Ways to Motivate and Engage Workers

Managing employees in uncertain situations like the outbreak of a pandemic can be extremely challenging for managers. Remote working is no longer a luxury for employees but an absolute necessity. Keeping employees engaged and motivated in their new setting at a large scale in such a short notice can be overwhelming.

Thankfully, most organizations are equipping and have equipped themselves to continue business-as-usual by suddenly shifting gears and adopting work-from-home practices.

1. Community Building:

The need for effective communication is now more than ever. When your regular office employees have to suddenly shift to WFH, feeling lost, isolated and demotivated is quite natural.

Redefine community building in the organization. Invest in the best video conferencing tools and collaboration tools, create a forum for employees to share personal and professional updates and assign group tasks to encourage teamwork. Reach out and have frequent watercooler conversations with employees and assign time for "non-work" discussion. Conduct virtual team activities like multiplayer games, quizzes etc.

2. Meaningful Goal Setting:

Working from home is often subjected to distractions and it becomes difficult to set boundaries between personal and professional lives. Therefore, it is extremely important to set meaning goals for employees to ensure effective utilization of time. Layout a new structure of goals keeping in mind the new setting. Set clear deliverables and specific metrics that will enable you to track outcomes and measure results effectively. Conduct virtual meetings from time to time to take updates and ensure that things are on track.

3. Rewards & Recognition:

Employee recognition is a proven way to motivate and engage employees. But when teams are fragmented, recognition tends to become slower and infrequent. This is probably the best time to switch to a digital R&R platform. The advancement of cloud-based HR tools is bridging the gap between managers and employees irrespective of any physical and geographical barriers. A cloud R&R platform helps you show your appreciation to your employees instantly and effectively from anywhere in the world.

4. Encourage learning:

Your employees are saving up a significant amount of time on commuting to the office and they would want to make the best use of the time. It is a great time to learn something new and managers can play their part in encouraging that. Today, most employees want to get trained on the skills of tomorrow, especially courses like AI, Machine Learning & Data Analytics are top-rated across industries. You can offer an e-learning course of their choice from the plethora of online courses that are available in the market. You may also encourage non-work related courses such as painting, cooking classes, self-defense classes and so on.

5. Provide support for equipment and other necessities:

If you want your employees to deliver the best, you must equip them with the best tools and technologies. Modern offices are generally equipped with state-of-art technologies but when your people are not working from office this can become a challenge. It becomes a massive hurdle in their productivity. You must look into this

crucial aspect and provide employees with equipment that they can carry home. If buying laptops in bulk is not feasible at the moment, make sure offer them financial assistance like bearing broadband costs.

4.5 Essential Tools for Remote Employees

One of the most important aspects of working from home is tools. In fact, all other points go down the drain if you don't have the perfect set of tools. No matter how productive you are or how motivated you are, without the right set of tools working from home is simply impossible, be it video conferencing tools or project management tools. There is a plethora of tools in the market. The good news is that most of the tools have a free trial period and can be used tried out before jumping on the commitment wagon.

1. **Video Conferencing Tools:** Nothing gets close to an in-person experience than video conferencing, and we are only as good as our best resources. The best (and the most popular) for video conferencing is Zoom. It provides a great video and audio quality and it is extremely user friendly. It has a recording option that you to record calls that you might need to revisit. Other popular options include: Google Hangouts, Join.me, Whereby, appear.in etc.
2. **Chatting Applications:** Online chatting applications are now a quintessential part of modern organizations. They are often regarded as the replacement for in-house emails. In the remote working situation, chatting tools are even more important to maintain the flow of internal communication. Some popular tools are: Slack, Google hangouts, Chanty, Workplace by Facebook.
3. **Rewards and Recognition Program:** Recognizing and rewarding your employees can become tricky when most of your employees are working remotely or working from home. One of the best things to take here is investing in a digital R&R platform. A dedicated platform will help you in

effectively rewarding and recognizing outstanding efforts without leaving your table. Vantage Rewards is a fun, easy and engaging tool that helps you improve the company culture and boost employee engagement. Its unique features include point-based rewarding, peer recognition, virtual badges and leaderboard, interactive feed and so on.

4. **Project Management Tools:** Efficient project management is crucial for managing remote employees. One of the favourite product management tools is the Todolist. It is actually a very simple tool that lets you add tasks, reminders and to-do lists and sync every device with the help of their app. A very efficient tool is for project management is Trello. It is a very visually appealing software that helps remote teams in managing projects

4.6 Theories on Work from Home

The intersection of work and life research is fundamentally challenged by a lack of commonly established basic language and key constructs; no single prevailing framework or perspective is universally established (Pitt-Catsouphes et al., 2006). The academic body of knowledge regarding work-life scholarship relies on a multiplicity of theoretical frameworks (Morris and Madsen, 2007), which include spill-over, compensation, resource drain, enrichment, congruence, work-family conflict, segmentation, facilitation, integration, and ecology theories (Clark, 2000; Edwards and Rothbard, 2000; Frone, 2003; Frone, Russell and Cooper, 1992; Greenhaus and Powell, 2006; Zedeck and Mosier, 1990).

1. **Spill-over:** Spill-over is a process whereby experiences in one role affect experiences in the other, rendering the roles more alike. Research has examined the spill-over of mood, values, skills and behaviours from one role to another (Edwards and Rothbard, 2000), although the most of this research has focused on mood spillover. The experiences resulting from

spill-over can manifest themselves as either positive or negative (Morris and Madsen, 2007). In the literature, spill-over has also been termed as generalization, isomorphism, continuation, extension, familiarity, and similarity (Edwards and Rothbard, 2000; Staines, 1980; Zedeck, 1992). There are two interpretations of spill-over (Edwards and Rothbard, 2000): (a) the positive association between life and work satisfaction and life and work values (Zedeck, 1992) and (b) transference in entirety of skills and behaviours between domains (Repetti, 1987) such as when fatigue from work is experienced at home or when family demands interfere with work demands. In a study of spill-over, Williams and Alliger (1994) used experience sampling methodology to examine mood-related spillover on a daily basis, finding suggested that working parents in their sample were more likely to bring work-related emotions home than they were to transfer family related emotions to the workplace.

2. Compensation: Compensation theory refers to the efforts intended at countering negative experiences in one domain through increased efforts for positive experiences in another domain. An example would be a dissatisfied worker focusing more on family than work, thus reallocating human resources (Edwards and Rothbard, 2000). According to Zedeck and Mosier (1990), compensation can be viewed in two broad categories: supplemental and reactive. Supplemental compensation happens when positive experiences are insufficient at work and are therefore pursued at home. Reactive compensation occurs when negative work experiences are made up for in positive home experiences (Zedeck and Mosier). In other words, according to compensation theory, there is an opposite relationship between work and life, so workers attempt to satisfy voids from one domain with satisfactions from the other (Clark, 2000). Tenbrunsel et al., (1995) also found a compensatory relationship between work and life roles for

employed. Whereas Rothbard (2001) avert that women who experienced negative affect from family were more engaged with their work, consistent with a compensation story.

3. Resource drain: Resource drain theory refers to the transfer of resources from one domain to another; because resources are limited (time, money, and attention), available resources in the original domain are reduced (Morris and Madsen, 2007). Resources can also be shifted to other domains that are not work and family related, such as community or personal pursuits (Edwards and Rothbard, 2000).

4. Enrichment: Enrichment theory refers to the degree to which experiences from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) improves the quality of the other domain (Morris and Madsen, 2007). Greenhaus and Powell (2006) defined enrichment as "the extent to which experiences in one role improve the quality of life in the other role" (p. 73) and reported that employees perceive that their work and life roles enrich each other. Zedeck and Mosier (1990) used the term instrumental to characterize this notion, which states that good work outcomes lead to good life outcomes and vice versa.

5. Congruence: Congruence theory refers to how additional variables that are not directly related to work or family influence the balance of multiple roles. While spillover is a direct relation between work and family, congruence attributes similarity through a third variable, like personality traits, behavioural styles, genetic forces, and socio-cultural forces (Edwards and Rothbard, 2000; Staines, 1980; Zedeck, 1992). Based on congruence theory, a third variable such as intelligence or level of education could positively effect both work and life domains.

6. Segmentation: Segmentation theory refers to viewing work and life as separate domains that do not influence each other (Edwards and Rothbard, 2000). Segmentation has been used to describe the separation of work and life, such that the two roles do not influence each other (Edwards and Rothbard, 2000; Staines, 1980; Zedeck, 1992). Since the industrial revolution, work and life have been inherently separate by time, space, and function. Piotrkowski (1979) expressed this process as what occurs when people actively suppress work-related thoughts, feelings, and behaviours in the life domain, and vice versa. As this has been proven no longer to be true (Kanter, 1977) and conceivably never was, particularly for female workers, segmentation is now referred to as the active process that people use to form and maintain boundaries between work and family.
7. Facilitation: Facilitation theory refers to what occurs when the participation in one domain cultivate and enhances the engagement in another domain. This portability of augmentation can comprise skills, experiences, resources, and knowledge (Edwards and Rothbard, 2000). Grzywacz (2002), facilitation occurs because social systems naturally utilize available means to improve situations without regard for domain limitations.
8. Integration: Integration theory refers to the holistic view that a healthy system of flexible and permeable boundaries can better facilitate and encourage work-life and community-life domains (Clark, 2000). Morris and Madsen (2007) acknowledged that integration theory best portrays the incorporation of additional contextual elements, such as community, into the body of knowledge in regard to work and life. Integration calls for contemporary understandings that retool traditional worklife paradigms, making all stakeholders (employers, workers, and communities) active partners with equal voices in the formation of a holistic model of work-life balance (Morris and Madsen, 2007). Googins (1997) believed that an approach to work and family that includes all parties and shared

responsibility will yield better results in both domains than solutions shaped in isolation.

9. Ecology: Ecological systems theory refers to the suggestion that work and life are a joint function of process, person, context, and time characteristics, and symptomatic of the fact that each and multiple characteristics yield an additive effect on the work life experience (Grzywacz and Marks, 2000). Ecology theory was later developed into the person-in-environment theory with the common thread among diverse person environment variants as the recognition that individuals and groups have vibrant relationships with their social, physical, and natural environments (Pitt-Catsouphes et al., 2006).

10. Inter-role conflict: Inter-role conflict theory refers to what occurs when meeting the demands in one domain makes it difficult to meet the demands in the other domain. In the literature, this has also been termed opposition or incompatibility theory (Edwards and Rothbard, 2000). Greenhaus and Beutell (1985) avers that an individual encounters role conflict when the sent expectations or demands from one role interfere with the individual's capacity to meet the sent expectations or demands from another role. An example of role conflict is that of an employee who is at the same time pressured to work overtime while family members urge that employee to come home. Greenhaus and Beutell (1985) described eight propositions where the constructs are in conflict in relation to time, role strain, and specific behaviour, as follow: pressures must come from both work and family; self-identification with roles is necessary; role salience moderates relationships and is positively related to conflict level; conflict is strongest when there are negatives associated with non-compliance; directionality is based on conflict source; conflict is related to career success and stage; external support is related to conflict.

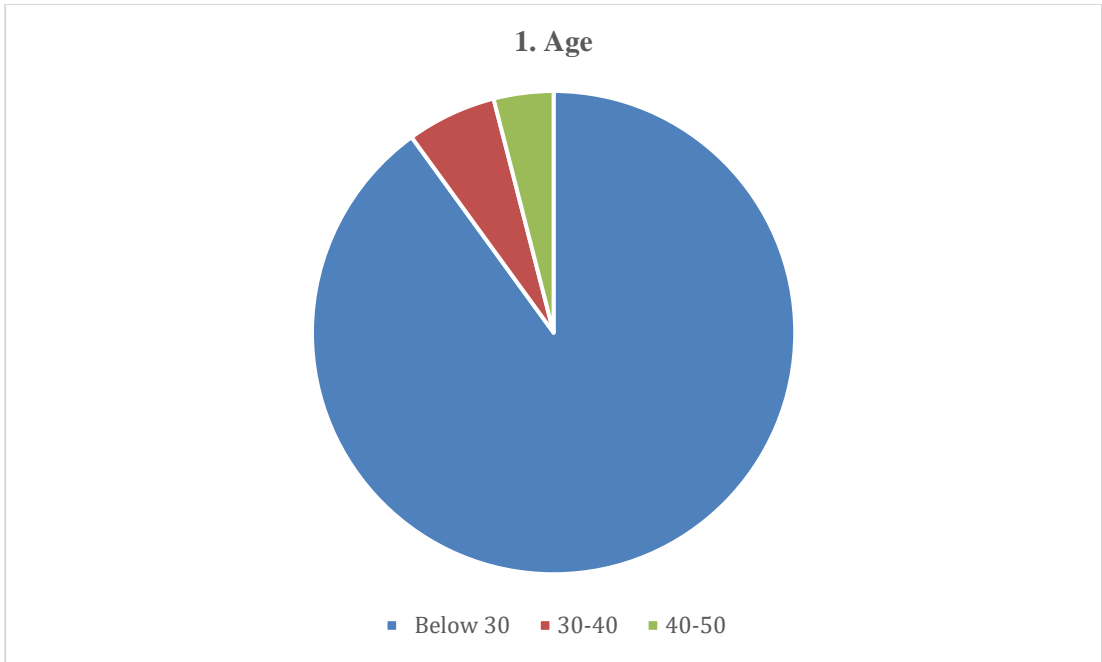
CHAPTER – V
DATA ANALYSIS AND INTERPRETATION

5.1 Frequency Analysis

Frequency analysis is a descriptive statistical method that shows the number of occurrences of each response chosen by the respondents. When using frequency analysis, SPSS statistics can also calculate the mean, median and mode to help users analyse the results and draw conclusions.

Table: 5.1.1 Showing age of the respondents

	Frequency	Percent
Below 30	90	90.0
30-40	6	6.0
40-50	4	4.0
Total	100	100.0

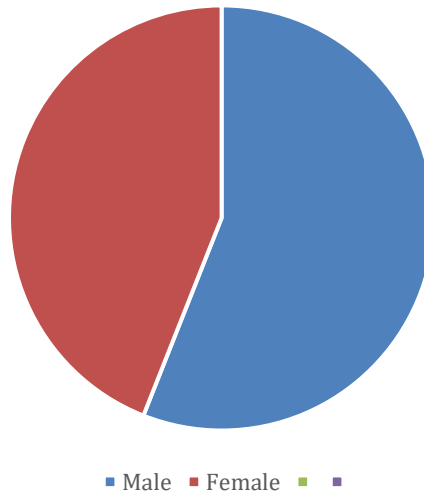


The above table and figure indicate that among the total respondents 90% of them are in the age group of below 30 and 6% of employees are between 30-4- years. The remaining 4% belongs to 40-50 years of age. This implies that majority of the respondents are within the age group of below 30.

Table: 5.1.2 Showing gender of respondents

	Frequency	Percent
Male	56	56.0
Female	44	44.0
Total	100	100.0

2. Gender

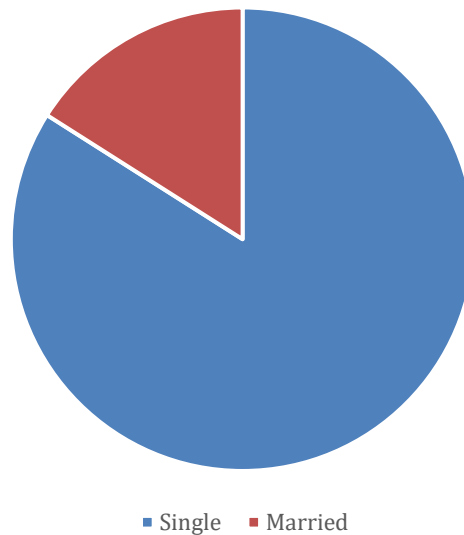


The above table shows that 56% of the respondents are male and the rest 44% are female. This implies that majority of the respondents who work from home are male.

Table: 5.1.3 Showing marital status of respondents

	Frequency	Percent
Single	84	84.0
Married	16	16.0
Total	100	100.0

3. Marital Status

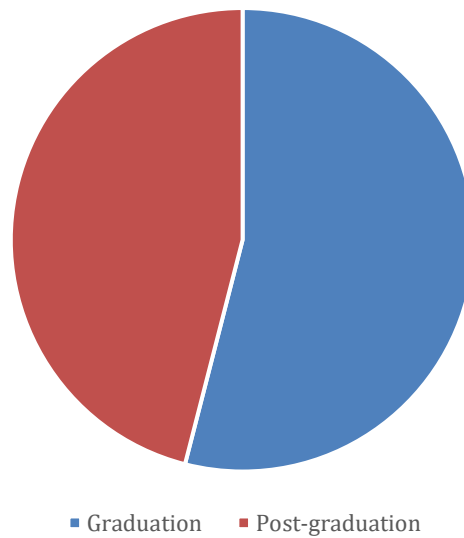


The table and figure shows the marital status of respondents. Majority 84 % are single and the rest 16 % are married. This indicates that as compared to married people unmarried people prefers work from home more.

Table: 5.1.4 Showing Educational Qualification

	Frequency	Percent
Graduation	54	54.0
Post-graduation	46	46.0
Total	100	100.0

4. Educational qualification

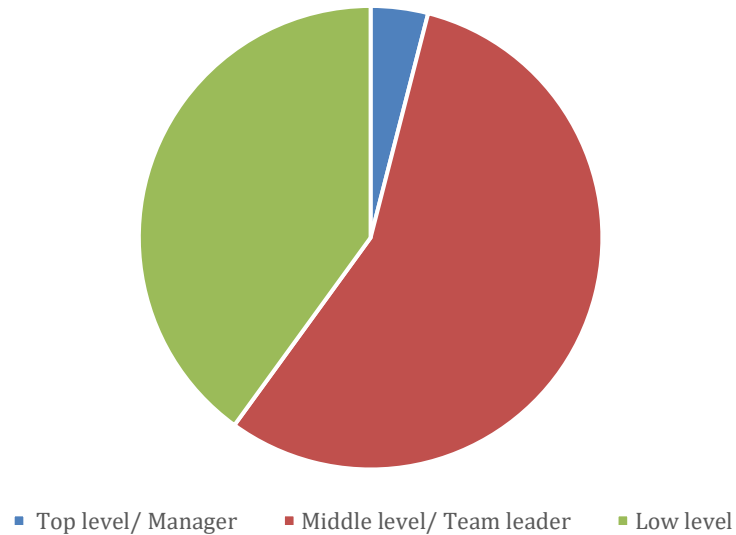


The above figure and table shows that the majority of 54% respondents have completed their graduation. Post graduates among the respondents comprises of 46% of the total respondents.

Table: 5.1.5 Showing position on Organizational Hierarchy

	Frequency	Percent
Top level/ Manager	4	4.0
Middle level/ Team leader	56	56.0
Low level	40	40.0
Total	100	100.0

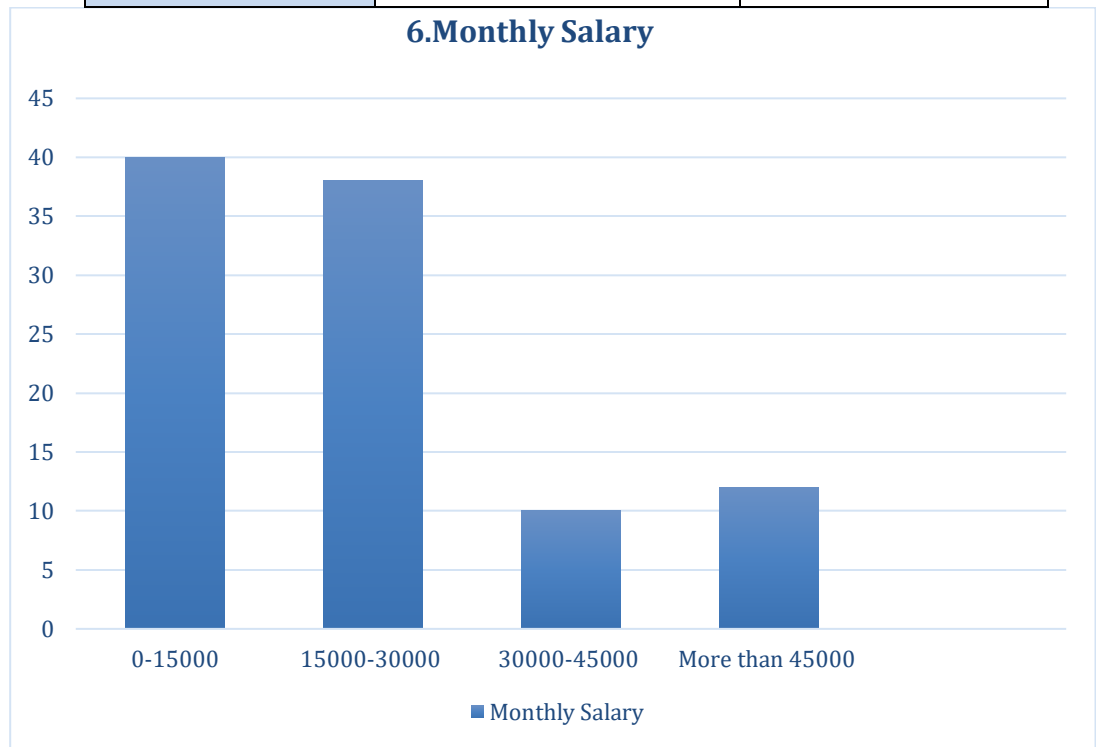
5. Position on Organizational Hierarchy



The table shows that 4% of the total respondents holds the top-level position in the company. Where 56% respondents are of the middle level. Low level employees who work from home comprises of 40% of the total respondents.

Table 5.1.6 Showing monthly salary

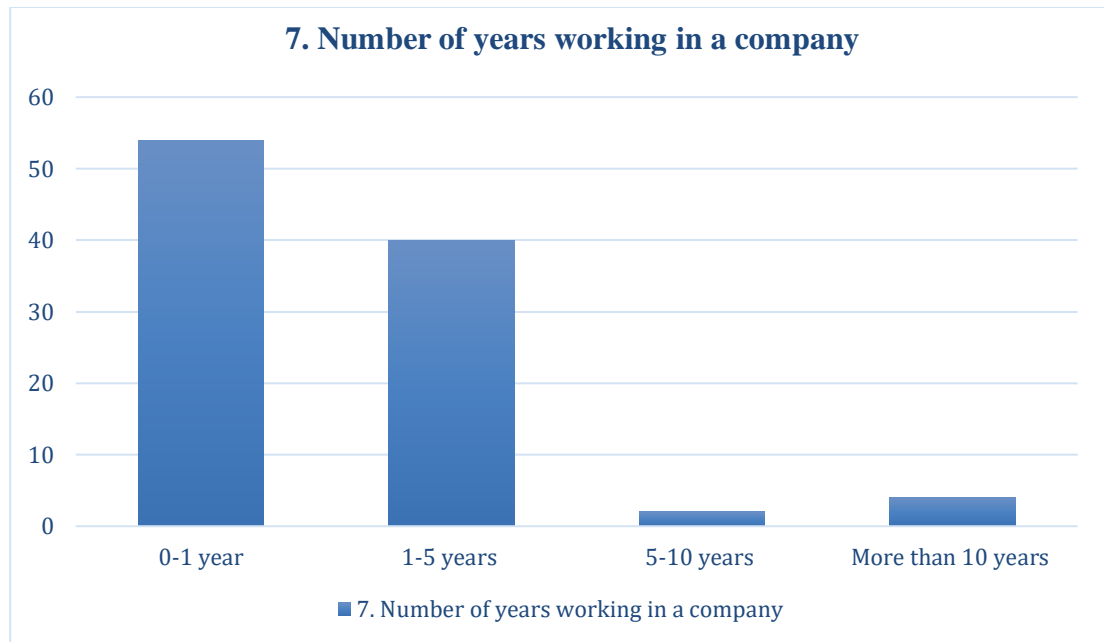
	Frequency	Percent
0 – 15000	40	40.0
15000 - 30000	38	38.0
30000 - 45000	10	10.0
More than 45000	12	12.0
Total	100	100.0



From the above table and chart it is understood that 40% of the respondents earns a monthly salary ranging from 0 to 15000, 38% says they earn ranging from 15000-30000. 10% responded that they up to 30000-45000 and the rest 12% earns more than 45000.

Table 5.1.7 Showing Number of years working in the Company

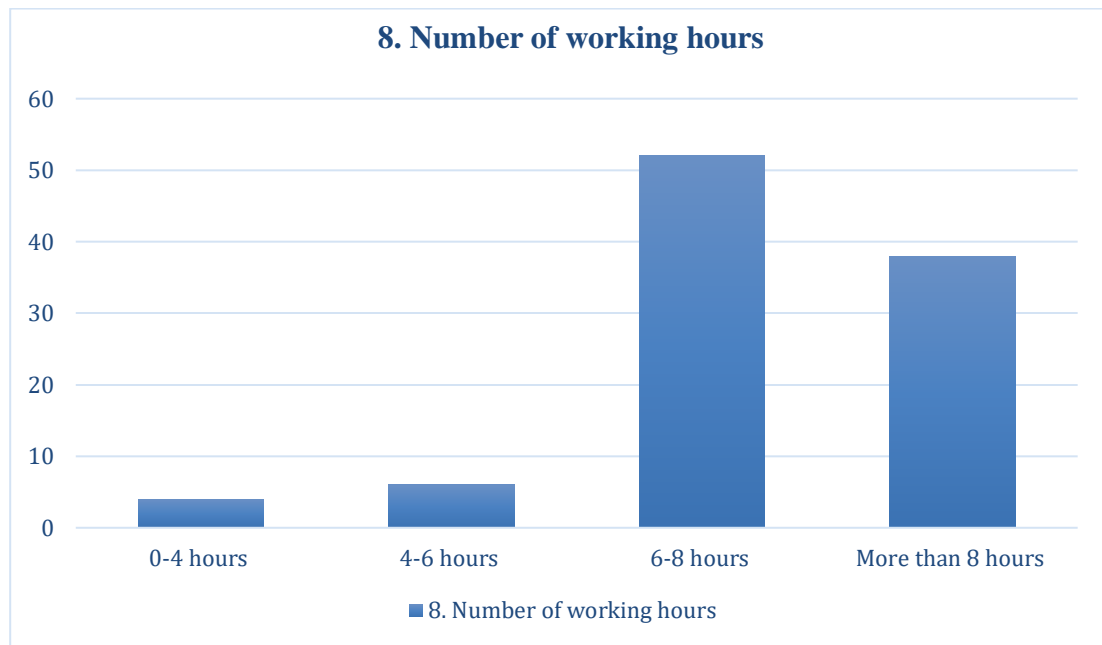
	Frequency	Percent
0-1 year	54	54.0
1-5 years	40	40.0
5-10 years	2	2.0
More than 10 years	4	4.0
Total	100	100.0



The above table depicts that 54% of the respondents have been with their company for less than a year, where 40% have worked for a period of 1 – 5 years. 2 % have worked for a period between 5 – 10 years, only 4% has worked for more than 10 years.

Table 5.1.8 Showing the Number of working hours

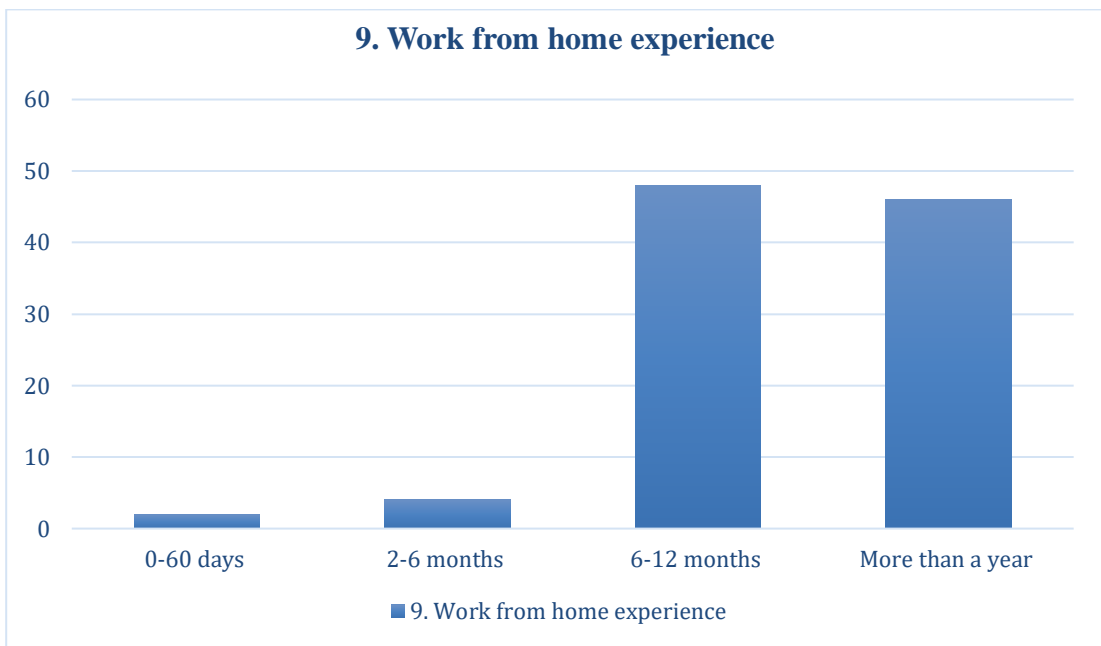
	Frequency	Percent
0-4 hours	4	4.0
4-6 hours	6	6.0
6-8 hours	52	52.0
More than 8 hours	38	38.0
Total	100	100.0



The table and figure shows that 4% of the respondents have working hours which lasts from 0–4 hours a day, where 6% works for a period of 4-6 hours. The majority of the respondents, that is 52% works from 6-8 hours and the rest 38% for a period more than 8 hours.

Table 5.1.9 Showing the Work from Home experience

	Frequency	Percent
0-60 days	2	2.0
2-6 months	4	4.0
6-12 months	48	48.0
More than a year	46	46.0
Total	100	100.0



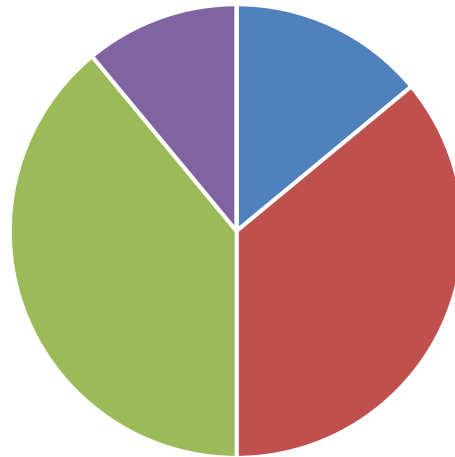
The table depicts the duration of work from experience of respondents. 2% of the respondents have had the WFH experience for 0-60 days, the majority of 4% has experience of 2-6 months.

The rest 48% has worked for 6-12 months and 46% has experience for more than a year.

Table 5.1.10 Showing that working at home is convenient

	Frequency	Percent
Strongly agree	14	14.0
Agree	36	36.0
Neutral	39	39.0
Disagree	11	11.0
Strongly disagree	-	-
Total	100	100.0

Showing that working at home is convenient



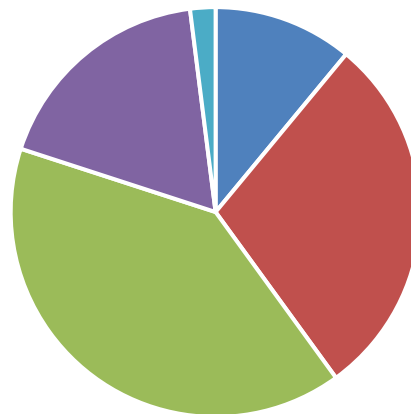
■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

36% of the respondents agrees that working at home is convenient. No respondent strongly disagrees and 39% of the participant says neutral. Only 14% strongly agrees to this statement.

Table 5.1.11 Showing that amount work allotted is reasonable

	Frequency	Percent
Strongly agree	11	11.0
Agree	29	29.0
Neutral	40	40.0
Disagree	18	18.0
Strongly disagree	2	2.0
Total	100	100

11. Showing that amount of work allotted is reasonable



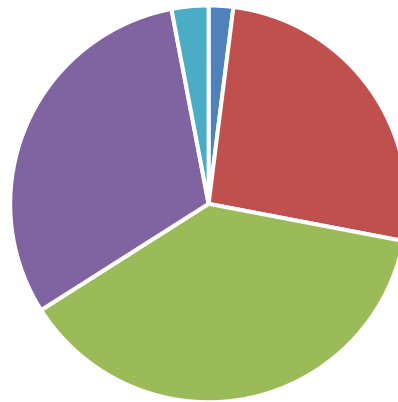
■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

29% of the respondents agrees that amount of work allotted is reasonable. Only 2% strongly disagrees and 40% of the participant says neutral. Only 11% strongly agrees to this statement.

Table 5.1.12 Showing that organization is supportive for a healthy work life environment

	Frequency	Percent
Strongly agree	2	2.0
Agree	26	26.0
Neutral	38	38.0
Disagree	31	31.0
Strongly disagree	3	3.0
Total	100	100.0

12. Showing that organization is supportive for a healthy work life environment



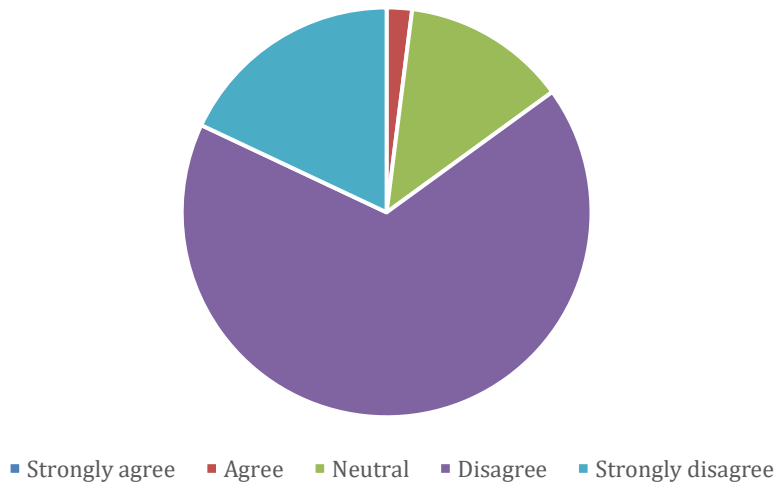
■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

26% of the respondents agrees that organisation is supportive for a healthy work life environment. Only 3% strongly disagrees and 38% of the participant says neutral. Only 26% strongly agrees to this statement.

Table 5.1.13 Showing whether respondents feel isolated and disconnected on working from home

	Frequency	Percent
Strongly agree	-	-
Agree	2	2.0
Neutral	13	13.0
Disagree	67	67.0
Strongly disagree	18	18.0
Total	100	100.0

13. Showing whether respondents feel isolated and disconnected on working from home

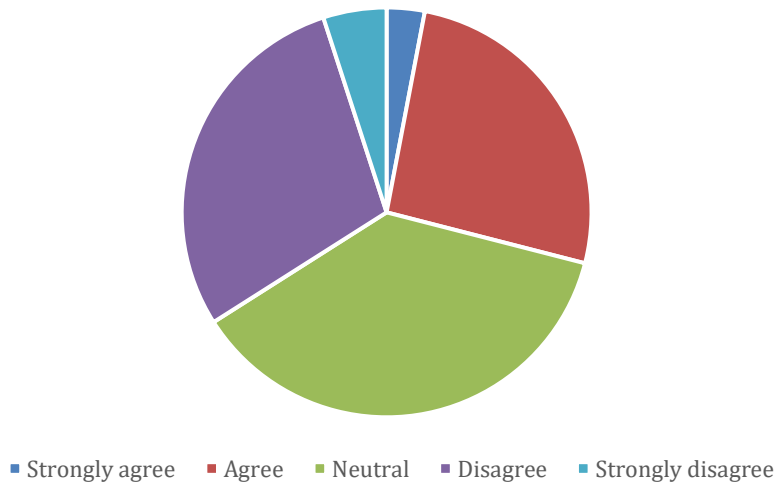


Only 2% of the respondents agrees that they feel isolated and disconnected on working from home. 18% strongly disagrees and 13% of the participants says neutral. No one strongly agrees to this statement.

Table 5.1.14 Showing whether respondents get a fair amount of time to family

	Frequency	Percent
Strongly agree	3	3.0
Agree	26	26.0
Neutral	37	37.0
Disagree	29	29.0
Strongly disagree	5	5.0
Total	100	100.0

14. Showing whether respondents get a fair amount of time to family

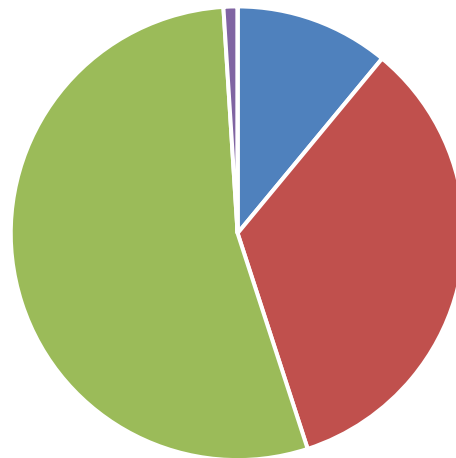


26% of the respondents agrees that they get a fair amount of time to family. Only 5% strongly disagrees and 37% of the participants says neutral. Only 3% strongly agrees to this statement.

Table 5.1.15 Showing effective communication with associates

	Frequency	Percent
Strongly agree	11	11.0
Agree	34	34.0
Neutral	54	54.0
Disagree	1	1.0
Strongly disagree	-	-
Total	100	100.0

15. Showing effective communication with associates



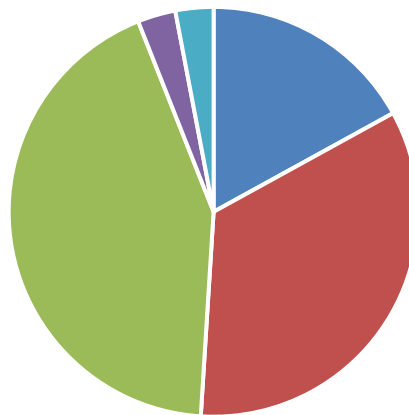
■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

34% of the respondents agrees that there is effective communication with associates. No one strongly disagrees and 54% of the participants says neutral. Only 11% strongly agrees to this statement.

Table 5.1.16 Showing that respondents have all equipment needed to WFH

	Frequency	Percent
Strongly agree	17	17.0
Agree	34	34.0
Neutral	43	43.0
Disagree	3	3.0
Strongly disagree	3	3.0
Total	100	100.0

16. Showing that respondents have all equipment needed to WFH



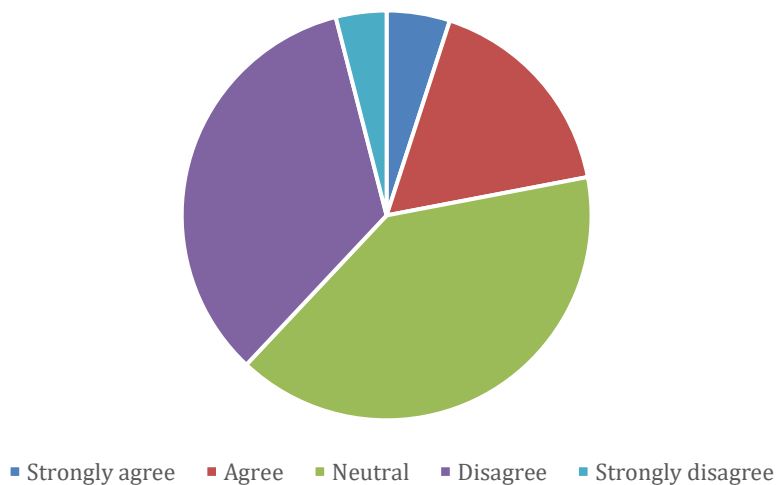
■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

34% of the respondents agrees that they have all equipment needed for work from home. Only 3% strongly disagrees and 43% of the participants says neutral. Only 17% strongly agrees to this statement.

Table 5.1.17 Showing that real workplace is more productive than in work from home

	Frequency	Percent
Strongly agree	5	5.0
Agree	17	17.0
Neutral	40	40.0
Disagree	34	34.0
Strongly disagree	4	4.0
Total	100	100.0

17. Showing that real workplace is more productive than in work from home

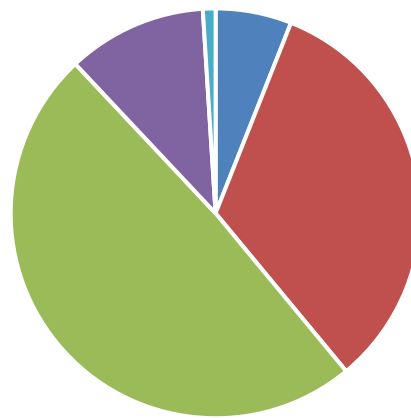


17% of the respondents agrees that real workplace is more productive than work from home. Only 4% strongly disagrees and 40% of the participants says neutral. Only 5% strongly agrees to this statement.

Table 5.1.18 Showing the commitment of respondents towards work from home

	Frequency	Percent
Strongly agree	6	6.0
Agree	33	33.0
Neutral	49	49.0
Disagree	11	11.0
Strongly disagree	1	1.0
Total	100	100.0

18. Showing the commitment of respondents towards work from home



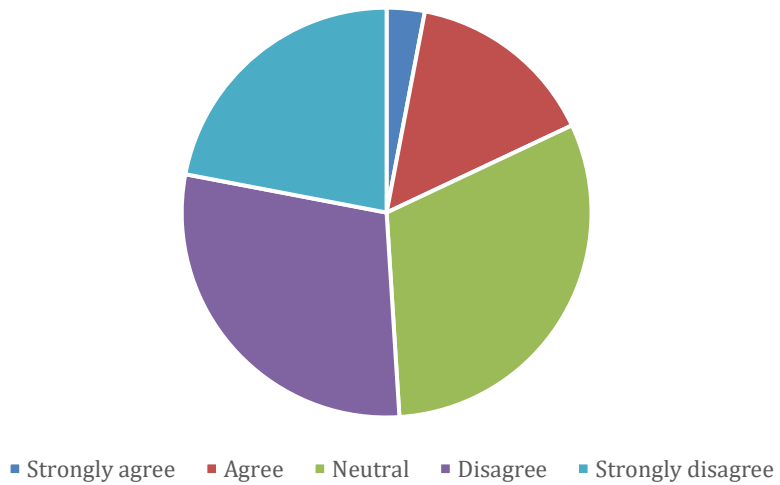
■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

33% of the respondents agrees that they are committed to work from home. Only 1% strongly disagrees and 49% of the participants says neutral. Only 6% strongly agrees to this statement.

Table 5.1.19 Showing sufficient training is provided to respondents working at home

	Frequency	Percent
Strongly agree	3	3.0
Agree	15	15.0
Neutral	31	31.0
Disagree	29	29.0
Strongly disagree	22	22.0
Total	100	100.0

19. Showing sufficient training is provided to respondents working at home

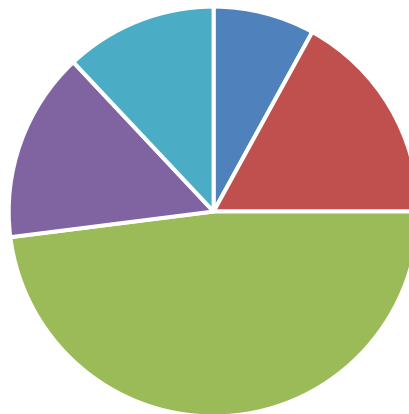


15% of the respondents agrees that they are provided with sufficient training to work at home. 22% strongly disagrees and 31% of the participants says neutral. Only 3% strongly agrees to this statement.

Table 5.1.20 Showing respondents confidence to work from home without supervision

	Frequency	Percent
Strongly agree	8	8.0
Agree	17	17.0
Neutral	48	48.0
Disagree	15	15.0
Strongly disagree	12	12.0
Total	100	100.0

20. Showing respondents confidence to work from home without supervision



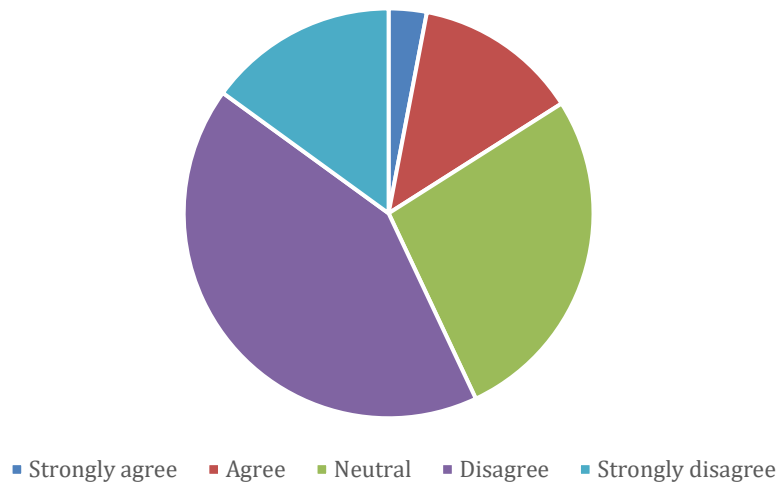
■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

17% of the respondents agrees that they are confident to work from home without supervision. Only 12% strongly disagrees and 48% of the participants says neutral. Only 8% strongly agrees to this statement.

Table 5.1.21 Showing comfortability of respondents to communicate with superiors

	Frequency	Percent
Strongly agree	3	3.0
Agree	13	13.0
Neutral	27	27.0
Disagree	42	42.0
Strongly disagree	15	15.0
Total	100	100.0

21. Showing comfortability of respondents to communicate with superiors

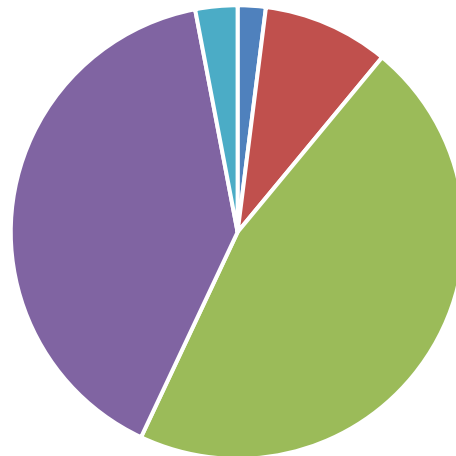


13% of the respondents agrees that they are comfortable to communicate with superiors. Only 15% strongly disagrees and 27% of the participants says neutral. Only 3% strongly agrees to this statement.

Table 5.1.22 Showing the satisfaction of the compensation plan

	Frequency	Percent
Strongly agree	2	2.0
Agree	9	9.0
Neutral	46	46.0
Disagree	40	40.0
Strongly disagree	3	3.0
Total	100	100.0

22. Showing the satisfaction of the compensation plan



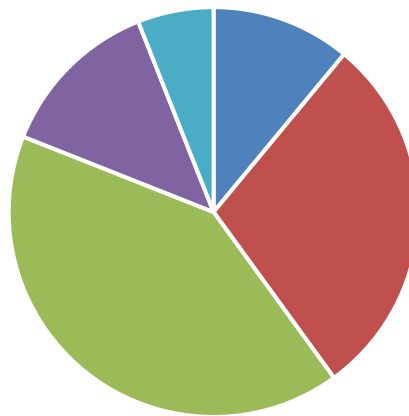
■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

9% of the respondents agrees that they are satisfied with the compensation plan. Only 3% strongly disagrees and 46% of the participants says neutral. Only 2% strongly agrees to this statement.

Table 5.1.23 Showing that employees get stressed from work from homes

	Frequency	Percent
Strongly agree	11	11.0
Agree	29	29.0
Neutral	41	41.0
Disagree	13	13.0
Strongly disagree	6	6.0
Total	100	100.0

23. Showing that employees get stressed from work from homes



■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree

29% of the respondents agrees they get stressed from work from home. Only 6% strongly disagrees and 41% of the participants says neutral. Only 11% strongly agrees to this statement.

5.2 Correlation

Correlation is a statistical technique that shows how strongly two variables are related to each other or the degree of association between the two. Correlation coefficient range from -1 to +1. The closer correlation coefficient gets to -1 or 1 the stronger the correlation. The closer a correlation coefficient gets to zero, the weaker the correlation is between the two variables.

Table 5.2.1 Correlation between Work from Home and Job Satisfaction

		Work from Home	Job Satisfaction
Work from home	Pearson Correlation	1	.716**
	Sig. (2-tailed)		.000
	N	100	100
Job satisfaction	Pearson Correlation	.716**	1
	Sig. (2-tailed)	.000	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

From the above table, we can see that the Pearson correlation value (.716) is significant at 0.01 level of significance. This means there is high positive relationship between Work from Home and Job Satisfaction of employees.

CHAPTER – VI
FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 FINDINGS

- Employees working from home majorly comes under the age group below 30
- Male employees tend to choose work from home more than female counterparts
- Majority of the employees working from home are unmarried.
- Most of the respondents are graduate holders
- Out of the 100 respondents, 4 are top level managers, 56 are team leaders and the remaining 40 are low level employees.
- Majority of the respondents earns a salary ranging from 0 to 15000.
- It was found that only 2 respondents are working in their company for more than 10 years.
- Most of the respondents work from 6-8 hours a day
- Majority of the respondents seems to have work from home experience for a period of more than 6 months.
- Majority of the employees are with the opinion that working at home is convenient.
- 18% respondents disagree with the amount of work allotted to them and 40% have neutral opinion.
- Only 2% strongly agrees with the statement that organization is more supportive for a healthy work life environment.
- Employees disagree with the statement on whether they feel isolated and disconnected on working from home.
- Only 26% is with the opinion that they get fair amount of time with family and majority goes with neutral option.
- Only 1% of employees disagree that there is effective communication with associates.
- Company should provide more equipment to employees for work from home.

- Only few employees feel like they are more productive in office than in work from home.
- Most of the respondents are committed towards work from home.
- Employees are not getting sufficient training on working from home.
- Only 8% strongly agrees that they can work without supervision.
- Majority of the respondents are not comfortable to communicate with superiors.
- Only 2% are strongly satisfied with the compensation plan by company.
- There is high positive correlation between work from home and job satisfaction

6.2 SUGGESTIONS

- The working hours should be made flexible to married employees
- Compensation plan should be in accordance with the work assigned to the employees
- The company should make sure that all employees are equipped with necessary tools to work from home, such as High speed Internet, Adequate data, laptop etc.
- Appropriate methods should be employed to monitor the work done at home
- Proper communication between peers and superiors must be ensured
- Employees must be motivated by giving incentives for doing work at home
- Company must give importance to work-life balance
- Sufficient training must be given to employees regarding work from home

6.3 CONCLUSION

As most of the studies have focused on gender differences in work-life balance, an attempt was made to study on the employee perception towards the concept of work from home. questionnaire based responses were taken. It was found that major portion of the employees feels satisfied with their work from home as it helps them to have a proper work-life balance. The study tells that work from home has enhanced the productivity of the employees. Providing a facility to work from home to employees has boosted their morale and commitment.

The human resource of any organisations is diversified in terms of age, gender, experience, culture, education etc. in such case, one size for all approach may not be suitable for all employees. Therefore, to manage employees from diversified background organisations are required to adopt heterogeneous practices rather than any generic practice. Therefore, the organisation is required to fine tune its work-life balance practices. This study sets the scope for further research on various possible work-life balance practices which companies can adopt for employees belonging to different age groups.

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APPENDIX

QUESTIONNAIRE

1. Age

- Below 30
- 30-40
- 40-50
- Above 50

2. Gender

- Male
- Female

3. Marital status

- Single
- Married

4. Educational qualification

- Primary education
- Higher secondary
- Graduation
- Post-graduation

5. What is your position on organizational hierarchy?

- Top-level/Manager
- Middle-level/Team leader
- Low level

6. Monthly salary

- 0-15000
- 15000- 30000
- 30000- 45000
- More than 45000

7. How long have you been working in the Company?

- 0-1year
- 1-5 years
- 5-10 years
- More than 10 years

8. Number of working hours

- 0-4 hours
- 4-6 hours
- 6-8 hours
- More than 8 hours

9. How long you have experienced work from home?

- 0-60 days
- 2-6 months
- 6-12 months
- More than a year

10. Have you felt like working at home is more convenient?

- Strongly agree
- Agree
- Neutral

- Disagree
- Strongly disagree

11. The amount of work allotted to me is reasonable

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

12. I feel my organization is supportive for a healthy work-life environment

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

13. I feel isolated and disconnected when working from home

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

14. I am able to give a fair amount of time to my family

- Strongly agree

- Agree
- Neutral
- Disagree
- Strongly disagree

15. I have effective communication with my associates

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. I possess all equipment's needed to work from home

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

17. I feel more productive and motivated in real workplace than in work from home

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

18. I feel more committed to work at home

- Strongly agree
- Agree

- Neutral
- Disagree
- Strongly disagree

19. I provided with sufficient training to work at home

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

20. I feel confident to work from home without supervision

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

21. I feel comfortable communicating with superiors / peers virtually

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

22. I am satisfied with the current compensation plan of the company

- Strongly agree
- Agree

- Neutral
- Disagree
- Strongly disagree

23. I feel work from home cause an unreasonable stress

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree