

A STUDY ON INFLUENCE OF REMOTE WORK ON EMPLOYEES PERFORMANCE

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

By

PREETHI C

(39410157)



SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

Accredited with Grade “A” by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

APRIL – 2021



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited with "A" grade by NAAC | 12B Status by UGC | Approved by AICTE
Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119
www.sathyabama.ac.in

SCHOOL OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **PREETHI C (39410157)** who carried out the project entitled "**A study on the influence of remote work on employees performance**" under our supervision from November 2018 to April 2019.

Dr. Nithya.S
(Internal guide)

(External guide)

Dr. BHUVANESWARI .G
Dean – School of Business Administration

Submitted for Viva voce Examination held on_____

Internal Examiner

External Examiner

DECLARATION

I **PREETHI C** hereby declare that the Project Report entitled, “**A STUDY ON THE INFLUENCE OF REMOTE WORK ON EMPLOYEES PERFORMANCE**” done by me under the guidance of **Dr. Nithya.S MBA., M.Phil., Ph.D** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE: CHENNAI

PREETHI C

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. Bhuvaneswari G., Dean, School of Business Administration** and **Dr. Palani A., Head, School of Business Administration** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr. Nithya.S** Faculty , School of Business Administration for her valuable guidance, suggestions and constant encouragement paved the way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Business Administration** who were helpful in many ways for the completion of the project.

PREETHI C

TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO
	ABSTRACT	i.
	LIST OF TABLES	ii.
	LIST OF CHARTS	iv.
1	INTRODUCTION	1-4
	1.1 Introduction about the study	1
	1.2 Industry Profile	2
	1.3 Statement of the problem	2
	1.4 Need for the study	2
	1.5 scope of the study	3
	1.6 Objective of the study	4
	1.7 Limitations of the study	4
2	REVIEW OF LITERATURE	6-14
3	RESEARCH METHODOLOGY	15-16
	3.1 Research Design	15
	3.2 Sample Plan	15
	3.3 Sampling Technique	15
	3.4 Structure of Questionnaire	15
	3.5 Sample Size	16
	3.6 Period of study	16
	3.7 Analytical Tools	16
4	DATA ANALYSIS AND INTERPRETATION	17-35
	4.1 Percentage analysis	17
	4.2.1 ANOVA	33
	4.2.2 ANOVA	34

	4.2.3 Chi-square	35
5	5.1 Findings	36
	5.2 Suggestions	36
	5.3 Conclusion	37
	REFERENCES	39-46
	APPENDIX – I (Questionnaire)	
	APPENDIX – II (Article)	

ABSTRACT

This study is based on working from home and the aim is to assess the impact that working from home has on motivation and performance levels of employees working within organisation. Previous research around this topic has focused on how working from home is an extremely positive way of working and this has been possible due to newer technologies being readily available. The aim of this study was to look in depth at the experiences employees had whilst working from home and how each individual felt their motivation and performance levels were affected. A qualitative research approach was taken as part of this study which was carried out through the use of semi-structured interviews. This approach was taken in order to gather employees opinions and experiences to see whether any trends emerged in relation to their motivation and performance levels whilst working from home. The Working from home does higher motivation and performance levels of employees. Although there were mixed opinions presented as to whether employee performance levels were higher whilst working from home employees commented on how their performance levels would be affected negatively if working from home was removed. Overall it was clear to see the high levels of positivity surrounding working from home and how this impacts positively on employee motivation and performance levels, which can have positive effects on employee well-being, employee work life balance and also job satisfaction. In addition to this if employees are more motivated and performing to a higher standard then this is likely to also have a positive effect on the organization in terms of retaining staff and achieving more from their employees.

LIST OF TABLE

TABLE NO	PARTICULARS	PAGE NO
4.1.1	Table showing gender of the respondents	17
4.1.2	Table showing age of the respondents	18
4.1.3	Table showing Qualification of the respondents	19
4.1.4	Table showing income of the respondents	20
4.1.5	Table showing work experience of the respondents	21
4.1.6	Table showing profession of the respondents	22
4.1.7	Table showing marital status of the respondents	23
4.1.8	Table showing satisfication of work from home respondents	24
4.1.9	Table showing performance while work from home respondents	25
4.1.10	Table showing work from home policies respondents	26
4.1.11	Table showing adequate communication from team mates and team leader during remote work respondents	27
4.1.12	Table showing the frequency of communication from leadership respondent for satisfied	28
4.1.13	Table showing the quality of communication from leadership respondents	29
4.1.14	Table showing about the equipment and remote tools need to complete your work respondents for overall satisfied	30

4.1.15	Table showing project leader is supportive to work while work from home respondents for distributed	32
4.2.1	Table showing anova experience and adequate Communication	33
4.2.2	Table showing anova age and quality communication	34
4.2.3	Table showing chi square gender and supportive communication	35

LIST OF CHARTS

TABLE NO	PARTICULARS	PAGE NO
4.1.1	showing gender of the respondents	17
4.1.2	showing age of the respondents	18
4.1.3	showing Qualification of the respondents	19
4.1.4	showing income of the respondents	20
4.1.5	showing work experience of the respondents	21
4.1.6	showing profession of the respondents	22
4.1.7	showing marital status of the respondents	23
4.1.8	showing satisfication of work from home respondents	24
4.1.9	showing performance while work from home respondents	25
4.1.10	showing work from home policies respondents	26
4.1.11	showing adequate communication from team mates and team leader during remote work respondents	27
4.1.12	showing the frequency of communication from leadership respondent for satisfied	28
4.1.13	showing the quality of communication from leadership respondents	29
4.1.14	showing about the equipment and remote tools need to complete your work respondents for overall satisfied	30
4.1.15	showing project leader is supportive to work while work from home respondents for distributed	32

CHAPTER-1

1. INTRODUCTION:

1.1 INTRODUCTION ABOUT THE STUDY

This study will focus how employees within a organisation have the flexibility within their job roles of working from home, either when they themselves need to or when they are not required by the organisation to work in the office. This can otherwise be known as working from home, mobile working or agile working. This study aims to look specifically at the motivation and performance levels of employees who currently have the flexibility and opportunity of working from home and in addition to this how their work life balance may be affected based upon their motivation and performance satisfaction. This study aims to gain a further insight into working from home and whether this way of working should be introduced as an option for employees who currently do not work from home, this will be dependent on the outcomes of this study and if they are positive or negative in terms of employee motivation and performance levels. Over the years working from home has developed as a way of working that can be used as part of an agile working programme. Agile working provides the opportunity for the employee to work from home and in addition to this they also have the option of working from any chosen location (CIPD, 2016). This way of working allows employees to work elsewhere outside of the office environment. According to Turcotte (2010) between the years 2000 and 2008 there was a rise of 1% in the amount of staff that carry out agile working in Canada with the majority of these staff members being graduates from university. While there has been a shift in flexible working patterns, this study will have a particular focus on working from home. Working from home can be defined as a form of flexible working that allows an employee to work from home for some or all of the working week that may also be used alongside other flexible working arrangements such as part time working hours (ACAS, n.d.). The term working from home will be used throughout this study to refer to this particular flexible working practice.

1.2 INDUSTRY PROFILE

SOFTWARE INDUSTRY, consists of that part of computer programming activity that is traded between software-producing organizations and corporate or individual software consumers. Traded software represents only a fraction of domestic software activity, whose extent cannot be reliably estimated, since much computer programming takes place within firms and its value is not captured by the industrial census or software industry analysts. According to the industry analyst INPUT, in 2000 the U.S. market for traded software was \$138 billion. The U.S. software industry is a major exporter, and the total revenues of the top 500 U.S. software firms in the year 2000 were \$259 billion, according to the trade publication Software Magazine. The traded software industry consists of three main sectors: programming services, enterprise software products, and shrink-wrapped software products. These three sectors became established in the mid-1950s, the mid-1960s, and the late 1970s, respectively, in response to the technological opportunities and the business environment of the time. The most successful firms developed specialized

1.3 STATEMENT OF THE PROBLEM

This study aims to analyze the influence of working from home on the work attitude of the employees, especially in the IT (Information Technology) sector, during the COVID-19 pandemic period of 2020. IT employees in India will be focused upon as the subjects of the study. This descriptive study is meant to analyze the work attitude of employees as they work from home, which might have a significant impact on productivity. Using the findings from this study, companies can come up with ways to increase the performance levels of the employees as they continue working from home if the pandemic situation persists. Since it also aims to identify the employees' general attitude towards working from home, this information can be effectively utilized by companies to revise their employee engagement, job satisfaction and other related policies. This can positively impact areas like employee retention, performance and job satisfaction.

1.4 NEED FOR THE STUDY

Work from home describes work being done remotely, instead of at an office. The acronym 'WFH' is used as a nickname for the concept. Traditionally, work is done in an office. A business functions in a physical workspace and work-related tasks

are completed by employees at the office itself. This is changing with the progression of digital transformation. As software capabilities become more complex, and business processes come to rely on them more, companies are finding that many 4 of their employees are no longer bound by a physical workplace in order to work efficiently. Instead, telecommuting, or working from home, can be just as efficient. Businesses can have a successful WFH workforce if,

- Employees are equipped with the right hardware and software tools to perform their tasks
- The organization has a digital adoption solution to enable its employees to navigate, utilize, and adopt their software
- Managers and company leaders have access to software insights to assess software Return on Investment (ROI), business success and the digital employee experience

For many, Coronavirus (COVID-19) put work on hold. Employees and business owners of many industries could not transition to a work from home model. For many service providers, however, Coronavirus has pushed them to utilize technology further, and address how they can efficiently and effectively continue to work and function, through digital means. Digital adoption is a key factor in determining how quickly and efficiently a company can function virtually.

1.5 SCOPE OF THE STUDY

- This research analyzes the work attitude of WFH IT employees in India
- It focuses factors like productivity, motivation, job satisfaction and stress level of the employee
- A relationship between WFH and the productivity of an employee is aimed to be established
- It measures the overall mindset of an employee towards work that might be influenced by WFH
- It analyzes if the employees would prefer to continue WFH even after the pandemic situation
- The data from this study can be beneficially used by related companies

1.6 OBJECTIVE OF THE STUDY

This research consists of one primary objective and a few secondary objectives that help in fulfilling the primary objective. They are discussed below.

1.6.1 Primary Objective

The primary objective of this study on influence of remote work on employees performance.

1.6.2 Secondary Objectives

The secondary objectives of this study are as given below.

Secondary data is information collected from already exists somewhere and has been collected for other purpose. In this secondary data was collected from related websites and other reference.

Statistical Tools to be used:

Percentage Analysis:

This method used for making comparison between two or more data and describe relationships. Percentage can also be used to compare relation terms between two or more sources of data.

ANOVA Analysis:

Analysis of variance is a collection of statistical models and their associated estimation procedures such as "variation" among and between groups used to analyze the differences among groups means in sample. Correlation Analysis: Correlation is statistical measure that indicates the extent to which two or more variables fluctuate together. Positive correlation indicates the extent to which those variables increase or decrease in parallel. Negative correlation indicates the extent to which one variable increases as the other decreases.

1.7 LIMITATIONS OF THE STUDY

Like any other study this study also has its own limitations that are discussed below.

- The study has been conducted using only a small number of samples owing to the existing pandemic situation and the time constraint
- The respondents are not evenly spread throughout all locations in India since only convenience sampling technique has been used

- The study comprises of an opinion survey and hence may not be applicable in all other cases / instances
- The results are dependent on the respondents' views which may be biased

CHAPTER-2

2. REVIEW OF LITERATURE:

Kurland and Bailyn (cited in Tietze and Musson, 2010) outlines that over the past years there has been a shift in the style of work carried out in terms of employees location of work. Employees have expanded their location of the working environment in order to have the opportunity of carrying out their day to day tasks at any time, in any chosen location. In addition to this Ellis (2016) outlines that the number of employees working from home in the UK has increased over the last 10 years by around a fifth which has raised the overall number of employees working from home to 1.5 million.

The Trades Union Congress (2013) outlines that more male than female employees are working from home, however, there has also been a noticeable rise over the last few years in the number of women working from home. While both of these studies reflect statistics in the UK it is interesting to see that there is a rise in this way of working and although this study is not Irish based it is clear to see that this way of working is more developed in the UK and could have the same potential impact for Irish organisations.

According to Morley, Gunnigle and Haraty (1995) literature at the time outlined that the nature was extremely loose in terms of the Irish labour market which provided and attempted to facilitate to provide higher levels of flexibility. However, at this time there was some concern as to what changes were going to be made in relation to this.

This study by Morley et al (1995) suggests that flexible working strategies can assist in more responsiveness within organisations. There was also some concern around working from home and it was suggested in this study that working from home was the least used flexible working option in Ireland. However, this study concluded that there has been a shift in the ways of working due to various labour market changes, including the recession.

This study suggests that organisations have had to adapt to these changes in order to survive and manage their costs, demands and inputs which suggests that there has been an increase in flexible working practices across Ireland.

Additionally, Wheatly (2012) outlines that flexible working practices within the public sector are generally available for all employees, however, this way of working may not always be available for managers within the organisations because there is a sense that managers should be available in the office to be responsive towards their employees. This study also indicates that within the private sector there wouldn't be any sort of formal policy put in place for this way of working. 16 According to Morganson, Major, Oborn, Verive and Heelan (2010) most literature at this time focused on categorizing employees in terms of job satisfaction and work/life balance.

This literature was said to have a focus on either office based worker and employees working from home. This study concluded that research needs to be carried out to focus on different working activities and arrangements, hence why there is a further need for more studies to be carried out within this area.

Timsal and Awais (2016) believes that organisations are currently finding different ways to develop and retain their employees and that currently, potential candidates are attracted to organisations that have flexibility throughout the workplace.

James (2016) outlines that this way of working provides employees with freedom which can be a huge benefit as it allows employees to carry out their daily work as well as build in other personal tasks that they may need to complete throughout the day.

A study carried out by Canonico (2016) outlined that working from home can negatively affect organisational performance which in turn may impact on the overall culture within the organisation.

This study also outlined how this way of working may increase tension levels due to a shift in the variation of culture climates (Canonico, 2016), meaning that employees often do not react well to change unless it is seen to be beneficial to their needs (CIPD, 2016). However, Miles (2016) for CIPD outlines that employers will be able to avoid any risks that may be associated with flexible working arrangements if they are able to treat employees fairly and also implement certain working rules such as ensuring that staff have the facilities and equipment available in order to carry out their job roles, ensuring that employees feel supported by their employer and also it is important to take into consideration health and safety aspects.

All of these factors may influence upon employee motivation and performance levels as these may contribute to employee satisfaction within the workplace. Weatherly and Otter (2011) outlines that managers are in a position to reject their employees requests to work flexibly if there is a good business reason to do so. This could be for reasons such as the effect this may have on providing a satisfactory level of customer service, the costs that may be attached to this for the business and also the limitation of 17 not being able to outline and recognise the level and quality of work that has been produced as it may be more difficult for an organisation to manage this.

These factors may impact on employee performance as there is no indication as to whether they are performing to a suitable standard which may also impact on their motivation levels if they are not driven forward to achieve results to the best of their ability. However, like all forms of working there are also various drawbacks. According to Timsal and Awais (2016) working from home may not suit every employees needs as this form of flexible working requires high levels of concentration, dedication, self-motivation and control.

James (2016) also concludes that working from home involves many challenges with the biggest challenge being that it can be extremely hard to retain the motivation to work as it is a struggle to retain the ability to be self-disciplined and self driven to complete work tasks, when working remotely with little support from co-located work colleagues or management. There is no indication here as to what way the employee is affected by these challenges.

Additionally, a study carried out by Jizba and Kleiner (1990) outlines that working from home/mobile working limits the employees opportunities to develop themselves and their skills and is likely to put a hold on their career growth. This may include the fact that employees have less opportunities in terms of training, communication, interaction and interpersonal skills with their colleagues and there may also be a lack of development due to the fact that if the employee is comfortable completing the same tasks while working from home then there is likely to be less variation within their job role. Furthermore, not being located in the office environment may lead to remote employees being left out of key meetings which lead to key decisions. Also, ad hoc meetings are more difficult to organise with employees that work remotely, which could lead to them not being included routinely.

Bloom (2014) carried out a study based around the organisation Ctrip that concluded that allowing employees to work from home will increase performance levels. However, this study was carried out based on employees who worked in a call centre and it was therefore easier to measure their performance levels. During this interview Bloom (2014) was asked whether Marissa Mayer was wrong when she introduced a ban on employees being granted the opportunity of working from home in Yahoo as this ban could have been introduced due to various other factors such as lower levels of morale in the organisation. There is, however another extremely interesting report by Barton (2017) that focused on Ian Wright who had previously always worked in an office environment and who started working from home as a business owner which gave him the opportunity of spending time with his new born baby whilst continuing to work full time. However, Ian concluded extremely quickly that he was unable to concentrate on work as the demands placed on him by the new born baby were too great resulting in him not being as focused. This resulted initially in him putting his child in childcare, thinking that this was the reason for his lack of concentration. This also failed as Ian still found that he was being less productive due to the amount of distractions at home. Ian eventually ended up renting office space so that he could fully concentrate on his work, choosing not to work from home.

In terms of productivity and performance an article written by Bailey (2012) outlines that this way of working appears to be more productive than office based work. However, a more recent article by the London School of Economics and Political Science (2016) outlines the same as Bailey in terms of how previous research has suggested that employees working from home are seen to be a lot more productive than those who work in an office on a full time basis, however, The research carried out by the London School of Economics and Political Science (2016) outlines that these so called benefits have since disappeared over time. The contrast between these two studies may suggest that working from home is a short term working arrangement and that in the long term the effects may not be as beneficial as previous researches have outlined.

The conclusions of a study by Morganson et al (2010) outlined that an employees chosen work location can have various impacts and differences in terms of their job satisfaction, inclusion and also their work/life balance. In addition to this Lewis and Humbert (2010) outlines that organisations need to move away from having a

focus purely on company flexible working policies and instead there should be a stronger focus on the actual practice of this newer way of working.

Throughout the industry there have been various changes/developments that have influenced these different forms of flexible working, these changes have provided organisations with higher opportunities to allow more of their staff to partake in this way of working.

A CIPD report by Churchard (2015) outlines that since 2005 the number of staff working from home has increased to 4.2 million. Additionally, a podcast by Roberts (2010) 19 looks at how employees working in the UK spend around 22 million hours every single day commuting to and from the workplace, this podcast looks at how this generation of employees rely on technology and how this shift in working styles in allowing employees to make use of flexible working practices which in turn will shorten travelling times and will also positively impact current ongoing environmental issues.

Timsal and Awais (2016) outlines that the use of working from home is made possible due to new technologies being readily available. Cole (2016) also looks at how the use of newer technologies has allowed for flexibility surrounding space/time of work, although this study concludes that these newer technologies may have a negative impact on psychological detachment for employees working from home. Additionally, there have been some innovative influences that have effected some organisations. An example of this is the company Yahoo, Yahoo introduced a ban across their organisation to prevent their employees working from home as this organisation found that working from home had a negative influence on the levels of innovation and also slowed down delivery performance, suggesting that this form of working may negatively impact both motivation and performance levels of employees and employers (Arun Pathak et al, 2015).

This study concluded that employees communication levels are moderately higher when employees are working in an office environment as they are able to collaborate more effectively at a higher positive level. In addition to this, other organisations such as Best Buy have also tried to limit the use of working from home (Basile and Beauregard, 2016). However, the study by Arun Pathak et al (2015) looks at how other technology and IT based organisations such as Google or Hewlett-Packard have not completely banned working from home but they have introduced limits on this form of working.

The Irish Times outlines that other organisations such as Apple and Amazon purely focus on recruiting employees that solely work from home on a day to day basis e.g. customer service staff, this report identifies that these particular organisations hire these staff in order to limit costs on office space and this way of working is seen to lower levels of absenteeism across the organisation (Reddan, 2015). Miles (2016) for CIPD also outlines that technology advancements have fuelled a rise in working from home and a lot more employees are now working from home than ever before. During recent years the performance, cost, availability of laptop computers and software has supported the capability of companies to allow employees to work from home.

The wider availability of Broadband to most households has also supported working 20 from areas other than the office environment. Cousins and Robey (2015) also outlines that the use of mobile phones/laptops has presented organisations to allow a growth in allowing employees to work elsewhere outside of the office which may allow organisations to reduce their costs. It is evident to see from these different sources that technology is playing a huge part in the development of flexible working practices, however, there is no indication throughout these studies as to what impact this is having on employees. As suggested by Dixon (2014), employees today would not think twice about flexible working as the use of technology is allowing employees to work in various locations e.g. being able to answer work phone calls from a mobile device at any place and any time. However, an article by Shellenbarger (2012) outlines that this vast development in technology and the huge rise in flexible working is forcing organisations to use “tracking software and other Big Brother checks” (Shellenbarger, 2012) in order to assess whether employees are actually working. Tietze and Musson (2010) in their study looks at how managers are transitioning from office locations to their own homes and how this poses questions around the ability of managers working from home as this would be a cultural change. This study concludes that the focus of working from home should not be a pure focus on work life balance but working from home should also factor in the different opinions individuals have on working from home e.g. every employee will have a different outlook as to what they feel working from home is and what they class as a balance between work and also home life. Therefore, this may suggest that this way of working cannot be steady or stable. Additionally, this poses a question

around whether managers need to be in the office on a full time basis, a case study by McCartney and Evans (2005) outlines that support from a higher levels of the organisation e.g. that managers are key to organisational success. Furthermore, a study carried out by Peters, Den Dulk and De Ruijter (2010) looks at ways in which working from home has an influence on the overall management within an organisation and how organisations can alternate and change their daily working tasks to be able to respond to both internal and external pressures that may be influencing the business. Nevertheless, this particular study summarised that further researches and studies should be carried out in relation to mobile working and the effect that environmental changes may have on managements outlook and attitudes. 21 According to Timsal and Awais (2016) there are various benefits that working from home has for employees, this includes flexibility in working hours, work life balance and may suggest higher levels of performance. A case study by McCartney and Evans (2005) outlines that work-life balance is key to having a successful organisation and will allow higher levels of competitiveness to run through the business, however, there is no indication as to whether working from home allows employees to have a positive work/life balance. In addition to this Anderson and Kelliher (2009) concludes that working from home increases the commitment levels of employees to the organisation and in turn provides higher levels of job satisfaction. A study by Turcotte (2010) believes that working from home provides employees with the opportunity of having freedom in their working hours and also removes commuting times, leaving employees free to either use this time to fulfil more work tasks, or alternatively utilise the time for personal activities. While Barton (2017) believes that various researches have concluded that working from home increases levels of happiness. Bloom (2014) also outlines that levels of happiness can also be linked to employees being less likely to resign from the organisation as they are more satisfied within their job roles. According to a study on Lilly UK, a pharmaceutical organisation, McCartney and Evans (2005) concludes that there are various drivers surrounding flexible working, this includes working from home in general. Working from home can be seen as one of many forms of flexible working within this particular organisation which can be seen to motivate, attract and retain staff whilst continuing to hold a competitive edge within this particular industry. Anderson and Kelliher (2009) as part of their study carried out interviews on flexible working and one participant commented on how the

organisation managed to retain their staff due to offering a flexible working arrangement. On the other hand, The McCartney and Evans (2005) case study is based on a pharmaceutical company, this study concludes that the implementation of flexible working policies may not be suited to the needs and wants of the organisation and in turn this may negatively impact customer demands, have impact on the performance levels and the quality of work presented by employees and this form of flexible working may also be costly for this particular organisation. Likewise a study by Bloom (2014) outlined that organisations such as Ctrip are able to cut down on costs by allowing employees to work from home due to saving more space in the office and less money would need to be spent on furniture. In this particular organisation it was estimated that around \$1,900 was saved 22 per employee over the 9 month period, which could be seen to be a huge saving for the company. Additionally, a study carried out by Mellner, Kecklund, Kompier, Sariaslan and Aronsson (2016) outlined working from home as 'boundaryless' work and this study looked at how working from home may impact psychological detachment. It was believed by the researchers at the beginning of the study that the link between work/life balance would be a crucial factor of flexible working in order to allow employees to wind down from work however, as the study developed the researchers came to conclude that longer working hours can indicate an absence with psychological detachment.

Study concluded that employees working from home increase the risk of always being switched on and being readily available to work. As mentioned previously, the study by Turcotte (2010) concluded that work/life balance was extremely positive for employees who worked from home in Canada, however, this study also mentioned that staff who worked at home for more than 10 hours every week were dissatisfied in terms of their work/life balance. The statistics for this study showed that dissatisfaction levels were 17% for staff working more than 10 hours every week, 14% for staff working less than 10 hours every week and also 12% for staff who did not work from home at all. Based on this study it is clear to see that employees who worked from home for longer than 10 hours every week were spending too much time working and this was having a negative impact on their job satisfaction.

In a study carried out by McCartney and Evans (2005) it was concluded that it is important for employers to take into consideration the below factors when

implementing a flexible working policy within any organisation - To align the policy with the organisations business strategy - To communicate with all employees taking into consideration their thoughts and opinions - To provide the correct equipment and tools necessary, to allow both managers and employees to carry out their job roles successfully e.g. to the same level as they would do in an office environment 23 Kattenbach, Demerouti and Nachreiner (2010) also outlines that flexible working practices have become extremely popular for employers due to market demands and in terms of efficiency through the workplace. However, this change has not presented any conclusions as to what impact this has had on businesses or their employees. Additionally, ACAS (n.d.) outlines that working from home appears to be a form of working that is slowly increasing throughout organisations.

Barton (2017) believes that some organisations have adopted hot-desking define this as a way of encouraging more employees to work from home which is more beneficial for the organisation as they are saving on costs and also freeing up more space in the office.

It is clear to see from the above literature that working from home is a positive factor, however, there is very little literature surrounding the impact that working from home has upon employee motivation and performance levels. Therefore, consideration needs to be taken in terms of how employees are effected and how employees feel. It is evident to see that working from home has developed due to the huge impact that technology has had, however, this study will aim to address the gap that is currently present which is the degree of motivation and performance levels of employees. Based on this, this study will continue to explore motivation, performance and work life balance to gain a further understanding and to see whether this way of working should be introduced into more areas of the bank. As outlined previously by Jizba and Kleiner (1990) this way of working may work well for some employees but not for others.

CHAPTER-3

3. RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

The research design stands for advance planning of the method to be adopted for collection the relevant data and the techniques to be used in adopted for collecting the relevant data and the techniques to be used in analysis, keeping the view the objectives of the research and availability time. In general, research design is the conceptual structure within which research is conducted: it constitutes the blue print for the collection, measurement and analysis of data. The Research Design undertaken for the study is Descriptive Research Design. A study, which wants to portray the characteristics of a group or individuals or situation, is known as Descriptive study. It is mostly qualitative in nature.

3.2 SAMPLING PLAN

A convenience sample is one of the main types of nonprobability sampling methods. A convenience sample is made up of people who are easy to reach. 14

3.3 SAMPLING TECHNIQUE

Data which is collected for the first time is called Primary Data. Well Structured Questionnaires has been prepared for collection of primary data. Most of the questions are consist of multiple choices. The structured Questionnaire method was undertaken.

Secondary data refers to data that was collected by someone other than the user. Common sources of secondary data are Internets, various books and websites.

3.4 STRUCTURE OF QUESTIONNAIRE

There are two broad types of questions open ended or open questions, and closed ended or closed questions. Open questions enable respondents to answer as they wish. Closed questions provide respondents with a list of options from which they choose. In this research only closed ended questions are used.

3.5 SAMPLE SIZE

Sample size means the number of sampling units selected from the population for investigation. It helps to achieve the objective of research. The sample size taken for the study is 110.

3.6 PERIOD OF STUDY

The study period is from January 2021 to March 2021.

3.7 ANALYTICAL TOOLS

The analytical tools used are spss for testing the hypothesis, Chi Square test in spss tool, and ANOVA in spss tool

CHAPTER-4

4. DATA ANALYSIS & INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE NO 4.1.1

TABLE SHOWING GENDER OF THE RESPONDENTS

Particulars	No of respondents	Percentage
Male	64	58.2
Female	46	41.8
Total	110	100.00

SOURCE: PRIMARY DATA

Gender
110 responses

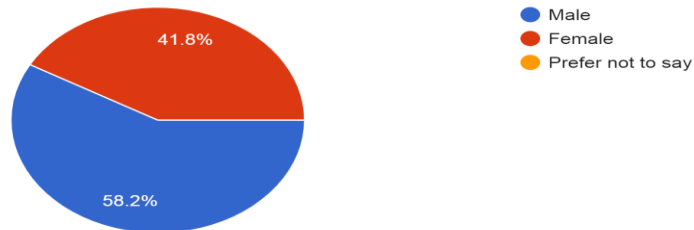


CHART NO 4.1.1

SHOWING GENDER OF THE RESPONDENTS

INTERPRETATION:

From the Pie Chart it is interpreted that the number of male respondents is 58.2% And Female respondent is 41.8%. Inference Majority (58.2%) of the respondents are Male

TABLE NO 4.1.2

Particular	No of respondents	Percentage
Under 20	3	2.7
20-30	69	62.7
30-40	29	26.4
40 and above	9	8.2
Total	110	100

TABLE SHOWING AGE OF THE RESPONDENTS

SOURCE: PRIMARY DATA

Age
110 responses

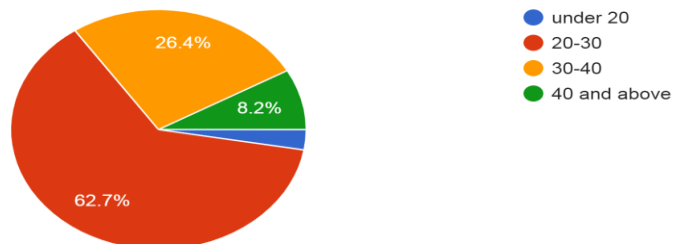


CHART NO 4.1.2

SHOWING AGE OF THE RESPONDENTS

INTERPRETATION:

From the above table it is interpreted that the number of respondents between 20 – 30 is 62.7%, 30 – 40 is 26.4% and 40 and above is 8.2% and under 20 is 2.7%. Inference Majority (62.7%) of the respondents are 20 - 30.

TABLE NO 4.1.3
TABLE SHOWING QUALIFICATION OF THE RESPONDENTS

Particular	No of respondents	Percentage
Diploma	13	11.8
Bachelor's degree	50	45.5
Master's	40	36.4
Doctorate	7	6.3
Total	110	100

SOURCES: PRIMARY DATA

Educational Qualification
110 responses

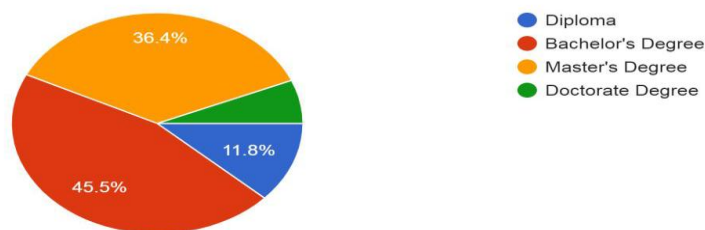


CHART NO 4.1.3
SHOWING QUALIFICATION OF THE RESPONDENTS

INTERPRETATION:

From the above table it is interpreted that the number of respondents between Diploma is 11.8%, Bachelor's degree is 45.5%, Master's is 36.4%, Doctorate is 6.3% Inference Majority (45.5%) of the respondents are Bachelor's degree

TABLE NO 4.1.4
TABLE SHOWING INCOME OF THE RESPONDENTS

Particular	No of respondents	Percentage
15000-30000	54	49.1
31000-60000	37	33.6
60000 and above	19	17.3
Total	110	100

SOURCE: PRIMARY DATA

salary per month
110 responses

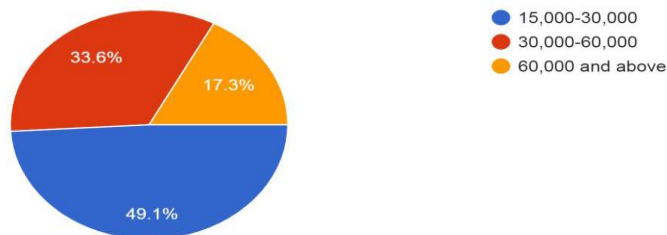


CHART NO 4.1.4
SHOWING INCOME OF THE RESPONDENTS

INTERPRETATION:

From the above table it is interpreted that the number of respondents between 15000-30000 is 49.1%, 31000-60000 is 33.6%, 60000 and above is 17.3%. Inference Majority (49.1%) of the respondents are 15000 – 30000

TABLE NO 4.1.5

TABLE SHOWING WORK EXPERIENCE OF THE RESPONDENTS

Particular	No of respondents	Percentage
0-2	41	37.3
2-5	34	30.9
5-10	19	17.3
10 and above	16	14.5
Total	110	100

SOURCE: PRIMARY DATA

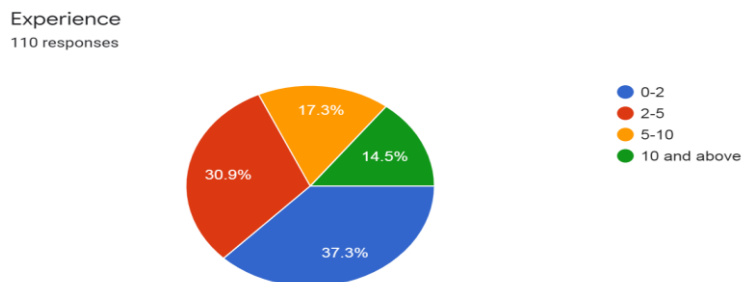


CHART NO 4.1.5

SHOWING WORK EXPERIENCE OF THE RESPONDENTS

INTERPRETATION:

From the above table it is interpreted that the number of respondents between 0- 2 is 37.3%, 2-5 is 30.9%, 5-10 is 17.3%, 10 and above is 14.5%.Inference Majority (37.3%) of the respondents are 0-2.

TABLE NO 4.1.6
TABLE SHOWING PROFESSION OF THE RESPONDENTS

Particular	No of respondents	Percentage
Employee	93	84.5
Business	11	10
Others	06	5.5
Total	110	100

SOURCE: PRIMARY DATA

Profession
110 responses

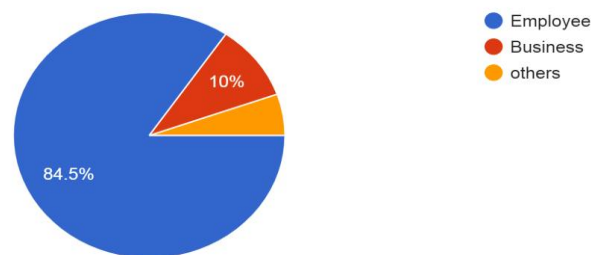


CHART NO 4.1.6
SHOWING PROFESSION OF THE RESPONDENTS

INTERPRETATION:

From the above it is interpreted that the number of respondents of Employee is 84.5%, Business is 10%, others is 5.5%. Inference Majority (84.5%) of the respondents are Employee.

TABLE NO 4.1.7
TABLE SHOWING MARITAL STATUS OF THE RESPONDENTS

Particular	No of respondents	Percentage
Single	58	47.3
Married	52	52.7
Total	110	100

SOURCE: PRIMARY DATA

Marital status
110 responses

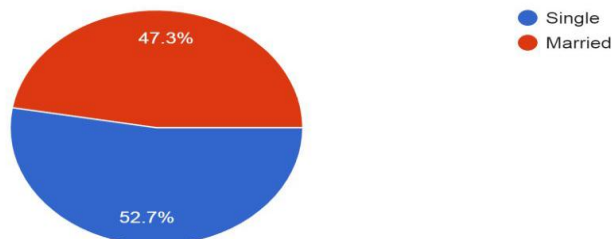


CHART NO 4.1.7
SHOWING MARITAL STATUS OF THE RESPONDENTS

INTERPRETATION:

From the above table it is interpreted that the number of single respondents is 52.7%, Married respondents is 47.3% . Inference Majority (52.7%) of the respondents are single

TABLE NO 4.1.8

TABLE SHOWING SATISFICATION OF WORK FROM HOME RESPONDENTS

Particular	No of respondents	Percentage
Strongly Satisfied	36	32.7
Satisfied	41	37.3
Neutral	19	17.3
Not Satisfied	10	9.1
Strongly Not Satisfied	4	3.6
Total	110	100

SOURCE: PRIMARY DATA

Are you Satisfied about working from home?
110 responses

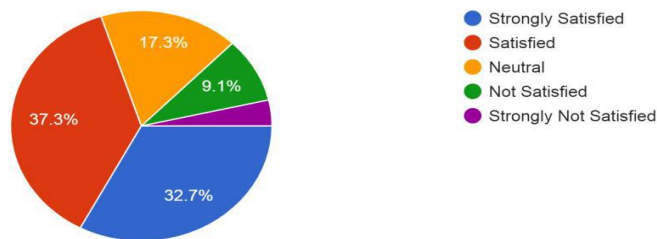


CHART NO 4.1.8

SHOWING SATISFICATION OF WORK FROM HOME RESPONDENTS

INTERPERTATION:

From the above table it is interpreted that the 32.7% of respondents says strongly Satisfied, 37.3% says agree, 9.1% says neither agree nor disagree, 3.5% says disagree . Inference Majority (37.3%) of the respondents says Satisfied about working from home.

TABLE NO 4.1.9

**TABLE SHOWING PERFORMANCE WHILE WORK FROM HOME
RESPONDENTS**

Particular	No of Respondents	Percentage
1	58	2.7
2	15	14.5
3	17	21.8
4	39	34.5
5	6	26.4
Total	110	100

SOURCE: PRIMARY DATA

How would you rate your performance while working from home?
110 responses

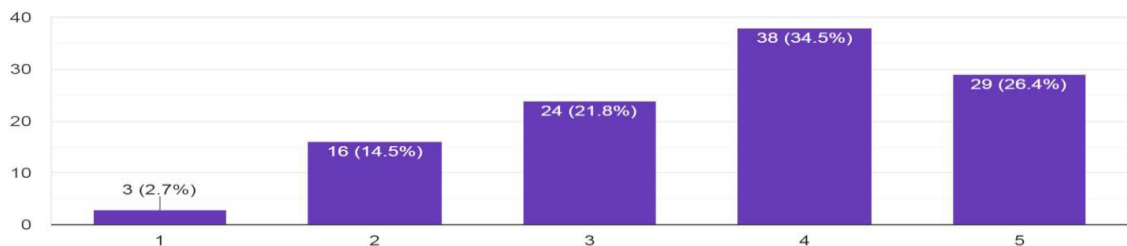


CHART NO 4.1.9

SHOWING PERFORMANCE WHILE WORK FROM HOME

INTERPRETATION:

From the above table it is interpreted that the 26.4% of respondents gave 5 rating , 34.5% of respondents gave 4 rating , 21.8 % gave 3 rating ,14.5% gave 2 rating and 2.7% gave 1 rating . Inference Majority (34.5%) of respondents gave 4 rating for the performance.

TABLE NO 4.1.10

TABLE SHOWING ARE THE WORK FROM POLICIES CLEAR RESPONDENTS

Particular	No of Respondents	Percentage
Yes	65	59.1
No	11	10
Maybe	34	30.9
Total	110	100

SOURCE: PRIMARY DATA

Are the work from home policies clear?
110 responses

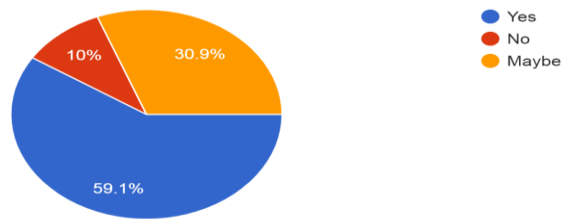


CHART NO 4.1.10

SHOWING ARE THE WORK FROM POLICIES CLEAR RESPONDENTS

INTERPRETATION:

From the above table it is interpreted that the 59.1% says Yes, 10% says No and 30.9% says Maybe.

Inference

Majority (59.1%) of respondents says Yes.

TABLE NO 4.1.11
TABLE SHOWING ADEQUATE COMMUNICATION FROM TEAMMATES AND TEAM LEADERS RESPONDENTS

Particular	No of respondents	Percentage
Strongly agree	28	25.5
Agree	42	38.2
Neither agree nor disagree	27	24.5
Disagree	9	8.2
Strongly disagree	4	3.6
Total	110	100

SOURCE: PRIMARY DATA

Do you agree there is adequate communication from your team mates and team leaders during remote work?
 110 responses

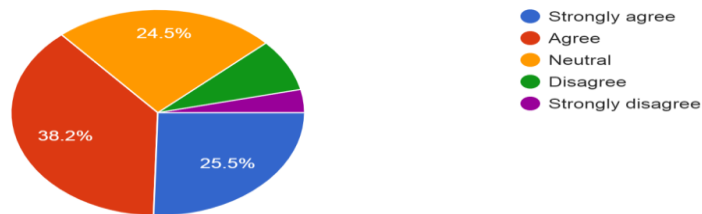


CHART NO 4.1.11
SHOWING ADEQUATE COMMUNICATION FROM TEAMMATES AND TEAM LEADERS RESPONDENTS

INTERPERTATION:

From the above table it is interpreted that the 25.5% of respondents says strongly agree, 38.2% says agree and 24.5% says neither agree nor disagree Inference Majority (38.2%) of respondents says agree

TABLE NO 4.1.12
TABLE SHOWING FREQUENCY COMMUNICATION RESPONDENT

Particular	No of respondents	Percentage
Strongly Satisfied	28	25.5
Satisfied	41	37.3
Neutral	25	22.7
Not Satisfied	12	10.9
Strongly not satisfied	4	3.6
Total	110	100

SOURCE DATA:PRIMARY

How satisfied are you with the frequency of communication from leadership?
110 responses

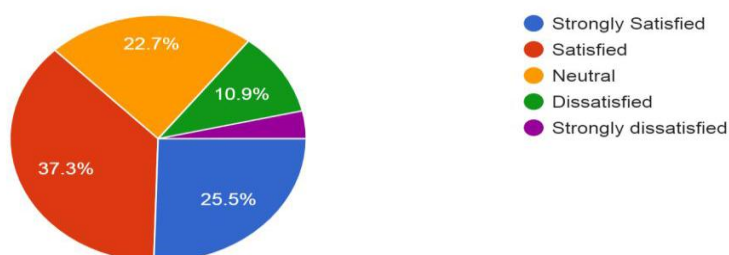


CHART NO 4.1.12
SHOWING FREQUENCY COMMUNICATION RESPONDENT

INTERPERTATION:

From the above table it is interpreted that the 25.5% of respondents says strongly satisfied, 37.3% says satisfied and 25.5% says neutral. Inference Majority (37.3%) of respondents says satisfied

TABLE 4.1.13
TABLE SHOWING FREQUENCY COMMUNICATION RESPONDENT

Particular	No of respondents	Percentage
Strongly Satisfied	28	25.5
Satisfied	41	37.3
Neutral	30	22.3
Not Satisfied	8	7.3
Strongly not satisfied	3	2.6
Total	110	100

SOURCE: PRIMARY DATA

How satisfied are you with the frequency of communication from leadership?
110 responses

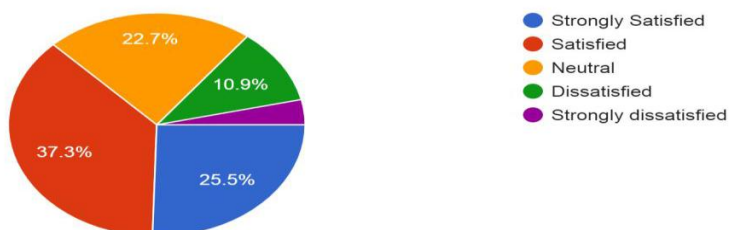


CHART 4.1.13
SHOWING FREQUENCY COMMUNICATION RESPONDENT

INTERPRETATION:

From the above table it is interpreted that the 25.5% of respondents says strongly satisfied, 37.3% says satisfied and 25.5% says neutral. Inference Majority (37.3%) of respondents says satisfied

TABLE 4.1.14

TABLE SHOWING ABOUT THE EQUIPMENT AND REMOTE TOOLS NEED TO COMPLETE YOUR WORK RESPONDENTS

Particulars	No of respondents	Percentage
Strongly agree	30	27.3
Agree	34	30.9
Neither agree nor disagree	27	24.5
Disagree	10	9.1
Strongly disagree	9	8.2
Total	110	100

SOURCE: PRIMARY DATA

How satisfied are you with the quality of communication from leadership?
110 responses

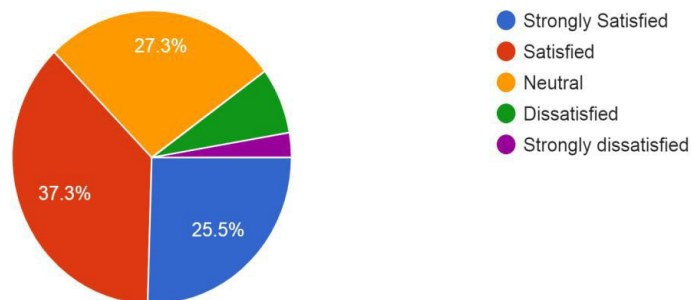


CHART NO 4.1.14

SHOWING ABOUT THE EQUIPMENT AND REMOTE TOOLS NEED TO COMPLETE YOUR WORK RESPONDENTS

INTERPRETATION:

From the above table it is interpreted that the 25.5% of respondents says strongly satisfied, 37.3% says satisfied and 25.5% says neutral. Inference Majority (37.3%) of respondents says satisfied

TABLE NO 4.1.15

TABLE SHOWING PROJECT LEADER IS SUPPORTIVE TO WORK WHILE WORK FROM HOME RESPONDENTS

Particulars	No of respondents	Percentage
Strongly Supportive	30	27.3
Supportive	49	44.5
Neutral	22	20
Not supportive	5	4.2
Strongly not supportive	4	3.0
Total	110	100

SOURCE: PRIMARY DATA

Is your project leader is supportive to your work while you work from home?
110 responses



CHART 4.1.15

SHOWING PROJECT LEADER IS SUPPORTIVE TO WORK WHILE WORK FROM HOME RESPONDENTS

INTERPRETATION:

. From the above table it is interpreted that the 27.3% of respondents says strongly supportive, 44.5% says supportive and 20% says neutral. Inference Majority (44.5%) of respondent says Supportive.

4.2.1 ANOVA :

NULL HYPOTHESIS (H₀):

There is no significant different between experience and adequate communication

ALTERNATIVE HYPOTHESIS (H₁):

There is significant different between experience and adequate communication

ANOVA

EXPERIENCE

	Sum Squares	of Df	Mean Square	F	Sig.
Between Groups	2.381	4	.595	.518	.723
Within Groups	120.710	105	1.150		
Total	123.091	109			

INTERPRETATION :

From the anova table the sig.value is greater 0.723 is greater than 0.05. hence we accept the null hypothesis. therefore there is a significant difference between experience and adequate communication.

4.2.2 ANOVA

NULL HYPOTHESIS (Ho):

There is no significant different between age and quality communication

ALTERNATIVE HYPOTHESIS (H1):

There is significant different between age and quality communication

ANOVA

AGE

	Sum Squares	of Df	Mean Square	F	Sig.
Between Groups	3.715	4	.929	2.089	.087
Within Groups	46.685	105	.445		
Total	50.400	109			

INTERPRETATION :

From the anova table the sig.value is greater 0.087 is greater than 0.05. hence we accept the null hypothesis. therefore there is a significant difference between experience and adequate communication

4.2.3 CHI SQUARE

NULL HYPOTHESIS (Ho):

There is no significant association between gender and supportive communication

ALTERNATIVE HYPOTHESIS (H1):

There is significant association between gender and supportive communication

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.697 ^a	4	.153
Likelihood Ratio	8.551	4	.073
Linear-by-Linear Association	3.006	1	.083
N of Valid Cases	110		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 1.67.

INTERPRETATION :

From the chi square table the sig.association value 0.153 is greater than 0.05. hence we accept the null hypothesis. therefore there is no significant association difference between gender and supportive communication.

CHAPTER 5

5.1 FINDINGS

This study has provided findings that have assisted in answering the research question. From carrying out interviews, five themes have been recognised in terms of employee motivation and performance levels of employees who work from home. The sample from this study, as outlined previously, was formed from 9 participants who work in a banking organisation and who currently have the opportunity of working from home. This sample was taken through the use of semi-structured interviews which has provided a large amount of data for the researcher to present findings through thematic analysis.

5.2 SUGGESTIONS:

As a result of this research certain suggestion are put forward in order to increase the customer satisfaction and make the existing customers loyal

The company has put more effort towards To after sales service to increase brand value

- It indicates that the company has to put more effect towards transportation problem so the percentage of regular customers would eventually increasing the customer retention
- Company can implement competitive price policy to increase over all brand reputation and to attract new customer as well as retain existing customer

5.3 CONCLUSION:

This study set out to identify and explore motivation and performance levels of employees working from home and in addition to this to see whether this has any impact upon employees work life balance. This research was successfully compiled through the use of semi-structured interviews and by gathering a wide range of data from participants who work in an organization with the aim of meeting four key objectives, as outlined in the 'research question' section. Based on this, various findings were presented which supported the discussion regarding working from home in terms of motivation and performance levels. This section will provide a summary of the findings presented and in addition various recommendations will be offered. This research was carried out due to the fact that there was a current gap surrounding working from home, this gap being present as current literature surrounding this topic commented on how working from home was such a positive factor for employees and how this way of working was available due to newer technologies. However, the gap presented to the researcher was that there was no indication throughout previous studies as to the impact that working from home has on the overall motivation and performance levels. The banking sector was chosen to carry out this study on as currently most literature written around working from home had a strong focus on technology companies such as Dell. A further insight needed to be gained to see whether motivation and performance levels of those working from home were higher and if so, why can't more employees within a banking organisation have the opportunity of working from home. Overall, it is clear to see from this research that there are high levels of positivity surrounding working from home in general, which was evident through previous literature and also through the outcomes of this study. It was evident to see from this study that overall, motivation levels were considerably higher for employees that work from home as they felt there were able to power through their workload in order to complete work tasks and get the job done. Many participants commented on how working from home allowed them to be more motivated to complete work activities so that they can spend quality time with their

families, which they would not be able to do if they were working in the office on a full-time basis. Many participants also commented on how working from home allowed them to have a better more positive work life balance due to being more productive, having higher levels of motivation which in turn suggested that they were happier, more engaged and had higher levels of job satisfaction.

REFERENCES

- 1) ACAS (n.d.) Homeworking [Online] Available at: <http://www.acas.org.uk/index.aspx?articleid=4853> [Accessed 15th April 2017].
- 2) Anderson, D. and Kelliher, C. (2009) 'Flexible working and engagement: the importance of choice'. *Strategic HR Review*, 8(2): pp.12-18.
- 3) Anderson, V. (2009) Approaches to gathering data in HR research [Online] Available from: http://www2.cipd.co.uk/NR/rdonlyres/9B0FB658-EBEF-43A2-839F-6C7AA5973F9D/0/9781843982272_sc.pdf [Accessed 22nd April 2017].
- 4) Arun Pathak, A., Raju Bathini, D. and Kandathil, G. (2015) 'The ban on working from home makes sense for Yahoo: It needs the innovation and speed of delivery that come from office-based employees'. *Human Resource Management International Digest*, 23(3): pp.12-14.
- 5) Bailey, S. (2012) Does Working From Home Work? [Online] Available at: <https://www.forbes.com/sites/sebastianbailey/2012/09/19/does-working-from-home-work/#2a400fb648dd> [Accessed 21st May 2017].
- 6) Barton, E. (2017) Working from home may actually hurt your career [Online] Available at: <http://www.bbc.com/capital/story/20170418-how-working-from-home-ruins-everything> [Accessed 23th April 2017].
- 7) Bloom, N. (2014) To raise productivity, let more employees work from home [Online] Available at: <https://hbr.org/2014/01/to-raise-productivity-let-more-employees-work-from-home> [Accessed 19th March 2017].
- 8) Braun, V. and Clarke, V. (2006) 'Using thematic analysis in psychology'. *Qualitative Research in Psychology*, 3 (2). pp. 77-10.
- 9) Brooks, C. (2014) 10 Big companies that will let you work from home. [Online] Available at: <https://www.yahoo.com/news/10-big-companies-let-home-121235634.html> [Accessed 31st July 2017].
- 10) Bryman, A. and Bell, E. (2011) *Business Research Methods*. 3rd Edition. United States: Oxford University Press.
- 11) Cachia, M. and Millward, L. (2011) 'The telephone medium and semi-structured interviews: A complementary fit'. *Qualitative Research in Organisations and Management: An International Journal*, 6(3): pp.265-277.

- 12) Canonico, E. (2016) Putting the work-life interface into a temporal context: An empirical study of work-life balance by life stage and the consequences of homeworking [Online] Available at: <http://etheses.lse.ac.uk/3349/> [Accessed 23th April 2017].
- 13) Chin, G. (2014) Working from home can work well [Online] Available at: <http://science.sciencemag.org/content/346/6215/1339.5> [Accessed 15th April 2017].
- 14) Churchard, C. (2015) Home working boom means 4.2 million UK staff now shun the office [Online] Available at: <http://www2.cipd.co.uk/pm/peoplemanagement/b/weblog/archive/2015/06/05/home-working-boom-means-4-2-million-uk-staff-now-shun-the-office.aspx> [Accessed 14th January 2017].
- 15) CIPD (2016) Change Management [Online] Available at: <https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet#8088> [Accessed 1st August 2017].
- 16) CIPD (2016) Flexible Working Practices [Online] Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/factsheet> [Accessed 22nd January 2017].
- 17) CIPD (2016) Remote working can be a mixed blessing for both employers and employees [Online] Available at: <http://www2.cipd.co.uk/pm/peoplemanagement/b/weblog/archive/2016/09/20/remote-working-can-be-a-mixed-blessing-for-both-employers-and-employees.aspx> [Accessed 20th May 2017].
- 18) Cole, G. (2016) 'Controlling the boundaries: How to minimise the negative impact of working outside regular hours'. Human Resource Management International Digest, 24(6): pp.15-17.
- 19) Cousins, K. and Robey, D. (2015) 'Managing work-life boundaries with mobile technologies: An interpretive study of mobile work practices'. Information Technology & People, 28(1): pp.34-71.
- 20) Creswell, J. (2013) Research Design – Qualitative, Quantitative and Mixed Methods Approaches. 4th ed. United States of America: SAGE Publications.
- 21) Data Protection Commissioner (n.d.) Data Protection Acts 1988 and 2003.

- 22) Gov UK (2015) 10 Steps: Home and Mobile Working [Online] Available at: <https://www.gov.uk/government/publications/10-steps-to-cyber-security-advice-sheets/10-steps-home-and-mobile-working--11> [Accessed 22nd January 2017].
- 23) Hitt, M., Steward Black, J. And Porter, L. (2012) Management. 3rd international ed. New Jersey United States: Pearson Education.
- 24) James, S. (2016) How to work from home effectively. [Online] Available at: <https://www.youtube.com/watch?v=bAEvruLE1Ss> [Accessed 21st May 2017].
- 25) Jizba, B. and Kleiner, B. (1990) 'Evaluate your Work-at-Home Potential'. Work Study, 39(4): pp.9-12.
- 26) Kattenbach, R., Demerouti, E. and Nachreiner, F. (2010) 'Flexible working times: effects on employees exhaustion, work-nonwork conflict and job performance'. Career Development International, 15(3): pp.279-295.
- 27) Kapoulas, A. and Mitic, M. (2012) 'Understanding challenges of qualitative research: rhetorical issues and reality traps'. Qualitative Market Research: An International Journal, 15(4): pp.354-368.
- 28) Lewis, S. and Humbert, L. (2010) 'Discourse or reality?: Work-Life balance, flexible working policies and the gendered organisation'. An International Journal, 29(3): pp.239-254.
- 29) Mann, S. (2013) 'Smart Flexibility: Moving Smart and Flexible Working from Theory to Practice'. Leadership & Organisation Development Journal, 34(6): pp.588-589.
- 30) Marks, D and Yardley, L. (2004) Research Methods for Clinical and Health Psychology. United Kingdom: SAGE Publications.
- 31) McCartney, C. and Evans, C. (2005) 'Lilly UK makes flexible working work: Support from the top is a major reason for success'. Human Resource Management International Digest, 13(2): pp.5-7.
- 32) Mellner, C., Kecklund, G., Kompier, M., Sariaslan, A. and Aronsson, G. (2016) 'Boundaryless Work, Psychological Detachment and Sleep: Does Working 'Anytime – Anywhere' Equal Employees Are 'Always on'?'. New Ways of Working Practices (Advanced Series in Management), 16: pp.29-47.

- 33) Modell, S. (2009) In defence of triangulation: a critical realist approach to mixed methods research in management accounting. [Online] Available at: https://scholar.google.com/scholar_lookup?publication_year=2009&author=S.+Modell&title=In+defence+of+triangulation:+a+critical+realist+approach+to+mixed+methods+research+in+management+accounting [Accessed 22nd July 2017].
- 34) Morganson, V., Major, D., Oborn, K. Verive, J. and Heelan, M. (2010) 'Comparing telework locations and traditional work arrangements: Differences in work-life balance support, job satisfaction, and inclusion'. *Journal of Managerial Psychology*, 25(6): pp.578-595.
- 35) Morley, M., Gunnigle, P. and Haraty, N. (1995) 'Developments in flexible working practices in the Republic of Ireland: Research evidence considered'. *International Journal of Manpower*, 16(8): pp.38-58.
- 36) Mullins, L. (2010) *Management & Organisational Behaviour*. 9th ed. Financial Times Pitman Publishing.
- 37) Pease, M. (2013) On Methodology: Philosophical Underpinnings [Online] Available at: <https://www.youtube.com/watch?v=qsYynaQUmzw> [Accessed 8th August 2017].
- 38) Peters, P., Den Dulk, L. and De Ruijter (2010) 'May I work from home? Views of the employment relationship reflected in line managers tele work attitudes in six financial-sector organisations'. *Equality, Diversity and Inclusion: An International Journal*, 29(5): pp.517-531.
- 39) Qu, S. and Dumay, J. (2011) 'The qualitative research interview' *Qualitative Research in Accounting and Management*, 8(3): pp.238-264.
- 40) Reddan, F. (2015) Big tech firms target those who work only from home [Online] Available at: <http://www.irishtimes.com/business/big-tech-firms-target-those-who-work-only-from-home-1.2348679> [Accessed 29th January 2017].
- 41) Roberts, A. (2010) Costing the Earth – Working from Home [Online] Available at: <http://www.bbc.co.uk/programmes/b00tpncw> [Accessed 21st May 2017].
- 42) Saunders, M., Lewis, P. and Thornhill, A. (2009) *Research Methods for Business Students*. 4th ed. Pearson Education Limited.

- 43) Saunders, M., Lewis, P. and Thornhill, A. (2012) *Research Methods for Business Students*. 5th ed. Pearson Education Limited.
- 44) Shorthose, J. (2004) Like Summer and Good Sex? – The Limitations of the work-life balance campaign [Online] Available at: <http://journals.sagepub.com/doi/abs/10.1177/030981680408200101> [Accessed 28th May 2017].
- 45) Shellenbarger, S. (2012) Working from home without slacking off [Online] Available at: <https://www.wsj.com/articles/SB10001424052702303684004577508953483021234> [Accessed 20th May 2017].
- 46) Taylor, S., Bogdan, R. and DeVault, M. (2015) *Introduction to Qualitative Research Methods: A Guidebook and Resource* [Online] Available at: https://books.google.ie/books?hl=en&lr=&id=pONoCgAAQBAJ&oi=fnd&pg=PR11&dq=qualitative+data+collection+methods&ots=QgBiewaE5M&sig=vHd6-OYkLU7slv8jZk3-NTLa85c&redir_esc=y#v=onepage&q=qualitative%20data%20collection%20methods&f=false [Accessed 28th May 2017].
- 47) The London School of Economics (2016) Home working loses its appeal over time for both companies and staff [Online] Available at: <http://www.lse.ac.uk/website-archive/newsAndMedia/news/archives/2016/09/Home-working.aspx> [Accessed 20th May 2017].
- 48) The University of Wisconsin (2017) Differences between Qualitative and Quantitative Research [Online] Available at: <http://researchguides.ebling.library.wisc.edu/c.php?g=293229&p=1953453> [Accessed 27th May 2017].
- 49) Tietze, S. and Musson, G. (2010) 'Identity, identity work and the experience of working from home'. *Journal of Management Development*, 29(2): pp.148-156.
- 50) Timsal, A. and Awais, M. (2016) 'Flexibility or ethical dilemma: an overview of the work from home policies in modern organisations around the world'. *Human Resource Management International Digest*, 24(7): pp.12-15.

- 51) Trades Union Congress (2013) Home-Working on the increase despite the recession, says TUC [Online] Available at: <https://www.tuc.org.uk/workplace-issues/work-life-balance/04-homeworkers/home-working-increase-despite-recession-says-tuc> [Accessed 27th June 2017].
- 52) Turcotte, M. (2010) Working at home: An update [Online] Available at: <http://www.winnipegwebshop.com/wp-content/uploads/2012/07/11366-eng.pdf> [Accessed 17th April 2017].
- 53) Turunen, H. (2013) Content Analysis and Thematic Analysis: Implications for conducting a qualitative descriptive study [Online] Available at: <http://onlinelibrary.wiley.com/doi/10.1111/nhs.12048/full> [Accessed 6th August 2017].
- 54) University of Greenwich (n.d.) What might be the ethical issues and risks that arise in my research? [Online] Available at: <http://www2.gre.ac.uk/research/ethics/what-might-be-the-ethical-issues-and-risks-that-arise-in-my-research> [Accessed 22nd July 2017].
- 55) Wade, J. (2011) 'The Risks of Working from Home'. Risk Management, New York, (58.9): pp.14-15.
- 56) Watson, I. and Lightfoot, D. (2003) 'Mobile working with Connexions'. Facilities, 21(13/14): pp.347-352.
- 57) Weatherly, P. and Otter, D. (2011) The Business Environment – Theme and Issues. 2nd ed. Oxford University Press Inc

APPENDIX – I (Questionnaire)

1) Name _____

2) Gender

- Male
- Female

3) Educational Qualification

- Diploma
- Bachelor's Degree
- Master's Degree
- Doctorate Degree

4) Profession

- Employee
- Business

5) Age

- Under 20
- 20-30
- 30-40
- 40 and above

6) Experience

- 0-2 years
- 3-5 years
- 6-10 years
- 11 and above

7) Salary per month

- 15,000-30,000
- 31,000-60,000
- 61,000 and above

8) Marital status

- Single
- Married
- Not prefer to say

9) Are you satisfied about working from home ?

- Strongly satisfied
- Satisfied
- Neutral
- Not satisfied
- Strongly not satisfied

10)How would you rate your performance while working from home?

- Very bad
- Bad
- Neutral
- Good
- Very good

11) Are the work from home policies clear?

- Yes
- No
- Maybe

12) Do you agree there is adequate communication from your team mates and team leaders during remote work?

- Strongly agree
- Agree
- Neutral
- Not agree
- Strongly not agree

13) How satisfied are you with the frequency of communication from leadership?

- Strongly satisfied
- Satisfied
- Neutral
- Not satisfied
- Strongly not satisfied

14) How satisfied are you with the quality of communication from leadership?

- Strongly satisfied
- Satisfied
- Neutral
- Not satisfied
- Strongly not satisfied

15) Do you have all the equipment and remote tools you need to complete your work?

- Strongly Agree
- Agree
- Neutral
- Not agree
- Strongly not agree

16) Is your project leader is supportive to your work while you work remotely ?

- Strongly Agree
- Agree
- Neutral
- Not agree
- Strongly not agree

17) Are you agree to get work done within a reasonable time frame while working from home?

- Strongly Agree
- Agree
- Neutral
- Not agree
- Strongly not agree

18) Do you agree that the team is working well collaboratively?

- Strongly Agree
- Agree
- Neutral
- Not agree
- Strongly not agree

APPENDIX – II (Article)

ARTICLE- FULLPAPER

A study on influence of remote work on employees performance

Dr. NITHYA, Assistant Professor, School of Business Administration,
Sathyabama Institute of Science and Technology, Chennai

PREETHI C, Student ,School of Business Administration,
Sathyabama Institute of Science and Technology, Chennai

ABSTRACT- This study is based on working from home and the aim is to assess the impact that working from home has on motivation and performance of employees working within organisation. Previous research around this topic has focused on how working from home is an extremely positive way of working and this has been possible due to newer technologies being readily available. The aim of this study was to look in depth at the experiences employees had whilst working from home and how each individual felt their motivation and performance levels were affected. A qualitative research approach was taken as part of this study which was carried out through the use of semi-structured interviews. This approach was taken in order to gather employees opinions and experiences to see whether any trends emerged in relation to their motivation and performance levels whilst working from home. The Working from home does higher motivation and performance levels of employees. Although there were mixed opinions presented as to whether employee performance levels were higher whilst working from home employees commented on how their performance levels would be affected negatively if working from home was removed. Overall it was clear to see the high levels of positivity surrounding working from home and how this impacts positively on employee motivation and performance levels, which can have positive effects on employee well-being, employee work life balance and also job satisfaction. In addition to this if employees are more motivated and performing to a higher standard then this is likely to also have a

positive effect on the organization in terms of retaining staff and achieving more from their employees.

Key words- Work Attitude, Work from Home, Employee Performance.

I. INTRODUCTION

This study will focus how employees within a organisation have the flexibility within their job roles of working from home, either when they themselves need to or when they are not required by the organisation to work in the office. This can otherwise be known as working from home, mobile working or agile working. This study aims to look specifically at the motivation and performance levels of employees who currently have the flexibility and opportunity of working from home and in addition to this how their work life balance may be affected based upon their motivation and performance satisfaction. This study aims to gain a further insight into working from home and whether this way of working should be introduced as an option for employees who currently do not work from home, this will be dependent on the outcomes of this study and if they are positive or negative in terms of employee motivation and performance levels.

develop the use of working from home is likely to develop and grow vastly. Although there are various researches that have been carried out on this flexible way of working, there are many mixed conclusions as to whether working from home is a positive or negative way of working in terms of how this can impact on employee motivation and performance levels.

II. OBJECTIVES OF THE STUDY

- To study the influence of remote work on employees performance
- To identify the strength and weakness of distribution channels To study the various problems faced by the distribution
- To study about the preference of numeric brand among dealers
- To analysis in improving brand, product or service through the effectiveness of the distribution channel
- Research may be defined as systematic gathering of data and information and analysis of advance of knowledge in any subject research attempts to find answer intellectual and practical question through application of systematic methods contain:

Research design

- ☐ · Population size
- ☐ · Sample size
- ☐ · Sampling method
- ☐ · Source of data
- ☐ · Statistical tools

III. REVIEWS OF PAST STUDIES

Kurland and Bailyn (cited in Tietze and Musson, 2010) outlines that over the past years there has been a shift in the style of work carried out in terms of employees location of work. Employees have expanded their location of the working environment in order to have the opportunity of carrying out their day to day tasks at any time, in any chosen location.

Ellis (2016) outlines that the number of employees working from home in the UK has increased over the last 10 years by around a fifth which has raised the overall number of employees working from home to 1.5 million. The Trades Union Congress (2013) outlines that more male than female employees are working from home, however, there has also been a noticeable rise over the last few years in the number of women working from home. While both of these studies reflect statistics in the UK it is interesting to see that there is a rise in this way of working and although this study is not Irish based it is clear to see that this way of working is more developed in the UK and could have the same potential impact for Irish organisations.

According to Morley, Gunnigle and Haraty (1995) literature at the time outlined that the nature was extremely loose in terms of the Irish labour market which provided and attempted to facilitate to provide higher levels of flexibility. However, at this time there was some concern as to what changes were going to be made in relation to this. This study by Morley et al (1995) suggests that flexible working strategies can assist in more responsiveness within organisations. There was also some concern around working from home and it was suggested in this study that working from home was the least used flexible working option in Ireland. However, this study concluded that there has been a shift in the ways of working due to various labour market changes, including the recession. This study suggests that organisations have had to adapt to these changes in order to survive and manage their costs, demands and inputs which suggests that

there has been an increase in flexible working practices across Ireland. Additionally, Wheatly (2012) outlines that flexible working practices within the public sector are generally available for all employees, however, this way of working may not always be available for managers within the organisations because there is a sense that managers should be available in the office to be responsive towards their employees. This study also indicates that within the private sector there wouldn't be any sort of formal policy put in place for this way of working.

According to Morganson, Major, Oborn, Verive and Heelan (2010) most literature at this time focused on categorizing employees in terms of job satisfaction and work/life balance. This literature was said to have a focus on either office based worker and employees working from home. This study concluded that research needs to be carried out to focus on different working activities and arrangements, hence why there is a further need for more studies to be carried out within this area.

IV. METHODOLOGY

A research methodology is a systematic plan for conducting research. The process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information. The type of research used in this project is descriptive research design. Descriptive research designs help provide answers to the questions of who, what, when, where, and how associated with a particular research problem; a descriptive study cannot conclusively ascertain answers to why. Descriptive research is used to obtain information concerning the current status of the phenomena and to describe "what exists" with respect to variables or conditions in a situation. Primary data is defined as the data that is obtained through first-hand investigation, it includes information collected from interviews, experiments, surveys, questionnaires, focus groups and measurements. The key point in primary data is that the data collected is unique. In this study questionnaire is used as primary data collection method. Secondary data is data that is widely available and obtained from another party. Secondary data can be found in publications, journals and newspapers. For this study the data is collected from journals, websites and also from data manual of the company. The entire population of the organization is about 110 members. Sample refers to a set of observations drawn from a population. Often it is necessary to use samples for research, because it is impractical to study the whole population. The sample size of the study is restricted to 110. Though there are chances of surveying entire population it has been restricted to 110 due to time factor and interest of respondents. Sampling techniques are the strategies applied by researchers during the statistical sampling process. It is the methods used in drawing samples from a population usually in such a manner that the sample will facilitate in making conclusion from the population. Simple random sampling is used as

sampling technique for the purpose of selecting respondents. Simple Random sampling is the basic sampling technique where we select a group of subjects that is sample for study from a larger group (population). Each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample. A simple random sample is meant to be an unbiased representation of a group. A study on employee burnout in organization was carried out for a period of about three months. The study was carried out from the month of December and terminated at the month of February. A data collection technique, where in the respondents is given with the questionnaire and are asked to give answer to the series of questions, written about the employee burnout in the organization. The structure of the questionnaire was designed with demographic factor questions, multiple choice questions and scaling questions for calculating burnout. This provides with the allowance of flexibility to the respondent to respond to the questions with the ability to qualify the answers. The questionnaire is designed to be simple and easy, with the proper length. The terms used are explained clearly and arranged in proper logical manner

V. DISCUSSIONS

On completing the project “A study on influence of remote work on employees performance”, To find out the burnout the analysis was done with the structure questionnaire with easy understanding flexible and clear performance level. The analysis was made to influence the performance among employees.

HYPOTHESIS 1:

NULL HYPOTHESIS (H₀):

There is no significant different between experience and adequate communication

ALTERNATIVE HYPOTHESIS (H₁):

There is significant different between experience and adequate communication

ANOVA

EXPERIENCE

	Sum Squares	of Df	Mean Square	F	Sig.
Between Groups	2.381	4	.595	.518	.723
Within Groups	120.710	105	1.150		
Total	123.091	109			

INTERPRETATION :

From the anova table the sig.value is greater 0.723 is greater than 0.05. hence we accept the null hypothesis. therefore there is a significant difference between experience and adequate communication.

4.2.2 ANOVA

NULL HYPOTHESIS (Ho):

There is no significant different between age and quality communication

ALTERNATIVE HYPOTHESIS (H1):

There is significant different between age and quality communication

ANOVA

AGE

	Sum Squares	of Df	Mean Square	F	Sig.
Between Groups	3.715	4	.929	2.089	.087
Within Groups	46.685	105	.445		
Total	50.400	109			

INTERPRETATION :

From the anova table the sig.value is greater 0.087 is greater than 0.05.
hence we accept the null hypothesis. therefore there is a significant
difference between experience and adequate communication

4.2.3 CHI SQUARE

NULL HYPOTHESIS (Ho):

There Is no significant association between gender and supportive communication

ALTERNATIVE HYPOTHESIS (H1):

There is significant association between gender and supportive communication

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.697 ^a	4	.153
Likelihood Ratio	8.551	4	.073
Linear-by-Linear Association	3.006	1	.083
N of Valid Cases	110		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 1.67.

INTERPRETATION :

From the chi square table the sig.association value 0.153 is greater than 0.05. hence we accept the null hypothesis. therefore there is no significant association difference between gender and supportive communication.

IV. CONCLUSION

This study set out to identify and explore motivation and performance levels of employees working from home and in addition to this to see whether this has any impact upon employees work life balance. This research was successfully compiled through the use of semi-structured interviews and by gathering a wide range of data from participants who work in an organization with the aim of meeting four key objectives, as outlined in the 'research question' section. Based on this, various findings were presented which supported the discussion regarding working from home in terms of motivation and performance levels. This section will provide a summary of the findings presented and in addition various recommendations will be offered. This research was carried out due to the fact that there was a current gap surrounding working from home, this gap being present as current literature surrounding this topic commented on how working from home was such a positive factor for employees and how this way of working was available due to newer technologies. However, the gap presented to the researcher was that there was no indication throughout previous studies as to the impact that working from home has on the overall motivation and performance levels.

REFERENCES

- 1) ACAS (n.d.) Homeworking [Online] Available at: <http://www.acas.org.uk/index.aspx?articleid=4853> [Accessed 15th April 2017].
- 2) Anderson, D. and Kelliher, C. (2009) 'Flexible working and engagement: the importance of choice'. *Strategic HR Review*, 8(2): pp.12-18.
- 3) Anderson, V. (2009) Approaches to gathering data in HR research [Online] Available from: http://www2.cipd.co.uk/NR/rdonlyres/9B0FB658-EBEF-43A2-839F-6C7AA5973F9D/0/9781843982272_sc.pdf [Accessed 22nd April 2017].
- 4) Arun Pathak, A., Raju Bathini, D. and Kandathil, G. (2015) 'The ban on working from home makes sense for Yahoo: It needs the innovation and speed of delivery that come from office-based employees'. *Human Resource Management International Digest*, 23(3): pp.12-14.
- 5) Bailey, S. (2012) Does Working From Home Work? [Online] Available at: <https://www.forbes.com/sites/sebastianbailey/2012/09/19/does-working-from-home-work/#2a400fb648dd> [Accessed 21st May 2017].
- 6) Barton, E. (2017) Working from home may actually hurt your career [Online] Available at: <http://www.bbc.com/capital/story/20170418-how-working-from-home-ruins-everything> [Accessed 23th April 2017].
- 7) Bloom, N. (2014) To raise productivity, let more employees work from home [Online] Available at: <https://hbr.org/2014/01/to-raise-productivity-let-more-employees-work-from-home> [Accessed 19th March 2017].
- 8) Braun, V. and Clarke, V. (2006) 'Using thematic analysis in psychology'. *Qualitative Research in Psychology*, 3 (2). pp. 77-10.

- 9) Brooks, C. (2014) 10 Big companies that will let you work from home. [Online] Available at: <https://www.yahoo.com/news/10-big-companies-let-home-121235634.html> [Accessed 31st July 2017].
- 10) Bryman, A. and Bell, E. (2011) Business Research Methods. 3rd Edition. United States: Oxford University Press.
- 11) Cachia, M. and Millward, L. (2011) 'The telephone medium and semi-structured interviews: A complementary fit'. *Qualitative Research in Organisations and Management: An International Journal*, 6(3): pp.265-277.
- 12) Canonico, E. (2016) Putting the work-life interface into a temporal context: An empirical study of work-life balance by life stage and the consequences of homeworking [Online] Available at: <http://etheses.lse.ac.uk/3349/> [Accessed 23th April 2017].

