

A STUDY ON THE IMPACT OF WORKING FROM HOME ON THE WORK ATTITUDE OF EMPLOYEES IN THE IT SECTOR

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

**Selina Vineetha William
Register No. 39410191**



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



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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 **Selina Vineetha William** (39410191) who has done the Project work entitled "**A Study on the Impact of Working from Home on the Work Attitude of Employees in the IT Sector**" under my supervision from January 2021 to April 2021.

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, **Selina Vineetha William** (39410191), hereby declare that the Project Report entitled **“A Study on the Impact of Working from Home on the Work Attitude of Employees in the IT Sector”** done by me under the guidance of **Dr. Nithya S.** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

SELINA VINEETHA WILLIAM

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ABSTRACT

This study aims to analyze the impact of working from home on the work attitude of the employees, especially in the IT (Information Technology) sector in India, during the COVID-19 pandemic.

The pandemic of 2020 has taken the entire world for a toss as we know it. Working from home has become the new normal; more like an inevitable norm. This requires that the employee work attitudes be analyzed so that the management can get a broad idea of an employee's typical mindset during these present times and can focus on harnessing their potentials for the best possible results.

The study focuses on factors like productivity, motivation, job satisfaction and stress level of the employee which are analyzed in detail using specific statistical tools and software. It has been observed that most employees are neither productive nor unproductive while working from home. A majority of them agree that they don't get very stressed while telecommuting. However, it is seen that most people would like to resume going back to office if given a chance.

The information from this study can be effectively utilized by companies to positively impact areas like productivity, job satisfaction and employee retention as well as by other researchers for future studies.

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CHAPTER 1

1. INTRODUCTION

This chapter gives an overview about the study including the industry profile that it relates to, its need, scope, objectives and limitations.

1.1 STATEMENT OF THE PROBLEM

This study aims to analyze the impact 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 productivity 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, productivity and job satisfaction.

1.2 INDUSTRY PROFILE

1.2.1 IT Industry

The Information Technology and Information Technology Enabled Services (IT-ITeS) sector is a huge and rapidly growing field that plays a major role in shaping the Indian business standards. Software development, consultancies, software

management, online services and business process outsourcing (BPO) are included in this sector.

The IT industry is very significant in India that it can be concluded that Liberalization itself was possible only due to the emergence of the sector, according to an article in the Times of India. It started off in the 1990s, with an export of nearly \$100 million with around 5,000 employees. Currently, it is an industry that thrives globally and India's IT exports are now around \$70 billion with 2.8 million employees working in this sector. It has become one of the top industries of India today.



Fig:1.1 : Information Technology Industry

Factors like the global market and sustenance of its rate of growth, affect the IT industry heavily. The great recession that happened in the United States also impacted the IT sector in India negatively. Although this segment is promising and has vast potential, there are concerns regarding the demand-supply gap, which is widening. Some challenges which the industry is facing are inadequate infrastructure, tax issues and limited preferential access for local firms.

One of the biggest benefits that the computer and IT industry provide in India is the employment it can generate. Other benefits are export and Foreign Direct Investments (FDI). New markets have opened up in the Middle East, Africa, Eastern

Europe, and South and South East Asia. India is now a major destination for IT outsourcing.

The top IT companies in India that offer job opportunities in this field are Tata Consultancy Services (TCS), Wipro Technologies, Cognizant, Yahoo!, Google, Tech Mahindra, Infosys Technologies, HP ,Capgemini, iGATE Patni, Accenture, L&T, EY, Convergys, Mphasis, Genpact, HCL Technologies and Godrej Infotech. Cities like Bengaluru, Delhi, Noida, Gurgaon, Hyderabad, Chennai, Bombay and Cochin are some of the places which have developed into potential IT hubs of the country, thanks to the presence of these top IT companies. These are now key players which contribute to the growth of the Indian economy through telecommunication, software development, design, mobile commerce, e-commerce, BPO and knowledge process outsourcing (KPO).

The IT industry is one which is not limited to software development alone. Technology can be applied in libraries, hospitals, banks, shops, prisons, hotels, airports, train stations and many other places through database management systems, or through custom-made software as seen fit. Among other sectors, the IT sector in India has been driving growth for the last decade and more, and has the potential to continue doing so for the next couple of years if shortcomings are met and challenges are faced.

1.2.2 Working from Home

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

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.



Fig:1.2 : Working from Home

When it comes to the IT sector, work from home has always played a major role, even before the COVID-19 period. Since most of the work done is digital and using a

computer system or a laptop, the work can still be carried out even remotely. Hence the IT professionals have faced the most challenges and have had the most expertise on working from home, especially during this pandemic of 2020. It is most relevant to attribute WFH to the IT employees and to study how it has impacted their work attitude through this period.

Some of the synonyms for working from home that will be used in this report are WFH, Telecommuting, Remote work, Working remotely and Virtual work.

1.3 NEED FOR THE STUDY

As discussed earlier, this study aims to analyze the impact of working from home on the work attitude of the employees, especially in the IT (Information Technology) sector in India, during the COVID-19 pandemic.

The pandemic of 2020 has taken the entire world for a toss as we know it. All the conventional ways that we once were so familiar with have changed drastically. Businesses and the working class have experienced the hardest hit by far. Now as we all know, working from home has become the new normal; more like an inevitable norm. Also, looking at how things are progressing currently, it seems like WFH is here to stay and is not going to change anytime soon. The IT sector is one of the fields for which working from home is most relevant as compared to other fields.

With such restrictions at hand, it is only practical that we learn to live our lives with excellence even through them all. Hence, companies must strive to find ways to make their employees give their best and realize their full potentials, even while working from home. For this, we must first identify what the employee feels about working from home. Their work attitudes must be analyzed along with essential factors like productivity, stress level and motivation. By doing so, the management can get a broad idea of an employee's typical mindset during these present times and can focus on harnessing their potentials for the best possible results.

Thus, the information from this study 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, productivity and job satisfaction.

1.4 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

1.5 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.

1.5.1 Primary Objective

The primary objective of this study is to analyze the impact of working from home on the work attitude of employees in the IT sector.

1.5.2 Secondary Objectives

The secondary objectives of this study are as given below.

- To identify if working from home has an overall positive or negative impact on the general mindset of an IT employee towards the work being done

- To determine the kind of relationship that working from home has on the productivity of an IT employee
- To investigate if the IT employees would prefer to work from home even after the pandemic situation ceases to exist and all restrictions are relaxed

1.6 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

This chapter gives a detailed overview of all the literatures that have been reviewed prior to undertaking this study.

The paper titled, “The Impact of Working from Home on Productivity. A Study on the Pandemic Period,” by **Mirela Bucurean (2020)** clearly states how the pandemic has forced everyone to work from home without being given a choice. It goes on to explain the various advantages and disadvantages of working from home, especially on the productivity of an employee. After a survey from local employees, the paper concludes that working from home has had an overall negative impact on employee productivity.

The paper, “Analysis of Telecommuting Behaviour and Impacts on Travel Demand and the Environment,” by **Ramin Shabanpour et al (2018)**, talks about the overall attitude that people have towards telecommuting. It furthermore goes on to analyze the consequences of the telecommuting policy on travel behaviour, network congestion and air quality. The paper also reviews related studies on telecommuting behaviour and integrated travel demand-emission frameworks.

The paper titled, “A Work-Life Conflict Perspective on Telework,” by **Shihang Zhang et al (2020)** tries to associate telework frequency with life stages, and how these associations could be explained based on the work-life conflict perspective. The results have suggested that life stages associate with telework behaviour in a complex way. The generic patterns that have been observed are, single individuals are more likely to telework than married individuals. Also, couples with children are less likely to telework than couples without children. Now since children play an important role in an individual’s telework behaviour, the paper concludes that policies that support formal childcare resources could encourage more people to work from

home.

“Telecommuting: Impact on Productivity of Telecommuters,” a paper by **Adeel Ahmed et al (2014)**, talks about how telecommuting is beginning to play a vital role in the IT industry, especially in Pakistan. The research aims to study how the different work parameters like motivation, job satisfaction, time management, economics, socio-environmental factors and teamwork are affected when the employees are telecommuting and it focuses on the acceptance of telecommuting among the Pakistani employees. The results of the study has been used to gauge the acceptance of telecommuting among people with varying experience and educational background.

The paper, “Comparison of the Job Satisfaction & Productivity of Telecommuters Vs In-House Employees: A Research Note on Work in Progress,” by **Andrew J. Dubrin (1991)** discusses about the analysis conducted using 34 in-house employees and 34 telecommuters, all performing data-entry and coding, to compare the employees’ job satisfaction and productivity. The results suggest that telecommuting tends to increase satisfaction with specific work arrangements and that telecommuters are likely to be more productive than in-house workers on structured, repetitive tasks.

The paper “Does Working from Home Work? Evidence from a Chinese Experiment,” by **Nicholas A. Bloom et al (2014)** has experimented work from home on random employees in a Chinese travel agency of nearly 16,000 employees. The study has identified that there was a 13% increase in employee productivity when working from home. Home workers also reported improved work satisfaction, and their attrition rate halved. The company then rolled out the option to WFH to the whole firm and allowed the experimental employees to reselect between the home and office. Interestingly, over half of them switched, which led to the gains from WFH almost doubling to 22%.

A comparison study on the employee’s productivity while WFH, when given a

creative task and a dull monotonous task is carried out in the paper “The Effects of Telecommuting on Productivity: An Experimental Examination. The Role of Dull and Creative Tasks,” by **E. Glenn Dutcher (2012)**. This study uses an experimental approach where creative and dull individual tasks were used to mimic two extreme work climates. Results of this study indicate that the telecommuting environmental effects may have positive implications on productivity of creative tasks but negative implications on productivity of dull tasks.

The paper titled, “Managerial Control of Employees Working at Home,” by **Alan Felstead et al (2003)** addresses how working at home creates problems for both the aspects of employee visibility (for supervision) and presence (for participating in relations with co-workers and others) of managerial control. It suggests that managers seek to compensate for the relative lack of visibility and presence of home-located workers by generating a range of devices and social disciplines that together comprise loose networks of control.

The paper, “Working from Home – Who is Happy? A Survey of Lithuania’s Employees during the COVID-19 Quarantine Period,” by **Agota Raisiene et al (2020)**, talks about how telework is becoming increasingly inevitable because of the pandemic situation of 2020. The study examined the evaluation of telework through a questionnaire by different conditional groups of 436 teleworkers in Lithuania. Through a correlation analysis between the study variables, the findings suggest that there are differences in the evaluation of factors affecting telework efficiency and qualities required from a remote worker, depending on gender, age, education, work experience, and experience of telework.

The paper titled, “Does Telework Stress Employees Out? A Study on Working from Home & Subjective Well-Being for Wage/Salary Workers,” by **Younghwan Song and Jia Gao (2020)** examines how subjective well-being (SWB) varies between working at home and working in the workplace among wage/salary workers. In general, the study has found that working at home is associated with a lower level of

net affect and a higher probability of having unpleasant feelings relative to working in the workplace. The only positive effect of WFH, according to the research, is that telework reduces tiredness on weekdays. It also suggests that both males and females feel more stressed when teleworking, indicating the existence of individual heterogeneity.

“Strategies for Successful Telework: How Effective Employees Manage Work/Home Boundaries,” a paper by **Kelly A. Basile et al (2016)**, aims to identify strategies used by successful teleworkers to create and maintain boundaries between work and home, and to determine how these strategies relate to employee preferences for segmentation or integration of work and home. Forty in-depth, face-to-face interviews were conducted with employees working from home. The study found that teleworkers use physical, temporal, behavioral and communicative strategies to recreate boundaries similar to those found in office environments. Although teleworkers can generally develop strategies that align boundaries to their preferences for segmentation or integration, employees with greater job autonomy and control are better able to do so.

The paper, “Attitudes toward telecommuting : Implications for Work-at-Home Programs,” by **Gerardine DeSanctis (1984)** examines the attitudes of 51 managers and 129 programmers toward working at home. Survey data were collected from 3 divisions in 2 locations of a computer services firm which had experimented with work at home. The results suggested more interest in telecommuting among programmers than project managers; surprisingly, the two groups identified the same benefits and problems. It was also observed that programmers express support for any alternative which would add variability and autonomy to their work, whether it is a change in work location or simply a change in scheduling.

The paper “Attitudes of Managers & Employees to Telecommuting,” by **Linda Duxbury et al (1987)** has experimented work from home and the attitudes of 78 managers and 63 employees to telecommuting were compared. All subjects had

access to a personal computer and were computer literate to some degree. The results showed that neither group found telecommuting to be particularly appealing, though managers were more opposed to the idea than were employees. Both groups indicated that their organizations were not supportive. The main concerns were with issues such as social interaction, professional development, and promotability.

In light of the increasing popularity of telecommuting, a study on how telecommuters' organizational commitment may be linked to psychological and physical isolation is carried out in the paper, "Employee Isolation and Telecommuter Organizational Commitment," by **Wendy Wang et al (2020)**. An online survey was used to collect data from 446 employees who telecommute one or more days per week. The results of this study indicate that telecommuters' affective commitment is negatively associated with psychological isolation, whereas their continuance commitment is positively correlated with both psychological and physical isolation. These findings imply that telecommuters may remain with their employers due to perceived benefits, a desire to conserve resources such as time and emotional energy, or weakened marketability, rather than emotional connections to their colleagues or organizations.

"Let me go to the Office! An Investigation into the Side Effects of Working from Home on Work-Life Balance," a paper by **Rocco Palumbo (2020)** discusses how the disruptions brought by COVID-19 pandemic compelled a large part of public sector employees to remotely work from home. Home-based teleworking ensured the continuity of the provision of public services, reducing disruptions brought by the pandemic. This paper talks about the implications of telecommuting from home on the ability of remote employees to manage the work-life interplay. It concludes that home-based telecommuting negatively affected the work-life balance of public servants. Employees who remotely worked from home suffered from increased work-to-life and life-to-work conflicts. It has also been found that telecommuting from home triggered greater work-related fatigue, which worsened the perceived work-life balance.

“Work-Life Balance and Working from Home,” a paper by **Tracey Crosbie** and **Jeanne Moore (2004)**, talks about how work-life balance is an important topic that needs to always be kept at check. The study tries to identify if working from home would be a solution to achieving proper work-life balance. It uses data from 45 interviews and 3 focus groups with home workers from different socio-economic backgrounds to arrive at a valid conclusion. It analyzes whether working from home improves people’s capacity to balance their work and life commitments.

The paper, “An Empirical Study on Working from Home: A Popular e-Business Model,” by **Sreeramana Aithal (2015)** discusses about the benefits of working from home for the customers, service providers, employees and the management. It explains how people can work and also simultaneously study a course online all because of its virtual nature. An e-Business model is put forth that helps in making convenient all the conventional business processes and can save time. The concept of working from home is analyzed in this paper using a new Business Analysis Framework namely ABCD Technique.

The paper “The impact of working from home during COVID-19 on work and life domains: an exploratory study on Hong Kong,” by **Lina Vyas** and **Nantapong Butakhieo (2020)** analyzes WFH in the metropolitan city of Hong Kong during the COVID-19 pandemic. Using an exploratory framework and a SWOT analysis, this study investigates the continuing experience of the employer and employees. A critical insight and related recommendations have been developed for future policy decisions. It also investigates critically if this work arrangement will remain as a transitory element due to the exceptional circumstances, or whether it could be a permanent arrangement.

A study on how WFH affects an employee’s work effort is carried out in the paper “Working from Home: What is the Effect on Employee’s Effort?,” by **Kira Ruppietta** and **Michael Beckmann (2016)**. The empirical analysis for this study has been carried out using German Socio-Economic Panel (SOEP). This has found out

that WFH has a positive effect on work effort and the more frequent WFH is, the more is the positive influence of the employee's work effort. It is also seen that employee's who work from home have a higher autonomy in scheduling their work and hence possess higher intrinsic motivation.

The paper titled, "Home as Work Place: A Qualitative Case Study of Online Faculty using Photovoice," by **Lee Stadtlander et al (2017)** addresses how online faculty members structure their workspace in their homes and how their work situation affects their home environment. Eighteen faculty members from a large online university were recruited and they were interviewed. Photovoice techniques were used wherein the participants take photographs and are interviewed about them. It was found that most members preferred a good work surrounding and organized their workspace with books and beautiful views from windows.

The paper, "Is Working from Home Good Work or Bad Work? Evidence from Australian Employees," by **A. M. Dockery and Sherry Bawa (2014)**, talks about how telework maybe a solution to juggling between work and non-work commitments. But it also addresses how it might intrude into the family life and may cause added work-related stress. Data from authentic sources state that around 17% of Australian employees work from home once in a while. Both the advantages and disadvantages of telework are discussed in detail such as flexibility and long hours of work, etc.

The paper titled, "Working from Home across Countries," by **Charles Gottlieb et al (2020)** examines how the share of employment that can work from home changes with country income levels. The study shows that in urban areas, this share is only about 20% in poor countries, compared to close to 40% in rich ones. This result is driven by the self-employed workers. At the level of the entire country, the share of employment that can work from home in poor countries compared to rich countries depends on farmers' ability to work from home. This finding is due to the high agricultural employment share in poor countries.

“Optimal Mitigation Policies in a Pandemic: Social Distancing and Working from Home,” a paper by **Callum J. Jones et al (2020)**, aims to study the response of an economy to an unexpected epidemic. The study shows that households mitigate the spread of the disease by reducing consumption, reducing hours worked, and working from home. Working from home is subject to learning-by-doing and the capacity of the health care system is limited. The study goes on to put forth economical statistics relating to the pandemic situation and mitigation policies.

The paper, “Why Working from Home will Stick,” by **Jose Maria Barrero et al (2020)** examines whether or not WFH will prevail even after the pandemic situation. Over 15,000 Americans were surveyed for the study and the results have shown that WFH is likely to prevail. This is because of the perks that working from home has to offer. Also, the research shows that people would get so used to working from home that there would be a kind of reluctance to go back to work. It puts forth statistics of how likely WFH would prevail in companies after the 2020 pandemic.

The paper “Working from Home in Developing Countries,” by **Charles Gottlieb et al (2021)** uses worker-level data on the task content of jobs to measure the ability to WFH in developing countries. It is shown that the ability to WFH is low in developing countries. The results suggest that educated workers, wage employees and women have a higher ability to WFH. Using data from Brazil, Costa Rica and Peru, it is shown that the measure used in this study is predictive of actual WFH both in terms of overall levels and variation with occupation and individual characteristics, as well as employment outcomes. The measure can thus be used to predict WFH outcomes in developing countries.

An examination of how formal and informal telework arrangements impact on public sector employees' job satisfaction, time spent on childcare, and satisfaction with the distribution of childcare tasks is carried out in the paper, “Working from Home: Do Formal or Informal Telework Arrangements Provide Better Work–Family Outcomes?,” by **Carolyn Troup and Judy Rose (2012)**. Survey data from around

850 public service employees who had access to telework entitlements in Queensland, Australia, were used. The analyses showed that formal and informal telework arrangements provide different outcomes to employed women and men with children, particularly in the areas of job satisfaction and satisfaction with the distribution of childcare tasks. These distinctions suggest that it is important for workplaces to consider how the type of telework arrangement offered can affect how successfully and equitably work–family outcomes are achieved.

“The Impact of Closing Schools on Working from Home during the COVID-19 Pandemic: Evidence using Panel Data from Japan,” a paper by **Eiji Yamamura** and **Yoshiro Tsustsui (2021)** explores how school closure influences parents’ work style based on short panel data for the period of school closure from mid-March to mid-April, 2020. Specifically, analysis is made on how the presence of their children influences parents’ work at home and how the effect differs by the parent’s gender. After controlling for various factors, it is found that in cases where parents are full-time employees and the children are in primary school, mothers are more likely to work remotely, while fathers are less likely to do so. However, if the children are in junior high school, the parents’ work styles are hardly affected. This shows that mothers shoulder the burden of working remotely and caring for small children at home, while fathers tend to work in the office and spend less time with their childcare at home. Inevitably, COVID-19 has increased the inequality in the burden of child care.

The paper titled, “Teachers’ Experiences Working from Home during the COVID-19 Pandemic,” by **Matthew A. Kraft** and **Nicole S. Simon (2020)** examines the experiences of teachers teaching online classes during the COVID-19 pandemic. A *Teaching from Home Survey* was created and almost 7,200 teachers took up the survey. The findings suggest that a sudden change to online teaching has created substantial challenges for teacher’s work and has limited the degree to which students can engage in learning. Importantly, schools with more supportive working conditions have been far more successful at helping their teachers maintain a sense

of success during the pandemic.

“COVID-19 and Remote Work: An Early Look at US Data,” a paper by **Erik Brynjolfsson et al (2020)** reports the results of a nationally-representative sample of the US population during the COVID-19 pandemic. Of those employed pre-COVID-19, it is found that about half are now working from home, including 35.2% who report they were commuting and recently switched to working from home. It is found that younger people were more likely to switch to remote work. Furthermore, the results show that states with a higher share of employment in information work including management, professional and related occupations are more likely to shift toward working from home and had fewer people laid off or furloughed.

The paper, “Unprecedented disruption of lives and work: Health, distress and life satisfaction of working adults in China one month into the COVID-19 outbreak,” by Stephen X. Zhang et al (2020) assesses the health and wellbeing of normal adults living and working after one month of confinement to contain the COVID-19 outbreak in China. 369 adults in 64 cities in China were surveyed that varied in their rates of confirmed coronavirus cases on their health conditions, distress and life satisfaction. The main finding of this study is that adults who did not work in the outbreak were worse in mental and physical health, distress and life satisfaction.

The paper “Achieving Effective Remote Working during the COVID-19 Pandemic: A Work Design Perspective,” by Bin Wang et al (2020) conducts a mixed-methods investigation to explore the challenges experienced by remote workers at this time, as well as what virtual work characteristics and individual differences affect these challenges. It was found that social support positively correlates with lower levels of all remote working challenges; job autonomy negatively relates to loneliness; workload and monitoring both link to higher work-home interference; and workload additionally links to lower procrastination. Self-discipline was a significant moderator of several of these relationships.

The paper, “Employees’ Job Satisfaction and Performance through working from

Home during the Pandemic Lockdown,” by Rugayah Hashim et al (2020) gauges the employees' job satisfaction and performance while working from home. Responses from 503 administrative staff from Universiti Teknologi MARA Cawangan Selangor, Malaysia, were analyzed. The findings indicated that 87.1% were satisfied with working from home; however, the work performance, measured through the availability of ICT peripherals, showed a dismaying 53.7%. Thus, the implications from the findings require university administrators to reassess the policy for working from home; that is, only employees with adequate ICT equipment can be allowed to telework.

CHAPTER 3

3. RESEARCH METHODOLOGY

This chapter discusses in detail about the research methodologies involved in this study along with the analytical tools used.

3.1 RESEARCH DESIGN

This study uses a **Descriptive Research Design**. A descriptive research design simply yet accurately gives a description of all the respondents who take part in the study. It systematically describes the population, situation or phenomenon. It mainly revolves around answer the 'What' question rather than the questions, 'How,' 'When,' and 'Why.'

3.2 SAMPLE PLAN

The **population** of this study involves all persons employed in the IT industry in India. The **sampling frame** of this study includes all those IT employees in India whose jobs make it relevant for them to work from home. Each employee in the above mentioned sampling frame becomes a **sampling unit**.

3.3 SAMPLING TECHNIQUE

This study uses the **Convenience Sampling Technique**. It is a type of non-probability sampling method that is generally used for the ease of the researcher. Especially with the ongoing pandemic situation, it is only practical to select a population out of convenience of reach of the researcher.

3.4 SOURCES OF DATA

This research involves data collected both from primary and secondary sources as explained below.

3.4.1 *Primary Data Source*

The primary data has been collected through first person survey research method. A **Questionnaire** was circulated and the data has been obtained first hand, directly from the respondents related to the survey.

3.4.2 *Secondary Data Source*

The secondary refers to the data that has not been collected first hand by the researcher, but has been obtained from other previous studies. The sources of secondary data for this study are **Journal Papers, Articles, Books** and **Websites**.

3.5 STRUCTURE OF THE QUESTIONNAIRE

This study includes both **Open-Ended** and **Closed-Ended** questions that are relevant to the subject of study. The closed-ended questions in this study are mostly comprised of **Likert scale** (5-point) ordinal data based questions with appropriate statements.

Open-ended questions are those that let the respondents give their own answer to the question asked. Closed-ended questions are those that provide the respondents with answer choices to choose from.

3.6 PERIOD OF STUDY

This is a **Four-Month Study** that was undertaken between the relatively short time period of January 2021 and April 2021.

3.7 ANALYTICAL TOOLS

This study uses the statistical analytical software, **SPSS** (Statistical Package for Social Sciences) by IBM as the analytical tool to test the hypotheses put forth. Using this software the hypotheses have been tested with the help of statistical techniques such as **ANOVA** and **Correlation**.

CHAPTER 4

4. DATA ANALYSIS AND INTERPRETATION

This chapter comprises of a detailed analysis of the data collected using specific software and statistical tools to arrive at an inference with respect to the objectives framed.

4.1 PERCENTAGE ANALYSIS

4.1.1 Age of the Respondents

Table 4.1 : Classification according to Age

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	18 – 20 Years	6	4
2	21 – 30 Years	102	68
3	31 – 40Years	15	10
4	41 – 50 Years	18	12
5	Above 50 years	9	6
	TOTAL	150	100

Source : Primary Data

- **Interpretation**

From the above given data, it is observable that a majority of the respondents fall within the age category of 21 – 30 years, followed by the age category of 41 – 50 years. There is a good amount of variation in the ages of the respondents i.e. the samples involve respondents of all age groups.

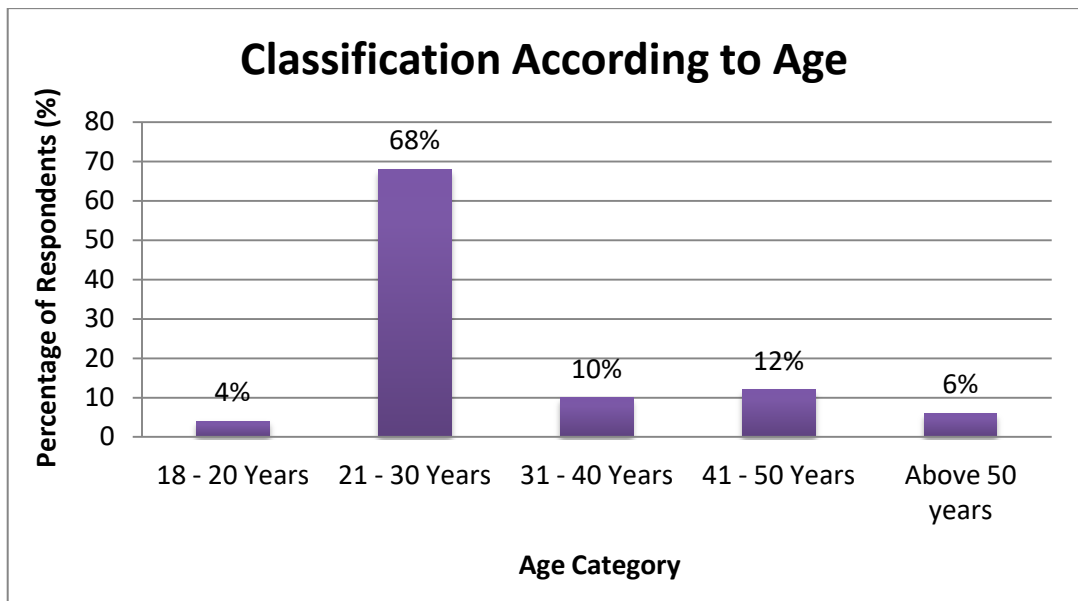


Chart:4.1 : Classification according to Age

4.1.2 Gender of the Respondents

Table 4.2 : Classification according to Gender

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Male	47	31.33
2	Female	103	68.67
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is observable that a majority of the respondents are females.

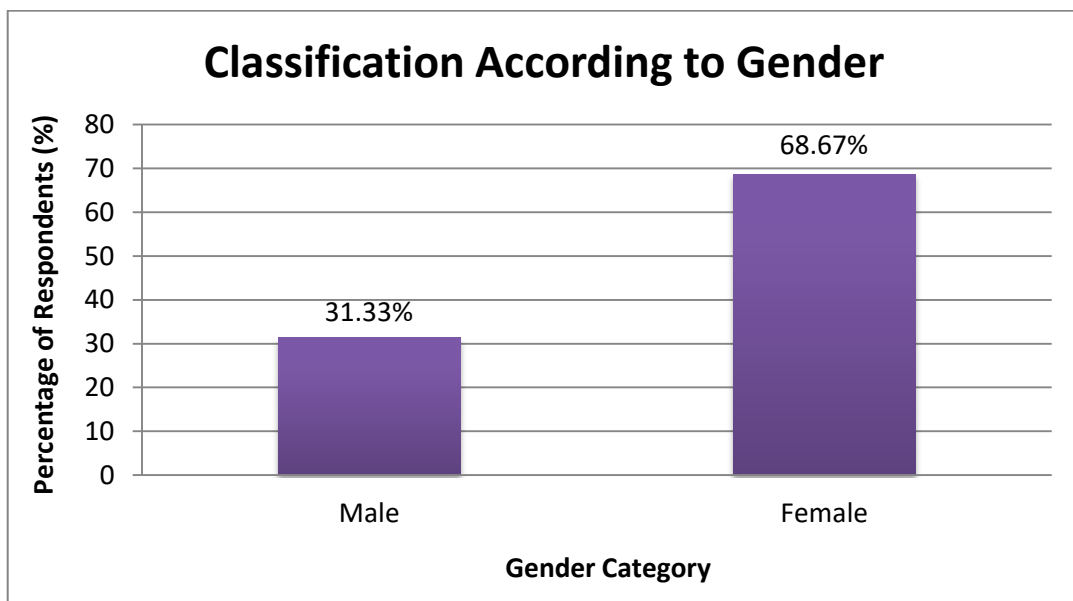


Chart:4.2 : Classification according to Gender

4.1.3 Marital Status of the Respondents

Table 4.3 : Classification according to Marital Status

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Single	93	62
2	Married	57	38
	TOTAL	150	100

Source : Primary Data

- **Interpretation**

From the above given data, it is observable that a majority of the respondents are single.

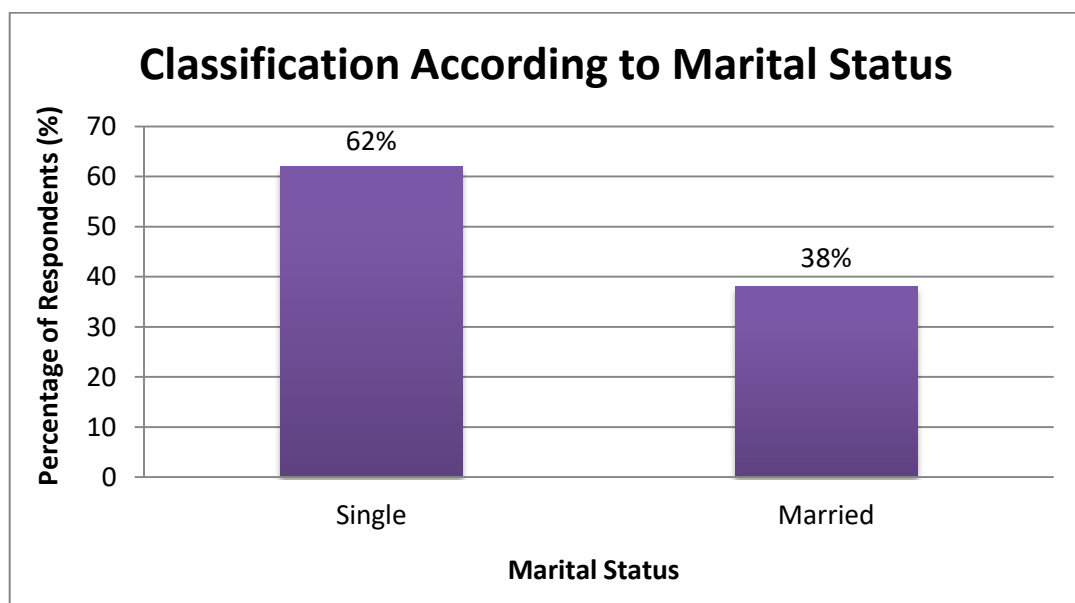


Chart:4.3 : Classification according to Marital Status

4.1.4 Years of Work Experience of the Respondents

Table 4.4 : Classification according to Years of Work Experience

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Less than a year	27	18.00
2	1 – less than 3 years	22	14.67
3	3 – less than 6 years	47	31.33
4	6 – less than 10 years	24	16.00
5	10 years and above	30	20.00
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is observable that there is a widespread variation in the years of experience of the respondents. However, a majority of the respondents have been working between 3 to less than 6 years.



Chart:4.4 : Classification according to Years of Work Experience

4.1.5 Job Designation of the Respondents

Table 4.5 : Classification according to Job Designation

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Junior Level	58	38.67
2	Middle Level	62	41.33
3	Senior Level	30	20.00
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is observable that majority of the respondents have junior and middle level job designations.

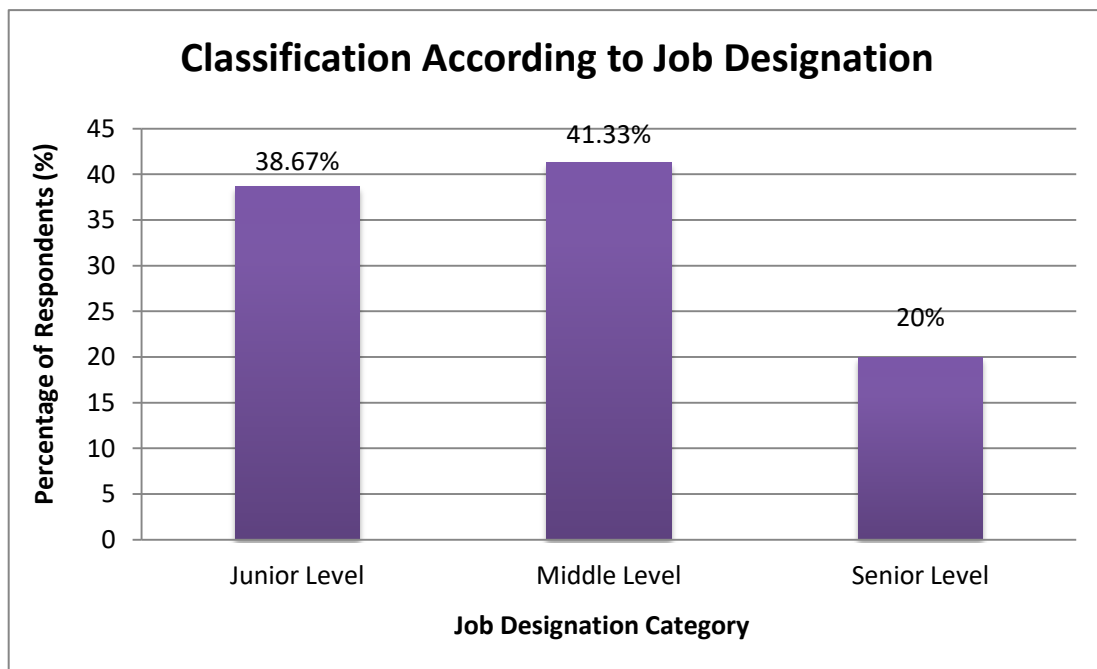


Chart:4.5 : Classification according to Job Designation

4.1.6 Cities of work of the Respondents

Table 4.6 : Classification according to City of Work

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Chennai	89	59.33
2	Bangalore	21	14.00
3	Coimbatore	14	9.33
4	Mumbai	2	1.33
5	New Delhi	2	1.33
6	Pune	2	1.33
7	Thiruvananthapuram	2	1.33
8	Tiruchirapalli	2	1.33
9	Bhopal	1	0.67
10	Erode	1	0.67
11	Gandhinagar	1	0.67
12	Goa	1	0.67
13	Gurgaon	1	0.67
14	Hosur	1	0.67
15	Hyderabad	1	0.67
16	Kanyakumari	1	0.67
17	Kochi	1	0.67
18	Kovilpatti	1	0.67
19	Madurai	1	0.67
20	Mysore	1	0.67
21	Nagercoil	1	0.67
22	Salem	1	0.67
23	Nagpur	1	0.67
24	Thrissur	1	0.67
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is observable that the respondents are spread all over the geography of India. However, a vast majority of the respondents are from Chennai, Tamil Nadu.

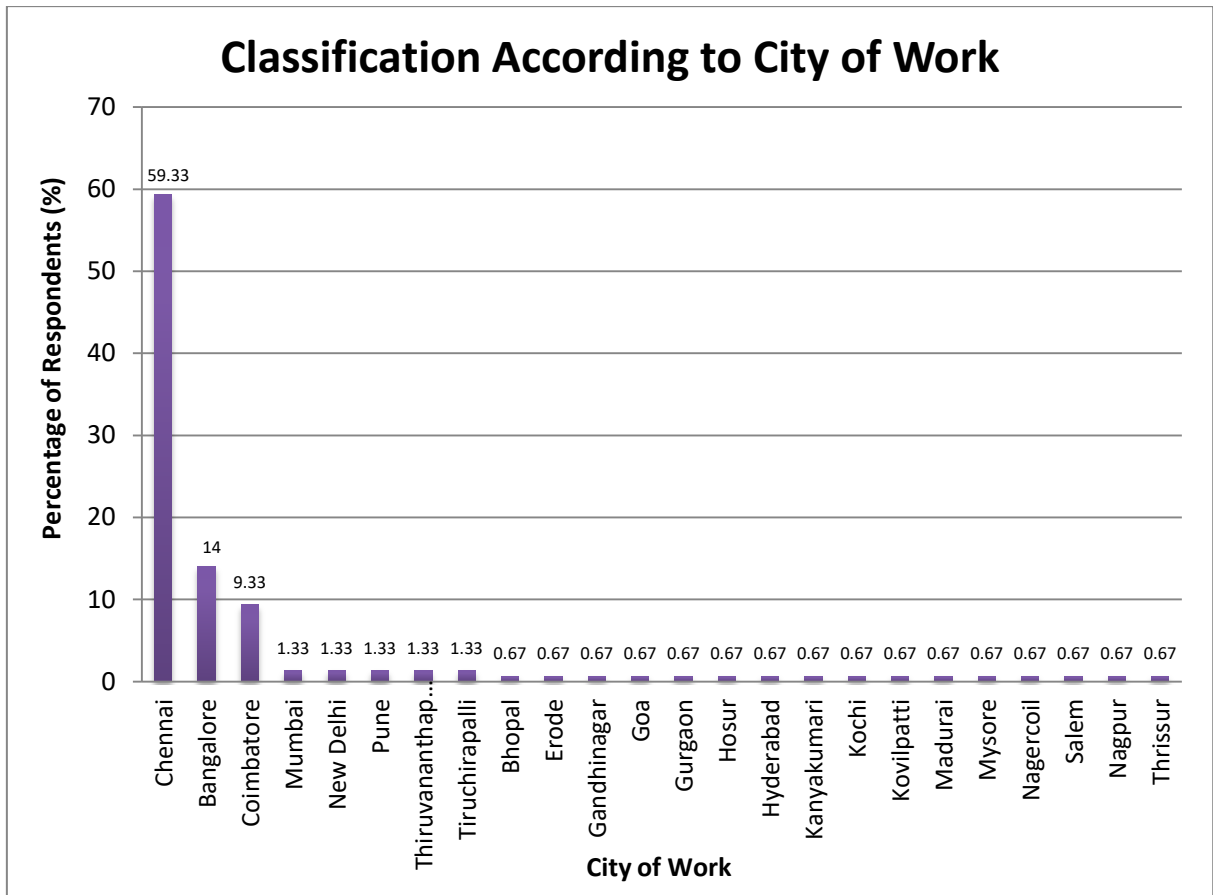


Chart:4.6 : Classification according to City of Work

4.1.7 10 – point Job Rating of the Respondents

Table 4.7 : Classification according to Job Rating

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	1	2	1.33
2	2	4	2.67
3	3	2	1.33
4	4	3	2.00
5	5	8	5.33
6	6	9	6.00
7	7	26	17.33
8	8	42	28.00
9	9	29	19.33
10	10	25	16.67
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is seen that most of the respondents like their jobs. Thus it can be inferred that the respondents have an average positive mindset about their jobs, to begin with.

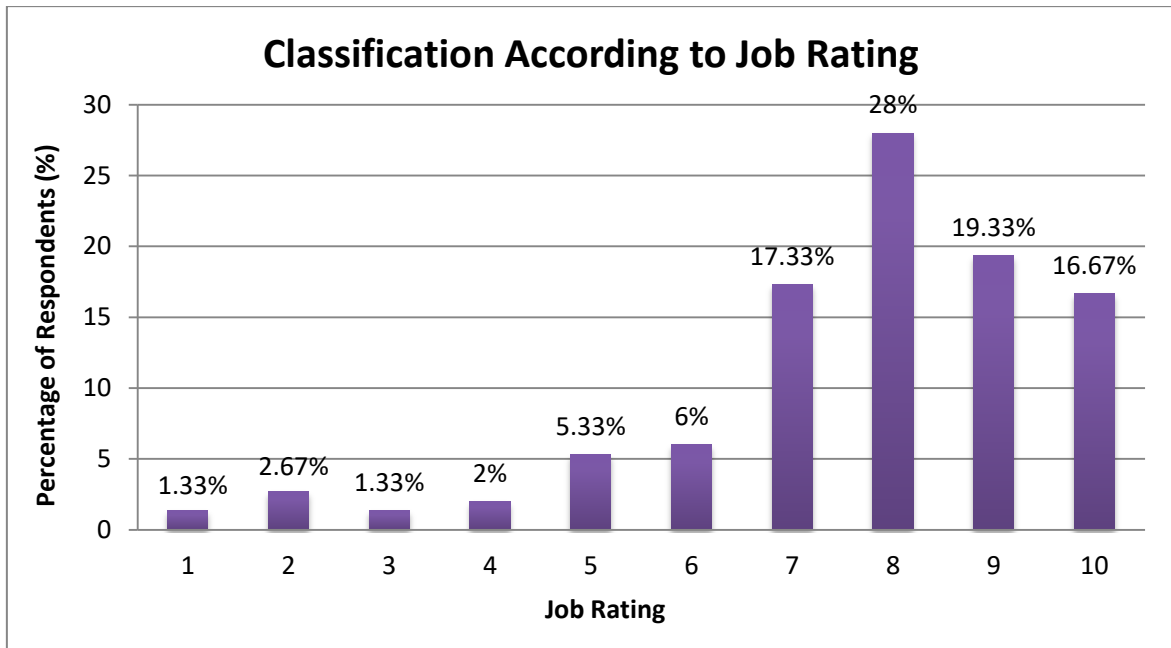


Chart:4.7 : Classification according to Job Rating

4.1.8 WFH Duration of the Respondents

Table 4.8 : Classification according to WFH Duration

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Less than a month	13	8.67
2	2 – less than 5 months	15	10.00
3	5 – less than 8 months	30	20.00
4	More than 8 months	92	61.33
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is seen that most of the respondents have been working from home for more than 8 months since the beginning of the pandemic situation of 2020.

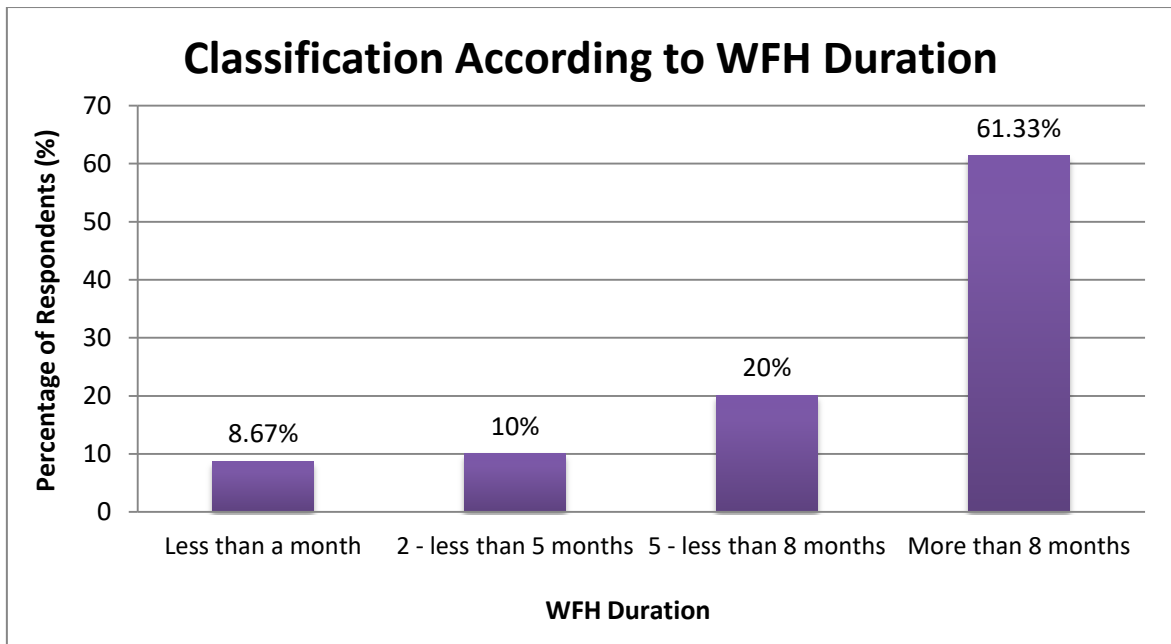


Chart:4.8 : Classification according to WFH Duration

4.1.9 WFH Productivity of the Respondents

Table 4.9 : Classification according to WFH Productivity

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Strongly Agree (<i>Highly Productive</i>)	25	16.67
2	Agree (<i>Productive</i>)	39	26.00
3	Neither Agree nor Disagree (<i>Neither Productive nor Unproductive</i>)	45	30.00
4	Disagree (<i>Unproductive</i>)	29	19.33
5	Strongly Disagree (<i>Highly Unproductive</i>)	12	8.00
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is seen that the respondents have varied opinions about their WFH productivity levels. However, the majority of them agree that they are neither productive nor unproductive while working from home.

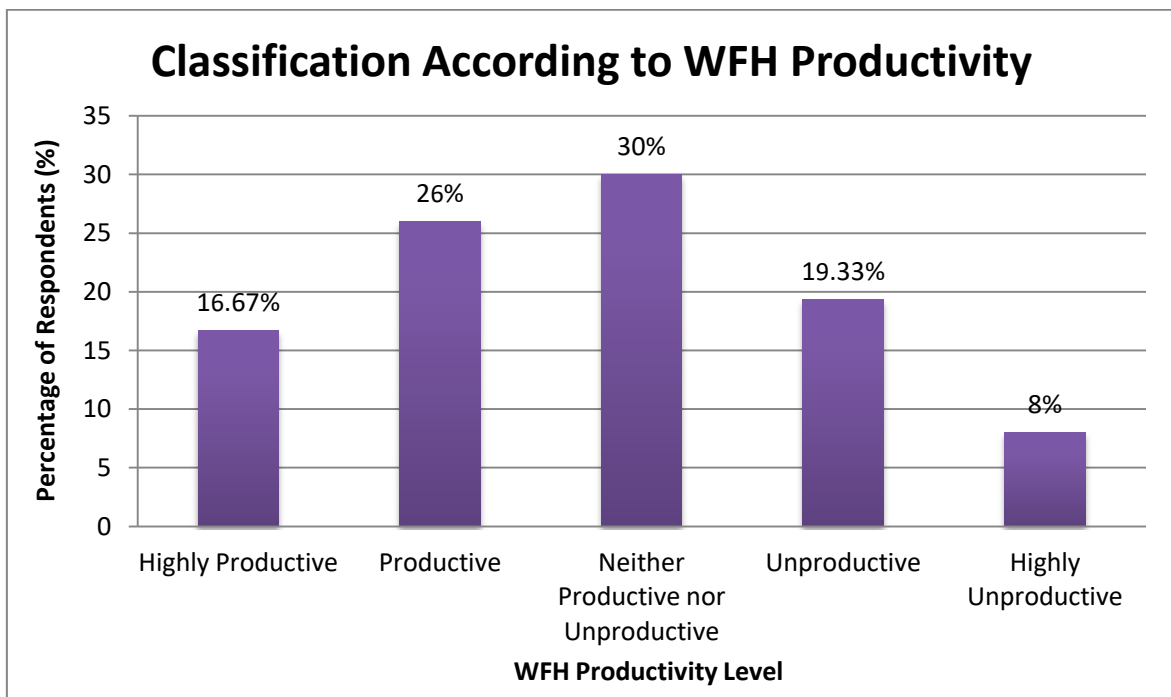


Chart:4.9 : Classification according to WFH Productivity

4.1.10 WFH Stress Levels of the Respondents

Table 4.10 : Classification according to WFH Stress Level

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Strongly Agree (<i>Highly Unstressed</i>)	19	12.67
2	Agree (<i>Unstressed</i>)	50	33.33
3	Neither Agree nor Disagree (<i>Neither Unstressed nor Stressed</i>)	31	20.67
4	Disagree (<i>Stressed</i>)	32	21.33
5	Strongly Disagree (<i>Highly Stressed</i>)	18	12.00
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is seen that the respondents have varied opinions about their WFH stress levels. However, the majority of them agree that they are relatively unstressed while working from home.

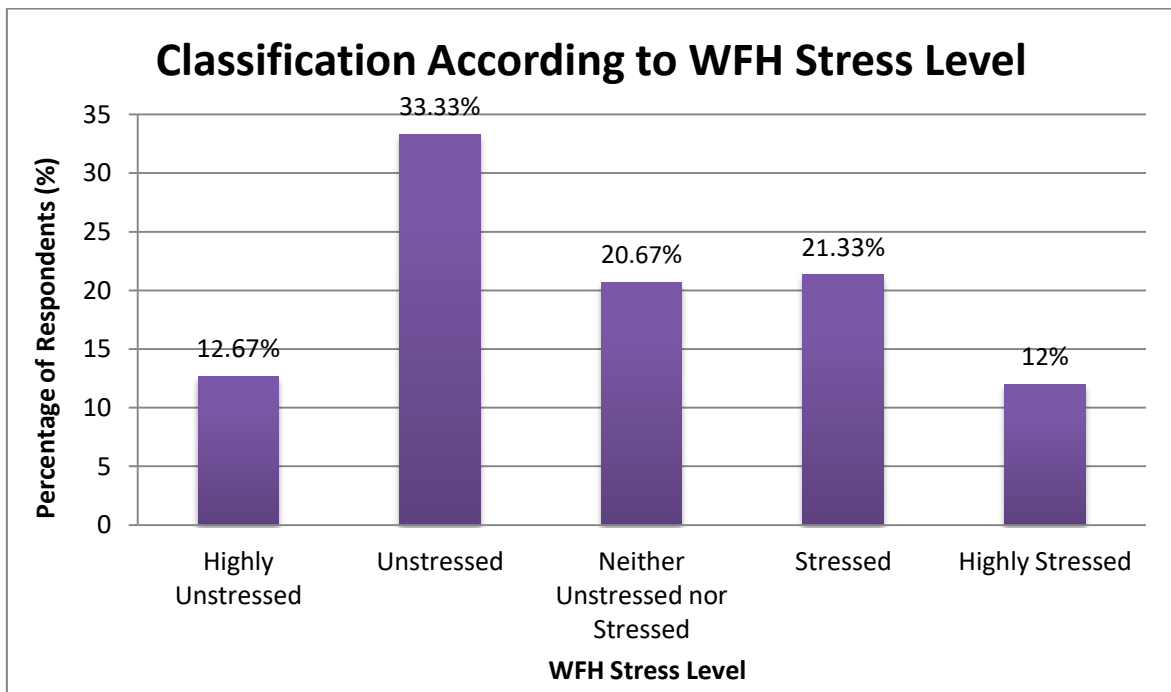


Chart:4.10 : Classification according to WFH Stress Level

4.1.11 Abilities of the Respondents to Allocate Time for Self Everyday amidst WFH

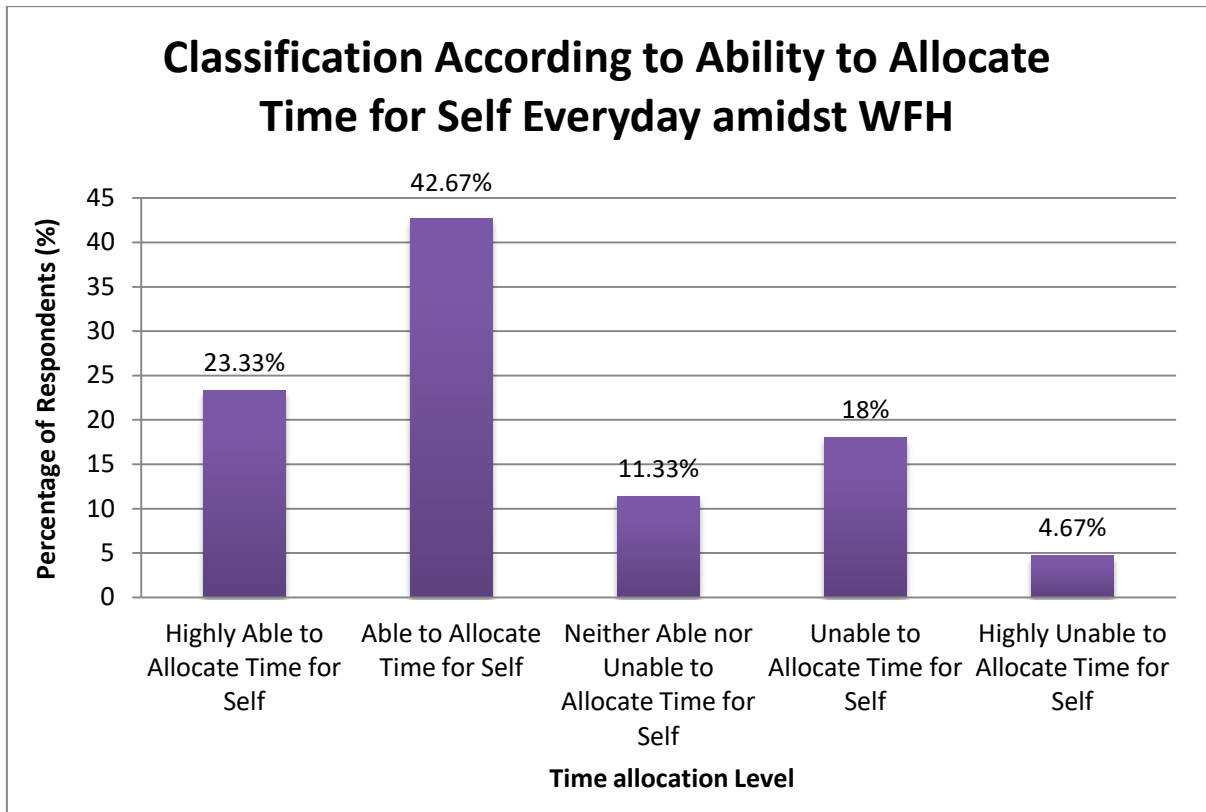
Table 4.11 : Classification according to Ability to Allocate Time for Self Everyday amidst WFH

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Strongly Agree (<i>Highly Able to Allocate Time for Self</i>)	35	23.33
2	Agree (<i>Able to Allocate Time for Self</i>)	64	42.67
3	Neither Agree nor Disagree (<i>Neither Able nor Unable to Allocate Time for Self</i>)	17	11.33
4	Disagree (<i>Unable to Allocate Time for Self</i>)	27	18.00
5	Strongly Disagree (<i>Highly Unable to Allocate Time for Self</i>)	7	4.67
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is seen that a majority of the respondents agree that they are relatively able to allocate some time everyday for themselves i.e., to do other things that interest them, while working from home.



**Chart:4.11 : Classification according to Ability to Allocate Time for Self
Everyday amidst WFH**

4.1.12 Self Motivation Levels of the Respondents

Table 4.12 : Classification according to Self Motivation Level

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Strongly Agree (<i>Highly Self Motivated</i>)	27	18.00
2	Agree (<i>Self Motivated</i>)	69	46.00
3	Neither Agree nor Disagree (<i>Neither Self Motivated nor Not Self Motivated</i>)	39	26.00
4	Disagree (<i>Not Self Motivated</i>)	14	9.33
5	Strongly Disagree (<i>Highly Not Self Motivated</i>)	1	0.67
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is seen that a majority of the respondents agree that they are able to stay relatively self motivated while working from home.

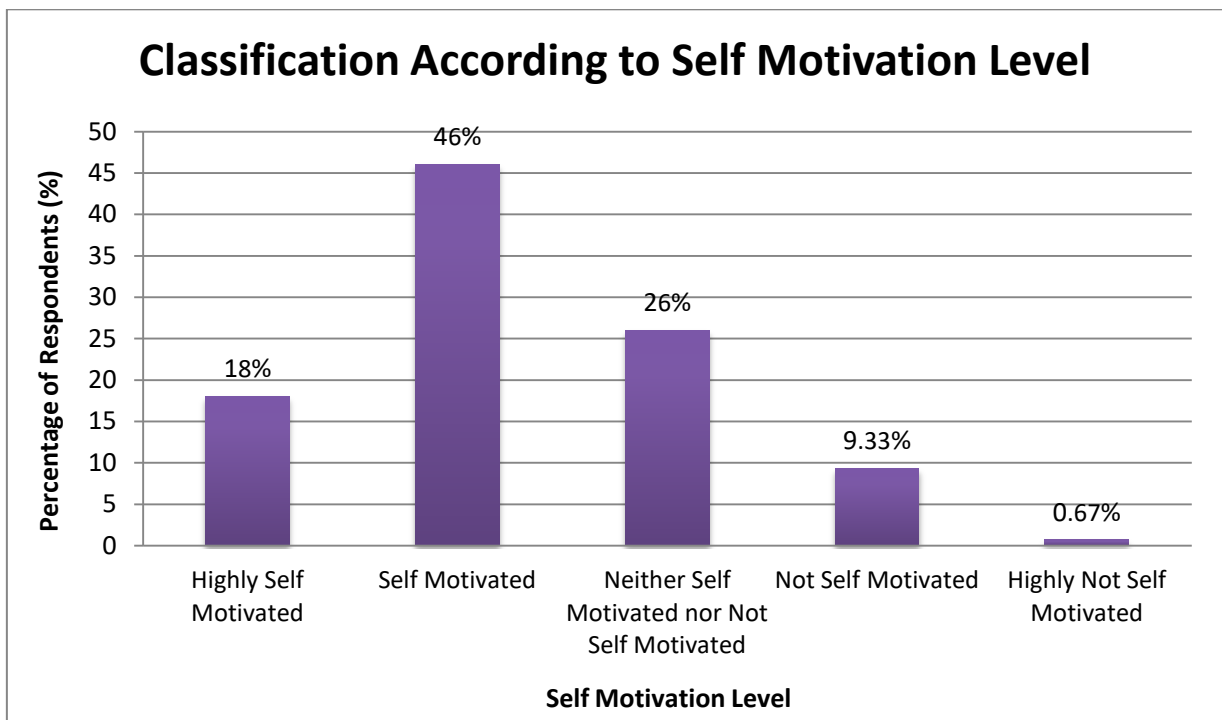


Chart:4.12 : Classification according to Self Motivation Level

4.1.13 Distraction Levels of the Respondents

Table 4.13 : Classification according to Distraction Level

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Strongly Agree (<i>Highly Undistracted</i>)	12	8.00
2	Agree (<i>Undistracted</i>)	29	19.33
3	Neither Agree nor Disagree (<i>Neither Undistracted nor Distracted</i>)	22	14.67
4	Disagree (<i>Distracted</i>)	66	44.00
5	Strongly Disagree (<i>Highly Distracted</i>)	21	14.00
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is seen that a majority of the respondents agree that they get relatively distracted while working from home.

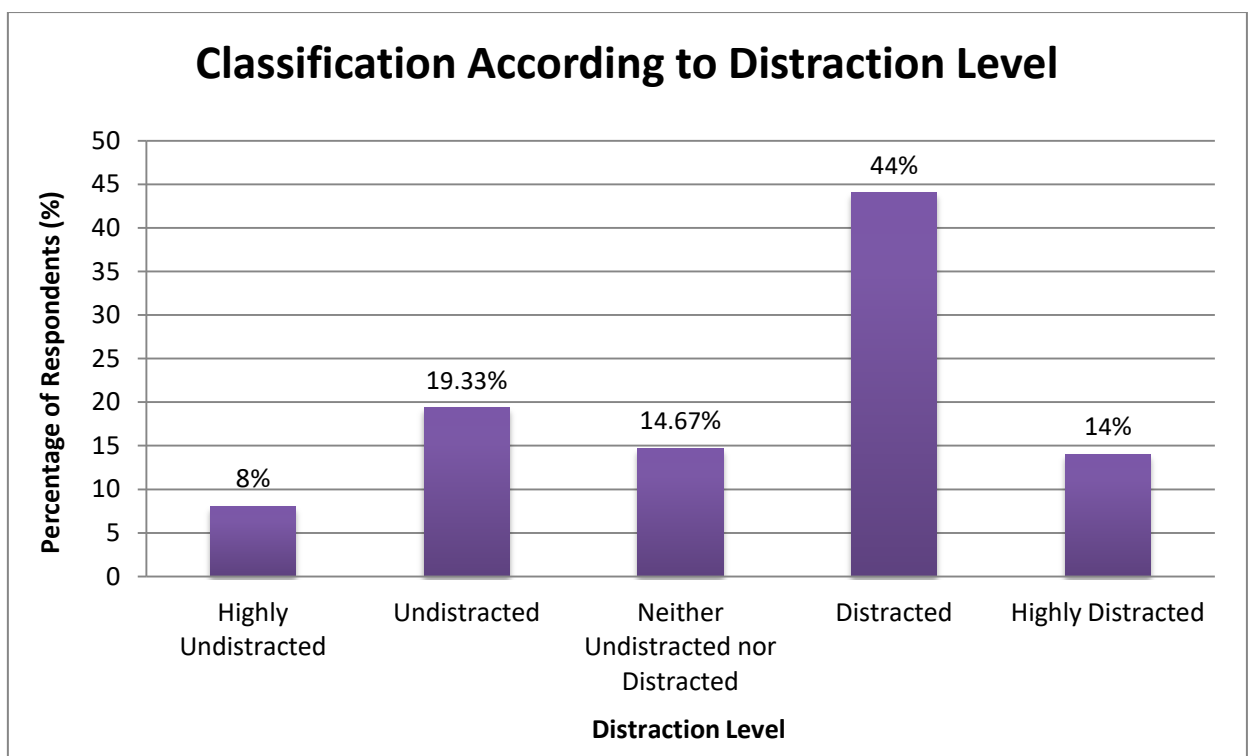


Chart:4.13 : Classification according to Distraction Level

4.1.14 Abilities of the Respondents to Complete Tasks at Own Pace while WFH

Table 4.14 : Classification according to Ability to Complete Tasks at Own Pace while WFH

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Strongly Agree (<i>Highly Able to Complete Tasks at Own Pace</i>)	34	22.67
2	Agree (<i>Able to Complete Tasks at Own Pace</i>)	54	36.00
3	Neither Agree nor Disagree (<i>Neither Able nor Unable to Complete Tasks at Own Pace</i>)	27	18.00
4	Disagree (<i>Unable to Complete Tasks at Own Pace</i>)	29	19.33
5	Strongly Disagree (<i>Highly Unable to Complete Tasks at Own Pace</i>)	6	4.00
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is seen that a majority of the respondents agree that they enjoy working from home because they are relatively able to complete tasks at their own paces while doing so.

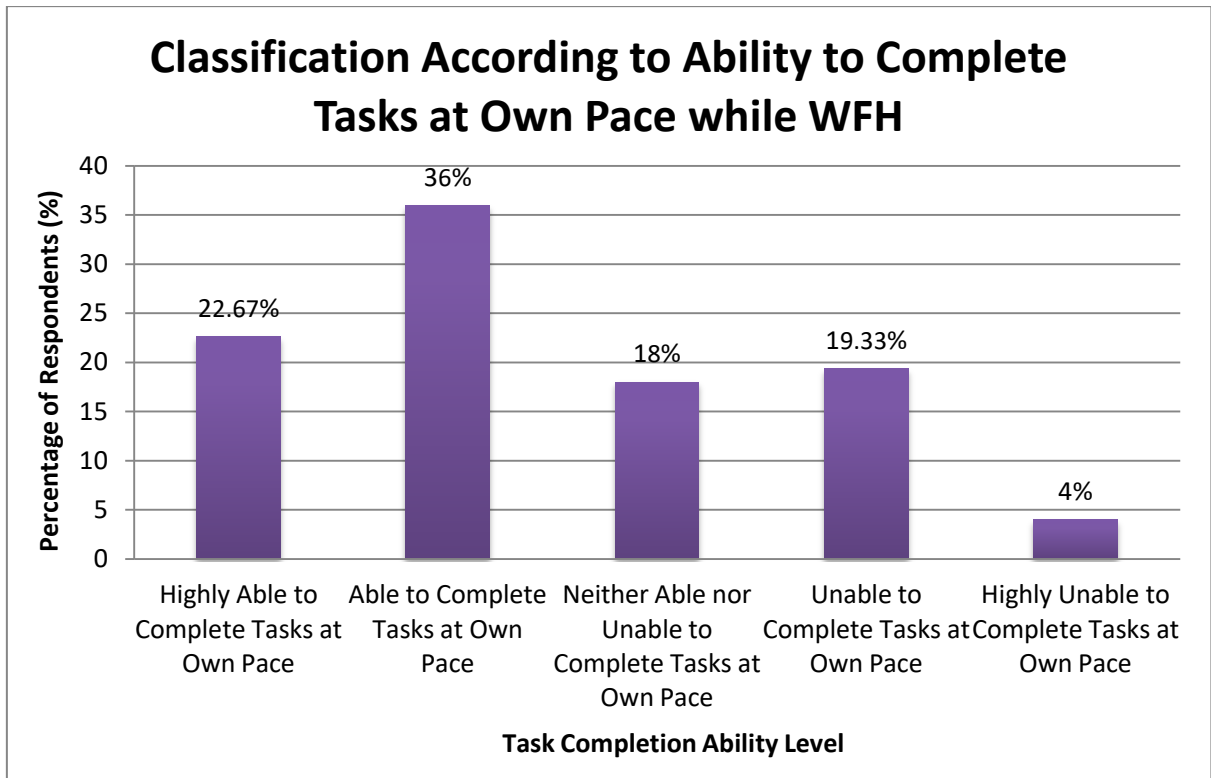


Chart:4.14 : Classification according to Ability to Complete Tasks at Own Pace while WFH

4.1.15 Attitudes of the Respondents towards their Jobs after WFH

Table 4.15 : Classification according to Attitude towards Job after WFH

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Strongly Agree (<i>Highly Positive Attitude towards Job</i>)	14	9.33
2	Agree (<i>Positive Attitude towards Job</i>)	48	32.00
3	Neither Agree nor Disagree (<i>Neither Positive nor Negative Attitude towards Job</i>)	50	33.33
4	Disagree (<i>Negative Attitude towards Job</i>)	33	22.00
5	Strongly Disagree (<i>Highly Negative Attitude towards Job</i>)	5	3.33
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is seen that WFH has not brought about a positive or negative change in the attitude of majority of the respondents towards their jobs. However, a more positive attitude towards the job because of WFH is observable among many of the respondents.

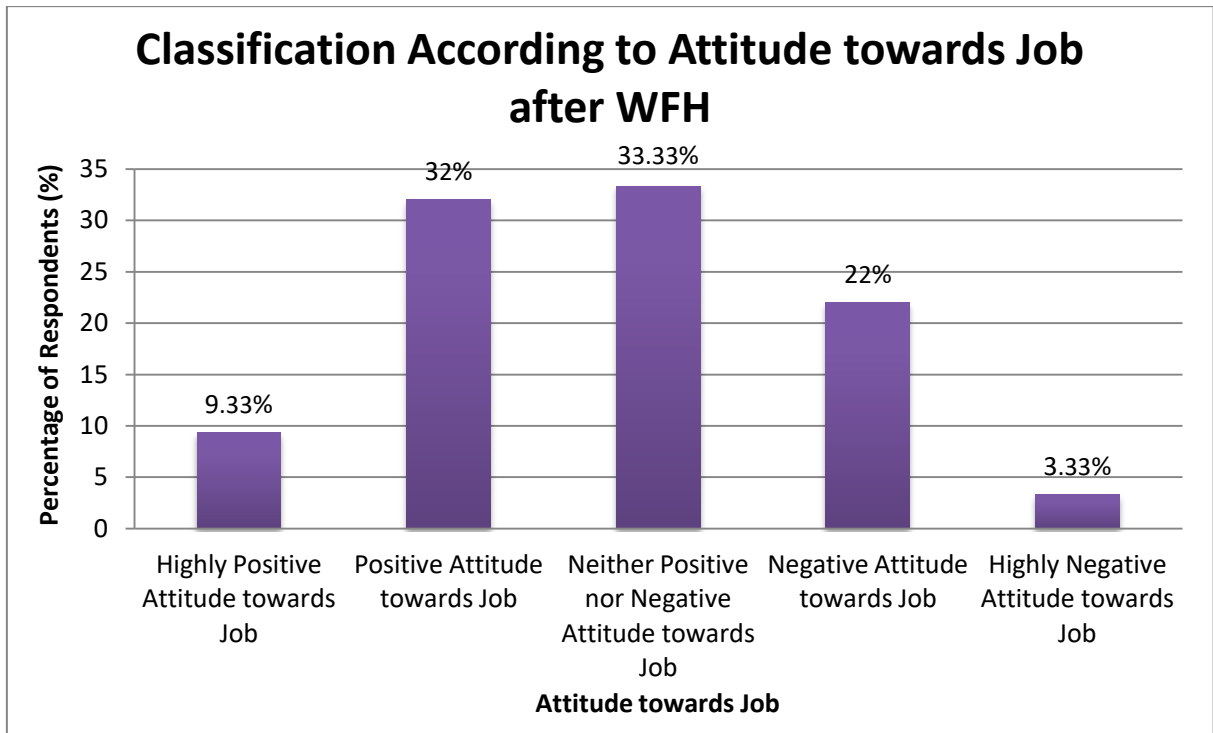


Chart:4.15 : Classification according to Attitude towards Job after WFH

4.1.16 Opinions of the respondents on Continuation of WFH Even after the Pandemic Situation

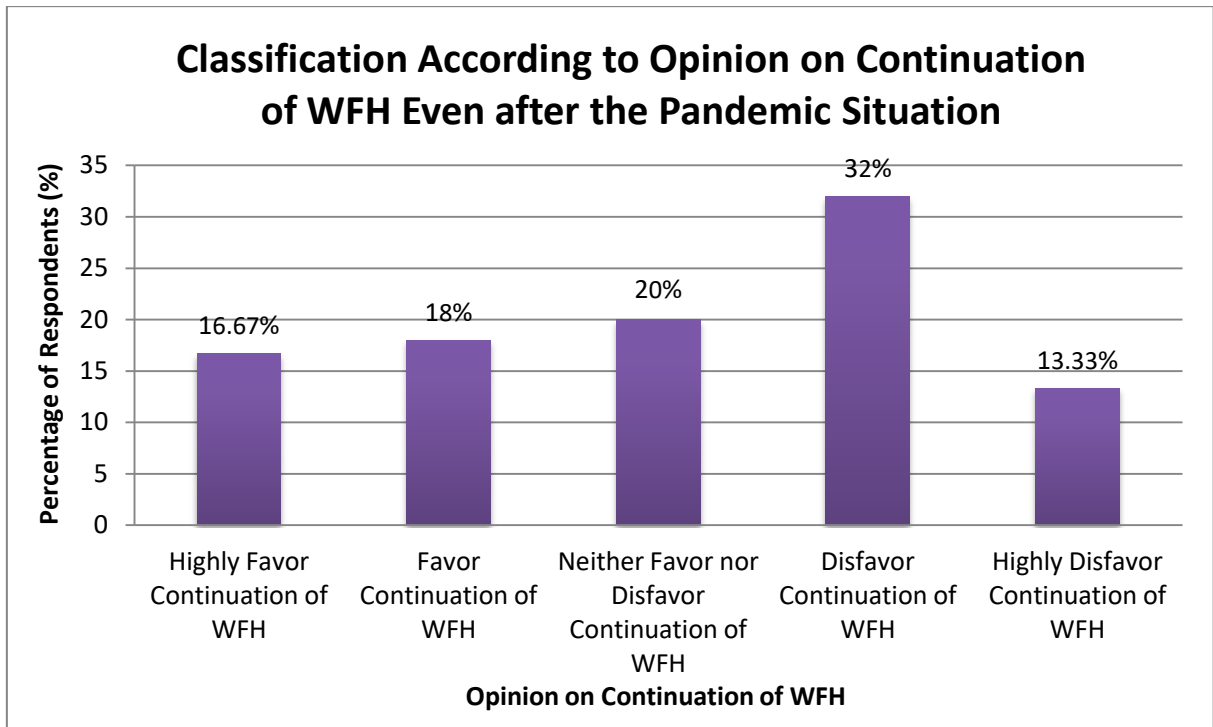
Table 4.16 : Classification according to Opinion on Continuation of WFH Even after the Pandemic Situation

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Strongly Agree (<i>Highly Favor Continuation of WFH</i>)	25	16.67
2	Agree (<i>Favor Continuation of WFH</i>)	27	18.00
3	Neither Agree nor Disagree (<i>Neither Favor nor Disfavor Continuation of WFH</i>)	30	20.00
4	Disagree (<i>Disfavor Continuation of WFH</i>)	48	32.00
5	Strongly Disagree (<i>Highly Disfavor Continuation of WFH</i>)	20	13.33
	TOTAL	150	100.00

Source : Primary Data

- **Interpretation**

From the above given data, it is seen that a relative majority of the respondents prefer to go back to work after the pandemic situation rather than to continue working from home.



***Chart:4.16 : Classification according to Opinion on Continuation of WFH
Even after the Pandemic Situation***

4.1.17 Requirements of the respondents to Make WFH a Better Experience

Table 4.17 : Classification according to Requirements to Make WFH a Better Experience

S. NO.	Particulars	No. of Respondents	Percentage (%)
1	Provide essentials (<i>Internet, Electronic gadgets, etc.</i>)	81	84.00
2	Provide adequate breaks	69	46.00
3	Strictly adhere to work hours	78	52.00
4	Provide training/skill upgrade	33	22.00
5	Conduct more informal meetings to break the ice	44	29.33
6	Nothing, I'm already having a terrific experience!	11	7.33
7	Others	5	3.33
	TOTAL	321*	243.66*

Source : Primary Data

* - 'Select all that apply' option had been provided

- **Interpretation**

From the above given data, it is seen that a majority of the respondents prefer that essentials such as internet, electronic gadgets, etc. be provided in order to make WFH a better experience for them.

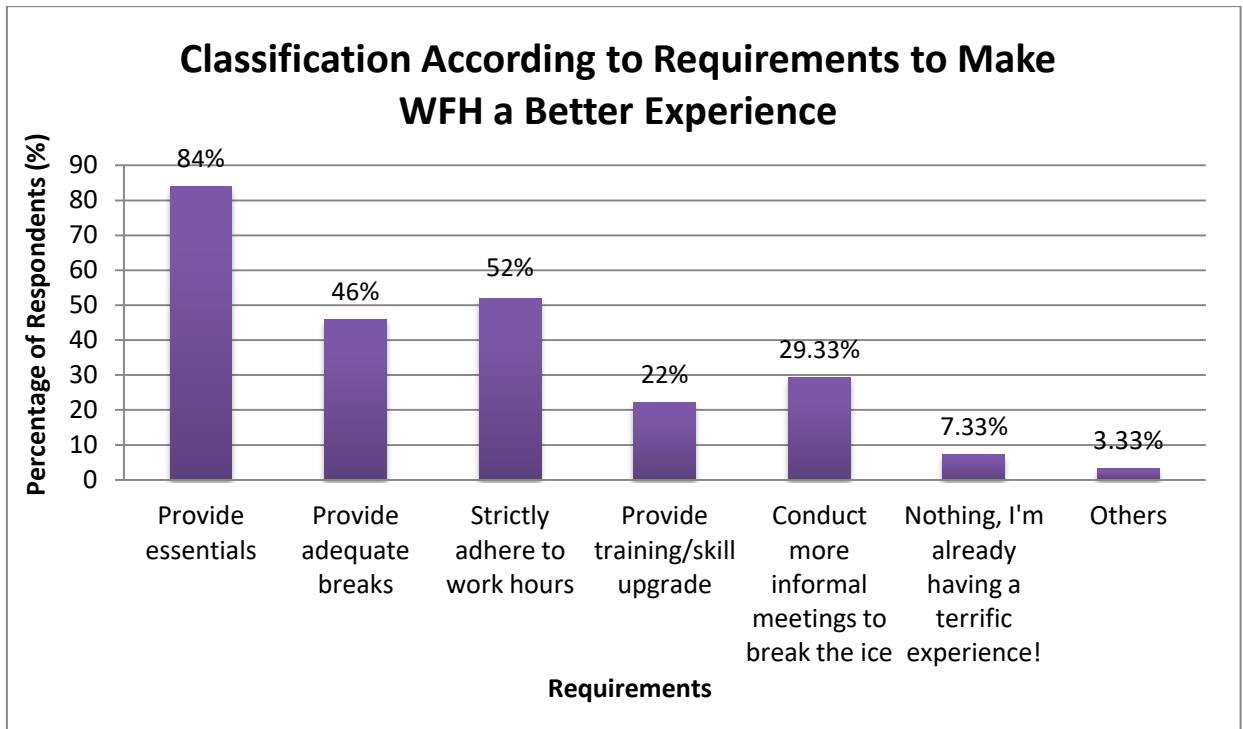


Chart:4.17 : Classification according to Requirements to Make WFH a Better Experience

4.2 HYPOTHESIS – I

A One-Way **ANOVA** Test has been carried out to determine whether there is any significant difference in the age of respondents in regards to their productivity while working from home.

4.2.1 Hypotheses

- H_0 : There is no significant difference among the ages of respondents in regards to their productivity while working from home
- H_1 : There is a significant difference among the ages of respondents in regards to their productivity while working from home

4.2.2 Test Results

Table 4.18 : ANOVA for Difference among the Ages of Respondents in regards to WFH Productivity

ANOVA					
Productivity Analysis					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.440	4	2.110	1.538	.194
Within Groups	198.920	145	1.372		
Total	207.360	149			

4.2.3 Interpretation

From the above table it is seen that the significance value is 0.194, which is greater than 0.05. Therefore, the null hypothesis (H_0) is accepted and it can be concluded that there is no significant difference among the ages of respondents in regards to their productivity while working from home.

4.3 HYPOTHESIS – II

A **Correlation** Test has been carried out to statistically come to a conclusion as to whether or not there is any relationship between the stress levels of respondents and their overall mindset about the job after WFH.

4.3.1 Hypotheses

- H_0 : There is no significant relationship between the stress level of a respondent and his / her overall mindset towards the job after WFH
- H_1 : There is a significant relationship between the stress level of a respondent and his / her overall mindset towards the job after WFH

4.3.2 Test Results

Table 4.19 : Correlation between Stress Level and Overall Mindset towards Job after WFH

CORRELATIONS			
		Stress Level	Overall Mindset
Stress Level	Pearson Correlation	1	.507
	Sig. (2-tailed)		.000
	N	150	150
Overall Mindset	Pearson Correlation	.507	1
	Sig. (2-tailed)	.000	
	N	150	150

4.3.3 Interpretation

From the above table it is seen that the significance value is 0.000, which is lesser than 0.05. Therefore, the null hypothesis (H_0) is rejected and the alternate hypothesis (H_1) is accepted. Thus, it can be concluded that there is a significant relationship between the stress level of a respondent and his / her overall mindset towards the job after WFH.

4.4 HYPOTHESIS – III

A **Correlation** Test has been carried out to statistically analyze whether or not there is any significant relationship between the stress levels of respondents and their preferences to go back to work after the pandemic situation.

4.4.1 Hypotheses

- **H₀** : There is no significant relationship between the stress level of a respondent and his / her preference to go back to work after the pandemic situation
- **H₁** : There is a significant relationship between the stress level of a respondent and his / her preference to go back to work after the pandemic situation

4.4.2 Test Results

Table 4.20 : Correlation between Stress Level and Preference to go back to Work after the Pandemic

CORRELATIONS			
		Stress Level	Preferred Work Mode
Stress Level	Pearson Correlation	1	.497
	Sig. (2-tailed)		.000
	N	150	150
Preferred Work Mode	Pearson Correlation	.497	1
	Sig. (2-tailed)	.000	
	N	150	150

4.4.3 Interpretation

From the above table it is seen that the significance value (0.000) is lesser than 0.05. Thus, the alternate hypothesis (H₁) is accepted and it can be concluded that there is a significant relationship between the stress level of a respondent and his / her preference to go back to work after the pandemic situation.

CHAPTER 5

5. RESULTS & DISCUSSION

This chapter discusses in detail about the findings of the study. It briefly lists a few possible suggestions and summarizes the study.

5.1 FINDINGS OF THE STUDY

- Majority (68%) of the respondents are between the ages 21 and 30
- Majority (68.67%) of the respondents are females
- Majority (62%) of the respondents are single
- Majority (31.33%) of the respondents have a work experience duration between 3 and 6 years
- Majority (41.33%) of the respondents have job designations in the middle level
- Majority (59.33%) of the respondents work in Chennai, Tamil Nadu
- Majority (28%) have given a rating of 8 out of 10 for how much they love their jobs
- Majority (61.33%) of the respondents have been working from home for more than 8 months from the beginning of the pandemic period
- Majority (30%) of the respondents are neither productive nor unproductive while working from home
- Majority (33.33%) of the respondents get relatively unstressed while working from home
- Majority (42.67%) of the respondents are relatively able to allocate some time everyday for themselves to do other things that interest them, while working from home

- Majority (46%) of the respondents are able to stay relatively self motivated while working from home
- Majority (44%) of the respondents get relatively distracted while working from home
- Majority (36%) of the respondents enjoy working from home because they are relatively able to complete tasks at their own paces while doing so
- Majority (33.33%) of the respondents have not experienced a positive or a negative change in their attitudes towards their jobs because of working from home
- Majority (32%) of the respondents prefer to go back to work after the pandemic situation rather than to continue working from home
- Majority (84%) of the respondents prefer that essentials such as internet, electronic gadgets, etc. be provided in order to make WFH a better experience for them

The results of the study throw light on many valid inferences that help in fulfilling the objectives framed. From what a majority of the respondents have expressed, it is seen that WFH has had a relatively positive impact on the mindset of the IT employees towards their work. Most respondents feel that they are considerably unstressed while working from home.

As far as productivity is concerned, most respondents feel that they are neither productive nor unproductive while working from home. The results show that the respondents have an even spread of opinions and there is no striking evidence as such to establish a sure relationship between WFH and productivity levels. It varies enormously from one individual to another and there may be numerous physical, cognitive and psychological factors behind each person's opinion.

It is important to note that a considerable majority of respondents prefer going back to work after the pandemic situation ceases rather than continuation of WFH.

Now again, this opinion may be due to various underlying factors that are probably specific to each respondent. However, a majority of them express that WFH exploits their entire day without proper start and end times for work as well as adequate breaks.

From the three statistical tests carried out for the framed hypotheses using the analytical tools, ANOVA and Correlation, the following inferences were made,

- There is no significant difference among the ages of respondents in regards to their productivity while working from home
- There is a significant relationship between the stress level of a respondent and his / her overall mindset towards the job after WFH
- There is a significant relationship between the stress level of a respondent and his / her preference to go back to work after the pandemic situation

5.2 SUGGESTIONS

The following suggestions are solely formulated based on the respondents' views that they feel would make WFH a better experience for them.

- Essentials such as internet facility, electronic gadgets, etc. can be provided to the employees by the company for increased satisfaction and performance
- As per the respondents' preference, companies need to strictly adhere to the work hours and not exploit the employee's free time
- Adequate breaks can be provided in between work hours since staring at the screen for long hours in a sedentary state tends to cause much fatigue and stress
- Necessary training / skill upgrade can be provided to the employees for better adaptation to WFH

- Since telecommuting involves only virtual means of communication with colleagues, informal meetings can be conducted for the employees occasionally to overcome barriers and to become more familiar with the entire process of WFH

5.3 CONCLUSION

This study has attempted to measure the work attitude of IT employees while WFH the COVID-19 pandemic. Some of the major factors under the umbrella of work attitude of an employee such as productivity, stress level, job satisfaction and motivation have been focused upon and analyses have been performed. The research has been made to progress in a way that all the objectives that were framed have been fulfilled successfully. The results obtained have been clearly elaborated and relevant inferences and conclusions have been drawn from them.

WFH is highly inevitable during this current time of crisis in the world. Thus, this study has high importance in today's context. The data and suggestions put forth by this study can be successfully used by companies to revise their employee policies. It can also be used as an efficient reference for further studies and researches by aspiring researchers in the future.



Fig:5.1 : Back to Office after COVID-19

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APPENDIX – I

QUESTIONNAIRE

The questionnaire used for this research survey is given below.

*** - Required field**

1. **Name*** : _____

2. **E-mail** : _____

3. **Gender*** : Male / Female

4. **Age*** :

☐ 18 – 20 Years

☐ 21 – 30 Years

☐ 31 – 40 Years

☐ 41 – 50 Years

☐ Above 50 years

5. **Marital Status*** : Single / Married

6. **Years of work experience*** :

☐ Less than a year

☐ 1 – less than 3 years

☐ 3 – less than 6 years

☐ 6 – less than 10 years

☐ 10 years and above

7. **Job Designation*** :

☐ Junior Level (*Trainee, Software Engineer, System Analyst, Programmer Analyst, etc.*)

☐ Middle Level (*Senior Software Engineer, Project Lead/Manager, Program Manager, Technical Specialist, etc.*)

- ☐ Senior Level (*Business Analyst, Director, Vice President, President, CEO, etc.*)

8. Monthly Income :

- ☐ Less than 10,000 INR
- ☐ 10,001 - 20,000 INR
- ☐ 20,001 - 50,000 INR
- ☐ 50,001 - 1,00,000 INR
- ☐ More than 1,00,000 INR

9. City of work* : _____

10. On a scale of 1 to 10, how much do you love your job? (1 being the lowest & 10 being the highest)*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10

11. How long have you been working from home (During this pandemic)?*

- ☐ Less than a month
- ☐ 2 – less than 5 months
- ☐ 5 – less than 8 months
- ☐ More than 8 months

12. **“I find myself being more productive at work when I work from home”***

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither Agree nor Disagree
- ☐ Disagree
- ☐ Strongly Disagree

13. **“I get relatively less stressed out when I work from home”***

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither Agree nor Disagree
- ☐ Disagree
- ☐ Strongly Disagree

14. **“I am able to allocate some time for myself everyday to do the things I love”***

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither Agree nor Disagree
- ☐ Disagree
- ☐ Strongly Disagree

15. **“I genuinely try to motivate myself to give my best even when I work from home”***

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither Agree nor Disagree
- ☐ Disagree
- ☐ Strongly Disagree

16. **“I do not get distracted more easily when I work from home”***

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither Agree nor Disagree
- ☐ Disagree
- ☐ Strongly Disagree

17. **“I enjoy working from home because I can finish tasks at my own pace”***

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither Agree nor Disagree
- ☐ Disagree
- ☐ Strongly Disagree

18. **“Working from home has changed my attitude towards my job in a positive way”***

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither Agree nor Disagree
- ☐ Disagree
- ☐ Strongly Disagree

19. **“I would like to continue working from home even after the pandemic ends”***

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neither Agree nor Disagree
- ☐ Disagree

☐ Strongly Disagree

20. What do you feel your company/boss can do to make working at home a better experience for you? (Select all that apply)*

☐ Provide essentials (Internet, Electronic gadgets, etc.)

☐ Provide adequate breaks

☐ Strictly adhere to work hours

☐ Provide training/skill upgrade

☐ Conduct more informal meetings to break the ice

☐ Nothing, I'm already having a terrific experience!

☐ Others (Please specify : _____)

APPENDIX – II

ARTICLE - FULL PAPER

A Study on the Impact of Working from Home on the Work Attitude of Employees in the IT Sector

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

SELINA VINEETHA WILLIAM, Student, School of Business Administration, Sathyabama Institute of Science and Technology, Chennai

ABSTRACT – This study analyzes the impact of working from home on the work attitude of the employees in the Information Technology sector in India, during the COVID-19 pandemic. The pandemic of 2020 has taken the entire world for a toss as we know it. Working from home has become an inevitable norm. By measuring employee work attitudes, companies can get a broad idea of an employee's typical current mindset and can harness their utmost potentials. The study measures and analyzes productivity, motivation, job satisfaction and stress level of employees using statistical tools such as analysis of variance and correlation. The information from this study can be effectively utilized by companies to revise their employee policies as well as by other researchers for future studies.

Key words – Work Attitude, Work from Home, IT Sector, Employee Productivity, Employee Motivation, Work Stress, COVID-19.

I. INTRODUCTION

The Information Technology (IT) sector is a huge and rapidly growing field that plays a major role in shaping the Indian business standards. Software development, consultancies, software management, online services and business process outsourcing (BPO) are included in this sector. One of the biggest benefits that the computer and IT industry

provide in India is the employment it can generate. When the COVID-19 struck down the entire world, the IT sector had relatively less impact since employees could still continue working from the comfort of their homes.

Work from home describes work being done remotely, instead of at an office. The acronym 'WFH' is used as a nickname for the concept. With the progression of digital transformation, as software capabilities are becoming more complex, it is seen that 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.

Work from home has always played a major role in the IT sector, even before the COVID-19 period. Since most of the work done is digital and using a computer system or a laptop, the work can still be carried out even remotely. The IT professionals have faced the most challenges and have had the most expertise on working from home, especially during this pandemic period. Hence, it is most relevant to attribute WFH to the IT employees and to study how it has impacted their work attitude.

II. OBJECTIVES OF THE STUDY

- The primary objective is to study the impact of WFH on the Work Attitude of IT employees
- To identify if working from home has an overall positive or negative impact on the general mindset of an IT employee towards the work being done
- To determine the kind of relationship that working from home has on the productivity of an IT employee
- To investigate if the IT employees would prefer to work from home even after the pandemic situation ceases to exist and all restrictions are relaxed

III. REVIEWS OF PAST STUDIES

“The Impact of Closing Schools on Working from Home during the COVID-19 Pandemic: Evidence using Panel Data from Japan,” a paper by Eiji Yamamura and Yoshiro Tsutsui (2021) explores how school closure influences parents' work style based on short panel data for the period of school closure from mid-March to mid-April, 2020. It concludes that in cases where parents are full-time employees and the children are in primary school, mothers are more likely to work remotely, while fathers are less likely to

do so. However, if the children are in junior high school, the parents' work styles are hardly affected [1].

The paper titled, "Home as Work Place: A Qualitative Case Study of Online Faculty using Photovoice," by Lee Stadtlander et al (2017) addresses how online faculty members structure their workspace in their homes and how their work situation affects their home environment. Eighteen faculty members from a large online university were recruited and they were interviewed. Photovoice techniques were used wherein the participants take photographs and are interviewed about them. It was found that most members preferred a good work surrounding and organized their workspace with books and beautiful views from windows [2].

The paper titled, "Teachers' Experiences Working from Home during the COVID-19 Pandemic," by Matthew A. Kraft and Nicole S. Simon (2020) examines the experiences of teachers teaching online classes during the COVID-19 pandemic. A *Teaching from Home Survey* was created and almost 7,200 teachers took up the survey. The findings suggest that a sudden change to online teaching has created substantial challenges for teacher's work and has limited the degree to which students can engage in learning. Schools with more supportive working conditions have been far more successful at helping their teachers maintain a sense of success during the pandemic [3].

The paper titled, "The Impact of Working from Home on Productivity. A Study on the Pandemic Period," by Mirela Bucurean (2020) explains the various advantages and disadvantages of working from home, especially on the productivity of an employee. After a survey from local employees, the paper concludes that working from home has had an overall negative impact on employee productivity [4].

The paper "Does Working from Home Work? Evidence from a Chinese Experiment," by Nicholas A. Bloom et al (2014) has experimented work from home on random employees in a Chinese travel agency of nearly 16,000 employees. The study has identified that there was a 13% increase in employee productivity when working from home. Home workers also reported improved work satisfaction, and their attrition rate halved [5].

"Let me go to the Office! An Investigation into the Side Effects of Working from Home on Work-Life Balance," a paper by Rocco Palumbo (2020) concludes that home-

based telecommuting negatively affected the work-life balance of public servants. Employees who remotely worked from home suffered from increased work-to-life and life-to-work conflicts. It has also been found that telecommuting from home triggered greater work-related fatigue, which worsened the perceived work-life balance [6].

The paper titled, “A Work-Life Conflict Perspective on Telework,” by Shihang Zhang et al (2020) tries to associate telework frequency with life stages. The generic patterns that have been observed are, single individuals are more likely to telework than married individuals. Also, couples with children are less likely to telework than couples without children. The paper concludes that policies that support formal childcare resources could encourage more people to work from home [7].

The paper titled, “Does Telework Stress Employees Out? A Study on Working from Home & Subjective Well-Being for Wage/Salary Workers,” by YOUNGHWAN SONG and JIA GAO (2020) examines how subjective well-being (SWB) varies between working at home and working in the workplace among wage/salary workers. The positive effect of WFH, according to the research, is that telework reduces tiredness on weekdays. It also suggests that both males and females feel more stressed when teleworking, indicating the existence of individual heterogeneity [8].

IV. METHODOLOGY

This study uses a descriptive research design. A descriptive research design simply yet accurately gives a description of all the respondents who take part in the study. It mainly revolves around answer the ‘What’ question rather than the questions, ‘How,’ ‘When,’ and ‘Why.’

The population of this study involves all persons employed in the IT industry in India. The sampling frame of this study includes all those IT employees in India whose jobs make it relevant for them to work from home. Each employee in the above mentioned sampling frame becomes a sampling unit.

This study uses the Convenience Sampling Technique. It is a type of non-probability sampling method that is generally used for the ease of the researcher. The sampling frame in this study may involve millions of respondents and it is impossible to include all of them. Hence, a sample of 150 is taken according to convenience considering the time constraint and the ongoing pandemic situation.

The primary data for this study has been collected through first person survey research method. A Questionnaire was circulated and the data has been obtained first hand, directly from the respondents related to the survey. The secondary data has been collected from journal papers, articles and websites.

The questionnaire was structured with open and closed – ended questions. It was designed with demographic factor questions, multiple choice questions and Likert scale questions. 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.

This study on the impact of WFH on the work attitude of IT employees was undertaken for a period of about four months. It was carried out from the month of January, 2021, to the month of April, 2021.

V. DISCUSSIONS

For more in depth analysis, analytical tools such as ANOVA and correlation have been used with the help of the SPSS software by IBM. The purpose of this is to find whether there are any statistical relationships between certain factors and to draw more apt conclusions from the study.

HYPOTHESIS – I

H₀ : There is no significant difference among the ages of respondents in regards to their productivity while working from home

H₁ : There is a significant difference among the ages of respondents in regards to their productivity while working from home

TABLE 1: ANOVA FOR DIFFERENCE AMONG AGES OF RESPONDENTS IN REGARDS TO PRODUCTIVITY WHILE WFH

ANOVA
Productivity Analysis

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8.440	4	2.110	1.538	.194
Within Groups	198.920	145	1.372		
Total	207.360	149			

From the above table it is seen that the significance value is 0.194, which is greater than 0.05. Therefore, the null hypothesis (H_0) is accepted and it can be concluded that there is no significant difference among the ages of respondents in regards to their productivity while working from home.

HYPOTHESIS – II

H_0 : There is no significant relationship between the stress level of a respondent and his / her overall mindset towards the job after WFH

H_1 : There is a significant relationship between the stress level of a respondent and his / her overall mindset towards the job after WFH.

TABLE 2: CORRELATION BETWEEN STRESS LEVEL AND OVERALL MINDSET TOWARDS JOB AFTER WFH

CORRELATIONS			
		Stress Level	Overall Mindset
Stress Level	Pearson Correlation	1	.507
	Sig. (2-tailed)		.000
	N	150	150
Overall Mindset	Pearson Correlation	.507	1
	Sig. (2-tailed)	.000	
	N	150	150

From the above table it is seen that the significance value is 0.000, which is lesser than 0.05. Therefore, the null hypothesis (H_0) is rejected and the alternate hypothesis (H_1) is accepted. Thus, it can be concluded that there is a significant relationship between the stress level of a respondent and his / her overall mindset towards the job after WFH.

HYPOTHESIS – III

H_0 : There is no significant relationship between the stress level of a respondent and his / her preference to go back to work after the pandemic situation

H₁ : There is a significant relationship between the stress level of a respondent and his / her preference to go back to work after the pandemic situation.

TABLE 3: CORRELATION BETWEEN STRESS LEVEL AND PREFERENCE TO GO BACK TO WORK AFTER THE PANDEMIC

CORRELATIONS			
		Stress Level	Preferred Work Mode
Stress Level	Pearson Correlation	1	.497
	Sig. (2-tailed)		.000
	N	150	150
Preferred Work Mode	Pearson Correlation	.497	1
	Sig. (2-tailed)	.000	
	N	150	150

From the above table it is seen that the significance value is 0.000, which is lesser than 0.05. Therefore, the null hypothesis (H_0) is rejected and the alternate hypothesis (H_1) is accepted. Thus, it can be concluded that there is a significant relationship between the stress level of a respondent and his / her preference to go back to work after the pandemic situation.

VI. CONCLUSION

The results of the study throw light on many valid inferences that help in fulfilling the objectives framed. From what a majority of the respondents have expressed, it is seen that WFH has had a relatively positive impact on the mindset of the IT employees towards their work. Most respondents feel that they are considerably unstressed while working from home.

As far as productivity is concerned, most respondents feel that they are neither productive nor unproductive while working from home. The results show that the respondents have an even spread of opinions and there is no striking evidence as such to establish a sure relationship between WFH and productivity levels. It varies enormously from one individual to another and there may be numerous physical, cognitive and psychological factors behind each person's opinion.

It is important to note that a considerable majority of respondents prefer going back to work after the pandemic situation ceases rather than continuation of WFH. Now again,

this opinion may be due to various underlying factors that are probably specific to each respondent. However, a majority of them express that WFH exploits their entire day without proper start and end times for work as well as adequate breaks.

From the three statistical tests carried out for the framed hypotheses using the analytical tools, ANOVA and Correlation, the following inferences were made. There is no significant difference among the ages of respondents in regards to their productivity while working from home. There is a significant relationship between the stress level of a respondent and his / her overall mindset towards the job after WFH. There is a significant relationship between the stress level of a respondent and his / her preference to go back to work after the pandemic situation. The data and suggestions put forth by this study can be successfully used by companies to revise their employee policies. It can also be used as an efficient reference for further studies and researches by aspiring researchers in the future.

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