

Work from Home Practices & COVID-19: Future Implications

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Among several practices to maintain the Work Life Balance (WLB) in organizations is Work From Home (WFH). Started as an option for a specific employee population the practice currently has become the only option due to the COVID-19 pandemic. This paper assesses the viewpoints and the associated sentiments of the employees engaged in WFH practices. Quantitative analysis based on a self-administered questionnaire and qualitative analysis based on open-ended questions using frequency distribution, word cloud, and sentimental analysis indicate that although employees have favored WFH practices due to flexibility in working hours and increased productivity in terms of personal and some work-related activities, factors like reduced coordination and virtual interactions account for the negative sentiments.

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Introduction

WLB refers to the balance between work and life. Where work-related constructs such as work engagement, time spent as working hours, and life-related constructs like family, personal interest, and social activities may be brought in balance to bring harmony between the two. Organisations are continuously engaged in researches to find out measures and methods that could be adopted to maintain this balance in the context of its employees. Out of several steps introduced to cater to this need, one is Work From Home (WFH). WFH is not an alien term for the service sector. It was first introduced in organizations as a help extended to its employees considering it as a tool for maintaining WLB. It has been a practice more in Western cultures and companies than in India. It was a predominant system in pre-industrial society and coexisted with the factory system in the nineteenth cen-

ture. It is still practiced in many Asian countries where people are engaged in craftwork (Shamir, 1985). WFH practices were never popular in Indian organizational cultures though, but companies like TCS, Accenture, IBM, and Yahoo were among the first few ones that officially started this practice years back. News reports claim that in International Business Machines (IBM) India and Hewlett-Packard (HP) India work from home is an integral part of the employees' work life. WFH was a choice for the employees. It came out to be fruitful in retaining women employees. WFH helped women employees as well who had to quit their jobs and careers due to familial restraints. It emerged out an opportunity for the women employees to start again or continue with their work. Though WFH practice is not feasible for all the sectors working nationwide like there are sectors where we have frontline workers engaged in such as medical and paramedical workers, policemen, people engaged in defense services, supply chain workers, etc cannot work from home, but if we throw light on to who are the ones who could engage in work from home practices we could see they are the lower-level clerical worker involved mainly in data entry, retrieval and typing or the highly efficient skilled workers like the one working in IT companies, telecompanies people involved in high-level program designing, research scholars, etc. WFH since time has been a debatable issue. It was first investigated by Soloman and Soloman and from then several researches have come up in for and against work from home (WFH) practices in terms of productivity, flexibility

and creativity on one hand and in terms of limited organisational commitment, social interaction, and feedback on the other respectively. As discussed the companies which were already engaged in WFH practices view this as a help extended to their employees. Providing flexibility in terms of the workplace proves helpful in retaining a talented workforce of women employees. WFH provides a great opportunity for the women who had to quit their jobs but with this can join and continue their work. Studies investigating in the discussed phenomena have revealed that many organizations support this viewpoint. These companies portray work from home as help that they extend to their employees in balancing work and life (Sabharwal et al, 2011). Many other Information Technology (IT) companies make similar claims. For example, firms such as Avtar-I Win specifically aim to promote home-based working and other flexible work practices to help women join and sustain in the workplace. Apart from this, WFH practices can have also certain mutual benefits for the employee and the organization and their combined effect. Increased productivity in terms of personal engagement for the employee on a personal level along with increased productivity of the employees for the organization can be a direct impact of WFH. Shamir (1985) in his paper on Work-at-home and quality of working life wrote about the data of work from home that indicates that employees level of autonomy apparently increases by the shift in the workplace resulting in a reduced level of monitoring and subsequently availing the employee's flexibility in the choice of working hours and

work patterns. The cons could not be ignored though. WFH practices can provide autonomy but at the same time, they could contrarily affect team work. With respect to team performance, micro level behaviors lead to macro level outcomes in non additive fashion (Kozlowski & Klein, 2000). Above and beyond individual efficiency, costs of coordination, control, and monitoring are also constituents of team performance (DeNisi, 2000). The data from HP says that approximately 25% of its employees work from home but at the same time officials reported that when coming to teamwork, WFH is a challenge. The monitoring of employees in terms of their work engagement becomes difficult. At this point, it becomes the responsibility of the employees to be self-disciplined and accountable for their work when working from home. Also, social relations at the workplace also are known to be among the major sources of job satisfaction (Albertson, 1978; Jahoda, 1979; Locke, 1976) and WFH practices can impair social relations.

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As far as the organisations are concerned they are being benefitted with the increased productivity of their employees, reduced absenteeism, and reduced input for maintaining a well equipped working place. Lowered face to face interaction among individuals would also result in a reduction in organisational phe-

nomena like politics involved, rumors, counterproductive work behavior(CBW). Much of the research has shown that WFH has impacted over the WLB of an employee. According to Hayman (2005), work-life balance has 3 components: (1) work interfering personal life (WIPL), (2) personal life interfering work (PLIW) and (3) work/personal life enhancement (WPLE). It is assumed that WFH practice will enhance WLB by reducing the factors which contribute to WIPL. Flexi hours available at home, the time saved in traveling from home to office when reduced can have a positive impact and a reduction in work interfering personal life. But this reality cannot be denied that PLIW will also be one scenario in WFH. For example, women employees sometimes find it distracting to work at home because of certain homebound duties. It is important to note down here that 'Flexi place' could probably be a better alternative for WFH practices as here it is on the convenience of the employees to choose between 'the home' their 'workplace' or some other place depending upon their requirements.

The fact that not all jobs performed in an organisation can be executed sitting at home, should not be neglected. In broad terms and looking into who could engage in WFH practices it could be assessed that these are the white-collar employees who could get engaged in work from home. Viewing it as help extended only to a limited number of employees it could bring a divide among the employees. A sector of organization enjoying the flexibility can make the other group feel relatively deprived and re-

duced in-person interaction among employees would broaden this gap. Relative deprivation of part of other groups can germinate negatively affect the privileged group which could sometimes be threatening for the growth of an organization. Studies reveal that individuals feeling relatively deprived of becomes low at motivation, morale, and commitment that an organization would never appreciate in their employees. Research conducted over WFH practices also reveals that reduced social interaction results in less cohesive organizational culture. “Social disconnection has been shown to develop between employees working from home and office workers because working from home allows employees to distance themselves from work relationships at the office (Collins et al., 2016). This might result in a less cohesive organisational culture.” Such factors can be attributed to why such an innovative and seemingly effective tool applicable for maintaining WLB has still not been widely accepted. A limited number of companies provide the flexibility of working from home to their employees. Pursuant to some negative impacts of working from home, Yahoo that was among one of the first organisation which introduced work from home later banned this practice in 2013. Around 12,000 employees were asked either to work from office or not to work. When criticized for the same the CEO of Yahoo Marissa Mayer defended the ban stating that people are more collabo-

People are more collaborative and innovative when working together in the office.

orative and innovative when working together in the office. She also stated that flexibility is being misused by many of its employees. Similarly IBM Chief Marketing Officer Michelle Peluso issued a mandate that her thousands of marketing team members (many of whom work remotely) must work out of one of six physical locations in the United States: Atlanta, Raleigh, Austin, Boston, San Francisco or New York. If her employees didn't want to make the switch to working from a physical office, then they would have to leave IBM.

WFH practices no doubt have several benefits but no phenomenon comes with only pros. Apart from the above-mentioned cons, the others include, a lack of proper feedback system, which could affect an employee's motivation and subsequently his engagement with the organization. The feedback sources of an employee come from his interaction with his clients, supervisors, and co-workers. During WFH employees are supposed to receive feedback through some electronic medium say phone or computers. Although the message delivered is correct but lack of tone or non-verbal communication. For an organization to grow and develop well a strong feedback system always stands as one of the pillars. WFH practices weaken this section. This shift will also have an impact on certain aspects of work-life quality (WLQ). Boas Shamir and Salomon (1985) in his paper on “Work at home and Quality of Working Life” discussed various factors such as socialization, status as perceived by employees, and personality development of employees associated with quality of

work-life are affected negatively due to WFH practices. Limited in-person interaction with co-workers reduces the chances of building healthy relations at work and thus reduces the socialization of the employees. Workplace not only builds a psychologically motivating environment to work but it does contribute to the personality development of its employees also and WFH can impair such developments.

To look at why WFH practices have not received the due attention it is important to look for the reasons. It becomes necessary for the employee to be accountable and motivated for the work he has been engaged in by the organization but at the same time to blame the organization or the employees individually will work in no way. Clear and Dickson (2005) found that it is mostly the managers who are responsible for monitoring, controlling and coordinating the behaviors of team members in 'vertical exchanges'. Therefore, it is significant to note is that for the part of the organizations the employees working in the remote must be managed well. Telecommuters could be more productive at home if managed well. So it on the part of organization to frame its strategies so that the direct manager or the supervisor deployed should be able to establish a good communication system over the terminals. It should be on the priority of the manager that the employees should understand the task significance and the removal of a defined workplace should not contribute to decreased motivation. At the same time the employees who could not be given the opportu-

nity of 'flexi place' could atleast be rewarded with 'flexi-time'.

The ongoing scenario is quite different. A practice that used to be an option for a number of employees has become the only way to work. The world at present has been hit by a pandemic, CoVID-19. Initially started from the city of Wuhan in China COVID-19 (Corona Virus Disease 2019) gradually brought under its spell almost all the countries. At present, there are 213 countries and territories around the world and 2 internation conveyances affected worldwide and a total of 97,47,721 people being infected with the virus among which around 4,92,552 have lost their lives to date (26-06-2020). India is not an exception. In this time of crisis the worldwide countries are working over strategies that could be used to guard against the pandemic and along with that efforts are also being made to hold the economic activities alive. World Health Organization (WHO) has suggested that the only way to guard oneself against the COVID-19 is to avoid gathering of any sort and to maintain social distance is the best measure that could be made to contain this highly contagious virus. In the light of the above guidelines given by WHO, India along with several countries around the globe has implemented a nationwide lockdown effective from 25-03-2020. The lifting of the imposed lockdown is indecisive as to when the activities at their original place would resume. This subsequent effect of COVID-19 has compelled people to engage in - work from home (WFH). A measure taken to retain the working of

the organizations along with guarding the jobs of numerous employees in the service sector all have landed in this practice. From schools to leading organizations in IT and many more are working from home. This pandemic has introduced this practice or to be more precise has forcefully shifted people to engage in work from a place where it (jobs) was originally performed i.e home. Under this practice various reports have been published discussing the impacts of the recent phenomenon. In a recent interview on the impact of WFH in the CoVID-19 situation, the CEO of TCS revealed that during the lockdown the employees have shown a hike in their productivity putting a break on the apprehensions of managers. Also, WFH has now merged into the working style of many organizations and in light of this Twitter, tech has become the first company to practice WFH permanently. It said that only those employees whose physical presence is highly required would only be the part of working place like those who are engaged in maintaining the server. According to the guidelines of WHO of following the norm of social distancing, it would become inevitable to engage only 50 percent of the employees at their workplace so to maintain the productivity of all the employees it would be necessary to engage in WFH practices in future.

As in the current circumstances when working from home is the only option left with the organisations apart from the essential services, this paper tries to investigate the part of the employees as to how they are viewing the current working situations and what do they perceive about

its future implications. The paper includes some statistical data indicating the current opinion of employees engaged in several sectors like education, financial institutions, IT services, manufacturing and marketing; and their associated sentiments.

Methodology

The research includes two broad objectives: one to assess the attitude of the employees towards WFH practices and two, to explore various dimensions of WFH practices that impact an employee's behavior owing to the current situation, using quantitative and qualitative techniques respectively. Quantitative technique complements quantitative in this study as quantitative used the frequency distribution to access perception towards WFH and qualitative to access sentiments (emotion, feelings) attached to WFH practices. For sampling non-probabilistic convenient sampling was adopted for the data could only be obtained from population of a specific nature i.e, those who are engaged in WFH. A self-administered questionnaire was formulated consisting both forced-choice questions and open-ended questions. The study was conducted on 201 participants across India (117 males and 84 females) varying in age from 25 to 60 years who were involved in different sectors viz. Marketing (8.5%), IT services (27.9%), Education (35.8%), Financial Services (6.5%), Consulting (8.5%), Manufacturing (4%) Others (9%).

Word Cloud is a visual representation of text data in which frequent occurring text has a larger font size as compared to those of less frequent. Word

Cloud gives a quick glimpse of the data. Most commonly used to highlight popular or trending text-based on the frequency of use and prominence. Word Cloud is an informative image that communicates much at a single glance.

Sentiment analysis is a text analysis method that detects the polarity of emotions (positive, negative, or neutral) application of natural language processing, computational linguistics, and text analytics to identify and classify subjective opinions in source materials. Generally speaking, sentiment analysis aims to determine the attitude of a writer con-

cerning some topic or the overall contextual polarity of a document.

Results

As represented by the pie chart, out of 201 responses, 74% agree with the fact that WFH provides work flexibility, whereas 20% are neutral, and 6% disagree with the thought.

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Fig. 1 Percentage Distribution of Opinion About Work Flexibility.

Work From Home is an innovative method to provide work flexibility.

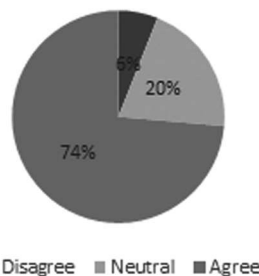
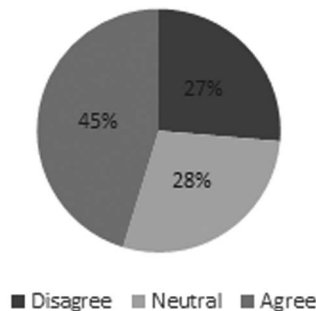


Fig. 2 Percentage Distribution of Opinion About Improvement in Quality of Work

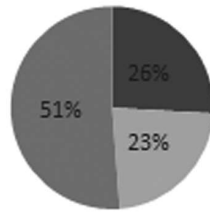
My Quality of work has improved.



45% people agreed with the fact that their quality of work has improved whereas 27% disagreed with it and 28% of respondents were neutral about what impact did working from home had over their quality of work.

Fig. 3 Percentage Distribution of Opinion Regarding the Future Implementation of WFH Practices.

I would suggest my organization to implement work from home practices post COVID-19

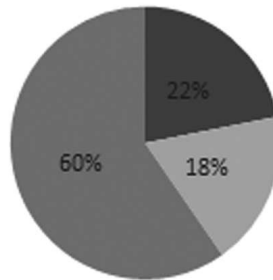


■ Disagree ■ Neutral ■ Agree

51% participants agreed with the thought of providing suggestions to their organisations about implementing WFH practices whereas 26% disagreed with it and 23% were neutral towards the same.

Fig. 4 Percentage Distribution of Opinion Regarding Misuse of Work Flexibility.

This flexibility will be misused by many.



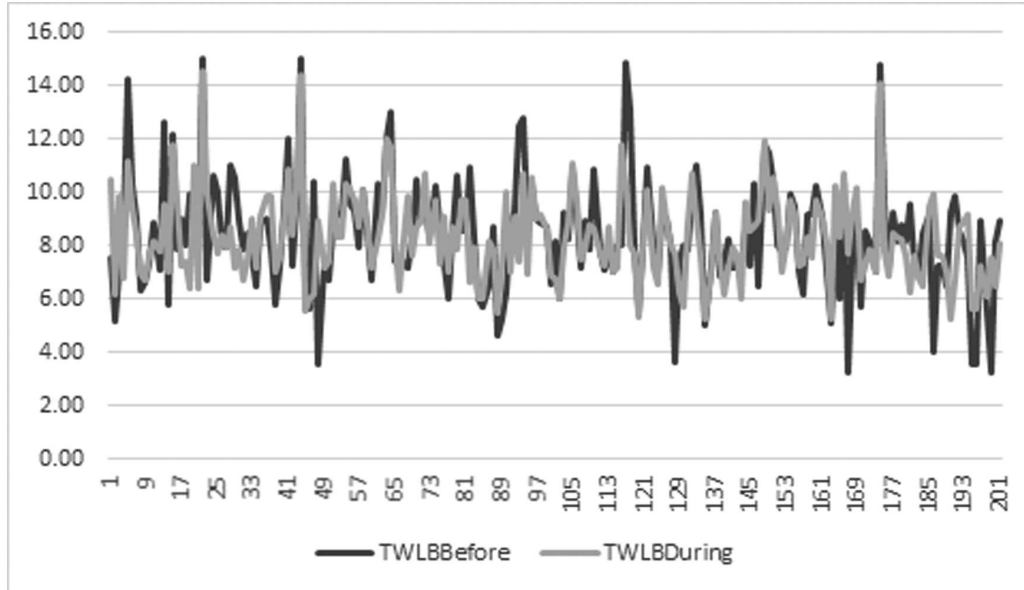
■ Disagree ■ Neutral ■ Agree

60% participants agreed with the thoughts about the misuse of this flexibility whereas 22% disagreed and 18% were neutral about the thought

COVID-19. Few spikes could be seen, indicating individual difference based on demographic variation, however statistical analysis provided no significant difference between the two, which needs to be further enquired based on the various components of WLB.

The line graph Compares Work Life Balance before COVID-19 and during

Fig. 5 WLB Comparison During & Before COVID-19



Implications of Work From Home Practices

from home practices for them in future, word cloud was formed compiling all the responses.

Participants were asked about what do they think of the implication of work

Fig. 6 Word Cloud Representation of Responses Regarding Implications of WFH Practices



Words appearing in larger fonts such as “productivity”, “Better work”, “personal time” are more frequent and suggest that people are optimistic about WFH practices.

Words appearing in larger fonts such as “productivity”, “Better work”, “personal time” are more frequent and suggest that people are optimistic about WFH practices, can use this flexibility to develop skills, learn new techniques and can engage in personal activities as well. Time appears much frequently implies a

reduction in travel time will provide the extra time which are some of the perks of WFH. Words like home, balance, activities indicate that people now feel that they have some extra time to be spend with family at home and engage in activities at home that was not possible earlier. “Communication issues” appeared in the cloud is a matter of concern which needs to be addressed with appropriate channel as to how to make effective communication for WFH practices.

Sentimental Analysis was performed for the same and was found that responses have neutral sentiments with the confidence of 56.2%.

Table 1 Themes Sentiments Attached to Them & The Confidence Level

Themes	Sentiments	Confidence Level
Virtual Interaction	Negative	58.8%
Work Life Balance	Positive	92.3%
Productivity	Positive	54.9%
Follow Passion/Interest	Negative	81.9%

Responses under this head have neutral sentiments whereas theme is associated with negative as well as positive sentiments. Interaction has negative sentiments with the confidence of 58.8% implies participants are not liking this virtual interaction, maybe this virtual interaction lacks embeddedness and belongingness. Work-life Balance has positive sentiments with the confidence of 92.3%; implies better Work-life Balance, able to devote more time to family and personal work. Productivity has positive sentiments with the confidence of 54.9%. The confidence level is low maybe because of mixed responses as some people like to work in scheduled

format with others freely, which varies from person to person. Follow passion/interest have negative sentiments with the confidence of 81.9%.

Coordination Among Team Members

Participants were asked “Has there been a change in coordination among team member/ colleague during the period” all the responses were compiled and word cloud was formed (Fig. 7).

Words in larger fonts “Yes”, “Effort”, “Virtual”, “Declined”, “Coordination” appeared more frequently in the

Table 3 Themes Sentiments Attached & Their Confidence Level.

Themes	Sentiments	Confidence level
Learning new skills	Positive	95.2%
Able to Work extra	Positive	83.3%
Quality of Life	Positive	61.3%
Reduction in Travel time	Positive	73.1%

ing new skills etc., which can also be validated from the word cloud. Working extra has positive sentiments with the confidence level of 83.3%, and theme quality of life has positive sentiments with the confidence level of 61.3% which implies enhancement in work-life balance as shown in the word cloud. Reduction in travel time has positive sentiments with the confidence level of 73.1%, which is evident that earlier people have to commute from home to office, but due to lockdown, they have to work from home.

Discussion

Prior researches on WFH practices have tried to focus on their associated advantage and on how could one be benefited the most with the practices along with the mediating role of personality factors. The current situation has a different dimension probably not encountered before. The pandemic COVID-19 has put a large number of employees into WFH practices. In a country like India where majority of its geographical area has lousy internet connection, mass population that finds itself landed in this unplanned and sudden practice are the ones who had never worked under these circumstances (e.g., school teachers) or probably who never choose to WFH even when they had the option for. A number of articles have tried to cover as to how

the organisations are dealing with this sudden shift in jobs of their employees and how they are managing them. Many CEOs are planning to adopt this model for future implementation as it reduces the input cost for the company and also minimizes the utilization of resources, but very few have tried to look into what employees feel about it. Occupational mobility could be a hard nut to crack for almost around a year as the current pandemic situation does not allow individual to gather and work in groups. Owing to this there is a high possibility of WFH practices to be adopted and implemented widely and for a longer period of time. In such circumstances it is salient to understand an employees viewpoints too. The present study has explored various dimensions of WFH practices and how employees are responding towards them as they are the first to be affected.

The data obtained reveals distinct perspective with respect to varying investigated areas. Qualitative data received after administration of self-administered questionnaire analysed using frequency distributions indicates that about 74% of employees reported a hike in their work flexibility. Being at a remote site from the actual working place reduces monitoring and the workplace pressure thus accounting for a higher flexibility to work in terms of working hours

and conditions. According to Lambert (2000) work units may reap benefits when members are free to access flexible arrangements such as greater job satisfaction, lower turnover of high-value employees and even greater engagement of prosocial behavior that benefits the entire organization. From the present study and literature review it can be inferred that WFH practices provide flexibility, enhances job satisfaction and also reduces the cost to the company. Also more than 51% employees are of the view that they would like to work in an organization that provides the facility of working form home but at the same time 60% of the participants agreed that flexibility could be misused by the employees, 27% said that their productivity has declined. Therefore a well thought and deep rooted research is needed to be done before implementing such a practice so as to bring into force a working strategy that could provide flexibility and can also exercise appropriate control both at the same time.

WFH practices provide flexibility, enhances job satisfaction and also reduces the cost to the company.

The qualitative part of the study has tried to explore certain unfolded aspects of WFH practices. One of them is team coordination. Sentimental analyzis of the responses indicates the association of negative sentiments with the confidence level of 76.3%, that shows a negative impact on team coordination. Word cloud analysis portrays a similar picture. Some of the responses were “more effort is

required to coordinate” and “reduced coordination as everyone wants to work at their convenience.” All the themes (Table 2) viz. attitude, communication, virtual interaction, and effectiveness have negative sentiments which portray a clear picture of the reduction in team coordination. Therefore WFH practices if implemented should take special care about its smooth conduct, e.g., building a plan where team cordination is supervised. Similarly, informal meetings could be used as a measure to reduce the perception of virutal interaction and the employees could establish informal relations among themselves.

Apart from some negative sentiments attached as revealed in this study, prior research identities some organisational aspects. Studies by Mohammad et al. (2000) and Igbaria and Guimaraes (1999) claim that operational cost reduction is strongly linked to WFH practices. Many IT companies are restructuring their business model to adopt WFH practices. Employee attitude also seems to be positive, so it could be a win-win situation for both, but this may affect the productivity of the organization, as reduced survelience and the deceased in environmental pressures may lead employees to indulge in work delay which needs to be taken care of. The qualitative aspect of productivity as revealed by sentimental analysis shows positive sentiments associated with productivity with a confidence level of 76%, and themes (Table 3) such as learning new skills have positive sentiments with 95.2% of confidence. Able to work extra as compared to work place has positive sentiments with the confi-

dence level of 83.3%. Similarly, quality of life has positive sentiments with the confidence level of 61.3% and reduction in travel time has positive sentiments with a confidence level of 73.1%. According to one study, on an average, an employee spends 52 min to reach his/her office. The major benefit to the employee is from the elimination of traveling time which has enabled employees to steal some extra time out of their busy schedule to be utilized for personal activities, learning new skills, taking online courses and spending time with family, and many others that could be inferred from the word cloud (fig. 7).

Regarding future implications on the part of employees it is found that participants are skeptical and have neutral sentiments with the confidence level of 56.2%. Various themes attached to the responses such as virtual interaction has negative sentiments attached with the confidence level of 58.8% thus indicating that employees do not feel connected with the virtual interaction and there is a perceived lack of in person interaction. Work-life balance has positive sentiments attached with a confidence level of 92.3%. Productivity has positive sentiments attached with a confidence level of 54.9%, and the theme passion/ interest has negative sentiments with a confidence level of 81.9%. From the word cloud analysis (fig. 4) it can be inferred that the virtual nature of the interactions is not preferred and they miss their workplace as quoted in one of the responses. Their work-life balance has enhanced as employees are able to dedicate more time to family and involve in personal activi-

ties, some of them have enrolled themselves in online courses and others are developing professional skills and are trying to be productive during the phase.

Towards Adapting to the New Normal

As per the negative sentiments and the opinions of the employees revealed through the data in the current study there are certain aspects that require inspection, as far the employee's viewpoint is concerned. To start with, talking about the loss of productivity in terms of organization, it could be dealt with if the employees are trained in as to how one can be professional even when working from home, before they engage in WFH. For this, the most important is that an employee needs to come out of his functional fixedness of being at home and eventually being at ease during work and to have a mind frame that he is master of his will. They should be guided in a manner that they understand the sensitivity of the provided liberty. Others may include asking the employee to develop a schedule or a routine of his working hours depending upon his convenience and there could always be strict deadlines for projects and other presentations to be decided by the organizations involved. WFH is a practice where organization and employee share equal responsibility so

WFH is a practice where organization and employee share equal responsibility so that the practice does not bring any loss to either of the parties.

that the practice does not bring any loss to either of the parties. In that case the ball now falls into the court of the employee e.g., a separate space at home dedicated for office work can be created by the employee himself so that it could condition him with his work and therefore will enable him to come out of his comfortzone of being at home which could probably help him to switch to work mode easily. Experimenting with working style, keeping a check that makes one more productive and to ensure the quality and quantity of work expected, to check one's work before delivering it. To create one's own boundary between work and life and to try to be accountable toward the formulated routine. Prioritising documentation and clear communication to avoid any confusion, could be some of the measures to be adopted from the employee's side so that he could enjoy the facility and his company too never gets a chance to regret over the implemented decision. When one is working from home family becomes an integral part of his work. In such cases it is required that family needs to be sensitized about the issue and could be requested for due support.

Conclusion

This study has explored the opinions and associated sentiments of a work force that is engaged in WFH practices in this time of CoVID-19. Findings would certainly point towards further studies to explore deeper about the WFH concept and its impact on the broader organization. In addition to examining employees who work in the office, it is also of im-

portance to explore the condition of the employees who are restrained from working from home in this period of CoVID-19 because the nature of their job does not allow them to do so. As every practice has its pros and cons, so do WFH practices., employees enjoy flexibility, but they also miss their workplace, work-life balance has enhanced, but team coordination has declined. HRM practices can play a crucial role in assisting WFH employees by intervening at various levels, for example, by providing a predefined work schedule or work calendar can be effective in coordination. Similarly, informal meetings can be organised to cater to the need of the employees to socialise. WFH has eased the work but also raised new challenges for HR's to be answered. This pandemic has provided an opportunity to come up with a sustainable business model that can bridge the gap between the two. There are no doubt some restrictions imposed for the time being so that we can stand like a warrior against the virus but it would not last forever and certain issues like that of socialising or lack of proper feedback can be dealt with easily afterwards like by organising a feedback meeting or an informal meeting and thus it could back WFH to run more effectively.

Future Implications-

Establishing a workplace for every employee and providing resources could be a costly affair for an organization. Commutation has large carbon footprints. WFH can be economical too. WFH practices have perks for the engaged individuals as they get more time to spend with

family. This could account for work life balance as well for the employees could now get ample time to spend with the family and friends which they found difficult to manage while working in the office. Considering the organisational aspect of WFH practices, it will also save the resources (working space, chair, desk, cabins, etc.) less maintenance, which will significantly reduce the input cost for the company. Reduced commutation will have a positive impact on the environment as well. Women employees can see this as an opportunity as this can help them to continue their work and manage their family both at the same time. For others who could not leave home owing to any personal reason could work in their home itself. As far as the Asian culture is concerned WFH practice is in its early stage and requires further research to understand the pros and cons of its implementation of a large scale. WFH is not the solution to all problems relating to organization's input cost or for the individuals who could not go to office due to any personal reason but a well thought plan can help to cater to some of the requirements. So need of the hour is to come up with a technologically oriented innovative business model which can be implemented benefiting both the organization and the employee

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