

## WORKING FROM HOME: AN ANALYSIS OF EMPLOYEES PERSPECTIVE WITH REFERENCE TO COVID-19 PANDEMIC

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### ABSTRACT

*The whole world is witnessing the far reaching impact of the pandemic covid-19 in almost every aspects of life. 'Work from home' is one such intervention of the post covid-19 outbreak the world over. Although, working from home is not a new concept in India but its popularity has gained momentum only during the lockdown due to covid-19. Due to various restrictions imposed by the Indian government on the movement of people to control the spread of the virus infection, this concept of working from home has emerged more intensively in almost every organization. Use of ICT may have made the working from home much easier but there are many challenges attached to it. The present paper is a modest attempt to delve into respondents' present status of working from home, their perception and the challenges faced by them. The paper also highlights the perceptual differences among the respondents with regards to working from home on the basis of their demographic features and their willingness to work from home.*

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**Keywords:** WFH, Covid-19, Workplace, ICT Tools, Technical Hurdles, Family Environment.

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### Introduction

'Work from Home' i.e. WFH are the three words that have almost changed the dimensions of the working culture not only in India but the world over. Although, working from home is not a new phenomenon but it has emerged as an inadvertent culture since the outbreak of the covid-19 pandemic. The concept of work from home was first used by Jack Niles way back in 1972 while working on a NASA project which soon gained the acceptance in US. However, it could not be possible before the 21<sup>st</sup> century to have the acceptance of this phenomenon worldwide. It has been used as a way to improve work life balance. With the increasing use of ICT, it has become a usual norm now in many industries. Yahoo, Google, Hewlett Packard, Facebook, Twitter, TCS are some of the names who have implemented WFH in their work culture.

Due to the restrictions imposed during lockdown in India, WFH became a mandate for almost every organization. Particularly to mention that Indian IT industry made it compulsory for almost 90% for the employees to work from home out of whom 65% employees belonged to metro cities and 35% were working from small towns (Mitta Sridhar, 2020). WFH has already been exercised by many companies in routine, but it has become a common phenomenon in every working sector during the lockdown due to Covid-19. In this changed scenario employer and employee both are working in tandem to adapt to this work culture.

Rationale of the study: Covid-19 has impacted everyone in one or the other way. It has made the whole world captive within a span of few months. It has affected the life style; all have been locked into their homes. As per Govt. Notifications every employee has to work from home except for essential services employees who have to go to office whenever and wherever required. It is necessary and need of the hour. Nobody is certain how much time will it take to overcome Covid-19 and have the control of the situation. If the situation persists longer than perceived, then WFH will be

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the new norm for everyone. Covid- 19 has changed the definition and perception related to work place. In our life workplace has played an important role where we used to spend 8-10 hours daily. It has been the place equipped with all the facilities to get the work done. We used to get ready in the morning, finishing all the household work hurriedly, to be in the office on time. But this pandemic has changed our thoughts related to work place.

WFH became a necessary mandate without confirming whether the employees were well prepared for this new norm or not. WFH has its own pros and cons, especially in context of employees who have never been exposed to such working culture ever before. Though, working from home brings many advantages to the organizational working in the form of cost reduction, talent retention, lesser requirement of physical infrastructure but it has its own challenges too. It has to be taken care of whether they were equipped with necessary technical infrastructure at home or they managed it somehow on their own. This study will be helpful for strategists to devise long term policies and goals in case the situation of Covid-19 persists longer.

### **Review of Literature**

A number of existing studies directly or indirectly related to work from home have been reviewed. There are many terms being used interchangeably by researchers to highlight this concept like 'working from home' (WFH) or 'working at home' (WAH). Regardless of the nature of job, the commonly used terms are home-based work (Grough, 2012), homemaker (Mehrotra & Biggeri, 2005), telework (Ng & Khoo, 2000) and telecommute (Teh, Ong & Loh, 2015).

Information and Communication Technology (ICT) has played a vital role in making the work from home concept a reality. It has made possible to work from home. Websites, Video Conferencing, Remote access to the server through Virtual Private Network (VPN) or other applications, Mobile Apps, Cloud technology all these gave impetus to the change. The prevalence of working from home arrangements in firms has increased over the past decades due to advancements in information and communication technologies (Shamir and Salomon 1985; Baruch 2000). WFH emerged as a vital opportunity enabled by advanced IT infrastructure and the practice of working at a location other than the central office but being linked by means of IT has been adopted (Watad and Will, 2003). Information technology, financing, services, advertising are some of the industries that adopt WFH for their employees (Lal & Dwivedi 2009; Mihailova, et al., 2011; Kowalski & Swanson, 2005; Peters, et al., 2010).

WFH has positive impact on work efforts as autonomy and flexibility is there. Employee put more efforts when they work from home and feel intrinsically motivated. And if they receive extrinsic motivation i.e. additional payment, employee who work from home, provide even less paid overtime hours than the employee who work from office premises (Rupietakira and other, 2016). Employees with higher autonomy have a stronger motivation and are therefore willing to provide more work effort (Hackman and Oldham 1976; Bailey and Kurland 2002). Moreover, by offering agreeable working conditions, firms can attract and retain highly skilled and hard-working employees (DuBrin 1991).

Due to the increased participation of female in labor force more attention is needed on WFH culture. Family and home are important units of the society. For healthy society, healthy family life and healthy worklife is necessary. Women being the homemakers can be better benefitted by WFH. It can be helpful for female workers as they can manage both the fronts while working from home. Many times situation comes where females have to make a choice between family and career and some time they have to leave the profession to have children and then to bring them up (The Age, 2004). Working women being the home-maker also may not have that liberty and concentration as men while working from home. The role conflict was seen with mothers who have young children. They have to prioritize their roles as a mother and as a worker (Crosbie and Moore 2004).

WFH has always been a taboo in India. It has its own merit and demerits. Sudden change in working culture brings so many challenges in the way of adaptability both by the employers and employees. It also requires right mindset. It is believed that employees working from home are not as committed to organization as the ones who are working in an office. Productivity of fresher's working from home is less due to various distractions at home. Another concern is that some may take additional freelance jobs with the regular one's which will affect the productivity with the regular job. During lockdown co-workers are missing feelings of team, office culture, work environment etc. (Basu, 2016).

Another disadvantage is that lesser control by supervisor. There can be chances of work avoidance and potential errors cannot be corrected on time as there is gap between performance and feedback. The informal learning from colleagues and supervisors is also affected as less interpersonal networking is there. WFH has also resulted in professional and social isolation which decreases performance of the workers.(Kurland and Bailey, 1999; Ammons and Markham, 2003; Crandall and Gao, 2005).

**Hubstaff go (2016)** in his study “Deadly disadvantage of working from home”, highlights the drawbacks of work from home that these may lead to communication gap between superior and subordinate and among co-workers which can affect the work of the team. Team working is a collaborative effort and the willingness of the subordinates to be governed, but WFH can create problems in this. This might create unpredictability, stress due to uncertainties, and resistance strategies by workers (Knights and McCabe, 2003). The shared norms developed in teams, affect the performance positively, but these are missing in work from home situation (Barker, 1993; Sewell, 1998). They cannot share their experiences; skills etc. and help each other in their work for better output and results. Group cohesiveness is also missing among workers. Group cohesiveness is positively related to performance (Cohen and Bailey, 1997).

The challenge is the traditional management mindset which is control focused, believing employees have to be in view for productivity reasons. An example of this was Yahoo, where CEO Marissa Mayer took the decision to move employees from working from home to different Yahoo facilities (Smith, 2013). The office setting offers opportunities for collaboration which is important for effectiveness. It is claimed that working from home reduces work output and quality of work. Google and Hewlett Packard also try to reduce work from home (Pathak et al, 2015). So management’s perspective towards work from home also affects the success of working from home.

A study of home workers accepted that office work affects the family life of workers. Working for longer hours is the disadvantage of working from home. Lack of space at home is also a problem faced which lead to distractions in between the work and also affects the life of other family members. It can affect the health of workers and family environment. From office you go home to relax but where to go when you are working from home. (Owen and Collgagnes, 1995).Handling the cultural differences can also be a problem while conducting webinars .Bloom claims that critics assert that employees who are not office-based are actually not working (Bloom, 2014).

### **Scope and Objective of the Study**

Although many studies have been conducted on WFH but we did not come across any detailed study on work from home during Covid-19 pandemic. So this study has been conducted with the primary objective to understand the change in the organizational work culture during Covid-19 outbreak and employees’ perception with regards to ‘Work from Home’. This objective is achieved through the following sub-objectives:

- To delve into the extent of working from home by the respondents.
- To examine respondents perception with regards to the various issues concerning working from home at present.
- To analyze whether the perception with regards to work from home relates to the demographic features of the respondents.
- To give suitable recommendations to both the employees and the employers to make working from home more conducive.

### **Research Methodology**

To achieve the above objectives a random sample of 100 people working in different sectors belonging to Panchkula, Mohali and Chandigarh (together known as the tricity) has been taken through convenience sampling method. They were administered an online structured questionnaire. Out of 100 questionnaires submitted 96 were undertaken for the present paper as 4 were incomplete. The responses have been further analyzed by the statistical techniques of Factor analysis, Chi-square test along with some other statistical tools such as preparing frequency tables, percentages, pie charts and bar diagrams.

**Data Analysis and Interpretation:** On the basis of the questionnaires filled by the respondents the data has been analyzed to gauge into the level of working from home and challenges faced by the respondents in the following text.

**Table 1: Demographic Profile of the Respondents**

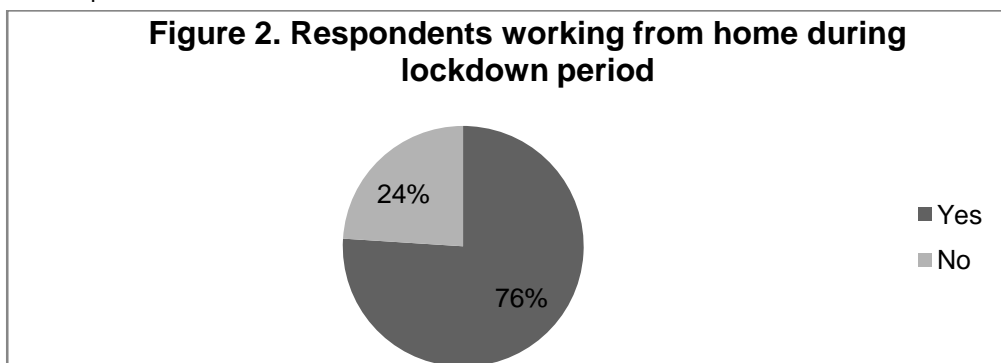
<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Men	34	35%
Women	62	65%
<b>Total</b>	<b>96</b>	<b>100</b>
<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 30	32	33.3%
30-40	36	37.5%
40-50	22	22.9%
More than 50	06	6.3%
<b>Total</b>	<b>96</b>	<b>100</b>
<b>Employment</b>	<b>Frequency</b>	<b>Percentage</b>
Govt. sector	19	19.7%
Private sector	53	55.3%
Semi-govt. sector	06	6.4%
Self employed	18	18.6%
<b>Total</b>	<b>96</b>	<b>100</b>
<b>Residence</b>	<b>Frequency</b>	<b>Percentage</b>
Rural area	24	25%
Urban area	56	58.3%
Semi-urban area	16	16.7%
<b>Total</b>	<b>96</b>	<b>100</b>

The demographic profile of the respondents includes 65% women and 35% men. The majority of the respondents belong to the age group of 30-40 years which is the most actively working age. 55.3% of the respondents are working in private sector while 19.7% are employed in government sector and 18.6% are self employed. It is noteworthy to mention here that majority respondents (58.3%) are residing in urban areas while working from home during the period of lockdown due to Covid-19 pandemic. 24% respondents belong to rural areas whereas 16.7% are from semi-urban areas.

Work from Home- Present Status: The respondents were asked certain questions to measure the extent of work from home as follows:

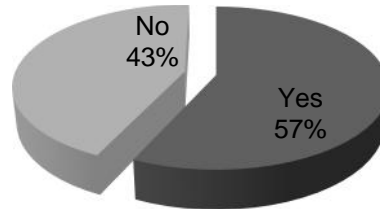
- **Are you working from home during lockdown?**

The majority (76%) of the respondents were working from home while 24 % were not. Those who were not working from home were the ones who are either self employed and did not have the choice of working from home or the one employed in some unorganized sector where working from home would not help much.



- **Do you have all the necessary equipment/facilities you need in order to do your work from home?**

Amongst those who were working from home, 56.8% respondents said that they are having all necessary equipments and facilities to do so while the significant proportion of the respondents denied having such technical support.

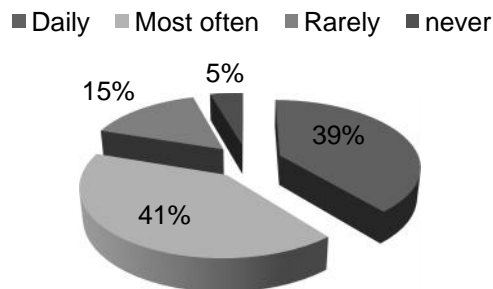
**Figure 3. Availability of Necessary Equipmnets/Facilities**

- **Do you have dedicated workplace where you can work at your home?**

The majority respondents (51.3%) said they don't have any separate space at home to be dedicated for official work. This is again a major limitation in the way of making work from home efficient and effective as compared to work from office. Still 48.7% of the respondents managed somehow to dedicate a corner of the house to work from home. But in urban areas where we have limited homes space, with kids around so many distractions from outside it is very cumbersome to work with focus and concentration.

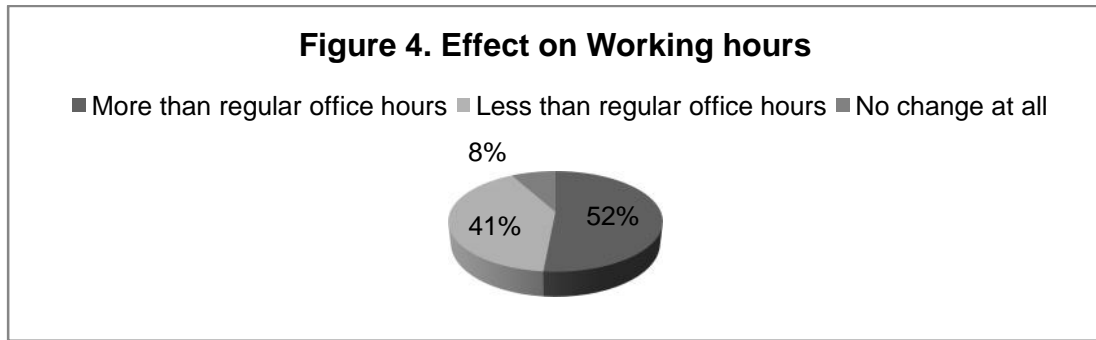
- **How often do you keep to a regular working schedule at home?**

When asked about the frequency of maintain working schedule, only 39.1% of the respondents could maintain it as a daily routine where as 41% said they could maintain the schedule most of the time but not daily. 15.4% respondents faced much problem in maintaining a regular work hours for working from home. They rarely could do so. Several factors may be responsible for this as there is internet connectivity problem in rural areas. Some might be facing personal problems at home due to which they are not able to maintain their working routine. Some technology hurdles are also responsible for this as most of the senior employees are not used to such tech-savvy gadgets and working apps.

**Figure 1. Percentage Respondents Maintaining Working Schdule at Home**

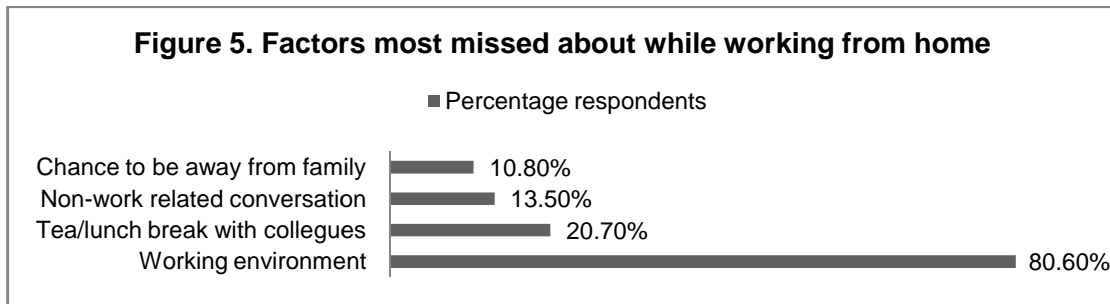
- **Do you work more or less hours than on days you work in office?**

The majority respondents (51.5%) complained that while working from home they take more time to complete a given assignment than they could do while sitting at work place while 40.5% respondents took less time than they used to while working from office. Here, gender gap may be responsible as the young generation quickly adapts to the technology and quick in learning while the older generation takes much longer time to adapt the technology based working culture. Moreover as 25.5% of the respondents are working from rural areas where connectivity and internet speed is a big challenge even today.



Respondents' perceptions with regard to 'work from home':

The respondents were asked while working from home what did they miss most about working at workplace. The majority (80.6%) stated that they miss their working environment the most. 20.7% respondents missed their peer group, having a cup of tea and gossiping. Work place gives a much needed break from the routine followed while at home. It gives a personal recognition while working at office which is something missing while you work from home.



The respondents (73) who responded that they were working from home were asked to rate the following statements with regards to work from home difficulties on five point likert scale ranging from strongly agree to strongly disagree. Factor Analysis and Interpretation: In the present study the statistical technique of Factor analysis was applied to determine the factors related to respondents perceptions of an emerging culture of 'work from home' during Covid-19 pandemic. Factor analysis is the most commonly used multivariate data analysis technique aiming to reduce and summarize the large data on some common dimensions. Before applying factor analysis, the data adequacy has been checked by Kaiser-Meyer-Olkin test (commonly known as KMO) that came out to be 0.796 and Barlett test of sphericity that was found significant (sig. 0.000). Since KMO is greater than 0.5 and Barlett test of Sphericity is also significant, the sample is adequate. To check the reliability of data another measure was used i.e Cronbach's Alpha which was also found to be more than 0.5, hence, the sample data was reliable to analyze further.

**Table 1: Rotated Component Matrix**

Variables	Factors		
	1	2	3
01	.144	.629	.070
02	.509	.631	.094
03	.741	.382	.232
04	-.133	.764	.282
05	.580	.288	.478
06	.241	.269	.527
07	.821	-.085	.158
08	.060	.333	.530
09	.129	.060	.830
10	.213	.034	.728
11	.520	.437	.023

Extraction Method: Principal Component Analysis.  
 Rotation Method: Varimax with Kaiser Normalization.

Results of factor analysis: For extractions, Principal component analysis has been used to summarize the variables into least possible factors to draw the meaningful inferences out of the collected data. The above table shows the result of the factor analysis applied on the responses collected from the respondents on five point likert scale to 11 variables.

In the process of applying factor analysis, an important step is to determine the number of factors to be extracted and for that Principal component analysis is the most commonly used method. In this method latent root criteria is applied and those variables having Eigen Values are more than one, are taken into consideration. The table shows three factors could be extracted having Eigen values greater than one. In addition to this Varimax rotation method was applied to rotate the factors because unrotated factors may not give meaningful results. The following Rotated Factor matrix is the final statistics that is used for further analysis. All the variables having factor-loading greater than 0.5 have been considered to label the factors extracted for interpretation of the factors.

Factors	Statements (Variables)	Factors Loadings
Family environment	Childcare has become extremely difficult (07)	0.821
	It makes work related communication with colleagues harder (03)	0.741
	It gives feeling of self-isolation and loneliness (05)	0.580
	It increases work pressure along with household responsibilities (11)	0.520
	There are too many distractions at home (02)	0.509
Technical hurdles	Internet connectivity is a big problem (04)	0.764
	Keeping a regular work schedule is difficult (01)	0.629
Health issues	Increased screen time leads to health related problems (09)	0.830
	It affects personal relations (10)	0.728
	Use of technology apps is difficult (08)	0.530
	It arouses anxiety about impact of covid-19 on life (06)	0.527

#### Explanation to Factors

The factors have been labeled on the basis of size of the factor loadings. These are explained as under:

- **Family Environment:** The first factor that emerged as a result of factor analysis has been labeled as "Family environment" that may hinder the work from home performance of an individual. There are a number of household responsibilities to be performed while one is at home, especially for the females. Working from home is somewhat difficult with kids around and limited space at home that can be dedicated to work only. It increases work stress also. Moreover, every individual has two sides of the personality: one is personal and the other is professional. When one is working from home, it becomes difficult to maintain the professional decorum while communicating with colleagues in the presence of other family members. Most of the time working through phones, laptops may give a feeling of self-isolation and loneliness.
- **Technical Hurdles:** Technical hurdles cannot be denied while working from home. It is one of the major issues to be handled to make the working from home more efficient and effective. Poor internet connectivity slows down the pace of work and one end up with a long hours of working from home that could have been done in lesser time had it been done while sitting in the office.

Moreover, with so many things around, it is very difficult to maintain a regular working hour schedule on daily basis. That also accounts for delay in completing official assignments.

Another big issue may be the use of technology based apps by the elderly or senior persons. With age adaptability to new things may become cumbersome. It may take more time to learn these technologies as easily as a young person can.

- **Health Issues:** Health is wealth and whatever is going around during the pandemic outbreak is only to save lives. Stay at home and work from home are the words emerged to refrain from catching virus infection. But, the irony is, staying at home and working from home may lead to many other health related problems. Being physically inactive and sitting in front of the screen for official work is not good for health. Especially, those who are elderly people and already suffering from one or the other health issue.

There is already so much uncertainty and stress in the environment due to the sudden outbreak of much unexpected Covid-19 pandemic. The emergence of such new phase of life which is never thought of earlier has created anxiety about the future life. This may cause depression among the people affecting their mental health.

- **Work from Home: Rural versus Urban area**

To understand if there is any difference in the perception with regards to work from home among the rural and urban respondents, chi-square test was applied. The following set of hypothesis was tested:

**H<sub>0</sub>:** There is significant difference between the perception of the respondents from rural and urban areas with respect to 'Work from Home'

The hypothesis was analyzed at 5% level of significance. The following table shows the calculated values of Chi-square which is compared with tabulated value of chi-square at 5% level of significance i.e. 9.884.

**Table 2: Calculated Chi-square values**

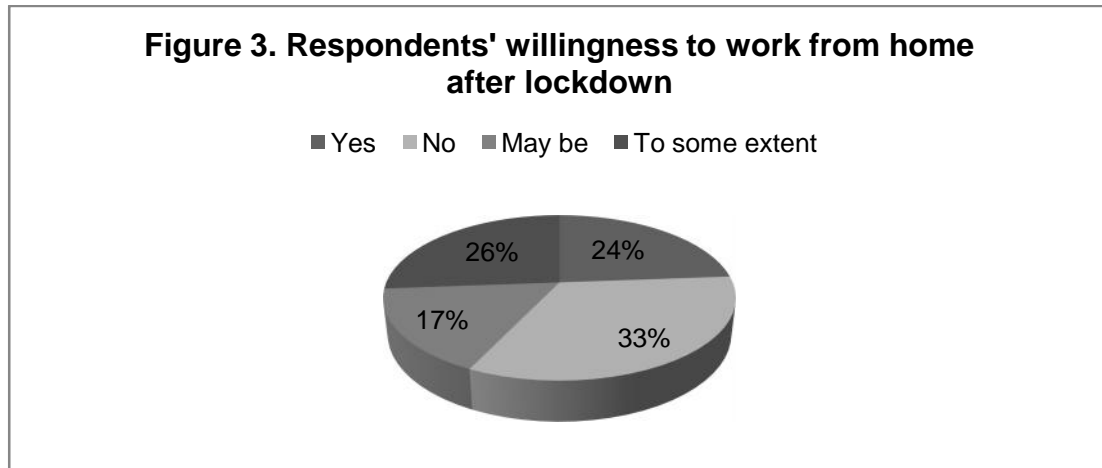
Statements	Chi-square values	Significance	Results	H <sub>0</sub> :Accepted/Rejected
Keeping a regular work schedule is difficult	14.230	0.076	Significant	Accepted
There are too many distractions at home	6.972	0.540	Insignificant	Rejected
Work related communications with colleagues is harder	15.212	0.055	Significant	Accepted
Internet connectivity is a big issue	19.652	0.012	Significant	Accepted
It gives a feeling of self isolation and loneliness	9.842	0.276	Insignificant	Rejected
It arouse anxiety about covid-19 impact on life	8.451	0.585	Insignificant	Rejected
Childcare has become extremely difficult	24.696	0.002	Significant	Accepted
Use of technology based app is difficult	17.222	0.028	Significant	Accepted
Increased screen time has led to health problems	5.999	0.647	Insignificant	Rejected
It is affecting personal relations	9.918	0.255	Significant	Accepted
It has increased work pressure along with household responsibilities	10.932	0.206	Significant	Accepted

The above table makes it clear that the null hypothesis is rejected for four variables that mean there is no significant difference in the perception of rural and urban respondents with regards to distractions at home, feeling of self-isolation and loneliness, anxiety about impact of Covid-19 on life, health problems due to increased screen time while working from home.

On the other hand there are seven variables for which null hypothesis were accepted. There is a significant difference among the rural and urban respondents with regards to these variables. Keeping a regular work schedule and work related communication with colleagues may be more difficult for those residing in rural areas as internet connectivity is poor in rural areas. Rural population is not accustomed to the use of technology based apps to be used for work assignments. While contrary to this, childcare and handling household responsibilities along with work may not be a big deal in rural areas as compared to the urban. The reason being is that in rural areas there is joint family system. So if one is busy doing office work from home, there are other family members to take care of the children. Moreover, the household responsibilities are also shared among many if there is a joint family. But in urban areas most of the people have nuclear families and both the husband and wife are working. So childcare becomes difficult as well as there is more strain on personal relationship also.

- **Willingness and preparedness to work from home:** The respondents were asked if given the choice if they would like to continue work from home even after the lockdown is lifted. Maximum number of respondents (33%) stated that they would not like to work from home in future while 24% of them said yes. 26 % respondents said they may opt for working from home to some possible extent only and 17 % of they are not sure about their future preference for working from home.





The respondents' willingness to work may be related to their demographic profile. Chi-square test was applied to see if there is any significant relationship in the respondents' willingness to work and their demographic features. Following hypothesis were developed:

- H<sub>1</sub>:** There is a significant difference in the willingness of the respondents to work from home and their gender
- H<sub>2</sub>:** There is a significant difference in the willingness of the respondents to work from home and their age group
- H<sub>3</sub>:** There is a significant difference in the willingness of the respondents to work from home and their employment sector
- H<sub>4</sub>:** There is a significant difference in the willingness of the respondents to work from home and their residential area

**Table 3: Calculated Chi-square Values**

Relationship variables	Chi-square values	Significance	Results	H <sub>1</sub> .H <sub>4</sub> Accepted/ Rejected
Willingness to work and gender	6.899	0.141	insignificant	Rejected
Willingness to work and age group	33.629	0.001	Significant	Accepted
Willingness to work and employment sector	17.668	0.344	Significant	Accepted
Willingness to work and residential area	27.958	0.000	Significant	Accepted

The above table shows that except for gender, there is a significant difference in the willingness to work from home in different age-groups, employed in different sectors and residing in rural and urban areas.

- **Willingness to Work from home and Gender:** There is no significant difference in the willingness to work across the gender. Be it male or female, it does not make any difference. Although women have to take care of more household responsibilities along with carrying official duties, they are better at work-life balancing act as compared to their counterpart.
- **Willingness to Work from home and Age-group:** People belonging to the upper age group may be reluctant to adoption of new work methods as they feel comfortable with the traditional working to which they have been accustomed to as compared to the younger generation that is more receptive to new ideas and technologies.
- **Willingness to Work from home and employment sector:** Respondents belonging to private sector are more willing to work from home than the ones who are employed in government sectors. In private sector, ICT enabled working methods are already in use so their employees are well aware of their use. Moreover, people working in private sectors are so tightly scheduled at office that they seldom get time to be with their families at home. Working from home gives them the opportunity to be among the family for more time. Self employed people find it more difficult to work from home due to the requirement of their business that demands to be at work place.

- **Willingness to Work from home and Area of residence:** Respondents from rural areas may want to stick to their regular working methods as they face many problems in internet connectivity and slow communication with their employers. They may shift to work from home culture provided the technology hurdles are removed and they are equipped with the necessary equipments and facilities to work from home efficiently.  
Findings of the study: Following are some of the major findings of the paper:
- Majority respondents (76%) have been working from home since the outbreak of Covid-19 pandemic.
- Majority of respondents (51.3%) do not have dedicated workspace at home and significant number of them are not even having any technical support required for working from home.
- Only 33.3% respondents have been able to maintain a regular working schedule at home while majority of them stated that it takes them more time to complete an official assignment while working from home.
- 80.6% of the respondents miss the working environment at home.
- Three factors have been extracted through Factor analysis of the variables showing the perception of the respondents towards working from home. These are labeled as: Family Environment; Technical hurdles and Health issues.
- For seven variables including keeping a regular work schedule, internet connectivity, childcare and increased work pressure there has been found a significant difference in the perception of those residing in rural and urban areas while for remaining it is insignificant.
- 33% of the respondents are not willing to work from home in future. Except gender, the willingness to home has been found to be significantly different in respondents belonging to different age groups, employed in various sectors and residing in rural or urban areas.

#### **Implications of the Study**

The study makes a point of thought for the employers as well as the employees to identify the relevance, need and challenges of 'work from culture'. Though it is the need of the current situation that has arisen due to the unexpected virus Pandemic, but it has not been taken so easily by the employers and the employees. The employers has to understand the present state of mind of their employees, their readiness and willingness to graduate to newer work culture that they are not used to . Keeping in mind the difficulty level at employee's end, some consensus have to be made to draw an integrated work culture where the employees who are willing to learn new technologies can be trained for the same while taking care of the elderly but experienced employees. Their expertise and experience can be utilized in some other capacities. Role changing can be very pertinent in the changing scenario. There can be hybrid system of work where both the options can be kept open to employees provided due care is taken with regards to the newer workplace norms such as hygiene, masks and social distancing etc. Special counseling workshops and training programs can be organized to make the employees mentally prepared for the changing work culture amidst the uncertainty and stressful situation created by Covid-19 or to face any such situation in future. When making the employees to sit at home and work, due care should be taken to show some concern towards their families. Certain family events can be organized online at weekends and some programs or activities for kids can also be arranged to make them feel that they are not ignored. Yoga and meditation programs can be telecasted to take care of the physical and mental health of the employees as well.

As far as employees are concerned, they have to learn to adopt new culture willingly and purposely. It is the demand of the situation. They should learn to balance their work and family by following a strict and regular work schedule. Some time to relax and exercise will give them energy to make up the balance. It will reduce their extra working hours gradually. They should be receptive to the changing work culture.

#### **Concluding Remarks**

Thus, it can be concluded that Work from home can be a new normal working culture in India but with some integrated approach that are acceptable and workable. The paper is, primarily, focused upon the various challenges in the working from home from the lens of the people who are actually facing these challenges. Any sudden change always take time to get the things streamlined so as the 'work from home' will do. Many organizations have already been preparing their rosters to call back the employees at workplaces. Facebook, Twitter and TCS have already announced their futuristic plans in this direction wherein work from home will be new norm for these companies. In India Amazon, Cognizant, Snapdeal,

Flipkart, Paytm, Uber, Ola, Swiggy, Wipro and Tech Mahindra were the first companies to announce the work from home policy. It will be interesting to probe in future how and to what extent the 'Work from home' is going to replace the 'work from office'.

#### Limitations of the Study

Following are some of the limitations of the present study that can be taken as a scope for future study:

- The area of study is restricted to three major cities only. It could be enhanced further.
- Sample size may be less because only those respondents could be covered through online questionnaire that have better internet connectivity at their respective home place.
- The study focused only on the challenges being faced by the respondents working from home during lockdown. There are many advantages of working from home also but that have been kept out of the purview of present study.

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