

**EVALUATION OF WORK-FROM-HOME PRACTICE: A REVIEW OF LITERATURE****G. A. Bhosale<sup>1</sup> and D. B. Bagul<sup>2</sup>**<sup>1</sup>ASM IBMR Chinchwad, Pune<sup>2</sup>Saibalaji International Institute of Management Sciences Pune<sup>1</sup>gautam.bhosale@hotmail.com, <sup>2</sup>babicrab@gmail.com**ABSTRACT**

*COVID-19 is a once-in-a-century disruptive event. It has had a profound impact on every aspect of our lives. To give an idea of the magnitude of the problem, the pandemic has affected roughly 190 million people worldwide and claimed roughly 4 million lives. With no vaccine available till recently, the pandemic led to the closure of the businesses, and several lockdowns were announced the world over. These lockdowns forced businesses to carry their work remotely, and work-from-home (WFH) became the norm. Earlier, there were several apprehensions about whether the WFH will be feasible at all. However, it was a compulsion, and interestingly, it turned out to be far more effective than thought earlier. In this article the authors present a review of literature on different aspects of work-from-home practice.*

**Keywords:** Work-from-home, Literature Review, Covid-19

**Introduction**

Work from home is the new work culture. Norms like lockdowns and social distancing in the wake of Corona pandemic have forced people to work from home instead of their normal office routine. Work from home and work from office are two different things as there is a change in the working environment, ways of communication, and other important aspects. This article presents a literature review on the various aspects of work-from-home concept.

Griffith University (2021) states that there are different ways in which literature can be reviewed for fields of social sciences. The methods include the traditional or narrative review, scoping review, systematic literature review, and Cochrane reviews. Choice of a specific method of review depends on the type of research being undertaken. Narrative reviews are quite useful in carrying a comprehensive review of literature related to the dissertation topic. They also provide direction for the research gap. Keeping these features of the narrative review in mind, the same was chosen as the literature review method for this dissertation. Following key themes were identified for the review:

1. Work from home – General features
2. Impact of work from home
3. Impact of work from home on the productivity of employees

The paragraphs to follow present the reviews under each of these headings.

**Literature Review***Work from home – General features*

Purwanto et al. (2020) have posited that the motivation behind this investigation was to distinguish the advantages and disadvantages of working at home (Work from Home) during pandemic COVID19. The research utilized the case study method. In this examination, respondents were six individuals in an elementary school in Tangerang. For confidentiality purposes, respondents are given the initials R1, R2, R3, R4, R5, and R6. Semi-structured interviews were conducted, and a list of questions gathered for interviews was created based on the related literature. The findings of this examination are that there are several advantages and disadvantages to the WFH program; the advantages are that the WFH activity is more flexible in completing work, does not follow office hours, does not have to spend money to pay for transportation costs, or gasoline costs, can minimize the degree of stress experienced due to traffic jams and traffic from home to the office, and result in more free time. The disadvantage of WFH is that it can lose work motivation and bear power and internet costs, and can cause data security problems.

Ravi and Anulakshmi (2021) have argued that individuals were extremely stressed due to COVID-19 and the lockdown scenario. In all of this upheaval, employees who had to work from home (WFH) had to deal with a great deal

of stress. Individuals' life satisfaction is reliant upon work-life balance (WLB) and job satisfaction. This examination attempts to distinguish the relation of these three variables (via stress, WLB, and job satisfaction) on advertising industry employee productivity during the COVID-19 pandemic. Data was gathered from 150 employees, chosen through purposive sampling, working in advertising agencies in Kerala (India). A questionnaire was administered using a google form to gather data. The data were analyzed using correlation and regression techniques to test the hypothesis. In all three cases, null hypotheses were dismissed, indicating a significant influence of the independent variables on employee productivity. The result of this investigation can be of strategic importance for the organizations working in this industry. Organizations can adapt their human resources (HR) policy based on the recommendation from the investigation, and the marketing department can rebuild their target and incentive policy.

According to Saltiel (2020), the feasibility of WFH is positively correlated with higher-paying occupations. Educational attainment, formal employment status, and household wealth are positively associated with the possibility of WFH. Moreover, according to Bick et al. (2020), consistent with increased WFH adoption, many more, especially higher-educated workers, expect WFH in the future. Similarly, Alipour et al. (2020) have found that WFH-compatible jobs are typically located in urban areas, characterized by cognitive and PC-intensive tasks, and high-skilled workers perform.

#### *Impact of work from home*

Ambikapathy and Ali (2020) have posited that Malaysian residents were in a panic because of COVID-19 (Corona Virus) spreading since December 2019. The Malaysian Prime Minister has upheld a movement control order (MCO) on 18th March 2020 as a mitigation effort to reduce community spread and the overburdening of the country's health system. In submitting to MCO request, a greater part of the Malaysian residents must remain indoors in staying away from outside activities. Few enterprises in Malaysia were requested to work

from homes (WFH) like telecommunication, human resource, academic, insurance, marketing sectors, and more. By and large, work from home can give benefits and drawbacks to the workers, particularly during a severe pandemic situation. The Malaysian public is in varied sentiments and emotions because of the Covid-19 effect. On top of this, they are requested to agree on work obligations from home. Hence, this examination is essential to look at the impact of working from home and identify the difficulties employees face working from home. The outcome showed that working from home positively affected saving cost and time, productivity, finished tasks on time, and work-life balance.

Sharma (2021) has argued that the pandemic outbreak has created unusual work scenarios. Being driven by wellbeing policies and practices will prompt a substantially more productive workforce. IT companies across the globe are discovering the exit plan to return to normal work culture in the wake of being pushed to adjust work-from-home work culture for a long while. This article investigates the impact on the financial position of the workers employed in Pune and working from home. Random sampling was done to collect information on the Likert scale in 24 different IT companies. The companies constitute the medium-scale industry under the services sector. This examination has been demonstrated through the majorly impacted financial wellbeing variable (FWL) and stress (STR). This article assessed variables that impacted the employees as they accomplish practices of work from home. This paper investigated that financial wellbeing (FWL) has a significant impact on three variables - Behavior (BHOR), Financial Management (FMGNT), and Financial Literacy (FLCY). At the same time, variable Financial Problems (FPRLM) have no significant impact on financial wellbeing (FWL) along with Stress (STR).

Ugwuyanki et al. (2021) has reported mental stress due to WFH on the surveyed lecturers. Galanti et al. (2021) have also mentioned the impact of WFH on employees' productivity, work engagement and stress. Similarly, Sharma and Vaish (2020) have found a moderate increase in physical and mental load on women

working from home. On the other hand, Prabowo et al. (2021) has found that WFH does not aggravate the effect of the pandemic on women's mental and reproductive health in Indonesia.

#### *Impact of work from home on productivity of employees*

Choudhury et al. (2021) have opined that an emerging type of remote Work allows employees to work from anywhere, so the worker can decide to live in a preferred geographic location. While traditional work-from-home (WFH) programs offer the worker temporal flexibility, work-from-anywhere (WFA) programs offer temporal and geographic flexibility. WFA ought to be seen as a nonpecuniary benefit likely preferred by workers who might infer greater utility by moving from their present geographic location to their preferred location. We study the impacts of WFA on productivity at the United States Patent and Trademark Office (USPTO) and exploit a natural experiment wherein the implementation of WFA was driven by negotiations among managers and the patent examiners union, leading to homogeneity in the timing of individual examiners transition from a work-from-home to a work-from-anywhere program. This transition brought about a 4.4% increase in output without affecting the incidence of rework. We also report results related to a plausible mechanism: an increase in observable effort as the worker transitions from a WFH to a WFA program.

According to Bao et al. (2020), nowadays, working from home (WFH) has become a popular work arrangement because of its many potential benefits for the two companies and employees (e.g., increasing job satisfaction and retention of employees). Many past examinations have investigated the impact of working from home on the productivity of employees. Nonetheless, the vast majority of these examinations usually utilize a qualitative analysis technique like survey and interview, and the considered participants do not work from home for a long time. Because of the outbreak of coronavirus disease 2019 (COVID-19), many companies asked their employees to work from home, which gives us a chance to investigate whether working from home affects

their productivity. In this examination, to investigate the distinction of developer productivity between working from home and working onsite, we conduct a quantitative analysis based on a dataset of developers' daily activities from BaiduInc, one of the largest IT companies in China. In total, we gathered approximately 4,000 records of 139 developers' activities of 138 working days. Out of these records, 1,103 records are submitted when developers work from home because of the COVID-19 pandemic. We find that WFH has both positive and negative impacts on developer productivity as far as various measurements, e.g., the number of builds/commits/code reviews. We also notice that working from home impacts projects with various characteristics, including programming language, project type/age/size. For example, working from home hurts developer productivity for large projects. Additionally, we find that productivity varies for various developers. Based on these findings, we get a few feedbacks from developers of Baidu and understand a few reasons why WFH has various impacts on developer productivity.

Moreover, Etheridge et al. (2020) have found no change in average productivity, while Gibbs et al. (2021), Wu and Chen (2020), and Morikawa (2020) have found a decline in productivity due to WFH.

According to Mamun (2021), this paper aims to find out the role of businesses or organizations to support employees during work-from-home that will be a win-win situation for the firm. An online-based structured survey was conducted on 350 employees of different levels, Gender, Age of different private limited companies, and different industries. Two hundred forty employees have responded appropriately. Participants finished five-point Likert scale questionnaires in a google form. Simple Statistics were calculated for demographic and work-from-home-related variables. In this research, 70% of the employee's statement portrays top management's approval for Work from home, only 33.3 % of them have got somewhat training on Work from home. 32.1% of total respondents have found having a positive perception regarding Top management support while employees are working from home during this COVID-19 Pandemic

situation, mainly for technological utility support necessary for the Work from home program. Many employees have reported a Partial reduction in existing salary (60.4%) while employees are working from home. Employees assume more support from management to perform their tasks from home, and they also require assurance about exerting full effort and maintain morale.

Erdsiek (2021) has posited that, based on survey responses from more than 1,700 managers in Germany, this examination elicits employers' perceptions of working from home during COVID-19 and their long-term expectations for the time after the pandemic. Based on employers' forecasts of the share of employees working from home post-COVID, the within-firm intensity of the normal shift is quantified. Many firms expect a persistent shift towards working from home induced by the COVID-19 pandemic. Larger firms and firms with pre-COVID utilization of working from home are well on the way to anticipate a persistent and intensive shift. As the empirical outcomes indicate, underlying mechanisms for the normal shift may include learning effects facilitating an improved perception of working from home, investments in physical and human capital, a general push in firms digital progress, and the fact that most firms do not notice a reduction in productivity because of working from home during COVID-19.

## Conclusion

There is ample research on the topic of Work from home. However, when it comes to the impact on productivity, the jury is still out - some articles suggest an improvement (Ambikapathy and Ali 2020; Bao et al. 2020) vs. others pointing to reduction (Ugwuyanki et al. 2021; Gibbs et al. 2021; Wu and Chen 2020; and Morikawa 2020). Moreover, there are only a few articles on the adjustments made by the company, which is an important dimension involving decisions like sharing of data of the organization that might be confidential. It would be of significance to find out what all adjustments were made by company to support the employees to Work from home like the study by Mamun (2021). Lastly, there are only a handful of studies in the Indian context. At the same time there is a curiosity to find out if Work from home has now become an integral part of work culture given its extended duration in the wake of multiple waves of the pandemic. This is to validate be claims by studies like those by Erdsiek (2021) who have found that many firms expect a persistent shift towards working from home induced by the COVID-19 pandemic. However, it is still to be found out if this stand continues after the vaccinations have been done.

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