Evolving Work Styles in the wake of COVID-19, A new age dimension for HR policies and for organizations operating nationally

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ABSTRACT

This study/research ideally relates to how will organizations equip their employees with newer and modern styles of working in order to meet the working requirements in times of future unforeseen circumstances such as these at the same time striking a balance between high levels of dedication, commitment and accountability displayed by employees in relation to compensation and reward management from the company's stand point. The research will essentially be qualitative (phenomenological in nature) in nature with a great bearing on issues such as compatibility and perception. A questionnaire comprising of 15 questions will be circulated amongst the sample, the questions will be of on open ended and structured nature, enabling the respondent to display greater clarity and expression. This study will help organisations and employees in understanding the importance of work from home and inculcate this a regular practice as compared to other conventional forms of working. This practice would be beneficial for both organisations and employees as they would now be more equipped to deal with unforeseen situations such as these in the future. The study undertaken is primary in nature and will be based on first-hand accounts and responses from the desired set of respondents

Introduction

The world forayed into the new decade 2020, plagued with worries and endless anticipation in the form of COVID -19. This not only disrupted the way people lived, but also impacted the way they ever functioned, this also implies they operated in organizations. It can be safely said, after the human race, organizations were next line that took an enormous amount of beating. Corporations of all sizes – small, medium and large had to take drastic measures in order to maintain stability and correct the steep stall they headed on into (Gorlick, 2020). Once the concept of remote working was in place, employers in particular were skeptical about the concept of work from home as it became difficult for them to assess employees in terms of their accountability and dedication towards their task at hand and the subsequent compensation to be awarded (Mr. Ravin Singh, n.d.) This study is aimed at understanding and observing other critical factors such as motivation and performance parameters of those employed. Through this the study also aims at drawing a parallel on the resultant flexibility and how its subsequent effect on a trending yet very important concept – Work Life Balance. The research undertaken on the topic revolves around the idea as to will this concept last and how well it would be accepted by the current and next generation of workforce. In its true essence, remote working or better known as work from home can be defined as a method of working from a remote or more flexible location either full time or part time. The study which is focused in nature also aims at detailing insights that will reveal whether the concept of remote working has a positive or either a negative bearing on the mindset and consequent perception of the employees who undertake such a practice.

Another important reason for taking up this study is the gap in understanding and adoption of such a practice in the Indian organizational scenario and the subsequent reluctance. Internationally, this type of working arrangement has worked wonders and shown great benefits to both the employers as well as employees. The employers have achieved greater amount of savings in terms of physical resources and the employees on the other hand have a greater flexibility in working and reduced levels of stress in terms of daily commute, these are just few of the aspects highlighted in the global context. This paper aims at conducting a study that not only generates public opinion and but also aims at bridging the gap in perception and implementation of such a concept in diverse country like India. Another crucial aspect of the study is to understand as to what are the drawbacks and hinderances employees face in particular, the study aims at analyzing and understanding the idea in the minds of employees and how could these ideas and issues be addressed by organizations in these fast sudden and fast changing times. On the other side, organizations also in order to function efficiently and effectively will have to be quick yet understanding in addressing the needs and issues raised by employees, the HR policies would have to be more employee focused and solve employee issues at macro levels within the organization (Simons, n.d.). Finally the next big step organizations now and in the time to come will have to adjust rapidly, leading to better emergence and evolving capabilities. Adjustments could come in every form be it chaging working policies, changes in compensation policies, changes in the business environment at large, they could be anything at large. However, through considerate yet quick decision making, organizations and employees will be able to meet the needs of the hour quicker than anticipated.

But the real question here is that do they have the needed/ desired level of drive to adapt?

Motivation could be safely defined as a group of forces that can both energise and sustain employee behavior (Hitt, Black and Porter,2012) The study will look at various angles that serve

Literature Review

With the outbreak of Covid-19 and its growing global reach, organizations of all types and sizes have been facing critical issues as to how to deal with their employees and the kind of new working styles to be adopted. As companies across the globe have been forced to implement this new remote methods amidst the COVID-19 pandemic, the employees who are a part of this process struggle to grapple with the realities of working remotely for longer and larger amounts of time (Greenbaum, 2019).

This has proved to be a major challenge for companies as most of them follow a conventional pattern of working physically from their workplace, such a style comes as problem to both the company as well as the employee, given the current scenario. From the employee point of view, it has been observed that a major part of the employee workforce find it cumbersome to work from their home as to have to consult their peers and seniors time and again which is easier when present at office, and on the other hand companies find it difficult to monitor employees and map their contribution, effort and accountability towards the given task, an another issue that closely follows is the rewards and compensation to be awarded (Caramela, n.d.)

However, in the west the concept of working from home dates back to the early 80's, wherein the proportion of those employed enormously doubled from 345,920 to 680,012 (Felstead and Jewson, 2000) which was massive keeping in mind that era. The work from home method of work doesn't work with all, as most of them find it a mammoth task to handle both social and professional commitments at home (Namiq, n.d.)

The recent concern that has emerged out of this trend is the balance that one strikes to achieve is that between work and personal commitments. Such a trend has also been highly influenced by technological developments whereby work can be undertaken and carried out from a remote location at considerably lower costs (Felstead, n.d.)

With this new work practice in place, there has been an increasing focus on home environment.

Modern styles of work can be classified into three categories namely

Flexible work – This entails working from different locations without being physically present in the office premise under the supervision of the immediate supervisor. An another important aspect of flexible work is acceptance of that from the organization. The main objective here is the completion of irrespective of the location.

Remote Work – This type of work entails working from a remote location than rest of the team as seen in most of the Information Technology companies. They meet and come together for a project till delivery of results.

Distributed Work - This implies that has a team has multiple members and have been scattered into different locations.

Employees who operate from remote locations are usually quick to characterize their pertaining work environment as that of being highly innovative (62%) as compared to those who do not function this way. Greater levels of innovation and creativity could be a pure reflection of the increased use and reliance of technology and its advancements. (Faldi, n.d.). Virtual collaborative tools and video-enabled chat applications make for employees to be a part of various levels ranging from brain-storming, critical decision making and smooth implementation.

Adding to the notion, the modern concept of work from home is the fruit of rapid development in technology, that has led to an increase in credibility and more use of web-based methods of communication (Richardson & Writer, 2017)

The main question that arises here is that where does one strike an optimum balance and how do organizations equip their workforce with changing work styles in order to cope with such unforeseen circumstances in the future (Kamaldeep Bhui, n.d.). Remote working in the past as adopted in the west has successfully benefitted both employers and employees. In the employers context, they can now source and recruit quality talent from a much larger geographical area, spread the talent in the right departments of work, and also lead to considerable amounts of savings in overhead expenses (Steig, 2020). From the employee stand point, the now enjoy the benefit of flexible working hours, reduction in time to commute, and added time to engage with family and other personal affairs (Abrams, n.d.). In the current situation, a lot of organizations world-wide have asked employees to undertake tasks on a work-from-home basis. However, the implementation of such an arrangement and its consequent bearing on parameters such as productivity, creativity and employee morale. This has proved to be a topic of contempt and discussion for many, primarily for the reason being working from home offers employees fewer opportunities to talk and network with their colleagues (Zara Greenbaum, 2019).

There are also concerns that allowing employees to work from anywhere could decrease communication and collaboration among coworkers and might constrain the informal learning that typically happens in the office (Pritwiraj (Raj) Chowdhury, Barbara.Z. Larson, Cirrus Foroughi, 2019). For organizations engaging in such practices in the current situation, they must possibly look at this sort of study which has furnished the following practices that could be implemented.

• Employers who allow employees to work remotely should grant these employees true autonomy and flexibility, rather than trying to micromanage their remote work. Our results comparing WFH and WFA employees indicate that granting greater autonomy can actually enhance employee productivity.

• Managers of WFA employees should mandate use of a common set of technology tools. Our study found that when the USPTO began to mandate the use of the agency's common IT tools (e.g., VPN and messaging) by examiners, early-career WFA examiners who needed more approvals from their supervisors realized an additional 3% increase in productivity.

• Focus on already-experienced employees – it seems best to keep newly hired employees co-located in the

office with experienced peers long enough to benefit from the informal learning that happens organically in a face-to-face environment. Additional research is needed to determine whether or not newly hired employees could experience the same productivity benefits on WFA as the experienced employees.

In a study of 273 teleworkers from sales, marketing, accounting, engineering and other departments at one organization, Gajendran and Golden found that employees whose jobs were highly complex but did not require significant collaboration or social support performed better when telecommuting than when working in the company's office (Rogelberg, 2019)

The reason? In a less-structured environment, but you're faced with a boring assignment, ordinary distractions (like walking your dog, doing your laundry or watching TV) seem more interesting, Glenn Dutcher, assistant professor at Ohio University who has studied the effects of telecommuting on creativity and productivity, tells CNBC Make It.

It is difficult to monitor an employee's work while working remotely as his personal and private commitments at work could have a bearing on his quality and time spent on work (Harrison, 2007). Another study conducted by Stevenson & Wolfers (2009), goes on to prove the fact that the blend of handling both personal and private commitments could leader to higher levels of job satisfaction (Stevenson,2009).

Productivity can also suffer, but not for the reasons you might think. When a team works from home, everyone contributes less (even those in the office), simply because they believe they're going to be less productive, Dutcher says. He also sees a sort of "free rider" affect: Nobody wants to be the one person still performing while others try to coast on their hard work.

On the contrary, it has been analyzed that working from home helps employees in balancing and also vitally differentiate between personal and professional commitments, their research also touches base with some key concepts such as considerable reduction in time, increases productivity and helps in achieving targets faster. (Kramer, 2013).The study also found that when faced with a creative task, people were more productive working from home. Other research suggests that structure kills creativity.

Problem Statement

As the world currently battles the COVID-19 pandemic, organizations and businesses, worldwide have been massively struggling to cope up with the situation and bring about stability in their employment related policies. Corporations of all sizes have been pushed to adopt and implement a work-from-home pattern of work, implementation of a policy of this type has also created a sense of confusion in the minds of employees as they haven't been exposed to such a culture of work in the past. The problem statement ideally relates to how will organizations equip their employees with such new styles of working in order to meet the working requirements in times of future unforeseen circumstances such as these, at the same time striking a balance between high levels of dedication, commitment and accountability displayed by

employees in relation to compensation and reward management from the company's point of view.

Objectives Of The Study

From the organizations point of view the study aims at analyzing the rate of time can companies apply such a policy in the future and is as to what are the methodologies adopted by the company to assess, evaluate and check performance management of the employee, benchmarks etc., when not physically present.

From the employee point of view, the study aims at assessing how quick the employee adapts to such changing working patterns, the hinderances he/she faces while adapting. How does he/she achieve balance between a workplace style of working and work-from- home method? The study also aims at identifying the employee's capacity to adapt to such a disruption in the future and equipping himself/herself with the required set of skills and resources needed to operate in such volatile situations.

Research Design

A. Study Universe

The study universe for the topic comprise millennial working professionals in the age group 25-30 years. The universe would also comprise of people from different domains of work, enabling a more holistic understanding and approach towards the topic. An another important aspect of selecting people from different domains of work enables the study of different mindsets and their compatibility levels towards newer styles of working.

B. Sampling Procedure

The sampling procedure to be carried out will be that of simple random sampling, with an aim to pick up random samples of working professionals employed in diverse fields, in order not to restrict the study to one specific domain. The size of the sample would be 20 out of which 10 would be employees and the remaining those of organizations, giving us an understanding of the situation from both sides making the study more inclusive and reliable.

C. Methodology

The study was conducted over 50 respondents, these respondents came from various domains namely – Information Technology, Food & Beverage, Fashion & Design, Public Relations, Advertising, Banking and Self-Employed.

The research undertaken was qualitative, phenomenological in nature with great bearing on vital aspects such as perception of the concept, compatibility, accountability and the decdication towards the task at hand. The study focused on bringing out the commonality of an experience amongst a group of people, here in this case working professions. A comprehensive and detailed questionnaire comprising 15 questions was circulated amongst the sample- which were 50 in number, the questions asked were open ended in

nature and of a structured format that made for smooth transition in terms of various aspects and also enabled the respondent to display greater and higher levels of clarity, expression and expertise. The questions were designed in a manner that aimed at minimal confusion and bias towards any gender, culture and opinion.

A pilot study on 25 respondents was collected that helped in verifying and checking the validity on the questions asked. Based on the pilot study and the responses received, a few questions were changed and made close ended, and modified in order to enable better understanding for the same and reduce ambiguity. Once these steps and procedures were successfully completed, the questionnaire was then ready for sampling and sent to 50 working professionals, who proved to be highly beneficial in shaping the paper and its various components.

The questionnaire was disseminated via email and the telephone media of communication. The results obtained were qualitative in nature and were duly assimilated and analyzed on the above mentioned parameters of – dedication, accountability , commitment and motivation. The data collected later were bifurcated into two categories – employers and employees. A further sub-bifurcation was done based on gender this was in accordance to the type of information gathered. Owing to the responses, appropriate conclusions were drawn that working from home does share a positive relationship with factors such higher levels of motivation, commitment, on the accountability aspect, the employee are almost there, the time taken is to adopt to this new style of working, on the compensation and rewards aspects, the employers also seem to be understanding and making positive transitions.

Results & Analysis

This study takes into account responses from 50 respondents. The study was carried out between May 1 – May 15, 2020. Out of the respondents, 57% of were women, all those selected are used to working 20 – 40 hours a week.

All of the interviews were conducted over call and the email mode of communication, the questions were semi-structured and close ended in nature.

The survey was distributed equally 25 amongst employees and the remaining 25 amongst employers, in order to develop an understanding on both sides of the spectrum. Most of those interviewed, came from organizational backgrounds where 40- 45 hours of work was viewed as a common practice, at times more, based on the work and their subsequent incentives. The interviews conducted over the respondents were in-depth in nature, however the results observed cannot be generalized.

The respondents who formed a part of this study, explained and a mix of both benefits and difficulties in remote working. A common theme that was brought to light was that there were common pros and cons to successful implementation of this method of work. For everyone negative aspect there came along two positives, which weighed higher than the negatives. The differences were attributed to difference in knowledge, skills, abilities, incomes and most importantly gender.

An analysis of the study brought to light certain vital aspects of the Work- from- home pattern of work and the required level of dependency. Through personal telephonic interviews, it was observed that most of the employers are faced with a high degree of skepticism and difficulty in assessing and equating results to those employees who are not under physical observation/presence. However, on the contrary it was also seen that such claims arein most cases generated by managers and generally tend to ignore achievements and productivity levels displayed by employees.

Another important dimension to the study was that of the environmental impact and the judicious use of essential resources, it was brought to light that this new style of work actually gave a boost to most of their corporate social responsibility by taking into consideration vital environmental issues namely effective waste management i.e. the use of the most waste generating material paper has reduced considerably by about 75% all in all. Secondly, organizations with multiple locations have reported great records in conservation of electricity, and also use of less pollutant office appliances such as air-conditioners that emit CFC's and are harmful to the environment in general. Also, employees do not have to drive to work now also contributing to better air quality. Examples in corporations such as Sun Microsystems initiated an open work programme that enabled nearly 24000 employees in the US to work remotely, hrough such an initiative the company contributed to 32000 metric tons less of carbon dioxide in the air that year.

The analysis can be bifurcated into two segments indicating results from both the parties – Employers and Employees.

A. Effect on Employers

Most of the employers/ firms viewed the idea of working from home a cost sensitive way to move forward in times of crisis such as the Covid-19 pandemic, as they could now see more savings in infrastructural costs such as electricity and other miscellaneous expenses incurred in the usual office environment. However, there were doubts on the way employees functioned and responded to work requirements in ways which would otherwise not be permissible in a normal physical office set up, hence most of them fearing a shrink in the quality and the consequent drop in the quantity of work, hampering overall output levels. Another concern that came to light through the study was that of non-managerial level employees working from home, a practice that wasn't earlier in place. Employers did face certain issues in drawing plans for them and assessing their levels of productivity, this proves as a great learning for organizations of all types and sizes to devise critical and strategic targets to be achieved by all the employees, including the non-managerial side. This piece was communicated to a few employers who formed a part of the study and was received well by them. Irrespective, nearly 70% of the employers still feel or rather fear that there could be a steep dip in the productivity levels, however most of them tend to be more dynamic and adopt newer technologies that would aid in practices such as virtual recruitment, artificial intelligence and automation.

B. Effect on Employees

In case of employees, it was observed that the levels of productivity share a positive relation with motivation, type of work and home environment. The personal levels of motivations were further gauged based on gender, it was seen that 57% of the respondents were women and their factors for motivation were on lines of the time they spent with family at the same time attending to office tasks and meeting deadlines. On the contrary, the remaining 43% of male respondents preferred working in a close and secluded work environment and considered anything else a hinderance to work. Through the interviews, it was also observed that employees make use of time-based and communicative strategies to mobilize and make best use of time and its subsequent management. An another important aspect of the study went on to show a new set of behavioral patterns adopted by employees in response to work, nearly 40% of the respondents felt that they had no time and couldn't figure out the start and end times for their work, whereas the remaining 60% adopted stricter hours for working and dint respond to any form of official calls or mails post their working hours.

In terms of innovation, nearly 58% of the employees categorized work from home as an innovative style of working as it entails use of use of technical applications and software's, which were hadn't been mobilized in the past. It makes for seamless meetings and effortless brain storming sessions.

In terms of autonomy, nearly 65% of the employees experienced a greater sense of autonomy, greatly in the sense that they could now be more flexible in regard to their work timings, and at the same time also divert their attention to other areas such as health. However, this also comes with its own set of drawbacks as critical decision making is affected and proves to be time consuming as compared to times when at office as people are in close physical proximity.

Another issue faced in the change was that of communication and the required infrastructure to back it up. Trivial issues such as connection in terms of internet and telephone do prove as a massive barrier and could translate into an unavoidable hindrance at times, it also leads to an increase in the time taken to complete a particular task and may not be the most useful at all times. In times like these, communication has proved to be most important weapon of choice, any disruption in this area, proves to be a massive bane in the entire line of events. Such a disruption has far reaching consequences that are not only limited to professional but also personal, it was reported during the personal interviews and study that lack of communication made them irritable which often lead to frustration and then eventually reduced zeal to resume work. In a few cases such a behavior also had certain negative consequences that at times affected their families and personal commitments at home, however during the course of the interview, respondents were not free and displayed a degree of reluctance to address this part of the question. They were not forced to answer, but did throw light on a very important aspect.

From the employee side of respondents, it was observed that employees prefer working on an organization that is flexible in terms of its work culture. Nearly 65% of the respondent's stresses on concepts such as work-life balance out of which 68% pointed out that through the work from home method of work, they have been able to prioritize not only their professional commitments but also attend to their personal ones. In case of women, who also happened to be young mothers, have now found time to attend to their kids more effectively than earlier, whilst meeting their professional commitments with the same levels of efficiency. In case of male workers who formed a part of the study, found more time to indulge in conversation with family and friends, also catch up with other recreational activities like sports and exercise, which wasn't usually possible in times before the pandemic. In addition, 59% of respondents would want to make a shift to organizations that focus on flexible work policies as their core, they feel more engaged with such organizations and also give a great impetus to their creativity.

In another interesting aspect analyzed was the anxiety levels the employees faced during various parts of the day owing to their professional commitments. It was observed that anxiety stemmed out of responsibilities each held at their respective job positions. Employees feel anxious owing to reasons such as ambiguity in communication over the electronic medium such a phones and email. Employees who formed a part of this study were those who were uses to a more physical way of working where their peers and subordinates are physically visible and dissemination of information becomes simpler. With this new remote working in place, nearly 63% of the employees out of which more than half were women, displayed highly anxious behavior. However this can't be fully attributed to the ambiguity in communication but also to the issues they face at home in form of personal commitments, as most of the women who were a part of

the study were young mothers and also faced some amount of challenges in terms of finding an optimum balance. In terms of the men who formed 37% of the study, they faced anxiety in terms in issues that may appear trivial but had a great bearing on the way they functioned. Nearly 30% of the male population from the study found it difficult to find a suitable place in their own homes where they were free from the noise and disturbance caused both in terms of network and the other members of the family at home. During the study, it was brought to light that connectivity issues in terms of mobiles and internet would lead to an increase in stress and anxiety levels, and would often lead to high levels of frustration as it took a considerable amount of time to get the message across to those concerned, which eventually had a great bearing, what made it even more frustrating was that these issues were not in control, and the feeling of not having issues in control at all times could lead to increased levels of stress and anxiety.

Ambiguity on performance is another point that came forward through the interviews, this was a common occurrence in the male population of the study, nearly 62% of the males experienced a certain level of ambiguity in their tasks at hand. Since most of them, came from offices where peers and other subordinates were right across the table or at a close distance, hence clarification of doubts and other aspects was much easier, which made for lesser corrections of work in terms of submission and more efficient ways of

meeting deadlines, whereas on the contrary, at home they were all alone, working in a team wasn't always possible firstly due to technical glitches secondly due to everyone's inability to communicate at a given point of time. Due to the inconvenience caused, they found themselves in areas where sorting of doubts wasn't always possible, hence they faced confusion and uncertainty at most levels of their tasks, this often lead to lots of re-work and re-submissions to be carried out, this not only leads to an increase in time
but also in stress levels faced by employees. In terms of the remaining proportion of women, they also did face similar issues when it came to clarification of certain concepts and doubts, however they seemed to absorb these issues much better than men, this was partly due to the fact that women who formed a part of the study had an edge over men in terms of negotiation and other dealings in terms of work.

Limitations

The limitations to the study were in regard to the varied type, size, and location of the organizations that formed a part of the study. The sample was collected from employers and employees of 15 companies in total. More number of organizations would have offered a greater insight, however the prevailing lockdown imposed did pose some degree of barrier to the study. The study conducted is exploratory in nature and the responses do not represent the entire universe, they are limited to the number of respondents who were a part of the study. The views and opinions expressed shouldn't be generalized, but rather viewed as views from different employers and employees towards this transition in working patterns and their consequent effect on productivity levels. The study does not take into account the current physical locations of work and the facilities they offer.
The literature review undertaken doesn't give an entire and comprehensive picture on all parameters such as accountability, dedication and motivation levels. The literature lays greater emphasis on the concept of working from home as a general perspective than being limited to one particular industry. Several studies in the past have also not been able to communicate
effectively as to how are motivation and accountability levels gauged, this could be attributed to the absence of such a practice in the past.

Conclusion

In conclusion, the need of the hour happens to be the adoption and implementation of work from home as a practice to imbibed in organizational practices in the longer run. It was observed that, companies who or will adopt such a practice tend to exhibit potential for greater flexibility. Creating a balance between work and their personal commitments
Employees who aim to work from home or any other remote locations must aim at sharpening their skills and overall expectation from the job. For e.g. Employees working in the sales force team maybe involved in outdoor work, a sudden transition such as this would need them to adopt to newer ways to get the job done whilst at home.

It can be safely said, that as and when the current pandemic subsides and has taken a back seat, organizations will then be able to return to a state of normalcy. However, organizations from now onwards will have to analyze, study their current state and adopt to more pattern of work also fashionably known as Work From Home. They would now have to analyze and list the practices that worked, what are the ones need closer attention, such a study will enable organizations to review, plan and arrange for those resources that would fill the void in the middle and help bridge the gap. Businesses would now have to be more proactive to the changing environment and their consequent HR practices to reduce any forms of risk. Managing
employees who work from home is all about ensuring an alignment, developing and devising good communication channels and mediums. It would also need some amount of network building and fostering of connections that ease work and its style.
The primary objective of this study is two critically analyze two of the most pivotal presumptions of this new work culture in today's rather emerging times. Firstly, the assumption that 'office work' in its true sense has been losing its essence and is now overtaken by more modern and safely said employee friendly methods. The study went on to show that people now save up on time taken to commute, not stagnating at one place in the office etc. The second most important assumption is that of carrying out work from a remote location that in most cases happens to be the homes of employees themselves, they now find themselves in positions that offer them the best comfort not only in -terms of work ergonomics but also higher levels of mental wellness. Since they are now more flexible, this flexibility readily is converted to higher levels of dedication, commitment and determination towards completion of tasks at hand. However, as mentioned earlier study doesn't represent the entire working population, they could have variations on diverse factors of them being – age, location, culture etc. The data collected is descriptive is nature and doesn't account for compositional changes. The work from home culture isn't something very new to organizations, it has now come to light due to the compulsion laid down by the pandemic. A lot of large and famous organizations viewed this very work culture with eyes of skepticism and contempt. For e.g.- Yahoo in the year 2013 banned their work from home practices as they observed a steep decline in their quality and speed of work. This was later followed by the computer giant Hewlett-Packard. However, over the course of this study it was observed that there is coming along a transition which is immense in nature
where employers themselves are now weighing the pros of this new style and making it more implementable. The transition seen here is that more mental in the sense that good quality work may not necessarily come from an office space, it could stem from home as well.
Watson and Lightfoot (2003) in their study have come to safe conclusion that remote working practices prove to be beneficial for employees as it provides them with avenues to acheieve a positive level of work life balance.
The study also threw mixed and few convoluted opinion pieces, which could safely go down as a limitation to the study- the mixed opinions were pertaining to whether people displayed higher levels of dedication and commitment while

working from home or at office. However, on the positive side of things, what became more evident that was employees did experience greater degrees of autonomy, which does have a considerable amount of bearing on motivation and performance levels, thereby leading to high levels of accountability. This not only ensures good working conditions but also takes cares of aspects such as employee work life balance and higher job satisfaction.

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