‘**WORK FROM HOME**’ **TO** ‘**WORK FROM ANYWHERE**’**: A STRATEGIC HRM** **JOURNEY** COMFORTING FROM COVID ABERRATIONS

(With special reference to the specific scenario in Hyderabad, India)

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A**bstract:**

Work from home (WFH), rechristened in its latest journey as work from anywhere (WFA), a new normal in the existing circumstances, has become the most sought-after strategic HRM prospect being favored during the agonizing those surging years of the Covid-19 pandemic. In effect, this facility has resulted as an essential avenue for a large proportion of the vulnerable workforce who were unable to commute to their work in mitigating the spread of the dreaded virus. Today, this arrangement has brought timely success to both employers and employees seeking alternative work possibilities, especially in the fast-paced metropolitan industrial hubs in India and elsewhere in the world. Today, the practice of WFH/WFA has become a policy priority for most governments and private sectors as well across the globe. The present situation provides a unique insight into how well WFH/WFA works and plays a vital role in future policies that would reshape the current structure of working hours, allowing for more and more flexibility. Using an exploratory framework followed by a SWOT analysis, this study investigates the continuing experience being faced by its stakeholders. Further, this study highlights factors that impact workers’ physical and mental-health well-being while WFH and provides a foundation for considering how to best support a positive WFH experience along all verticals. In-depth discussions based on critical reviews and related recommendations have been developed for future policy guidelines. Associated with usual pros and cons, this study will also sincerely caramelize if this working facility will remain as a mere transitory element responding to the exceptional circumstances alone, or whether it could beneficially trigger a permanent arrangement in the years ahead.

Keywords**:** *Commute, Caramelize, Mitigating, Strategic, SWOT, WFA*

I. **Introduction**

The novel coronavirus COVID-19 pandemic sweeping across the world, has challenged society in ways once considered unimaginable, forcing people to reconsider a wide range of alternative practices, from work to leisure, to basic travel and also varieties of daily tasks. The virus has impacted countries as a whole from a very sensitive economic standpoint, bringing an array of businesses to a complete standstill. While there were countless warnings, especially from those working in public health, the challenges remained substantial that required vigorous planning, training, and facilitating.

COVID-19 disease, believed to have first surfaced in Wuhan, China, has begun circulating in the human population since December 2019. It is part of a virus family that caused the Severe Acute Respiratory Syndrome (SARS) outbreak in South East Asia in 2002 and the Middle East Respiratory Syndrome (MERS) outbreak in 2012. Currently, the best-known main mode of transmission is through respiratory droplets which is considered to spread through close contact with other people. The only tools being suggested to combat the viral spread are the use of face masks, introducing social distancing measures, and the practice of good hand hygiene. The World Health Organization (WHO) declared the outbreak of COVID-19 as a global health emergency on 31 January 2020. The first confirmed case in India was, however, noticed on March 24, 2020 [[[1]](#footnote-0)].

Before the dawn of the pandemic, the idea of WFH was coined merely as a kind of fantasy to many people around the business world. The dilemma is whether WFH is indeed an alternate key to efficiency also in modern times? Is it a solution for working without distractions from colleagues and being able to manage a work-life balance (WLB)? What personal and professional factors do influence its relationship between productivity and WFH? These are the main questions that this paper aims to tackle through its subsequent deliberations. Though unwelcomed, the pandemic, however, provided us with an unique opportunity to analyze the implications of WFH in greater detail.

The dreaded virus has fastly spread worldwide, along different stakes, with over 100 million officially confirmed cases and over 1.8 million confirmed deaths as of 31 March 2022, and the number has been increasing consistently, though at a lesser pace, as per yearend WHO 2021. As the coronavirus continues to spread its wings across the globe albeit, in different avatars, a wide majority of governments worldwide have imposed and re-imposed strict lockdowns with the closure of a host of several businesses and banned unnecessary gatherings from keeping hospitals from the threats of being overwhelmed. Many of their counterparts across countries have strictly urged their citizens to stay at home as much as possible and practice social distancing options to limit face-to-face interactions with others [[[2]](#footnote-1)].

Before the arrival of the pandemic, discussions on the future of WFH were absolutely unclear and even questioned its ultimate practicability. However, for the very cause of business survival, COVID-19 forced a decision upon those grasping HR professionals around the world in trying for the suitability of the WFH option. The WFH practices have been employed widely in the U.S., where studies showed in December 2021, that 75.2% of the total workforce worked from home, an increase from 58.2% in February 2020. Furthermore, 73.8% of workers that embraced WFH found that they could work effectively. WFH guidelines were given by governments for their employees, while advisories were sent to employers of private organizations, as a precaution to prevent further spread by reducing social contact.

The demography of the pandemic is appearing with many variants starting with alpha, beta, gamma, delta, and omicron and the latest is the onset of Omicron XE. It is now understood with certainty that the effects of this dreaded disease are here to stay. Companies around the world did adapt to this new way of working by introducing new policies and learning along the way forward. While social media institutions like Twitter asked their employees to WFH since the start of the coronavirus pandemic as early as January 2020, other social media like Facebook, WhatsApp, Instagram, alongside Google have decided further to extend their WFH until December 2022, as of now.

There have also been discussions about adopting WFH as a permanent aspect for some profiles and are looking into remote working ecosystems in the time to come. More than half of Facebook’s employees are expected to be working remotely by 2030. Such policies have come to light keeping in view the safety and comfort of the employees.

Now in the succeeding deliberations let’s weigh the pros and cons of WFH. The flexibility allowed by the mobilization of technology, of late, has disintegrated the traditional work-life boundary for most professionals. Whether WFH could be the strategic key or impediment to employees’ efficiency and WLB become a daunting question for both employers and their employees in the future? This paper, in the course of its further proceedings, will also introduce ‘WFA’, a term that typically covers working from anywhere other than the dedicated area provided by the employer. Working away from the traditional office is increasingly finding a strategic opportunity in today’s world. The phenomena have been studied under numerous, partially overlapping terms, such as telecommuting, telework, virtual office, remote work, location independent working, home office, and a host of other similar verticals.

II. Literature survey

Extensive literature surveys in the context suggest that the people with WFH need flexibility for different reasons. Initially, taking safeguard against the virus spread, besides home-working is a typical solution for those who need to look after their dependent children, and elderly people at home, while seeking a better WLB and the comfort of an alternative work environment.

The WFH concept was initially mentioned (Nilles 1988) dating back to 1973, then known as “telecommuting” or “telework” (Messenger and Gschwind 2016). WFH has been emphatically defined in various terms over the four decades, as remote work, flexible workplace, telework, telecommuting, e-working etc. These terms refer to the ability of employees to work in flexible workplaces, especially at home, by using technology to execute work duties (Gajendran and Harrison 2007; Grant et al. [2019](https://www.tandfonline.com/doi/full/10.1080/25741292.2020.1863560#)). Telecommuting was described (Gajendran and Harrison 2007) as “an alternative work arrangement in which employees perform tasks elsewhere that are normally done in primary or central workplaces, for at least some portion of their work schedule, using electronic media to interact with others inside and outside the organization,” notably, they indicated that “elsewhere” referred to “home”.

A recent study (Dingel and Neiman 2020) uncovered that about 40% of the job could be completed at home during the COVID-19 pandemic in the U.S., such as financial work, business management, professional and scientific services. Some jobs, especially those related to the domains of healthcare, farming and hospitality, however, have no scope to be performed from home. Although the acceptance of WFH has increased worldwide, academics argue vigorously over its viabilities.

WFH has proven beneficial effects for both employers and employees. The advantages include are not limited to reduced commuting time, avoiding office politics, using less office space, increased motivation, improved gender diversity e.g. women and careers, healthier workforces with less absenteeism and turnover, higher talent retention, job satisfaction, and better productivity (Mello 2007; Robertson, Maynard, and McDevitt 2003). Studies already evidenced these benefits; for example, the research in the Greater Dublin Area (Caulfield 2015) found employees save travel time and value travel time. Some studies point out that telework can reduce turnover rate and increase employees’ productivity, job engagement, and job performance (Collins and Moschler 2009; Delanoeije and Verbruggen 2020). Similarly, e-working can increase productivity, flexibility, job satisfaction, and WLB, including reducing work-life conflict and commuting (Grant et al. 2019). Additionally, it is (Purwanto et al 2020) argued that WFH could support employees in terms of flexible time to complete the work and save money on commuting.

There are certain drawbacks of WFH, such as employees working at home having to pay for electricity and the internet costs themselves. It was found that (Collins and Moschler 2009) workers were isolated from their coworkers, and managers were concerned about productivity status while working from home. Moreover, the relationship between coworkers could also be harmed (Gajendran and Harrison 2007). Employees might be distracted by the presence of young children or elderly family members while working at home (Baruch 2000; Kazekami 2020) along with blurred boundaries between work and family life lead to overwork (Grant et al. 2019). In a similar vein, the management of boundaries between work and family of remote workers (Eddleston and Mulki 2017) revealed that WFH relates to the inability of remote workers to disengage from work.

Studies have shown that WLB can be enhanced by working from home. Similarly, it is stated (Grant et al. 2019) that e-working would improve WLB substantially, and e-workers found it quite interesting to combine work-life and non-work life. E-workers found that their productivity had improved by e-working (Grant et al. 2019). Bloom et al. (2015) found job satisfaction to increase by working from home. WFH is also positively associated with family-life satisfaction (Arntz, Sarra, and Berlingieri 2019; Virick, DaSilva, and Arrington 2010). Kazekami (2020) studied the productivity of workers in Japan and discovered that telework increases life satisfaction.

III. W**FH:** The **framework of investigation**

The framework for this present study was developed based on the researcher’s reviews on the topic as well as his professional exposures on WFH, with regard to teleworking, telecommuting, e-working, flexible workplace, and remote work [[[3]](#footnote-2)]. The framework is thus drawn to guide the investigation of WFH during the COVID-19 pandemic with reference to Hyderabad, a city credited as one of the industrial powerhouses in the country, in order to examine if this work arrangement will remain as a transitory element responding to the exceptional circumstances, or whether it could be a permanent arrangement in the coming days too? Firstly, in the proposed framework, two major factors i.e., organizational and individual-family were linked to WFH. This researcher aimed to scrutinize how these factors influenced WFH. Secondly, in order to explore the impacts of WFH, it was connected to the respective outcomes on work and life domains that are embodied in these specific aspects.

Organizational factors mean being involved in the work of the employees. Studies discussed that organizational factors are crucial for WFH arrangements. Examples would include employers supporting employees' needs while working from home like cost of facilities related to WFH, training in the use of technology, as well as organizational communication. Other factors cover employees’ well-being and IT support from the organization, etc. Organizational trust extended by managers are some other organizational factors that are correlated with the WFH outcome. Researchers in the earlier studies found that a culture of trust in an organization i.e, trust by colleagues and managers are needed for teleworking and e-working which were found to be closely correlated with WFH.

Individual and family factors that are needed to be addressed for teleworking, such as self-discipline, self-motivation, ability to work independently, tenacity, self-organization, self-confidence, time management skills, computer literacy knowledge, etc. A study revealed that the number of working days and the time a person spent in teleworking also have an impact on work-family conflict. In addition to individual factors, family factors also have an influence on WFH. For example, household characteristics such as the size of the living area, the number of family members sharing the same accommodation, and the number and age of rearing children and the elderly dependent in the household are considered as family factors influencing WFH. Moreover, WFH can also be influenced by the individual working space available in the house and the number of people present when working at home.

Alongside the exploratory framework, the researcher has also combined with a situational SWOT analysis that may help to further investigate the ongoing experience of employers and employees in Hyderabad.

III.A Learning Objectives

To understand the impacts of social, behavioral, and physical factors on the well-being of WFH users during during the pandemic [[[4]](#footnote-3)] , the researcher needs to;

* Discuss the negative aspects of full-time WFH during the COVID-19 trail, as well as the potential benefits for employers and employees.
* Summarize the sample characteristics and variables assessed in the survey of workers who had transitioned to WFH.
* Discuss the effects of WFH on physical and mental well-being and the risk and protective factors associated with WFH-related declines in well-being.

IV. Testing Methods

Data were collected through an online questionnaire deployed from September to December 23, 2021. Participants were selected through the use of emails, social media platforms, and newsletters, with snowball sampling used to extend the selection process. Eligible participants were identified by an initial screening questionnaire that asked if the participants spent most of their work time at an office desk and had force-transitioned to WFH due to the COVID-19 pandemic. After thorough scrutinizing 1123 responses were found to be suitable. Linear regression, multinomial logistic regression, and chi-square tests were used to understand factors associated with overall physical and mental health issues. The questionnaire included a total of 28 Likert-type, categorical, and open-response questions. Participants responded to questions for demographics, lifestyle and home environment factors, occupational environmental factors, and home office environmental factors, as well as information relative to primary dependent variables related to work performance, and physical and mental well-being. Data reported here are focused on factors associated with changes in physical and mental well-being; whereas, analysis data related to work performance are reported elsewhere. Additionally, data obtained from open-response questions were analyzed and reported separately.

V. WFH: Possible outcome

To limit the print size of this study, the researcher apologizes for genuinely avoiding the cumbersome mathematical calculations brought into the script and instead preferred to give more time to useful deliberations on the issue. This study mainly highlights factors that impacted workers’ physical and mental well-being while doing WFH and provides a foundation for considering how best to support a positive WFH experience[[[5]](#footnote-4)]. The ongoing pandemic has drastically altered every aspect of people's work and life. In response to the national and local containment policies, companies, organizations, and institutions encouraged their employees to work remotely from home to stay safe. The WFH concept emerged in India in the early 2000s, when telecommuting technologies started to develop and workers could use WFH to avoid commuting, access flexibility in schedules, and achieve a better WLB. During the unpleasant advent of the COVID-19 pandemic, many workers were advised to perform WFH full-time, which redefined the conventional concept of WFH that was typical only for certain types of work, on an occasional basis. Many companies believed that WFH would become more common even after the pandemic subsides due to the fact that employers have already paid the fixed cost to set up remote working systems for their employees. Companies are now determining if operational costs could be dramatically decreased by reducing the required office space[[[6]](#footnote-5)].

In addition to companies seeing benefits of WFH, there are noted direct benefits to employees. Most significantly, WFH saves daily commuting time and offers more flexibility for workers to take care of their families. It allows employees to choose to work at times when they are most productive, and WFH can be beneficial for avoiding distractions from coworkers, especially in open-plan offices. With options to WFH, workers can take a break from their offices and focus on organizing an individualized approach to their WLB that can promote a healthier lifestyle, a benefit for both physical and mental health. Finally, workers may have more control of environmental factors when pursuing WFH. Indoor environmental quality (IEQ) factors like lighting, temperature, humidity, air quality, noise, ergonomics, etc. are important for the physical and mental health of workers. Specifically, IEQ factors influence a worker’s comfort, which in turn impacts satisfaction [[[7]](#footnote-6)].Unlike in conventional offices, where the workspaces are usually arranged by employers, during WFH workers have full autonomy of setting up their workspaces being able to work in a location at home that may have better IEQ conditions as opposed to being in a fixed cubicle or open-plan offices.

While there are benefits to WFH, numerous negative aspects of full time WFH have also been found. Employees who are at home do not have the opportunity to socialize with colleagues and may have decreased physical movements, such as loss of walking between different meeting locations. Moreover, extended hours of screen exposure due to full time computer work can lead to fatigue, tiredness, headaches and eye-related symptoms. For individuals who live alone, full time WFH without face-to-face interactions and social support everyday could contribute to mental issues such as social isolation and depression. For others, blurred work-life boundaries can make it difficult to detach mentally from work which can increase stress and anxiety leading to severe hypertension. A common area of concern in work-life boundaries is balancing work schedules around other family members, where, for some WFH parents, work time becomes “porous” as they needed to take care of house chores and run errands in between their work meetings simultaneously[[[8]](#footnote-7)].

The abrupt shifts to WFH and other factors associated with the COVID-19 pandemic provided a unique context for exploring the relationship of WFH on physical and mental well-being. Most apparent impacts on health are due to social and behavioral factors. In particular, the extended stay at home mandates during the pandemic contributed to generally depressed and anxious feelings, often leading to changes in routines and eating habits. These changes in physical activities and food intake had interacted with other stress related to WFH that together directly impact physical and mental well-being[[[9]](#footnote-8)]..

In a nutshell, the pandemic has created a new environment for considering both work and home life within the discussion of WFH. A detailed understanding of the factors in this new environment that relate to physical and mental well-being is instrumental to ensuring positive impacts for office workers who might opt for WFH in near future. Specifically, employers and employees alike require insights on how to provide the best work conditions for workers who either voluntarily decide or are directed to take WFH such that negative health impacts are minimized. The goals of this study were to (1) understand the overall change of physical and mental well-being after WFH, (2) identify how the changes in lifestyle and home environment influence physical and mental well-being after WFH, and (3) investigate how the occupational and home office environments affect physical and mental well-being during full-time WFH [[[10]](#footnote-9)]

V.A Measuring the impacts

#### V.A.1 Lifestyle and Home Environment

Multiple lifestyle factors were measured using a 5-point Likert-type scale, from 1 (much lower) to 5 (much higher) with 3 indicating the same as prior to WFH. Lifestyle factors included ratings of overall physical activity, such as standing and step count; physical exercise, such as exercise classes, walking, running, biking; overall food intake; “healthy” food intake; and “junk” food intake.

V.A.2 Occupational Environment

Participants rated their current communication with coworkers compared to prior circumstances using a 5-point Likert-type scale, as was in the earlier one. The same scale was used for reporting changes in workload expectations and distractions while working. Participants also indicated the number of hours they engaged at their workstation during a typical workday before and after transitioning to WFH.

V.A.3 Home Office Environment

Satisfaction with the IEQ factors related to the home workspace were rated on a 5-point Likert-type scale from 1 (extremely dissatisfied) to 5 (extremely satisfied). Using Cronbach alpha, interrelated items were identified to reduce individual factors into four IEQ categories. Satisfaction with the visual environment included averages across ratings of natural lighting, electric lighting, and glare. Satisfaction with the thermal environment was the average of ratings for indoor temperature and humidity. Ratings of satisfaction with air quality and noise remained as individual factors. Participants were asked how they felt about their workstation relative to health, well-being and productivity by responding to multiple items (yes or no) including: (1) workstation set-up is good and requires no adjustments, (2) knowing how to adjust the workstation if necessary, and (3) knowing how the workstation affects health, well-being or productivity. In addition, respondents reported if they had sought professional advice for workstation adjustments [[[11]](#footnote-10)].

V.A.4 Physical and Mental Well-being

Participants eventually reported their physical and mental well-being in two ways. As a general measure, participants rated their overall physical and mental well-being relative to their health status prior to WFH on 5-point Likert-type scale, from 1 (much lower) to 5 (much higher) with 3 indicating the same as before WFH. To explore primary contributors to these ratings, participants indicated what type of new physical and mental health issues they were presently undergoing. Nine types of physical issues were provided as options: musculoskeletal (discomfort, injury); cardiovascular (chest pains, blood pressure, heart rate); chest/lung (shortness of breath, chest tightness/pain); digestive (appetite changes, abdominal discomfort, irregularity); eye-related (burning, blurry and/or dry); fatigue or tiredness; headaches or migraines; nose/throat related (dry, runny, or bloody nose; hoarseness); and skin related (chapped, itchiness, redness). Eight types of mental health issues were also provided as options like anxiety or nervousness; expression, sadness, or feeling blue; insomnia or trouble sleeping; low motivation or slowed actions; mental stress, rumination, or worry; mood swings; social isolating or decreased interest in social engagement; and trouble concentrating, maintaining attention or focus.

V.B Data Analysis

Descriptive statistics were calculated for all lifestyle and home environment, occupational environment, home office environment, and physical and mental well-being variables. Pearson correlation analyses were performed to examine individual associations among all continuous variables, including between the primary outcomes of physical and mental well-being. Meaningful correlations were identified as weak (0.30 to 0.50), moderate (0.50 to 0.70) or strong (>0.70). Independent sample t tests were used to test the significance of difference in physical and mental well-being status across groups based on dichotomous questions. Linear regression models were constructed to understand how worker demographics, lifestyle and home environment, occupational environment, and home office environment factors affected overall physical and mental well-being statuses. Modeling was conducted in two situations, first to identify any effects of demographics on the primary outcomes and second to examine effects across all variables while controlling for each demographic factor. All dependent variables were dummy coded. Reference categories for demographic variables were “business and office” for occupation (most frequent category) and “less than 50k” for income (median earnings for full-time workers). The reference category for the multi-level home office environment variable was “I have a dedicated room for work activities” since this is the ideal WFH condition for a workspace. After examining factors related to overall physical and mental well-being, an exploration of potential associations with the number of negative health issues was conducted. Multinomial logistic regression and chi-square tests were used to examine relationships for all continuous and categorical variables, respectively, as predictors for the number of new physical and mental health issues. Statistical analyses were conducted using SPSS v. 26 (IBM) and significance was set at.05.

## **V.B.1 SWOT analysis**

Based on the initial evidence of WFH adopted by the workforce coming from different sectors, India’s 5th largest city, Hyderabad, for example, does have the requisite potential to make WFH far more commonplace, taking the availability of technology into account. The city is considered as one of the most technologically advanced places in the world, with approximately 82% of its working population being internet users (The World Bank Group report 2021). It is very likely that most people in the city already have the necessary technology, i.e. reliable internet connection, to WFH. However, it seems hard for the majority of the population to carve out a dedicated workspace at multi-generational congested homes. Since the practice of WFH is relatively new for Hyderabad, it is essential to identify the potential and pitfalls of WFH by using a SWOT analysis that might help to scrutinize the WFH situation in the city. The analysis of the strengths, weaknesses, opportunities, and threats of WFH with particular focus on Hi-Tech City, Hyderabad, were carried out, as is presented in Table 1 below, which is self-explanatory[[[12]](#footnote-11)].

Table 1

SWOT Analysis of the situation in Hyderabad, India

| Analysis | Work from office | Work from home |
| --- | --- | --- |
| Strength | Facilities for networking/face-to-face interactions;  Avenues for collaborations; Avoids misconceptions/ease of supervision; Greater sense of belongingness; Separation: work and family life; Better inductions for new entrants; Greater access to technology; Less chances of information pilferages. | Flexibility; No office distractions; Freedom and autonomy; No commuting, saves time; Familiar environment; Less stress; Money saving on office rent; Work-life balance. |
| Weakness | Lacks flexibility; Sedentary lifestyle; Office politics; Noisy surroundings; Wasting time in unnecessary meetings; Higher operational expenses; Commuting costs. | Distractions through household, family duties; Lack of supervision; Communication barriers; Missing social interactions; Lack of hardware  supports; Blurred work and personal life; Unhealthy lifestyles. |
| Opportunity | Maintains professional appearance resulting in long lasting relationships with valued clients. | Hybrid models; New talents from around the world. |
| Threat | Less workforce diversity; Traffic related air pollution. | Compromised cybersecurity; No WFH policies and regulations; Lack of privacy to safeguard corporate/ employee/ customer data; High competitions….threats of job outsourcing to overseas cheap labor. |

*Source:NBER Working Paper [No w27612] 2021.*

## **VI. Discussions**

The pandemic gave the world an option to experience the effectiveness of WFH, which had long been a desired work option for many, especially in a place like Hyderabad where an increasingly dual family workforce exists[[[13]](#footnote-12)]. The responsibility of aged parents and or young children coupled with a demanding work environment has been a challenge questioning the existence of WLB of the city's vast workforce. Based on preliminary studies on the employers’ and employees’ reactions to WFH in this city, it appears that the initial reactions to the changed working format have been immensely favorable. However, looking ahead at this superficial satisfaction, there are many gaps found in the current WFH structure, and consequently, there is more dissatisfaction coupled with the lack of concrete policies to conduct effective home working.

Despite the early overall favorability seen from Hyderabad workers for WFH practices, it is clear that there are some glaring issues that need to be addressed. A study highlights unhappiness with the internal infrastructure, such as either no or limited access to resources such as office documents[[[14]](#footnote-13)].This could suggest a level of ill-preparedness for this situation, however considering this is a new work practice for this south-asian IT giant, India, the degree of preparedness is limited, both for employers and employees as well. This has resulted in inconsistent or delayed output from the employees and lack of flexibility, and tolerance by employers [[[15]](#footnote-14)]. It can here be argued that employers might have been making efforts, but there has been a lack of uniformity, with only 26.2% of employers investing in new forms of information and communication technology, and even less in their areas.

Further studies suggest that the unique working situation of Hyderabad makes WFH less favorable for workers, with workers often missing the justified distinction of personal and professional spaces [[[16]](#footnote-15)]. The survey additionally finds that employees above 30 years and older had to juggle between home and work commitments simultaneously, citing a possible reason for this added difficulty being that people in this region tend to live in multi-generational households, which also leads to less space when compared to their western counterparts, hence creating many distractions and imbalances between work and home life. Furthermore, the same study finds that 65.8% of the workers missed going to the office and missed human interaction, the professional environment, and face-to-face interaction for better work collaboration.

Another evidence is that civil servants in Hyderabad were allowed to WFH during the city outbreak, and various government departments provided IT support such as newly installed computers, mobile devices or other equipment, software along with enhanced capacities of communications, networks, or databases for their staff to WFH efficiently. It is practically evidenced that organizational factors such as support from organizations, influence the favorable process of WFH. However, there are many confidential documents which might not be convenient for the civil servants to access via the government intranets and servers through virtual private networks (VPNs) for delivering emails along with storage and retrieval of information when WFH. While WFH-related assistance from organizations exists, workers may experience difficulties in accessing information from the organization and this might be highly challenging.

While the special work arrangement allowed people to WFH to mitigate the outbreak in Hyderabad as well as elsewhere in the country, the current WFH procedure lacks clear cut guidelines as well[[[17]](#footnote-16)]. For instance, there was a controversy and confusion whether adverse weather conditions would require workers to work at home or would they be eligible for time off like it was in the traditional work arrangement. Thus clear guidelines or explicit direction is utmost essential.

In Singapore, for example, WFH is seen to increase the workers’ stress even more, as is revealed by a study that WFH workers were more stressed than the COVID-19 front-line workers. Similarly, in the Indian subcontinent and few other akin destinations have confirmed that WFH made over 67% of the people suffer from sleep deprivation especially during the period of stretched lockdowns and in the absence of maids to help with household works which resulted in their dealing with all the domestic tasks concurrently with their work [[[18]](#footnote-17)]. WFH employees in Hyderabad, as similar in Singapore, Hong Kong, China and other asia-pacific countries, were found to have experienced more stress, fear regarding job security, feeling anxious, loneliness, and even burnout.

As evidenced from another survey conducted during India’s second COVID-19 wave between May and July 2021 by the Mental Health Association of India, 87% of respondents were found to have symptoms of stress. WFH in this pandemic era seems to have many negative consequences especially on workers’ life domains. Nonetheless, through the time of the pandemic, WFH has reshaped the traditional way of working into a potential future of work and saved many families from the imminent starvations.

VI.A Why high dependency on WFH is not feasible in India?

When TCS, India's largest infotech and outsourcing company with around 450,000 employees on board, reported recently that it would move 75% of its employees (Anand Shefali, December 26, 2021,ET) to WFH permanently by 2025, it created a stir. But most HR experts think Tata will be the exception, not the rule.

To be sure, experts believe that WFH, which was strictly no-no to many industrial biggies in India until earlier to 2020, had toed the line once the advent of Covid-19 engulfed the globe. That anyway benefitted employers in substantially lowering the exorbitant office costs, and many employees today revealed that they were more productive at home and happy in saving time commuting [[[19]](#footnote-18)].

"This is definitely the beginning of a change," said Yogi Sriram, former head of Group HR and now an advisor at L & T, an engineering and IT conglomerate. However, Sriram doesn't envision a drastic change in the offing in the near future.

"I don't agree with the 75% work from home," he said . "WFH is not going to become a universal principle in companies. It's going to be restricted only to certain roles for a certain period. Ideally, he said that companies will create hybrid WFH models and give employees a choice as to whether they want to work remotely or not. Everybody who has done WFH for some period of time longs to go to an office," said Sriram.

In addition, many employees may not welcome permanent WFH due to their personal circumstances. One common challenge is the availability of essential physical infrastructure at their home facilities[[[20]](#footnote-19)]. In the job hubs of Hyderabad, where real estate is very expensive, many professionals live in small two or three bedroom apartments along with their partner, children or parents. "Where is the space for an exclusive workstation?" said Sheetal Sandhu, Gurgaon-based Group CHRO for ICRA, a credit ratings and research firm. Many Young professionals, such as those recently graduated from college, live in guest accommodations or share apartments, which provides them with little space or privacy. In some of the guest accommodations, the wi-fi is patchy, leading to stress and anxiety for employees.

"We are seeing people becoming more irritable, more angry," said Brunda Amruthraj, a practicing clinical psychologist in Bengaluru, and founder-partner of Zeitgeist, which runs employee assistance programs for various companies. In recent weeks, Amruthraj said she has been getting calls from young professionals saying they miss the office cafeteria and access to the gym and other facilities that are available in large IT campuses and offices in India. "You don't have those luxuries at home," said Amruthraj[[[21]](#footnote-20)].

Young people also lose out on experiential learning if they work alone. "If I see my manager in a meeting, there's a lot of stuff that I can learn from what he's doing," said Devatree Ritikanth, a 29-year-old supply chain manager for a Hyderabad-based textile company. In a digital meeting, however, "one doesn't get a sense of the emotional part at all." Then there are the intangible benefits. "I don't go to the office just to work; it's also fun to go to an office," said Devatree.

For many employees, especially those from poorer economic backgrounds, going to an office also brings social prestige. "Getting ready to work, dressed for success, it's a matter of pride," said Sandhu. That's taken away in a permanent WFH model[[[22]](#footnote-21)].

VI.B Remote Work Stress

One unexpected learning from expanded WFH has been the extent of stress and anxiety it can cause, since professionals aren't always able to draw a line between office and home time.

"My wife said to me: you're more stressed now than when you regularly went to work," said Tojo Jose, CHRO at Muthoot Fincorp, a finance company headquartered in Thiruvananthapuram. The demarcation of office and home time is particularly difficult for people who are in senior roles, because they can't say 'No' to their managers, or if they do, they may be seen as arrogant.

"There's a lot of extra calls taking place to get the hang of what you're doing and what you're not doing," said Devatree. "You can't log off. It's like you're always working." The demarcation can be tough on the home front also. Amruthraj, the counselor, recently got a call from a middle-aged professional woman whose 85-year-old mother lives with her, saying that her mother demands more attention and time now that she is at home [[[23]](#footnote-22)]. "How do we form these barriers and say we're working?" said Amruthraj. "When they were going to work, they could clearly demarcate."

VI.C Challenges for Companies

While remote work is ideal for individual efforts, it can take a toll on collaboration, impromptu meetings and making new connections with colleagues. "Social interaction is important for collaboration, innovation and creativity," said Sriram of L & T[[[24]](#footnote-23)].

This was one reason that IBM, which had around 40% of its staff working remotely for a decade, reversed its policy in 2017 and asked people to come into the workplace. In physical meetings, "the decision-making is faster," said Jose of Muthoot.

Learning and development also can suffer in a fully WFH setting. Though information can be shared via a digital medium, "learning is much more than just this kind of a transmission," said Sriram. "The ability to evaluate the given knowledge and to create new knowledge and to be creative, in my view, needs a physical presence," he said. Sriram also advocates what he calls "phygital" training - a combination of physical and digital training.

Permanent remote work also impacts camaraderie and the connectedness that employees have with the organization. In a physical office, managers can go from desk to desk to do an 'empathy check' on staff, chatting on topics that have nothing to do with their job. This is a lot harder to do virtually, said Sandhu.

Asking employees to do 'hot desking', in which they come in for a few days to use a desk, and then clear out their photo frames and other personal belongings from the desk to make space for someone else, takes away the sense of belongingness. "Lack of community and cultural assimilation will be a huge problem in one’s view," said Sandhu [[[25]](#footnote-24)]. While her company hasn't set any target yet for their future workplace model, given the tradeoffs, she personally favors more staff coming back to the office than not. I would rather say 75% in the office and 25% at home, is favorable" she said.

# VII. The Advantages And Disadvantages of WFH

The Internet came into our life not so long ago. But since then everything has started changing dramatically fast. Many innovations appeared, life has become easier due to some services which are transferred to operate online. So, nowadays it has become possible and pretty common that companies allow their employees to WFH. Of course, it depends on a person individually if s/he likes working from home instead of being at the office. This way of work has its own advantages and disadvantages (Table 2) because it does not appeal to be attractive to everybody, everytime, and everywhere [[[26]](#footnote-25)].

Table 2

Advantages and dis-advantages of WFH

| Srl | Advantages | Dis-advantages |
| --- | --- | --- |
| 1. | Saves money and time for both employees and employers. Commuting expenses, lunch breaks, wasting time on traffic jams etc. | Concentration shatters, because one can reach the fridge anytime, make a cup of coffee, dream, turn on TV or find another way to get away from work. |
| 2. | Professionals do have computers at home with associated infrastructures. | The feeling of loneliness might appear, people may get melancholic while working from home. They try to compensate for this lack of communication with social networks- Facebook and others. |
| 3. | As per one's own comfort, one can schedule his/her time to work taking care of home needs. This liberty enhances productivity. | Other People who know that one is at home may not understand that he/she works as well. So, they might not mind to bother, call or visit whenever they need or want. |
| 4. | When not disturbed by colleagues at home, one can enhance unpredictable efficiency. | If one counters some problems, he/she might feel stressed. In the office usually it would not happen, because the colleagues could help to solve the problems. |
| 5. | WFH doesn’t mean "home" alone. Workplace may be anywhere one wants- coffee shop, favorite park or somewhere on the beach on the seaside. | For some people, the fridge at home and eating might become a problem. If a person is used to eating a lot, then to have a fridge somewhere near, while working is not such a good idea. |
| 6. | Unnecessary interruptions, unimportant meetings can be avoided if you are safely working at home hidden from any possible interruptions. | Sometimes people might lose a boundary between work and home and might forget that they are still working and need to take a break. |

*Source:Health app CALO Mama 2020*

To summarize, it is necessary that everybody should try to find one's individual way of working. Only this way, the work will be performed in the most productive way.

VIII. Will WFH end soon?

While announcing its quarterly earnings, Infosys said it will follow a hybrid model going forward. Contrary to an earlier stand, TCS was planning to call back 90% of its employees to the office by the first-quarter of 2022. But, in a sudden turn of events, now the company has halted its policy to recall. In Wipro fully-vaccinated employees have started going back to office from March 2022 after a hiatus of about 23 months.

India's leading IT companies like TCS, Infosys, Wipro and HCL Technologies have chalked out their plans to complete WFH, which they have been following for their employees over the last 21 months, as India has already achieved the 100 crore vaccination mark. IT bellwether TCS has said it will call back its employees to their office soon as 70% of them have been fully vaccinated and around 95% have received at least one dose of the Covid-19 vaccine, the company plans to gradually get its workforce back in office by the end of this year,” Milind Lakkad, CHRO of the company said, while announcing the updates regarding the earnings for the quarter ending in March 2022.

Earlier, TCS was planning to call back 90% of its employees to the office by the beginning of 2022. But now the company says 25% of its employees will continue to work from home till 2025 depending on the requirement. For those who will start coming to office, the company has ensured full safety for them, the country's biggest outsourcer said.

Infosys, the country's second-biggest outsourcer, is also planning to follow a hybrid work model going forward. “With over 93% of Infoscions (employees of Infosys) in India having received at least one dose of ‘vaccination’, we are now preparing to embrace the hybrid work model. We have equipped employees with the resources they need to be productive, cyber secure, stay connected, and maintain a WLB. Our talent strategy also factors in expanded hiring pools that include new communities and work locations,” said Pravin Rao, COO, Infosys.

The WFH model followed by many service-oriented companies during the pandemic helped companies keep their employees safe while saving on rent, electricity cost and other operating expenses. Many IT companies, however, also witnessed a drop in employee productivity as many techies are milking the opportunity to earn dual income by taking up gig projects. Experts say this is the prime reason why many large IT companies want their employees to work from the office by December 2022 at the latest.

Meanwhile, in Wipro fully-vaccinated employees have started going back to office from January 2022 after a hiatus of 18 months as the country's third-biggest outsourcer is also following a hybrid work model with fully-vaccinated workers coming to office two days in a week. Wipro Chairman Rishad Premji last month made the announcement on Twitter, saying, “After 18 long months, our leaders @Wipro are coming back to the office starting January 2022, twice a week.

HCL Technologies has already started asking its senior employees to come to office at least twice a week, while others must attend office once a week as per requirement. “We do expect momentum to increase by the end of calendar year 2022. This is the policy that we have at this point of time,” Apparao VV, CHRO of the company said.

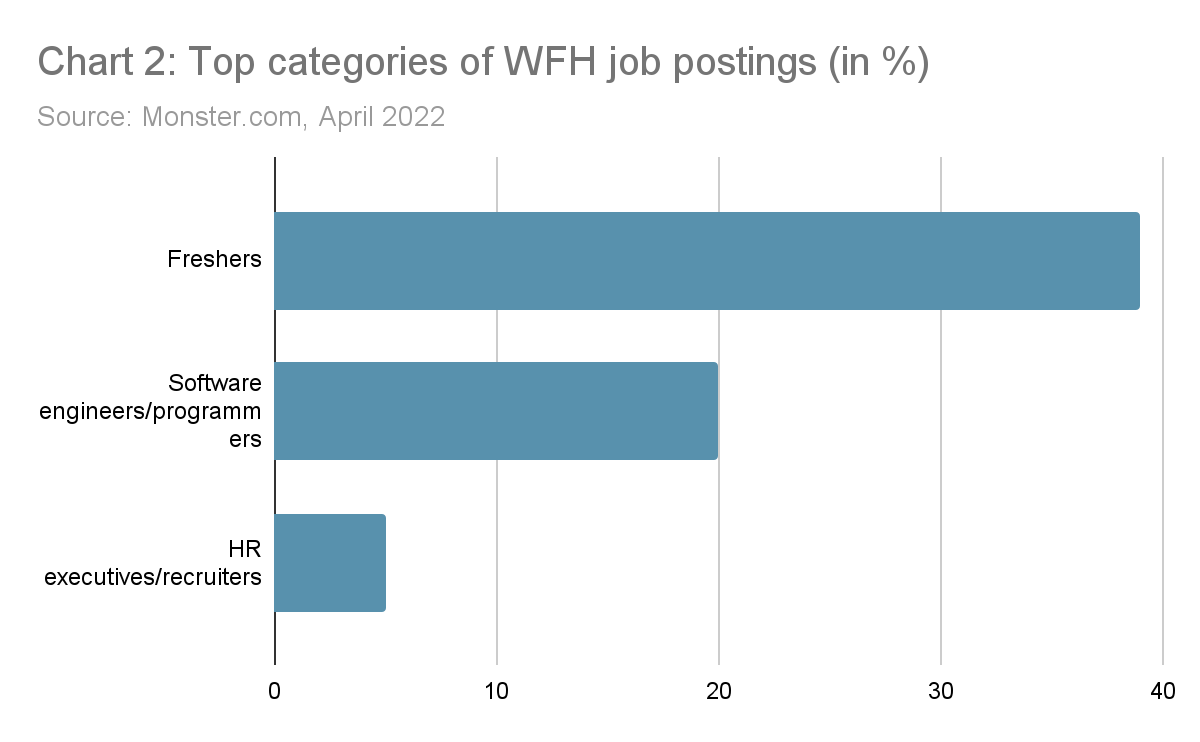
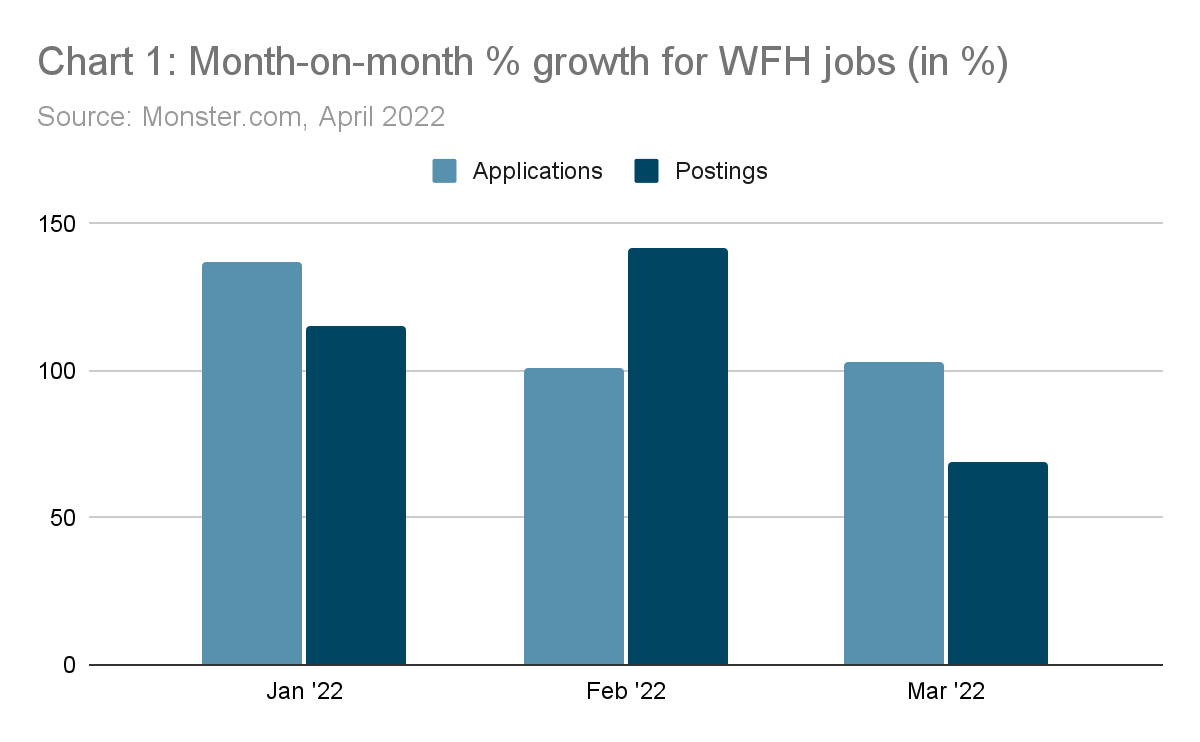
VIII.A Stop Press: Offices to reopen, but WFH roles remain top choice

Applications for WFH jobs continue to double every month even as postings drop. Is it commuting relief or the comfort of a home office? After the second Covid wave subsided, there may have been a reset in the way people work — either from office or in a hybrid way - but WFH remains a hot favorite among job applicants.

According to a recent study, applications for WFH jobs continued to grow at over 100% month-on-month (MoM) in March. However, postings for WFH jobs have moderated to 69% from 142% in February 2022 ( Chart 1) [[[27]](#footnote-26)]. The latedata from global employment platform Monster’s WFH job trends, suggests that while most organizations have adopted a hybrid model, which is also said to be a preferred choice at the moment, a large section of workers is still operating in WFH mode.

Several organizations worldwide have adopted the hybrid work culture, which has emerged as the future of work. Considering the decline in the number of Covid cases over the past few weeks, Hindustan Unilever (HUL) moved to hybrid ways of working. A company spokesperson said, “We have encouraged our people to join us in the office work for at least three days a week and we have received a good response. Those who are vulnerable or have exceptional circumstances that prevent them from coming into the office have the option to discuss their work arrangements with respective managers and team members.”

Assessment technology provider Mercer-Mettl’s CEO Siddhartha Gupta said, “While one reality is that face-to-face interactions are more creative and problem solving, WFH is a time-saver: It also allows for deep thinking which usually you would not get in an office environment. Both have their pros and cons.” Some organizations continue to offer the work-from-anywhere (WFA) option for employees. Travel tech firm Sabre is one such to introduce a global WFA programme that provides their team members with a selection of flexible work arrangements. According to the recent Monster data, 39% (Chart 2) of total WFH jobs were posted for freshers, which accounted for the highest share across functions.



Hyderabad is now back to the salt mines, especially for its IT employees. Albeit reluctantly, they are getting ready to switch back to the work from office culture, which they had almost forgotten. About 40 percent of the six lakh employees working in over 1,500 IT and ITES companies in Hyderabad, who had moved out to different places in the country, are now slowly returning to the Telangana capital as Covid-19 is on the wane. Leading IT firms, including HCL Tech, Wipro, TCS, Infosys and several others have either asked or are getting ready to ask their employees to bid adieu to WFH and get back to the routine of working from the office sooner than later.

VIII.B Fulltime WFH: A galore of spiraling benefits

Most significantly, WFH saves daily commuting time and offers more flexibility for workers to take care of their families. It allows employees to choose to work at times when they are most productive, and beneficial in avoiding distractions from coworkers, especially in open-plan offices. With options to WFH, workers can take a break from their offices and focus on organizing an individualized approach to their WLB that can promote a healthier lifestyle, a benefit for both physical and mental health. Finally, workers may have more control of environmental factors when WFH; IEQ factors e.g., lighting, temperature, humidity, air quality, noise, ergonomics, etc. that are important for the physical and mental health of workers. These factors influence a workers’ overall comforts, which in turn impacts satisfaction. Unlike in conventional offices, where the workspaces are usually arranged by employers, during WFH, workers have full autonomy in setting up their workspaces at home that may have better IEQ conditions as opposed to being in a fixed cubicle or open-plan offices. In fact, studies have found that home offices might provide better air quality conditions compared to traditional offices.

While there are bundles of benefits accrued through WFH, numerous negative aspects of full-time WFH have also been emphatically noticed. Employees who are at home do not have the opportunity to socialize with colleagues and may have decreased physical movements, such as loss of walking between different meeting locations. Moreover, extended hours of screen exposure due to full-time computer work can lead to fatigue, tiredness, headaches, and eye-related symptoms. For individuals who live alone, full-time WFH without face-to-face interactions and social support every day could contribute to mental issues such as social isolation, lethargy and even depression[[[28]](#footnote-27)]. For many others, blurred work-life boundaries can make it difficult to detach mentally from work which can increase stress and anxiety. A common area of concern in work-life boundaries is balancing work schedules around other family members, where, for some parents, work time becomes “porous” as they might need to take care of house chores and run errands in between their work meetings. In some cases, parents might choose to sacrifice their sleep hours and work at night or early mornings since these are the only quiet hours where they could concentrate on work and avoid frequent interruptions. Ongoing work-family conflict can lead to emotional disturbances leading to exhaustion.

The most apparent impacts on health are due to social and behavioral factors. In particular, the extended stay at home mandates during the pandemic may contribute to general depressed and anxious feelings, often leading to changes in routines and eating habits. These changes in physical activities and food intake can interact with other stress related to WFH that together will likely impact physical and mental well-being. Moreover, these behaviors are further impacted for workers who have children, as the closure of schools and daycare centers, requires working parents to also perform homeschooling for their kids, as well as to manage a more chaotic working environment with increased distractions [[[29]](#footnote-28)].

In addition to behavioral and social changes, WFH during the pandemic has also highlighted areas of need for physical space in home office environments. Of note is that not all workers have access to dedicated workstations in their home, which can result in sharing of their workstations, such as with children who have to attend school remotely, setting up makeshift desks, such as the dining table, or working in a variety of places throughout the day, such as kitchen counters, sofas, coffee tables, and beds. Moreover, during the pandemic, workers can spend long hours at their desks in the absence of commuting, limited business traveling, and increased use of computers to conduct virtual meetings rather than holding face-to-face ones at various different physical locations. Increased stress due to sharing of workspaces, poor body mechanics due to lack of proper physical workstation, and prolonged sedentary activity can all lead to increased discomfort and pain. Furthermore, unlike office work environments where central heating, ventilation, and air conditioning systems are available, workers may not pay as close attention to managing the IEQ environment at home.

In this paper, findings of a recent survey that aimed to understand the relationships of many of these social, behavioral, and physical factors on the physical and mental well-being of workers who switched to WFH during the COVID-19 pandemic is presented. The goals of this study were to (1) understand the overall change of physical and mental well-being after WFH, (2) identify how the changes in lifestyle and home environment after WFH influence physical and mental well-being, and (3) investigate how the occupational and home office environments affect physical and mental well-being during full time WFH.

VIII.C WFH: Important features

Remote work has clear benefits, but no situation is guaranteed as perfect. Understanding the reasons to WFH – as well as the reasons not to – can go a long way in learning how to WFH successfully. The features are:

i) Flexible working hours: One has the liberty to choose his/her working hours and can speak with the manager to fix a working hour that may suit. Often a person may have chores to finish since s/he is a part of the family and may have certain duties that need to be done. So it’s always better to keep flexible working hours; ii) No physical separation between work and leisure time: When the workplace is one's home; and home is the workplace, then the mental separation between the personal space and the workspace is not there anymore. This could take a toll on one’s mental well-being and the idea of unwinding in familiar spaces which may not be familiar anymore; iii) No commuting: One saves up on fuel or travel because s/he have the comfort of their own place to work out from. Working from home does help save money and expenses that aren’t needed anymore; iv) More time with family: Spending time at home means spending even more time with one’s family. Complaints of not spending enough quality time with the family gets nullified; v) Less human interaction: A person may have family around him/her, but still need peers and friends in order to socialize. For that one needs a separate group of friends to cope with stress that may be happening at home; vi) Healthier lifestyle: Various studies confirm that remote workers eat healthier when working from home because of having self access to favorite food selection and the luxury of flexible time. When people have the time and space; giving food preferences a thought is what is next; vii) Hard to switch off: A remote worker sleeps at home, and works there too. Because of this it becomes hard to separate private life and business life. One’s whole life revolves around work and it becomes a little difficult to turn off and detox which would have done under normal circumstances.

IX. Discussions

The study is aimed to examine the effect of lifestyle, home, and occupational factors on the physical and mental well-being of individuals who had transitioned to WFH due to the COVID-19 pandemic. The empirical data indicate the decreased physical and mental well-being status and an increased number of physical and mental health issues following the transition to WFH. Reduced physical well-being was moderately correlated with reduced mental well-being, each directly impacted by gender as well as income level. Additionally, both statuses were primarily predicted by lifestyle factors, such as physical activity and eating habits, and social aspects of WFH including who is living in the home, distractions while working, and communication with co-workers. The number of new health issues was associated with various physical aspects of the home workspace.

Female workers and workers with an annual salary less than three lac, reported having two or more new physical and mental issues more often than male workers and workers with higher income[[[30]](#footnote-29)]. The researcher’s findings align with another recent survey which noted that female workers have a higher risk of depression while WFH during the pandemic. WFH may be more challenging for women, since females tend to be more responsible for household chores and other home activities, and the working mothers usually feel double the pressure at home due to lack of support with home schooling and taking care of under-age children. Similarly, individuals with lower income often lack job security, something that has been made even more tentative during the pandemic, which can directly increase anxiety and manifest into other physical and mental health issues.

The contributing effects of various lifestyle factors on physical and mental well-being is consistent with prior findings in the literature. On average, respondents reported decreased overall physical activity and exercise, which may have been due to stay-at-home restrictions and overall disruptions of individual routines. However, regular physical activity can boost the body's metabolism and circulation, as well as release of endorphins and other positive hormones, all of which is beneficial for both physical health and mental well-being. Even though one is restricted from many activities, continuing moderate exercise while WFH, such as walking, taking active short breaks, and playing with children, can be beneficial for health and well-being.

Decreased physical and mental well-being was noted in those individuals that reported increased junk food intake. These findings follow the previous research that eating unhealthy foods is significantly associated with stress and depressive symptoms. Moreover, an increase in food take, especially junk food, can result in weight gain and other physical health issues, such as fatigue and digestive disorders. While decreased mental well-being can be predicted by eating habits, it is likely that anxiety and stress due to the pandemic or other WFH factors was in fact a contributing factor to increased snacking or cravings for junk food [[[31]](#footnote-30)].

In addition to the pandemic contributing to a shift in behaviors, the stay-at-home orders also led to a unique WFH situation for individuals who live with others. Having an infant at home predicted better overall mental well-being but was also related to a higher chance of reporting one new mental health issue. Similarly, having a toddler at home was a positive predictor of physical well-being but was also associated with more physical and mental health issues.

Unfortunately, a previous survey found that more than half of the respondents reported not paying attention to ergonomics while WFH [[[32]](#footnote-31)]. In addition to the workstation itself, WFH allows workers to adjust the lighting, temperature and ventilation according to their personal preferences. Previous research has found that good IEQ at a workspace helps to improve workers’ comfort and reduce distractions to achieve higher productivity at work, which in turn can affect health and well-being of occupants.

While this research study provides a deep insight into numerous important factors to be considered in supporting the physical and mental well-being of workers who are undergoing WFH, multiple limitations should be acknowledged in the interpretation and use of these findings. It is important to note that these data were obtained during days of the COVID-19 pandemic; therefore, the findings are not meant to directly represent traditional WFH circumstances and may not represent the health status or experiences once the restrictions and WFH became increasingly routine.

**X.** R**ecommendations**

In the absence of legally binding legislative guidelines presently in vogue in India,the recommendations appended below include a series of possible actions that could be initiated by the Government to make WFH more feasible in a local context.

1. For accomplishments in the short run, the Government should consider: i) Introducing a formal WFH guideline for employees and employers; ii) Taking COVID-19 risk assessment into account when developing the guidelines; iii) Providing different guidelines suitable to different sectors; iv) Allowing employees’ expectations in the guidelines; v) Specifying minimum requirements for technology training for virtual offices; and for technical back up for WFH.  
2. In the long run, the Government should consider: i) Reexamining the possibility of remote working to become the new normal; ii)Reviewing the current labor legislation and to ensure that the labor insurance policies are extended to WFH; iii) To encourage MSMEs to adopt WFH measures by providing subsidy and other incentives; iv) Strengthening the ongoing Distance Business Program; and v) To further promote family-friendly employment practices.

XI. Conclusions

## This study, through the preceding paragraphs, makes it evident that the once most sought after and highly welcomed WFH could not stand alone as one of the best options for the majority of the vulnerable workforce. Interest in WFH remains, but not in its current form. Adequate guidelines and policies are expected from the government to be in place to properly regulate and make WFH attractive and feasible. Proper policy planning and implementation are of absolute necessity in adapting online works remotely. During COVID19 scare, the decision to suspend in-person meetings and working was implemented swiftly, but without sufficient guidance. Workers were vastly unaware about what WFH entails and lack of resources required for enforcing the change, like software, access to official documents and proper working space. Proper training is required if this practice is to be a feasible option for the new normal.

The pandemic has highly affected lives and depending upon its severity lockdown was inevitable. Many people were jobless and in such a situation, WFH/WFA remained a good option. The concept of WFH has evolved before the pandemic though, today, amidst this critical scenario, people across the nations are more interested in WFH rather than committing to a 10-5 job under risks. The credit of success, however, goes to advanced software technologies like Slack, Skype, Google Hangouts, Zoom- and not to forget email and texting. It is not essential these days to regularly visit the office to become an effective workman. Many works can be performed effectively from a home office. As fascinating as a remote job to employees, it would be a powerful trend if employers too did acknowledge the benefits accrued from the arrangement. Companies that push the WFH facility, may definitely enhance employee productivity, lower organizational expenses and can reduce turnover. As a saving grace, the inevitable experience gained from the COVID 19 disaster that literally forced a major quantum of a vast global workforce into embracing WFH/WFA, ultimately helped both employers and employees to survive.

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