

Impact of Telecommuting on Job Satisfaction and Productivity of Workforce

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Abstract. Purpose: The last decade has encountered a massive increase in work from a culture in organizations. It is considered that this culture allows employees to manage their tasks more flexibly. The current situation of COVID-19 has majorly impacted the traditional systems of the workplace. One of these is allowing employees to work remotely. There have been constant debates on how the culture of telecommuting or working at home affects employees' job satisfaction and perceived productivity. This study attempts to analyze and establish an association between various ethnographic job characteristics and Job Satisfaction & perceived productivity of employees when working remotely.

Design/Approach: The data is collected using a self-administered questionnaire. The sample is collected from the full-time working professionals and interns working in different sectors with different ethnographies. The data for both of these categories have been analyzed separately using SPSS and MS-Excel.

Findings: The analyses results indicated a significant and robust correlation of several characteristics with Job Satisfaction and perceived productivity.

Originality: This study specifically aims to include diverse ethnographic factors like individual characteristics of people working remotely/telecommuting. Such factors have not been analyzed previously, which adds value to this research and hugely impacts the findings of previous studies.

Keywords: Telecommuting, Remote workplace, Teleworking, Work from home, Human Resource Management, New work culture.

INTRODUCTION

Telecommuting is a popular term these days used to define the concept of working from a remote location. More commonly, this terminuses to represent the culture of work from home. Examines have characterized working from home or small as working endlessly from the customary corporate office and work environments utilizing PCs and media communications assets to keep up a connection to the workplace [1]. The increasing popularity of this culture is attributed to factors like increased productivity, higher flexibility, lower rate of attrition, and higher employee satisfaction. However, this concept also has a flip side, like team conflicts, lack of communication, longer work hours, etc. Therefore, there is a need to analyze the association of various factors that may be linked to the satisfaction and productivity of the employees. The culture of work at home was already a known concept, but the situation of Covid- 19 has further brought this into lime-light. Some research showed that though there are benefits of telecommuting, it sometimes may also lead to employee exploitation [2]. Working from home additionally spares land costs. The exact number of organizations can eliminate office space and work environments and instead center to improve client administrations as representatives can work nearer to client destinations [3]. Decreased contamination, travel costs, just as a critical decrease in extra time installments of and representatives 'costs give organizations additional inspiration to embrace this new work mode. When we talk about representative's advantage, working from home has a few practical consequences for work fulfillment, efficiency, turnover rate, and double weights from work and family [4].

The concept of telecommuting was first introduced in the United States of America and parts of Europe. Some of the big names and MNCs like American Express and IBM were the first to adopt this culture in India. The increased number of workforces in IT and increased outsourcing have made this concept a more important topic of study.

The study aims to understand the association and positive/negative relationship of various organizational, job, and individual characteristics with Job satisfaction and employee perceived productivity. The study includes people from different gender, age groups, and sectors. The analysis for full-time professionals and Interns has been carried out separately to get better and unbiased results.

REVIEW OF LITERATURE

Telecommuting

A few recent and ongoing trends have mainly concentrated on Telecommuting and work from home. The

fundamental accentuation is accomplishing a better work-life balance while working; long available time makes it hard to oversee both [5]. On the off chance that we take a gander at the worldwide situation, “the probability of a better balance between work & life in Australia and the Asia-Pacific area is still viewed as diminishing [6]. Past investigations are aggregating that giving locally situated work and teleworking alternatives identifies with the better representative operation and negligible truancy and turnover.

There is one intriguing discovery that says that WFH courses of action may likewise help with Australia's expanding work deficiency rate through drawing in more ladies with newborn children and small children once again into this area of work, which is found to be an alluring contention, reliable with discoveries that females are bound to work from home than male. Likewise, the choice of working from home or WFH may be pleasing to representatives who need to deal with their matured guardians or relatives with incapacity.

People had an interest in telecommuting or WFH towards the end of the last century but the adoption of this culture was not widespread. “The telecommuters or representatives, who telecommute, around then, were under 10 percent. Yet, numerous overviews have been found to infer that an enormous number of representatives are keen on WFH than those associated with it [7]. This features the principle question of why it is so. One explanation might be the absence of chance or alternative; however, as indicated by scarcely any outcomes, numerous representatives start remote working yet cease this strategy for working and take a stab at returning to the essential culture of conventional available time.

There have been sure repressing variables to this culture. The significance was additionally settled of individual qualities [8]. Singular adapting techniques and work factors [9]. “An absence of specialized help and the expenses caused with it were accounted for as supporters of the pressure that some telecommuters revealed. Looking at the aftereffects of existing-working from home investigations straightforwardly is troublesome. The reason is that remote working has been concentrated under a wide range of names (e.g., teleworking, remote working, telecommuting). These terms are utilized diversely and, conversely, shift from study to examine, and information gathering techniques and definitions fluctuate. This paper utilizes working from home to allude to the current examination; however it uses the phrasing of past essayists when indicating to the writing.

When contemplating this kind of affiliations, the previous examinations mirrors that a more extensive and multifaceted methodology is reasonable for understanding teleworking as opposed to the investigation of a single factor in light of the unpredictability engaged with remote working.

Typical of this more extensive way of working from home is synopsis of exploration identified with the moderate pace development of teleworking [10].

His examination inferred that the relevant factors for every one of 4 factors (the telecommute interface, occupation, individual-level association) should be there all the while, and nonappearance of these factors for any of these segments subverts successful working from home. This methodology is steady with the ongoing accentuation on progressively complex ways to investigate such associations. Contemplating disengaged factors may disentangle the exploration yet overlooks the emotional impacts numerous such factors make. Dynamic frameworks are seen to regularly include oddities and conflicting practices and jobs [11].

Satisfaction

There has been an ongoing discussion over working from home expanding the activity fulfillment of the representatives. “Fulfillment is the point at which a specialist reacts with positive instead of negative emotions to their activity and encounters identified with work. “Remote workers may encounter disappointment on the off chance that they have helpless specialized help, terrible working conditions and issues specified with clashes because of mis-correspondence or when they have constrained prospects to discuss work with others. The specific components included under these headings of affiliation characteristics, work traits, and individual characteristics were browsed the previous composing, suggesting that they were most likely to be identified with telecommute results. The fact is to accurately get the responsibility of these four game plans of effects on to telecommute laborers' outcomes, especially their satisfaction and saw effectiveness while working remotely.

Productivity

Numerous scientists and essayists have anticipated or revealed critical increments in efficiency for remote workers. Explanations behind this significantly incorporate working at the most proficient work hours, decreasing interruptions and interferences, giving a positive domain to work requiring elevated levels of commitment and focus, lessening work hours while WFH, diminishing the occurrences of coincidental nonattendance, and so forth. This is a result of the incredible enthusiasm for associations. “Profitability is seen as affected by numerous sort of ecological elements [12]. What's more, it is known to be progressively hard to quantify precisely on account of the information workforce [13].

In working from home, the consequences of exploration have been, for the most part, estimated as far as

respondents' increments or diminish in fulfillment and saw efficiency. "In the more significant part of the examinations, the example crowd is gotten some information about how working from home has affected different elements, they have expanded or diminished [14].

Being shown that the majority of the writing portrays higher efficiency for remote workers (an ongoing study distributed by Investor's Business Daily on April 8, 1998, reports 30% more noteworthy profitability for remote workers), it is accepted that in any event, when representatives voluntarily opt to be remote workers, they encounter a more elevated level of efficiency as far as their activity work [15].

In this paper, three distinct gatherings of examination factors (authoritative qualities, work attributes, and work styles) are talked about, and Eleven arrangements of speculations are tried and investigated comparable to two result factors, in particular, occupation fulfillment and saw the efficiency of representatives when working from home or WFH. The technique for inspecting, poll structure strategy, and organization are portrayed, after which the outcomes are introduced and discussed [16].

The Hypotheses for this study are stated in the next section.

HYPOTHESIS

After a detailed literature review, 11 sets of hypotheses are formulated and proposed for the study under three main variables-

Organization Culture

H1: A non-conventional culture of the executives will be related to a more positive telecommute outcome than traditional culture.

H2: More tech support in terms of tele commute work will be related to more positive telecommute outcomes.

H3: More level of trust from the boss related to telecommuting will be associated with better telecommute outcomes.

H4: More HR support related to telecommuting will be connected with more positive telecommute results.

H5: More training w.r.t tele commute given to the employee will be related with more positive telecommute results.

Job Characteristics

H6: Unfit Job role for telecommuting culture will be related with more negative telecommute results.

H7: Better feedback from the manager/boss will be related to more positive telecommute results.

H8: More dealing with colleagues will be related to more negative telecommute results (i.e., more minor team conflicts-teamwork)

Individual Work style

H9: Better planning of the day will be related to more positive telecommute outcomes.

H10: More difficulty in quitting daily office work will be related to more negative telecommute outcomes.

H11: Doing different activities when telecommuting & compartmentalizing activities will be related to more positive telecommute results.

RESEARCH METHODOLOGY

Sample and Sampling Framework

In the present study, Non-probabilistic and Simple Random Sampling has been used as a technique. The sample is selected from the full-time employees and Interns working in different industries and sectors. The two categories have been chosen because complete-time professionals have a better insight into their experience as they have worked long hours. In contrast, Interns are also included in this research. After all, these people will be the future workforce, and their experience of working from home will indeed affect their future decisions and studies. The reason for choosing different industries is that some of them are better fitted for WFH, but some are not (based on job role), so it is important to include diverse sectors to get a diverse perspective. The study aimed to collect responses from 300 people; however, 221 people responded to the survey questionnaire. Out of which, 204 responses were considered for statistical analysis for this study.

Survey Instrument

The survey instrument was made using [16]. The three variables were Organization culture, Job Characteristics, Individual Work Style. These variables had 11 factors: culture, tech support, trust, HR support, training, task identity, feedback, and teamwork issues, planning, balance, and quit for the day. The dimensions/factors were measured by a five-point Likert Scale ranging from 1-5. 1 being mentioned as "Strongly Disagree" and 5 being "Strongly Agree". The questionnaire also accumulated data on the demographics details of the respondents to check if there can be any findings made based on these. The survey instrument is a self-administered questionnaire that collects data about the study. Figure 1 shows the gender distribution; Figure 2 shows the Category distribution, and Figure 3 shows the Age distribution.

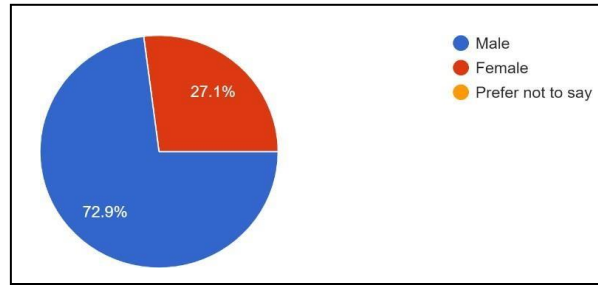


FIGURE 1. Gender distribution

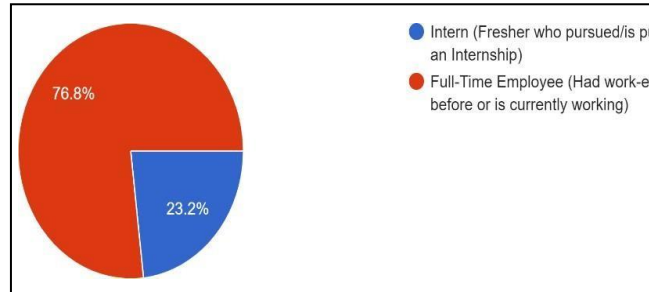


FIGURE 2. Category distribution (Intern and Full-time employees)

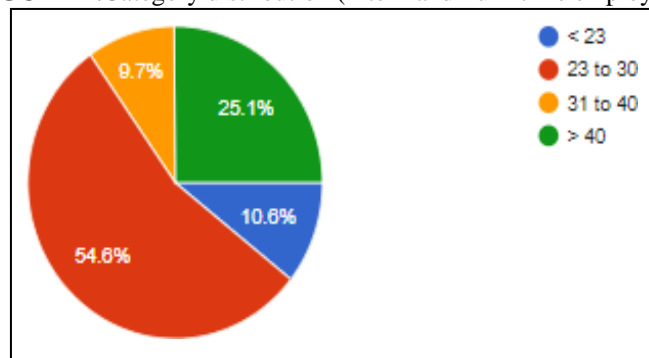


FIGURE 3. Age distribution

DATA ANALYSIS

The data has been analyzed by using Pearson Correlation bi-variate analysis to measure the strength of association between variables (IV and DV) and the direction of their relationship.

The output (refer to the output tables attached at the end) of the Pearson Correlation for 4 data sets has been shown below:

Data set 1 – Full-time Employees (DV- Satisfaction)

This data set has full-time professionals, and the association of 11 factors was analyzed with the DV Satisfaction. Table 1 shows that for this data.

TABLE 1. Demographic details of respondents

Demographic details		
Gender	Male	148
	Female	56
Occupation	Full-Time Professionals	157
	Interns	47

Age Group	<23	21
	24-30	110
	31-40	22
	>40	51
Sector	Information Technology	89
	Automobile	13
	Finance/Banking	26
	Others	76
Total respondents - 204		

Culture, trust, and training have a significant relationship and a positive association with Job satisfaction (significance level of 0.05).

A negative correlation is observed for three factors, i.e., Teamwork issues, Job role, and Quit, but these are not significant actors.

This indicates that the respondents who find it challenging to quit work for the day while working from home are less satisfied with their job. Also, people who think that their job roles are such that it doesn't suit the culture of WFH are less confident with their job.

Teamwork issues are negatively correlated to Job satisfaction meaning more team conflicts or problems lead to lower satisfaction. Based on this data set's results, we partially accept the hypotheses settings - H1, H3, H5, H6, H8 & H10.

Partially reject the hypotheses sets - H2, H4, H7 & H11.

Data set 2 – Full-time Employees (DV – Perceived productivity)

This data set has full-time professionals, and the association of 11 factors was analyzed with the DV Perceived productivity. Table 2 shows that for this data.

TABLE 2. Full-time Employees (DV-Satisfaction)

	Satisfaction	
	Pearson Correlation	Sig. (2-tailed)
Satisfaction	1	
Culture	.140*	.046
Techsupport	.092	.191
Trust	.157*	.026
Training	.164*	.019
HRsupport	.070	.318
Feedback	.071	.317
TeamworkIssues	-.034	.628
Jobrole	-.068	.334
WorklifeBalance	.037	.602
Planning	.021	.769
Quit	-.014	.848

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Culture, training, feedback, and planning have a significant relationship or association with DV Perceived productivity at a significance level of 0.05 as per the results.

Trust is significant at a level of 0.01 significance, indicating that for full-time respondent's trust of their boss/manager is an essential factor in improving productivity.

Though a negative correlation is observed for three factors- Job role, teamwork issues, and quit.

This indicates that many respondents who find it challenging to quit the work for the day while working from home record lower Perceived productivity levels.

Also, people who think that their job roles are such that it doesn't suit the culture of WFH seem to have fewer productivity levels. Teamwork issues are negatively correlated to Perceived productivity. Based on this data set results, we partially accept the hypotheses H1, H3, H5, H7, and H9.

Reject the hypotheses H2, H4, H6, H10, and H11 partially.

Data set 3 - Interns (DV – Job Satisfaction)

This data set has Interns, and the association of 11 factors was analyzed with the DV Job Satisfaction. Table 3 shows that for this data-

TABLE 3. Full-time Employees (DV-Productivity)

	Productivity	
	Pearson Correlation	Sig. (2-tailed)
Productivity	1	
Culture	.176*	.012
Techsupport	.135	.054
Trust	.260**	.000
Training	.167*	.017
HRsupport	.103	.144
Feedback	.152*	.031
TeamworkIssues	.057	.420
Jobrole	-.082	.244
WorklifeBalance	.108	.125
Planning	.155*	.027
Quit	-.035	.622
** . Correlation is significant at the 0.01 level (2-tailed).		
* . Correlation is significant at the 0.05 level (2-tailed).		

Culture, tech support, trust, training, HR Support, work-life balance, and planning have a significant relationship and positively correlate with Job satisfaction at a significance level of 0.01.

Feedback is significant at 0.05 significance level with a positive correlation meaning that most of the time, when an employee gets input of their work from their boss, they are likely to be more satisfied with their job.

A negative correlation is observed for two factors, i.e., Job role and Quit at a 0.01 significance level. This indicates that the respondents who find it challenging to quit work for the day while working from home are less satisfied with their job. Also, people who think that their job roles are such that it doesn't suit the culture of WFH are less satisfied with their job. Teamwork issues are negatively correlated to Job satisfaction but aren't a significant factor. Based on this data set's results, we partially accept the hypotheses H1, H2, H3, H4, H5, H6, H8, H10, and H11.

Reject hypothesis H7 partially.

Data set 4 – Interns (DV- Perceived productivity)

This data set has Interns, and the association of 11 factors was analyzed with the DV Perceived productivity. Table 4 shows that for this data-

TABLE 4. Interns (DV-Satisfaction)

	Satisfaction	
	Pearson Correlation	Sig. (2-tailed)
Satisfaction	1	
Culture	.272**	.000
Techsupport	.233**	.001
Trust	.270**	.000
Training	.223**	.001
HRsupport	.256**	.000
Feedback	.147*	.036
TeamworkIssues	-.122	.082
Jobrole	-.255**	.000
WorklifeBalance	.527**	.000
Planning	.560**	.000
Quit	-.260**	.000

** . Correlation is significant at the 0.01 level (2-tailed).
* . Correlation is significant at the 0.05 level (2-tailed).

Culture, tech support, trust, training, HR Support, work-life balance, feedback, and planning have a significant relationship and positively correlate with Perceived productivity at a significance level of 0.01.

A negative correlation is observed for two factors, i.e., Job role at 0.01 significance level and Quit at 0.05 significance level with DV Perceived productivity.

This indicates that many respondents who find it challenging to quit the work for the day while working from home tend to have less Perceived productivity levels.

Also, many interns in the sample who think that their job roles are such that it doesn't suit the culture of WFH seem to have fewer productivity levels.

Teamwork issues are negatively correlated to Perceived productivity but aren't a significant factor. This indicates that more cases in a team due to limited communication, misunderstandings, etc., lead to decreased productivity of interns.

Based on the results for this data set – We partially accept the hypotheses H1, H2, H3, H4, H5, H6, H8, H10, and H11.

Reject hypothesis H7 partially.

Table 5 shows the interns in DV productivity.

TABLE 5.Interns (DV-Productivity)

	Productivity	
	Pearson Correlation	Sig. (2-tailed)
Productivity	1	
Culture	.181**	.010
Techsupport	.211**	.002
Trust	.287**	.000
Training	.184**	.009
HRsupport	.220**	.002
Feedback	.205**	.003
TeamworkIssues	-.027	.698
Jobrole	-.261**	.000
WorklifeBalance	.398**	.000
Planning	.504**	.000
Quit	-.175*	.012
** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).		

FINDINGS AND CONCLUSION

The study studied the association of the different factors in terms of organization, job, and Individual work style characteristics concerning Job Satisfaction and Perceived productivity. The data analysis suggested that the seven factors, namely- Culture, tech support, trust, training, HR Support, work-life balance, and planning, are significant factors for the data of Interns. This can be justified as the interns are new to the corporate lifestyle. For many of the HR and tech support, trust, training, etc., are all very important in increasing their satisfaction and productivity. Also, their positive correlation indicates that these can be the most vital factors that an organization must focus on to improve employees' happiness and productivity levels.

Factors like Job role, teamwork issues, and difficulty quitting for the day while working are negatively correlated to DVs. This shows that interns being the new bees in organizational culture, find it difficult to manage their work hours and relation with teammates while working from home. This can be attributed to the fact that they are new in the company, and WFH doesn't allow them to interact much with other colleagues, which might sometimes result in difficulty in understanding or a lack of communication.

Many factors like tech support, HR support, planning the day, and work-life balance are not significant for full-time professionals. The opinion can explain this that since they are familiar with the organization's work culture, the technical aspects of their job, and have a good relationship with their colleagues; they face fewer issues in these areas. Also, it is hard for them to quit work for the day, and many feel that their job role does not fit into WFH culture. Remote working also makes communication with team mates difficult, resulting in less productivity and job satisfaction, thus a negative correlation.

One of the essential findings is that three factors, namely- Job role, Teamwork issues, and quit, are negatively correlated with both job satisfaction and perceived productivity, as one can expect.

Although these are not found to be significant in some cases, they indicate that these must be taken care of while working from home.

There are jobs like sales which can't be done productively sitting at home. One needs to work in the field, look for target customers, and pitch and physically present their products. Other significant sectors include manufacturing and automobile industries; the employees of thereof course can't WFH. This explains why job roles can be

negatively correlated to the dependent variables in our study.

Secondly, when employees WFH or telecommute, they usually don't have strict work hours, and there is no one to monitor. Adding to it, employees at home try to balance both office and household work together, which most likely would lead to less productivity. As a result, even after working the whole day partly, one would not decide when to stop working. This is more common in married people, joint families, and people with infants and kids rather than singles because they have multiple responsibilities to handle while WFH.

The following important factor is Teamwork issues. The negative correlation in all data sets indicates that when people WFH, they most likely face problems.

This may be attributed to limited communication, no physical meetings, and misunderstandings because of working remotely. This is more common for the interns as they don't know the company culture, colleagues, etc.

Researchers have been discussing the subject of telecommuting for a very long time now. This trend is drastically increasing in metropolitan cities where employees have to spend hours traveling to their offices. Although it has gained importance in recent times, more empirical research is needed on this topic, including qualitative and quantitative analysis. Due to the unprecedented times of Covid-19, we know that this culture will continue to grow because many MNCs have already declared that they will continue WFH for the year 2020, which is shown in Figure 4.

With a change in the method of tasks in associations, numerous customary ways of taking care of the workers must be changed. For instance, more preparation is required to ensure that when workers/assistants WFH can do so quickly, and regardless of whether they face some specialized issues, they can settle all alone. Likewise, representative commitment in associations should be re-organized. Organizations should think of inventive plans to draw in their workers. Inspiration is another significant factor; the more propelled the representative is, the better he will perform. We have to begin estimating the effects of this work culture on associations, society, and people.

Even though the aftereffects of this examination have constrained generalizability and relevance to large corporate, MNCs, and high-innovation firms, still they feature the need and significance of further exact exploration to all the more likely comprehend the effects of WFH or working from home on the workforce and associations.

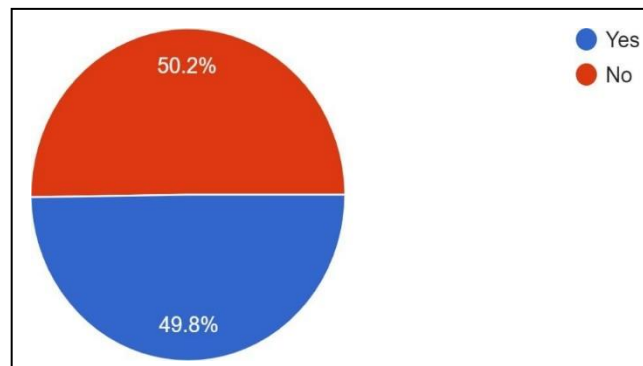


FIGURE 4. Want to continue telecommuting after Covid-19 ends or not.

This study indicates that half of the survey population would like to continue with telecommuting or WFH, and the other half would like to go to offices and work.

Organizations and HR heads need to re-design the standard practices and keep in mind the critical factors included in this study. The change in the organizational strategies, specially HRM strategies, will play the most crucial role in determining the outcomes of employees. At the same time, telecommuting will help an organization build a more productive and satisfied workforce.

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Appendix

Impact of Work from home culture on Employee Satisfaction and Perceived Productivity

Hello everyone!
I am conducting a survey as a part of my Research project; the objective of the study is to analyse how does the work from home culture impacts the employee satisfaction and perceived productivity of employees in different organisations. Please take out few minutes out of your busy schedule to fill out this survey form. Thanks in advance!

Email address *

Short answer text

Name *

Short answer text

Gender *

Male

Section 2 of 4

Organisational Characteristics

*Your responses should be keeping in mind the Work from home culture.
(Scale : 1- Strongly Disagree
2- Disagree
3- Can't Say/Moderate
4- Agree
5- Strongly Agree)

1. My organisation promotes innovation, work flexibility and allows me to express my views. *

1 2 3 4 5

Strongly Disagree Strongly Agree

2. My organisation provides me required technical support while working from home. *

1 2 3 4 5

Strongly Disagree Strongly Agree

3. My Manager/boss trusts me and gives me some amount of freedom to take decisions. *

1 2 3 4 5

Strongly Disagree Strongly Agree

4. My organisation provided me with training in areas related to working from home. (for example- running a home office, use of technology or managing virtual communication) *

1 2 3 4 5

Strongly Disagree Strongly Agree

5. I get sufficient HR support. *

1 2 3 4 5

Strongly Disagree Strongly Agree

Which age bracket do you belong to? *

< 23

23 to 30

31 to 40

> 40

Please select the category you belong to- *

Intern (Fresher who pursued/is pursuing an Internship)

Full-Time Employee (Had work-ex before or is currently working)

Please choose the sector you worked in- *

IT

Banking

Finance

FMCG

Job Characteristics

Description (optional)

6. My Manager/boss gives me regular feedback and maintains a proper communication while working from home. *

1 2 3 4 5

Strongly Disagree Strongly Agree

7. I face some problems working in teams when I work from home. (Ex- Miscommunication, Lack of understanding in team etc.) *

1 2 3 4 5

Strongly Disagree Strongly Agree

8. I feel that my job role is such that it doesn't go well with WFH culture & I would be able to give better results working from office/field. *

1 2 3 4 5

Strongly Disagree Strongly Agree

After section 3 Continue to next section

Section 4 of 4

Individual work style

Description (optional)

9. I feel that WFH leads to more work-life balance and allows me to do different work being at home. *

1 2 3 4 5

Strongly Disagree Strongly Agree

10. When working from home, I am able to plan my day well and also I can manage time in a better way. *

1 2 3 4 5

Strongly Disagree Strongly Agree

11. I find it difficult to quit work for the day because of no fixed working hours in *

1 2 3 4 5

Strongly Disagree Strongly Agree

12. Overall, how satisfied are you with your job when working from home? *

1 2 3 4 5

Extremely Dissatisfied Extremely Satisfied

13. I feel that WFH increases my productivity and allows me to work more efficiently. *

Link for the questionnaire form:
<https://forms.gle/SUirttUY7wKU3cdn6>