THE IMPACT OF REMOTE WORK ON THE IT SECTOR IN INDIA

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DECLARATION

I, NISHANTHINI DHANASEKAR declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree or Diploma. In addition, I have referenced correctly all literature and sources used in this work and this work is fully compliant with the Dublin Business School's academic honesty policy.

Signed: Nishanthini Dhanasekar

Date: 26/08/2019
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Secondly, this journey would not have been possible without the support of my parents, siblings and friends. I am grateful to my parents who supported me emotionally, financially and inspiring me to follow my dreams.

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ABSTRACT

"Topic name: “The Impact of Remote Work on the IT Sector in South India (Chennai)”

Background: Remote work means working from home with the use of ICT to coordinate and collaborate with the team. It has become a popular topic among all organisations, especially in the IT sector. With technology and internet availability on the rise, organizations across the globe have adopted this employee-friendly practise. The IT companies from Chennai are mostly outside the main city and the recent water crisis occurring in the region has forced the IT companies in this region to make use of remote working.

Aims: The research aims to study the Impact of Remote Work on the IT Sector in Chennai, India from the perspective of employee and employers and to identify its value and to analyse the need for remote work around the world.

Design and Method: The research design for doing this study incorporates both quantitative & qualitative research. In quantitative research, primary data was collected through online google forms from 76 employees of three organisations in Chennai, India. For the qualitative research, a non-probability purposive sample of management level i.e. managers were chosen from the same organisations which were chosen for a quantitative method to balance the perspective of both employers and employees. Three Semi-structured interviews, a thematic approach is utilized to gain complete insight into this topic from the same organisations to obtain both the management and employee perspective of choosing remote work.
Results: The study provided empirical evidence that remote work is mostly valued by the employees because of the benefits gained by its flexibility. It is getting promoted by many organizations because it is associated with so many benefits to the management in terms of cost, satisfaction and retention of the employees and also provides job opportunities for those who can't commute to work. Contrarily, the weakness of this remote work is mostly to the employees resulting in isolation which is also taken under consideration by the management by conducting team bonding activities. In a highly populated country like India with the rapidly growing economy with young and tech-savvy population, remote work is considered to be the best way to see the future as both sides are getting benefitted concerning self-discipline in remote working employees.

Recommendation: This study recommends to the organizations in Chennai, India from the Information technology industry to embrace the policy of allowing working from home to their employees which proves to be advantageous in the form of an increase in productivity, quality, employee satisfaction and retention.

Key Words: Remote working, teleworking, work from home, Information technology, Job satisfaction, Employee retention, job-related, Information Technology Sector, ICT, Chennai IT, Telecommuting.
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CHAPTER 1: INTRODUCTION

1.1 Background of Study

Remote work is a concept where the employees in an organisation do not have to commute to a central place of work. It could also be addressed as work from home, telework and telecommuting (Tammy D. Allen, 2015). Information and communication technology have paved a way for people to work more effectively and efficiently without being physically present at their desks in the office. Work from home option is becoming an increasingly common practice. Due to the same reason, the number of people involved in remote work has been extensively increasing in the IT sector (Mahadik, 2016).

The rising popularity of remote work and the organisations are seeking remote employees comes as no such surprise as the latest, innovative technology makes the virtual collaboration and telecommuting easier and effective than before (Allen, 2015, pp. 40 – 68). This is real for Tech/IT contractor or the freelance professionals since information/computer system industry currently ranks on the second number in industries embracing the remote work (Bentley, 2016, pp. 207 - 215). In the year 2016, 57% of the employees that are working in an IT system and Computer system spent some time by working remotely with respect to reporting on workplace finding through Gallup. Changing an expectation of workplace there are several components that have led to the outcome in remote work in the Technology and IT sector. The highly specialised Tech professionals demand flexibility when it comes to location and work
schedule, hence the companies will be forced to consider changing the traditional strategies and policies (Bell, 2018).

It is a rapidly growing phenomenon on a global scale. As per the US Employee Workforce data, it is seen that telecommuting grew 115 per cent in the past decade (analytics, 2017).

- The IT industry constitutes 8% of the Indian GDP and employs about 3.9 million people in the financial year 2017. It was projected to add 130000 to 150000 in the 2018 and 100000 jobs in the financial year 2019 (‘IT-ITeS-Report-Mar-20181.pdf’, no date) (Bakshi, 2017, p. 86)
- A large percentage of this population are women who often give up their jobs in order to start a family. (Biswas, 2017)
- Remote work has encouraged more women to get on with their careers even after starting their families (Loubier, 13 March 2017)
- Moreover, researches have shown that people prefer working from home rather than working at offices. This could give them a peaceful atmosphere to work on, maintain a work-life balance and savings on travel fare (Carrión, 2016).

Culture of a company is majorly impacted by the flexible working from home practice. Even though there are companies that allow some sort of flexibility for working parents and especially mothers, universally this working from home practise is very much debatable. The geographical location of the company plays a major role in a company practising this policy. This is important to the business world on what kind of a culture a company wants to adopt and to be known as (Timsal and Awais, 2016). The acute water crisis in Chennai have spilt over
several offices and their working pattern, with many ICT companies in the city, are encouraging their employees to work from home for the next 3 months to tackle the water crisis (Chennai: No water, work from home, IT firms tell staff |Chennai News-Times of India, 2019). A survey conducted in 2016 shows that most of the companies are almost virtual, with 41% never meet in person. The significant part of it is that virtual teams have become more global with an increased global presence. In 2017 the same survey revealed that more than 50% of the team sit in different areas and have never met. In 2014, that figure was only 41%, and in 2012 it was only 33% (VIRTUAL TEAMS SURVEY REPORT, 2016). As we see in the above statistics working from home has evolved over the years and it is being used across the globe by various big companies. Hence understanding the link between working from home and its direct effect on performance, attitudes, relationships and well-being is key to the business world in retaining the employees in their company. This constant rise in working from home increases the importance of looking from the point of view in which this practice impacts the organization and the individuals (Beauregard, Basile and Canonico, 2013).

The importance of work-life balance has significantly increased in recent years. Work-life balance is an important involvement within human resources in all organizations. It was found that people working from home completed 13.5% more calls than the staffs in the office did in a Chinese travel website Ctrip. It means that Ctrip got almost an extra workday a week out of them. The attrition rate was also half the rate at which it was anticipated and predictably, at-home workers reported much higher job satisfaction (Bloom, 2014).

1.2 Remote Work in Supporting the Company
There is evidence that remote working is used to benefit the companies. The increased productivity at the level of enterprises, increased retention and access to cost-saving are documented well (Dockery A. M., 2017). For instance, networking hardware organisation Cisco estimates that remote working saves the company $277 million on an annual basis in productivity (Bell, 2018). The company of computer technology Dell plans to have half its workforce working through remote at least as part-time by the year 2020 representing that remote working has also promoted productivity, led to cost savings and better for the environmental conditions (Mahadik, 2016). While, certain companies, for instance, Yahoo have declared the remote working to be a disappointment. The research suggests that too much concentration on technology and lack of focus on methods may be a part of an issue (Carrion, 2016, pp. 4545-4551). To assure the success of remote workers, the companies need to concentrate on initiating the strong and clear process of coordination and communication with building a company’s culture that can raise engagement (Pradhan, 2015).

1.3 Aims and Objectives of the Study

The main objective of this research paper is to focus and understand the impact of remote work in an organisation, perceptions of both management and employees. The study clearly aims to seek the correlation and analyse its suitability in the South Indian work environment.

To identify the value of remote work in the IT sector (Loubier, 2010). Impact of remote work on productivity and quality of work. To provide recommendation and background from future studies by identifying the value of remote work. To identify an employee’s perspective on choosing work from home option. To evaluate how the work from home practice helps the
employees in increasing job/employee satisfaction. To evaluate the influence of remote work on employee retention. Evaluating the demand and needs of remote work in Chennai and to reach a conclusion regarding the trend in the city. The paper also highlights the advantages and disadvantages of remote work.

1.4 Research Questions

The study on remote work is not new to research across industries, but focusing on the IT industry in an overpopulated environment like Chennai makes it differ from other studies. Also, most of the studies have only concentrated either on management or employee perspectives. But in this study, both perspectives are taken into consideration. On this note, the below-listed questions are the research seeks to answer and explain.

1.4.1 What is the state and impact of remote work adoption by the IT organisations in Chennai, India?

Firstly, the answer to this question would find out the current state of remote work adoption and technology evolution by the employees of the IT sector in the southern part of India i.e. Chennai. And also to find out the reasons for choosing this option and how it impacts the employees and employers in various factors like cost, environment, technology etc.

1.4.2 How is the productivity and quality of work when employees work from home from management and employee perspective?

Secondly, to get an idea of the quantity and quality of work being done at home by the remote workers. It seeks to identify if the productivity and quality of work are on par with the
company’s expectation from an employee’s perspective. It is also to figure out whether the organisation is getting their desired results when an employee is doing remote work.

1.4.3 Does work from home increase employee satisfaction and retention?
Thirdly to analyse the employees’ state of mind in the companies following work from home policy. It identifies if the employees are satisfied working from home and if the policy adds any value to the overall employee satisfaction with the company. Also to determine if remote work acts as a factor for employee retention in the Tech Industry. It seeks to understand the reasons for work from home having a positive effect on employee satisfaction.

1.4.4 What are the advantages and disadvantages of work from home?
Finally, to uncover the positive and negative side of this option from both management and employee’s viewpoint. It analyses to identify if the work from home policy is more advantageous to the companies in the IT industry, specifically in Chennai, India and if it can be adopted by them.

1.5 Research Hypothesis
The above research questions were appropriately transformed into relevant research Hypothetical statements for the purpose of achieving the aims of the study. Meanwhile, in the order of clarification, only the null hypotheses are highlighted while the alternative hypotheses would be reserved until it is purported to be factual at the end of the analysis. Therefore, highlighted below are the hypotheses statements:
H01: Working from home practice has no positive and significant impact on a company’s productivity in the IT industry in Chennai, India.

H02: Working from home practice has no positive and significant impact on the quality of work in the IT industry in Chennai, India.

H03: Working from home practice has no positive and significant impact on employee satisfaction in the IT industry in Chennai, India.

H04: Working from home practice has no positive and significant impact on employee retention in the IT industry in Chennai, India.

1.6 Scope of the Study

The study would be carried out to investigate the impact of remote work in the South Indian IT industry. In a clear view, the study would analyse the trend of remote work in a highly-populated metropolitan city which is Chennai, India. It would also determine the pros and cons of remote work from both the management and the employee perspective. This would let us get a clear picture of the opinion about work from home in the business world concentrating in the IT sector. The population of this research were chosen from three different IT/ICT companies which are CMACGM, Amazon India and Merit Software Services. All these companies are located in Chennai, India. Sampling for quantitative research involves a mixture of 76 employees from the above mentioned three companies and three managers were interviewed to know the management perspective from the same three companies. The population for both quantitative and qualitative research were chosen from the same organisations to get the correlated opinion from the management and the employees. The duration in which the research was carried out is from June till August of 2019. Further scope of this paper would be to conduct similar research
in other different parts of India Since this research is mainly focussed on Chennai city. Further, in addition to this, employees from different sectors other than information Technology can also be analysed to compare and contrast the suitability and sustainability of the concept of working from home in their respective sectors.

1.7 Rationale & Motivation of the Study

The advantages and disadvantages of the study provide the value of remote work to understand its concept in the IT sector, it would help to evaluate the quality of work and productivity. It would provide the background for studies through evaluating the value of remote work. The views of employees and management were examined for the purpose of identifying the similarity factor in their point of views. To identify how the work from home supports employees to increase the satisfaction from the job and identifying the remote work over employee retention. The main privileges and disadvantages of remote work will help to provide insight into future studies and evaluating the value of the remote work. This research is important for a future point of view because it provides insight for evaluating the benefits of remote work that has been widely adopted in Indian IT companies. This study can help to provide a recommendation for future improvement of the company and to facilitate working women to work from home. For example, the maternity duration may result in discrimination in several workplaces, and the glass ceiling effect has become common in working organisation. It also helps the future researchers on this topic to understand the correlation between the job satisfaction of an employee and the productivity of work from the employee (Chennai, 2019).
The major reason for choosing Chennai city for the research is mainly because no research has been carried out in this area despite the city being one of the major hotspots for IT Industry. Being the second-largest exporter of IT and business process outsourcing services, the city shows a growing trend in the IT sector (Statistics, 2018). Having all the above-mentioned points in mind the researcher aims to examine the current state and impact of remote work adoption by the Department of Information Technology.

1.8 Justification of the research

The research is taken for study because it has been found to be a significant topic of research nowadays. The increased technologies and IT organisations have adopted automatic and remote work for facilitating their employees as well as speeding up the productivity of their employees (Dockery A. M., 2017). However, the research is justified in a sense that research is carried out from authentic sources such as libraries, websites, online books and published materials. However, the quality of the interview is gathered with the evidence and proofs for research being authentic and reliable. This research topic is crucial because it helps to provide a sense of remote work, its pros and cons for the individuals and others.

1.9 Outline of Research Methodology

1.9.1 Research Purpose

The primary purpose of this research is to investigate the impact of remote work in the Indian IT sector especially in Chennai, Tamilnadu state. The study claims to figure the correlation between the employees and employers’ perspective for choosing this option. It also aims to find out the pros and cons of remote work and how this practise influences employee retention and
satisfaction. The secondary purpose is to engage in both quantitative and qualitative study through the numerical, statistical procedures and through interviews in providing a realistic answer to the research question and hypothesis.

1.9.2 Research Design

In the quantitative research method, the study implies a descriptive research strategy to describe the effects and relationship between the variables under study. This included the data collection through surveys of 76 employees to answer the research question and to meet the hypothesis. The qualitative research was carried out by conducting interviews of the managers to correlate the thoughts of the management and the employers.

1.9.3 Data Collection Methods

Primary data collection in the research was done using semi-structured interviews since it offers trustworthy and similar qualitative data. (Cohen, 2016) Another set of primary data was done through questionnaires by sending out google forms for the quantitative method. Both the set of data was collected to identify and achieve different purposes.

1.9.4 Sampling

Pearson coefficient (Schober, Boer, & Schwarte, 2018) formula is used to determine the correlation and to interpret the hypothesis of the quantitative research. This stratified sampling technique is applied to the employers of 3 different IT companies in Chennai.

The qualitative sampling was done within the same three organisations by interviewing the managers. Content Analysis (Bengtsson, 2016) was carried out to organise and elicit meaning
from the data collected through semi-structured interviews. This method was adopted to draw realistic conclusions from it.

1.9.5 Research Limitations

At the end of the work, each and every observed lapse encountered in the course of data collection exercises and challenges in the overall study and contextualisation shall be thoroughly reported in detail.

1.10 Structure of the dissertation

The entire study is subdivided into five different chapters, a depiction of each chapter are clarified below,
Chapter 1: Introduction
This chapter clarifies the motivation and purpose of the entire study. In the real form, the purpose was to enrich the scholarly efforts on the impact of remote work in the IT sector especially in south Indian city Chennai and accessing its suitability by the management and the employees leading to present and future benefits.

Chapter 2: Literature Review
This chapter of the study reflects a thorough literature review through concepts, facts and need for the current study. In this chapter, both argument justification and critical review theory would serve the adopted literature philosophy.

Chapter 3: Methodology
The third chapter reveals the techniques used to determine justifiable answers to the research questions and hypotheses during the study. This involved the adoption of a positivist research process, methods, research onion, design and strategy for analysing the hypothesis.

Chapter 4: Findings and Data Analysis
In this chapter, the collected data for qualitative and quantitative methods are analysed using various Pivot tables, figures and formulas for interpretation. Data analysis was done using Pearson correlation coefficients for interpretation of quantitative data and Content analysis was used for the analysis of qualitative data.
Chapter 5: Discussion

The purpose of this chapter is to interpret and describe the significance of the researcher findings, which are already known as research problems and also explained any fresh insights that have been found from taking the findings into consideration.

Chapter 6: Conclusion & Reflection

This is the final chapter where conclusion, limitation and recommendations for the further studies are raised based on the findings revealed. All the suggestion and recommendations are presented in accordance with the order of the research questions. Finally, the reflections were included based on the researcher's experience in the study.
CHAPTER 2: LITERATURE REVIEW

2.1 Literature Introduction

The literature review is one of the significant chapters which provides insight about the topic to be researched and to be informed about the existing studies carried out by other researchers. The comparison of conventional and remote work company will also be provided to identify the success of specific work within the organisation (Ranstand, 2016).

2.2 Literature Theme One – Productivity and Quality of Work through Working from Home

- Working from home is treated as a trait of quality job time as it has shown a steep increase in the number of hours and has reduced the work pressure on employees. It has also allowed employees to give enough attention to other domains of life.
- It is also observed that employees, irrespective of gender choose to work from home, find it more comfortable and at the same time can dedicate more amount of quality time towards their work (Allen, 2015, pp. 40 – 68).

According to Bakshi, The Millennials are requiring flexibility in work and more than half of professionals have left the job or considered through leaving because it lacks a factor of flexibility. These organisations must embrace the barriers of regulating productivity and the company’s culture while retaining the talent and recreating corporate structure (Bakshi, 2017, p. 86). The companies are taking the demands, as glad fully and happy workers with reduced stress less must productive (Carrion, 2016, pp. 4545 - 4551). The
remote work offers a spot for women within the workplace. The workplace is changing but a number of women that work remotely rise the future of women within the workplace by facilitating them with the flexibility (Afzal, 2018).

The productivity of remote workers is debating for a longer duration than remote work for being more popular. In today’s era (Allen, 2015, pp. 40 – 68). The work from home capabilities is sophisticated than carrying on the conversations on the phone. The access to chat, video, email, cloud collaboration, dozens of technologies and software makes this possible for the job in the office to be done remotely and completely (Dockery A. M., 2017). The work from home policies and fully remote jobs can create a productive work culture with respect to new reports presented. Among 3,100 workers they surveyed for the report, 65% said that they have a firm belief that they can be productive through working from home in comparison to the traditional office environment.

Some distraction that contributes 75%, some interruptions from the colleagues (74%), the decreased stress from commuting is 71% and the minimal politics is 65% were the main reasons that employees’ names for their belief that they would be productive through working from home and the report is observed (Beauregard, 2013, pp. 103) Another report has presented that around 60% or the decrease time spent working in the office is more productive.

If they need to maximize the productivity of employees and smart employers need to seriously be taken as feedback from staff that they are being productive comparatively outside from the traditional office condition (Mahadik, 2016, pp. 46 - 53). The CEO and founder of Flex Jobs, Sara Sutton presented that in blog post the elaborating the findings, the individuals across demographics and generations, for instance, working parents, introverts, freelancers, caretakers, chronic illness, and others may have various reasons for being productive.
telecommuting but bottom line is working with respect to board presented that they get work to be completed from the home office. The individuals especially women seek the flexible hours of working for the work-life balance that is 76%, time savings 42%, family 44%, and avoiding commute stress 42%, the report has presented (Afzal, 2018). Around 61% of the employees said that they are considered for leaving a job or either left due to offer work flexibility such as telecommuting. The telecommuting is in-demand type of flexible work arrangement that is named through 80% of employees and followed by mean of flexible schedule named through 71% (Beauregard, 2013, pp. 103). However, most of the jobs evaluated in the explanatory study were project-oriented and it does not need rapid monitoring, the individuals with access to the electronic mail communicated with the supervisors are frequent in comparison to those that are not. The communication is not really a requirement for the remote work that may facilitate the permit more jobs and remote supervision to the eligible individuals (VIRTUAL-TEAMS-SURVEY-REPORT, 2016).

2.3 Literature Theme Two- Employee’s perspective on choosing work from home option

A survey conducted on a billion-dollar company called C Trip has found that there has been a performance increase of 13% on people who worked from their homes. There have been more work hours, fewer breaks and less sick leaves (O’Toole, 2012). The international consulting firm, Deloitte LLP allows 95% of its employees to use flexibility in their work. This could be in the form of the place, timings or the way they work (Sutton, 2016).

According to the survey of 2015 more than three among four workers who work remotely and reported productivity than who work at the workplace (Mitter, 2018). According to SureRayroll research, 86% of the participants represented that only when working alone, do they
reach higher productivity. 61% of the workers think that loud colleagues are the biggest office
distraction and around 40% of the impromptu meeting from participants stopping through
workspace disturbing (Bharathi, 2016, pp. 665 - 683). There are other huge companies, where
only part of the team is involved in remote work. For instance, around 80% of workers of Cisco
or Intel work remotely. The freelancers also work quite often due to a matter where the providers
or customers is. (O’Toole, 2012). All the companies do not find IT to be found as remote work
profitable for instance, Yahoo has announced that they were taking down the teleworking project
and it did not succeed in 2013.

An exploratory study was carried out by 32 organisational employees that were working
at home. The significant characteristic of jobs can be achieved through working at home were the
minimum physical needs, individual control over the work pace referred deliverables, a
concentration needs, and low need for the communication (Carrion, 2016 , pp . 4545 - 4551).
The employees that worked at home are found to be self-disciplined and self-motivated and have
the skills and talents that offered them with the power of bargaining. They also have arranged
wither due to the requirement of family or due to preferred social con facts behind a family
(Allen, 2015, pp. 40 – 68). In general level, it is found that participants had responded positively
to the ability of work flexibility and increased control it provides them over the lives (Quinlan,
2019). It is also found that working remotely in a week, give the flexibility to manage life, is a
major benefit. The capability to manage and control own work provides employees with a sense
of empowerment that is flexible hours of working gives individuals a sense that the company is
looking forward and hopefully a sense of better well-being. A sense has a degree of
empowerment regarding the work when they use to work within the business restriction as a
A female in married life is usually unable to manage the work from offices in a certain financial crisis or due to the restrictions from in-laws and husband is benefited from this opportunity (Allen, 2015, pp. 40 – 68). A freelance working or any other work from home service can be offered to her so she can easily manage the work-life balance with family and children. However, the telecommunication and other communication-related jobs are difficult to be handled from home, it is the major reason they prefer employee to work at the office. There are various jobs depends on the requirement so they easily hire a remote working employee for which the organisations usually prefer female in comparison to the male (Bentley, 2016, pp. 207 - 215). A research study carried out by Lourencio (2016) elaborated that women working in a cooperative exercised self-management with respect to flexible hours of working. The women were permitted to organise the workday with control over the time of working and they followed terms of collective contract (O’Toole, 2012).

2.4 Literature Theme Three- Remote work helping working-class women

The Indian IT sector has been hiring more women at the leadership level. The primary reasons for that are noted to be options like work from home, flexible working hours among many other reasons. Indian IT sector is recruiting women and assigning them for more leadership roles (Mitter, 2018).

According to the studies, women bring varying perspective to companies and business across the globe that require acknowledgement and levering while, over years of the gap is not filling (Bakshi, 2017, p. 86). It is high time for filling the void among industry and increasing the opportunities for women executives (Eriksso, 2015). To combat the gender gap, women move the workplace towards greater balance in leadership and both the women and companies
need to make certain key strategies (Silverman, 2016). The internal report of HP Hewlett Packard represents, that men usually apply for the job, while they only meet 60% of the requirement of the job while, women only apply for the jobs while they meet 100% of needs and requirements (Loubier, 2010). It is true then; it is a time that women need to change the mindset of applying for certain jobs (Silverman, 2016).

Mustabsat (2016) in a question presented the benefit or perk is being considered as an ethical problem. Various businesses do offer from flexibility for parents working outside the home. The debate for working from home is current (Carrion, 2016, pp. 4545 - 4551). It is finding that decision to offer the amenity to employees is determined through a geographical position. The development, training, staff recruitment and retention is considered a competitive advantage for the business environment (Carrion, 2016, pp. 4545 - 4551). The establishment that supports work from home claim is the latter opportunity outcome in greater productivity. The benefits provided for employees are flexible environment in which the working hours are decided (with respect to the arrangement with the employer). Some stress and distraction, the proximity to a member of family and home. Decreased travelling duration, better work/life balance and health. Creativity and great productivity (Biswas, 2017).

Baytcom (2013) examined that there are numerous disadvantages by working from home. It is difficulty in separating work from the home. The problem in separating home from the work, a self-imposed pressure of working endlessly and feeling of alienated from the major decision of the company and sometimes the promotions (Allen, 2015, pp. 40 – 68).

The home-based work sometimes negatively impacts the relations of family among children and partners, in which conflicts may result among home roles and work. Additionally, the work infringing on physical space of the home, the work also influences on psychological,
and emotional space of the home (Bakshi, 2017, p. 86). There are mixed outcomes for the benefit of teleworking. Hartig et al. (2007) examined that remote workers may experience overlap among home and work and consequently lessening the restorative privilege of home (Dockery A. M., 2017). In comparison Kossek (2006) in a research study, of teleworking professional observed that among autonomy by mean of teleworking has resulted in the reduced frequent occurrence of depression in women. Kossek (2006) examined that teleworking may offer women with the flexibility to manage the work, by the outcome in a greater level of well-being as consequences of family lives and the work (Carrion, 2016, pp. 4545 - 4551).

According to Bharathi, (2016) The teleworking supports to retain and recruit the talented workers by means of offering individuals with the capability to decrease the commuting time and fit tasks around the work activities, and contributing in a diverse workforce (Bharathi, 2016, pp. 665 - 683). The privilege of teleworking in the context of quantity and quality can result from permitting employee’s time away from the office to the work over activities that require a higher level of concentration without the interruption. Dockery (2017) revealed that the organisations that are privileged through saving costs on office space and being flexible. HR has a significant role to play for ensuring teleworking as an experience for the staff and employees needs for being prepared to work in the environment of home (Dockery A. M., 2017).

Beauregard, (2013) examined that the positive perspective of remote working can be summarised through increased productivity, the capability to work flexibly and from various location in temporal limits of office hours and in some cases, the decreased stress level and well-being (Beauregard, 2013, pp. 103). Comparatively, Mahadik, (2016) identified that the negative impact involves, work intensification with the access to technology that is 24/7 resulting in long hours, with the respite from work (Mahadik, 2016, pp. 46 - 53). The behaviour of sitting may
increase with the temptation to work for a longer time duration at computer and results in physical issues. The remote e-working facilitates with blurring boundaries among home and work, with certain individuals supporting to integrate two while, other separating activities. The research has presented that employers that have initiated flexible work have the (VIRTUAL-TEAMS-SURVEY-REPORT, 2016):

- Promoted morale of the employee
- Environmental privilege
- Increased productivity (Loubier, 2010)
- The decreased turnover rate of employees
- Lower rate of absentees

However, Dockery (2017) examined it is found that in context of women remote working can outcome in saved time but this time is not always spent over leisure tasks but over the paid work or housework (Dockery A. M., 2017).

2.5 Literature Theme Four- Demand and needs of remote work in all over the globe

Bell (2018) presented Maternity benefit amendment Bill was passed by India in 2017, which is towards extending paid maternity leave to 26 weeks compared to a global average of 20 weeks (Bell, 2018). Work from home option can be an ideal way to help women in higher positions to handle important official situations while at maternity leave (Dockery A. M., 2017). According to the survey carried out by Ranstand (2016), 53% of the respondents preferred working from home while working from office was preferred by the remaining 47%. Female respondents (54%) preferring work from home option were slightly higher than their male
counterparts at 52%. Specifically, respondents above 45 years preferred working from home option more (Ranstand, 2016).

Bharathi, (2016) revealed that various IT companies in India and other regions facilitate maternity through extending the paid leave to 26 weeks, while, working from home is an additional option that is provided to women (Bharathi, 2016, pp. 665 - 683). For example, in remote work there are various jobs that female can easily perform through working at home for example, the online jobs for women include writer, bloggers, short burst customer service, the transcription, virtual assistant proof-reader/Editor the moderators at social media, search engine Evaluator, website testing, Tutoring and teaching (Eriksso, 2015). Silverman (2016) examined that It is a way to build passive income, however, there are several companies that hire women or employees as a freelance employee to work from home, instead of coming at office, due to remote work facilitation, as nowadays, digitalisation has facilitated employees, to work online and send email through online Internet medium instead of working at offices (Silverman, 2016).

The uneven playing field among men and women comes at a significant economic cost as it hampers the productivity and weights overgrowth. IMF staff study revealed that barriers to women while entering in labour force think of discrimination, tax distortions, cultural and social factors are costlier than provided through existing research and benefit from closing gender gaps are larger than thought prior. The policymakers are required to concentrate on removing the barriers (Beauregard, 2013 , pp . 103).

The females are more privileged by working at home environment. The benefits that female attains is flexible schedule, it is easier to take breaks any time, feel no rush for running and hang up on family members when they eat lunch and call at a weird time that is required (Carrion, 2016 , pp . 4545 - 4551). The second benefit is the custom environment, the women
can ease self by remote working instead of being in a single position for many hours. Easy to make calls instead of being restricted by office environment (Mahadik, 2016, pp. 46 - 53). There is no conference room required for co-workers. There is no office distraction, for instance, colleagues, outing and extra time for lunch and other things. It can help women to save money instead of investing over the travelling cost. It can ease women and satisfied from traffic and crowds instead. The remote working helps individual to spend time with the loved ones instead, and taking care of them (Carrion, 2016, pp. 4545 - 4551).

A remote work ease woman with working at home and have a work-life balance context views with the success of a company that is largely in productivity and happiness of employees. More employees are looking for the strategies to promote specifically factors, and responsibility of implementing and planning strategies lies with HR department (VIRTUAL-TEAMS-SURVEY-REPORT, 2016). However, various organisations also prefer they’re for employees to work from the office as well as from home in order to raise productivity for organisations. The pure working from home can benefit them through saving their money and investing more time on their family members and children (Chennai, 2019).

2.6 Literature Theme Five- Remote work and its influences on Employee retention

Remote work was found to have a high degree of influence on Employee retention according to 72 % of employees. The main reasons that remote work help with retention is the impact which it has on worker’s quality of life (Analytics, 2015).

The survey of 2016 by American remote workers, around 91% of people that work from home feel that they are more productive in comparison to the employees that are working at the office (Pradhan, 2015). This is a survey based on self-reporting that means it is probably the less
accurate in comparison to supervisor evaluation or an experimenter but it is an overwhelming number that must not be ignored (Carrion, 2016, pp. 4545 - 4551). The similar survey represented that remote workers are satisfied with their jobs and overall happy. Prior in the year 2006, before the rise of smartphone technology and communication apps, the introduction of flexible work program has ended up through measuring 35% of jump in the employee’s overall productivity (Mahadik, 2016, pp. 46 - 53). The connect solutions research also found that 77% of remote workers get it done in certain hours while there are points that make the employees distracted, for instance, noisy co-workers, meetings and conversation (Pradhan, 2015).

Carrion, (2016) evaluated that the employees that work from home are observed to be productive. The statistics of remote work provides telecommuters to be productive workers (Carrion, 2016, pp. 4545 - 4551). The two-thirds of managers show employees that work from home use to increase the productivity in the whole. It is commonly observed that remote work provides a positive impact of retention of employees. More the individuals are satisfied with the working conditions, more they have flexibility and leniency they prefer to stay longer with the organisation and being hired permanently by them as a remote worker. However, Mitter (2018) examined that the survey has found that they are zero% for giving resign or switching their employees (Mitter, 2018).

There are retention factors that include benefits and remuneration, equal and fair treatment, training opportunities and remuneration as well as organisational culture. According to Wan and Andrew (2009) revealed that management style and leadership helps to increase the retention capability of employees that are hired as freelance or either remote workers (Mahadik, 2016, pp. 46 - 53). The autonomy, social support and work schedule flexibility supports organisation and them to keep employees for a longer duration of time. In total Chritieen (2014)
revealed eight retention elements, such as conductive environment, management, development opportunities, social support, compensation, autonomy, crafted workload, and balance of work life. However, to keep the remote workers in control and dedicated it is essential to keep them for allocated work and provide them with a crafted sculpted workload that falls under the leadership and quality management (Dockery A. M., 2017).

According to Dockery (2017), the work-life balance is eventually being a central element for employees and it helps to impact the decision of employee for staying in an organisation (Dockery A. M., 2017). The employees search for the flexible work schedules that permit them to take good care for professional and personal life both. Bakshi, (2017) examined that the balance among professional and personal lives is evaluated through sacrificing individual and making the expense to certain areas of life. It is also studied that job that provides holder with a capability to fulfil the responsibilities of family and increasing the retention of an employee is widely preferred. Some employees concentrate on the professional career and devote time to the other areas of lives that are named idea of downshifting (Bakshi, 2017, p. 86). It concentrates on emphasis on the importance of healthy balance. Taking the relationship between work-life balance and retention a point of focus, it is observed that employers needs to implement a harmonious balance to improve retention. It is found that offering support emotionally to the employees by mean of work-life balance, decreases the intention to forget the job and quitting it (Dockery A. M., 2017).

2.6.1 Case for Remote Working

Carrion (2016) revealed that providing freedom to work remotely from the home environment is a way to offer flexibility. It is also valued through staff due to reasons for saving
money and time, spent commuting and decreases the stress. It fits with the life of family and permits parents to fit in the school and home-based desk from 9 am (Carrion, 2016, pp. 4545 - 4551). While commuting is concerned with the job dissatisfaction and stress. The research through the University of West England has examined that 20 minutes commuting time to and from the work has decreased the satisfaction of job by a similar amount as 20% pay cut (Quinlan, 2019). The remote working is not only a nice perk for the employees but it provides a business benefit. It provides access to a wider pool of Talents that can be helpful for organisations through looking into skills and local employers with deeper pockets. It decreases the demand for office space. It increases the productivity of working and decreases down the stress. The managers are worried that remote staff will lack to provide productivity that teams will lose the creative buzz of working wholly together face-to-face. The increased range of studies has found that remote staff can be productive as in-office colleagues. Specifically, the increased concentration jobs for example, software development in which open, noisy plan office can be a source of distraction and stress. For instance, a survey carried out by the company in US Flex Jobs found that 76% of the participants have preferred to work in office due to citing fewer interruptions and distractions. The remote work also provides the loyalty among worker and the employer in a workplace, greater diversity and work-life balance are crucial.

2.6.2 Building a Productive Remote Team

To assure that remote team consistently productively is not without having problems. But there are various companies in IT within the UK, Chennai and other regions that have gone remote wholly by involving Doist, Automatic, and Buffer that present that difficulties can easily
be managed. There are some factors that are essential elements for building a productive remote team as presented below:

- A pro-remote culture- It does not refer that every individual needs to work remotely but it requires positive commitment from the team instead of feeling remote working to be unusual or issue that required fixing.

- A planned strategy for communication- The remote team put the considerable ream and the hard work to think about communication and working together, they make using tools such as Asana and Stack to be in touch for managing the flow of work. When they feel issue regarding any work, they prefer video calling instead of face to face resolving the issue (VIRTUAL-TEAMS-SURVEY-REPORT, 2016).

- Hiring the right individuals and trusting them for attaining a job- Hiring the motivated and dedicated individual is like preferred by the IT companies in Chennai that can easily.

- It concentrates on practical problems- These ranges from data security to safety and health. However, having a specific home working policy provides a base for policy and resources (Allen, 2015, pp. 40 – 68).

- The investment is required for face to face meetups, the companies with remote staff have value for gathering the person in work over the project (Eriksso, 2015).

2.7 Contextualising the Research in the Literature

- Even though there has been extensive research on remote work, there has been limited works on the impact of remote work in the Indian context, specifically in the IT sector.

- In an overpopulated city like Chennai, where traffic is a huge issue, reducing the number of people going to office daily can have an influential effect on the traffic in the city
• The research also plans to evaluate the quality of work done by the employees by interacting with the management (Sutton, 2016)

2.8 Benefits of Remote work and Hiring Tech Professionals in Chennai

Access and unreachable talent are the important and impactful privilege that benefits hiring the remote talent is the capability to access otherwise the unreachable talent. Remote work helps to boost productivity and creativity (Bharathi, 2016, pp. 665 - 683). This may actually be shifting the productivity and creativity of employees; the work locations and flexible hours can be sufficient and efficient than meetings in driving the innovation at business. The remote work results in cutting the cost, the business cut the overhead costs especially Tech start-ups and IT through hiring remote teams instead of on location teams (Quinlan, 2019). This can increase the diversity in technologies.

Across India and UK, the tech sector is widely expanding with various employers desired to hire in the year 2019. However, the Tech Nation in a survey of 2017, revealed that around 55% of the digital tech companies are cited skills shortage as the single biggest business issue. The shortage of skill is a major issue (Bharathi, 2016, pp. 665 - 683). The Digital Tech skill plan is also launched for the need for skilled staff. The technology professionals within Chennai provides effective training and development sessions for developing skills for the employees to polish their personal characteristics and working skills. However, they can support companies to grow (Eriksso, 2015).

2.9 Literature Conclusion

The literature summarises with the diversified understanding of literature with the methods used for analysis. The literature provides a clear understanding of remote work in IT
sectors within India for the purpose of promoting the growth and development of business (Bakshi, 2017, p. 86). It is also analysed that women working home-based provides more profit to organisation in comparison to the conventional offices, while some arguments also represents that it facilitates women that are housewife but need to work, during the maternity period it is also facility for women to work from home and earn best for supporting their family (Bentley, 2016, pp. 207 - 215). There are five main themes carried out for studying them in-depth throughout the analysis (Biswas, 2017). The women leadership role is also effective in remote work because they prove themselves to be effective and being sincere with their work for automation. The work remote is also sufficient for women because it helps them to save them from issues of traffic, road accidents and other problems (Dockery, 2017). However, women also suggest and prefer to remote work and work as a freelance for the purpose of delivering improved quality and other biases that they may face through working in an office environment (Beauregard, 2013, pp. 103).

The literature also suggested the pros and cons of remote work for the employees. In conclusion, the research reveals that women, compared to women prefer more to work home based instead of working in an office or organisational environment (Mahadik, 2016, pp. 46 - 53). The man prefers to work in the office environment, the major reason behind the perception is that this keeps them away from dissatisfaction and uncomfortable condition. However, women prefer to work at home because they can balance their life balance, with respect to family and children. However, this helps them to concentrate on personal and professional life both instead of only being engaged to professional life alone (Carrion, 2016, pp. 4545 - 4551). However, it is clear that the major hurdles faced due to working in an organisation is travelling duration and money, traffic, lack of focus on family and lack of concentration of personal life. The five major
themes are evaluated for Remote work in IT sector within the region of Chennai (Bakshi, 2017, p. 86). Another important thing observed is IT professional tech and employee’s retention due to remote work that is found to be common among workers. The freelancers are working and earning enough that they are satisfied with their life (Beauregard, 2013, pp. 103). The remote workers are not preferred for such jobs, that requires continuous communication however it is an effective opportunity in IT sector such as, web designers, writers, and business developers. While, communication companies and call centres require office-based worker instead of a remote worker (VIRTUAL-TEAMS-SURVEY-REPORT, 2016).
CHAPTER 3: METHODOLOGY

3.1 Introduction

Research Methodology is the 3rd Chapter of research which comprises the research methods & research design utilized in the study in order to perform a systematic examination to establish facts & reach the final outcome & conclusions.

This research study used both the qualitative & quantitative method of research. Kothari (2009) suggested that quantitative research analyses the data within a numerical format and it establishes the calculation methods for example, statistical method to examine the result. These outcomes are objective but specific in nature (Silverman, 2016). The qualitative research uses the subjective type of approach in which no calculation is involved. These are essential and primarily significant in analysing the behaviour and human nature that cannot be known through calculations. According to Quinlan (2019), both approaches qualitative and quantitative approaches are used in the context of management and studies of business. It is a belief of the researcher that an effective combination of research methodologies will increase the reality and meaning of outcome (Quinlan, 2019). The thematic approach for literature has been selected because it helps to understand the connection between and how to link research questions with literature. It helps to connect from the real world. It helps to associate through using a common theme. It focuses on learners on the goals and objectives. While the quantitative method helps in providing numerical and statistical data more accurately. It emphasizes on the measurement of objective & statistical and mathematical analysis via questionnaire & survey. The reason for the researcher for using both the method is to gain complete insight regarding the topic and to consider every precise detail.
3.2 Research Process

Research procedure comprises of series of steps from research topic identification to the end result. Following are the sequential steps followed by the Researcher.

- Selection of Research Topic
- Extensive Literature Review
- Formulation of Research Question
- Variables Identification
- Formulation of Hypothesis
- Development of the Questionnaire
- Survey Conduction
- Hypothesis Formation
- Findings
- Recommendation & Conclusion.

The research process is a pathway by following which research can achieve the research objective. It includes the design of research; design of research depends totally on research type. Series of actions are involved in Research Process & steps which are essential for performing research & the sequencing of the steps. This is the step-by-step process of research formulation. Though, the person can rarely get success in a gradual step by step manner as such. The research procedure comprises identifying, detecting, evaluating, analysing, & finally expressing & developing ideas. All activities of the research process are based on primary & secondary data
resources via which plans, or recommendations are formulated.

3.3 Research Methods

Research techniques or methods are utilized by the research while doing research operations. They are utilized for the collection of data, involve interviews, surveys, observation, case studies, experiments, etc. Methods used for the research helps in gathering information so that answers to a research problem can be extracted.

This section provides a clear understanding of the phenomenon that will be used in the study. This provides a clear insight of the qualitative and quantitative method under a research design, approach and strategy that is planned for carrying out the reviews of respondents and later on it will be analysed for further studies (Walliman, 2017). Each section of the methodology is selected after an in-depth analysis for choosing the study.

3.4 Research Onion

This research is grounded on various aspects of Research Onion. Onion research method gives a detail explanation of those stages which are followed by the researcher in order to create effective methodology (Mackey and Gass, 2015). So, to achieve maximum credibility for the study, justification and explanation need to be provided by the researcher on every step of methodological decision. This Research onion is an extension of the Research method tree (Pappas, et.al, 2014, pp.187-204). Research Onion has 6 layers. These layers are research philosophy, strategy, approaches, choices, procedures, techniques & Time Horizon. Each layer is discussed in detail below.
3.4.1 1st Layer - Research Philosophy

Research Philosophy is the first layer of Research Onion. Research philosophy encompasses a number of beliefs in association with features of nature being evaluated. It is investigated usually in terms of 2 Philosophies, these are epistemology & ontology (Silverman, 2016). Epistemology fundamentally revolves around those things which comprise of valid knowledge & relevant information & how a person get benefit from this knowledge (Krzyżanowski, 2011, pp.231-238). Whereas Ontology revolves around a reality & how a person grasps the existence. Other than this there are other 2 philosophies as well which are positivism
& interpretivism. This enunciates the debate of qualitative vs quantitative research. This debate is also known as Detective versus Scientific Debate (Pappas, et.al, 2014, pp.187-204).

3.4.2 2nd Layer - Research Approaches

Approaches commenced by the researcher are known as Research Approaches. Deductive and Inductive approaches are the Research Approach.
The other name of the Deductive Approach is Deductive Reasoning begins with a specific hypothesis usually. In deductive approach, the researcher observes the hypothesis which
is created on information and pattern which the researcher observes (Krzyżanowski, 2011, pp.231-238). The deductive approach is followed by the testing of hypothesis and development of theories. On the contrary, the Inductive Reasoning commences with theory & emphasize later on each and every detail. A switch from specific to general is Inductive reasoning (Gregory and Muntermann, 2011). Quantitative research is related to Deductive Approach & Qualitative Research is related with Inductive Reasoning (Kumar, 2019).

3.4.3 3rd Layer - Research Strategy

Research Strategy is the third and most crucial layer of Onion Research as the whole research is grounded on it. It revolves around the idea of which path is being followed by the researcher & how he/she is going to carry out the research. Research strategy also deals with which approach of data collection that will be utilized by the researcher. Research Strategy deals with Quantitative & Qualitative Research.

3.4.4 4th Layer - Research Choices

Research Choices incorporates research methods like mono-method, mixed, & multi-method (Pappas, et.al, 2014, pp.187-204). The mono-method involves one research approach only to study. The mixed-method comprises of either 2 or more methods. Usually both the quantitative & qualitative incorporate in the mixed method. However Comprehensive selection of method is involved in multi-method (Silverman, 2016).
3.4.5 5th Layer – Time Horizon

The time needed for research project completion is the Time horizon (Pappas, et.al, 2014, pp.187-204). With regards to the onion research method, it comprises of 2 types. The cross-sectional and longitudinal research. Longitudinal Research is also known as a panel study. This research design incorporates repetitive observation for a longer period of same variables (Krzyżanowski, 2011, pp.231-238). The cross-sectional study comes under the observational research while evaluating the variable data gathered at one point in time within a population, for the collection of data, time is set already.

This research is done majorly to provide insights to the private sector companies in Chennai on how work from home can be a useful initiative to the overall productivity of the company. It also helps in how work from home as an option can improve the work-life balance and job satisfaction of an employee. It also helps the future researchers on this topic to understand the correlation between the job satisfaction of an employee and the productivity of work from the employee. The researcher has worked in the IT sector for over two years as a Business Analyst. Her desire is to become a Senior Business Analyst/ Manager and to have a team under her to manage. This research will be of utmost use to understand the insights in better ways to manage and lead a team.

3.4.6 6th Layer – Procedure and Technique

The final layer is the 6th layer consist of techniques & procedures of the collection & analysis of data (Pappas, et.al, 2014, pp.187-204). In this research, explanations are made by the researcher that why he/she is performing the research (Krzyżanowski, 2011, pp.231-238). The 6 layer comprises both the secondary & primary method of collection of data. Primary research is
3.5 Research Approach

The two approaches are very common to be studied for the purpose of research work which are inductive and deductive. The major difference among inductive and a deductive approach to research is that deductive approach targets and testing the theory, while, an inductive approach is concerned with the generation of a new theory that is represented or identified from a data. A deductive approach starts with the hypothesis while, an inductive approach will use the research questions to narrow down the aim of the research study (Allen, 2015, pp. 40 – 68). For the deductive approach, the emphasis is usually on a causality while for the inductive approaches the aim is focused over exploring the phenomenon or looking on the existing researched method from a various perspective. The Inductive approach will support the researcher in the process of data collection. The research followed both the deductive and inductive approach in the forms of quantitative and qualitative methods respectively, as there is no certain research over the remote work in IT company in India (Bentley, 2016, pp. 207 - 215). Also, there is no unique research that can represent the impact of remote work in the company and its competitive advantage (Ranstand, 2016).

3.5.1 Inductive Approach

The inductive approach within the research, the researcher starts through collecting data that is identified to be relevant or as a topic of interest (Silverman, 2016). The substantial range
of data is gathered, the researcher will take the breather from a data collection, and stepping in the eye view of data. Thus, this stage the research will search to look into the pattern of the data that has been collected while, working to develop the latest theory that can represent such patterns. When the researchers take the inductive approach, they initiate with observations and move to certain experiences to be within a proposition regarding experiences. In other words, they move from information to theory or in general. (Dockery, 2017). The inductive approach is used for the study because it has various advantage it provides to rule learner for discovering themselves to fit their existing mental structures, and making meaningful, serviceable and memorable mind structure. It helps to ensure the cognitive, and in-depth memorability. The learning process is also promoted through this approach.

3.6 Research Strategy

The research plans to use qualitative and quantitative analysis of data. The set of data collected from the employees can be used as a means to quantify factors like employee satisfaction, work-life balance, stress management etc (Bakshi, 2017, p . 86). This study will include carrying out interviews from managers of the department (Sutton, 2016). The second set of data collected through interviews from the management can be used to assess productivity, quality and involvement in work. The above sets of data will be analysed to trace out trends and these can be used to determine the desired results for the estimated objectives.

3.6.1 Qualitative Research

It is a type of explanatory research study. This research is a subjective method, it includes an interview (Bakshi, 2017, p . 86). It is utilised to gain the understanding of reasons; the opinions
help in motivation. It offers in-depth analysis of problems or supports to represent hypothesis and ideas for being used. The qualitative research also supports to uncover the ongoing trends, opinions and thoughts for diving best to solve the problem. The qualitative data collection method depends on structured and unstructured techniques (Silverman, 2016). The certain common process involves focus group discussions, participant’s observations, interviews from individuals. The size of the sample for this study is usually small and respondents are chosen to fill the quota. The qualitative research is selected for study because it provides an in-depth insight into the words instead of numerical data, it makes research easy to associate with the previous research through determining the responses from selected participants.

3.6.2 Quantitative research

Quantitative Research is utilized to enumerate the issue by way of producing numerical data that can be converted into practical statistics. It is utilized to enumerate behaviours, attitudes, opinions, & another defined variables & produce outcome from a larger sample population. This type of research utilizes measurable data to construct facts & discover patterns in research. This type of data collection are more structured than Qualitative data.

3.7 Primary Research Method

The primary research is prepared for meeting the specific and unique needs. This is a fundamental research carried out through a research firm that is hired for the project. This type of research involves survey, focus groups, observations and interviews. It comes under the qualitative research (Afzal, 2018). Despite forms of research that are applied in work of others to business the primary research is aimed to answer the questions that are relevant to the company in Chennai, India as mentioned in the research topic. The primary research supports to provide a
realistic answer, for instance, a focus group will be asked for the specific questions that can help to design the information that is a target to needs (Bentley, 2016, pp. 207 - 215). The primary research will help to relate the literature with the real answers as given by the participants.

### 3.7.1 Secondary Research Method

The secondary research is defined as a type of research in which the data for the study is carried out through the secondary sources, such as, Internet, it uses different websites, online pages, books, journals, magazines, articles, blogs and other published materials for purpose of representing the data. The literature is the main source gathered from the secondary research study. The secondary sources selected for this study include, data from authentic sources. It is important to label the sources as authentic, valid and reliable when the data gathered is from the accessible site instead of being inaccessible (Ranstand, 2016).

### 3.8 Sampling Techniques - Selecting Respondents

Sampling technique offers the researcher a wide range of methods which determines the accuracy of the research conducted. There are many types of techniques helps to gather samples. There are different types of non-probability sampling. But a specific non-probability sampling will be used for carrying out the research study (Quinlan, 2019). The heading below will represent the sampling that will be selected for customising the respondents or selecting them from an appropriate place with the proper background. So that they may fall in inclusion criteria instead of falling in exclusion criteria in a research study.

Samples used for the study are from three different companies which are listed below for both Qualitative and Quantitative research,
3.8.1 Quantitative & Qualitative research sampling techniques

In this study non-probability sampling technique is used for both quantitative and qualitative research. The non-probability sampling is a technique in which samples are collected in a process that does not provide individuals in the population with an equal chance of being selected for the purpose of research. In the non-probability sampling, simple random sampling is chosen for the quantitative method. It is considered as the simple method of non-probability sampling. In order to perform the simple random sampling, the research needs to ensure that all the members of the population are involved within a master list that subjects are chosen randomly from the master list (Ranstand, 2016). In this technique, a group of 76 employees were chosen from three different companies. These 76 employees represented the master list of the whole IT department of those three organisation.

For qualitative research, the researcher has considered the simple method of non-probability sampling. It is a type of non-probability sampling method in which sample considers a group of individuals based on the researcher’s subjective judgement (Carrión, 2016). For instance, standing at the stores, or other area and asking people to answer the questions would be a good example of a convenience sample. This category of sampling is also called availability or grab sampling (Biswas, 2017). There are no such criteria to sampling method except the individual to be willing and available for participation. Additionally, this category of sampling method does not need a simple random sample to be generated but the criteria are either the participants that
agree to participate in research. This method was chosen for the study because it is extremely speedy and also the samples chosen for this technique are the managers of the IT department who were available for interview.

3.9 Data Collection

Primary data was conducted using semi-structured interviews from employees focusing on 3 IT companies in Chennai India. This will be in correlation with the employees in IT department, HR department and Managers of the organisations to get the management perspective. The interviews were conducted through skype or telephone calls. In both these methods audio and video recordings were done. The secondary data were collected from analogous research papers, case studies, newspapers, magazines and articles. The interviews collected for the study was based on telephonic conversation instead of being face-to-face because this type of interview is time-consuming and requires much costing as well. There was also a quantitative survey conducted to employees from the same 3 companies as primary data for data analysis of employee’s perspective.

3.10 Data Analysis

By using the data collected through semi-structured, all the pros and cons of remote work were listed and analysed. The data were first collected, gathered and the transcripts were optimised and analysed through NVivo software. The interviews with the management were used to further the conclusions and trace out patterns with respect to remote work. Factors such as productivity, quality of work, employee satisfaction and retention were evaluated. A thematic
approach was selected for the purpose of analysing interviews. The quantitative data collected was presented in graphical formats to analyse the insights provided from the various questions in the survey.

3.11 Variability and Reliability of Research

Reliability is the measure of consistency or Stability of test score. It is the capability for a research finding to be repeatable. Like a thermometer give the same answer or repetitive measurement at the same time on a similar person. Similarly, the reliable test gives a similar result on repeated findings. There are various tools which are utilized to calculate reliability. Both the validity and reliability are interchangeable. However, from the research point of view, both have a slight difference between Validity & Reliability. Reliability deals with consistency and same results come after multiple testing which shows the consistency. Those tests which are valid are also reliable. But those tests which are reliable aren’t always valid. Validity indicates how strong the research is. When test-retest reliability is good along with internal consistency than there are chances that research is valid. At this point, the researcher is more confident that scores are accurate up to some extent. Generally, validity divided into several types. But the best way to understand is to see the evidence. Whereas the Reliability can be checked by judging the validity. Validity basically consists of 3 types: Content, criterion and face validity.

3.12 Research Ethics

The ethical consideration in research is critical, the ethics are standards or norms to conduct that may distinguish among wrong and right. They support to determine the difference between unacceptable and acceptable behaviour. According to Bell and Bryman (2007), there are
several points represented as important principles that relate to the ethical consideration in the study (Bentley, 2016, pp. 207-215). Through the research, the researcher also includes human participation through acquiring the ethical practice which needs to take, and approved, especially in which it includes young participants and vulnerable type of participants. It can be significant to represent how information will be saved or stored later. The information sheet will also be prepared that help to represent a request from a participant to be a part of a research study (Allen, 2015, pp. 40–68).

The participants will be acknowledged about the aim of research and to discover the value of remote work, its advantage or disadvantage within IT companies in India. The conditions need to be stated while making sense to assure confidentiality of data and continuation of anonymity of participants (Bharathi, 2016, pp. 665-683). This research will include, interviews for research that will be recorded anonymously and the interviews will be represented as final notes prior to using the data. The field notes will be prepared during the sessions of interviews. The records will be stored within the researcher system with backup and after the interpretation, all data containing information of the participant will not be misused but will be destroyed. Following are the elements that will be considered essentially while carrying out the research study:

i. No interviews should be taken without signing the consent form or participation sheet

ii. No participant will be forced to take part in the research or sign the consent form

iii. The results will be published without any manipulation or sense of biases

iv. The confidentiality of the participants will be constant

v. No participant will be harmed psychologically or physically while carrying out the research study
vi. The research will only be conducted for the purpose of being essential as part of course work, it will only benefit the Companies that need to adopt remote work instead of privileging own self (Biswas, 2017)

vii. The loyalty will be kept constant during the research study

3.13 Limitations of Methodology

As everything has some limitation similarly the research methodology has some limitations as well. It is better to recognize & acknowledge deficiencies & limitation of the study than to leave those dissertations. It is crucial to explain the impact of the limitation on the research. The possible limitations to research methodology are sample size, lack of relevant data, limited researches on the previous topic, self-reported data, measures utilized for data collection, Longitudinal effects, etc. In case of the presence of serious limitation, there are chances that research problem is either inadequate, defined narrowly or problem is too recent, or researches are very little about it. In case of serious limitation, help can be taken from the professor to find probable ways to overcome the problems & to revise the study.

- The research will be carried out in 3 companies which might not turn out to be representative of the whole IT sector in Chennai
- Target companies need to approve data collection

Data set might not provide enough clarity on the position
CHAPTER 4: FINDINGS AND DATA ANALYSIS

4.1 Data Analysis

Data analysis is the most important section of the entire dissertation, due to the fact that through data analysis researchers display the outcome and analyse the data that was gathered from the survey (Chambers, 2017). On the basis of this analysis and representation of the data further conclusion and interpretation is carried out which is the crux of the research.

The data is analysed by applying logical and statistical methods and techniques that are systematic with the purpose of illustration, examining, evaluating, analysing and explaining the information, so that an accurate interpretation and conclusion can be induced.

Mihas has stated that, “It’s possible to use many analytical procedures and methods in order to discovery the inductive inference present inside the information and data collected from the research and differentiate which are the indicators (i.e. the factors which are needed to be extracted from the data) in the data and the noise (i.e. the statistical variations present in the data that cause error) in the data (Mihas, 2019).”

The researchers use statistical methods and procedure when they are using data analysis for the purpose of conducting qualitative research. The researchers are in search of patterns in the raw, unprocessed data that is collected through the research, through these patterns the researchers form an analysis (Agresti and Kateri, 2011). The process of research goes through a lot of steps however the most crucial step and the step that requires the most technicalities and concentration is the data analysis. A research needs to consider two elements in order to effectively form an analysis with minimized error, for one the researcher should have access to reliable secondary resource (oral history, biography, existing research, field study, etc.) secondly
the researcher should ensure that the data is arranged properly so that it would be easier to observe and represent the patterns.

It is very important that the research findings are analysed significantly and precisely, also it should be ensured that the data is reliable. In case the logical or technical analysis is conducted improperly the finding would become inaccurate (Grbich, 2012). The inaccurate finding can severely damage the reputation of a researcher and put a question mark on his/her credibility, the researcher could also be perceived as a fraud or unreliable, these findings could also miss leading the readers that do not have the full depth and information relation got the field of research. Hence a researcher should ensure that the data analysis is conducted in the most effective manner, such that there isn’t any room left for errors.

4.2 Quantitative Research

The result obtained from the analysis can be analysed using different techniques and method, however, graphical representation would be used to analyse the data.

Through the graphical representation, it is possible to represent and display the data so that the values can be observed, compared and the increase or decrease over a period of time can be identified, the variation in the past values and the future predicted values can also be estimated (Grbich, 2012). The charts and graph can help provide a forecast of the values at any time in the future, we can also use this to construct reports. Due to the data representation in the form of charts and graphs, it becomes easier to examine the values and responses.
4.2.1 Introduction

The data which is obtained from the surveys was analysed and the findings are visualized using Microsoft excel as pie charts. Correlation analysis was used to test hypothesis and identify if work from home has a positive and significant influence on factors like productivity, quality of work, employee satisfaction and employee retention. The finding of the research and the literature was studied together in order to meet the major research objectives and also to answer the research questions.

4.2.2 Results

Gender

The gender of the employees was asked just for demographic information. In the total of 76 employees who participated in the survey, 36% of them were female and 64% were male. The majority of the participants were found to be male employees. However, there is a representation of employees from both the gender.
The employees were asked about their age to know the demographics of the employees. 71% of the respondents belonged to the age group 23-30 years and 15% of the employees belonged to the age group 31-40 years. Only 14% of the employees represented the age group of 23-30 years. Employees from varied age participated in the survey process. The majority of the respondents were between the ages of 23-30, so ideally experienced between 3 to 8 years.

**Workplace preference**

The preference percentage of employees who chose to work from home among the 76 respondents, 67% were more likely to work from home and 33% were less likely to choose this option. Majority of the employees stated that they prefer working from home.
Anticipated days of employees preferring to work from home

This question was asked to the employees to know the anticipated days they work from home in a week. In this, 36% of the employees said they work between two to four days a week, about 18% and 28% of the employees’ responded saying they work from home for a day and more than four days per week respectively. Finally, 18% of the employees do not prefer working from home. This means majority of the employees work at home more than office in a week.

Travel time to work by the employees
This question was asked to find out the distance travelled by the employees each day to commute to work. As a result of this survey question, 46% of the employees travel more than 20kms per day to reach their workplace. About 33% of the employees travel for 11 to 20 km and 16% travel for 5 to 10 km per day to work. Finally, only 5% of employees travel for less than 5kms per day to reach the office. As per the survey results, the majority of the employees spend a lot of time in travelling to the office.

Major reason for choosing this option

What is the major reason to prefer from working from home?
As per the survey results, the majority of the employees prefer working from home to save travel time, energy and money. The percentage of people choosing this option was 54%. The next majority for choosing this option were flexible schedule, the response percentage for this option was 21%. Other than these options, employees prefer working from home for other reasons like health issues, performing home errands in parallel, Weather conditions having the result percentages like 10%, 8% and 7%.

Focus on objectives and tasks when working from home

This question is asked to analyse whether the employees were able to focus on their tasks and objectives when working from home. As per the survey results, the employees were able to focus more on the objectives and tasks when working from home. The percentage of respondents agreeing and strongly agreeing are 43% and 37% respectively which is very high when compared to the disagree and strongly disagree percentage. Respondents disagreeing to the
statement were 15% and there were 5% of them who strongly disagreed with the statement.

Hence, the employees were less likely to focus on their tasks being at the workplace and more likely to concentrate on the tasks when working from home.

**Impact of productivity when working from home**

This question was asked to analyse the productivity level when working from home, the results clearly state that 64% of the employees agree that it increases when working from home and 34% feels that it doesn’t. But the majority of the percentage feels that they are more productive when working from home.

![Chart showing productivity increase](chart.png)

This scale chart is used to represent the rating of productivity when working from home, about 20 respondents have chosen 8 on 10, 14 respondents have chosen 9 on 10 and 11 have chosen 10
on 10. This clearly shows that employee productivity level increases when working from home and the major driver for the productivity as they feel that they are saving time, travel and energy, the next two majorities are they feel that they have a comfortable environment and there are no office distractions.

**Impact of quality when working from home**

From the below responses, it is evident that the employee feels that the quality of work increases when working from home. The agreed percentage of quality increase is 68% and 32% feels that remote work has no impact on the quality. On seeing the scale chart, majority of the respondents has chosen the 7-10 scale which is clearly showing that quality increases when working from home.

![Chart showing quality of work improvements](image-url)
**Employee Satisfaction and Retention doing remote work**

This question was asked to know whether work from home option increases satisfaction in any way. To interpret the answer to this question the survey response of 41% and 38% of strongly agree and agree clearly specifies that employee level of satisfaction increases working from home. They disagree and strongly disagree percentage is 17% and 4% which are very less when compared to the employees who agree that they are satisfied working from home.

"Work from home practice increases job satisfaction of an employee". What is your opinion on the above statement?

On a scale of 1-10, how much would you rate the quality of work when working from home?

![Bar chart showing the distribution of responses on a scale of 1-10 for the quality of work when working from home.]

- Agree
- Disagree
- Strongly agree
- Strongly disagree

![Pie chart showing the distribution of responses to the statement "Work from home practice increases job satisfaction of an employee".]

- Agree: 41%
- Disagree: 17%
- Strongly agree: 38%
- Strongly disagree: 4%
Overall opinion on Work from home

Finally, this question was designed to know the overall opinion of the employees who are using this option. Major percentage is for agreeing and strongly agree to have of about 40% and 50%, and Overall 91% of the employees are happier choosing this option. Only 9% of the employees disagreed to this point. Overall most of the employees were very satisfied with this option.

4.2.3 Correlation Analysis

4.2.3.1 Hypothesis 1:

**H0:** Working from home practice has no positive and significant impact on a company’s productivity in the IT industry in Chennai, India.

**Ha:** Working from home practice has a positive and significant impact on a company’s productivity in the IT industry in Chennai, India.
The alternate hypothesis is accepted since, the significance value is less than 0.05. Thus, there is a positive impact on the productivity when working from home.

4.2.3.2 Hypothesis 2:

H₀: Working from home practice has no positive and significant impact on the employee’s quality of work in the IT industry in Chennai, India.

Hₐ: Working from home practice has a positive and significant impact on the employee’s quality of work in the IT industry in Chennai, India.
The alternate hypothesis is accepted since, the significance value is less than 0.05. Thus, there is a positive impact on the quality of work when working from home.

### 4.2.3.3 Hypothesis 3:

**H0:** Working from home practice has no positive and significant impact on the employee satisfaction in the IT industry in Chennai, India.
**Ha:** Working from home practice has a positive and significant impact on employee satisfaction in the IT industry in Chennai, India.

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Work from Home</th>
<th>Employee Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work from Home</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>76</td>
</tr>
<tr>
<td>Employee Satisfaction</td>
<td>Pearson Correlation</td>
<td>.721**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>76</td>
</tr>
</tbody>
</table>

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

The alternate hypothesis is accepted since, the significance value is less than 0.05. Thus, there is an impact on employee satisfaction when employees work from home.

**4.2.3.4 Hypothesis 4:**

**H0:** Working from home practice has no positive and significant impact on the employee retention in the IT industry in Chennai, India.
**Ha:** Working from home practice has a positive and significant impact on employee retention in the IT industry in Chennai, India.

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Work from Home</th>
<th>Employee Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work from Home</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.588**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>0.000</td>
</tr>
<tr>
<td>N</td>
<td>76</td>
<td>76</td>
</tr>
<tr>
<td><strong>Employee Retention</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.588**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>76</td>
<td>76</td>
</tr>
</tbody>
</table>

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

The alternate hypothesis is accepted since, the significance value is less than 0.05. Thus, there is an impact on the employee retention in companies following working from home policy.

4.3 Qualitative Research

4.3.1 Introduction:

The primary objective of this research is to view the themes already discussed from a manager’s perspective. The researcher used qualitative techniques to conduct in-depth research,
these techniques are called in-depth interview or depth interview or semi-structured interviews. In these techniques, the researcher conducts through interviews from a specific group of participants so that the perspective and opinions of a consumer (the respondent) can be evaluated and understood. The data provided from the interview help organization analyse the demands, perspective, and opinion of a consumer regarding a product or a service. The organization can further use the information to their benefit.

4.3.2 Background of the Interviews

The interview subjects were carefully selected from the employees of three different companies across the Information Technology Industry based in Chennai, India. The inclusion criteria that were used by the researcher was to consider employees who are at a level of Managers or above who handles a team of one or more under them working in a company which has Remote working option available as it was required to attain the research objectives. The data collected were translated and transcribed manually, main themes identified, codes assigned and classified under main themes based on Ranjit Kumar's (2011) 4 steps of qualitative data analysis.

The first interview was with Senthil Kumar Vadivelu, who is a Senior Manager at Amazon, India. He has an overall experience of 9 years and about 3 years, 2 years 10 months to be precise in this organization. He joined this company as a Manager, after 2 years working as a manager he got promoted as a senior manager. Before joining Amazon he has about 6 years of experience in the IT industry. Before Amazon, he has worked for CISCO and Infosys.
The second interviewee Karthik is currently a Service Delivery Manager in Merit Software Solution, India. He has a work experience of more than 9 years in Operations and is a certified Scrum Master as well as a Six Sigma green belt professional.

The third interviewee Pachaiyappan is working as a Service Delivery Manager at CMA CGM, India. He is working in this organization for the past 6 years, handling multiple processes over the years.

4.3.3 Data Analysis

Data analysis is critical part of this chapter, so that the collected data can be deemed meaningful and useful (Saunders, et al., 2009). Ranjit Kumar’s content analysis was applied to analyse the data, which consists of 4 steps as mentioned in the earlier section. Data were collected using semi-structural interviews and then were translated and then converted to written transcripts by the researcher herself. Although the process was consuming more time than expected, it helped in providing a better understanding of the collected data and brought up clues of patterns arising from it. Further, the researcher had to read each transcript multiple times to get a familiarity with the collected raw data. The second step of the qualitative analysis, the researcher came up with manual coding to the data with a list of ideas. A manual coding method was preferred for this study as there were only 3 interviews conducted for this research. The researcher analysed and discovered a number of potential themes from the manual coded data and after repeating the process again and again, few of the themes were developed and considered as main themes or subthemes. Some of them were eliminated and some were kept to use as a discrepancy.

However, the main themes were given codes in terms of numbers. Finally, the researcher
relooked at each interview transcript once again to classify the responses in either of those coded main themes that was identified in the previous step. The main themes emerged from the analysis are discussed below:

4.4 Impact of Remote work on Productivity and Quality of work from the Company’s perspective

4.4.1 Productivity & Quality Impact

In this, the interviewees were asked about the influence of working from home on the productivity and the quality of work produced by their team members. They were asked to compare the productivity and quality of work between working from home and working at the office. Senthil Kumar noted that except in a few cases, working from home has always helped improve productivity. Karthik added that he has seen no productivity issues when his team works from home as they keep a track of the work being done from home and it remained the same as compared to working from the office. Pachaiyappan also feels that productivity increases when his team works from home. Senthil Kumar opined that quality of work also increases when working from home by mentioning an example of his team member who takes multiple iterations to reach the expected quality when working in an office. While the same member took a single iteration to achieve the desired quality when he was working from home. However, Karthik feels that the quality remains the same irrespective of the place the work is being done. Pachaiyappan spoke about the stats that he had seen which shows a clear difference in the work done when working from home and office. The work done from home has a better quality is what he mentioned.
4.4.2 Drivers of increase in Productivity and Quality

The interviewees were asked to talk about the drivers behind the increase in productivity and quality when working from home. Senthil Kumar mentioned that the feeling of being trusted by their reporting manager and the team to work from home brings a responsibility to the employee to do a better job while working remotely. The employee takes the ownership to be more productive and produce work that is of a good quality. “the responsibility carried by the employees as they feel they are being trusted by their employers on doing the work even when your employee is trusting you so much and letting you work from home thinking that you get the work done, that itself drives you to get the work done”. He also feels there are other factors like working at a flexible and comfortable environment and not having to commute to office saving the time, cost and energy. Whereas Karthik responded saying that the target for each employee is the reason behind the increase in productivity and quality of work. “So they have the targets in mind and they definitely are working towards the target. So that itself is the productivity drivers for them”. On the other hand, Pachaiyappan’s opinion is flexibility, avoiding office distractions and not being micromanaged are the major drivers for productivity and quality when working from home.

4.5 Remote Work and its influences on Employee Satisfaction & Retention- Company’s perspective

4.5.1 Remote work’s influence on Employee Satisfaction

In this, the interviewees were asked if remote work has any kind of influence on increasing employee satisfaction and what could be the possible reasons behind the influence. Senthil
Kumar thought that remote work definitely is a factor to increase employee satisfaction. He thought the reason for it was because the employee gets a feel of being trusted by the employer and that acts as a satisfying factor. Also, remote work gives them flexibility and allows them to work in a comfortable environment which directly increases employee satisfaction. Pachaiyappan also thought about the same feeling of being trusted and important. He said that this itself is a major reason for employee satisfaction. Karthik also responded that remote work does influence in increasing employee satisfaction saying that “Definitely it increases the employee satisfaction and it also increases the employee engagement towards the management because for his/her purpose we are giving the work from home option”.

4.5.2 Remote work’s influence on Employee Retention

The respondents were asked about their opinion on the impact of remote work on employee retention. They were also asked to explain the reasons they think for the influence if there are any that they can think of. Senthil Kumar noted that working from home can help in retaining working parents, especially the female workers post their maternity period. “So most of the women during their pregnancy or after the child is born, they have their maternity leave but still after some time they like to work from home. It is convenient for them because they have to take care of their children. They would like this option” He also said that work from home policy defines a culture of the organization which also can be a factor for employee retention. Karthik also spoke on the same lines indicating about female employees being retained with the option of remote work. He took the example of a female employee who was about to leave the company after marriage if the remote work option was not available. Pachaiyappan indicated that it is a major reason for his organization to retain employees. He pointed out that their attrition
rate was below 1% for the year because of work from home policy used by their employees. “We have an employee who got married and shifted to a location which is 50 km far from our office she is working from home for almost 3 years now. If we didn’t allow her to work from home, she would’ve left the organisation a long time back”.

4.6 Advantages and Disadvantages of Remote Work

The respondents were asked to talk about the advantages and disadvantages of employees working from home from a company’s perspective.

4.6.1 Advantages

The respondents mentioned listed down a number of advantages such as cost-cutting, time and energy-saving etc. Senthil Kumar noted the advantages as cost-cutting in various aspects like reducing company cab services, facilities cost. He also mentioned that employee satisfaction and retention as advantages. Karthik also mentioned cost-cutting and employee satisfaction as advantages due to flexibility provided to the employee in the form of remote working.

Pachaiyappan thought the advantages are cost-cutting, eliminating absenteeism, meeting targets while also maintaining employee's flexibility which makes employee satisfaction improve and keep them happy. “Advantages in WFH like cost-cutting, work is not getting affected, we are meeting the targets, and we are eliminating the absenteeism and retaining the employees. So we are making our employees happier at the end of the day”.

4.6.2 Disadvantages
The respondents were asked if they found any disadvantages when their employees work from home. Senthil Kumar’s response was that missing out on team bonding, an increase in telecommunication costs and a threat to information security as the advantages that he could think of. “I think when working from home you will use your home network you will not be very sure how secure that is, although there will be a firewall that is going from companies Infotech teams. I don’t think it is as effective as it is when you are using companies Wi-Fi instead of home Wi-Fi”. Whereas Karthik felt that there will be no disadvantage if the employees are monitored constantly. Pachiayappan also felt that team bonding would decrease when employees work from home. “I would say like, the employee bonding will be less if they continue going to work from home they can’t meet their colleagues. We are also trying to eliminate this by conducting some employee activities”.

4.7 Interview Responses

1. For the recording purpose, Can I have an introduction of yours?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>I am Senthil Kumar Vadivelu, Senior Manager in Amazon, India.</td>
</tr>
<tr>
<td>Number 2</td>
<td>I am Karthik, Service delivery manager in Merit software services in Chennai.</td>
</tr>
<tr>
<td>Number 3</td>
<td>I am Pachaiyappan, Service delivery manager in CMA CGM, India</td>
</tr>
</tbody>
</table>

2. What is the work timing followed by your team?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
</table>
3. Do you have work from home option in your company?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>Yes</td>
</tr>
<tr>
<td>Number 2</td>
<td>Yes</td>
</tr>
<tr>
<td>Number 3</td>
<td>Yes</td>
</tr>
</tbody>
</table>

4. Do you have any criteria to give WFH to your team?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>Employees with a laptop provided by the company</td>
</tr>
<tr>
<td>Number 2</td>
<td>Yes, employees with an experience of over 1 year in the company</td>
</tr>
<tr>
<td>Number 3</td>
<td>Yes, employees with an experience of over 9 months in the company. A separate environment at home is necessary to make use of this option</td>
</tr>
</tbody>
</table>

5. How often in a week can an employee WFH?
### Participants Interview Response

<table>
<thead>
<tr>
<th>Number 1</th>
<th>There is no rule. But not encouraged to take more than once in a week unless it is absolutely necessary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 2</td>
<td>No rule as such. It depends on the employee's need. They can take a day or more than that also if required</td>
</tr>
<tr>
<td>Number 3</td>
<td>There is no norm. Employees can work from home whenever they require it. But we keep a track of it so that it is not very frequent</td>
</tr>
</tbody>
</table>

6. What are the major reasons to use this option?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>Bad health, poor weather conditions, when employees have a call earlier or later than the shift timings. Senior employees tend to take on Fridays of the week</td>
</tr>
<tr>
<td>Number 2</td>
<td>Personal reasons and when there is high priority client delivery, we encourage them to work from home as they can be comfortable and flexible to complete it</td>
</tr>
<tr>
<td>Number 3</td>
<td>To reduce the number of leaves, we encourage them to work from home and also to get them work for extra hours</td>
</tr>
</tbody>
</table>

7. Does the employee get all work-related access at home that he/she gets at the workplace?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
</table>
Number 1: Yes. They are provided with a laptop, mobile internet device and VPN access to use the shared folders.

Number 2: Yes. They are provided with the VPN access to use the internal folders.

Number 3: Yes. VPN access is provided to them to access the shared drive. There is a tool in which they log in and their work time is tracked.

---

8. Would you prefer your team members to work from home? If yes, why? If no, why?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>Would prefer them to work from home there is a slight increase in quality of work. Also makes them feel responsible to complete the work on time and with quality. Generally makes them happy as well.</td>
</tr>
<tr>
<td>Number 2</td>
<td>Yes. Would prefer them working from home during some natural disasters or poor weather or bad health conditions.</td>
</tr>
<tr>
<td>Number 3</td>
<td>Yes. Would prefer working from home as we don't want to lose productive hours. If the client agrees, we prefer them working from home.</td>
</tr>
</tbody>
</table>

---

9. Do you think the productivity of an employee is affected when working from home? Why?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>Expect 2 or 3 cases, mostly working from home helps increase productivity. Believe it is due to the responsibility that the employee...</td>
</tr>
</tbody>
</table>
feels when let them choose what they want. A feel of ownership brings more productive work from them

Number 2
No. there is no productivity issues when working from home. We keep a track of their work on a daily basis and we have found productivity to be normal

Number 3
No. Personally feel working from home increases productivity. This is due to them being trusted and have the ownership feel to increase the productivity. Last quarter a full time remote employee won the award for best performer

10. In your opinion, does the quality of work and productivity increase when your employees work from home? If yes what do you think is the reason for that?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>Yes. Both productivity and quality of work increases when working from home and I believe one of the reason is they are allowed to work in an environment they are comfortable with flexibility and the other is a feeling of responsibility and ownership that they get in the work they do</td>
</tr>
<tr>
<td>Number 2</td>
<td>No. Don’t think it increases or decreases at the same time. It remains the same</td>
</tr>
</tbody>
</table>
11. How is the quality of work when an employee works from home compared to the work, he/she does at the workplace?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>There is surely an increase in quality when working from home as I have seen the same work getting repeated for multiple iterations at the workplace is being done in a single iteration with a good quality</td>
</tr>
<tr>
<td>Number 2</td>
<td>There may be some distractions at the office that can be avoided when working at home improving the quality little bit</td>
</tr>
<tr>
<td>Number 3</td>
<td>There is not a big difference in the quality of work compared between home and office. But I'm sure quality has not gone down</td>
</tr>
</tbody>
</table>

12. Do you think your employees are happier to work from home than coming to the workplace?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>Yes. Since the office is a bit away from the city, the travelling time is high and when working from home this can be avoided and also it is flexible for them</td>
</tr>
<tr>
<td>Participants</td>
<td>Interview Response</td>
</tr>
<tr>
<td>--------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Number 1</td>
<td>Yes, there is an increase in employee satisfaction if allowed to work from home. It gives them the feel of trust by the employer and they are working on a flexible and comfortable environment. This directly impacts their satisfaction on the job</td>
</tr>
<tr>
<td>Number 2</td>
<td>Yes. Employee satisfaction increases as it also increases employee engagement with the management. This certainly makes the employee satisfied with the company and the job</td>
</tr>
<tr>
<td>Number 3</td>
<td>Yes. The first thing that comes to my mind is that they feel trusted and important. That itself increases employee satisfaction</td>
</tr>
</tbody>
</table>

13. In your opinion, does work from home practice increases employee satisfaction? If yes, why do you think so?

14. What are the major drivers of productivity when working from home?
Number 1 | The feel of being trusted by the employer and allowing them to work from home adds a responsibility to be productive. There are other reasons like avoiding office distractions, commuting time etc

Number 2 | The major driver is their target. Working from home or office they have a target to achieve which is being tracked. So that itself will drive the productivity

Number 3 | The major drivers are flexibility, avoiding office distractions, chit-chatting and getting micromanaged

15. Does an employer level of job satisfaction impact productivity?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>Yes. Job satisfaction directly impacts the productivity of an employee. If they are not satisfied with the job they are doing they will not be able to bring the desired results</td>
</tr>
<tr>
<td>Number 2</td>
<td>Yes. A happy, engaged employee will definitely increase the productivity</td>
</tr>
<tr>
<td>Number 3</td>
<td>Yes, Productivity and quality are related to job satisfaction. Only a happy employee can give the best quality of work</td>
</tr>
</tbody>
</table>

16. Do you think WFH plays any role in employee retention?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
</table>
Working from home can be a factor for employee retention. Especially in cases of women post their maternity. It also impacts the culture of the company which can be a factor for retention

Yes. Mainly in cases of women after getting married they will not be able to continue coming to the office for various reasons. Remote working has helped in retaining the women employees

Yes. It acts as a big factor. This year the attrition rate is less than 1% which I believe is due to the remote working option. Employees who have moved away from the office have been retained with remote working option

17. Do you think work from home practice is a cost-saving factor in your company? If yes/no why?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>Yes. It can be cost-saving in reducing the number of cab trips in a day as almost 80% of the employees use company cabs. It can reduce facilities cost like electricity, hardware devices, reducing office space</td>
</tr>
<tr>
<td>Number 2</td>
<td>Yes. It can save a seat and system for each resource working from home. The cost of each hardware device can be saved</td>
</tr>
<tr>
<td>Number 3</td>
<td>Yes. It saves a system as we have limited systems in our office and the cost of buying an extra system for a new employee can be saved</td>
</tr>
</tbody>
</table>
18. What is your overall opinion of WFH?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>All companies in the metro cities should adopt the policy because of the increasing traffic. Especially in Chennai with the high water crisis happening in and around the city</td>
</tr>
<tr>
<td>Number 2</td>
<td>It is absolutely required if trying to improve productivity and quality of work. Can be allowed for a short period but not a prolonged period as team interaction is important</td>
</tr>
<tr>
<td>Number 3</td>
<td>It is the future for businesses across. Only management will be using the office space and the others will be working remotely saving the cost and also improving the productivity</td>
</tr>
</tbody>
</table>

19. What are the advantages of WFH?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>It is advantageous in saving commuting time, energy and cost, employee satisfaction and retention, productivity and quality increase with cost cuttings</td>
</tr>
<tr>
<td>Number 2</td>
<td>The employee satisfaction and engagement which is due to the flexibility provided to them by allowing remote working. Cost-cutting</td>
</tr>
</tbody>
</table>
Number 3 | Cost-cutting, eliminating absenteeism, meeting targets while also maintaining employee's flexibility which makes employee satisfaction improve and keep them happy

20. What are the disadvantages of WFH?

<table>
<thead>
<tr>
<th>Participants</th>
<th>Interview Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number 1</td>
<td>Lesser interaction with the team, increased telecommunication cost, information security threat</td>
</tr>
<tr>
<td>Number 2</td>
<td>If there is constant monitoring, there is no disadvantage of the employee dodging the work they are doing when working remotely</td>
</tr>
<tr>
<td>Number 3</td>
<td>Team bonding decreases</td>
</tr>
</tbody>
</table>

CHAPTER 5: DISCUSSION

5.1 Findings of Quantitative Research

The research is aimed to highlight the impact of remote working on employee and its effect on their performance. The research indicated that employees feel they are more productive when working remotely as compared to working at an office also the employees are more satisfied when working at home rather than working at an office. It was found that remote working has a good impact on the performance of the employees. It was also found that an organization needs to encourage the work at home policy. However, the research also revealed that the office provides a check and balance which helps the employees become more productive
as the fact that the home environment doesn’t provide a competitive environment can impact the productivity of the employee.

The first hypothesis which stated that working from home has no positive and significant impact on the productivity of an IT company in Chennai, Tamilnadu. The study has discovered using correlation analysis that working from home does have a positive and significant impact on the company’s productivity in the IT industry in Chennai. This result is similar to the findings of a survey conducted in 2016 by the American remote workers, which revealed that around 91% of the employees working remotely are more productive than the employees that are working from the office (Pradhan, 2015).

With regards to the second hypothesis, which stated that working from home has no positive and significant on the quality of work of employees in the IT industry in Chennai, Tamilnadu. The study has discovered using correlation analysis that working from home have a positive and significant effect on the quality of work of the employees working in Chennai’s IT industry. The result is in line with the results of Dr Clare Kelliher’s research that discovered generally flexible working practices had a strong and positive impact on employee’s quality of work.

Also with regards to the third hypothesis, which stated that working from home has no positive and significant effect on employee satisfaction in the IT industry in Chennai, Tamilnadu. The study discovered using the correlation analysis that working from home does have a positive and significant impact on employee satisfaction in the IT industry in Chennai. This is in line with
the reports of the annual survey conducted by Flexjobs which revealed that 97% out of over 3000 respondents agreed that flexible remote work would have a huge positive impact on their employee satisfaction and their overall quality of work.

Finally touching upon the fourth hypothesis, which stated that working from home has no positive and significant impact on employee retention in the IT industry in Chennai, Tamil Nadu. The study has discovered using the correlation analysis that working from home has a positive and significant impact on employee retention in Chennai’s IT industry. This result is similar to the findings of a two-year study by Stanford University in 2017 that employees working remotely are 50% less likely to quit.

The quantitative research outcomes suggested that the remote working has impacted employment in Chennai, India in a positive way, as it provides flexibility to the employees which in turn helps in improving productivity and quality of work performed by the employees. The research also emphasized that employees are more satisfied with the organization and are more likely to stay in the company because of the work-life balance created by remote working practice.

5.2 Findings of Qualitative Research

The information collected from the managers revealed that employees are more productive when working at home as compared to working in an office environment. The outcomes highlighted that remote working save time from traffic and protect the employee from the stress that is caused by traffic and long-distance travel. O’Toole, suggest that employees who
work at home offer more work hours, get fewer breaks and have seen to take fewer sick leaves (O’Toole, 2012).

In order to gain insights into a company’s perspective of making use of the working from home policy, this qualitative study used 3 themes which arose from the data analysis. They are, ‘Impact of Remote work on Productivity and Quality of work’, ‘Remote work and its influences on Employee Satisfaction & Retention’ and ‘Advantages and Disadvantages of Remote Work’.

5.2.1 Impact of Remote work on Productivity and Quality of work

Working from home is a factor for an increase in productivity and quality of work. The productivity of the employees are being tracked regularly and the comparison between employees working from home and office has mostly proven to be on the same lines. Quality of work also improves while working from home with the employees taking a lesser number of iterations to produce a work of good quality when working from home as compared to while working at the office. There are cases where the quality has no effect irrespective of the place the employee is working from. The major drivers for this productivity and quality increase while working from home is the feel of being trusted by their managers bringing responsibility to the employee, working at a flexible and comfortable environment, not having to commute, saving time, energy and money. Targets are also one reason for increasing productivity and quality. Office distractions and not being micromanaged are also reasons for increased productivity and quality of work while remote working. This finding is similar to what Bharathi suggested in 2016, that remote work helps to boost productivity and creativity (Bharathi 2016, pp. 665 - 683). Also, it was suggested that the remote working doesn’t provide flexible hours as compared to
office working because the employees are required to work in between a certain time frame and submit the work on the given deadline.

5.2.2 Remote Work and its influences on Employee Satisfaction & Retention

Remote work has a positive influence on Employee Satisfaction and Retention. The same reason similar to increased productivity which is the feel of being trusted by the managers also acts as a factor of influencing Employee Satisfaction and Retention. The flexibility and the comfortable environment also is a reason for the employees having a feeling of satisfaction in their job. The satisfaction of an employee is directly influenced by factors like not having to spend time, energy and money on commuting to the office, having flexible time and environment where the employees can work the way they like. Working from home creates an improvement towards work-life balance, which is a major factor for employee satisfaction across industries and geos.

It is noted that the policy of working from home has helped in retaining working parents and female employees who are returning post their maternity period. Working from home creates a convenience that helps them to take care of their children. Work from home creates a perception of the company’s culture which also can be a major influencer in retaining or hiring employees. With regards to female employees, retaining them after marriage is a difficult scenario. Working from the option provided to the married female employees has helped retain them in the company. The same female employees would leave the organization if this option is not available. Companies have seen a fall in the attrition post the introduction of work from home policy which helps the employees to be satisfied with the organization. This study is
in line with Mitter, who has also suggested that the IT sector in India is employing women and assigning them for leadership roles (Mitter, 2018). He has also indicated that remote working is a great opportunity for women as they can manage their house and earn a living for themselves by utilizing their capabilities.

5.2.3 Advantages and Disadvantages

There are various advantages to the organization by making use of the work from home culture. While at the same time, there are certain disadvantages too for the organization when their employees are working from home. Cost-cutting acts is an advantage in ways of reducing organization costs like company cab service cost, facilities cost and other hardware costs. As discussed in earlier themes, improvement in employee satisfaction and retention is also a major advantage for the organization. There are other advantages like eliminating absenteeism, no office distractions, increased productivity and quality of work as we had discussed in the earlier themes. However, there are disadvantages also to the organization when the employees are working remotely such as a reduction in teamwork abilities and team bonding, telecommunication costs and information security threats. When the employees are working remotely and have no connection with the team, the possibilities of working as a group is missed out and that might result as an issue for the company when it comes a task that requires a contribution as a team. When the employees are working remotely, the company has to provide appropriate communication and internet devices to ensure the employees are provided with all the required access for a seamless work to be completed by the employees. Another disadvantage comes in the form of information security as it can be breached when using an insecure home network to
use the company files. Although there are security walls built by the InfoSec teams, this can harm the organization in many ways, especially in this age where there are a lot of data breaches happening around the globe.

The research outcomes emphasized that the remote working has impacted companies in India in a positive way, as it increases employee satisfaction and helps in retaining them, creates a wider pool of resources to choose from as it provides employment opportunities for housewives, people who have disabilities and people who have to travel very far to work.

Also, the performance of employees increases at home as they are more comfortable working at their house. The results indicated that the remote work should be continued and encouraged as it facilitates the organization greatly.

CHAPTER 6: CONCLUSION

6.1 Conclusion

The paper addresses the impact of Remote Work on the IT sector in India. Information and communication technology have paved a way for people to work more effectively and efficiently without being physically present at their desks in the office.

The aim of the research was to understand the impact of remote work on factors like productivity, quality of work, employee satisfaction and employee retention from perspectives of an employee and company. With respect to this research, the researcher gained insights on the remote work practices across the globe and specifically in Chennai, India. In order to gain further
knowledge of remote work, the researcher made literature reviews with a thematic approach and performed qualitative research by conducting Skype interviews with the managers who are company representatives. Quantitative research was also performed by conducting a survey to employees across three companies to get the employees’ perspective.

The hypothesis created was proved with the use of correlation testing on the findings from the quantitative research. The findings revealed that from an employees’ perspective, working remotely has a positive impact on the productivity and quality of work. The findings also revealed that employee satisfaction can be impacted positively when the employees are working from home. The research also supported the objective that remote work is a key factor in the increase in employee retention.

The qualitative research conducted to get a company’s perspective has revealed that companies in Chennai have encouraged the employees to work from home as they have found it advantageous for the company. The research has emphasized that working remotely has improved the productivity and quality of work of an employee as it is being tracked by the employers. The study has revealed that employee satisfaction has had a positive impact due to the practice of work from home. The research also says that the employers believe that allowing their employees to work from home has helped to retain them. This means that remote work has a positive impact on employee retention from a company’s perspective.

Overall, the research is concluded with a recommendation to the IT sector companies in Chennai, India to adopt the working from home practice as it has a positive impact on key factors to the company’s success such as productivity, quality of work, employee satisfaction and employee retention.
6.2 Limitations of the research

The research has further limitations other than the ones already mentioned in the limitations of the methodology section. Considering a small sample size is one of the main limitations of this research. However, the respondents considered in the sample size were chosen to be the best fit and knowledge of this research. The researcher was not able to travel to India to conduct the interviews due to financial and time constraints, which could have helped gain more insights and provide a detailed finding. The primary data findings are focussed particularly on the IT sector in Chennai, India and it cannot be generalized for any other sector or the whole of India. However, it is believed by the researcher that this research will act as a starting point for sector-specific research and can be explored further on remote working practice in Chennai and the whole of India.

6.3 Recommendations for further research

The main reason behind the researcher opting to choose this particular topic “Remote working and its impact on the IT sector in Chennai” were to show a perspective from both the employee and the company’s view. There was a lack of research to show both the perspectives. Also, this research mainly focusses on the specific city Chennai while the existing researches were not specific to a smaller region but either a country or globally. There is scope for researching further in this topic by expanding the research to other related industries or increasing the number of companies within the sector to arrive at an understanding about how the remote work practice is shaping up in the city. The research can be extended further adopting other research methods like focus group interview and increasing the sample size of the
quantitative research to have an extended view about the practice. Another recommendation is to have a comparison between two industries or compare productivity or quality of work when working from home and workplace.
6.4 Reflection

This part of the paper explains the self-reflection and the learning curve of the researcher’s course and the dissertation. It further elaborates the researcher’s knowledge gained through the duration of the course and the role it played in completing the dissertation.

The researcher had completed her bachelor’s degree in Chemistry from Madras University, Chennai. It is one of the most reputed Universities in the country. Post completing this course, the researcher had started working in the Information Technology industry in Chennai as a Research Analyst for over two years and as a Business Support Analyst for another 8 months period. In this work experience period of close to three years, the researcher had various kind of experience of being a soul contributor to the team. Over a period of 2 years, she had been promoted as a Senior Research Analyst before moving to a different company to take up the role of Business Support Analyst. During this experience, she was not just happy about being a solo contributor to the team but was also fascinated to be handling a team under her. Since her experience is primarily in the Information Technology industry and has done the role of managing projects, she was keen on doing an MBA in Project Management and Information systems. While extensively looking out for this course, she also had a dream of pursuing her post-graduation from a foreign country so that she can get explored to different cultures and mind-set. This search helped her find an MBA in Project Management and Information Systems course in DBS, which she found very apt for her to pursue to get ahead in her career. She also figured out the fast-growing technological roles in Ireland, which would help her to explore more and to benefit her professionally and personally.

The course modules designed for this MBA program has helped the researcher in gaining knowledge on the technology industry and the general business models in the industry. The core subjects in the initial part of the course like financial planning, personal development, international management and project management have helped the researcher in understanding
the basic skills required in the industry. The other modules of the semesters like Business Strategy, Information Technology and research methods helped in a deeper understanding of the businesses and the Information Technology industry itself.

Other than the academics, this dissertation has helped the researcher to learn real-time skills in life such as managing the people, time management and being consistent through the exercise. The timelines of the dissertation were short considering the amount of research that had to be done for this particular topic. People management in this dissertation is about managing the people the researcher considers to survey for both the qualitative and quantitative research. Working along with the manager across three companies to get their interviews completed separately by constantly following up with them for the interview has been great learning for the researcher in managing people. Also maintaining consistency across the survey is an important factor to be followed and that has also been learning for the researcher.

Apart from these basic factors, there are skills that are learnt by the researcher in this dissertation like conducting primary and secondary research. These are key skills required for any kind of research and the researcher has developed well-versed skills in these methods. This will help the researcher to carry out researchers in the future in her professional career with expertise.

Choosing the right people to conduct the survey was key to this research as it required only companies that have the practise of allowing employees to work from home. This had to be considered for both qualitative and quantitative research. It was also important to choose managers who handle a team under them, and the team has the practice of working from home. This was also important learning for the researcher with respect to choosing the right respondents to conduct a survey. Even after choosing the right people, it was difficult to get an interview from them, as few were not willing to give an interview. Fortunately, there were three managers who were willing to give the interview, helping the researcher gain more insights from the perspective of a company.
The most important job was to prepare a transcript of the interviews conducted. It took a lot of time to get it completed but helped the researcher in gaining in-depth insights required for the dissertation and the topic in hand. To analyse the quantitative and qualitative research, the researcher had looked for various methods and tools. The researcher had finally ended up with performing correlation analysis to prove the hypothesis of quantitative research and conducted content and framework analysis to analyse the qualitative research. This was great learning for the researcher in terms of understanding different methods to analyse a type of data.

Managing time has been important learning in this dissertation. The supervisor has been very much motivating, which was a huge boost in completing the dissertation successfully within timelines.
REFERENCES


24. ‘State_Of_Telecommuting_U.S._Employee_Workforce.pdf’ (no date).


32. *Chennai: No water, work from home, IT firms tell staff* | *Chennai News - Times of India* (2019) *The Times of India*. Available at:


APPENDICES

Appendix 1 – Primary Research Material (Both interview and survey)

Qualitative Interview Questions

1. For the recording purpose, Can I have an introduction of yours?
2. What is the work timing followed by your team?
3. Do you have WFH option in your team?
4. Do you have any criteria to give WFH for team members?
5. How often in a week can an employee WFH?
6. What are the major reasons to use this option?
7. Does the employee get all work-related access at home that he/she gets at the workplace?
8. Would you prefer your team members to work from home? If yes, why? If no, why?
9. Do you think the productivity of an employee is affected when working from home? why
10. In your opinion, does the quality of work and productivity increase when your employees work from home? If yes what do you think is the reason for that?
11. How is the quality of work when an employee works from home compared to the work, he/ she does at the workplace?
12. Do you think your employees are happier to work from home than coming to the workplace?
13. In your opinion, does work from home practice increases employee satisfaction? If yes, why do you think so?
14. What are the major drivers of productivity when working from home?
15. Does an employee’s level of job satisfaction impact productivity?
16. Do you think WFH plays any role in employee retention?
17. Do you think work from home practice is a cost-saving factor in your company? If yes/no why?
18. What is your overall opinion of WFH?
19. What are the advantages of WFH?
20. What are the disadvantages of WFH?
Quantitative Research Question

1. Please fill in your name : *

2. Please choose your age : *
   
   Mark only one oval.

   - Less than 23
   - Between 23 - 30
   - Between 31 - 40
   - More than 40

3. Please fill in your gender :
   
   * Mark only one oval.

   - Female
   - Male
   - Prefer not to say

4. Please fill in the organisation you work for : *
5. Do you prefer working from home more than going to the workplace? * Mark only one oval.
   - Yes
   - No

6. How many days per week do you anticipate working from home? * Mark only one oval.
   - 1 day
   - 2- 4 days
   - More than 4 days
   - Do not prefer working from home

7. How many hours per day do you work when working from home? * Mark only one oval.
   - Less than 3 hours
   - 3- 5 hours
   - 5- 8 hours
   - More than 8 hours

8. How many kilometres do you travel to work (two way)? * Mark only one oval.
   - Less than 5 kms
   - 5- 10 kms
   - 11- 20 kms
   - More than 20 kms
9. What is the major reason to prefer from working from home? * Mark only one oval.
- Saves travelling time, energy and money
- Flexible schedule
- Perform home errands in parallel
- Weather condition
- Health issues

10. Do you think working from home has helped you spend more time on your objectives and tasks? * Mark only one oval.
- Strongly agree
- Agree
- Disagree
- Strongly disagree

11. Do you think productivity improves when working from home? * Mark only one oval.
- Yes
- No

12. On a scale of 1 - 10, how much would you rate the productivity of work when working from home? * Mark only one oval.

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<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Worst</td>
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<td></td>
<td></td>
<td></td>
<td>Best</td>
</tr>
</tbody>
</table>

13. What do you think is the major driver for increased productivity when working from home? * Mark only one oval.
14. Mention the reason, if you have chosen the last option.

15. Do you think quality of work improves when working from home? * Mark only one oval.
   - Yes
   - No

16. On a scale of 1-10, how much would you rate the quality of work when working from home? * Mark only one oval.

17. What is the top 3 benefits you have realized from working from home? * Check all that apply.
   - Less absenteeism
   - No disruption
   - High productivity
   - Flexible work schedule
   - Less commuting
   - More control over your life
More time to spend with family
More employee benefits from extra work time
No benefit realized

18. "Work from home practice increases job satisfaction of an employee". What is your opinion on the above statement? *
Mark only one oval.

- Strongly agree
- Agree
- Disagree
- Strongly disagree

19. "Job satisfaction increases the productivity of an employee". What is your opinion on the above statement? *
Mark only one oval.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

20. What is your overall opinion on work from home practice? *
Mark only one oval.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
**Appendix 2 – Ethics Checklist**

**Ethics Information – Business Postgraduate Studies**

<table>
<thead>
<tr>
<th>Student Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Identifier:</strong></td>
</tr>
<tr>
<td><strong>Submission Date:</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proposal Research Title:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Impact of Remote Work on the IT Sector in India</td>
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<table>
<thead>
<tr>
<th>Brief Description of the research:</th>
</tr>
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<tbody>
<tr>
<td>This research will mainly focus on the current perception of remote work in the IT sector in Chennai and analyse the trends. The research also focuses on the impact of the concept of remote work on the employees, its suitability to the Indian environment. The research also plans to analyse factors such as job satisfaction and retention, work-life balance.</td>
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<th>Sampling</th>
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<td><strong>Population of interest:</strong></td>
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<td>Managers and Employees of IT department</td>
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<th><strong>Sample of interest:</strong></th>
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<td>3 participants for the interviews will be selected based on their qualification and experience in the IT field who does remote work. Questionnaires will be sent to the employees of three organisations</td>
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<td><strong>Is the data anonymized – how is this done?</strong></td>
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<td>The data collected will be confidential and will not be disclosed without any permission.</td>
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| **How is data confidentiality maintained** |
| The data will contain no personal information and the collected data will not be given to the third party. |

| **Where will the data be stored** |
| Personal computer |

| **When will the data be destroyed** |
| The day after the time period for the appeal-of-grade period has expired. Or, the day after any grade appeals has been finalized and closed. This can be extended if you are planning to publish the dissertation. |

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<th>Specific Ethical Considerations</th>
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<td><strong>Detail any aspects specific to your proposal that will</strong></td>
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<td>No such requirements, consent will be taken from the participants before starting the interview.</td>
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require further ethical approval e.g. interaction with under-18-year-olds, experiments requiring deception, anything that might cause respondents any distress, etc.

Student : NISHANTHINI DHANASEKAR      Date: 26/08/2019

Signature : [Signature]
INFORMATION SHEET FOR PARTICIPANTS

PROJECT TITLE: The Impact of Remote Work on the IT Sector in India (Chennai)

You are being asked to take part in a research study on the study the Impact of Remote Work on the IT Sector in Chennai, India from the perspective of employee and employers and to identify its value and to analyse the need for remote work around the world by Nishanthini Dhanasekar, student of Dublin Business School under the supervision of PJ Paul.

WHAT WILL HAPPEN

In this study, you will be asked to answer a few questions regarding the benefits, challenges, future prospects of remote work and how it impacts employers and employees in terms of satisfaction and retention and other prospects in the IT sector.

TIME COMMITMENT

The study typically takes about 30-45 minutes.

PARTICIPANTS’ RIGHTS

You may decide to stop being a part of the research study at any time without explanation required from you. You have the right to ask that any data you have supplied to that point be withdrawn/destroyed. You have the right to omit or refuse to answer or respond to any question that is asked of you. You have the right to have your questions about the procedures answered (unless answering these questions would interfere with the study’s outcome. A full de-briefing will be given after the study). If you have any questions as a result of reading this information sheet, you should ask the researcher before the study begins.

CONFIDENTIALITY/ANONYMITY

The data I collect does not contain any personal information about you except your name, job, title and years of experience. The data collected will be used for the purpose of the research study only.

FOR FURTHER INFORMATION

I and PJ Paul (Supervisor) will be glad to answer your questions about this study at any time. You may contact my supervisor at 10390145@mydbs.ie and my supervisor at pj.paul@mydbs.ie or the contact number of DBS is (01) 417 7500
INFORMED CONSENT FORM

PROJECT TITLE:
The Impact of Remote Work on the IT Sector in India (Chennai)

PROJECT SUMMARY:
This research project provides the understanding of the impact of remote work on IT sector within India, its use, importance, pros and cons that can support the IT industry of Chennai, India for future purpose. Your responses regarding remote work on the basis of previous experiences will help me to determine the efficiency and appropriateness of this work.

By signing below, you are agreeing that: (1) you have read and understood the Participant Information Sheet, (2) questions about your participation in this study have been answered satisfactorily, (3) you are aware of the potential risks (if any), and (4) you are taking part in this research study voluntarily (without coercion).

D PACHAIYAPPAN
Participant’s Name (Printed)

NISHANTHINI DHANASEKAR
Student Name (Printed)

Date 23/07/2019

Participant’s signature

Student signature
PROJECT TITLE:

The Impact of Remote Work on the IT Sector in India (Chennai)

PROJECT SUMMARY:

This research project provides the understanding of the impact of remote work on IT sector within India, its use, importance, pros and cons that can support the IT Industry of Chennai, India for future purpose. Your responses regarding remote work on the basis of previous experiences will help me to determine the efficiency and appropriateness of this work.

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KARTHIKEYAN S

Participant’s Name (Printed)  Participant’s signature

NISHANTHINI DHANASEKAR

Student Name (Printed)  Student signature
INFORMED CONSENT FORM

PROJECT TITLE:

The Impact of Remote Work on the IT Sector in India (Chennai)

PROJECT SUMMARY:

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Senthil Kumar Vadivel
Participant’s Name (Printed)

V. Senthil Kumar
Participant’s signature

Nishanthini Dhanasekar
Student Name (Printed)

Nishant
Student signature

Date 30/12/2019
Appendix 4 – Interview Transcripts

Company: AMAZON.in – Manager: SENTHIL KUMAR VADIVELU

Nishanthini: Firstly, how are you?

Respondent: I am good Nisha, How are you doing?

Nishanthini: I am great thank you so much. Senthil, I would like to inform you that I am recording this interview for my thesis research purpose. Is that fine for you?

Respondent: Yes, obviously that’s not an issue go ahead.

Nishanthini: okay, now we will move on to the question. For the recording purpose can I have an introduction of yours, please.

Respondent: Yeah sure. I am Senthil Kumar Vadivelu, currently working as a Senior Manager in Amazon India. I am with this organisation for about 3 years, 2 years 10 months to be precise. I joined this company as a Manager after 2 years working as a manager I got promoted to senior manager. Before joining Amazon I have about 6 years of experience in the IT industry. Before Amazon, I have worked for CISCO and Infosys. I have completed my masters before joining Infosys and I have engineering under graduation degree.

Nishanthini: Thank you so much for that. So first do you have work from option in your company?

Respondent: Yes, we do have work from option in my company, my team especially follows it. In our company, my team uses the work from option very frequently because my team have their own laptop to work on which is provided by the company itself. They don’t keep it in the office, they take it home as well. This allows us to use the work from home option. Also, we use this option when there is a need, there is an urgency to the resource, yes, we do use it. All our individual contributors and make them convenient to use this. Yeah when then there is a need to
use it and when there is no need to actually physically present in the office they make use of it. Also, there will be situations where there will be a meeting in the morning or late at night. So, it’s always preferable to attend the calls from home instead of travelling till the office who are in the meeting.

Nishanthini: Thank you so much, Basically, what is the work timing followed by your team?

Respondent: We usually follow the afternoon shift that is, starts from 1’O clock in the afternoon extends till around 10-11 in the night. We prefer working in this shift because it makes easier for us to connect with the teams who are sitting in the US as well as the team that is in India, also the team which is in Europe. It’s a bit convenient for us, sometimes depending on the need like I mentioned earlier there will be calls and meetings scheduled early in the morning, late in the night sometimes depending on that we would be flexible to come early or stay late in the night to complete the timelines.

Nishanthini: Do you have any criteria to give WFH for team members?

Respondent: huh, I don’t have any criteria as such that is documented thing that is followed by the company to allow work from option. My team uses the option only during the situations of bad health conditions, when there is a personal work or the person’s physical presence is not required, probably when there are poor weather conditions, also during some state holidays and there is some work that needs to be done, you don’t have to come to the office then you can complete the work from home. Also, sometimes when they actually have no need for them to come to the office, they can sit back at home and complete the work instead of coming to the workplace. Across the company, the resources whoever has the personal laptop that is provided by the company can make use of this option because I don’t think other than the people who are not having a person can make use of this option. When the work from option is chosen the
resource make sure to be available during the work hours to respond to the other stakeholders of this office. The resources should make sure that they are available basically online during the time to complete the work. That is one point that everyone should make sure of, also we do not encourage this option when the task involves working with the team or the other stakeholders when they are working on a high priority project.

Nishanthini: Okay, moving on to the next question, How often in a week can an employee WFH?

Respondent: I think, it totally depends on individuals and on the basis of their need. There is no fixed norm on the number of days, but they are not encouraged to take more than a day in a week. It's okay if you're going to take one day in a week but if you are going to exceed that you should probably have a good enough reason for that probably when there is an absolute need to work from home more time or it is not possible for the resource to be present at the workplace. Unless there is a really strong reason, we don’t encourage them to take more than one day usually senior employees prefer working from home on Fridays, if they are not in any high priority work that needs to be completed immediately. Similarly, they are expected to respond to their email during the weekends too, so it balances out. You can take work from option but when a senior employee takes work from home option, we expect them to also respond to emails during the weekends.

Nishanthini: What are the major reasons to use this option?

Respondent: I think the major reasons for my team working from home are when the employee or a family member of an employee is having a bad health issue or they need to go to a doctor, or there is a doctor appointment, these are the frequent reasons I get, So I can list on what comes to the top of my mind, When there is a personal or family-related work that needs to be completed
that can be one, yeah also when, like I told already when a call or meeting is scheduled early in the morning that is during non-working hours can be early in the morning late in the night during that time as well. So that is also a reason for working from home. Also when there are poor weather conditions when there is a bad rain or thunderstorm that is happening we ourselves ask the employee to work from home which is totally fine and Most commonly they choose to work from home on Fridays when there is no high priority work. I mean not everyone some people like not everyone together.

Nishanthini: Does the employee get all work-related access at home that he/she gets at the workplace?

Respondent: Yes, only the employees who have their personal laptops provided by the company can opt for this option as I already mentioned. So additionally, to the laptops, they are also provided with the wireless mobile device that is wireless internet. They are provided with that as well; they can use it for remote access. In order to use that you need a VPN access So that is also being provided to the employee as most of the work files that we work on are saved in the shared folder. So in order to access the shared folder, the IT provide the VPN access to the resources. So they can make use of the shared folder.

Nishanthini: Would you prefer your team members to work from home? If yes, why? If no, why?

Respondent: I personally would not mind my team working from anywhere, be it home or office as long as the productivity is maintained. But if you want me to choose one, then I would prefer them working from home as I feel there will be a slight increase in the quality of work they do compare to when they are working from the workplace. It also makes it more flexible for them to work for extra hours as well. So when they are working from they do not mind putting in extra hours compared to when are working from the office so the work can be completed. As a
manager, I believe my team satisfaction is the key to be successful. So, this makes them be happier as they get to save paid leave. So that is also there. When the team members work from home, they are open to going out of the way to get the work done. So yeah, I prefer them working from home.

Nishanthini: Do you think the productivity of an employee is affected when working from home? Why?

Respondent: As long as I have seen, with exceptions to two or three cases, most of the time working from home has only increased the productivity and not affect it. I believe they get a feeling of responsibility and trust for being allowed to work from home. I think that is one reason for the productivity to be high So automatically makes them complete the work on their bucket in a quicker time and better quality. When in office there are plenty of distractions that come their way there compared to their home. Even if there is some distraction, the feeling of ownership drives them to be more productive. So it’s in their bucket they get that ownership feeling and get it done. That their employer is trusting their work done even they are at home, So I think this feeling is making it work on the productivity perspective.

Nishanthini: In your opinion, does the quality of work and productivity increase when your employees work from home? If yes what do you think is the reason for that?

Respondent: I would say yes when compared to the quality of work and productivity of employees working at the office, their work quality when working from home is a bit better. I can take an employee from my team this person takes more and iterations to complete a report from office, I have seen generally working from office for the same report he has taken multiple iterations to the final draft of the complete one. But I don’t know coincidently he took lesser time and completed the report in single iterations with better quality than he usually does when
working from the workplace. So, I think working from home is probably a better option. The quality of work and the productivity is better working from home I think probably it is due to the office distractions which I already told, there are various other factors at the workplace that can affect your quality in the work that you’re doing.

Nishanthini: How is the quality of work when an employee works from home compared to the work, he/ she does at the workplace?

Respondent: Like I have mentioned for the earlier question, working from home has a positive effect on the quality of work that is being done by them. I have noticed that work done at the workplace more often than not goes for multiple iterations after a review. The iterations are usually less in number when the same team member is working from home. Most of my team members are individual contributors there is no need for them to be like physically present in the workplace of fellow stakeholders do not have any effect on the quality of work.

Nishanthini: Do you think your employees are happier to work from home than coming to the work place?

Respondent: Totally, I think our office is a bit away from the main city, it takes more time in travelling to the office. The hectic travelling time it takes from their home. Especially with my team all of them are pretty far away from the office. It is very tiring for them to travel alone and then that itself is very daunting for them, they will be more than happy to work from home. Not only that, but this will also have a positive effect on their work-life balance. They can choose to work according to their flexible timings which adds more convenience to them. This helps to handle both work and household tasks, they can complete both of it when working from home.  

Nishanthini: In your opinion, does work from home practice increases employee satisfaction? If yes, why do you think so?
Respondent: Yes it has a positive effect on employee satisfaction is what I feel. So work from home it improves employee satisfaction in many ways. Like I already mentioned in one of the questions. They feel trusted by their managers or their stakeholders. When that happens their satisfaction is a bit higher. They feel more responsible for the work that they have given and they take it on their own hands and complete. Also when that happens as an employee you get satisfied right, your happy doing that job. So basically, the job is satisfying and makes the employee satisfied as well.

Nishanthini: So What are the major drivers of productivity when working from home?

Respondent: I think the major reasons for employee productivity when working from home are high levels of self-motivation and the responsibility carried by the employees as they feel they are being trusted by their employers on doing the work even when your employee is trusting you so much and letting you work from home thinking that you get the work done, that itself drives you to get the work done. You do not want to lose the trust of the employer. So, when they are left alone and being micro-managed they like it. If an employee is micromanaged, they don’t like it. So that is one reason for it, one driver for productivity. I also think it eliminates the factors like a distraction in a workspace, commuting to the workplace time, it also takes away you are being in a feeling of a formal environment. You're being in your own home and it is more flexible and convenient for you. So that feeling itself is a driver for productivity. I believe mind works better when you are left alone. I have seen my team members preferring to get into the meeting room alone to get work done. They like to get away from the distractions. At home, you can avoid all these distractions.

Nishanthini: Does the employee’s level of job satisfaction impact productivity?
Respondent: I think, Yes. job satisfaction is a key factor in the productivity and quality of a work that is done by any employee. Generally, anyone would only give better performances if they like and are satisfied with the job that they are doing. I can remember one instance comes in my mind, This year we had our employee review meeting, that is where managers give input and feedback to the employee on how their performance went over the year, over the time period and what is their thoughts about the work that they are doing and how good are they feeling about this? So, this is a review that happens twice every year. For this first half of the year, we have conducted this review. When I had questioned some of the employees about their lack of performance, I had noticed them not giving great productivity in the first half. So, had asked them what is the reason for this? their response was they were not satisfied with the work they were doing and hence they could not produce the quality in the results like they were used to show. They straight away told that they are not satisfied with the work that they are doing. So, I think higher an employee’s satisfaction towards the work they do, better the productivity and quality of work. When an employee is not satisfied with their work the productivity obviously goes down, this applies to me as well. When I report to my manager, I also think about the work that I do I need to think about what I do. I need to be satisfied with what I am doing. It is directly correlated to productivity otherwise I can complete with the quality.

Nishanthini: Do you think WFH plays any role in employee retention?

Respondent: Yes definitely, I cannot give a complete stats on this, because I am not from the HR department. But I can talk about what I know from my experience in this organisation and the previous organisation as well. So the employee retention has some influence coming from homework home option. Especially in cases of women during their maternity. I have seen women leaving jobs just because they did not have an option to work from home. So most of the
women during their pregnancy or after the child is born, they have their maternity leave but still after some time they like to work from home. It is convenient for them because they have to take care of their children. They would like this option. In our team, we have a working mother, who uses this option quite often, during her conversation once she has told me that this is one reason to stay in this company. So, this option is very useful for her and this makes her stay back. That is one example I can think about, how work from home plays a key role in employee retention. This flexibility is very useful for all working parents, not only mother any working parent for that matter. Also, this brings a culture which directly influences the happiness and satisfaction of an employee towards the company. When a company follows this kind of culture the incoming employee as well the employees who are already there, they think that this is a positive attitude right towards the employee, So they believe this culture is good and most of them stay back of that culture alone. There are employees who think that the work that they are given is not up to the standard they think about the salary and all. But then there are employees who think culture is very important because they don’t get this kind of culture everywhere. So that is one, I believe a happy employee would not think about leaving the company as it provides them with the flexibility and also gives a feeling of trust to them.

Nishanthini: Do you think work from home practice is a cost-saving factor in your company? If yes/no, why?

Respondent: I believe yes, working from home can also be looked as a cost-saving factor from the company’s -perspective. It reduces the number of company cab. So, in our company, almost 70-80% of the resources make use of the company cab in my team especially almost everyone. So, when they are working from home the company cabs trips/costs have come lesser. The cab service is for both pickup and drop. Most of our employees avail of the company cab service. So,
I think even if one person a team works from home in a day, the cab cost for the day will come down considerably. There will be a considerable number even if one person is working from home. I think it also brings down the facilities cost when the count of employees is less. It is not like your going to pay for all electricity, its all automated the sensor lights. Only when there is movement when the lights are on. So that is not on the electricity goes down when the employees are not working. Yeah, it brings down the facility cost when the employees are not using infrastructure. When I say facility I mean electricity, internet expenses, usage of the number of desktops and other materials like that. There are laptops but some resources make use of desktops as well. They would connect their laptops to the desktop and use. So when that is not used being used another resource can make of the desktop. So cost-cutting is somewhere related to work from home. I cannot give you a quantifiable number but yeah, I think these are the ways a company can cut the cost.

Nishnathini: What is your overall opinion of WFH?

Respondent: In my opinion, all major cities in the country should adopt the policy of letting the employees work from home especially in Chennai and all these major cities which has huge traffic problems. As it becomes much easier and flexible for an employee to concentrate on their actual work on a particular day. It eliminates the travelling time and energy can be saved. The travelling is the most daunting task in the metro cities of the country. With the heavy traffic and the water crisis, this can be a very useful option for both the resource and the company. This can be a huge facility cost-saving initiative like I have already mentioned. I’m sure already a lot of companies are following the policy and we will see more companies adopting to it. I have seen, recently water crisis was happening in Chennai, a lot of companies making use of this option they are asking the resources to work from home, there is a shortage of water in all these tech
parks, they require water right. So not just because water crisis they should do it. Generally, they should make use of this option not only for the companies benefit but also for the employees’ benefit. It also increases the productivity which I have already mentioned.

Nishanthini: What are the advantages of WFH?

Respondent: I think, Work from home initiative is very advantageous to the management. When I say advantages in ways of increasing employee satisfaction which directly correlates to better employee retention. As explained in earlier questions, increase in productivity and quality of work is a huge boost to the company. In my experience employees working from home have provided their work with better quality than when they work from the office. I think it is also a cost-saving initiative from the facilities point of view, especially with the water crisis happening in and around Chennai it is still happening. It opens up a wider set of employees for the company as some working parents and applicants with a disability would prefer a role like this. When you are thinking of hiring you to have a wider pool of applicants coming in because of this the culture which you are following in. This is advantageous to the working parents and there are people with disability who would prefer working from home. SO you get a wider pool of resources coming in for you. That is one advantage I can think of. It basically saves a lot of resources when your employees are working from home. When is say resources, your water, electricity, the facilities et? In your canteen as well, the amount of food the employee uses So there the cost also comes down right. So there are a lot of advantages I can think of and employee retention is one big advantage for the management. If you have to talk about the employee point of view. Huh, better work-life balance, convenient and comfortable environment to work without any office distractions and basically you save a lot of money as an employee if you are not travelling time and energy spent on commuting to the workplace.
Nishanthini: What are the disadvantages of WFH?

Respondent: There are some drawbacks like lack of teamwork and team bonding is one. So when you are working from home, you are away from your team. You are missing the chance of bonding with your team. There is no teamwork that is happening when you are working from home. I think it is difficult to conduct quick reviews, as a manager when you have to review your employee's work and you don't have much time. You need to do it quickly and there is a meeting to happen later and the employee is not in the workplace and it makes it difficult. You need to set up a call you need to find out the right time for them, also to be available. So, there is a lot of mismatch happening there. So that is one of the disadvantages I can think of and also I think due to work from home like I said setting up calls and all this, there is an increase in telecommunication cost, you will have to subscribe to the network calling probably like zoom or Zetex or skype, your telecommunication cost will go up. I think more importantly its threat to information security. I think when you are working from home you will use your home network you will not be very sure how secure that is, although there will be a firewall that is going from companies Infotech teams. I don't think it is as effective as it is when your using companies Wi-Fi instead of home Wi-Fi. These are some of the disadvantages I can think of. Although team building activities can nullify the lack of team bonding so we have team building actives can nullify the team bonding that is one point. Information security risk also is taken care of with effective infotech initiative. Yeah, you need a good infotech team like always to have an eye on what is happening in your employees work laptop.

Nishanthini: Thank you so much for the interview.

----------------------------------------
End of the interview----------------------------------------------------
Company: CMA CGM, Manager - Pachaiyappan

Nishanthini: Hi, How are you?
Respondent: I am fine, how are you

Nishanthini: I am great thank you. Pachaiyappan, Firstly thank you so much for allowing me to take this interview of yours and I would also like to inform you that I am recording this interview for my academic research purpose. Is that is fine for you?
Respondent: Yeah sure it's fine for me.

Nishanthini: Let's start with the interview now, for the recording purpose can I have an introduction of yours, please?
Respondent: I am Pachaiyappan. I did my master’s in business administration and working as a service delivery manager in CMA CGM. I am with this organisation for about 6 years and handling the different process.

Nishanthini: Thank you so much, So what is the work timing followed by your team?
Respondent: Work timing, we basically work in 3 different shifts which starts at 05:30 in the morning, and followed by 02:00 in the afternoon and ends with 10:30 at night

Nishanthini: Okay, That wonderful. So do you have WFH option in your team?
Respondent: Yes, we do have the work from home option. At first, it was introduced to do additional hours as extending their shift hours in office is difficult for the employees and management. We find difficult to allocate system after their shift hours and the employees also feel stressed, so we introduced the work from option and later we started to follow on regular hours also.

Nishanthini: Do you have any criteria to give WFH option for team members?
Respondent: Yes, we do have some criteria for giving access to work from home. The basic criteria are they should be with us for a minimum period of 9 months, this is because then the employee will have a hands-on experience and they will have the knowledge to work independently. There should be a separate workplace in their home, we don’t encourage to have their PC to be in the living area because this can distract their mind while working. We also check if their PC meets the minimum requirement and they have the perfect internet connection which has an adequate speed so the process will not be slow.

Nishanthini: How often in a week can an employee work from home?

Respondent: Hmmm…We don’t have any norm on this, to be honest. It’s up to the employee because we want to be more flexible with the employees and give a good environment to work with. We work for 6 days in a week, so we don’t expect the senior employees to come to the office on Saturdays until if we have any important meetings. On weekdays, if the employee couldn’t make up to the office for some reason, we are happy to give them work from option, but we also keep an eye as this is not frequent.

Nishanthini: What are the major reasons to use this option?

Respondent: As I said earlier, we introduced this option to do extra hours to meet the target and eliminating the problem in allocating system. If an employee is taking leave it has a huge impact on meeting the turnaround time. So, we do have some SLA with our clients we don’t want to breech that. Instead of giving leave and losing one-day production we give the working from home option and try to run a smooth business

Nishanthini: Does the employee get all work-related access at home that he/she gets at the workplace?
Respondent: Yes, as our work is basically involved with the client’s remote desktop, we don’t find major difficulty. We do provide them VPN access to them to access the office share drive, so they can save and retrieve the files from the office server. To log in for that particular day, we have a system to log in for a day to have their attendance. So, they do need the VPN access to log in for the day which also helps us to track the work.

Nishanthini: Would you prefer your team members to work from home? If yes, why? If no, why?

Respondent: Hmmm. Yes, we do prefer our team members to work from home as with the answer to the earlier question we don’t want to lose productive hours and stand behind the target. If an employee asks for leave we will check with them if its fine for them to log in from home as we don’t have a specific time when they work from home. It's flexible up to their convenient and most of them prefer to work from home instead of taking an off, so they can save their leaves as well.

Nishanthini: Do you think the productivity of an employee is affected when working from home? Why?

Respondent: No, not at all. To me personally, I can say that they are more productive when they are working from home because they feel trusted and they have the ownership for that work. We recently had a Quarterly performance award last week where an employee who works from home won the best performer. So, it’s not affecting productivity. They are doing good productivity when they are working from home.

Nishanthini: In your opinion, does the quality of work and productivity increase when your employees work from home? If yes what do you think is the reason for that?
Respondent: Yes, when comparing the stats, we are seeing a big difference when they work from home. I think the main reason would be less distraction, they don’t have the opportunity to gossip about someone and no unwanted attention to the things happening in the office. So, they have good quality when they work from home.

Nishanthini: Okay, moving on to the next question, how is the quality of work when an employee works from home compared to the work, he/ she does at the workplace?

Respondent: I am not seeing a big difference here, but I can say that the quality hasn’t gone down. As we have the basic criteria as working independently, they should work independently to have access to working from home, we believe that they don’t make any errors. If they have any doubts or queries, they can call the shift leads to clarify their queries who can able to assist them at that time. So they won’t make any errors if they have any doubts they can call and confirm them.

Nishanthini: So, what is your overall opinion, is the quality the same as they are doing in office is it?

Respondent: Yes, absolutely.

Nishanthini: Do you think your employees are happier to work from home than to come to the workplace? What is your opinion?

Respondent: Yes absolutely, they will have the work-life balance. They can handle both personal and official work. As I said earlier, we don’t have shift timings when they work from home. So, it’s a big privilege its a flexible shift with flexible timing. The only thing we see is they should log in for 8 hrs for the day and complete the task assigned to them, we have a target and we have a TAT (Turnaround time). If we assign a particular work to them, they should meet the turnaround time.
Nishanthini: Okay thank you, In your opinion, does work from home practice increases employee satisfaction? If yes, why do you think so?

Respondent: Yes I agree with that. Work from home option increases employee satisfaction in many ways. The first thing would be they feel trusted and important for the organisation and have a flexible shift so they would be satisfied obviously.

Nishanthini: So What are the major drivers of productivity when working from home?

Respondent: The major drivers would be, there won’t be any distraction, no chit-chatting, they feel they aren’t micromanaged. So, we don’t micromanage when the people work from home we don’t call regularly or we don’t ask for the status regularly. We do it for every three or four hours. We don’t push them to the target, so they are working from home they feel free to work and they have the flexible timing. So, the employee has a feeling that they have ownership for their own work. So instead of pushing them, they are giving good quality as they are feeling trusted.

Nishanthini: Does your employee’s level of job satisfaction impact productivity?

Respondent: Yes, productivity and quality are related to job satisfaction. We always try to feel the employee that they are happy to start the work for the day. If they feel wake up, they should have a feeling that they are working today. They shouldn’t feel negative. So, if they bored to start work or come to the office, we can understand that something is going wrong. So that’s why we have the work from home option in our place. If they don’t feel like coming to the office for a particular day they can work from home, so we are not pushing our employees to come to the office regularly. So a happy employee will always give the best quality of work

Gave a break since the respondent wanted to drink water

Nishanthini: Do you think work from home plays any role in employee retention?
Respondent: To answer this question, we have completed almost 7 months of this year and we can proudly say that our attrition rate is below 1%. We have only one employee left in our team this is because he wanted to start his own business. We have an employee who got married and shifted to a location which is 50 km far from our office she is working from home for almost 3 years now. If we didn’t allow her to work from home, she would’ve left the organisation a long time back. For a process like us, we should retain the employees as the knowledge is the base here because if we are going to train a new employee it will take around 9 months for us to train the employee completely. We can’t lose an employee just like that. So, we strongly believe that WFH plays a vital role in retaining employees. So, we have employees who are almost three to four years with us minimum and because of this option, we are retaining the employee.

Nishanthini: Do you think work from home practice is a cost-saving factor in your company? If yes/no why?

Respondent: Yes, we have limited systems in the office right now that’s the main reason we have three different shifts as we can’t accommodate everyone in the same. So, if an employee works from home, we can save that seat which can be used for another process also. For another process also it’s the same thing if they save their seats, we can use their system. On an additional note we will ask a bunch of employees to do work from home mandatorily this will save seats for us, this will be a rotational every month and every month a bunch of people should compulsorily work from home. For these employees, we are paying some amount additionally for the internet and electricity conveniences. So, this employee we are paying something additionally. But comparing to the cost of the seat we are saving with the work from option, it's comparatively lesser than what we are paying for the work from home guys. We also have office transportation if an employee is coming to office, we should provide them with transport which cost high. So if
they work from home we are saving that cost. We are not going to provide transport for that month. So it’s a big cost saving for us with this option.

Nishanthini: What is your overall opinion of work from home?

Respondent: If you ask me personally, I would say that WFH will be the future of many businesses. So in future it is going to be like only the management staff is going to come to the office and other employees are going to work from home. So, if you think about this the office will not have much space so they can save the rent, save the transport, like that. So, it also going to be cost-cutting and the employees are going to work. We are happy with this, we are saving cost and we are retaining employees, our targets completed. So, on overall its good for the business and we encourage to recommend it to other companies also.

Nishanthini: What are the advantages of WFH? from a management perspective?

Respondent: There are many advantages in WFH like cost-cutting, work is not getting affected, we are meeting the targets, we are eliminating the absenteeism and retaining the employees. So we are making our employees happier at the end of the day. So they feel like they have a flexible shift timing when they work from home. So From employees perspective also, they have a good work-life balance and they are saving costs spending and transportation and also they have their flexible work timing.

Nishanthini: Last question, So what are the disadvantages of WFH?

Respondent: We never felt any disadvantages with Working from home as we have got many benefits from this option so if you ask me to give a point I would say like, the employee bonding will be less if they continue going to work from home they can’t meet their colleagues. We are also trying to eliminate this by conducting some employee activities, So we don’t find it difficult
with these disadvantages also So we have employee bonding activities every month. I couldn’t say any disadvantages more than this. Sorry.

Nishanthini: Thank you so much for your time Pachaiyappan, this interview has been a great help for me.

Respondent: thank you and all the best for your studies.

----------------------------------------------------End of the interview----------------------------------------------------

**Company: Merit software Services, Manager-- Karthik Srinivasan**

**Nishanthini:** Firstly, thank you so much for allowing me to take this interview of yours I would like to introduce myself; you know me already, my name is Nishanthini and I am currently doing my masters in Dublin business school. This interview is totally for my thesis. The topic is to work from home which I have already mentioned. So before starting the interview. I would like to inform you that I am recording this call for the thesis purpose. Are you fine with that Karthik?

**Respondent:** That’s fine!

**Nishanthini:** So, let’s start with the interview now. For the recording purpose, I would like to have an introduction of yours.

**Respondent:** ok, I am Karthik I work for Merit software services in Chennai as a service delivery manager. Having 9 years of experience in the operations. I am a certified SCRUM master as well as Six Sigma green belt professional.

**Nishanthini:** Thank you so much Karthik, we will move on to the questions about work from home. What is the work timing followed by your team?
**Respondent:** We work in two shifts. One is an early morning shift and the other one is the UK shift. The early morning shift starts from 6.30 in the morning and ends at 2.30pm and the UK shift starts at 2.30 in the afternoon and ends at 10.30 at night.

**Nishanthini:** OK the next question would be, Do you have work from option in your team?

**Respondent:** Yes, we do have.

**Nishanthini:** ok, So do you have any criteria to give work from home for your team members.

**Respondent:** Yes, huh any team member who has joined our team and has got an experience of one year in the process we will allow them to work from home if required.

**Nishanthini:** ok, So how often in a week can an employee Work from home?

**Respondent:** huh, there is no hard and fast rule like this this is the amount of time or this is the amount of days he/she needs to work from home It all depends upon his/her requirement and the requirement from our side as well so if the employee is not able to come to office for work due to any personal reasons and if he/she opts to work from home we are fine to provide him with the work from home option on a particular day or to a lengthy period of even two or three consecutive days as well.

**Nishanthini:** So, the only criteria or the qualification to do work from home is the employee should complete one year in your office?

**Respondent:** Yes, Not in the office in the process.

**Nishanthini:** Okay that great, the next question would be, what are the major reasons to use this option do you think Karthik?

**Respondent:** The major reasons is like if any employee is not able to come to the office due to his/her personal reasons or if he/she has got some urgent work to do and if that is going to have an impact on the delivery of the work items to the client. So, we ask him/her to do work from
home. So that is the major criteria. One thing is to give him/her a flexible timing as well as there should not be any impact on the delivery of the jobs.

Nishanthini: The next question is, does the employee get all work-related access at home that he/she gets at the workplace? Like the tools which are required to do the work?

Respondent: We are providing him/her the VPN access so that he/she will be able to access all the local folders, what he/she has in office. So he/she will be able to access his/her folders through the VPN.

Nishanthini: Okay, Other than that will you be proving any equipment for the employees like a computer or any kind of hardware?

Respondent: Most of the team members have their personal computer at home. So, if any new joiner does not have any personal computer we will provide him/her the personal PC so that he can work from home if required.

Nishanthini: Okay the next question would you prefer your team members to work from home? If yes or no, why do you think so?

Respondent: huh, Yes I do prefer my team members to work from home if there is an absolute requirement and in case of any natural calamities like cyclone or flooding due to those reasons if the employee is not able to come to work. I think we prefer them to work from home. So that is the ideal option for an employee and the privilege that we give them in our process.

Nishanthini: So, Do you think the productivity of an employee is affected when working from home?

Respondent: No, not at all because we keep track of the employee’s productivity. The shift lead tracks the status of the work items every three hours So I don’t think there is an impact on the productivity of the analyst.
Nishanthini: So do you think productivity is the same as like what they are doing in the office?

Respondent: Yes

Nishanthini: In your opinion, does the quality of work and productivity increase when your employees work from home? If yes what do you think is the reason for that?

Respondent: I won’t say it increases; it is at the same level as the person working from office as well. So, there is no increase or decrease. It is at the same level.

Nishanthini: So, there is no change wherever the person is working, it is the same?

Respondent: yeah

Nishanthini: Okay, Then next one now. How is the quality of work when an employee works from home compared to the work, he/she does at the workplace?

Respondent: No, I don’t think there is any distraction when the employee work from home in fact if the employee work from the office there could be some distractions during the work hours but I don’t think that has an impact when he works from home, So there is no distraction.

Nishanthini: So, is that the quality is the same as one does in office?

Respondent: Yes, that’s absolutely same, there is no change in the quality as well.

Nishanthini: Do you think your employees are happier to work from home than coming to the workplace?

Respondent: Yeah, if the employee is working from home he/she is definitely happy but not on frequent intervals because we need have some team interaction and team bonding as well so once in a while or once or twice in a week he/she is happy to work from home but apart from that we need to have some interaction with the team so if it going to be a long period of time I don’t think the employee will be happy working from home. So if it is not a frequent occurrence then yes he will be happy working from home.
Nishanthini: In your opinion, does work from home practice increases employee satisfaction? If yes, why do you think so?

Respondent: Yes, Definitely it increases the employee satisfaction and it also increases the employee engagement towards the management because for his/her purpose we are giving the work from home option, If the employee is in need certainly we don’t hesitate to give that option so in that context I think the employee satisfaction increases.

Nishanthini: Then, what are the major drivers of productivity when working from home?

Respondent: The major driver is the target because they know that even they are working from home they should hit their targets at the end. So, if they are not going to hit their targets at the end then we are going to question them on their productivity and what is the reason for the debts. So they have the targets in mind and they definitely are working towards the target. So that itself is the productivity drivers for them. Plus, in addition, the team lead will definitely have a track of his/her work items. So, he will keep on engaging the employee asking questions about the status and all those things. So that will, in turn, give the employee a state, for example, someone if tracking their work item So if someone tracking their work item so definitely, they will have a watch on their productivity as well.

Nishanthini: So according to you, you have shift leads who will be continuously monitoring the employees, their targets etc these are the reasons for them to achieve their productivity.

Respondent: Yes.

Nishanthini: Then, Does the employee’s level of job satisfaction impact productivity?

Respondent: Yeah, see for example a happy engaged employee will definitely improve his productivity from a level of low to high. So, if an employee does not satisfy himself then I don’t think it will increase the productivity level.
Nishanthini: So, what you think about employee retention Karthik? Do you think WFH plays any role in employee retention?

Respondent: Yes, mostly the retention plan what we have is like most of the female employees if they get married and due to any family reason, they couldn’t come to work, we will ask them to work from home and that keeps the employee motivated and also we have a chance of retaining this employee. So, we had a couple of examples in my team itself, So there was one employee who was married and she was working from home for almost two years continuously. So in that way, I think we have retained an employee over a period of two years now.

Nishanthini: Oh, that’s great! and the next question would be, do you think work from home practice is a cost-saving factor in your company? If yes/no, why?

Respondent: Yes, absolutely because if we are asking 3 or 4 employees in my team to work from continuously and those 3 seats will be shared with the other team. So, I think in an effect we are saving the cost. So, if the employee is working from home space and the system which that employee was occupying will be replaced by another employee it is not necessarily that it should be from my own team it can be from the different team as well. So, it’s a cost-saving only.

Nishanthini: So, if the employee is working from home the organisation will be paying extra money or something for their electricity and their internet bill?

Respondent: Yes, we do pay off their internet allowance.

Nishanthini: So having this in mind, you are paying for the internet and other allowance, still you feel its cost-saving?

Respondent: Yes, because if you take the allowance from the machine, system requirement and other things still it’s a cost-saving thing only.
Nishanthini: Okay thank you, what is your overall opinion of work from home? being in the industry for like nine years now growing from scratch to a manager. So what is your opinion on work from home?

Respondent: Work from home is a good option and if the employee and the management have an eye on the productivity and target levels, I think the person who is in need should definitely be given the work from home option though not frequently. That’s my opinion because he/she needs to interact with the team members. Once in a week or twice in a weekend that is absolutely fine and due to any personal reason if he/she cannot come, we can give the work from option at the same time if he is going to keep on working from home for a prolonged period of time that could lead to reduction in team bonding and interaction as well. So if it is absolutely required in that scenario we can provide the work from home option. It’s a good option only. I am not against it.

Nishanthini: So, what do you think are the advantages of work from home from a management perspective?

Respondent: The main thing is cost-saving and the flexible timing which we provide to the employee will increase his/her employee satisfaction level and engagement level towards the management which wil, in turn, give us more chances of retaining the employee and a better-engaged employee will definitely give his/her 100% to the organisation as well to the client as well. So that’s my opinion.

Nishanthini: okay Do you think work from home option has any disadvantages and what are they if any?

Respondent: I don’t think it has got many disadvantages as such. The only thing is if we keep on tracking their productivity and status of the work item, I don’t think there is any disadvantage. If
someone fails to capture the status of the work, I think the employee can dodge the work item to a extent so you need constant monitoring.

**Nishanthini**: Okay, So from your point of view you think that if you have a track and complete monitoring on the employee can work from home by all means.

**Respondent**: Yes

**Nishanthini**: Thank you so much for the interview

**Respondent**: welcome, Thank you

----------------------------------------End of the interview---------------------------------------------
# Appendix 5 - Research Time Plan

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<th>ACTIVITY UNDERTAKEN</th>
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<td><strong>Weeks</strong></td>
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<td>Research and finalise focus and research question (inc Hypotheses if relevant)</td>
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<td>Conduct a literature search</td>
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<td>Write and finalise the literature chapter</td>
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<td>Research and decide on the methodology</td>
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<td>Write/finalise methodology chapter</td>
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<td>Ethical approval process</td>
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<td>Meet with supervisor</td>
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<td>Develop data collection tools</td>
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<td>Test data collection tools</td>
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<td>Contact suitable respondents for research investigation</td>
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<td>Data Analysis</td>
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