

MAJOR RESEARCH PROJECT REPORT

ON

“Technology and Employee Freedom”

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CERTIFICATE

This is to certify that the project report entitled “**Technology and Employee Freedom**” which is submitted by **Manan Gupta (2K18/MBA/703)**, **Mohit Akshay (2K18/MBA/705)** and **Swati Ghansela (2K18/MBA/719)** in partial fulfillment for the award of Master of Business Administration of USME, Delhi Technological University is a record of their own work carried out by them under proper supervision and guidance.

The content marked in this project report is original and has not been submitted and used for award of any other degree/ diploma.

DECLARATION

We hereby declare that this submission is our own work and that, to the best of our knowledge and belief, it does not contains any material that was previously published or written by any another person and also the material with no substantial extent has been accepted for the award of any other degree or diploma of the university or other institute of higher learning, except where due acknowledgement has been made in the context.

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1. INTRODUCTION

Keeping up to date with advanced technology is greatly vital to keep workers cheerful and comfortable with the tools they utilize. Employees lean toward that the technology they use at work is comparative to the tech they utilize in their individual lives since they are as of now familiar with the way these tools work. These days, representatives need opportunity more than ever some time recently. So numerous variables contribute to a need for focus within the working environment, i.e. overseeing a family, individual commitments, and by and large hectic plans. It can be troublesome for modern-day laborers to oversee these commitments, whereas performing their best at work. Today's workforce wants the flexibility to induce work done when it makes the foremost sense for themselves and their plans. This is often why representatives favor the accessibility of working remotely either full- or part-time.

Business owners may be uncertain regarding the possibility of permitting the employees to work from home with few normalities, as they believe that this will decrease their day by day productivity. Moreover, working from home would demonstrate troublesome for supervisors to keep track of the work done by the employees. Luckily, with the accessibility of the latest office technology, supervisors don't have to worry about losing advance. Productive inaccessible work is made conceivable with modern, imaginative workflow technology.

Competitive pay scales, benefits, and career improvement activities utilized to be sufficient to discover and keep talent. Nowadays, these things are table stakes. To compete and win within the raging battle for talent, companies got to up their game and allow workers what they truly need a basic and adaptable way to induce work done. It is very much evident that technology has changed the way of working across each industry. From the very mechanical age to the current era, technology has affected the working conditions. The effect of technology on the work environment and working conditions has aligned repetitive and naturally inefficient forms, speeding up to get work whereas vastly expanding efficiency and making work from anyplace lesser demanding than ever.

Efficiency and Speed

Employees in today's era are more productive and efficient than they were ever before. Technology has affected both manufacturing and communication positively which ultimately has resulted in a substantial increase in rate of production and speed of the business as well.

Technology at workplace enables a worker to be more productive. Messages, mails & other data could be sent in a flash of time to anyone across the world. Payments and proposals can be transferred quickly through the use of technology.

Easy to work together than ever before

Teamwork or coordination with team members has become effortless. The main credit for this achievement goes to online communication tools and technologies which helps one to work uninterruptedly. To overcome the physical absence of an employee, technology has helped

businesses collaborate through various video conferencing tools which could give a real time interaction with the teammates. They can work on the same shared document and information at single time with cloud-based file-sharing tools like Google Drive.

Technology Is Modifying Office Culture

Everybody is aware that the technological generalization within the work environment driving to the stylish Silicon Valley way of open office space with games and beer on tap to relax. Whereas open workplaces could be a trend, the idea of making a more grounded culture to attract capable workers isn't going to go off soon.

However, technology within the work environment has made it conceivable and practical to remote work, businesses are required to form motivating forces to keep workers joyful and drawn towards the office. Also, why have an assigned office space at all? Besides open workplaces, companies like WeWork has put into trend of co-working spaces as places wherein consultants could work when they have no assigned office space. Co-working spaces offer telecommuters and consultants working for distinctive employments a communal space so as to make them feel like having a homebase to work from.

No More Need to Live Where You Work

The biggest effect of technology on the working environment is the real working environment itself. Whereas most employment still requires you to work onsite, there are much of open positions for workers looking to work remotely for businesses all over the nation. The effectiveness of working remotely is all due to the technology and tools to assist virtual communication and collaborate as a group online. The same technological advancement has altered the space where jobseekers search for work and where contracting directors find ideal candidates. One is not constrained to trying to find occupations in one's range. They would be able to surf the web, utilize any number of job-seeking destinations and discover inaccessible employment or positions accessible to specialists from anyplace. Businesses can hire qualified candidates half a world away, in spite of the fact that most still attempt to restrain the proportion of inaccessible representatives and temporary workers to full-time ones.

Technology Creating Growing Pains

On one hand where things are getting more streamlined and robotized and hence much appreciated to technology, the effect of it on the working environment moreover made a few issues. Differentiating between workers by screen creates miscommunication. Computerized voicemails could apparently upset the clients. There is no substitute to brainstorming process.

2. LITERATURE REVIEW

Work Life Balance: An important factor affecting employee's productivity.

The available literature on employee's productivity defines it in several ways. The literature comprehensively discusses about the various factors affecting productivity. Bernolak (1997:204) defined productivity as how much and how well employee produces from the given resources.

Jalal Hanaysha in his article "Improving employee productivity through work engagement" says employee productivity is one of the important management topics that received significant research attentions from several scholars and considered as a primary mechanism to enhance organizational success. Knowing what are the key factors that influence productivity is vital to ensure long term performance.

It is not an easy task to accurately define the work environment where an employee spends a major part of his/her active life. Change can be defined as a process that never ends and is continuous part of organizational life. In recent times, the working conditions have undergone distinctive transformations (Bhatti & Qureshi, 2007). A dynamic and unstable work environment along with change in the attitude of employees towards work are amongst the major cause of this impact. A turbulence in environment which usually is referred to as unpredictability directly affects an organization's productivity and profitability (Hunter & Tietyen, 1997). The long-term planning of an organization gets obstructed by unexpected and uncalculated alterations rising out due to uncertain situations. Organizations usually are under continuous competitive pressure to improve their organization structure to get employees perform better. To have a committed and dedicated team is definitely a valuable asset which contributes in attaining a competitive edge for the organization (Heskett et al, 1994). The highly competitive environment in today's business organizations emphasizes on the importance of building a workforce of proficient and productive employees and retaining them.

Work Life Balance is considered to be an important driver of an employee's productivity. Work-life balance, in a broader term, is defined as a fit amongst the multiple roles in a person's life. The capability of an employee to find a balance in his work and family is a crucial factor to the rate of success of his/her performance at the workplace (Harter et al. 2002). Usually work life balance includes flexible timings, which allows the employees to adjust their working hours; compressed work week wherein an employee can take leave if he/she has completed his/her weekly requirement of hours, working from home (remote work), job sharing (sharing a job between two employees), family leave programs, in-office childcare and financial and/or informational assistance with family member's care services.

Work-life balance is defined as the ability of an employee to fulfil the family and work needs effectively and efficiently. In other words, work-life balance could be a relative comparison of amount of time spent by an employee with his work and family. Any imbalance in the form of either work spilling into the family space or the family issues spilling over in work realm, could

be identified as a potential cause for employee's stress and his/her unconstructive work attitudes (Grzywacz et al.; Ahmad; Mohsin and Zahid).

Employees and employers have different opinions about the balance. While traditionally the work-life conflict was considered to be unidirectional wherein the personal life of an employee gets hampered or disturbed due to the work overweighing it. But, in modern times, it has been successfully established that the imbalance is bidirectional (Frone et al.; Rothbard; Mäkelä and Suutari).

Work-family conflict

Work-family conflict is an inter-role clash in the form of a negative overflow from work-to-family space (Greenhaus and Beutell; Mäkelä and Suutari; Byrne and Barling). It discusses the amount of stress induced within an employee while spending more time at work, which ultimately results in lesser time available for the family. The conflict between the two roles of an employee is inevitable as both are in two exactly opposite ends, which are undoubtedly incompatible as the two realms beseech different sets of demands, priorities, norms, expectations, and requirements (Fredriksen and Scharlach; Shaffer et al.).

A work-family conflict could be defined as a stress variable arising out as a result of providing more time to work, which directly hampers the family needs. The work and family aspects are inversely proportional to one another, providing leverage to one aspect results in it overweighing the other one (Hughes, 1992). It could be quite challenging for an employee undergoing important tasks and realigning schedules to manage different demands, and in such a situation it is more likely that he/she could find it difficult to establish the necessary balance between work and family.

Family-work conflict

Previous researches on conflicts in the work and family environment shows it to be unidirectional, i.e. how work could affect family realm, while now-a-days, these conflicts are considered to be bi-directional (Frone et al.; Rothbard and Makela-Suutari), which implies apart from work issues spilling over to affect family issues, there are some of family affairs which could also spill over to affect the workplace behavior of the employee. Both the concept is quite insimilar in nature and scope to vouch for independent examinations (Mesmer and Magnus, Viswesvaran 2005). A majority of research examines and considers bi-directional aspect of the conflict.

Many of the researchers generally agree on the utmost role of work-life balance since it is related to an individual's psychological well-being and his/her overall sense of harmony in life, which is considered to be an indicator of a proper balance between the workplace role and the family role. Recent researches successfully establish that both the employees and organizations benefit from a successfully balanced work and family life (Byron; Mesmer and Magnus-Viswesvaran, 2005).

In the family domain, when an employee experiences a lack of work-life balance, it ends up threatening the key domains of his/her personal life; while on the other hand, a proper work-life balance enhances the well-being and family satisfaction. In the work domain, the lack of work-life balance can cause poor performance and absenteeism of employees, but a balance is considered to be associated with an increased job satisfaction and organizational commitment.

Otherwise stated, an employee's work-life balance could result in deepening the role-related engagement, which is directly related to the organizational performance improvement. A work-life balance at the workplace is becoming a more important trait as it tends to exhibit various positive consequences such as lower turnover rate, work engagement, organizational citizenship behavior, an increased productivity, job satisfaction, and organizational commitment. As emphasized in several researches, managing work-life balance has become one of the most critical managerial strategies for ensuring employee's performance and improvement in organizational performance.

Although lot of organizations are progressing by implementing creative and innovative approaches in order to help achieve work-life balance for their workers. However, it still relies much on how an individual employee could bring about change in their mindsets and insights in order to adjust it with their professional life. Even after acknowledging the lack of work-life balance, there are different perceptions related to how to achieve and maintain it, and whether it is really required. Organizations and employees are gradually becoming aware of the importance of a proper balance between their professional and personal life.

Effects of Telecommuting on Productivity.

The available literature on telecommuting embodied the consequences of telecommuting on productivity. Telecommuting is an alternate method of doing the work. during this literature Glenn Dutcher explains the way of doing the work outside the office and the way this affects productivity. this study has utilized various methods to know the impact of telecommuting on productivity in dull & creative assignment. Moreover isolating environmental factors from other factors which are important for productivity maybe fair as enforcing an assignment (Nalbatian and Schotter, 1977). The result found proved that sure large number of individuals, believed that the productivity decreases when the assignment is dull and vice versa for creative assignment (Bailey and Kurland , 2002) has defined various telecommuting advantages.

Empirical research till date has been unsuccessful in identifying and explaining what exactly happens when people do remote working. Most of the supervisors agreed to Bailey and Kurland's assessment as (Mokhtarian and Salomon , 1997) that there exists a large difference in people who do remote working and people who actually wish to do that.

Productivity varies at different in different environment, remote workers believe that they possess higher productivity at workplace (Bailyn, 1988; Belanger, 1999; Hill et al., 1998). although these surveys are helpful as a primary approximation, one in every of the attainable problems from self-reported information of this sort is inaccurate coverage of knowledge or over-optimistic estimates by the workers , (Hill et al, 1998) . alternative complications that existed (DuBrin , 1991) within the field information leave area for doubt regarding its general pertinence.

Reasons for not trusting an employee :

- There exist various disturbances in remote working
- Difficulty in monitoring the employees.
- (Dickinson and Villeval, 2008) says that when the relationship wasn't personal, agents puts some extra efforts by increasing observation . (Engel , 2010) found that once subjects got an exogenous outside choice then there is a increase in a very real assignment experiment they worked less.

Designs

Individuals were made to fill a survey to check the differences in the characteristics of individuals who do remote working and those who does not (Belanger, 1999). There was a psychology test in which a word or phrase was given and the respondents needs to descried the item. This was used to analyse the different thoughts of individuals (Severson et al., 2005). (Woodman et al., 1993) defines that there are different ways in which creativity can be done but validity provides a clear picture of productivity.

Conclusion

This paper defines the impact of telecommuting on productivity in different assignments (dim and innovative). Flexibility in innovative assignment causes an increase in productivity (Dickinson and McElroy , 2011). Peer support also have an impact on productivity (Mas and Moretti , 2009) and (Falk and Ichino , 2006)

Apart from the study's clear consequences, there might be problems linked to tangentiality. (Hays, 1999) predicted that when workers are permitted to use the Internet for reasons other than work, there would be a decrease of efficiency. The current study shows that it may or may not be necessary to avoid external distractions at workplace.

Exploring Differences in Employee Turnover Intentions and Its Determinants among Telecommuters and Non-Telecommuters:

The accessible literature by Igbaria, M., & Guimaraes, T. (1999) focuses on exploring variations in ratio Intentions and Its Determinants among Telecommuters and Non –Telecommuters. As functioning from home programs multiply, distant higher, a lot of higher, stronger and improved" knowledge of the connection amongst work and profession conclusion results. Employees are an asset to an organization therefore there is a need of semi- permanent work arrangements.

This paper explains employee turnover and its drivers are different for remote workers and non - remote workers. A survey was conducted in which it was found that remote workers were experiencing low turnover rate and they were found happy with their supervisors and were more comfortable in doing the work. Expanding technology has made remote working possible, with the advent of infotech has made work less geographically independent.

With the help of remote working employees can work from anywhere as per their convenience. Employee retention has been increased with remote working, it is believed that remote working has caused an increased in productivity and led to reduction in cost.

There are some handicapped people who can't physically come to an organization, remote working is a gift to those people, also in case of disaster situation with the help of remote working work can be done with the same zeal and zest.

In this study statistical method was used and differences in the variables was studied to know the variations in the employee turnover and its drivers are different for remote workers and non - remote workers.

Limitations:

- There are large number of discrepancies in an organization that effects remote working.
- There is a requirement to study large number of variables and interrelationship that exists between them.
- Both remote workers and their colleagues need research in their career paths.
- There is a need to investigate the discrepancies in the professional inclination and its effect on turnover rate of employees.
- Supervisory behaviour will minimize uncertainty of position and conflicts of position((Li and Shani, 39). It is necessary to continue and extend this confirmation process to incorporate other factors.

- This Article defines the use of infotech that has an impact on employee and it also defines the discrepancies between remote workers and non -remote workers.
- It also defines how demographic variables have an impact on personnel engagement, gratification, aggravation, to the roles of these two classes in terms of turnover.

Impact of Technological Advancement on Employee Productivity

Advancement in technology is the process of combining and rearranging the new and existing knowledge to generate and create new ideas. The advancement of technology have an effect on performance of the firm (Mumford, 2000). Advancement in technology comes from internal advancement (Pavitt, 1990) which is derived from employee productivity. There is a meaning between advancement in technology and employee productivity (Huselid, 1995)

Technologies can only lead to increase in productivity and improved performance when technology is mixed with other resources effectively by human resources.(Dauda & Akingbade, 2011).

Advancement in technology increases employees and firm's efficiency (Lawless and Anderson, 1996). Firm's performance can also be improved by advancement in technology (Li and Deng, 1999).

Employees usually gather knowledge and further skills with advancement in technology through regular training hours (Chi et al, 1989). Motivational techniques to keep the employees motivated has direct or indirect influence on advancement in technology (Hennessey and Amabile, 1998).

Performance of employees is closely linked with advancement in technology. A theory suggests that the firm's resources are very extremely important for the development of the firm, and for that human resource is a key resource for a firm. The function of resources depends on the employee's ability and capability, and on effective HRM (Mumford, 2000).

Technological advancement is an important factor for affecting the performance of employee in an organisation (Hitt et al., 1997). Various studies have again and again shown a favourable relationship between the firm's technical advancement and performance, and concluded that advancement in technology is important for employee performance (Foster, 1986).

3. HYPOTHESIS

For all the independent variables considered, we will be forming a hypothesis as shown below:

Hypothesis for technological advancement:

H0: There is no relationship between advancement in technology and employee productivity.

H1: There is a relationship between advancement in technology and employee productivity.

Hypothesis for remote working opportunities:

H0: There is no relationship between remote working and employee productivity.

H1: There is a relationship between remote working and employee productivity.

Hypothesis for quality of life:

H0: There is no relationship between quality of life and employee productivity.

H1: There is a relationship between quality of life and employee productivity.

Hypothesis for commutation:

H0: There is no relationship between commutation issues and employee productivity.

H1: There is a relationship between commutation issues and employee productivity.

4. RESEARCH METHODOLOGY

Methodology:

This research paper was concluded with various reviews of literatures and guidance from various industry experts and faculty members.

With the help of these, we came up with four of the most prominent attributes, amongst many, which have an effect on employee's productivity. These variables are:

- Technology
- Quality of life
- Remote working opportunities
- Commutation

These are the four independent variables we have considered in our study, while employee productivity being the dependent variable.

Data collected using questionnaire has been used in this paper to identify the impact of the above mentioned attributes on employee productivity. There is no use of any kind of secondary data. IBM SPSS 24 software is used to analyze the data and the statistics techniques used is regression and validity analysis.

DATA USED AND TYPES OF DATA

- Data (Primary) – Responses collected in the form of questionnaire
- Sampling technique- Convenience sampling
- Total Population- 196

DATA COLLECTION METHOD

The data was gathered through an online questionnaire consisting of various questions related to the dependent and independent variables. The collected data is then cleaned and fed into SPSS for further analysis.

5. DETAILED ANALYSIS

TEST FOR RELIABILITY

Cronbach alpha is usually used to measure Internal Consistency of the data, it is used when we have likert scale kind of questions in the questionnaire. It is helpful in depicting whether the scale is reliable or not.

Case Processing Summary			
		N	%
Cases	Valid	196	100.0
	Excluded ^a	0	.0
	Total	196	100.0
a. Listwise deletion based on all variables in the procedure.			
Reliability Statistics			
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	
.842	.845	5	

Figure 1

In our analysis, the value of **Cronbach Alpha is 0.845** which shows high internal consistency for our question scale with specific sample. Usually the Cronbach Alpha value of 0.7 and above is considered to be reliable.

As we can see in the above table, the value of Cronbach's Alpha for every variable is above 0.7 and hence the scale is consistent and reliable.

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Commuting Mean	15.5276	5.446	.574	.434	.831
Remote Working Mean	15.5157	5.235	.700	.619	.795
QOL Mean	15.5026	5.269	.755	.616	.783
Technology Mean	15.4528	5.192	.705	.649	.794
Productivity Mean	15.4247	5.618	.522	.325	.844

Figure 2

TEST FOR VALIDITY

Validity explains the extent to which a question measures what it is supposed to measure, it shows the relationship between scale and measure of independent criterion variable.

Rotated Component Matrix^a			
	Component		
	1	2	3
21. Do you agree that Telecommuting has helped or will help you spend more time on your objectives and tasks?	.281	.136	.782
24. What is your opinion for Telecommuting.	.214	.126	.812
34. I like to avoid daily commutation.	-.027	.518	.439
27. The technology used in my organization is effective in allowing me to work remotely.	.921	.044	.090
35. I rely on heavy communication(i.e. video calls/ video conferencing) to help with remote working.	.285	.652	.112
31. I agree to the fact that there are many distractions that I have to deal with while working remotely.	.326	.608	-.125
26. My current organisation is very prompt in adopting new technology.	.763	.116	.227
27. The technology used in my organization is effective in allowing me to work remotely.	.921	.044	.090
28. I need to be in constant communication with my colleagues for work purpose.	.501	.385	.113

Figure 3

37. Technology has increased the overall productivity of an organization.	.295	.385	.153
33. Millennials and Gen Z prefer freedom at workplace more than others.	.007	.699	.264
36. I have been more or less productive when working remotely instead of working from office	.030	.668	.139
32. Sometimes I feel that due to faster adoption of technology, an inevitable boundation is always there.	.193	.672	.058
30. Technological advancements in my organization helps me in saving a lot of time and other resources.	.607	.281	.200
29. My current organization provides me a good work-life balance.	.609	.362	.177
22. Please choose the answer that best describes this statement, "My Quality of Life has improved since I started Telecommuting."	.130	.150	.855
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. ^a			
a. Rotation converged in 5 iterations.			

Figure 4

In simple words, validity measures the soundness of a research and is used to evaluate the accuracy of a measure. In the analysis, we have selected “Varimax rotation” in principal component analysis to divide entire variables in three components as shown in the table.

All of these variables will be divided in all three components. In order to figure out which variable lies in which component, we will alter the principal component analysis table by keeping the maximum value for each of the variables and omitting the rest of them. The final table will be as follows:

Rotated Component Matrix^a			
	Component		
	1	2	3
21. Do you agree that Telecommuting has			0.782
24. What is your opinion for			0.812
34. I like to avoid daily commutation		0.518	
27. The technology used in my	0.921		
35. I rely on heavy communication/ i.e		0.652	
31. I agree to the fact that there are many		0.608	
26. My current organization is very	0.763		
27. The technology	0.921		
28. I need to be in constant	0.501		
37. Technology has increased the overall		0.385	
33. Millennials and Gen Z prefer freedom at		0.699	
36. I have been more or less productive when		0.668	
32. Sometimes I feel that due to faster		0.672	
30. Technological advancements in my	0.607		
29. My current organization provides	0.609		
22. Please choose the answer that best			0.855
	3.268	2.597	2.001
AVE	0.545	0.529	0.667

Figure 5

In this table, to find out the validity, we will calculate the average variance extracted (AVE) and the value of AVE should be greater than 50% or 0.5. As shown in the above table, the AVE calculated for the three components are 0.545, 0.529 and 0.667 respectively which depicts that the research is valid.

TEST FOR MULTI - COLLINEARITY AND REGRESSION

Multi - collinearity is a measure of correlation between two independent/ explanatory variables. A correlation of 1.0 or -1.0 depicts a perfectly linear correlation between these two variables. In research, the highly correlated variables are eliminated.

To test the data for multi - collinearity, we check for Variance Inflation Factor (VIF) which quantitatively measures the severity of multi - collinearity in regression.

In the table shown below, we can see that the VIF value for the four independent variables is less than the permissible value which is 5. Hence, there exists no multicollinearity between the variables.

Coefficients^a										
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta	t		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.300	.295		4.401	.000	.717	1.882		
	Technology Mean	.192	.103	.185	-1.862	.064	-.396	.011	.357	2.801
	QOL Mean	.208	.107	.186	1.955	.052	.002	.419	.391	2.555
	Remote Working Mean	.487	.095	.464	5.139	.000	.300	.674	.433	2.308
	Commuting Mean	.185	.077	.186	2.391	.018	.032	.338	.583	1.716

a. Dependent Variable: Productivity Mean

Figure 6

After testing the data for multi - collinearity, we have applied linear regression in order to find out how much of variation in Employee Productivity is being successfully explained by Technology, Quality of life, Remote working and Commutation.

The data is tested for a confidence level of 95% and the output table is shown below:

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.570 ^a	.325	.311	.6245	2.157
a. Predictors: (Constant), Commuting Mean , Remote Working Mean , QOL Mean, Technology Mean					
b. Dependent Variable: Productivity Mean					

Figure 7

The R^2 value indicates how much of the total variation in the productivity can be explained by Quality of Life, Telecommuting, Remote Working and Technology.

This table provides the R and R^2 values. The R column represents the simple correlation and is 0.570, which tells that there exists a positive correlation. The adjusted R^2 value indicates how much percentage of the total variation in the dependent variable is being explained by the independent variables taken into consideration. Here the value of adjusted R^2 is 0.311 or nearly 31%.

Since productivity of an employee is dependent on a large number of factors such as work environment, organization structure, rewards and recognitions, motivations etc. In order to make this research simpler, we have considered very few of them. Hence a value of 31% of adjusted R square is delightful and acceptable.

6. FURTHER ANALYSIS

Age (Demographic)

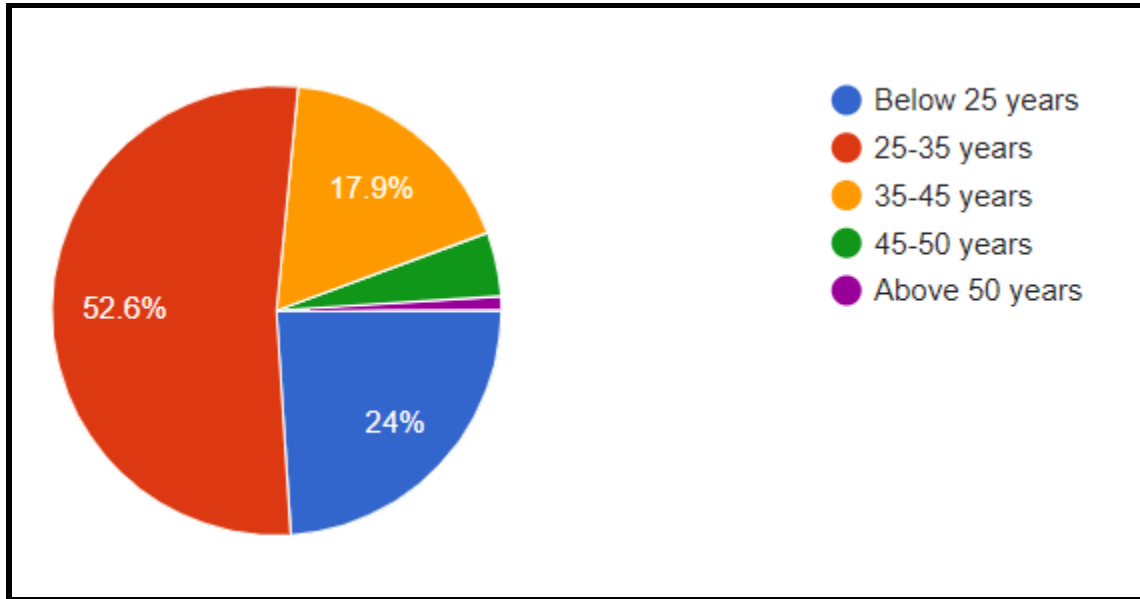


Figure 8

Findings:

Out of 196 responses:

Almost **76.6%** of the responses are below the age of 35 years.

Rest **23.4%** of the respondents are above the age of 35 years.

Does the idea of working at home is related to your ability to be able to finish your work on time?

This question was used to ask the respondents about their productivity while they are working from home relating to the ability to complete their assigned work.

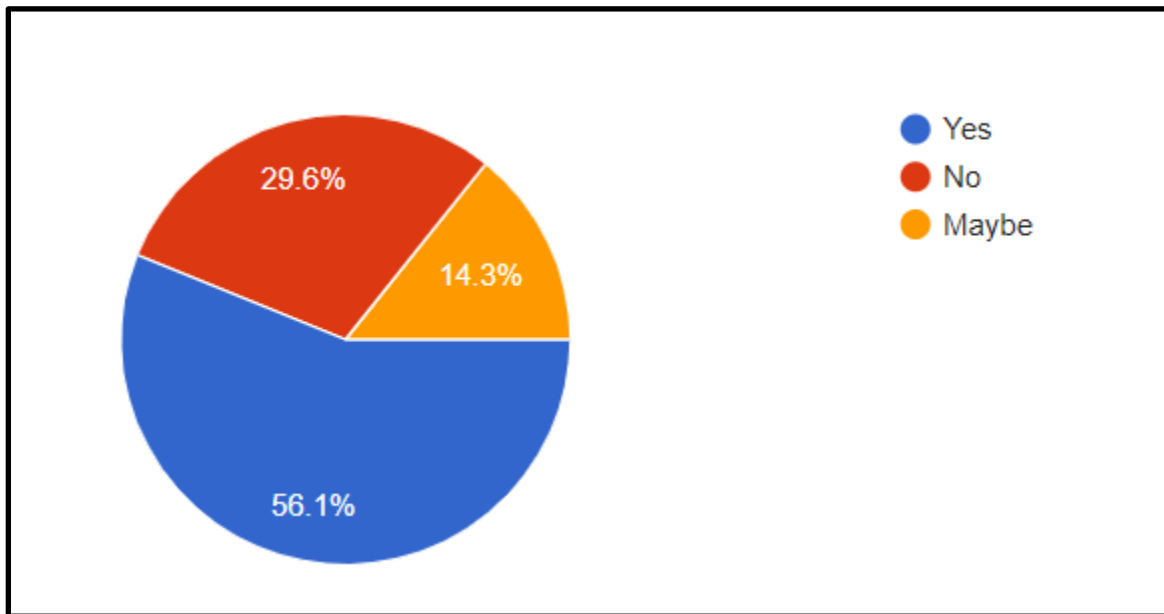


Figure 9

Findings :

Out of 196 responses:

56.1% (110) of the individuals believe that working from home will not let them complete their work on time .

14.3% (58) of the individuals have opted for the maybe option i.e they are in a dilemma whether or not they will be able to complete their work from home on time.

29.6% (28) of the individuals have said no & are against this statement.

Do you think working remotely could be effective in an unlikely situation of emergency?

This question was used to ask the respondents about their perception towards work from home during any emergency situation like COVID - 19 pandemic etc.

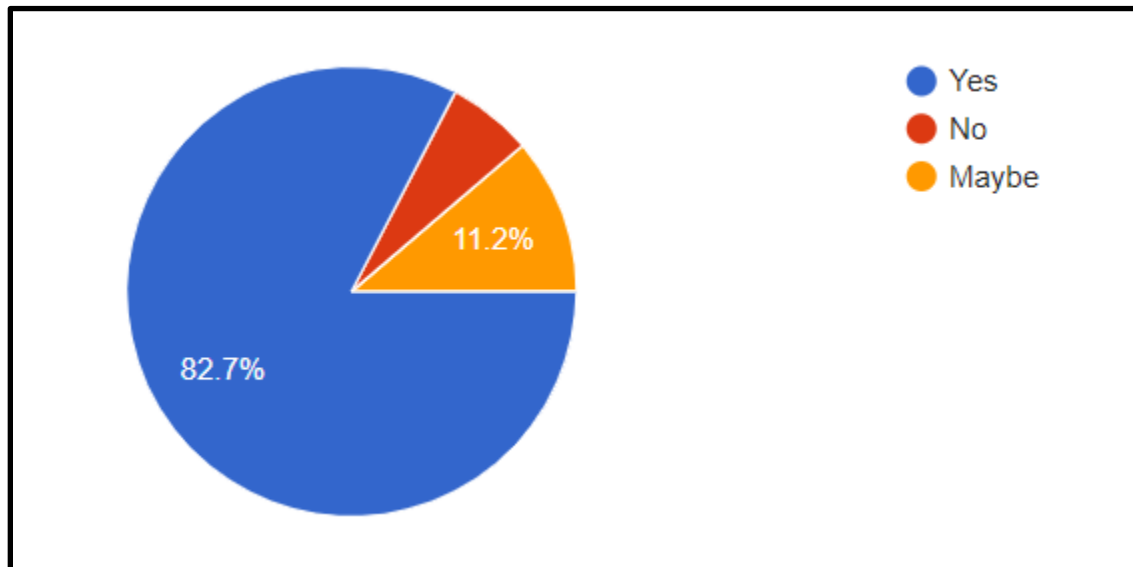


Figure 10

Findings:

Out of 196 responses:

82.7% (162) of the individuals believe that working remotely could be effective in an unlikely situation of emergency.

11.2% (22) of the individuals have opted for maybe option.

6.1% (12) of the individuals believe that working remotely is not effective in a situation of emergency.

Does your current organisation offer telecommuting?

This question was asked from the respondents regarding their organisations offering telecommuting for working.

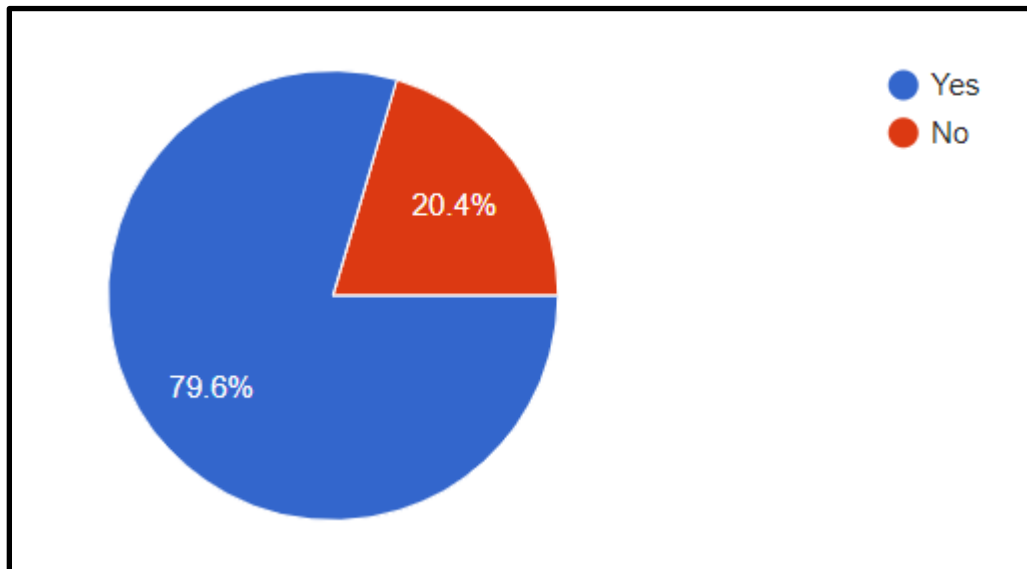


Figure 11

Findings:

Out of 196 responses:

79.6% (156) agreed that their organisation offers telecommuting which shows a huge chunk of the population is already working in an organisation where they are offered to telecommute.

While on the other hand, **20.4% (40)** say that their organisation doesn't offer telecommuting.

If not, and you were given the opportunity, would you Telecommute?

This question describes if any respondent who was not getting the opportunity to telecommute, how he will behave after providing him with the opportunity to telecommute.

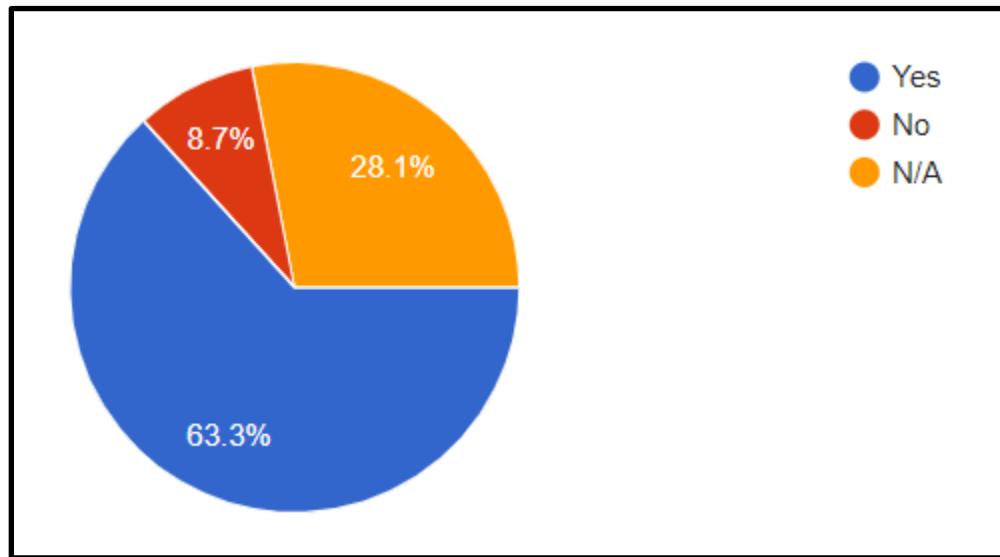


Figure 12

Findings:

Out of 196 responses:

63.3%(124) of the individuals agree to the fact that if they were given an opportunity to telecommute they would love to telecommute.

8.7%(17) of the individuals said no to telecommuting & the rest of the individuals have chosen **Not Applicable[28.1%(55)]**.

The maximum benefits that you have realized from Telecommuting.

This question was to get the inputs from the respondents about various benefits that they realized from telecommuting.

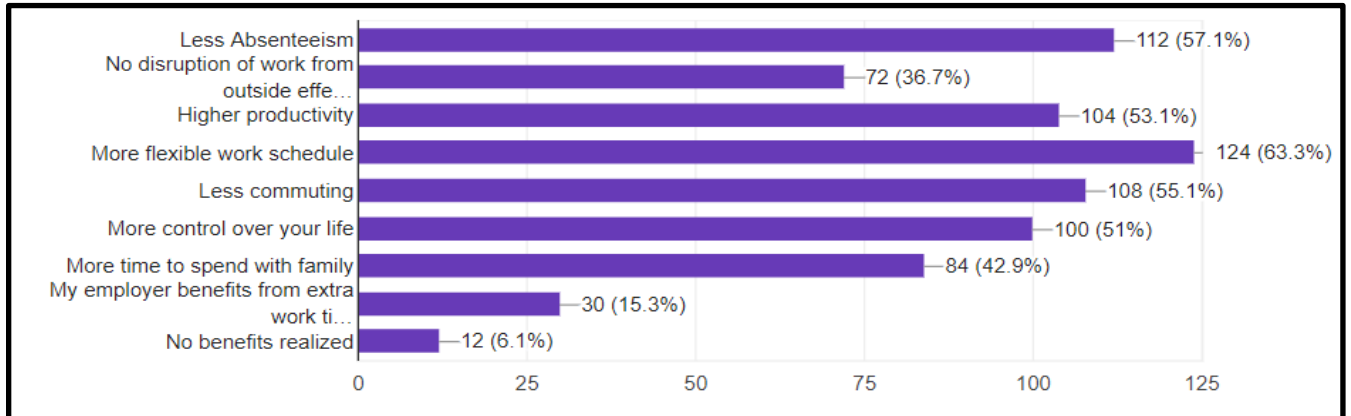


Figure 13

Findings:

Out of 196 responses:

More flexible work schedule, Less Absenteeism, Less commuting secures the top position in the list of benefits with **63.3% (124)**, **57.1% (112)** & **55.1% (108)** votes respectively.

Also, we have got some mixed analysis that **6.1% (12)** respondents don't realize any benefit from telecommuting.

Total number of days a week are you willing to work from home?

This question well describes the purpose to know how much a respondent is willing to work from home.

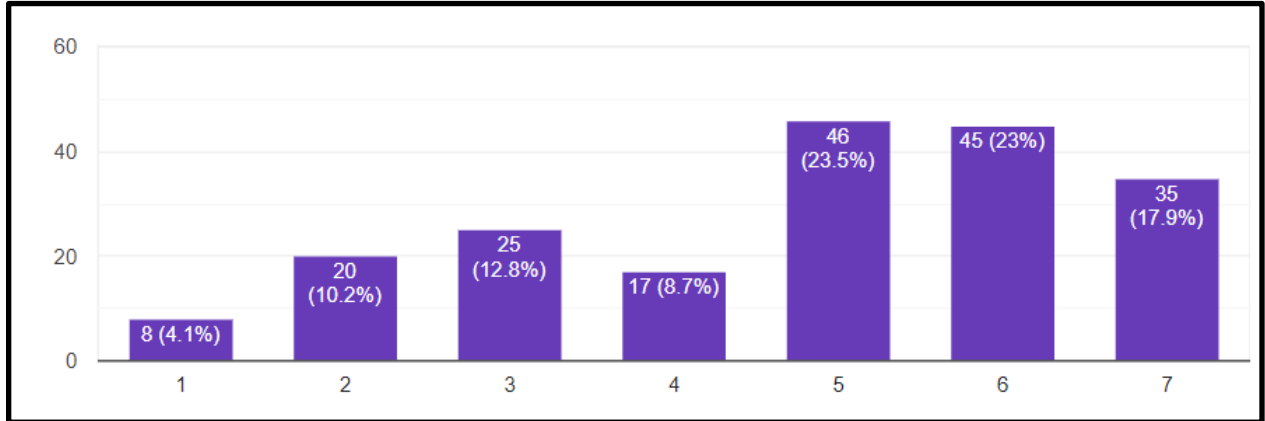


Figure 14

Findings:

Out of 196 responses:

Almost **64% (126)** of the population are willing to work 5 days or more, if given an opportunity to work remotely.

Whereas **36% (63)** of the population will work for 4 or less number of days while working remotely.

Please indicate which, if any of the following office equipment you currently have in your home?

This question was asked from the respondents to ask them that how they are technically equipped by their organization's equipment.

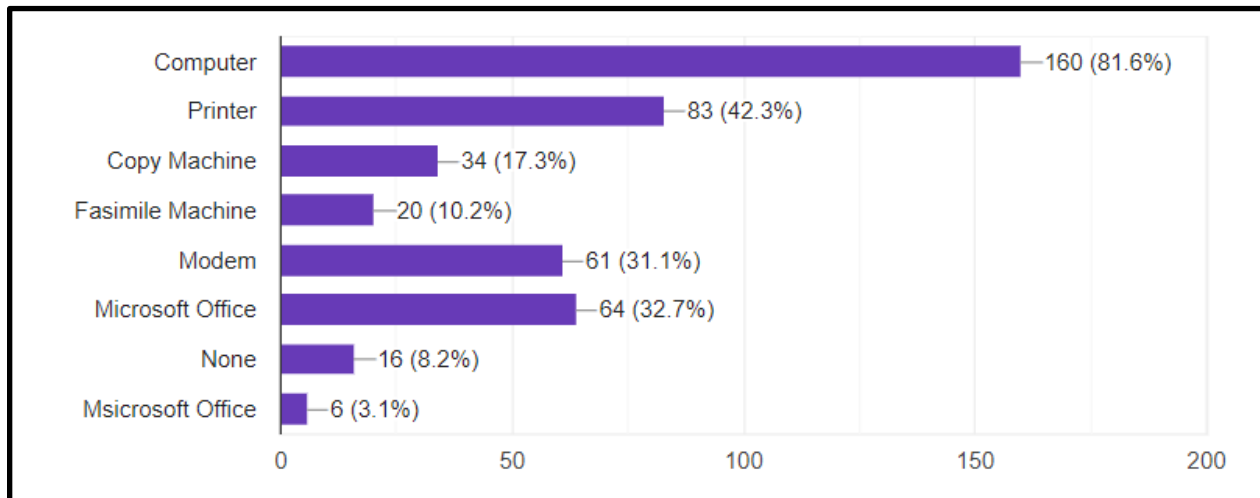


Figure 15

Findings:

Most of the organizations are providing the basic technology needed by an employee to perform his/her work efficiently. **81.6%** of the population agrees that they have been provided with computer facilities at their workplace.

Further many of the organisations are providing the support system such as printer, Modem, various software such as MS-Office etc.

Main challenge which you face while working remotely.

By this question we get to know about various problems and challenges faced by employee while working from home or working remotely and if they are not working remotely, what is their perception towards main challenge that they will face while working remotely.

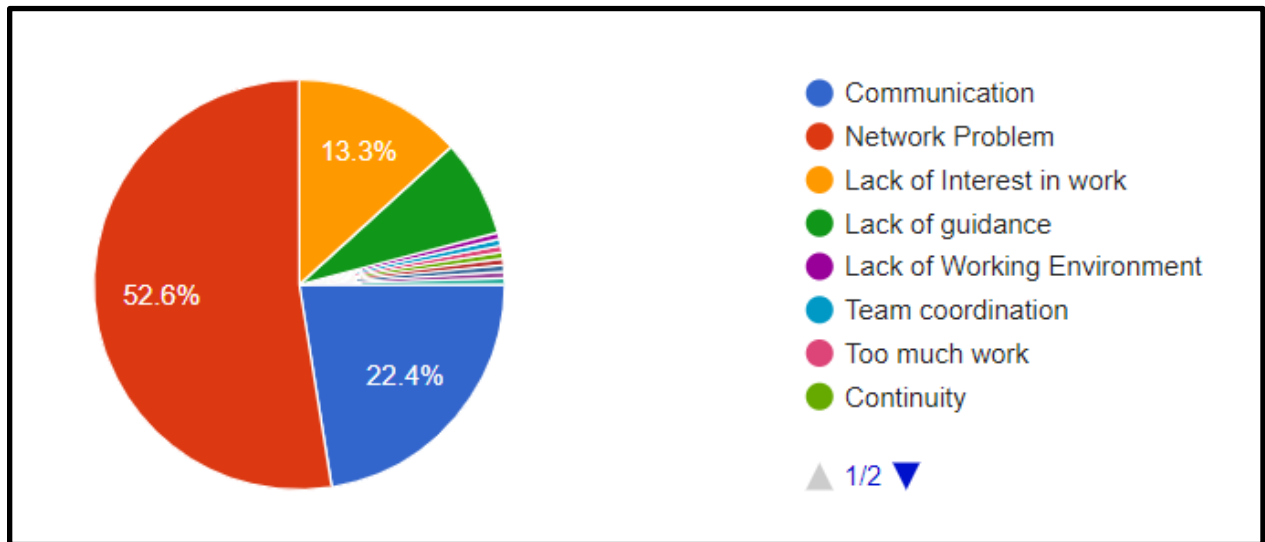


Figure 16

Findings:

Main challenge which people faced working remotely was **Network Problems (52.6%)**, **Communication Problem (22.4%)**, **Lack of interest in work(13.3%)**, **Lack of Guidance(7.7%)**.

There are various other challenges that are faced by employees who are or not working remotely like Lack of Working Environment etc.

On days you work remotely, do you work more or fewer hours than on days you work onsite.

This question directly asks about the productivity of an individual working from home/ telecommuting or working remotely.

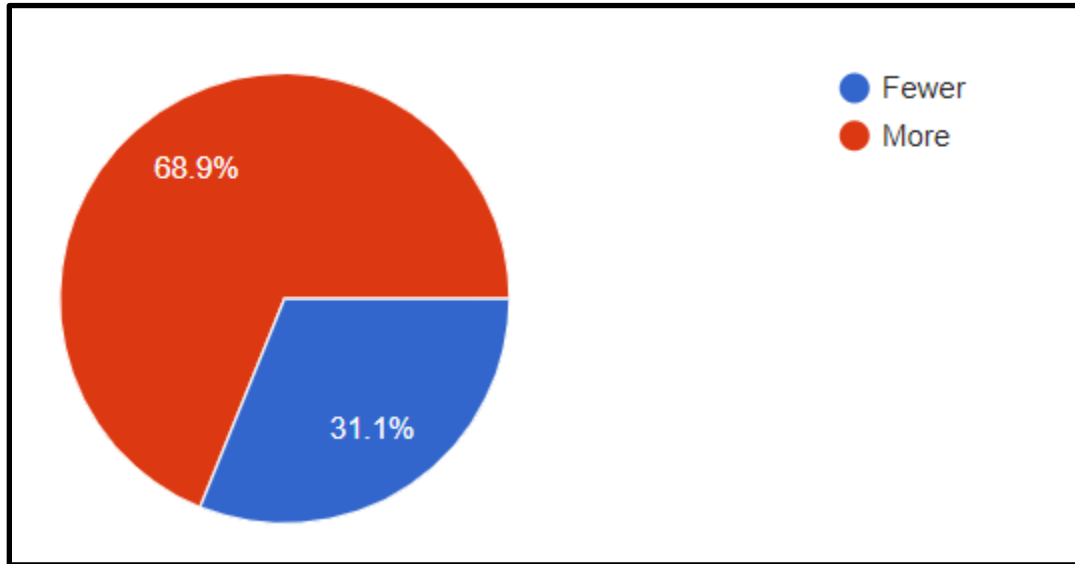


Figure 17

Findings:

68.9% of the people believe that they work for more hours while working remotely.

31.1% of the people believe that they work for fewer hours while working remotely.

If the ability to work remotely be revoked, is it less likely that you would love your job.

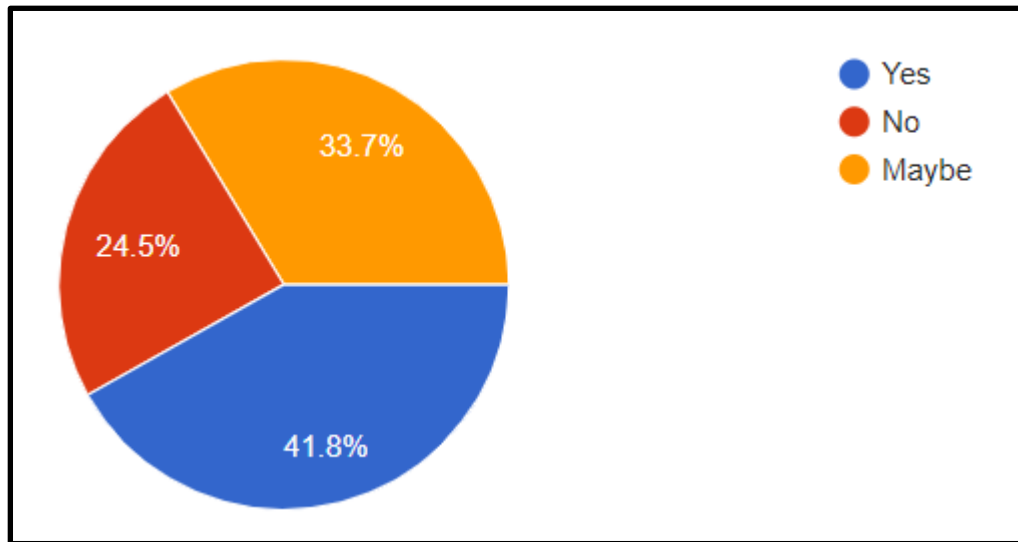


Figure 18

Findings:

41.8% of the individuals believe that if their ability to work remotely have been taken away they would like their job less.

24.5% of the individuals believe that they don't think that If their ability to work remotely have been taken then they would like their job less.

33.7% of the individuals have opted for may be as they are in dilemma whether if the ability to work remotely have been taken away from them they would like their job less.

7. FINDINGS & RECOMMENDATIONS

The hypotheses formed by us are proven correct with a coefficient value for the variables as shown below:

QOL – 0.186

Remote working – 0.464

Technology – 0.185

Commutation – 0.186

As we can see from the coefficient table, the coefficients are favourable and hence the hypotheses may not be rejected.

This research focuses on telecommuting that has increased the overall productivity in terms of providing flexible working hours, quality of life, utilizing advanced technology . With the advent of technology remote working has been made possible and has improved the overall work life balance, now the individuals can work from any place as per their convenience. With employee productivity comes organization overall effectiveness.

Telecommuting leads to more job satisfaction and saves time and cost to commute.

Telecommuting remains a perfect work model for leveraging an organization within the current competitive worldwide economy. Employees get more time and comfort to work on their duties. To figure out its success, organizations should take steps to assess their telecommuting employees. Assessment would inevitably be a dependable marker as to whether telecommuting is working for the organisation or not. Maybe an organisation ought to incorporate the procedures in their approach as formal methods, coupled with formal preparing some time recently commencing with their work.

Recommendations:

Few basic steps have to be taken to figure out the effective usage of telecommuting work models. An association must guarantee that the telecommuting employees they enlist are mindful sufficient to work beneath less or no supervision. For a telecommuting work to be considered perfect, it ought to include computers/telephones and an organized environment, the work ought to not be as well controlled such that it requests employees to get to pertinent resources from a few centralised points. It is additionally important that the method built implies to measure and assess the employee execution for the telecommuters. It ought to moreover guarantee that it builds strategies to capture the feedback from these farther employees

8. LIMITATIONS OF THE STUDY

- 1) The study was conducted with a small sample size and hence might not be applicable in organizations with large number of employees.
- 2) As shown in the analysis part, most of the respondents are young professionals and share the same age group. Hence, the study might not be relevant to employees of other age groups.
- 3) Due to the limitation of time, there is still a scope of dwelling deep into the topic.
- 4) As discussed in the document earlier, there are many attributes affecting an employee's productivity and consideration of these attributes/variables could refine the research to greater extent.

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