Project Dissertation Report on

TRANSITIONING FROM PHYSICAL TO VIRTUAL WORKING ENVIRONMENT

Submitted By

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2K20/DMBA/51

Under the Guidance of

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Bawana Road Delhi 110042

CERTIFICATE OF ORIGINALITY

This is to certify that the project report entitled, **"Transitioning from Physical to Virtual Working Environment"** Submitted to Delhi School of Management, Delhi technological university in the partial fulfilment of the requirement for the award of Masters of Business Administration is an original work carried out by Ishaan Guglani under the guidance of **Dr. Vikas Gupta**. The matter embodied in this project is a genuine work done by both to the best of my knowledge and belief and has been submitted neither to this University nor to any other University for the fulfilment of the requirement of the course of study.

Signature of the students   Signature of the Guide

DECLARATION

I, Ishaan Guglani, student of MBA 2020-22 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi – 42, hereby declare that the dissertation report "**Transitioning from Physical to Virtual Working Environment**" submitted in partial fulfilment of Degree of Master of Business Administration is the original work conducted by me.

The information and data given in the report is authentic to the best of my knowledge.

This report is not being submitted to any other University, for award of any other Degree, Diploma or Fellowship.

PLACE: ISHAAN GUGLANI

DATE:

ACKNOWLEDGMENT

It is my pleasure to acknowledge many people who knowingly and unwittingly helped me, to complete my project.

I would like to express our special thanks of gratitude to **Dr. Vikas Gupta**, as well as **Dr. Archana Singh** who gave us the excellent opportunity to do this wonderful project on the topic "**Transitioning from Physical to Virtual Working Environment**".

Secondly, I would also like to thank my parents and friends who helped us a lot in completing the project within the limited period.

The immense learning from this project would be indelible forever.

ISHAAN GUGLANI

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EXECUTIVE SUMMARY

"Remote work is the future of work."

Processes that have been dependent on physical interaction between people, or between people and objects have increasingly shifted to virtual environments in which physical interaction is not possible. For example, medical processes that have traditionally relied on physical interaction between doctor and patient are now conducted virtually through telemedicine. This transition of physical to virtual working environment is known as the process of virtualization.

People have adapted to virtualization at an accelerated pace. Some processes have made it quite evident that they are more suitable for virtualization than others. The world has seen a massive transition from conventional meeting rooms to online application-based meeting rooms, it is necessary to understand the way people have adapted to this situation. Thus, in order to understand the influence of this internet industry on workplaces and on people we present this project before you.

In this project, I intend to do research and analyse the effect of transitioning from physical to virtual working environment, on people due to COVID-19. I would be outlining different aspects along with the background of "Work from Home" in the literature review.

My research objectives are as follows:

- If Work-From-Home completely replaced Work-From-Office.
- If gender plays a role, in Work-Life-Balance or not.
- If employees' mental and physical health was impacted while transitioning from work-from-office to work-from-home.
- To study the challenges faced by employees during this transition

In order to accomplish these objectives, we will be using the following means to do conclusive research

- A detailed questionnaire
- SPSS and Excel analysis of the responses received

- ➢ Interviewing a few respondents

We will be interacting with employees of different organisations by the means of google form and personal interview about their work from home experience and will be comparing their responses with the secondary data available from various data sources like books, articles and various research papers related to the subject matter of this study and it are doctrinal in nature.

Through this major research project, we aim to analyse "Is working from home, the new normal?"

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CHAPTER 1

INTRODUCTION

Processes that "have been dependent on physical interaction between people, or between people and objects have increasingly shifted to virtual environments in which physical interaction is not possible. For example, medical processes that have traditionally relied on physical interaction between doctor and patient are now conducted virtually through telemedicine. This transition of physical to virtual working environment is known as the process of" virtualization."

The virtual environment is not only the need of the future generations but is a necessity in today's world. It is necessary that people understand this environment in the best way possible. In the current wake of pandemic, there is just one industry which boomed and has multiplied its business, The Internet Industry. This is not just limited to workplaces but to many other jobs like grocery shopping, watching movies, communicating with people, hosting events or social gatherings. There has been massive revenue for apps like WhatsApp, Microsoft teams, Skype, Netflix, Amazon etc.

People have adapted to virtualization at an accelerated pace. Some processes have made it quite evident that they are more suitable for virtualization than others. The

world has seen a massive transition from conventional meeting rooms to online application-based meeting rooms, it is necessary to understand the way people have adapted to this situation. Thus, in order to understand the influence of this internet industry on workplaces and on people we present this project before you.

1.1 Background

While the rise of the digital age and the popularity of the work from hand home and remote working has seen a tremendous amount of exposure in recent years. Yet, working from home is far from a new concept.

Before the days of Skype and Zoom calls, a NASA engineer by the name of Jack Nilles laid the foundation for modern remote working when he coined the term "telecommuting" in 1973. Long before modern remote working came into play at the turn of the millennium, limited numbers of workers at IBM were working from home to test the effectiveness of telecommuting.
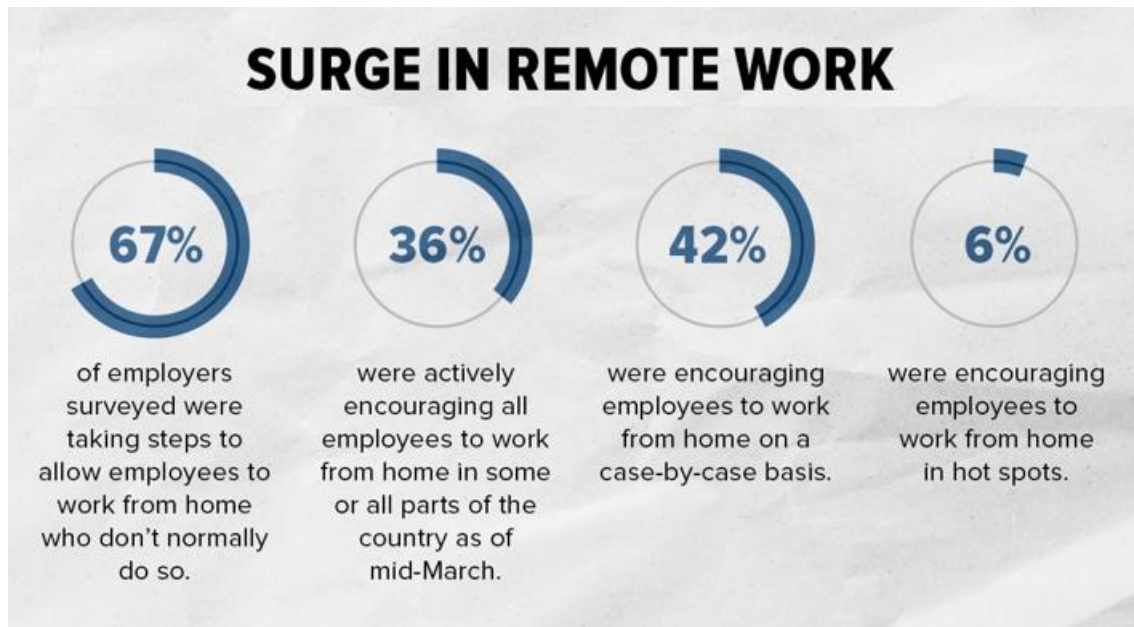
What started as a team of five remote workers rose to 2,000 by 1983, and call center staff—who conducted all their work via the phone anyway—had the option of doing so from home.

What may have seemed a fad when it first came about is now the norm. According to a Gartner survey, 74% of businesses are planning on shifting their employees to remote positions as part of their COVID plans. Telecommuting has seen a boom of 115% in the last decade and will continue to rise as we all adjust to the new reality of the post-pandemic world. Remote work is the future.

1.2 Problem Statement

Prior to COVID-19 pandemic, work from home was a concept which not many employees availed. Physical interaction was the real essence of getting things done at offices. But COVID-19 changed this perception whereby processes across the entire country transformed into the Work-From-Home model. However, the shift towards working from home has not been so clear cut across all sectors. For example, hospitality and food services, wholesale and retail trade, human health and social work.

Initially people found it very disturbing as this transition from offline mode to online mode, blurred boundaries between work and family life. Such blurring and multi-tasking of roles has commonly been identified in the research on flexible working prior to the COVID-19 lockdown (Schieman et al., 2009; Lott, 2018; Chung, 2017) and in other research undertaken during the lockdown (for example, Andrew et al., 2020).

SURGE IN REMOTE WORK

67% of employers surveyed were taking steps to allow employees to work from home who don't normally do so.

36% were actively encouraging all employees to work from home in some or all parts of the country as of mid-March.

42% were encouraging employees to work from home on a case-by-case basis.

6% were encouraging employees to work from home in hot spots.

However now it seems that WFH is the new normal and people have accepted it with open arms. They have become so comfortable in WFH setup that they are not willing to step back in physical work spaces.

Hence, in order to corroborate the fact that, "Is WFH the new normal? and study the effects it has on people we are undertaking this research.

1.3 Objectives of the Study

With social distancing and other measures in place to protect employees and prevent the risks of the Coronavirus (COVID-19) spreading at work and in the community, many employers in across the globe are asking their workforce to Work from Home. For some businesses and employees, working from home is something they were already familiar with, but for many others it was very new phenomenon, especially for such an extended period of time.

Whilst Working from Home has some clear benefits (et. cutting down on commute time, increasing flexibility between work and home life, not having to dress up in business attire), it could also be daunting and add stress and anxiety to an already difficult situation. Sending your employees home without proper preparation and guidelines could result in unsafe and unproductive workspaces.

Thus, in order to study these pros and cons and know about the impact of shifting from physical to virtual working (work from home) environment we have undertaken this study.
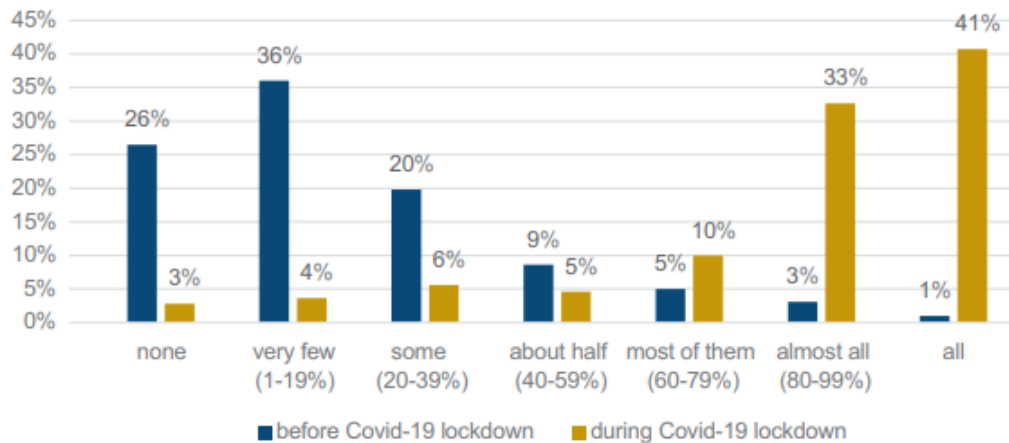
The research objectives are as follows:

➢ If Work-From-Home completely replaced Work-From-Office.
➢ If gender plays a role, in Work-Life-Balance or not.
➢ If employees' mental and physical health was impacted while transitioning from work-from-office to work-from-home.
➢ To study the challenges faced by employees during this transition

1.4 Scope of Study

The proportion of employees who worked from home before the COVID-19 lockdown with those working from home during the lockdown. As can be seen in Figure 1, almost 1/3rd of our population was able to work from home, at least on some occasions, before the COVID-19 lockdown happened. Since the lockdown the majority of employees have been working from home.

As per a study done by University of Kent, during the COVID-19 lockdown, the proportion of the respondents' colleagues working from home increased greatly. 2/3rds of all respondents have said that more than 80% of their colleagues worked from home, with more than half of them saying all of their colleagues work from home. This is a significant increase in numbers given that 2/3rd of all their respondents said that none or very few (less than 20%) of their colleagues worked from home before the COVID-19 lockdown. This clearly shows that there has been a huge shift towards homeworking during the COVID-19 lockdown.

Figure: The proportion of work colleagues working from home
before and during the COVID-19 lockdown (%)

In order to accomplish the objectives listed in the previous section, we will be using the following means to do conclusive research

- ➢ A detailed questionnaire
- ➢ SPSS and Excel analysis of the responses received
- ➢ Interviewing a few respondents

We will be interacting with employees of different organisations by the means of google form and personal interview about their work from home experience and will be comparing their responses with the secondary data available from various data sources like books, articles and various research papers related to the subject matter of this study and it are doctrinal in nature.

CHAPTER 2

LITERATURE REVIEW

Work from Home and Work-Life Balance are two terms which have often been used in place of each other. "How to balance work and life commitments?" This question has gained an increasing focus in the recent years. Work from Home (WFH) is one initiative that has been promoted by many employers as a way of managing the work–life balance. It is a solution which many firms suggest to balance between work and other life commitments. "This forms part of a wider trend in which WFH is presented as an antidote to the stresses of working life."

Work from Home (WFH) is an increasing phenomenon, which emerged between 1981 and 1998 in the UK. "People working from home in the UK almost doubled rising from 345,920 to 680,612. More than a quarter of Britain's labour force are reported to work at least part of the time from home (Labour Force Survey, 2001). People working from home rose to at least a third of the workforce by 2006 across the globe."

But now the situation is quite opposite. If we have a look at 2020 WFH figures, it can be said that only a third of the workforce across the globe is not WFH. The coronavirus is causing more people to work from home than ever before. Companies have undertaken rigorous training sessions and various other measures to put in place

smooth WFH policies and facilitate the employees to adapt to this transition from physical to virtual working (work from home) environment.

With social distancing and other measures in place to protect employees and prevent the risks of the Coronavirus (COVID-19) spreading at work and in the community, many employers in across the globe are asking their workforce to Work from Home. For some businesses and employees, working from home is something they were already familiar with (including existing policies), but for many others it was very new - especially for such an extended period of time.

Whilst Working from Home has some clear benefits (e.g. cutting down on commute time, increasing flexibility between work and home life, not having to dress up in business attire), it could also be daunting and add stress and anxiety to an already difficult situation. Sending your employees home without proper preparation and guidelines could result in unsafe and unproductive workspaces.

Thus, in order to study to understand about the impact of shifting from physical to virtual working (work from home) environment we have undertaken this study. We wanted to find a precise answer to the question i.e. "Is working from home. the new normal?"

For our analysis, we reviewed various research papers and articles:

1. **Analysing the Sentiments towards Work-From-Home Experience during COVID-19 Pandemic** by Dubey and Tripati
   After studying the research paper, we found out that Work-from-Home is a new experience for most of us and hence the perception of the people ranges from being very excited to very hopeless. The analysis was done with the help of 100,000 tweets by various employees. Results indicated that Work-from-Home concept was taken positively by the people. The emotions associated with most of the tweets were of trust and anticipation indicating that this concept is being welcomed by the people.

2. **Achieving Effective Remote Working During the COVID-19 Pandemic: A Work Design Perspective** by Wang, Liu, Qian and Parker

This paper aimed to explore the challenges experienced by remote workers at this time, as well as what virtual work characteristics and individual differences affect these challenges. The challenges faced by employees were work-home interference, ineffective communication, procrastination, and loneliness which was affected by social support, job autonomy, monitoring, and workload.

3. **What can we learn from the COVID-19 pandemic about how people experience working from home and commuting** by Ori Rubin, Anna Nikolaeva, Samuel Nello-Deakin and Marco te Brömmelstroet

   After analysing the research paper, we found that employees were slightly less productive and enjoyed work less. The employees who had previous experience with working from home influenced the evaluation of the current situation. Many of the employees miss social contact at work, parents with young children juggle tasks while working from home. Further, it shows that commuting also has an intrinsic value. People have conflicting wishes that need to be balanced: they want to save time and be able to work more flexibly, but they also desire face-to-face contact, being outdoors and spending (some) time alone. Anyways, most people said that they wish to return back to office.

4. **Want to work from home? Understand the pros and cons before deciding** by Dawn Papandrea

   Even though it is a great relaxation to get to work in one's pajamas, but the cost that the employees are paying for such a relaxation is way beyond the benefit gained. During the WFH time employees have faced many issues such as lack of communication whereby they feel out of the loop about the team's progress. Technical issues have been a big hurdle in achieving stringent deadlines during WFH.

   Want to work from home? Understand the pros and cons before deciding
   Working from home affords you flexibility, but it also demands a lot from you in return.
   Dawn Papandrea, Monster contributor
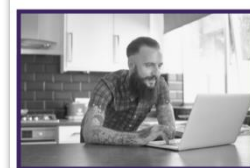
5. **Work-From-Home Scenario Takes a Toll on Mental Health of Indian Professionals, Finds LinkedIn Survey** by Mathew Maniamkot

   As per the survey conducted by LinkedIn, 39% professionals are experiencing increased stress and anxiety due to long hours in front of digital screens. One

in three Indian professionals believe remote working has slowed down their career progression, made them feel lonely and led them to bemoan the lack of work-life balance.

6. **3 reasons why work-from-home cannot be the 'new normal'** by Praveen Rawal

   After months of being under lockdown and glued to their homes, employees are experiencing fatigue. The WFH novelty has worn off and we must understand that it can be a desirable option, but it cannot replace an office set-up. Here's why WFH cannot be the new normal:

   ❖ Workspace challenges (Lack of proper workspace at home)

   ❖ Lack of creative collaboration (Team members feel they are not in loop about the team's progress)

   ❖ Work-life balance (WFH has taken a great toll on physical and mental health of employees)

CHAPTER 3

RESEARCH METHODOLOGY

The basic purpose of this study is to analyse the effect of transitioning from physical to virtual working environment, on people due to COVID-19. To understand this in the best way, the following methodology is adopted.

1. Performed Literature Review
   I looked into three research papers and three articles to understand the study which had already been conducted with respect to our subject matter. Based on our analysis of these research papers we listed down a few concepts to prepare the interview structure.

2. Selected the Target Population
   The "target population is the total group of individuals from which the sample might be drawn. A sample is the group of people who take part in the survey. For our research the working class has been taken as our target population."

3. Developing Questionnaire and Interview Structure
   - ❖ A detailed questionnaire has been created inquiring the respondents about their experiences during this WFH situation. The basic idea behind designing a questionnaire was to know if they encouraged to work from home and if they were willing to work in the same manner post COVID as well. (Please refer to 11.1 Annexure)
   - ❖ After understanding and analysing the research papers and articles mentioned in the Literature Review, I drafted an structure consisting of a few questions for interviewing employees to understand their transitioning from Physical to Virtual Working (Work from Home) Environment due to the COVID-19 pandemic. (Please refer to 11.2 Annexure)

4. Gathering Responses
   ❖ Conducting the Pilot Survey

   Pilot "Survey is a survey, usually on a small scale, carried out prior to the main survey, primarily to gain information to improve the efficiency of the main survey."

   ❖ Conducting the Main Survey

   The aim is to get around 150 responses from our Target Population

   ❖ Conducted interviews.

   We have selected 3 people from our Target Population and have interviewed them. These interviews were taken through the platform of google meet. Detailed transcripts of the interviews were prepared for further analysis.

5. Analyse the responses
   ❖ Questionnaire Responses

   The aim is to analyse the responses received through the questionnaire circulated amongst the target population. This will be done with the help of a statistical software, SPSS on the collected data as Ill.

   ❖ Interview Responses

   The interview responses are summaries and analysed with the help of NVivo. NVivo is a qualitative data analysis (QDA) computer software package produced by QSR International. NVivo helps qualitative researchers to organize, analyze and find insights in unstructured or qualitative data like interviews, open-ended survey responses, journal articles, social media and web content, where deep levels of analysis on small or large volumes of data are required. The software was used to develop specific answers to the concepts identified through the literature review.

6. Conclusion

   Concluded by relating our analysis of the primary data collected (questionnaire and interview responses) with that of the analysis done by various researchers and writers in their respective research papers and articles mentioned in the literature review.
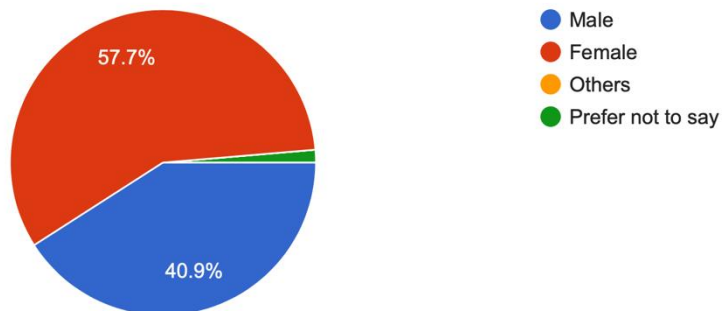
CHAPTER 4
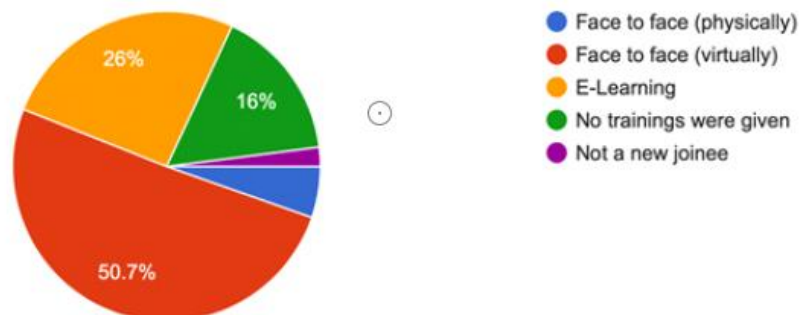
DATA COLLECTED

4.1 Questionnaire Responses
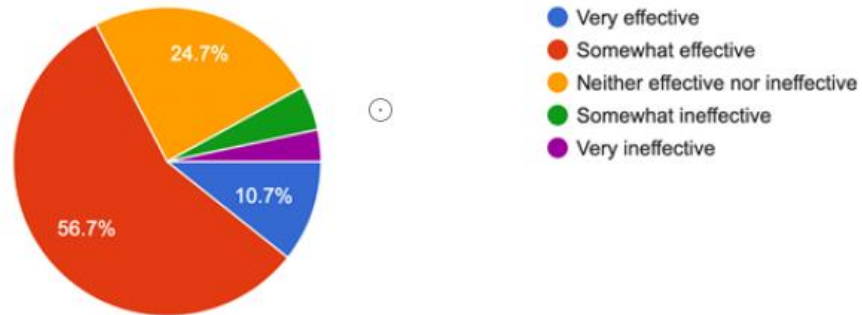
In which age group do you lie?
150 responses

- ● 18-25 Years
- ● 26-35 Years
- ● 36-45 Years
- ● 45 and above

28%
62%
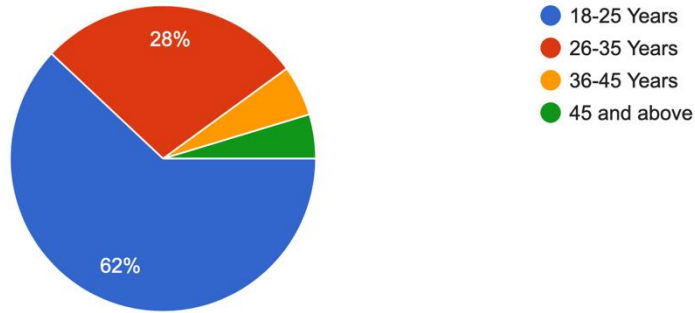
Please choose your Gender
149 responses

- ● Male
- ● Female
- ● Others
- ● Prefer not to say

57.7%
40.9%

Did you receive any induction/training sessions from your employer recently?
150 responses

- ● Face to face (physically)
- ● Face to face (virtually)
- ● E-Learning
- ● No trainings were given
- ● Not a new joinee

26%
16%
50.7%

Did you find these induction/training sessions to be effective?

150 responses

- ● Very effective
- ● Somewhat effective
- ● Neither effective nor ineffective
- ● Somewhat ineffective
- ● Very ineffective

24.7%

10.7%

56.7%

Do you think that workflow has increased during this WFH era?

150 responses

- ● Very much
- ● Somewhat increased
- ● Neither increased nor decreased
- ● Somewhat decreased
- ● Very decreased

32.7%

17.3%

48.7%
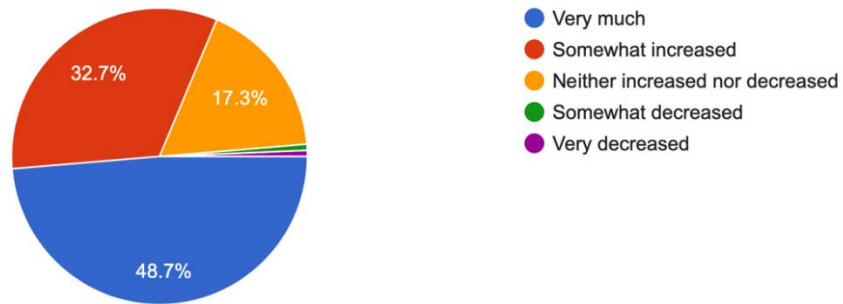
What are the three biggest challenges you are currently facing while WFH?

150 responses
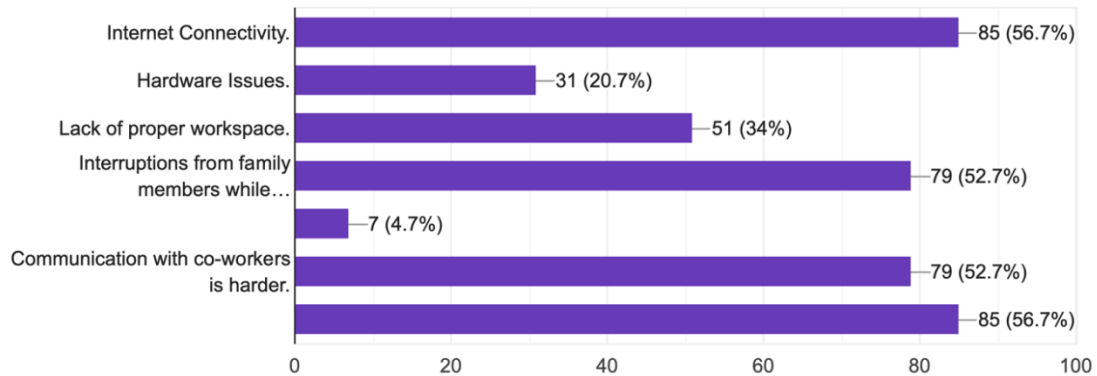
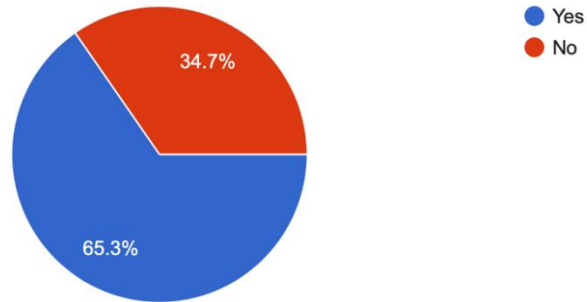|	
Internet Connectivity.	85 (56.7%)
Hardware Issues.	31 (20.7%)
Lack of proper workspace.	51 (34%)
Interruptions from family members while…	79 (52.7%)
	7 (4.7%)
Communication with co-workers is harder.	79 (52.7%)
	85 (56.7%)

Did your employer allow you to WFH before the pandemic? If Yes, how often did you work remotely pre COVID-19?

150 responses
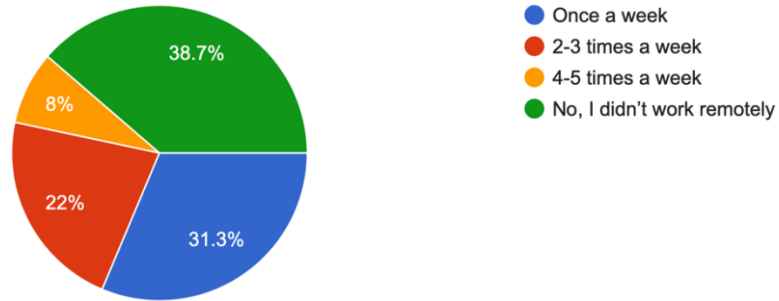
- ● Once a week
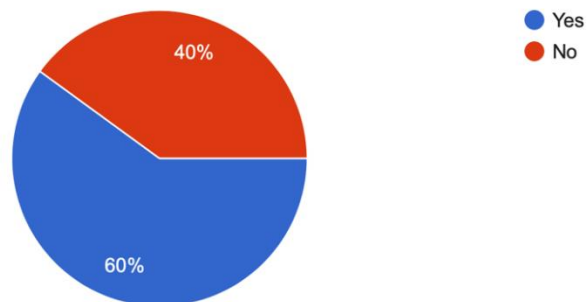- ● 2-3 times a week
- ● 4-5 times a week
- ● No, I didn't work remotely

38.7%

8%

22%

31.3%

Do you have a dedicated workspace at home?

150 responses

- ● Yes
- ● No

34.7%

65.3%

Has your employer provided you financial support to set up a separate workspace at home?

150 responses

- ● Yes
- ● No

40%

60%

How satisfied are you in your WFH setup as compared to being at the workplace?
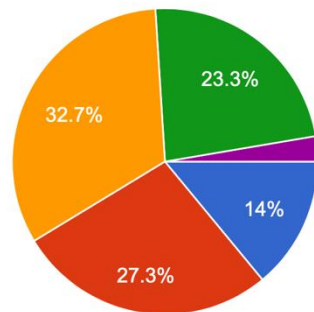150 responses
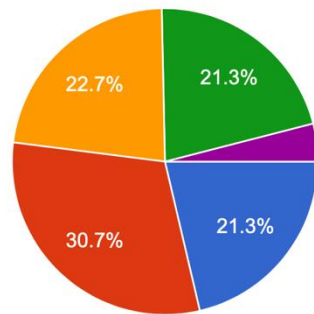
- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied

22.7% 21.3% 30.7% 21.3%

Has your productivity increased?
150 responses

- Very much
- Somewhat increased
- Neither increased nor decreased
- Somewhat decreased
- Very decreased

32.7% 23.3% 14% 27.3%

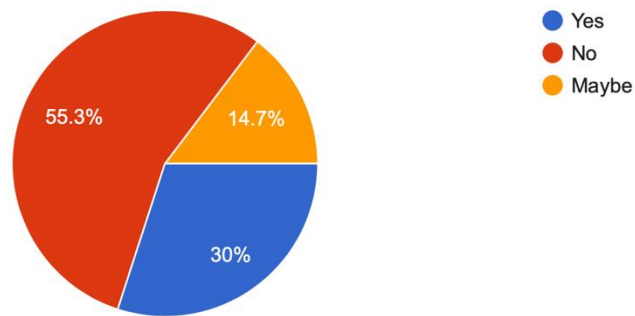## Are you taking regular breaks, like you did when you physically went to the office?
150 responses

- Yes
- No
- Maybe

55.3% 14.7% 30%

Are you taking regular breaks, like you did when you physically went to the office?

150 responses

- Yes
- No
- Maybe

55.3%
14.7%
30%
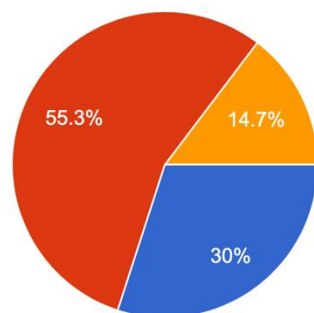
In case of technical glitch, does your employer provide you enough technical support?

150 responses
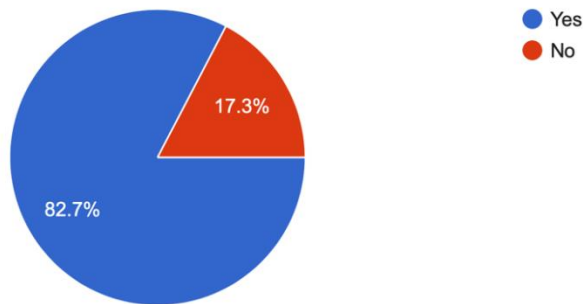
- Yes
- No

17.3%
82.7%

Do you feel the basic cost of business (electricity, cabs, food expense and other admin costs) for your employer has gone down?

150 responses
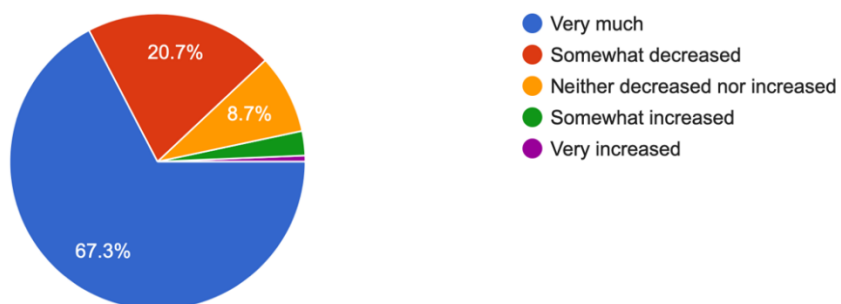
- Very much
- Somewhat decreased
- Neither decreased nor increased
- Somewhat increased
- Very increased

20.7%
8.7%
67.3%

If Yes, then has your employer compensated you from these saved costs so that you can fight this pandemic situation?

150 responses
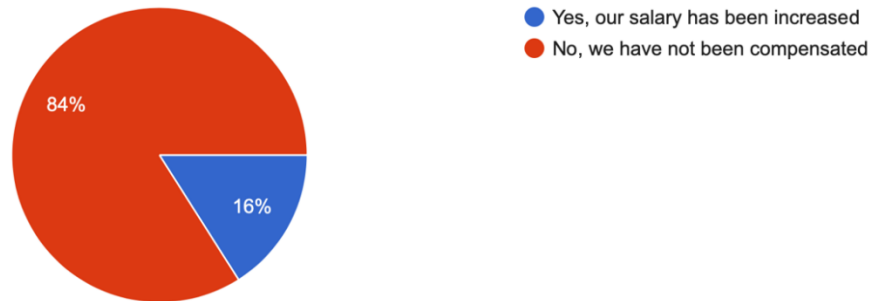
- Yes, our salary has been increased
- No, we have not been compensated

Is it easy to communicate with seniors/subordinates in this WFH environment?

150 responses

- Very easy
- Somewhat easy
- Neither easy nor difficult
- Somewhat difficult
- Very difficult
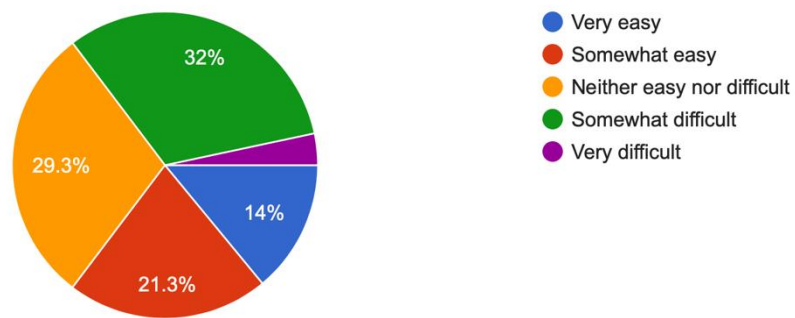
What is the biggest benefit you see to working remotely? (Rate from 1 to 5)
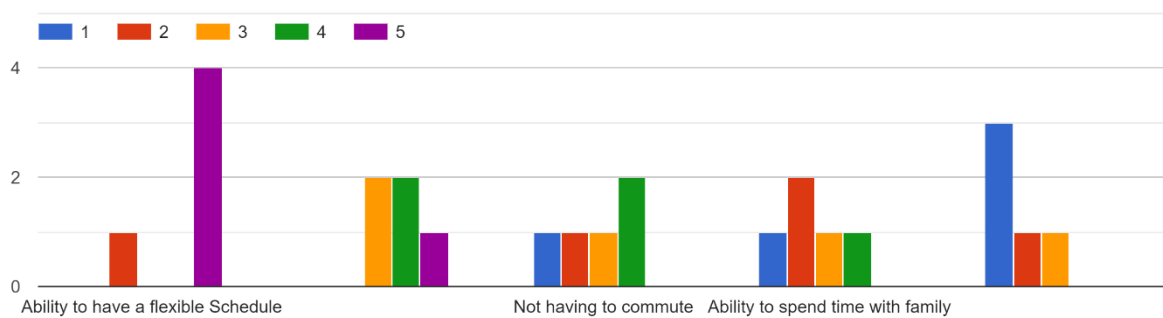
What is your biggest struggle with working remotely?(Rate from 1-5)
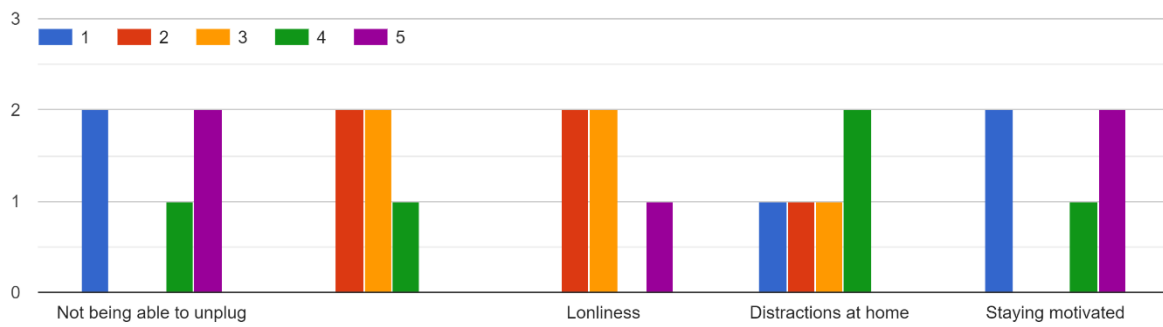
Do you have a healthy work and life balance when working from home?
148 responses
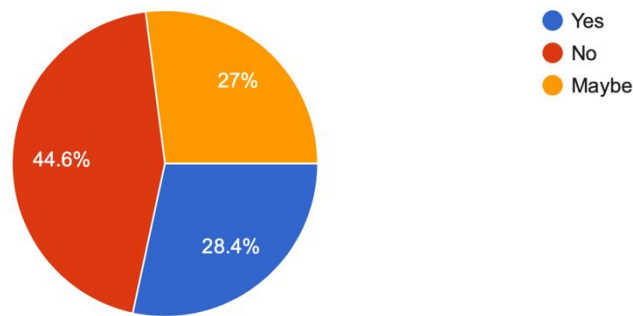
- Yes
- No
- Maybe

Did you have a positive or negative impact on your mental health in this WFH environment?
150 responses

- Positive
- Negative
- Not at all affected

Did you have a positive or negative impact on your physical health in this WFH environment?
150 responses

- Positive
- Negative
- Not at all affected

54.7%
17.3%
28%
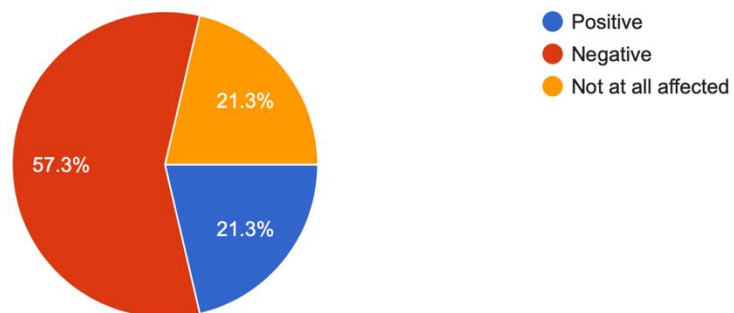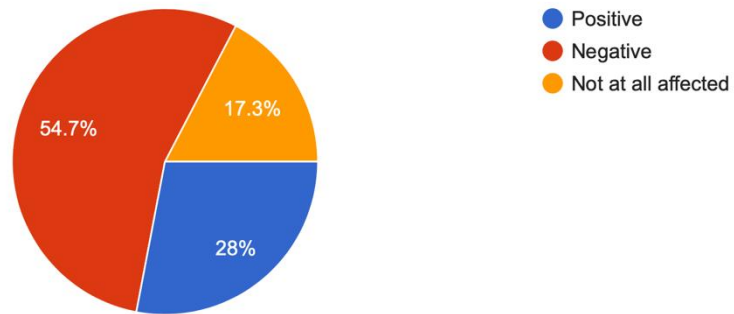
If given an option, do you wish to come back to the normal physical working environment?
150 responses

- Yes
- No

28%
72%
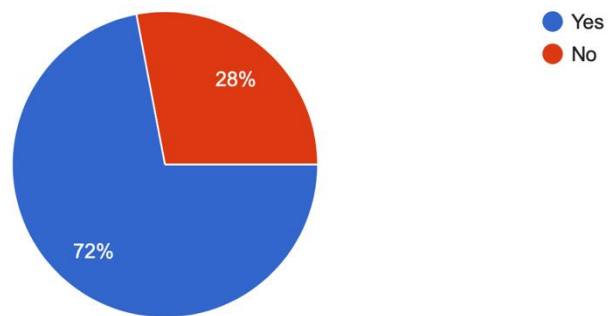
Is Working from Home, the new normal for you?
150 responses

- Yes
- No

26%
74%
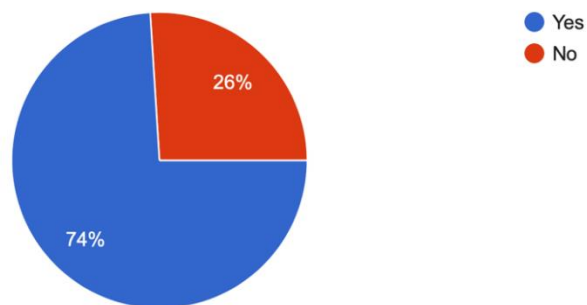
4.2 Interviews

4.2.1 Interview #1
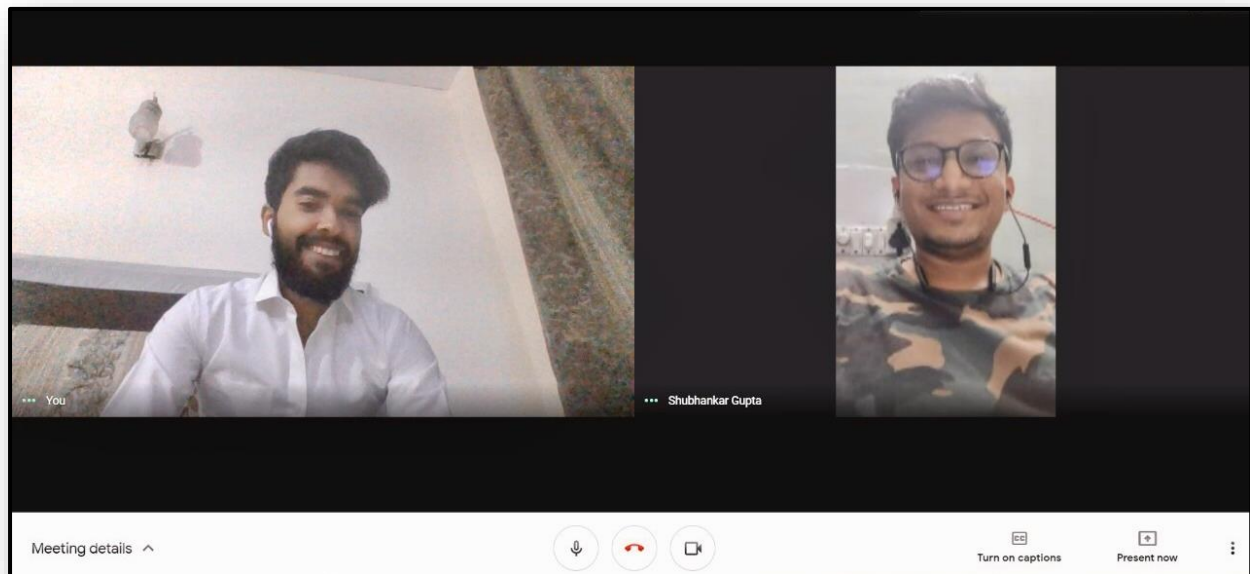
Summary of the interview

Shubhankar is of 26 years old and has been working in the industry since the past 5 years. WFH was a fairly new experience for Shubhankar even though his company i.e., Ernst and Young, Global Delivery Services allowed its employees to take WFH. When asked, if he had a dedicated workspace at home and if his company had provided a financial support to set it up. He mocked around by telling us that in the name of financial support the company just provided a raise of ₹500 per month. Never the less he still has a dedicated workspace at home. He seems to be well connected with his colleagues from there and finds it easy to communicate.

Shubhankar came across as a man who believed that Tacit knowledge > Explicit knowledge, as he wasn't a fan of the remote training sessions and preferred the traditional classroom teaching where he got practical exposure in the form of class activities. As communicated by him the cost of running business has definitely gone down, but the same benefit doesn't seem to be passed on to the employees.

Based on our analysis, Shubhankar is not at all pleased to continue to WFH as he believes it is negatively impacting his physical and mental health. He is not able to

have his meals on proper time due to the increased workload. So, for him work from home cannot be the new normal.

Summary of the interview

Gurjap is 34 years old and has been working in the industry since the past 13 years. Working with the Deloitte's Indian practice Gurjap didn't get a chance to work from home prior to the pandemic. This was usually because they have to indulge in frequent conversations with their client for specific documents and in order to expedite that process, they usually work from client's site. Hence, working in this virtual environment was quite challenging for him.

Even though Gurjap didn't face any issues with the remote training sessions, however he too preferred traditional training methods. In order to set up a dedicated workspace, his employer provided him with a one-time bonus of ₹50,000. Gurjap said that he faced a hard time communicating within his team as well as with the client. He added that he is not able to take regular breaks due to the increased workload. Working with the top management, Gurjap told us that the cost of running business had not gone down. He further explained that only the type of such expenses had changed in the virtual working environment.

Based on our analysis, Gurjap wishes to get back his work life balance for which he wants to return back to office and have a clear demarcation between his office and work. So, for him work from home cannot be the new normal.

<u>4.2.2 Interview #3</u>
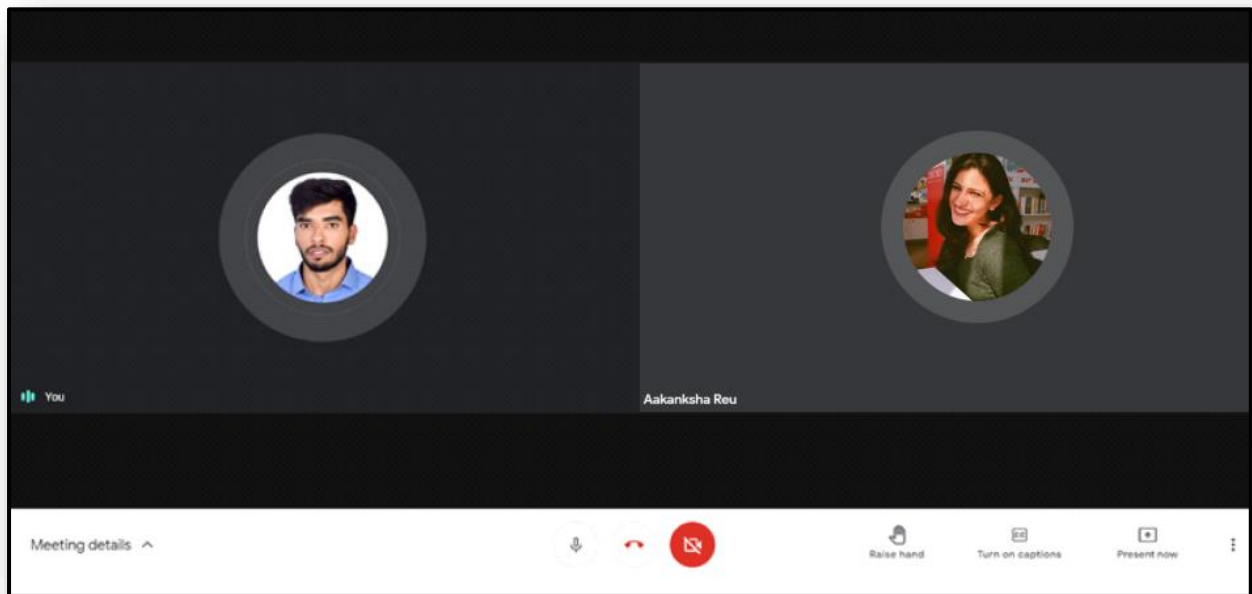
<u>Summary of the interview</u>

Aakanksha is 22 years professional with1.5 years of experience. WFH was a very new experience for Aakanksha as she was in his probation period when we actually went to office and wasn't allowed to do WFH then. Aakanksha didn't have a dedicated workspace at home and neither was aware of any financial support which his employer might have provided him. She found the training sessions given to the employees to teach about their job specifics very less effective. She believed that it lacked the proper guidance that a traditional classroom setup could have given. She added that due to the vast distance he even faced issue communicating with her colleagues/ superiors and found it difficult to understand their expectations from her work.

Like the other two she also believed that work was eating into his personal space and she didn't have much of a work life balance. She believed the work from home environment took a great toll on his physical as well as mental health. However, She seemed a little happy mentioning a slight raise in his salary in terms of COVID allowance.

Based on our analysis, Aakanksha wishes to get back to the office in order to get real corporate exposure. So, for her work from home cannot be the new normal.

CHAPTER 6

FINDINGS DRAWN ON THE BASIS OF THE DATA COLLECTED THROUGH QUESTIONNAIRE

Demographically the sample population consisted of maximum people belonging to the age group of 18-25 years with 86 females, 61 males and 3 people who didn't prefer to disclose. The participants in this research shared some great insights about their work from home experiences which helped us arrive at the inferences listed down below.

♦ Working from home was a fairly new concept as most of the respondents had never worked from home or did WFH just once a week. When I interacted with such people, I got to know that it was a real challenge for them to replace their entire office

Row Labels	Count of Did you receive any training sessions from your employer recently?
E-Learning	39
Face to face (physically)	8
Face to face (virtually)	76
No trainings were given	24
Not a new joinee	3
Grand Total	150

spaces with just a single laptop screen. Thus, around 77% of the respondents received Virtual Training session or E-Learnings to adapt to the WFH situation from their employers which was really appreciated by them as around 60% of the respondents found these Training sessions and E-Learnings really useful. Most of them were even provided with technical support in case of any technical glitches face by them, from IT Teams setup by their employers.

♦ Many companies had put a halt on their hiring processes during the pandemic, as there were only 18.3% new joinees as compared to 81.7% existing employees among the respondents.

♦ Most respondents didn't differentiate between virtual working environment and physical working environment as 23% respondents were neither satisfied nor dissatisfied along with 31%

Do you have a dedicated workspace at home?	How satisfied are you in your WFH setup as compared to being at the
No	52
Yes	98
Grand Total	150

respondents who were somewhat satisfied with the current WFH setup. This was mainly because 65% of the respondents had a separate workspace at their homes and could work without interruptions. Since they were indifferent

between these two working environments it didn't have an impact on their productivity as well.

♦ Communicating with peers, subordinates and seniors was one of the major issues faced by the respondents. Without proper communication it was really difficult for the respondents to work in their respective team and meet their deadlines. 37% of the respondents flagged such communication issues.

♦ Even though the productivity of employees had not been affected, but there was a drastic reduction in their leisure time due to a massive increase in the workload. On a close interaction with the respondents, I

Are you taking regular breaks, like you did when you physically went to the office?	Count
Maybe	22
No	82
Yes	46
Grand Total	150

got to know that the current WFH situation led to the establishment of pre-determined notion amongst the employers that the employees are available at all times and can pick up new projects as and when delegated to them. About 55% respondents had forgot the meaning of regular tea/ coffee breaks due to the increased workload and expectation of their employers.

♦ 88% of the respondents felt that the cost of business (electricity, cabs, food expense and other admin

Has your employer passed you the benefit of the costs saved due to a reduction in admin expenses by increasing your salary?	Count of Do you feel the basic cost of business (electricity, cabs, food expense and other admin costs) for your employer has gone down?
No, we have not been compensated	127
Yes, our salary has been increased	23
Grand Total	150

costs) for their employers had drastically reduced. However, the same benefit was not passed on to most of the respondents in terms of increased salary, fringe benefits or financial aid to set up a separate workspace at home.

♦ Many respondents felt that while they worked in physical environment there was a clear distinct line between Home and Office which seems to be lost in the virtual workspaces. The current WFH situation has taken a great toll on physical and mental health of many people due to increased screen time and long desk hours. 45% of the respondents believed that their work life balance

has been disturbed along with 50%+ respondents believing that their physical and mental health has been negatively impacted.

♦ 72% respondents agreed that if given an option, they would like to come back to the normal physical working environment. From this and the above inferences I can conclude that WFH may be a great means for employers to have increased work completed while keeping down the cost of business, but it surely isn't appreciated by the employees as they face problems while communicating with their peers, subordinates or seniors and lose out

If given an option, do you wish to come back to the normal physical working environment?	Count
No	41
Yes	109
Grand Total	**150**

on their work life balance, routine breaks and physical & mental peace. Thus, virtual working environment can never replace physical working environment and WFH is not the new normal.

CHAPTER 7

DATA ANALYSIS

All around the world, there is a widely presumed notion that gender plays a vital role in work-life balance. It is considered that women don't have a healthy work-life balance as compared to men, due to various other roles which a woman carries simultaneously by looking after the home and their family.

It is quite important to test if this notion exists in the virtual environment as well when the people are working from home. So, with the help of SPSS and the data collected through questionnaire survey I have done the below analysis to achieve our Research Objective #2 i.e., If gender plays a role, in Work-Life-Balance or not. I have used, Chi-Square Test was used to draw a relation between these two variables i.e., Gender of the respondents and their work-life balance.

For the matter in question, we developed the following Hypothesis.

  ➢ *Null Hypothesis*

    Gender of a person i.e., male or female, has no effect on their work life balance in the virtual working environment.

  ➢ *Alternate Hypothesis*

    Work life balance differs for both the genders and is dependent on the fact if they are a male or a female.

Interpretation of the results as per the Output File

As the Chi-Square Test states that if observed frequencies fit the expected frequencies, we can say that the variables are not related or are independent of one another. This means that if our Pearson Chi-Square value is greater than 0.05, we accept the Null Hypothesis.

Similarly, in the above-mentioned case the p-value comes out to be 0.817, which is greater than the alpha or level of significance 0.05 indicating that there is not enough evidence to reject the null hypothesis i.e., Gender does not affect the work life balance at 5% level of significance.

Thus, we accept the Null Hypothesis and conclude that Gender of a person i.e., male or female, has no effect on their work life balance in the virtual working environment.

CHAPTER 8

INTERVIEW ANALYSIS USING NVIVO

In order to have a concrete analysis, we interviewed people from different age groups working with different companies in different roles and having different years of work experience ranging from 2 to 15. The interviewees shared some great insights about their work from home experiences. We used the qualitative data analysis computer software package, NVivo, which helped us arrive at the inferences written down below.

Secondly, Word clouds were created for the above defined codes. It is a word frequency query used to generate a word cloud and help you find commonly used words and phrases.

Codes

Name	Description	Files	References
Allowance of working from home prior to COVID-19.	If the interviewee's employer permitted him/her to work from home prior to the pandemic.	3	3
Communication channels	If the interview faced any issues while communicating with their colleagues/superiors/subordinates.	3	3
Cost of running business borne by employers.	To understand if the interviewee's employer had experienced a reduction in business costs like electricity, cab, rent, housekeeping charges etc.	2	3
Current workflow.	To understand if the interviewee's workflow has increased or decreased in this remote working environment.	3	3
Dedicated workspace at home.	If the interviewee had a dedicated workspace at home or not	3	4
Effect of WFH on their physical and mental health.	To understand if the interviewee had a positive or negative effect on their physical and mental health	3	4
Financial support provided by the employer.	If the interviewee received financial support from the employer	3	5
If they took regular breaks while working or not.	If the interviewee took breaks while working from home	3	3

Name	Description	Files	References
If WFH is a new concept of not.	If the interviewee worked from home prior to the pandemic	3	3
Trainings provided while working from home	If the interviewee received any trainings during this period. To know about the medium through which they were delivered and if they were effective or not.	3	6

Allowance of working from home prior to COVID-19

Work from Home and Work-Life Balance are two terms which have often been used in place of each other. Believing in this, most of the employers provide their employees the flexibility to work from home prior to COVID-19. The same was confirmed by our interviewees as well.
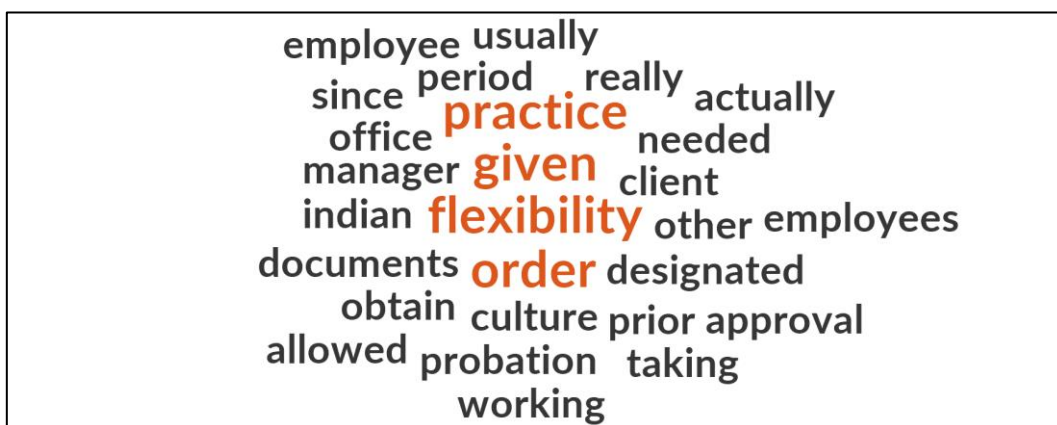
"Yes, we were given the flexibility to work from home. An employee needed to have prior approval of his/her manager in order to take WFH on a designated day." (*Shubhankar*)

"employees were given the flexibility to work from home as and when they like." (*Aakanksha*)

Communication Channels

Proper communication amongst colleagues is really important in order to ensure timely completion of work. Through our research we found out that not all employees are able to communicate properly with each other and moreover find it difficult in understanding what is expected from them.
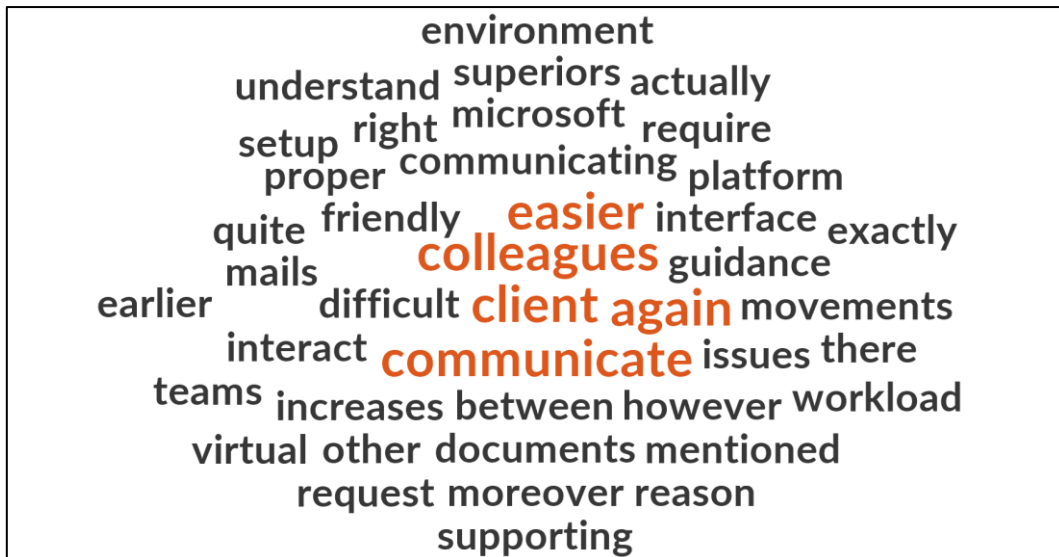
"That is the toughest part I would say. It is way more easier to communicate with each other and get the work done when we are actually in one room." (*Gurjap*)

"I find it difficult to communicate and get proper guidance from my colleagues or superiors in this WFH environment" (*Aakanksha*)

"the tough part is that it is quite difficult to understand the same on the phone." (*Aakanksha*)

Cost of running business borne by employers

By cost of running business, we mean the routine expenses like electricity, rent, cab, housekeeping, etc. which the employers had to undertake when the employees physically went to office. We received contrasting views on this whereby Shubhankar from the middle management believed that the cost of running business had drastically gone down whereas Gurjap from the top management threw light on the fact that even though cost of these expenses had decreased, but now the companies had to incur expenses on client's data protection and providing IT service to employees at their doorsteps.

"The cost of running business has definitely gone down as the company doesn't need to incur expenses on electricity, cabs, food expense and other admin costs which were there when we traditionally went to office." (*Shubhankar*)

"It may look that the admin costs in terms of electricity, food, rent may have gone down, but if you look at it in a holistic sense, it has not reduced." (*Gurjap*)

Current Workflow

Basis the interviews conducted and analysis done by NVivo it was found out the workflow has definitely increased. When we further enquired about this, we got to know that this was usually due to the perception that the employee is always available and ready to work.
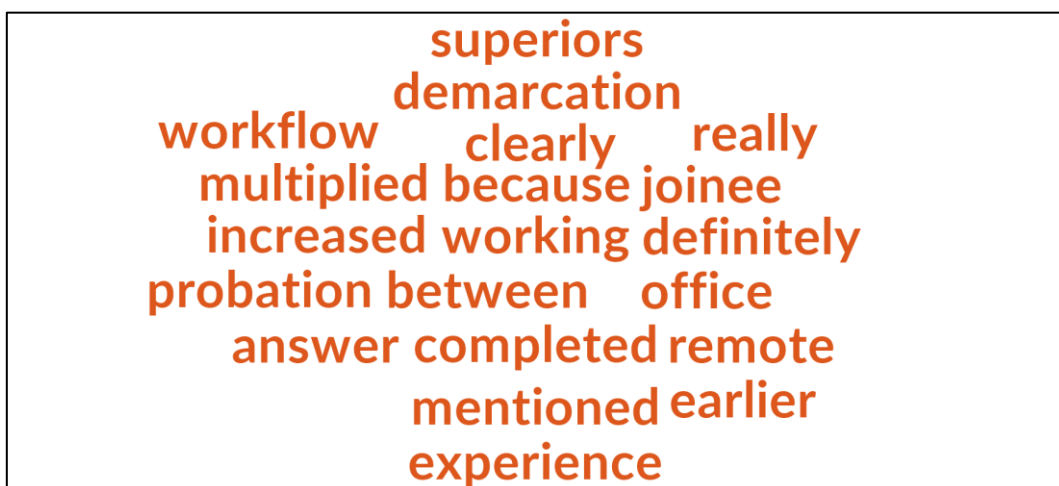
"Workflow has not just increased, it has multiplied. Now our superiors feel that we are 24*7 at work." (*Shubhkankar*)

"It definitely has." (*Gurjap*)

"I find it difficult to take regular breaks due to the massive number of tasks I have." (*Vendant*)

Dedicated Workspace at Home

A dedicated space allows one to focus, mentally gets him/her into a work mode, minimizes distractions, and helps create a work/life balance while working from home. This being realised, most of the respondents had a dedicated workspace at home and found it really beneficial.
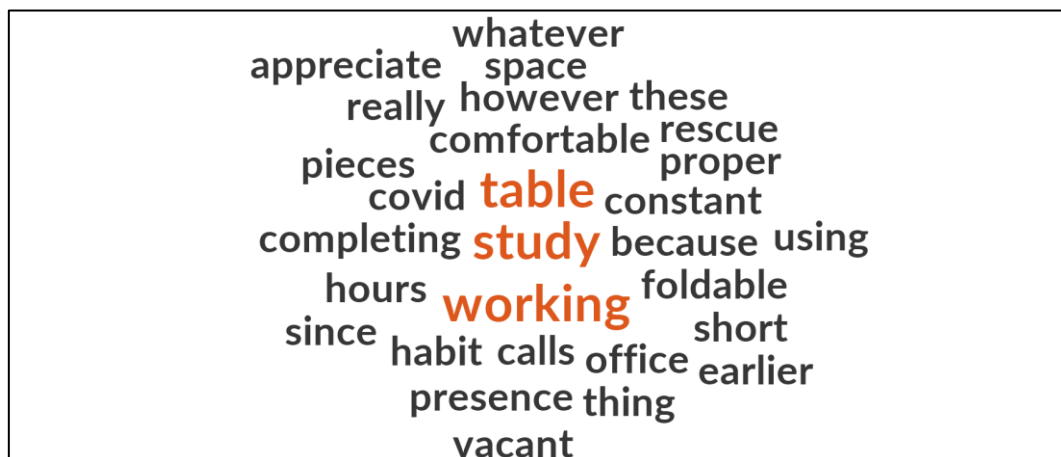
"Yes, I have." (*Shubhankar*)

"However, now with these long working hours and constant calls, one need to have a proper working space. So, I have been using my study as my new office now." (*Gurjap*)

Financial support provided by the Employer

We came across various reports that employers all across the globe have helped their employees to fight the pandemic by providing them financial support. The same was verified by our interviewees as well whereby all of them received monetary benefits from their employers in different forms.

allowance
taking provided terms
support cannot order
internet **raise** month
financial **bonus** covid
services compensated really
slight deloitte received
package added
employees

"raise of ₹500 per month for internet services as financial support." (*Shubhankar*)

"Yes, we have been provided with a one-time bonus of ₹50,000 in order to do so." (*Gurjap*)

"Yes, I have received a slight raise in terms of the COVID allowance added to my package." (*Aakanksha*)

Remote training sessions and their effectiveness

Our respondents didn't find the remote training sessions to be effective. Even though remote training sessions provided them with a flexibility to attend training and multitask, they missed out on the real learning experience which happens when one actually interacts with their peers in the classroom setup. The lack of interaction made them feel that the knowledge transfer process was not complete.

environment
attend understand
remotely normal though
aspects missed developed several
protection colleagues proper
imparting essence
usually concepts **difficult** department around
receive clueless **sessions** client planned
working **effective trainings traditional** actual
prefer comply **classroom** completed
virtual curriculum **received** carried physical
activities learning conducted joiner superiors
entitled obviously marker processes
walkthrough schedule various
attention

"Since these were not conducted in the physical classroom set-up, it was quite difficult to pay proper attention and grasp new concepts. We also missed out on the real essence of activities which are usually planned in a normal training session with our colleagues. Hence, I didn't find these as effective as the traditional classroom trainings." (*Shubhankar*)

"I would still prefer to attend these trainings in the traditional, board and marker setup." (*Gurjap*)

"But actual learning takes place on the floor where we sit with our superiors and they help us walkthrough the processes. Even though I have completed these trainings I am still clueless about various aspects of my work. So, in short, I don't find these effective." (*Aakanksha*)

Effect of WFH on their physical and mental health

It seems that the saying that "Too much of anything is bad" is true. The same happened with work from home. WFH was considered a means to achieve work life balance, but now, when people have been working from home for almost more than one year, it seems that WFH have started eating into their personal life. All the respondents felt that it created a constant work pressure whereby they ended up working for much more time than they did earlier. Hence, WFH had a negative impact on their physical and mental health.

"It certainly is affecting my physical, as well as my mental health. I feel that long hours in front of the laptop have affected my eyesight as well. This WFH has completely disturbed my Work life balance." (*Shubhankar*)

"This WFH routine has not only taken a toll on my physical and mental health but has also reduced on my family time." (*Gurjap*)

CHAPTER 9

CONCLUSION

Companies have benefited a lot from WFH, as they have cut down a lot on their cost of running business. In the absence of physical workspaces, electricity bills have significantly gone down. There is a massive reduction on the expenses incurred in maintaining sanitization standards, clean washrooms, vending machines etc. Hence, companies have an entirely different view in relation to WFH.

As per employees, working in physical workspaces leads to better communication amongst the members and more coordinated efforts. It helps in maintaining a better work life balance and enables them to draw the thin line between work and home. Moreover, as per the analysis conducted in the literature review, we can conclude that after months of being under lockdown and glued to their homes, employees are experiencing fatigue. The WFH novelty has worn off and we must understand that it can be a desirable option, but it cannot replace an office set-up. Here's why WFH cannot be the new normal:

- ❖ Workspace challenges (Lack of proper workspace at home)
- ❖ Lack of creative collaboration (Team members feel they are not in loop about the team's progress)
- ❖ Work-life balance (WFH has taken a great toll on physical and mental health of employees)

Moreover, as per the analysis conducted using SPSS (Chi-Square Test), we can conclude that there is no relation between Gender of a person and their Work-Life Balance. Since the Chi-Square Test gave a p-value greater than 0.05, we concluded that both the variables in question i.e., Gender of a person and their Work-Life Balance have no effect on each other. We statistically proved that the widely presumed notion that gender plays a vital role in work-life balance is incorrect and it is totally within the capability of an individual to maintain a healthy Work-Life balance.

It can be said that the employees and employers stand poles apart on the matter that should WFH be continued or not. While the employers are in favour of extending the virtual environment setup i.e., Work from Home till indefinite period of time, from the research conducted by us it is quite evident that the employees are eager to come back to the traditional – physical workspaces. For them WFH is definitely not the new normal.

However, there is no general formula for all industries. Each industry will have to draft its formula and extract productivity. By and large, the Hybrid model of work is here to stay as it offers benefits to both workers and employers. Keeping this in mind, employers have now come up with the hybrid mode of working. As we are now in a state to come out of the pandemic gradually, offices have started calling back employees to come and work from office. But those who wish, can manage their team and communicate properly continue to work from home in accordance with the policies made by their respective firms. To conclude, I would like to say that a hybrid workplace will be the new normal!

CHAPTER 10

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CHAPTER 11

11.1 ANNEXURE - Questionnaire

1. In which age group do you lie?
   - 18-25 Years
   - 26-35 Years
   - 36-45 Years
   - 45 and above

2. Please choose your Gender
   - Male
   - Female
   - Others

3. Are you a new joinee or an existing employee?
   - New Joinee
   - Existing Employee

4. Did you receive any induction/training sessions from your employer recently?
   - Face to face (physically)
   - Face to face (virtually)
   - E-Learning
   - No trainings were given

5. Did you find these induction/training sessions to be effective?
   - Very effective
   - Somewhat effective
   - Neither effective nor ineffective
   - Somewhat ineffective
   - Very ineffective

6. Do you think that work has increased during this WFH era?
   - Very much

- Somewhat increased
- Neither increased nor decreased
- Somewhat decreased
- Very decreased

7. What are the three biggest challenges you are currently facing while WFH?

- Internet Connectivity.
- Hardware Issues.
- Lack of proper workspace.
- Interruptions from family members while working hours.
- I don't have access to the tools or information I need to do my job at home.
- Communication with co-workers is harder.
- Difficult to be on a regular schedule.

8. Did your employer allow you to WFH before the pandemic? If Yes, how often did you work remotely pre COVID-19?

- Once a week
- 2-3 times a week
- 4-5 times a week
- No, I didn't work remotely

9. Do you have a dedicated workspace at home?

- Yes
- No

10. Has your employer provided you financial support to set up a separate workspace at home?

- Yes
- No

11. How satisfied are you in your WFH setup as compared to being at the workplace?

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied

12. Has your productivity increased?

- Very much
- Somewhat increased
- Neither increased nor decreased
- Somewhat decreased
- Very decreased

13. Are you taking regular breaks, like you did when you physically went to the office?

- Yes
- No
- Maybe

14. In case of technical glitch, does your employer provide you enough technical support?

- Yes
- No

15. Do you feel the basic cost of business (electricity, cabs, food expense and other admin costs) for your employer has gone down?

- Very much
- Somewhat decreased
- Neither decreased nor increased
- Somewhat increased
- Very increased

16. If Yes, then has your employer compensated you from these saved costs so that you can fight this pandemic situation?

- Yes, our salary has been increased
- No, we have not been compensated

17. Is it easy to communicate with seniors/subordinates in this WFH environment?

- Very easy
- Somewhat easy
- Neither easy nor difficult
- Somewhat difficult
- Very difficult

18. What is the biggest benefit you see to working remotely? (Rate from 1 to 5)*

1 - Strongly Agree, 5 - Strongly Disagree

	1	2	3	4	5
Ability to have a flexible Schedule	○	○	○	○	○
Flexibility to work from anywhere	○	○	○	○	○
Not having to commute	○	○	○	○	○
Ability to spend time with family	○	○	○	○	○
Focus on side tasks apart from core work as well	○	○	○	○	○

19. What is your biggest struggle with working remotely? (Rate from 1-5) *

1 - Strongly Agree, 5 - Strongly Disagree

	1	2	3	4	5
Not being able to unplug	○	○	○	○	○
Difficulties with collaboration and communication	○	○	○	○	○
Lonliness	○	○	○	○	○
Distractions at home	○	○	○	○	○
Staying motivated	○	○	○	○	○

20. Do you have a healthy work and life balance when working from home?

- Yes
- No
- Maybe

21. Did you have a positive or negative impact on your mental health in this WFH environment?

- Positive
- Negative
- Not at all affected

22. Did you have a positive or negative impact on your physical health in this WFH environment?

- Positive
- Negative
- Not at all affected

23. If given an option, do you wish to come back to the normal physical working environment?

- Yes

- No

24. India being a Cost Centre for many foreign companies, do you think in the current scenario of pandemic, foreign companies will invest in India?
- Yes
- No
- We are already a Cost Centre based in India for a foreign company.
- Not fit to answer this.

25. Do you think the government has put in place any policies for encouraging such investments to boost the economy?
- Yes
- No
- Not aware about any such policies.

26. Do you think such foreign based companies in India will survive in the current WFH and COVID era in the Indian Economy?
- Yes
- No
- Not fit to answer this.

11.2 ANNEXURE - Interview Structure

After understanding and analysing the research papers and articles mentioned in the Literature Review, we drafted the below questions for interviewing employees based on the below listed concepts to understand Transitioning from Physical to Virtual Working (Work from Home) Environment due to the COVID-19 pandemic.

- Allowance of working from home prior to COVID-19.
- If WFH is a new concept of not.
- Enquired about dedicated workspace at home.
- Financial support provided by the employer.
- Remote training sessions and their effectiveness.
- Current workflow.
- If they took regular breaks while working or not.
- Effect of WFH on their physical and mental health.
- Communication channels with colleagues/superiors/subordinates.
- Cost of running business borne by employers.
- Any other suggestion they might have to enhance their WFH experience.

11.3 ANNEXURE - Interview Transcript #1

Ishaan : Good Morning Shubhankar! How are you?

Shubhankar : I am good Ishaan. How are you?

Ishaan : I am good Shubhankar, thanks for asking. So, for the record I would like you to state your name, age and give a brief background about yourself.

Shubhankar : Hello, my name is Shubhankar Gupta. I am 26 years old and am pursuing ACCA. I have been working as an Audit Senior with Ernst and Young, Global Delivery Services for the past 5 years. Apart from my professional qualifications, I am a happy-go-lucky person who likes to meet new people and interact with them, but the current COVID situation is definitely stopping me to do so.

Ishaan : Haha, I believe this is true for most of us otherwise we would be having this interview in some coffee shop instead of google meet.
So as mentioned over phone I would ask you a few questions about your transition from physical to virtual working environment i.e., work from home.

Shubhankar : Yep, sure. Shoot!

Ishaan : Did your employer allow you to WFH before the pandemic?

Shubhankar : Yes, we were given the flexibility to work from home. An employee needed to have prior approval of his/her manager in order to take WFH on a designated day. However, I was not at all into the practice of taking WFH.

Ishaan : So, this remote working concept is fairly a new one for you?

Shubhankar : Umm, not a new concept but yes definitely a thing, I am not habitual of.

Ishaan : Do you have a dedicated workspace at home?

Shubhankar : Yes, I have.

Ishaan : Has your employer provided you financial support to set up this dedicated workspace at home?

Shubhankar : I really cannot call a raise of ₹500 per month for internet services as financial support.

Ishaan	:	Did you receive any training sessions from your employer remotely?
Shubhankar	:	Yes, as per the L&D schedule of the company, we are bound to receive trainings each year.
Ishaan	:	Did you find these trainings to be effective?
Shubhankar	:	Since these were not conducted in the physical classroom set-up, it was quite difficult to pay proper attention and grasp new concepts. We also missed out on the real essence of activities which are usually planned in a normal training session with our colleagues. Hence, I didn't find these as effective as the traditional classroom trainings.
Ishaan	:	Do you think that workflow has increased during this WFH era?
Shubhankar	:	Workflow has not just increased, it has multiplied. Now our superiors feel that we are 24*7 at work. I have clearly lost the demarcation between work and home.
Ishaan	:	Did you take regular breaks when you physically went to the office? Do you take them now as well?
Shubhankar	:	Those tea breaks were the real essence of office. However, as I said since the workload has increased, I am not even able to have my 3 meals at proper time.
Ishaan	:	But that will take a toll on your physical health.
Shubhankar	:	It certainly is affecting my physical, as well as my mental health. I feel that long hours in front of the laptop have affected my eyesight as well. This WFH has completely disturbed my Work life balance.
Ishaan	:	Well then, I believe you should plan your day accordingly, keep some time for yourself and take good care of yourself.
Shubhankar	:	Sure, I will take that advice and work on it. Thanks!
Ishaan	:	So, next I would like to know that is it easy to communicate with seniors/subordinates in this WFH environment?
Shubhankar	:	Yes, there are no issues in communicating with colleagues as we use the platform of Microsoft Teams. It has quite a user-friendly interface.
Ishaan	:	Do you feel the basic cost of running business for your employer has gone down?

Shubhankar	:	The cost of running business has definitely gone down as the company doesn't need to incur expenses on electricity, cabs, food expense and other admin costs which were there when we traditionally went to office.
Ishaan	:	So has your employer compensated you from these saved costs?
Shubhankar	:	No, we have not been compensated.
Ishaan	:	Okay so this will be my last question. If given an option, do you wish to come back to the normal physical working environment?
Shubhankar	:	Definitely yes. I really miss those times when the day ended that very moment, we left the office.
Ishaan	:	Do you have any suggestions to make your WFH experience better?
Shubhankar	:	Even though it may seem that WFH reduces on the traveling time, provides flexibility or eliminates the need to get dressed up and all, in reality I don't feel so. The workload has increased to such an extent that these benefits are really easy to ignore. I believe the company should revise the pay packages based on the reduction in expenses and increase in the workload that employees are facing.
Ishaan	:	Haha, sure I will try to voice out your opinion through this project.
Shubhankar	:	Haha, Thanks!
Ishaan	:	Thank you for your precious time Shubhankar. Have a nice day ahead.
Shubhankar	:	Most welcome and you too.

11.4 ANNEXURE - Interview Transcript #2

Ishaan : Good Morning Gurjap! How are you?

Gurjap : I am good Ishaan. How are you?

Ishaan : I am good Gurjap.
So, for the record I would like you to state your name, age and give a brief background about yourself.

Gurjap : Hello, my name is Gurjap Singh. I am 34 years old and am a qualified Chartered Accountants (CA) and a Company Secretary (CS) by profession. I have been working as a Senior Manager with Deloitte India for the past 10 years. Prior to that I was working as an Article Assistant with Vinod Kumar & Associates for 3 years.

Ishaan : So as mentioned before I would like to ask you a few questions about your transition from physical to virtual working environment i.e., work from home.

Gurjap : Sure!

Ishaan : Did your employer allow you to WFH before the pandemic?

Gurjap : Since I am working in the Indian practice, we usually have to go at Client's Site in order to obtain documents and work. We really don't have a WFH culture.

Ishaan : So, this remote working concept is fairly a new one for you?

Gurjap : Yes, it surely is a new one. Also, from what I have heard from my peers it is not just a new concept but also a difficult one whereby we have to replace human faces with laptop screens.

Ishaan : Did you receive any training sessions from your employer remotely?

Gurjap : Yes, in order to comply with the client's data protection norms and to adapt to this virtual working environment we have received several training sessions.

Ishaan : Did you find these trainings to be effective?

Gurjap : Umm, I would still prefer to attend these trainings in the traditional, board and marker setup.

Ishaan : Do you have a dedicated workspace at home?

Gurjap	:	One thing which would really appreciate the presence of COVID is my study table and the study room. It had been vacant since ages because earlier I had a bad habit of completing whatever short pieces of work I had, on the bed only. However, now with these long working hours and constant calls, one need to have a proper working space. So, I have been using my study as my new office now.
Ishaan	:	Has your employer provided you financial support to set up this dedicated workspace at home?
Gurjap	:	Deloitte has been very kind in taking good care of its employees. Yes, we have been provided with a one-time bonus of ₹50,000 in order to do so.
Ishaan	:	Well, that is quite a good amount. I wish I was working for Deloitte too.
Gurjap	:	And I wish life was as easy as taking interviews and making projects.
Ishaan	:	Haha, the grass is always greener on the other side… So, let's get back. Next, I would like to know that is it easy to communicate with seniors/subordinates/clients in this WFH environment?
Gurjap	:	That is the toughest part I would say. It is way more easier to communicate with each other and get the work done when we are actually in one room. The main reason to work at the client's site is that we can request the client for the supporting documents again and again till we get the right one. However, in this virtual setup a lot of time is lost between to and fro movements of the mails. This increases the workload as well. Moreover, it is way easier to make the client understand what we exactly require, when we interact face to face.
Ishaan	:	So, according to you the workflow has increased during this WFH era?
Gurjap	:	It definitely has.
Ishaan	:	Did you take regular breaks when you physically went to the office? Do you take them now as well?
Gurjap	:	Yes, I did, but now I am so engrossed in my work that I miss out on them.

Ishaan	:	I strongly suggest you to not miss out on them. All work and no play makes Jack a dull boy.
Gurjap	:	Haha, you have a good sense of humor. And yes, I will take that advice and work on it. Thanks!
Ishaan	:	Thanks. Do you feel the basic cost of running business for your employer has gone down?
Gurjap	:	Not gone down, because the company is making a huge investment on client's data protection, to provide IT service to employees at their doorstep, has incurred additional expense on laptops and many more thing which are necessary to facilitate the functioning of this virtual working environment smoothly. It may look that the admin costs in terms of electricity, food, rent may have gone down, but if you look at it in a holistic sense, it has not reduced.
Ishaan	:	Did you have an increase in your salary?
Gurjap	:	As mentioned earlier, just a one-time bonus of ₹50,000.
Ishaan	:	Okay so this will be my last question. If given an option, do you wish to come back to the normal physical working environment?
Gurjap	:	Definitely yes. I liked it when office was just 9-5 and not the entire day. This WFH routine has not only taken a toll on my physical and mental health but has also reduced on my family time. So, I would again like to go back to the office where I had a greater peace of mind and the joy of coming home.
Ishaan	:	That means your work life balance has been affected as well?
Gurjap	:	Yes, the work life balance has been completely disturbed.
Ishaan	:	Okay last but not the least, do you have any suggestions to make your WFH experience better?
Gurjap	:	We really can't do anything expect for hoping that the pandemic gets over soon and everyone crosses through it in a healthy manner
Ishaan	:	Thank you for your precious time Gurjap. It was really nice interacting with you. Have a nice day ahead.

Gurjap   :   Likewise, and your welcome.

11.5 ANNEXURE - Interview Transcript #3

Ishaan : Good Morning Aakanksha! How are you?

Aakanksha : I am good Ishaan. How are you?

Ishaan : I am good Aakanksha, thanks for asking. So, for the record I would like you to state your name, age and give a brief background about yourself.

Aakanksha : Hello, my name is Aakanksha Reu. I am 22 years old and am working as an HR Executive with KPMG India for the past 2 months. But, I have a total experience of 1.5 years in the industry

Ishaan : So as mentioned earlier I would ask you a few questions about your transition from physical to virtual working environment i.e., work from home.

Aakanksha : Sure!

Ishaan : Did your employer allow you to WFH before the pandemic?

Aakanksha : I was in my probation period when we actually went to office, so we were not allowed to work from home. However, other employees were given the flexibility to work from home as and when they like.

Ishaan : So, this remote working concept is fairly a new one for you?

Aakanksha : Yes, It is a new phenomenon for me to work from home.

Ishaan : Do you have a dedicated workspace at home?

Aakanksha : No.

Ishaan : But don't you think it is necessary to have a dedicated workspace to work?

Aakanksha : Well, I am comfortable to work on my bed and I have the foldable study table to my rescue as well.

Ishaan : Haha, I would sleep for sure if I start taking my classes on bed. Anyways, but like other employers, has your employer provided you with any financial support to set up a dedicated workspace at home?

Aakanksha : Not that I am aware of.

Ishaan : Did you receive any training sessions from your employer remotely?

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Aakanksha	:	Being new to the firm, I am entitled to The New Joiner Pack which obviously comes with many trainings. So yes, I have received many such trainings remotely
Ishaan	:	Did you find these trainings to be effective?
Aakanksha	:	It may seem that these training sessions are imparting the full curriculum L&D department developed for us to learn about how tasks are carried around. But actual learning takes place on the floor where we sit with our superiors and they help us walkthrough the processes. Even though I have completed these trainings I am still clueless about various aspects of my work. And the tough part is that it is quite difficult to understand the same on the phone. So, in short, I don't find these effective.
Ishaan	:	Well, I agree with your point. Anyways, in order to keep things going, next I would like to ask do you think that workflow has increased during this WFH era?
Aakanksha	:	I am not really fit to answer that because as mentioned earlier I am a new joinee and have completed my probation during this remote working only. So, I don't have much experience of working in office.
Ishaan	:	Do you take regular breaks during your work time?
Aakanksha	:	I find it difficult to take regular breaks due to the massive number of tasks I have.
Ishaan	:	Do you think this WFH has taken a toll on your physical and mental health?
Aakanksha	:	Yes, it feels like COVID has not just changed 9-5 to work from home, but to work for life. My back literally hurts sitting on the laptop for such long hours. I feel like I am not able to squeeze out time for my own leisure activities. This WFH things has definitely taken a toll on my physical and mental health.
Ishaan	:	Well, I just wish COVID ends soon.
Aakanksha	:	Yes, me too.
Ishaan	:	So, next I would like to know that is it easy to communicate with seniors/subordinates in this WFH environment?
Aakanksha	:	As mentioned earlier I find it difficult to communicate and get proper guidance from my colleagues or superiors in this WFH environment

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Ishaan	:	Do you feel the basic cost of running business for your employer has gone down?
Aakanksha	:	No idea.
Ishaan	:	Have you received any financial aid from employer in order to combat with the pandemic situation?
Aakanksha	:	Yes, I have received a slight raise in terms of the COVID allowance added to my package.
Ishaan	:	Okay so this will be my last question. If given an option, do you wish to come back to the normal physical working environment?
Aakanksha	:	Definitely yes. I want to have a working experience in a professional office setting and not my bedroom.
Ishaan	:	Do you have any suggestions to make your WFH experience better?
Aakanksha	:	Not that I can think of. Just take me back to office. That's all I can say
Ishaan	:	Haha, I wish I could do something in that regard.
Aakanksha	:	Haha!
Ishaan	:	Thank you for your precious time Aakanksha. Have a nice day ahead.
Aakanksha	:	Bye, take care!

11.6 ANNEXURE - SPSS Analysis

To perform the Chi-Square Test in CHAPTER 7, SPSS was used and the following steps were followed.

I.   Coded the two variables in the Variable View

❖ Gender
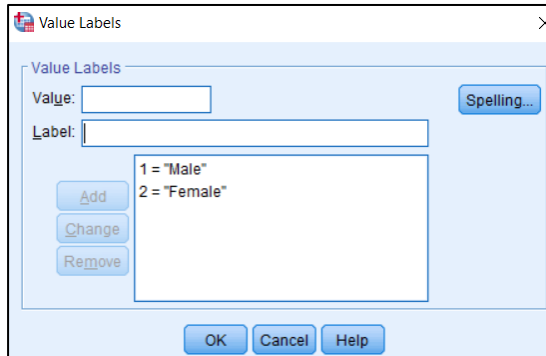
❖ Work-life Balance
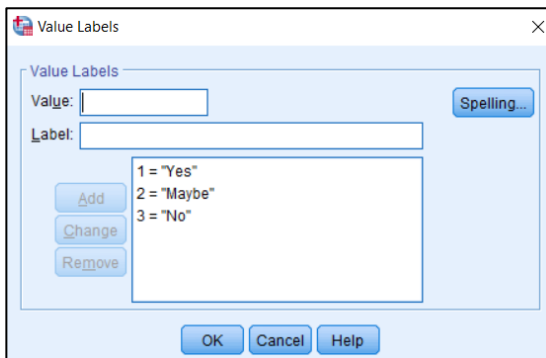
❖ Variable View

Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
Gender	Numeric	16	0		{1, Male}...	None	12	Right	Nominal	Input
Worklifebala...	Numeric	2	0	Work-life balance	{1, Yes}...	None	12	Right	Scale	Input

II.   Entered the responses from 150 respondents within the Data View.

	Gender	Worklifebalance
142	1	2
143	1	1
144	2	1
145	2	3
146	2	3
147	1	3
148	2	3
149	2	2
150	1	2

III. Then performed the Chi-Square Test using SPSS and obtained the below mentioned results i.e., the output file.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender * Work-life Balance	150	99.3%	1	0.7%	151	100.0%

Gender * Work-life Balance Crosstabulation

Count

		Work-life Balance			Total
		Yes	Maybe	No	
Gender	Male	20	17	26	63
	Female	24	23	40	87
Total		44	40	66	150

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.404ᵃ	2	.817
Likelihood Ratio	.403	2	.817
Linear-by-Linear Association	.401	1	.527
N of Valid Cases	150		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 16.80.