NATIONAL COLLEGE OF IRELAND

PROJECT SUBMISSION SHEET – 2021/2022

Student Name:	Sneha Narke
Student ID:	19224184
Programme:	Masters in Arts of Human Resource Management
Year:	2021/2022
Module:	Research Methods
Module Code:	**MAHRMNCI1**
Guide:	Karen Murray
Submission Date:	15th August 2022
Project Title:	An Investigation On Work From Home And Its Impact On Productivity In A Shipping Organisation
Word Count:	13568 Words (Without Ref)

I hereby certify that the information contained in this (my submission) is information pertaining to research I conducted for this project. All information other than my own contribution will be fully referenced and listed in the relevant bibliography section at the rear of the project.

All internet material must be referenced in the references section. Students are encouraged to use the Harvard Referencing Standard supplied by the library. To use other author's written or electronic work is illegal (plagiarism) and may result in disciplinary action. Students may be required to undergo a viva (oral examination) if there is suspicion about the validity of their submitted work.

Signature: **Sneha Narke**

Date: **Monday, 15th August 2022**

PLEASE READ THE FOLLOWING INSTRUCTIONS:

1. Please attach a completed copy of this sheet to each project (including multiple copies).
2. Projects should be submitted to your Programme Coordinator.
3. You must ensure that you retain a HARD COPY of ALL projects, both for your own reference and in case a project is lost or mislaid. It is not sufficient to keep a copy on computer. Please do not bind projects or place in covers unless specifically requested.

4. You must ensure that all projects are submitted to your Programme Coordinator on or before the required submission date. Late submissions will incur penalties.

5. All projects must be submitted and passed in order to successfully complete the year. Any project/assignment not submitted will be marked as a fail.

Office Use Only	
Signature:	
Date:	
Penalty Applied (if applicable):	

Acknowledgments

I want to present my sincere gratitude to my supervisor for being supportive and helping during the project. Additionally, I also want to present my sincere gratitude to my supervisor for scrutinizing my work and providing me with comprehensive feedback on my report's draft. This motivated me to get better and reflect the same in my work. In the end, I want to present my sincere gratitude to my mother and father for their indispensable direction.

Abstract

This report's motive is to explore how work from home influences the productivity levels of employees employed at Omega Shipping. A combined total of 5 contributors employed at the respective business entity took part in virtual interviews which had a semi-structured essence. The responses obtained from these virtual interviews were analysed by importing the data within NVivo software. The analysis was done as per the qualitative thematic data analysis technique. By practicing thematic data analysis, responses obtained from the virtual interviews were analysed and 5 major themes were identified. These themes were: a fading boundary between office and home; problems with time management; stress; resilience and liberty; as well as productivity.

This research realized that owing to the fading boundary that existed between office space and home space the employees who were assigned work from home, abbreviated as WFH, were expected to support the members of their family, and take part in various chores, as they were working from their homes. These chores could be looking after their child or taking the pet out for a walk or some other chore. This fading boundary disturbed the balance that these employees were trying to maintain between their private life and work life. Further, this research realized that WFH made efficient management of employees' time a problem as making out-of-the-blue plans, procrastination, and amalgamation of private life and work life had an adverse influence on the management of employees' time, resulting in adversely influencing WFH. This research also realized that stress from the work reached new heights since the employees started WFH. The underlying reasons behind this hike in stress

levels were partial engagement in work, dedicating a great deal of time to non-productive work, continuously working for prolonged periods, along with lack of self-confidence.

The research realized that a major pro of assigning WFH to employees at Omega Shipping was the resilience and liberty that WFH offered. The employees cherished working without worrying about getting monitored by their supervisor, the high degree of convenience as well as the opportunities at their hands to offer support to their respective families. Further, the resilience and liberty that WFH offered favorably influenced the extent to which employees felt satisfied at their job. The research also realized that disturbances at home, variability in engagement to work and inefficient management of the available time adversely influenced the productivity levels of employees.

This report recommends Omega Shipping to train its employees on how to manage their time so that they can maintain a balance between their private life and work life; define official working hours for its workforce so that during WFH, employees work within those hours; offer sessions which address anxiety, depression, and other mental illnesses and ultimately; practice a hybrid working model by leveraging its existing technological capabilities.

(Thesis/Author Declaration Form)

Name: **Sneha Narke**

Student Number**: 19224184**

Degree : **Masters in Arts of Human Resource Management**

Title of Thesis: **An Investigation On Work From Home And Its Impact On Productivity In A Shipping Organisation**

Date: 15th August 2022

Material Submitted For Award

A. I declare that this work submitted has been composed by myself.

B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.

C. I agree to my thesis being deposited in the NCI Library online open access repository NORMA.

D. I declare that no material contained in the thesis has been used in any other submission for an academic award.

Name: Sneha Narke

Date: 15th August 2022

Table of Contents

Acknowledgments....4

Abstract....5

Table of Contents....8

List of Figures....10

Chapter 1 - Introduction....11

1.1 Research Background....11

1.2 About the company....16

1.3 Aim....19

1.4 Objectives....19

1.5 Research Questions....19

1.6 Significance of the Project....20

Chapter 2 - Literature Review....21

2.1 Introduction to literature Review....21

2.2 Workplace Flexibility....21

2.3 Work From Home (WFH)....25

2.4 Work Life Balance....26

2.5 Work Stress....28

2.6 Job Satisfaction....28

2.7 Employee Productivity....29

2.8 Conceptual Model....31

2.9 Summary of the Literature Review....31

Chapter 3 - Research Methodology 33
3.1 Introduction 33
3.2 Research Philosophy 34
3.3 Research Approach 36
3.4 Research Strategy 38
3.5 Data Collection 45
3.6 Data Analysis 46
3.7 Ethical Considerations 48
3.8 Research Constraints 50
Chapter 4 – Analysis and Discussion 51
4.1 Analysis 51
4.2 Discussion 59
Chapter 5 - Conclusion and Recommendations 63
5.1 Summary 63
5.2 Recommendations 66
References 67
Appendix 77
Appendix 1 - Questions for the virtual interview 77
Appendix 2 - Thematic Visualization 78
Appendix 3 - Interview transcript 84

List of Figures:

Figure 1 : Trends pertaining to WFH practice prior to and following the Covid-19 upsurge 13

Figure 2 : UK workforce that has been primarily allotted WFH after Covid-19 14

Figure 3 : Upwork's confirmation towards practicing remote-first policy via CEO's tweet 15

Figure 4 : Conceptual Model 31

Figure 5 : Research Onion 33

Figure 6 : Identified themes and the factors which influence these themes ... 59

Chapter 1 - Introduction

1.1 Research Background

The planet has neither witnessed nor experienced something like the covid-19 pandemic in almost a century. The ease with which this virus can spread is a major contributor to its severe impact on the planet. This ease of spread of this virus has significantly challenged the entire human race in many extreme scenarios, which has further made people ponder upon their respective practices about many activities, such as traveling, accommodating, and working (Almlöf et al., 2021; Pappas and Glyptou, 2021). Even the leisure time activities of individuals have been pondered upon owing to Covid-19. The pertinent authorities, as well as medical practitioners, have leveraged each valid opportunity to convey the severity associated with Covid-19. They have further made sure that society gets to know about this pandemic by making use of different mediums of communication, such as social media, print media satellite television, among many others. However, the degree to which Covid-19 has impacted the planet and the severity associated with this pandemic is indeed far beyond the wildest expectations of pertinent authorities as well as medical practitioners (Rawat et al., 2021).

Covid-19 ended up forcing governments all over the globe to impose strict lockdowns for containing the spread of the virus. Also, nearly every nation, which had lockdowns, imposed the pertinent restrictions multiple times owing to multiple waves of hiked-up Covid-19 cases and ease of spread of the virus. The local citizens of various nations were requested to stay indoors and only step outside when essential work must be dealt with. In case any public gathering had to be held then it was strictly assessed as per the protocols

presented by the World Health Organisation, abbreviated WHO. WHO presented tools and metrics which could help in the risk analysis of entities, which take part in any public gathering, by assessing the extent of their safety (Who.int, 2022). This tool has been revised multiple times by WHO owing to the evolving essence of the Covid-19 virus, that is mutation and formation of variants. A practice of presenting the risk analysis about the workforce that has been employed at any office space, that is indoor, has been regulated for business owners. The underlying reason behind this regulation was that workplaces and office spaces have the potential to easily spread the virus and then become a hot spot for Covid-19 (Whitworth, 2020; Lewis, 2021).

If a business entity fails to surpass the benchmarks set by WHO for risk analysis, then its operation would be banned by the pertinent authorities as it did not prioritize safety. Therefore, it has become crucial for businesses to practice social distancing in office spaces. This social distancing is practiced among the workforce of the businesses. To promote this safety practice, businesses are now adopting WFH, as a working option (Savić, 2020; Jaiswal and Arun, 2020). This option means that the employee will continue working for the business but from the comfort of his or her home. The covid-19 upsurge has popularized the concept of WFH, but the respective concept has been discussed by research scholars prior to the upsurge as well (Timsal and Awais, 2016; Rupietta and Beckmann, 2018; White, 2019). Since Covid-19, the extent to which WFH has been adopted by business entities has been high, as it maintains the continuity in the business's work, does not halt it, and promotes social distancing. The existing attitude about WFH, of businesses as well as their workforce, has been altered as well since the upsurge. The proportion of

WFH opportunities that are given for more than half of the entire week has seen a rise since the upsurge as well. This very information for businesses in the USA has been presented in Figure 1. This figure also indicates that frequency pertaining to WFH has seen a significant rise in the USA (Globalworkplaceanalytics.com, 2020).

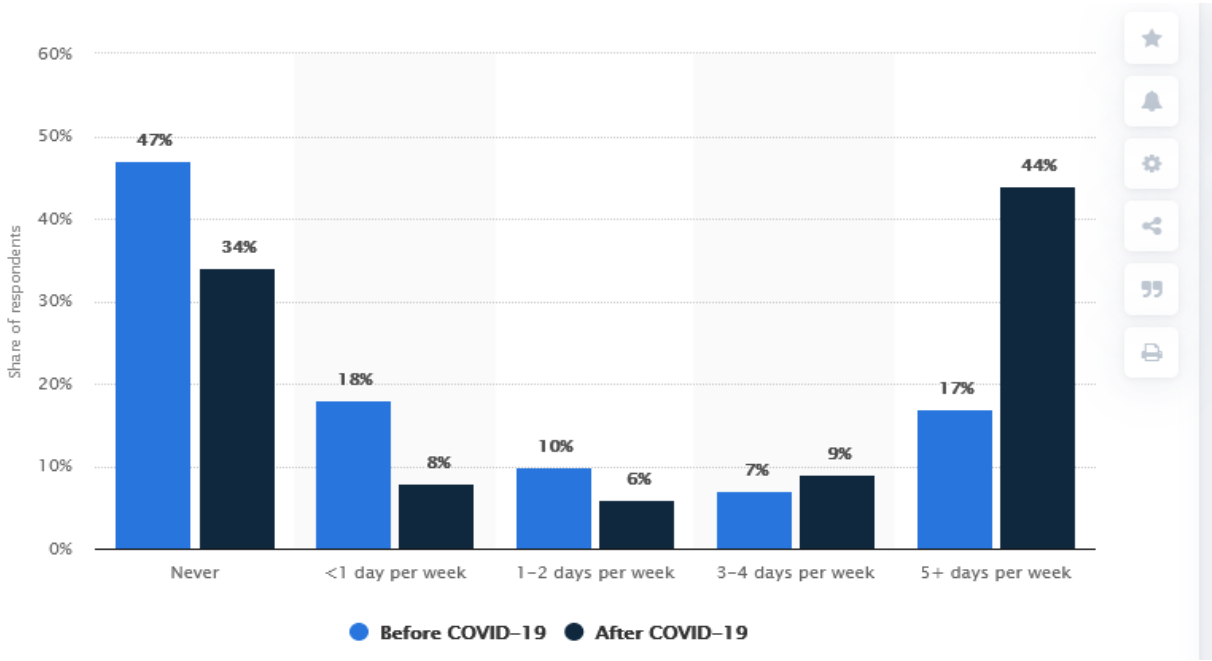


Figure 1: Trends pertaining to WFH practice prior to and following the Covid-19 upsurge

Source: (Globalworkplaceanalytics.com, 2020)

A similar pattern is also seen in the UK as the proportion of the workforce that has been primarily allotted WFH has seen a significant rise since Covid-19 upsurge (Ons.gov.uk, 2020). The same is presented in Figure 2 below. Thus, practicing WFH, owing to the upsurge of Covid-19, is something that has been adopted by business entities of nearly every nation that has experienced the disastrous impact of Covid-19.

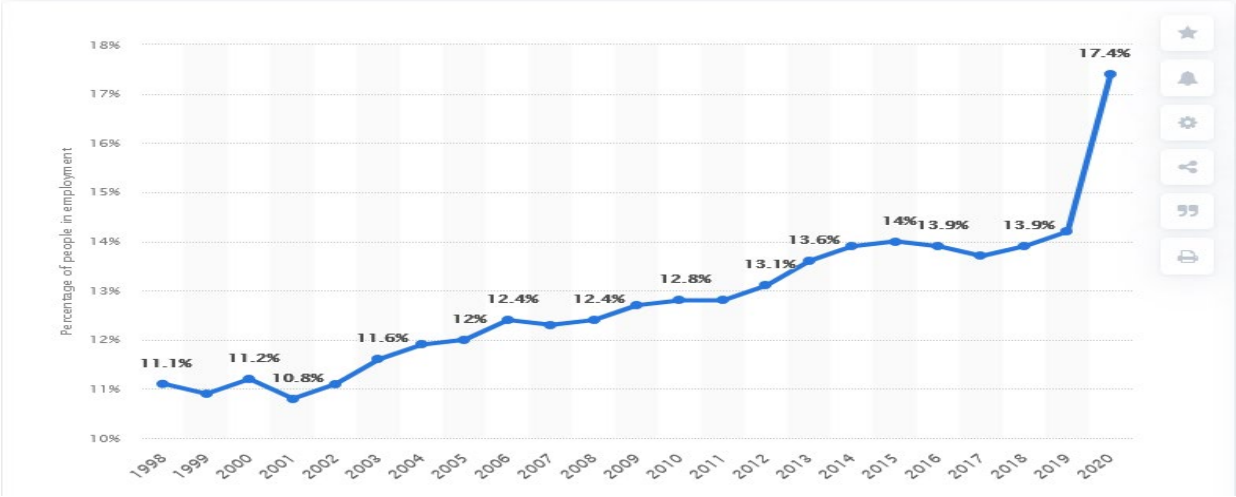


Figure 2: UK workforce that has been primarily allotted WFH after Covid-19

Source: (Ons.gov.uk, 2020)

Covid-19, so far, had multiple waves of virus infections where a large proportion of people got infected. Even those who got vaccinated during the first wave of cases were susceptible to the infection during the next waves as well. Many scientists have supported the preceding statement and concluded that there is, so far, no permanent cure for Covid-19, apart from practicing social distancing and safety protocols wherever required (Bernard et al., 2020). This has motivated many business entities to carry on with the trend of practicing WFH. They have admitted in the public eye that they desire to make WFH an entirely permanent practice. For example, Hayden Brown, the chief executive officer at Upwork, tweeted during the imposition of the first lockdown that the respective entity has planned to not shy away from the opportunity provided by WFH and therefore, embrace and leverage the 'remote-first policy' (Maurer, 2020). The same is presented in Figure 3. Other multinational corporations like Amazon, Spotify, and Airbnb, among others, adopted this same ideology as they also intend to practice WFH as a permanent working option (Baruah, 2022; Lufkin,

2022). However, this option will be offered for only those rules which support remote working.

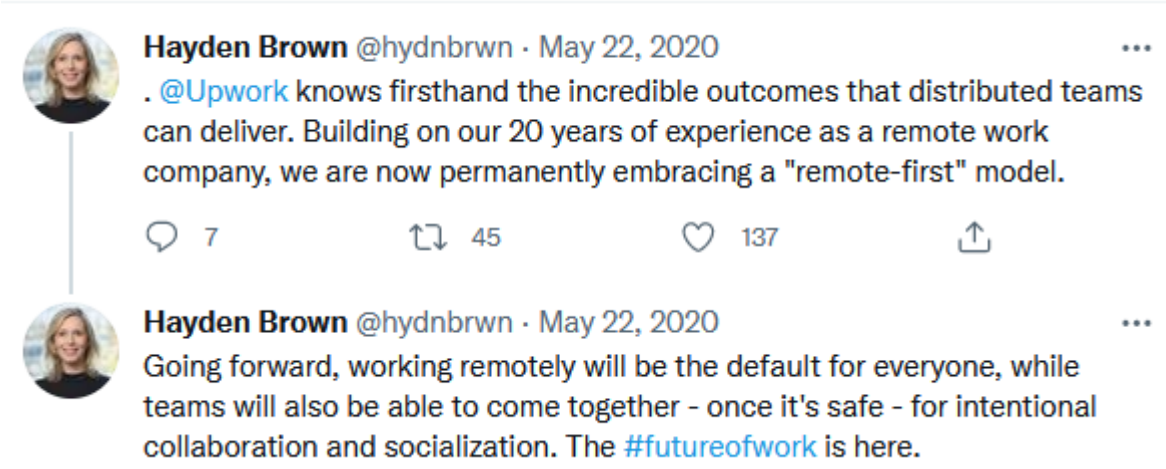


Figure 3: Upwork's confirmation towards practicing remote-first policy via CEO's tweet

Source: (Twitter.com, 2020)

Initially, the concept of WFH was greatly embraced by the pool of employees owing to its newness. Not only this, WFH is heavily considered to be extremely beneficial for the workforce even today. Available theory points out that employees are able to stay longer with their respective family members, work from the comfort of their home, save time that would otherwise be spent on traveling from the place of living to the office space, and also enhance their productivity levels (KUČERA et al., 2021). However, with time certain adverse elements of WFH came out in public. The available theory also points out these adverse consequences related to WFH. These consequences can be seen as a tag along with remote working. They include the need for such a workspace that has quietness, proper room as well as a suitable ambiance, lack of specific boundaries available between workspace and the employee's home space, a feeling of detachment from the work that is done by employees, and the

imbalance between private life and the working life leading to a disturbed work-life balance (KUČERA et al., 2021; Toniolo-Barrios and Pitt, 2021).

Since the upsurge of Covid-19, it's deductible that a great deal of attention has been diverted to those studies which focus on the pros of WFH and the cons which may be encountered by practicing WFH for extended periods of time. Moreover, a certain degree of attention has also been put on the savings over expenses associated with promoting remote working among employees as an outcome of Covid-19 (Barrero et al., 2021; Beno, 2021; Bighelli et al., 2022). Further, the resilience that is offered to the pool of employees by allowing them to work remotely has also been put under scrutiny, by many research scholars, as respective authors explore whether the offered resilience has helped the pool of employees or not, and even if it did help then to what extent (Shan and Tang, 2020; Mehta, 2021). Even after all the research and effort that has been conducted and put in, respectively, over the topic of WFH, the domain of employee productivity and how it gets impacted via WFH is something that needs further exploration. The same has been pointed out by Barrero et al. (2021) and Shan and Tang (2020) as well. Therefore, the primary motivation behind conducting this research is to present a better contemplation regarding the influence that WFH has put on the productivity levels of the employees.

1.2 About The Company:

This report’s author worked at Omega Shipping Agencies Private Limited. Omega Shipping is an entity that is a part of the Abrao Group, an Indian player in the shipping and pertinent market, and works as a Liner Agent for the

respective group. The companies which make up the Abrao Group offer services in the shipping line, end-to-end logistics, shipping software customized as per the needs of the client, ship-to-ship transfer, and other domains (Abraogroup.com, 2017a). The customer base of Abrao Group extends over different geographies, and industry domains, and differs from small as well as medium-sized enterprises to multinational corporations. The group strives to offer its customer base an experience that promotes high customer satisfaction, irrespective of the type of service. The group has its companies spread over 20 different locations and can be seen as a one-stop-shop for each and every export-import need of clients (Abraogroup.com, 2017a).

Omega Shipping is a liner agent at Abrao Group and is responsible for the representation of shipping lines which further facilitate ocean carriage. Certain services that are offered by Omega Shipping are equipment monitoring, vessel operations, documentation, equipment control, and port agency services, among others (Abraogroup.com, 2017b). Omega Shipping has its presence in the market and is an exclusive agent of Wan Hai Lines, abbreviated WHL, since 1996. WHL is a shipping company that was established back in 1965. It is headquartered in Taiwan and is majorly regarded among the largest market players in the industry of container shipping. The service network of WHL is among the most comprehensive and intensive throughout the Asian continent (Wanhai.com, 2022). By the end of the year 2016, WHL reported that the revenues earned by the entity and the net profits of the entity have surpassed the figure of NT$ 57 billion and NT$ 11 billion respectively. The entity has been running 15+ independent services, 20+ joint services as well as 8 slot charter services. The services that are offered by WHL are spread across South-East

Asian countries (Thailand, Indonesia, Philippines, Singapore, Malaysia, Vietnam, Myanmar, and Cambodia), the Indian subcontinent (India, Pakistan, Sri Lanka, and Bangladesh), middle eastern countries, USA as well as South American countries (Mexico, Guatemala, Columbia, Ecuador, Peru, and Chile) (Omegaship.com, 2017a).

Therefore, the underlying reason behind Omega Shipping's individual presence is being an exclusive agent of WHL. The existing partnership between both entities has significantly grown since its inception, which has further glorified the image of Omega Shipping in the domain in which it operates. The entity is present at each and every major port in India for supporting the business operations of WHL. The present reach and dominance of WHL are primarily because of Omega Shipping and the potential growth in WHL's reach, such that it becomes a key player in the Indian market as well, which will only be achievable if it continues its ties with Omega Shipping.

The office network of Omega Shipping is spread over 12 different cities which are responsible for two different types of operations. These operations are port operations and inland operations respectively. The cities which have offices for port operations are Tuticorin, Kochi, Vishakapatnam, and Pipavav, whereas the cities which have offices for inland operations are New Delhi, Baroda, Jaipur, Nagpur, Ludhiana, Hyderabad, Ahmedabad, and Bengaluru (Omegaship.com, 2017b).

The author of this report discovered that the management at Omega Shipping has been encouraging its pool of employees to start working from their respective homes since Covid-19 upsurge. Not only this, but the respective

entity has also switched to a WFH approach for a majority of its business functions. However, this practice of the management at Omega Shipping has been appreciated or criticized by the pool of employees as per the pros and cons that are perceived as well as experienced by the workforce, respectively, while working from their respective homes. Therefore, the motive of this respective research is to explore how WFH influences the productivity levels of the pool of employees that are employed at Omega Shipping Agencies Private Limited.

1.3 Aim

The purpose of the report is to examine the impact of Work From Home on the productivity of employees.

1.4 Objectives

The research objectives are as follows:

- To examine the perceptions of employees working at Omega Shipping about Work From Home Practices.
- To determine the benefits, as well as drawbacks associated with Work from Home.
- To offer recommendations to Omega Shipping such that employees' problems pertaining to Work From Home could be addressed, leading to an improvement in employees' productivity.

1.5 Research Questions

- How is the productivity of employee determined?

- How is the employees' productivity influenced by Work From Home?
- How Work From Home impacts personal lives of employees?

1.6 Significance of the Project

Following the Covid-19 upsurge, business entities all around the globe have significantly increased their practice of adopting WFH. As mentioned earlier, plenty of businesses are heavily inclined towards continuing the practice of WFH even in the post-covid era. There exists a decent amount of research on this concept, but the research that helps in contemplating the influence that WFH has is still not available in a decent amount (Barrero et al., 2021; Bighelli et al., 2022; Shan and Tang, 2020). As an outcome, this research becomes important for administering an exploration of the favorable attributes as well as the adverse consequences of WFH over the pool of employees employed at Omega Shipping. The underlying reason behind administering this research is to offer input to the existing as well as limited literature on WFH and how this practice can influence the performance levels of the workforce. Moreover, a contribution to the literature on how WFH influences motivation levels among the workforce will also be made via the aid of this respective research. Therefore, it is argued that this report will present a contemplation over the elements, pertaining to WFH, for the employees employed at Omega Shipping.

Chapter 2 - Literature Review

2.1 Introduction To Literature Review

This chapter will review the literature to develop the conceptual framework. Firstly, the literature on workplace flexibility will be presented. Further, the literature on work from home will be reviewed in the literature. Following this, literature review on key aspects that influence work from home such as work stress, job satisfaction, and employee productivity will be discussed. Following this a conceptual framework will be prepared. Lastly, a conclusion summarising the literature review will be offered.

2.2 Workplace Flexibility

The popularity of workplace flexibility, as a practice, is at an all-time high all around the world, particularly after the first wave of Covid-19 was experienced by the nations. Business entities have been leveraging this concept a lot after the outbreak of the virus. As per this concept, the workforce that is employed at a business entity is offered an alternative to carry on with its work such that it falls in line with its respective responsibilities as well as the individual lifestyle of employees. To put it simply, the essence of the job gets altered from the basic 9 to 5 routine to working as per the workforce's convenience due to workplace flexibility. Modern business entities are now prioritizing the adoption of workplace flexibility such that it becomes an integral part of their organizational culture (Smith et al., 2019). Promoting flexibility at the workplace makes the management of the business entities contemplate when and even how the performance, as well as productivity levels of the workforce, are best. Further, their dependence on the circumstances every individual, that makes up the workforce, is facing also gets contemplated. As per this thought, it is

deductible that the important point is the completion of work and not that its completion took place only because of a particular environment (Palvalin, 2017). Workplace flexibility can be achieved by practicing its various versions. These versions are WFH, pre-decided shift start time and end time, moonlighting, shared employment, sabbatical, paid maternity or paternity leave, paid time off from work, and caregiver leave (Golden et al., 2020). The youth of today, along with female candidates, are the ones who prioritize workplace flexibility and therefore, they are the most likely to apply for a job at those business entities which support workplace flexibility. It is also possible that a talented pool of those employees who prioritize workplace flexibility refuse to join a particular business entity if it does not promote workplace flexibility.

Offering flexibility to the workforce is a practice that is spreading like wildfire across businesses. Flexibility, as a term, has a broad definition and with respect to the domain of business, it is utilized for defining any job whose essence does not fall in line with that of the orthodox 5 days a week, 9 to 5 working hours job structure. Today's digital world has made professionals capable of asking for flexibility in their job. Still, more than 40% of the business entities all around the world do not offer workplace flexibility by not assigning their employees WFH. However, this stated scenario has been changing since 2005. In a span of 15 years, the proportion of the workforce that has been assigned WFH has seen a rise of nearly 140% (Golden et al., 2020). In this case, those entities which have a business of small size have put in significant effort towards promoting workplace flexibility as more than 65% of such businesses offers flexible working options. In the USA alone, more than 4 million people have been leveraging WFH, whereas the proportion of part-time employees across the UK

has crossed the figure of 8.5 million in 2019. This figure was around 6 million back in 1992 (Ons.gov.uk, 2022).

Those employees which have full-time employment are not used to workplace flexibility, as a concept. However, the higher management at business entities has been lately embracing the concept of offering flexibility to their full-time employees as well in an attempt to introduce them to workplace flexibility. A statistic presented by Builtin.com (2021) mentioned that more than 60% of business entities around the world offer the WFH option to their respective workforce and among all the nations which do so, Germany has the biggest proportion of global businesses which offer workplace flexibility.

Upon going through the extent to which employees feel satisfied while doing their work, more than 85% of employees stated that workplace flexibility has been extensively beneficial for them as the stress that they experienced from work has lowered to a greater extent. In addition to this, almost 90% of employees believe that the offered workplace flexibility has been extensively beneficial for their standard of living. Furthermore, 75% of employees desire to stick to their current employer if the employer starts offering workplace flexibility to them. Moreover, those business entities which offer assignment of WFH to their workforce have to deal with an employee turnover rate that is less than 25% compared to those which do not (Builtin.com, 2021).

However, workplace flexibility is susceptible to certain problems as well. Nearly 75% of employees, which make up the workforce, are unhappy with their employers as they are not ready to provide them with an internet allowance for being assigned WFH. In addition to this, more than 45% of employees have

pointed out that they desire to interact with their colleagues as they miss human interaction due to WFH. Moreover, more than 80% of higher management personnel agreed that the level of concern pertaining to productivity levels and focus of the workforce has increased as employees have started working remotely (Builtin.com, 2021).

It is indeed deductible that the reason behind the growing popularity of workplace flexibility among businesses is the multiple benefits that it offers. Employees have also stated that WFH has limited the extent to which they get distracted while doing their work. Moreover, many have agreed on the fact that remote working lowers the stress that is experienced from the work. The pertinent benefits of WFH are highly leveraged by employers as they save nearly USD 11,000 on an annual basis (Smith et al., 2019). Nearly 45% of employees who believe that workplace flexibility has been extensively beneficial for them have lowered their absence levels compared to those who do not believe that workplace flexibility has been beneficial for them. It's believed that nearly 75% of departments will start practicing WFH on a permanent basis by the year 2028 (Builtin.com, 2021).

From the literature mentioned in this sub-section, it is indeed deductible that remote working presents the various benefits which workplace flexibility offers. However, the presence of pertinent data on how productivity levels of employees get influenced via workplace flexibility is not in abundance. In this research, the focus is one type of workplace flexibility, i.e., work from home.

2.3 Work From Home (WFH)

WFH originally came into existence in the 1970s, it was known as telework, which loosely can be defined as work done remotely with the use of technologies (Dey et al., 2020). Many scholars thought that the primary motivation for the WFH idea was telework or even telecommuting (Faulds and Raju, 2021; Savić, 2020). The notion of telecommuting, according to Davis et al. (2021), is indeed a research area since it affects how much time an individual spends at work and in their post-work lives. The individual's social and private lives saw both pros and cons as an outcome of this shift in working habits. Karanikas and Cauchi (2020) defined telecommuting as work that can be completed from any location with the use of IT equipment.

Among the primary attractions of the WFH concept is the ability to devote substantial time to caring for dear ones in times of need (Chakraborty and Altekar, 2021). Other perks that WFH provides to various employees include individualised time management, multitasking smartly, and resilience to function on a dynamic basis (Khazan, 2020; Kim and Hollensbe, 2018). The outcomes of the research to date suggest that working remotely boosts an employee's performance, lowers employee turnover rate, and raises their overall satisfaction levels (Schade et al., 2021; Prodanova and Kocarev, 2021).

During the Covid-19 upsurge, both public and private business organisations offered remote working options to most of their employees (Chakraborty and Altekar, 2021). Even though working remotely has been proven to have pros and cons for both individuals and businesses in terms of effectiveness, influence on Quality of work life, and several other areas (Karanikas and Cauchi, 2020; Savić, 2020).

According to present research, WFH enhances employee satisfaction inside the corporation (Khazan, 2020; Kim and Hollensbe, 2018; Savić, 2020). The authors emphasised that maintaining a balance between private and working life within the workforce might be favorably influenced by working remotely (Davis et al., 2021). On the opposite hand, the outcomes of much other research indicate that working remotely might have a major impact on the anxiety levels of staff members owing to the autonomy that the workplace gives.

The argument stated by Savić (2020), particularly emphasises that working remotely may allow professionals to invest more quality time with their family and friends and make personalised modifications to their work life and private life, which can be linked to the differences in points of view (Savić, 2020). This will lead to personnel feeling more satisfied in their different positions. However, according to a different study which was published by Karanikas and Cauchi (2020), working remotely is fraught with a variety of personal interruptions brought on by everyday life, which generally has a detrimental effect on the efficiency of the team members. Additionally, the experts further believe that the blurring of the boundaries between the constraints of the work life as well as the constraints of the post-work life creates obstacles in peoples' personal lives (Karanikas and Cauchi, 2020). Thus, it may be concluded that working remotely might adversely influence the degree of job satisfaction among employees.

2.4 Work Life Balance

A balance between private life and work life is typically seen as the incorporation of balance between a worker's profession along with his or her domestic life (Barber et al., 2016). This worldview is built around the concept

that to achieve success in life, one's private and work lives must complement one another. Some instances demonstrate how men support their spouses by handling their household duties, raising children, as well as other obligations, leading to a range of pertinent work-life balance and satisfaction results. Additionally, remote working enables employed couples to focus on their children (Sirgy and Lee, 2018), despite having an adverse influence on their working life owing to the disturbance caused by the children (Arenofsky, 2017).

The interaction of a person's professional and private lives could have beneficial or detrimental effects on how well the person has done their job. A skewed balance between an individual's professional and private lives would ultimately lead to decreased job performance and growth (Lewis and Beauregard, 2018; Barber et al., 2016). The dearth of facilities needed to execute obligations for the workplace and at home also worries employees. In a previous study published on the subject, Khan and Fazili (2016) highlighted how balance in work-life has a favorable influence on an individual's performance and is significantly associated with vocational satisfaction. According to the authors (Khan and Fazili, 2016), balance in work-life motivates personnel to undertake more duties.

Experts claim that Balance in work-life leads to people feeling less agitated and anxious, which makes it convenient for them to carry out their responsibilities and enhances production (Barber et al., 2016). Additionally, data reveals that the dearth of balance in work-life causes a great level of anxiousness, making it very difficult to dwell on the existing issue. Moreover, employee productivity level diminishes considerably as a by-product of their inability to maintain an emphasis on their tasks (Sirgy and Lee, 2018).

2.5 Work Stress

The circumstances where the brain's ability to function, thought process, and some other emotions are influenced could be characterised as stress at work (Chu et al., 2022). The main cause of job-related stress is indeed the discrepancy between the types of resources needed to do the work and the proportion of tasks that need to be done. Because of this, the organisation's workforce experiences low job satisfaction (Dockery and Bawa, 2020).

Workplace stress during the WFH scenario can result in a diverse array of adverse effects, including an escalation of pressure, position-related disputes, unhappiness with the job's current role, role conflicts, and more. Karanikas and Cauchi (2020) argue that a high-stress job role can hinder an employee's ability to feel fulfilled with what they do. Additionally, the decreased workforce productivity inside the organisation is another effect of work stress (Karanikas and Cauchi, 2020).

2.6 Job Satisfaction

The proper kind of link between the employee's expectations of a job and the essence of the task that the employer delivers can be used to define whether a job is satisfying in any given capacity (Faulds and Raju, 2021). It is regarded to be among the primary pros that remote employees enjoy, according to several academics (Chu et al., 2022; Faulds and Raju, 2021).

The employees' view of their satisfaction with their jobs can be determined by a multitude of factors, from having a good day at the workplace to receiving a favourable evaluation. In the eyes of the client, considering their current employment, these qualities provide the employees with a certain sense of

accomplishment and satisfaction (Chakraborty and Altekar, 2021). If an author uses the words "WFH," maybe they are just referring to the development of a strategy that can support the creation of a type of job that raises balance between private life and work life among an organization's workforce (Barber et al., 2016).

Increased levels of satisfaction are among the important factors that might inspire creativity among an organization's employees in a WFH context and discussing strategies to suggest innovation might be seen as a wise endeavour to increase overall job satisfaction level (Lewis and Beauregard, 2018).

2.7 Employee Productivity

The proportion of tasks that the employees successfully do in a specified length of time can be used to explain the workforce output (Barrero et al., 2021). There have been multiple studies conducted by authors discussing the various elements that have an impact on the effectiveness of the staff in businesses (Gorlick, 2020; Wilson, 2021). A favorable impact on the organization's total productivity can result from the increase in workforce output.

The corpus of research has conclusively proven that workers who experience significantly less overall workplace stress produce more as a unit (Van Der Lippe and Lippényi, 2020). Less stressed people are much more likely to concentrate on their tasks, which increases their daily output (Barrero et al., 2021). After reviewing this literature, it may therefore be concluded that when organisations place their priority on ensuring that their staff feels reduced amounts of working stress, the productivity of their workforce increases.

Aside from the stress associated with work, the research that is now accessible emphasises that employees seek a balance between private life and work life throughout their professional position as well. In comparison to organisations without a working culture that promotes this balance, the review finds that organisations with a culture that is centred on creating high amounts of balance between private life and work life amongst a workforce see lower rates of turnover (Lewis and Beauregard, 2018). Such elements have aided in the overall improvement of the working population and business performance (Wiradendi et al., 2020).

In accordance with Dockery and Bawa (2020), employees who are happy with their jobs exhibit a higher degree of loyalty to the company. Furthermore, the productivity level of the worker is raised as a consequence of just the workforce's greater pleasure (Gorlick, 2020; Wilson, 2021). The assessment so emphasises this because when employees of a certain organisation work together because of reduced levels of working stress and incredibly high balance between private life and work life, with increased job satisfaction, the workforce's overall productivity improves (Faulds and Raju, 2021).

2.8 Conceptual Model

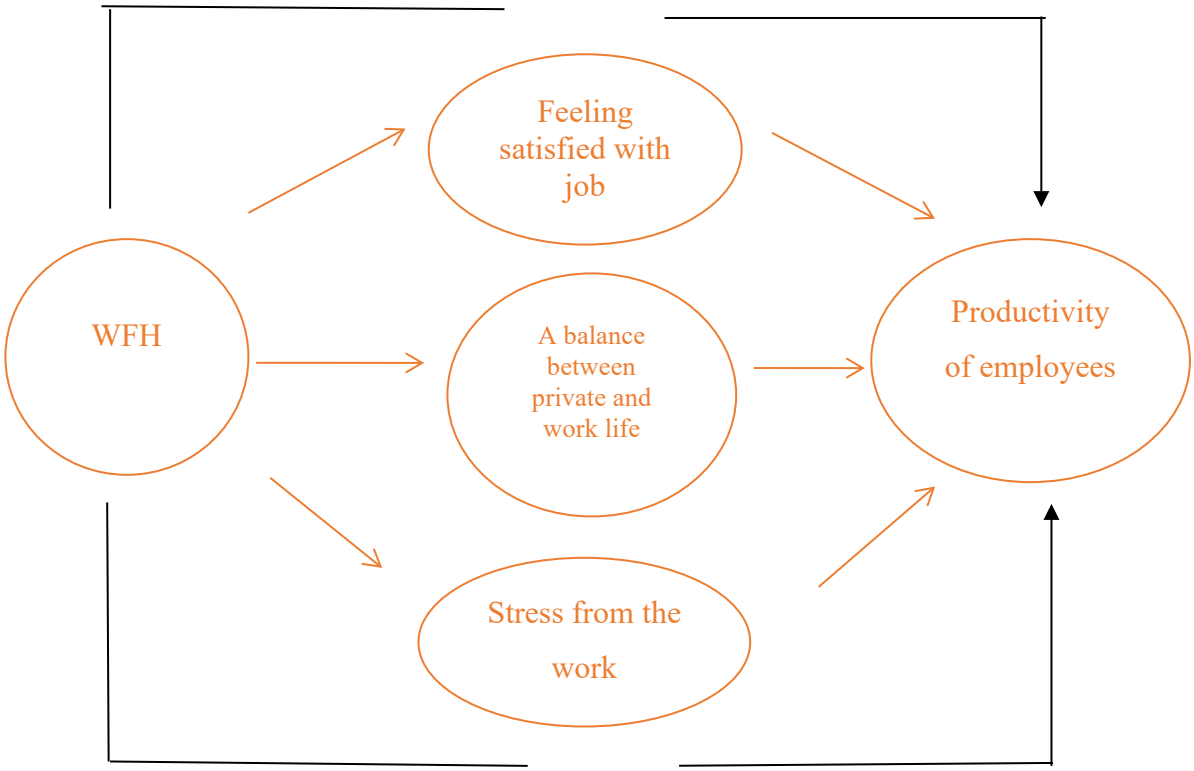


Figure 4: Conceptual Model

Source: (Self-Made, 2022)

The above-mentioned conceptual model is hereby created after the review of the literature. The conceptual model shows that working remotely may have a considerable, favorable or detrimental impact on employee well-being, the balance between private and work life, and job satisfaction which affects the employees' productivity, favorably or adversely.

2.9 Summary of the Literature Review

The literature review has informed about workplace flexibility is now a popular practice due to one of its versions, which is working remotely. The review then informed about the origins of work from home and how the concept of work from home has found increased acceptance in companies. Further, the review

has informed that the concepts of work stress, job satisfaction and work life balance have substantial influence on employee productivity. Based on the review, a conceptual framework is prepared which suggests that WFH could have a favorable or detrimental impact on employee well-being, the balance between private and work life, and job satisfaction, which in turn determines the influence on their overall productivity.

Chapter 3 - Research Methodology

3.1 Introduction

Presenting a research methodology while administering research is crucial as it makes the work legitimate. Further, the outcomes obtained after conducting the research are scientifically sound thanks to the research methodology (Indeed.com, 2022). The research methodology that was adopted for the research here will be presented and pondered upon in this section of the report. This will include the research philosophy and the research approach that was adopted for this research. Further, the kind of method that was adopted for gathering the data and for analyzing this gathered data will also be presented. Following this, the ethical considerations which were religiously taken care of during this research will be presented. At last, this section will conclude with a presentation of the constraints of this respective research.

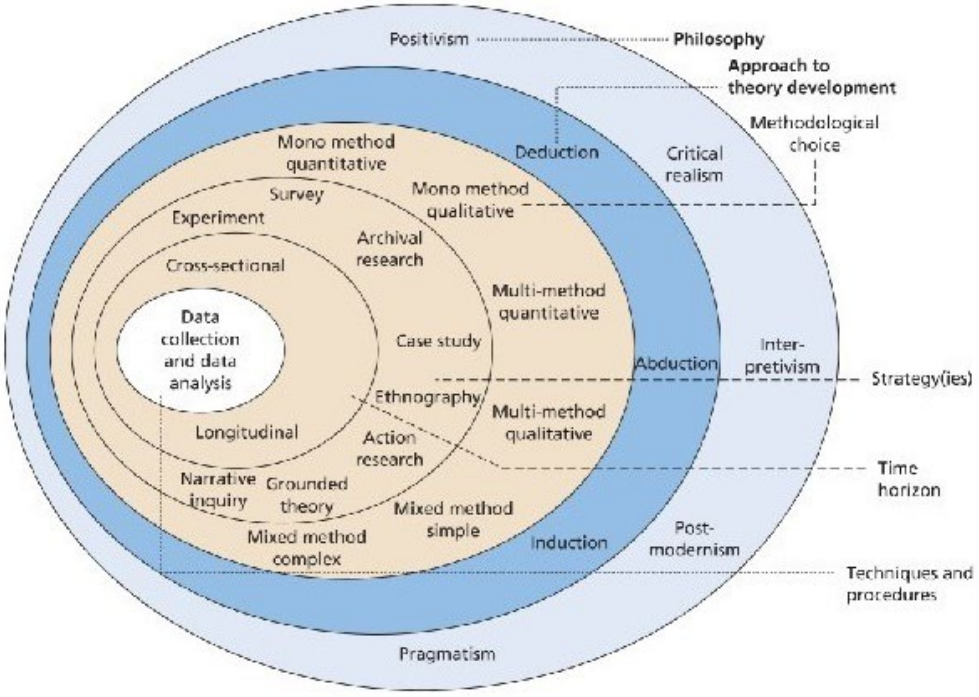


Figure 5: Research Onion

Source: (Melnikovas, 2018)

3.2 Research Philosophy

The belief pertaining to the method that must be employed for gathering, analysing as well as using data about a specific phenomenon is what research philosophy is (Melnikovas, 2018). There exist four various philosophies which can be adopted for administering research. These philosophies can also be seen in Figure 5.

The first philosophy is termed positivism. Those who practice positivism believe that reality, in general, supports stability and this reality could be discovered and explained from the point of view of an object (Park et al., 2020). Positivists further believe in isolation of the phenomena and repetition of the observations. The essence of this type of philosophy is highly qualitative and it considers variations in just a solo independent variable (Park et al., 2020). The qualitative essence pertaining to positivism was the primary factor behind the rejection of this philosophy for this research.

The second philosophy is termed interpretivism. Those who practice interpretivism believe that reality can only be contemplated through some sort of subjective interpretation and not from the point of view of an object. Further, the concept believes that an intervention is required within reality for its full contemplation (Curry, 2020). Each interpretation is valuable as it is nothing but a part of the knowledge that is pursued by the author. Interpretivism further believes in non-isolation of the phenomena as any phenomenon is susceptible to having more than one interpretation (Curry, 2020). However, the individual interpretation is governed by the point of view and thought process of an

individual, which is susceptible to change with changes in the environment. Therefore, there exists a constraint pertaining to this philosophy that it is susceptible to an extent of biasness from the author's side.

The third philosophy is termed realism. Those who practice realism believe that there exists no dependency between reality and the mind of humans. Those research's which are built around realism consider the available research as the development of available knowledge (Hoefer and Martí, 2020). Scholars have segmented the concept of realism into two separate segments. The first segment is termed direct realism. According to this segment, one's point of view of the world is built around one's personal senses. The second segment is termed critical realism. According to this segment, one's point of view through one's personal senses is susceptible to deception, and the portrayal of the world through this is questionable (Hoefer and Martí, 2020). However, the idea of no dependency between reality and the mind of humans neglects the part played by emotions. For this research, the emotions of the workforce pertaining to WFH are crucial. Therefore, ignorance towards the emotions showcased by humans was the primary factor behind the rejection of this philosophy for this research.

The fourth and last philosophy is termed pragmatism. Those who practice pragmatism believe that the relevancy of concepts is solely dependent on the support they offer to actions. Pragmatists believe that owing to the existence of multiple points of view in this world, a single point of view is never enough to get the overall picture (Korte and Mercurio, 2017). This philosophy considers the research question to be the most crucial parameter of any research philosophy and sole study of the research question is enough to realize the

most suitable philosophy for any research. It is highly regarded to be an amalgamation of the positivism research philosophy and the interpretivism research philosophy (Korte and Mercurio, 2017). Pragmatists also believe that their own points of view are enough to successfully carry out the research. This belief system pertaining to pragmatism was the primary factor behind the rejection of this philosophy for this research as the point of view of the employees employed at Omega Shipping had to be explored for administering the research.

This research was primarily built around the point of view of the respective contributors, that is the employees employed at Omega Shipping. Further, each point of view was required to be considered valuable. As all this could be achieved by simply adopting the interpretivism research philosophy, it was recognized to be the most appropriate for this research. As an outcome, this research adopted an interpretivism philosophy for successfully concluding the research and accomplishing the respective research objectives. However, there existed a constraint pertaining to this philosophy that it was susceptible to an extent of biasness from the author's side. To take care of this constraint, the author ascertained that the outcomes of this respective research would get reviewed by the respective contributors.

3.3 Research Approach

The definition of a research approach has varied all along. However, a general-purpose definition of a research approach can be a basic plan that is adopted for administering a study. The research approach is widely categorized into two different segments. These segments are referred to when any research is

carried out and are termed deductive reasoning and inductive reasoning (Woiceshyn and Daellenbach, 2018).

Deductive reasoning is built around the formulation of a hypothesis as per the available theory. This is followed by designing a dedicated research strategy that tests the validity of the formulated hypothesis. It is argued by scholars that deductive indicates providing reasoning such that a particular concept can be deducted from a general concept (Cramer-Petersen et al., 2019). Any causal relationship that seems to be applicable in a particular theory could be true for multiple cases as well, and deductive reasoning has the potential to test whether this relationship stands true for multiple cases or not. A hypothesis is a crucial element of deductive reasoning. This hypothesis is solely built around insights of the concerned theory. In simple words, drawing out conclusions from a hypothesis is what deductive reasoning is all about. When practicing deductive reasoning, an author begins by thinking of a theory that is built around the concerned topic. The author then narrows down the available information related to the theory, such that a hypothesis can be formulated. This hypothesis has to be tested in an attempt to successfully carry out the research. The observations which make the realization of the concerned hypothesis possible are also collected. Ultimately, the observations that are available to the author, in the end, help the author in concluding whether the hypothesis initially formulated could be confirmed or not (Brisson and Markovits, 2020).

Inductive reasoning is built around observations that are leveraged to carry out the research and present theories based on the initial observations. The workflow in inductive reasoning is the logical opposite of that followed in deductive reasoning. It is heavily argued by scholars that inductive indicates

making use of observations such that theories built around the observations can be formulated along with the hypothesis supporting identified theories. Therefore, no hypothesis is applied during the beginning of inductive reasoning (Pellegrino and Glaser, 2021). Overall, this reasoning aims to get insights pertaining to available data such that the patterns and various relationships which are present in the available data get identified to obtain the theory on which available data is based. When practicing inductive reasoning, an author detects patterns from available observations, formulates the possible hypothesis, and ultimately draws conclusions by going through the formulated hypothesis (Stephens et al., 2020).

As it was argued by authors that the research that helps in contemplating the favorable attributes, as well as the adverse consequences of WFH over the pool of employees, is still not available in a decent amount (Barrero et al., 2021; Bighelli et al., 2022; Shan and Tang, 2020), practicing inductive reasoning for this research was decided to be a great alternative by the author. The underlying reason behind practicing inductive reasoning was that contributors of this respective research presented their points of view during this research, which were treated as observations during data analysis. These observations were leveraged for the derivation of pertinent theories. As an outcome, this research practiced inductive reasoning.

3.4 Research Strategy

A research strategy can be seen as a stepwise action plan which offers a direction to the efforts put in by the author while administering research. Such a strategy enables the author to carry out the research in a systematic fashion as well as in a timely manner. The successful practice of research strategy

helps in producing quality final outcomes and an expressive and insightful report. It is crucial to point out the aim of the research, its objectives, crucial variables, and pertinent research questions if the best research strategy must be identified by the author (Rahi, 2017). Certain strategies which could be practiced by the author while administering his or her research are given below:

Survey: This strategy makes use of surveys that are formulated and distributed to the contributors. Surveys help in data collection. This data gets statistically analysed during data analysis for drawing valuable research conclusions. Even though multiple strategies are available for administering research, making use of surveys is among the most tried and trusted strategies. Many consider them to be extremely effective. Traditionally, this strategy is seen as a quantitative approach leveraged for collecting valuable data from a pool of contributors. These contributors are asked multiple questions via a medium, that is survey. This strategy presents quick information pertaining to mainstream topics. A major pro associated with the usage of surveys is that specific answers can be easily collected through them. When the size of the contributor pool is extremely limited, making use of direct interviews instead of surveys is a common practice (Rahi, 2017).

Experiment: This strategy makes use of scientific methods for administering research. It is built around administering experiments whose outcomes are leveraged to draw conclusions. The author attempts to validate the hypothesis of interest by administering pertinent experiments. Research carried out using this strategy is also termed causal research as this research designs the cause-and-effect relationship that exists between the variables that have been studied. This research has a wide application in the domains of psychology as well as

education. When experimental research is carried out, it should be assured that it happens in an environment that is controlled (Rahi, 2017). Data collection, as a process, goes on till the experiment is completed.

Action Research: This strategy requires inputs from the author as well as the client as both the entities collaborate to diagnose the problem of interest and ultimately develop the solution as per the obtained diagnosis. This research strategy assumes that society has an essence that changes constantly and the author as well as the client, or the research subject, are also a part of the society (Rahi, 2017). There are certain pros associated with the practice of this respective research strategy. It offers a high degree of relevance to business problems. Its applicability is available in both qualitative and quantitative data. Further, it offers a deeper understanding of the concerned problem. However, there are certain cons associated with the practice of this respective research as well. This strategy does not have a strong repetitive essence; thus, a great deal of effort has to be put in by the author. Delayed completion of action research is nothing new owing to the complexity associated with it.

Archival Research: This strategy includes a diverse set of activities that could be applied and practiced for facilitating the exploration of concerned documents as well as materials that have textual scripts. These documents and materials can belong to for-profit and not-for-profit organisations. It is heavily argued that archival research is generally built around those methods which involve the exploration of historical documents. A document can be categorized to be historical if its date of creation is in past and if it offers access to the organisation's data that otherwise would not have been possible. However,

usage of this strategy is not limited to historical documents (Ventresca and Mohr, 2017).

Ethnography: This strategy permits authors to take a deep dive into the cultures as well as society as they make up the basic part of the experiences of humans. The author gets extremely involved in the research if he or she decides to practice ethnography as the research strategy. This first-hand engagement permits the author to collect pertinent data from the respective research subjects. Ethnography is practised as a strategy for administering research in a variety of domains. This includes anthropology, education as well as various management-oriented domains (Kian and Beach, 2019; Moisander et al., 2020). This high degree of resilience in ethnography's usage indicates that utility pertaining to this research strategy has been realised when a better contemplation of the social as well as cultural dynamics must be obtained.

Grounded Theory: This strategy aims to recognize problems that are present in a particular business environment. Further, it informs how the involved entities can efficiently take care of the problems. The objective of practicing grounded theory is to draw out, test, and then again draw out the prepositions until and unless a pertinent theory is available at hand. Grounded theory, as a strategy, has properties that contradict the properties of experimental research strategy. If an author settles on practicing grounded theory in his or her research, then special emphasis must be put in while selecting the cases for the concerned research. Further, while analysing the available data the categories, which are the groups having similar concepts that have been generated for producing the relevant theory, that will get developed will hint to new cases that further continue data collection. Therefore, it’s confirmed that

when grounded theory is practiced the primary objective of sampling is to carry on with theoretical enquiry until a saturation point is reached (Guetterman et al., 2019).

Case Study: This strategy offers an empirical as well as deeper contemplation about the entity of interest. This entity can be an individual, a group of individuals, or an entire business entity. If the 'how' or 'why' pertaining to the entity of interest has to be answered, the author must go with a case study research strategy without any second thought. Causal relationships which exist in real life can be easily contemplated via the aid of a case study. Generally, such relationships have a highly complicated essence and the usage of a survey, or an experiment fails miserably when these relationships are tried to be decoded through their assistance. Just like every research strategy that has been mentioned prior, a case study also requires question-making, logical thinking, data analysis, and ultimately the interpretation of final outcomes. The usage of a single case or several cases depends on the essence of the concerned research that is being carried out by the author. This strategy is highly practiced by authors, irrespective of their domain, owing to the ease it offers in finding key insights (Rahi, 2017).

Initially, the author decided to leverage the option of a survey research strategy. However, owing to a scarce population of employees, working at Omega Shipping, who were assigned WFH, the author decided to switch to interviewing. The same has also been pointed out while explaining the survey research strategy. Therefore, the research strategy that was practiced for this research was the interview method. A combined total of 20 employees were assigned WFH and these 20 employees were the target contributors of this

respective research. All 20 were sent the invites to interview. However, owing to certain reasons, the sample size shrank to 5 contributors. 3 contributors had a willingness to not participate, 7 contributors had a busy schedule, and 5 contributors had a personal reason to not participate.

A deeper contemplation of the employees' problems pertaining to WFH was required for this research's success. Further, pertinent as well as quality data was required by the author to successfully obtain this deeper contemplation of the employees' problems pertaining to WFH. Both the requisites could get easily taken care of by practicing the interview strategy for this research and the same was done by the author. Therefore, interviews of the sample were administered by the author via the aid of video telephony software programs like Zoom or Skype. The underlying reason behind taking the aid of virtual interviewing was to promote remote contribution of the sample. Another reason was that everyone, from the interviewer to the 5 interviewees, was assigned WFH by their employer, that is Omega Shipping, which would have further complicated the physical interviewing process if it was practiced by the author. Therefore, virtual interviewing was practiced.

The format of the interview was semi-structured. Adeoye-Olatunde and Olenik (2021) define a semi-structured interview as a method that can be leveraged for collecting data by asking questions to the respondents. There is no order that is followed while arranging the questions in a semi-structured interview. This format was selected by the author because the questions of such interviews are built around a pre-defined thematic framework, and they help in administering qualitative research. As the author desired to contemplate the point of view of employees, employed at Omega Shipping, pertaining to WFH

as well as how it influenced their productivity levels via open-end questions, making use of a semi-structured format made sense. Also, the essence of this respective research was qualitative which further validates the decision.

Convenience sampling was adopted by the author to formulate the sample for this research. Rahi (2017) argues that convenience sampling must be adopted when the author desires to collect data from a pool of contributors that is available at the author's convenience. This sampling technique is very simple as well as very economical. Further, it facilitates the quick collection of the data as well. This technique was selected by the author because in the end only 5 employees, who were assigned WFH, agreed to take part in the virtual interview and these 5 contributors were ready for the interview at the author's convenience.

The structure of the virtual interview conducted by the author was such that every contributor had to answer 10 questions. Further, the author was not at all interested in the personal data of the contributors, and to make this clear, the author did not put any effort into collecting the contributors' personal data. The selection of the questions which made up the interview was done as per the available literature on the concerned theme. Another motivation behind the selection of the asked questions was to keep the length of the interview to a minimum and gather only precise data. On average, each interview got completed within the time span of 15 minutes and the total number of interviews that were carried out by the author was 5, the same number as the proportion of contributors.

3.5 Data Collection:

An organised process that is used to gather observations is what data collection is. Regardless of the domain in which the research is being carried out, collecting relevant data is a crucial parameter of every research as acquiring a first-hand insight into the concerned research problem is possible only through the collection of relevant data (Rahi, 2017).

The way data gets collected can even be primary or secondary. If the collected data pre-exists, then secondary data collection has been practiced. The data here isn't owned by the authors who have already leveraged the data and carried out any research. Data available over the internet, across libraries, or with business entities is secondary data. This data collection offers a pro over its counterpart and this pro is that it makes the entire data collection process highly cost-efficient owing to the ease of access related to secondary data, saving the author money. Although, a con associated with this method is that collecting the most recent secondary data is next to impossible (Rahi, 2017).

On the flip side, if the collected data does not pre-exist and is collected through interviews or some other medium, then primary data collection has been practiced. The most crucial parameter pertaining to this data collection is formulating the questions which need to be asked to contributors. However, the task of the author is not limited to formulating the questions as these questions require structuring as well as customisation according to the research's requirements. Lastly, the questions are distributed to contributors. Primary data collection overcomes the con associated with its counterpart as the most recent data can be collected through it (Rahi, 2017).

The author practiced primary data collection for research. The underlying reason behind practicing primary data collection was that the sole orientation of research was limited to Omega Shipping only. Primary data was collected by the author by administering interviews of contributors that were assigned WFH by Omega Shipping.

3.6 Data Analysis:

Virtual interviews of the contributors were administered by the author via the aid of video telephony software programs like Zoom or Skype. During these virtual interviews, responses that were given by the respective contributors were simultaneously jotted down by the author. Once jotting down the responses was accomplished, they were documented and organized by the author. After the documentation, each response was cross-checked. Here, the author asked the contributor to state whether the responses jotted down by the author were correct or not, as the author recalled the responses that were jotted down. The motivation behind doing this was to see to it that what the contributor desired to say was accurately contemplated by the author or not.

This research practiced a qualitative thematic data analysis to analyze the various responses of various contributors. Karavadra et al. (2020) argue that this type of analysis requires critical scrutiny of the qualitative data, which is available at hand, such that repetitive patterns can be recognized, analyzed as well as reported. Data can be expressed in an exquisite manner via the aid of this type of analysis. The underlying reasons behind practicing qualitative thematic data analysis were many. As mentioned previously, repetitive thematic patterns can be recognized, analyzed as well as reported through this type of analysis and this made it suitable for this research. The objectives presented in

the first section of this report could be achieved with ease if this type of analysis would get practiced. Further, scrutiny and analysis of the interview are best done when this type of analysis gets practiced. Therefore, the author was highly motivated to practice qualitative thematic data analysis

Upon practicing qualitative thematic data analysis, the themes which were reflected by the contributors, during their virtual interviews, were recognized and then analyzed. The pertinent framework on the basis of which these themes were recognized was how the practice of WFH has had an influence on the productivity levels of the pool of employees employed at Omega Shipping. Further, the formulated research question, that was presented in the first section of this report, was built around this as well. Therefore, themes that were reflected in virtual interviews were recognized as per the concerned framework. The contributors which were virtually interviewed were coded as C_1, C_2, C_3, C_4, and C_5.

For administering thematic data analysis, the software that was leveraged was NVivo. This software has an extensive application as far as qualitative data analysis is concerned and is developed by QSR International. The contributors' responses were jotted down on paper and then documented in Microsoft Word by the author. The work file was then imported into the respective software. After this, NVivo was used for exploring and analyzing the qualitative data. The software helped in successfully administering thematic data analysis. Relevant visuals pertaining to the analysis, that is hierarchy as well as explore charts, are presented in the section titled 'Appendix'.

3.7 Ethical Considerations

Research must be ethically sound to base the notion of science as well as human integrity. One must not attempt to practice unethical measures to carry out research, such that the research's completion disturbs the collaboration that takes place between science and the society by administering the said research (Reijers et al., 2018). However, a research's essence is heavily responsible for the ethical considerations to which it is susceptible. Likewise, this research was also susceptible to certain ethical considerations owing to its essence, and to make sure that these ethical considerations get dealt with, the author took appropriate measures.

Since the author decided to practice interpretivism research philosophy for administering this research and in addition to that, use virtual interviewing to collect pertinent data, the research was heavily susceptible to an extent of biasness from the author's side. In an attempt to take care of this concern of biasness, the author made sure that the contributors of the research get their respective interview transcripts. These transcripts included each and every response that was given by the contributors. By going through these transcripts, the contributors made sure that their true opinion got leveraged for administering the research and obtaining the desired insights. Further, it eradicated the possibility of any biasness from the author's side.

Another major ethical consideration was to make sure that contributors agree for taking part in the virtual interview on a voluntary basis. In an attempt to take care of this concern of voluntary contribution, the author made sure to convey to contributors that they need to participate only if they want to. Further, the author also conveyed that if the contributors desire to not provide their answers

to certain questions, then it was not a problem. Also, the author conveyed those contributors can quit the interview, prior to its completion, as per their wish. To further extend the comfort of contributors, the author also conveyed that the contributor's interview recordings are safe and once the report gets published, these recordings will be deleted in their entirety. Even though the initial sample of 20 contributors shrank to just 5 contributors, owing to various reasons mentioned previously, it's deductible that contributors eventually felt comfortable participating in virtual interviewing once the important points were conveyed to them by the author.

The author further made sure that personal data belonging to the contributors stay anonymous as well as confidential. By keeping personal data anonymous as well as confidential, it is meant that the names of contributors, their address, their respective email ids, and other details were not of interest to this research. The author requested the contributors to not mention any of their personal data during virtual interviews or while responding to the asked questions in an attempt to maintain integrity. Also, interview recordings were safely and securely stored inside the smartphone of the author to see to it that no one gets access to them. To be sure of this, the author used password protection as well.

Lastly, the author made sure that the privacy of respective contributors does not get breached, and to do so, a revelation of information pertaining to contributors' privacy was not done. Also, the author made sure that the data of this respective research gets used solely for educational motives, instead of fulfilling a commercial or a personal motive.

3.8 Research Constraints

The above-mentioned research methodology was susceptible to constraints. Making use of a qualitative data analysis technique compromised the objectivity of this report. Further, verification of obtained outcomes was also not possible owing to the adoption of this data analysis technique. As an outcome, practicing a technique that bases an amalgamation of qualitative as well as quantitative elements would have been a better approach for this research. However, adopting a data analysis technique with quantitative elements would have given highly questionable final outcomes owing to the extremely limited size of the sample.

Chapter 4 – Analysis and Discussion

4.1 Analysis

Upon analyzing the outcomes of virtual interviews conducted by the author, certain crucial insights pertaining to WFH as well as the productivity levels of employees are obtained. Also, certain themes are identified by the author to categorize as well as analyze responses that are given by the contributors during the virtual interviews. These themes are a fading boundary between office and home; problems pertaining to time management; stress; resilience and liberty; as well as productivity level.

- ❖ A fading boundary between office and home

Upon analyzing the responses that were given by the contributors of virtual interviews, it can be deduced that the boundary that exists between office space and home space has faded to a significant extent as the employees started WFH.

For example, C_1 commented that "*my wife requests me to go grocery shopping because I am sitting at home on my system"*.

C_2 commented that "*it is now a daily practice of mine to do home chores at the time working hours".*

C_3 commented that "*I categorize the work at my hand into 2 categories: first is a productive or an urgent work and the other is non-productive work. Before the Covid-19 upsurge, irrespective of the work that I used to do, I used to leave it at the office. However, now I must stretch my non-productive work sometimes for extended hours, like sometimes I am asked to organize a meeting, over a*

call, after the working hours even though it is for just a span of 10 minutes. Well obviously, I can take care of that but what about my own plans that I made for the night? This is so stressful".

C_5 commented that "*I just love those days when the load from work is lighter. I enjoy the comfort of my home and I help my family as well. But everything changes for me when the days start getting busy. That is when I regret the most that I am working from my home. Also, my presence at home has enhanced the expectations of my partner. She expects that I help her out by looking after children. Even when she tries to be supportive by asking me to continue my work, I feel that this is not at all appropriate. I simply get stressed out when the days get busy".*

Therefore, a key element that has been identified is that a greater proportion of contributors disliked the disturbance which they encountered in WFH. Further, these disturbances are encountered on a frequent basis by the contributors. Therefore, it's deductible that the balance between private life and work life of respective contributors gets adversely influenced on daily basis.

- ❖ Problems pertaining to time management

Another theme that surfaced upon analyzing the responses that were given by the contributors was that efficient time management is now highly problematic as employees started WFH.

C_1 commented that "*Prior to WFH, my schedule was very time-bounded as I had defined working hours and as an outcome, I never planned anything during my working hours. My entire focus used to be on my work. I used to make plans*

such that my working hours do not get compromised. The only time I used to get for other plans was on Sundays, Saturdays, or some other hours outside of my work. But now, it's different".

C_2 commented that "*Certain responsibilities which fall under my umbrella offer me the desired resilience such that I can get done with them later. Therefore, if some personal work has my attention my priority would be to procrastinate it. This strategy has worked in my favor but often it becomes difficult to manage, especially when my manager pressurizes me".*

C_3 commented that "*For me, efficient management of my time is something that I need to get better at"*.

While interviewing C_4, the contributor commented that "*It has now become extremely difficult for me to differentiate between my private life and my work life. This has led to chaos, and I often don't know what should be done by me. This problem has often resulted in me working overtime, which has become extremely frustrated now".*

C_5 commented that "*efficient management of my time is hard for me as well".*

Therefore, a key element that has been identified upon analyzing the responses given by contributors is that WFH has caused inefficient management of the contributors' time.

- ❖ Stress

Upon analyzing the responses that were given by the contributors it can be deduced that stress from work has reached new heights since the contributors started WFH.

C_1 commented that "*Working after the official working hours used to take place prior to Covid-19 upsurge as well. However, the frequency of overtime before the upsurge was less compared to now. This increase in the frequency of overtime is something that we as employees cannot do much about. To some extent, I am okay with it as well, but sometimes it gets too stressful".*

C_2 commented that "*I have not met the members of my team, face-to-face for a long time now. This has made me feel demotivated and often times I fail to wholeheartedly engage in my work. However, I keep on trying to manage things as I stay with my family members who keep motivating me to push through tough times".*

C_3 commented that "*I categorize the work at my hand into 2 categories: first is a productive or an urgent work and the other is non-productive work. Before the Covid-19 upsurge, irrespective of the work that I used to do, I used to leave it at the office. However, now I must stretch my non-productive work sometimes for extended hours, like sometimes I am asked to organize a meeting, over a call, after the working hours even though it is for just a span of 10 minutes. Well obviously, I can take care of that but what about my own plans that I made for the night? This is so stressful".*

C_4 commented during the virtual interview that "*I often feel that I am foolish. I have continuously questioned my ability for a long time, and I don't think that I will contribute to this world. Moreover, I question my competitiveness as well. The moment I started WFH, my depression levels shot up as staying home all day makes me feel that I am being unproductive, even though I am contributing*

to my employer. On the flip side, I have had multiple opportunities to chill with my life partner which I see as a pro of WFH".

C_5 commented that "*Coping up with stress from work is a tough task for me during WFH".*

Therefore, a key element that has been identified upon analyzing the responses given by contributors is that WFH has shot up the stress levels of employees.

- ❖ Resilience and Liberty

Another theme that surfaced upon analyzing the responses that were given by the contributors was that WFH offers a great deal of resilience and liberty to employees which they cherish a lot.

On this, C_1 commented that "*I prefer working after midnight. You won't be wrong if you call me a night person. I guess the reason behind my love for working after midnight is that I find nights very peaceful, and I believe that my productivity levels are at their peak during nighttime".*

Similarly, C_2 commented that "*WFH allows me to work without being worried about me getting monitored by my supervisor. Further, I feel good while working as I can do my work according to my own convenience".*

C_3 commented that "*WFH's* resilience *allowed me to cater to my wife's needs when she was pregnant. I did all that without worrying about my work".*

C_4 commented that "*The* resilience *offered while working on-site is nothing compared to the resilience offered in WFH".*

C_5 commented that "*As employees work from the comfort of their home, resilience is indeed cherished a lot".*

Therefore, a key element that has been identified upon analyzing the responses given by contributors is that WFH offers a great deal of resilience and liberty to employees of employees which they cherish a lot.

- ❖ Productivity Level

One more theme that surfaced upon analyzing the responses that were given by the contributors was that WFH has had an influence on the productivity levels of employees. Thus, when talking about productivity levels in WFH,

C_1 commented that "*When working during the day, my productivity levels are low* owing *to the disturbances I encounter at home. However, while working at night my productivity level increases. Thus, the time I select for work influences my productivity. For instance, sometimes I stay connected with my family while working in daytime which significantly hampers my productivity owing to differences between me and my family".*

C_2 commented that "*Productivity has a subjective essence. Sometimes I am extremely productive, owing to a limited disturbance at home, whereas sometimes I lack productivity. I believe that my productivity levels are best when working on-site. Therefore, I will prefer to work on-site if I want higher productivity".*

C_3 commented that *"In my opinion, Productivity and WFH do not go hand-in-hand. My capability to look after my home has indeed increased in WFH, but I*

believe this happened at the cost of my productivity levels. I seriously can't wait to start working on-site".

C_4 commented that *"My productivity got hampered owing to disturbances at home and inefficient management of my time".*

C_5 commented that "*I do believe I am not that much productive anymore as I was when I was working on-site. The primary reason for this is my inability to efficiently schedule my time as well as work".*

Therefore, a key element that has been identified upon analyzing the responses given by contributors is that WFH has adversely influenced the productivity levels of employees and they majorly think that working on-site will increase their productivity levels.

The identified themes and their respective outcomes are presented in a nutshell in Figure 6.

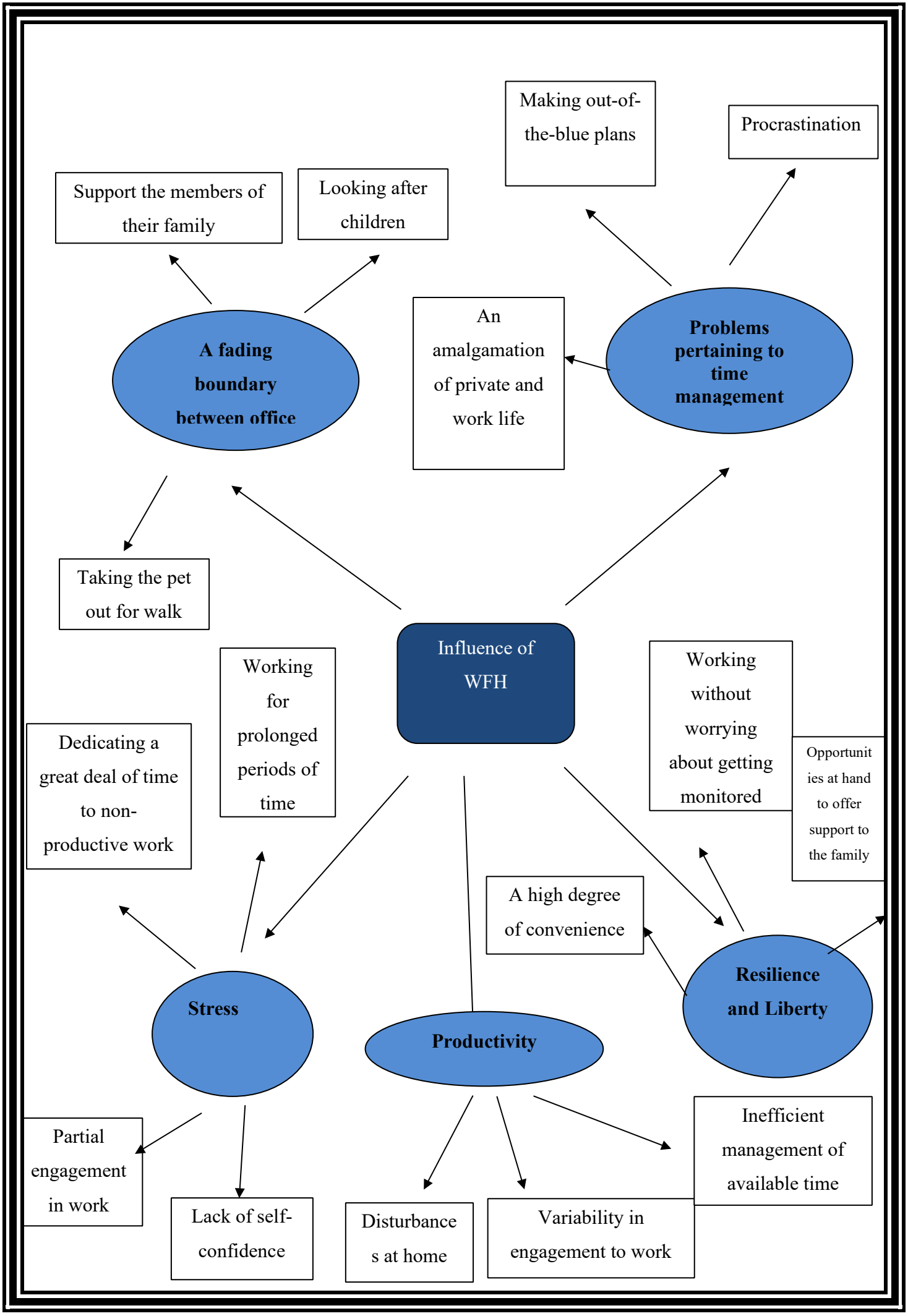

Influence of WFH
A fading boundary between office
Support the members of their family
Looking after children
Taking the pet out for walk
Problems pertaining to time management
Making out-of-the-blue plans
Procrastination
An amalgamation of private and work life
Stress
Dedicating a great deal of time to non-productive work
Working for prolonged periods of time
Partial engagement in work
Lack of self-confidence
Productivity
Disturbances at home
Variability in engagement to work
Inefficient management of available time
Resilience and Liberty
Working without worrying about getting monitored
Opportunities at hand to offer support to the family
A high degree of convenience

Figure 6: Identified themes and the parameters which influence these themes

Source: (Self-Made, 2022)

4.2 Discussion

Gorlick (2020) and Wilson (2021) argue in their outcomes that whenever employees encounter disturbances in maintaining the balance between their private and work life, it adversely influences their productivity levels, along with their performance. Upon analysing the responses that were given by the contributors of virtual interviews, it can have been confirmed that a great deal of disturbance has been experienced by the employees as they put in the effort to maintain the balance between their private and work life. This has been expressed by the contributors as they agree that the boundary that exists between office space and home space has faded to a significant extent since the employees started WFH at Omega Shipping. The underlying reason behind this fade in the boundary is because of a variety of reasons.

As the contributors are working from their homes, they are expected to support the members of their family and take part in various chores. These chores can be looking after their child or taking the pet out for walk or some other chore. Also, Sirgy and Lee (2018) argue that employees, who are parents, are bounded to take care of their respective children during WFH but this comes with a trade-off as their work life gets disturbed by this. Arenofsky (2017) has also argue these very claims. Upon analysing the responses that were given by contributors, it is deductible that the outcomes of the research fall in line with the claims presented by Sirgy and Lee (2018) and Arenofsky (2017). Therefore, disturbance from members of the family, specifically children, adversely

influences the work of Omega Shipping's employees at the time of WFH. Also, these disturbances adversely influence the balance they try to maintain between their private and work life.

The analysis further confirms that WFH makes efficient management of employees' time a problem. Responses that were given by the contributors have presented that making out-of-the-blue plans, procrastination, as well as an amalgamation of private and work life, has adversely influenced the management of employees' time, resulting in adversely influencing WFH that has been assigned to employees at Omega Shipping. Also, the analysis confirms that stress from work has reached new heights since the employees at Omega Shipping started WFH. The underlying reasons behind this hike in stress levels are partial engagement in work, dedicating a great deal of time to non-productive work, continuously working for prolonged periods of time, along with lack of self-confidence. Dockery and Bawa (2020) have reported in their outcomes that stress from work adversely influences the extent to which employees feel satisfied at their job. By pondering upon the outcomes of Dockery and Bawa (2020), it is deductible that stress from work adversely influences the extent to which WFH employees at Omega Shipping feel satisfied at their job**.**

Upon analysing the responses that were given by contributors, it can also be confirmed that the most significant pro of assigning WFH to employees at Omega Shipping, according to the respective contributors, is the resilience and liberty that WFH offers. The employees cherish working without worrying about getting monitored by their supervisor, the high degree of convenience as well as the opportunities at their hands to offer support to their respective families.

All this is possible only because of the resilience and liberty that WFH offers. Sirgy and Lee (2018) argue that the resilience offered by WFH favorably influences the extent to which employees feel satisfied at their job and the outcomes fall in line with this argument. Therefore, it is deductible that the resilience and liberty that WFH offers favorably influences the extent to which employees feel satisfied at their job.

The analyses also confirm most contributors have got extremely frustrated as they are unable to efficiently schedule their time as well as work primarily owing to disturbances at home. This has fueled their dissatisfaction pertaining to WFH. Therefore, these outcomes do not fall in line with the arguments made by Gorlick (2020) and Arenofsky (2017) as the research scholars argue that WFH favorably influences both private and work life, leading to a balance between both. Further, these outcomes do not fall in line with the arguments made by Khazan (2020) and Kim and Hollensbe (2018) as they argue that WFH favorably influences the extent to which employees feel satisfied at their job.

Furthermore, the interview responses confirm that the primary source of enhanced stress from work as well as lack of engagement while doing work, as experienced by Omega Shipping's employees who have been assigned WFH, is working alone at home in social isolation. This finding falls in line with that of Karanikas and Cauchi (2020) as the research scholars argue that WFH enhances the stress that is experienced from work.

The available theory argues that the productivity levels of the employees witness a significant hike when the stress that is experienced from work is low (Van Der Lippe and Lippényi, 2020). When the workforce experiences lower

levels of stress from work, they feel motivated to put in a great deal of effort while working, which ultimately enhances their productivity levels. Upon going through the mind map, as presented in Figure 4, it can be confirmed that working for prolonged periods of time and doing non-productive work are major contributors to stress from work, which adversely influences the productivity levels of employees (Van Der Lippe and Lippényi, 2020). Therefore, it is deductible that Covid-19 adversely influences the productivity levels of employees. Analysis of responses given by the contributors confirms that most of them agree on the fact that WFH has adversely influenced their productivity levels. The research, overall, confirms that disturbances at home, variability in engagement to work as well as inefficient management of the available time adversely influence the productivity levels of employees.

Chapter 5 - Conclusion and Recommendations

5.1 Summary

Covid-19 is indeed one of a kind and the ease with which Covid-19 can spread is indeed a major contributor to its severe impact on the planet. Businesses all over the planet are required to practice safety measures within their respective office spaces so the spread of the virus can be controlled and contained. Indoor office spaces are extremely susceptible to the spread of the virus and thus, become a hot spot for Covid-19. Therefore, businesses have been practicing the adoption of risk analysis tools, identified by WHO, to maintain the safety of the workforce. Office spaces have been controlling the spread of the virus by adopting the most basic practice of social distancing. However, the adoption of social distancing does not completely see to it that Covid-19 will not spread within the respective office space. Therefore, businesses are now adopting WFH as a working option. Since Covid-19, the extent to which WFH has been adopted by business entities has been high as it maintains the continuity in the business's work, does not halt it, and promotes social distancing. Therefore, it can be concluded that the popularity of WFH, and its practice, has significantly increased after the upsurge.

As an outcome of this, the proportion of research on Covid-19, as a concept, has witnessed a significant rise. The concept has captured the attention of research scholars as Covid-19 has now become a part of the lives of people on this planet. The safety measures that are practiced to control and contain the virus, like social distancing and WFH, have been extensively researched about after the virus's upsurge. To be more specific, research scholars and business entities are significantly interested in examining how WFH influences the

employer and its respective employees. One domain which has been researched is how WFH influences the productivity levels of employees, and this research was a contribution to this domain. Although, the scope of this respective research was limited to those employees who are employed at Omega Shipping and were assigned WFH.

The author adopted an interpretivism research philosophy to carry out this qualitative research. Further, this research took the aid of an interview instrument as a research strategy for collecting pertinent research data. Therefore, virtual interviews of the respective contributors were taken to collect their points of view pertaining to WFH. This was followed by the adoption of a qualitative thematic technique for data analysis. The aim of this report was to explore the influence that WFH has put on the productivity levels of employees and to successfully achieve that, the aforementioned qualitative thematic technique was leveraged. This made a thematic data analysis possible. Upon analyzing the responses that were given by the contributors during their virtual interviews and administering a thematic data analysis of them, 5 major themes were identified by the author. These themes were: faded boundary between office and home; problems pertaining to time management; stress; resilience and liberty; and productivity.

This research concluded that owing to the fading boundary that existed between office space and home space the employees who were assigned WFH were expected to support the members of their family and take part in various chores, as they were working from their homes. These chores could be looking after their child or taking the pet out for walk or some other chore. This fading boundary disturbed the balance that these employees were trying to maintain

between their private and work life. Further, this research concluded that WFH made efficient management of employees' time a problem as making out-of-the-blue plans, procrastination, and amalgamation of private and work life had an adverse influence over the management of employees' time, resulting in adversely influencing WFH. This research also concluded that stress from work reached new heights since the employees started WFH. The underlying reasons behind this hike in stress levels were partial engagement in work, dedicating a great deal of time to non-productive work, continuously working for prolonged periods of time, along with lack of self-confidence.

The research concluded that a major pro of assigning WFH to employees at Omega Shipping was the resilience and liberty that WFH offered. The employees cherished working without worrying about getting monitored by their supervisor, the high degree of convenience as well as the opportunities at their hands to offer support to their respective families. Further, the resilience and liberty that WFH offered favorably influenced the extent to which employees felt satisfied at their job. The research also concluded that disturbances at home, variability in engagement to work, and inefficient management of the available time adversely influenced the productivity levels of employees.

Therefore, the author deduced that even though WFH saves expenses for business entities, it adversely influences the productivity levels of employees.

5.2 Recommendations

The recommendations offered to the organization are based on:

- The entity must train its employees on how to manage their time so that they can maintain a balance between their private and work life. This is achievable by organizing sessions on time management where an expert can guide the workforce on the pertinent topic.

- The entity must define official working hours for its workforce so that during WFH, employees work within those hours. This will help in the mitigation of stress from work as employees will not have to work for prolonged periods of time on a frequent basis.

- The entity must offer sessions that address anxiety, depression, and other mental illnesses. This will also help in the mitigation of stress from work. Further, a physical employee get-together in a periodic manner must be arranged for the workforce that has been assigned WFH.

- The entity must practice a hybrid working model by leveraging its existing technological capabilities. This working model will include a balanced proportion of days when the workforce works on-site and the days when the workforce will be assigned WFH.

References

Abraogroup.com, 2017a. *About us.* Available at: https://www.abraogroup.com/about.html (Access date: 2/8/2022).

Abraogroup.com, 2017b. *Liner Agency.* Available at: https://www.abraogroup.com/liner-agency.html (Access date: 2/8/2022).

Adeoye-Olatunde, O.A. and Olenik, N.L., 2021. Research and scholarly methods: Semi-structured interviews. *Journal of the american college of clinical pharmacy*, *4*(10), pp.1358-1367.

Almlöf, E., Rubensson, I., Cebecauer, M. and Jenelius, E., 2021. Who continued travelling by public transport during COVID-19? Socioeconomic factors explaining travel behaviour in Stockholm 2020 based on smart card data. *European Transport Research Review*, *13*(1), pp.1-13.

Arenofsky, J., 2017. Work–Life Balance. ABC-CLIO.

Barber, L.K., Grawitch, M.J. and Maloney, P.W., 2016. Work-life balance: Contemporary perspectives.

Barrero, J.M., Bloom, N. and Davis, S.J., 2021. *Why working from home will stick* (No. w28731). National Bureau of Economic Research.

Baruah, A. 2022. *Permanent work-from-home jobs for select roles gain popularity*. Available at: https://www.livemint.com/companies/permanent-work-from-home-jobs-for-select-roles-gain-popularity-11646243793699.html (Access date: 2/8/2022).

Beno, M., 2021. Analysis of three potential savings in E-Working expenditure. *Frontiers in Sociology*, *6*, p.675530.

Bernard, F.O., Akaito, J.A., Joseph, I. and David, K.B., 2020. COVID-19: the trends of conspiracy theories vs facts. *The Pan African Medical Journal*, *35*(Suppl 2).

Bighelli, T., Lalinsky, T. and Vanhala, J., 2022. Covid-19 pandemic, state aid and firm productivity. *State Aid and Firm Productivity (January 14, 2022)*.

Brisson, J. and Markovits, H., 2020. Reasoning strategies and semantic memory effects in deductive reasoning. *Memory & Cognition*, *48*(6), pp.920-930.

Builtin.com, 2021. *75+ Remote Work Statistics You Should Know.* Available at: https://builtin.com/recruiting/remote-work-statistics (Access date: 2/8/2022).

Chakraborty, D. and Altekar, S., 2021. Work from home (WFH), COVID-19, and its impact on women. Prabandhan: Indian Journal of Management, 14(9), pp.22-29.

Chu, A.M., Chan, T.W. and So, M.K., 2022. Learning from work-from-home issues during the COVID-19 pandemic: Balance speaks louder than words. Plos one, 17(1), p.e0261969.

Cramer-Petersen, C.L., Christensen, B.T. and Ahmed-Kristensen, S., 2019. Empirically analysing design reasoning patterns: Abductive-deductive reasoning patterns dominate design idea generation. *Design Studies*, *60*, pp.39-70.

Curry, D.S., 2020. Interpretivism and norms. *Philosophical Studies*, *177*(4), pp.905-930.

Davis, M.A., Ghent, A.C. and Gregory, J.M., 2021. The work-from-home technology boon and its consequences (No. w28461). National Bureau of Economic Research.

Dey, M., Frazis, H., Loewenstein, M.A. and Sun, H., 2020. Ability to work from home. Monthly Labor Review, pp.1-19.

Dockery, M. and Bawa, S., 2020. Working from Home in the COVID-19 Lockdown. BCEC, 19, pp.1-5.

Faulds, D.J. and Raju, P.S., 2021. The work-from-home trend: An interview with Brian Kropp. Business Horizons, 64(1), p.29.

Globalworkplaceanalytics.com, 2020. *Work-at-Home After Covid-19 – Our Forecast.* Available at: https://globalworkplaceanalytics.com/work-at-home-after-covid-19-our-forecast (Access date: 2/8/2022).

Golden, T., Jones, A., Kelliher, C., Kossek, E.E. and Paustian-Underdahl, S.C., 2020. Broadening our Sight on Workplace Flexibility to Include Under-Emphasized Perspectives. In *Academy of Management Proceedings* (Vol. 2020, No. 1, p. 18394). Briarcliff Manor, NY 10510: Academy of Management.

Gorlick, A.D.A.M., 2020. The productivity pitfalls of working from home in the age of COVID-19. Stanford News. March, 30, p.2020.

Guetterman, T.C., Babchuk, W.A., Howell Smith, M.C. and Stevens, J., 2019. Contemporary approaches to mixed methods–grounded theory research: A field-based analysis. *Journal of Mixed Methods Research*, *13*(2), pp.179-195.

Hoefer, C. and Martí, G., 2020. Realism, reference & perspective. *European Journal for Philosophy of Science*, *10*(3), pp.1-22.

Indeed.com, 2022. *What Is Research Methodology? (Why It's Important and Types).* Available at: https://www.indeed.com/career-advice/career-development/research-methodology#:~:text=Why%20is%20a%20research%20methodology,process%20smooth%2C%20effective%20and%20manageable. (Access date: 2/8/2022).

Jaiswal, A. and Arun, C.J., 2020. Unlocking the COVID-19 lockdown: work from home and its impact on employees.

Karanikas, N. and Cauchi, J., 2020. Literature review on parameters related to Work-From-Home (WFH) arrangements.

Karavadra, B., Stockl, A., Prosser-Snelling, E., Simpson, P. and Morris, E., 2020. Women's perceptions of COVID-19 and their healthcare experiences: a qualitative thematic analysis of a national survey of pregnant women in the United Kingdom. *BMC Pregnancy and Childbirth*, *20*(1), pp.1-8.

Khan, O.F. and Fazili, A.I., 2016. Work life balance: A conceptual review. Journal of Strategic Human Resource Management, 5(2).

Khazan, O., 2020. Work from home is here to stay. The Atlantic.

Kian, M. and Beach, D., 2019. Implications of Ethnography Research Method in Educational and Health Studies. *Journal of Social Behavior and Community Health*, *3*(2), pp.419-427.

Kim, S. and Hollensbe, E., 2018. When work comes home: technology-related pressure and home support. Human Resource Development International, 21(2), pp.91-106.

Korte, R. and Mercurio, Z.A., 2017. Pragmatism and human resource development: Practical foundations for research, theory, and practice. *Human Resource Development Review*, *16*(1), pp.60-84.

KUČERA, J., KRULICKÝ, T. and NAVRÁTILOVÁ, P., 2021. THE TREND OF WORK FROM HOME AND ITS ADVANTAGES AND DISADVANTAGES DURING THE COVID-19 PANDEMIC: A COMPARATIVE STUDY. *Ad Alta: Journal of Interdisciplinary Research*, *11*(2).

Lewis, D. 2021. *Why indoor spaces are still prime COVID hotspots.* Available at: https://www.nature.com/articles/d41586-021-00810-9 (Access date: 2/8/2022).

Lewis, S. and Beauregard, T.A., 2018. The meanings of work-life balance: A cultural perspective.

Lufkin, B. 2022. *Some CEOs are permanently shutting office space to give up on hybrid set-ups and fully embrace working from home. Will others follow?* Available at: https://www.bbc.com/worklife/article/20220722-the-companies-doubling-down-on-remote-work (Access date: 2/8/2022).

Maurer, R. 2020. *How the Coronavirus Has Changed Freelancing.* Available at: https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/how-the-coronavirus-has-changed-freelancing.aspx (Access date: 2/8/2022).

Mehta, P., 2021. Work from home—Work engagement amid COVID-19 lockdown and employee happiness. *Journal of Public Affairs*, *21*(4), p.e2709.

Melnikovas, A., 2018. Towards an explicit research methodology: Adapting research onion model for futures studies. *Journal of Futures Studies*, *23*(2), pp.29-44.

Moisander, J., Närvänen, E. and Valtonen, A., 2020. Interpretive marketing research: Using ethnography in strategic market development. In *Marketing Management* (pp. 237-253). Routledge.

Omegaship.com, 2017a. *Wan Hai Lines.* Available at: http://www.omegaship.com/wan-hai-lines.html (Access date: 2/8/2022).

Omegaship.com, 2017b. *Office Network.* Available at: http://www.omegaship.com/omega-office-networks.html (Access date: 2/8/2022).

Ons.gov.uk, 2020. *Coronavirus and homeworking in the UK: April 2020.* Available at: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/coronavirusandhomeworkingintheuk/april2020 (Access date: 2/8/2022).

Ons.gov.uk, 2022. *EMP01 SA: Full-time, part-time and temporary workers (seasonally adjusted).* Available at: https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/fulltimeparttimeandtemporaryworkersseasonallyadjustedemp01sa (Access date: 2/8/2022).

Palvalin, M., 2017. How to measure impacts of work environment changes on knowledge work productivity–validation and improvement of the SmartWoW tool. *Measuring Business Excellence*.

Pappas, N. and Glyptou, K., 2021. Accommodation decision-making during the COVID-19 pandemic: Complexity insights from Greece. *International Journal of Hospitality Management*, *93*, p.102767.

Park, Y.S., Konge, L. and Artino, A.R., 2020. The positivism paradigm of research. *Academic Medicine*, *95*(5), pp.690-694.

Pellegrino, J.W. and Glaser, R., 2021. Components of inductive reasoning. In *Aptitude, learning, and instruction* (pp. 177-218). Routledge.

Prodanova, J. and Kocarev, L., 2021. Is job performance conditioned by work-from-home demands and resources?. Technology in Society, 66, p.101672.

Rahi, S., 2017. Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics & Management Sciences*, *6*(2), pp.1-5.

Rawat, D., Dixit, V., Gulati, S., Gulati, S. and Gulati, A., 2021. Impact of COVID-19 outbreak on lifestyle behaviour: A review of studies published in

India. *Diabetes & Metabolic Syndrome: Clinical Research & Reviews*, *15*(1), pp.331-336.

Reijers, W., Wright, D., Brey, P., Weber, K., Rodrigues, R., O'Sullivan, D. and Gordijn, B., 2018. Methods for practising ethics in research and innovation: A literature review, critical analysis and recommendations. *Science and engineering ethics*, *24*(5), pp.1437-1481.

Rupietta, K. and Beckmann, M., 2018. Working from home. *Schmalenbach business review*, *70*(1), pp.25-55.

Savić, D., 2020. COVID-19 and work from home: Digital transformation of the workforce. *Grey Journal (TGJ)*, *16*(2), pp.101-104.

Schade, H.M., Digutsch, J., Kleinsorge, T. and Fan, Y., 2021. Having to work from home: Basic needs, well-being, and motivation. International Journal of Environmental Research and Public Health, 18(10), p.5149.

Shan, C. and Tang, D.Y., 2020. The value of employee satisfaction in disastrous times: Evidence from COVID-19. *Available at SSRN 3560919*.

Sirgy, M.J. and Lee, D.J., 2018. Work-life balance: An integrative review. Applied Research in Quality of Life, 13(1), pp.229-254.

Smith, E.F., Gilmer, D.O. and Stockdale, M.S., 2019. The importance of culture and support for workplace flexibility: An ecological framework for understanding flexibility support structures. *Business Horizons*, *62*(5), pp.557-566.

Stephens, R.G., Dunn, J.C., Hayes, B.K. and Kalish, M.L., 2020. A test of two processes: The effect of training on deductive and inductive reasoning. *Cognition*, *199*, p.104223.

Timsal, A. and Awais, M., 2016. Flexibility or ethical dilemma: an overview of the work from home policies in modern organizations around the world. *Human Resource Management International Digest*.

Toniolo-Barrios, M. and Pitt, L., 2021. Mindfulness and the challenges of working from home in times of crisis. *Business horizons*, *64*(2), pp.189-197.

Twitter.com, 2020. *Hayden Brown's tweet thread*. Available at: https://twitter.com/hydnbrwn/status/1263840533144727552?lang=en (Access date: 2/8/2022).

Van Der Lippe, T. and Lippényi, Z., 2020. Co-workers working from home and individual and team performance. New Technology, Work and Employment, 35(1), pp.60-79.

Ventresca, M.J. and Mohr, J.W., 2017. Archival research methods. *The Blackwell companion to organizations*, pp.805-828.

Wanhai.com, 2022. *Profile.* Available at: https://www.wanhai.com/views/aboutus/profile.xhtml?file_num=66094&parent_id=64734&top_file_num=64734 (Access date: 2/8/2022).

White, D.R., 2019. Agency theory and work from home. *Labour*, *33*(1), pp.1-25.

Whitworth, J., 2020. COVID-19: a fast evolving pandemic. *Transactions of the Royal Society of Tropical Medicine and Hygiene*, *114*(4), p.241.

Who.int, 2022. *WHO mass gathering COVID-19 risk assessment tool: generic events, version 3.* Available at: https://www.who.int/publications/i/item/WHO-2019-nCoV-Mass-gathering-RAtool-2022.1 (Access date: 2/8/2022).

Wilson, J., 2021. Impact of work from home policies on workplace productivity and employee sentiments during the COVID-19 pandemic.

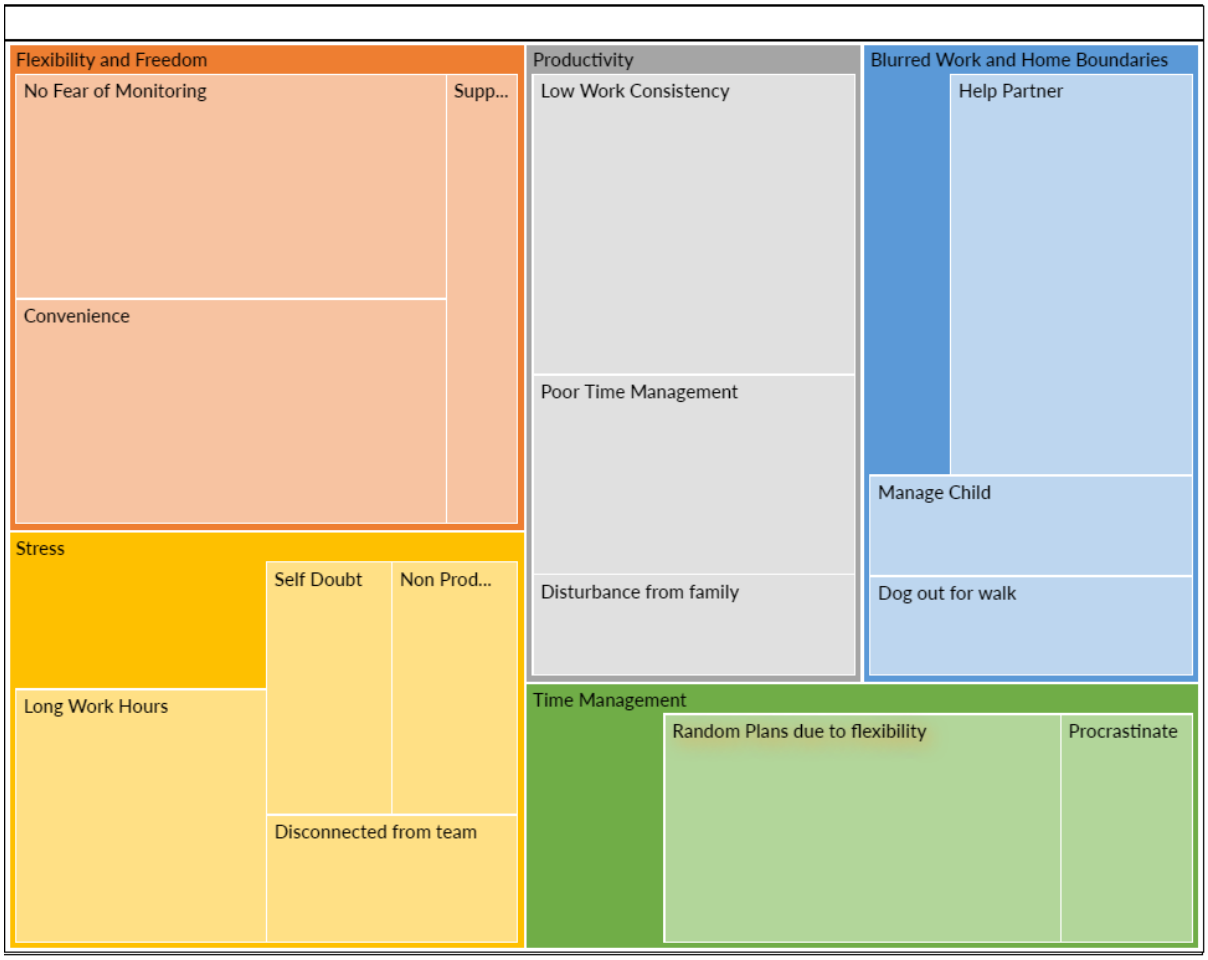
Woiceshyn, J. and Daellenbach, U., 2018. Evaluating inductive vs deductive research in management studies: Implications for authors, editors, and reviewers. *Qualitative Research in Organizations and Management: An International Journal*.

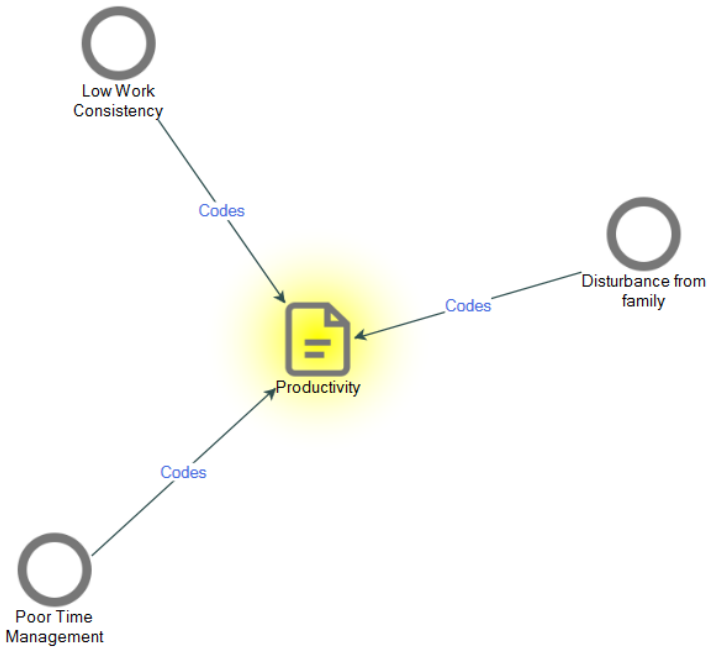
Appendix

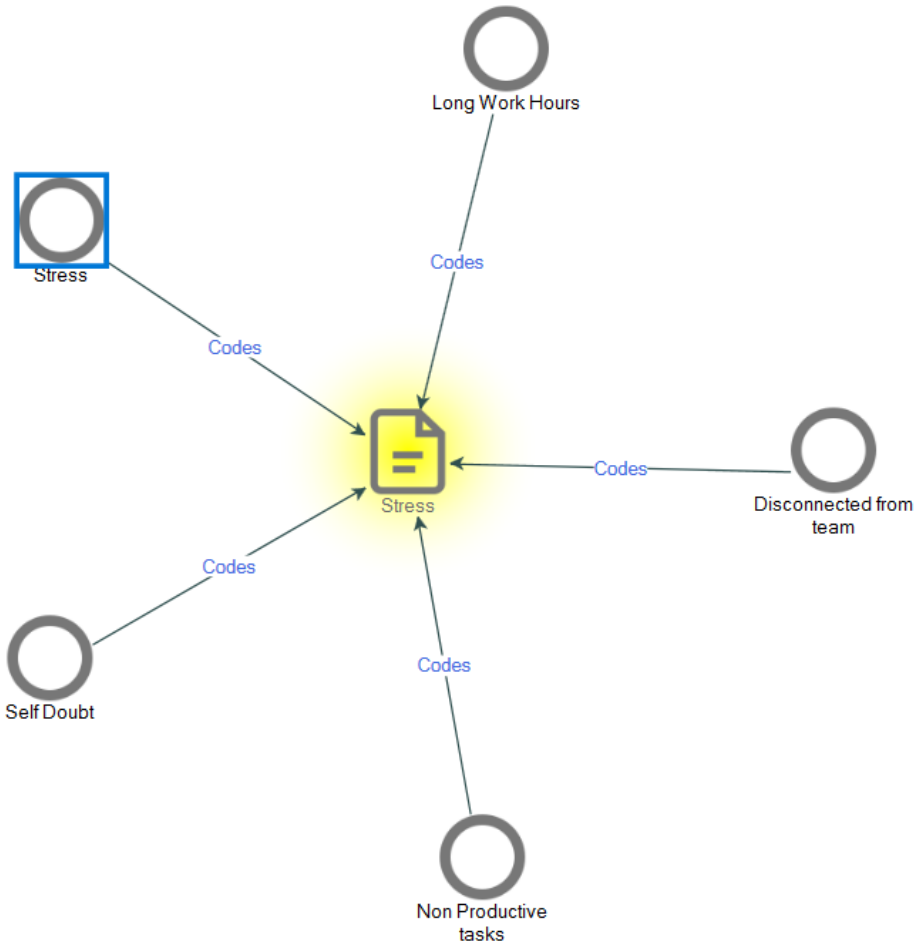
Appendix 1 - Questions for The Virtual Interview

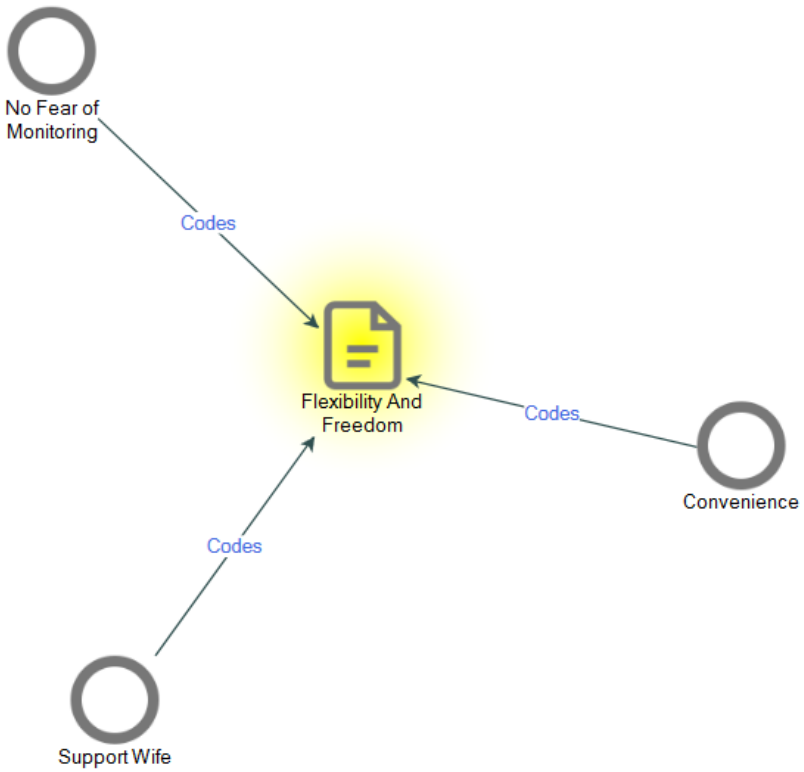
- State your age.
- State your role at Omega Shipping.
- State your kind of employment (Part-time or Full time).
- State the time for which you have been serving Omega Shipping.
- Are you working from your home for the first time?
- State the time for which you have been working from your home.
- State your feeling regarding WFH.
- Are you enjoying working from your home?
- Are you able to balance your private and work life while working from your home?
- Are you feeling stressed out while working from your home?
- State your satisfaction pertaining to WFH.
- State the influence of WFH on your productivity level.

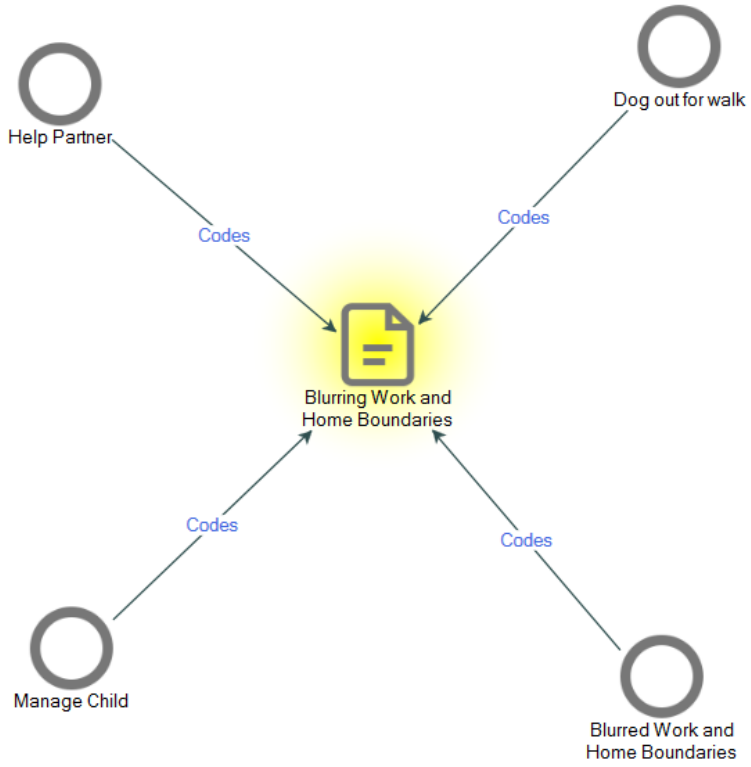
Appendix 2 - Thematic Visualization

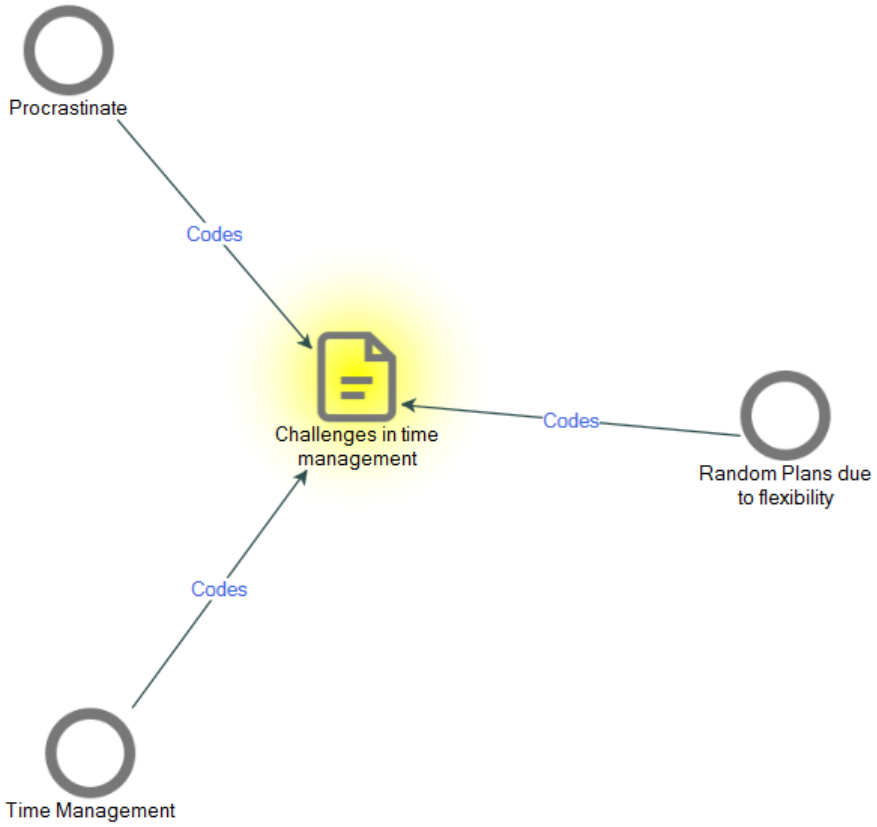



Low Work Consistency
Codes
Disturbance from family
Codes
Productivity
Codes
Poor Time Management


Long Work Hours
Stress
Codes
Codes
Stress
Codes
Disconnected from team
Codes
Self Doubt
Codes
Non Productive tasks

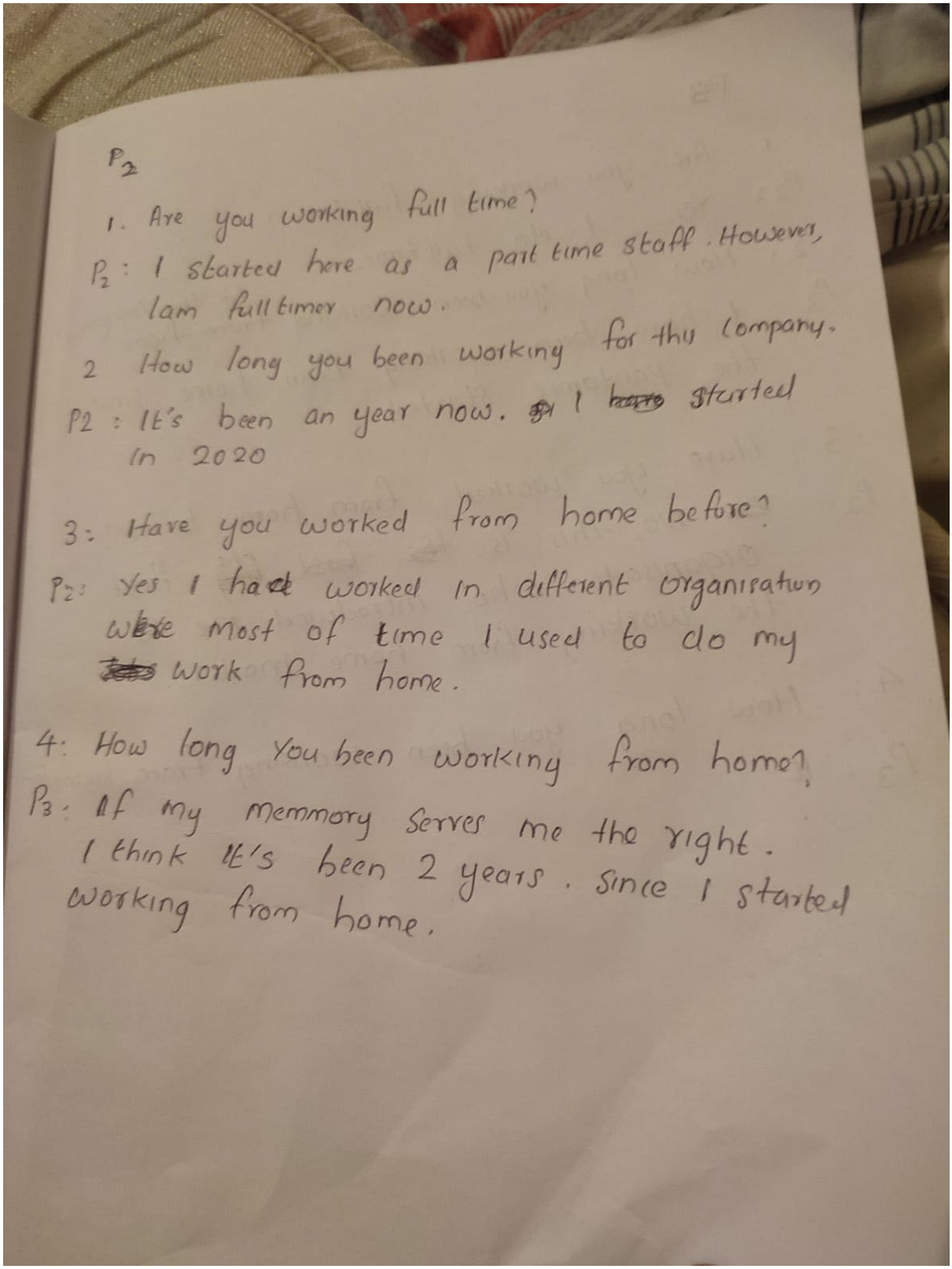

No Fear of Monitoring
Codes
Flexibility And Freedom
Codes
Convenience
Codes
Support Wife


Help Partner
Dog out for walk
Codes
Codes
Blurring Work and Home Boundaries
Codes
Codes
Manage Child
Blurred Work and Home Boundaries


Procrastinate
Codes
Challenges in time management
Codes
Random Plans due to flexibility
Codes
Time Management

Appendix 3 - Interview transcript

First contributor (C_1)



P2

1. Are you working full time?

P2: I started here as a part time staff. However, Iam full timer now.

2 How long you been working for this company.

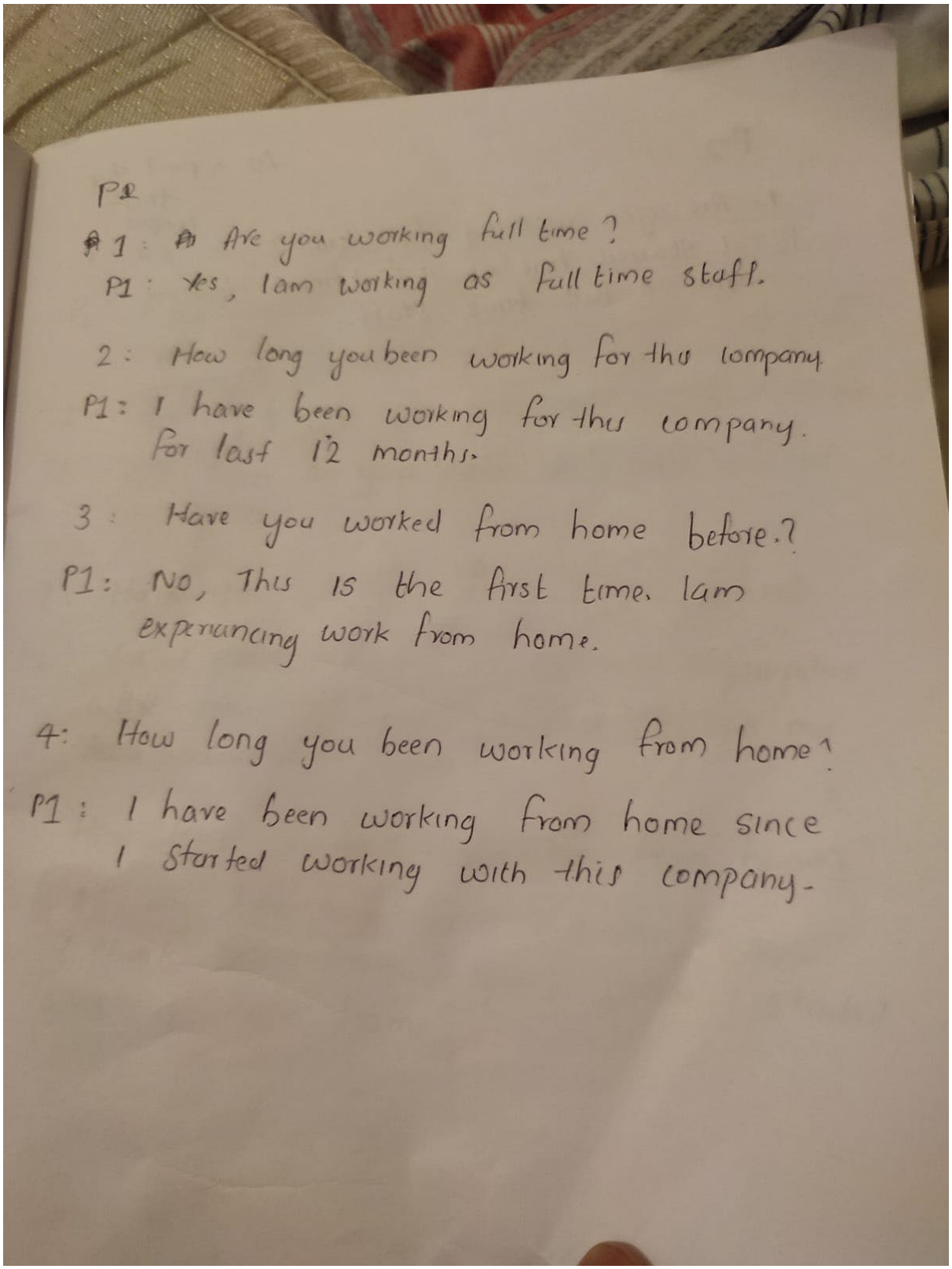
P2: It's been an year now. I started in 2020

3: Have you worked from home before?

P2: Yes I worked in different organisation most of time I used to do my work from home.

4: How long You been working from home?

P3: If my memmory serves me the right. I think it's been 2 years. since I started working from home.



P2

1: Are you working full time?

P1: Yes, I am working as full time staff.

2: How long you been working for this company

P1: I have been working for this company. for last 12 months.

3: Have you worked from home before.?

P1: No, This is the first time. I am experiancing work from home.

4: How long you been working from home?

P1: I have been working from home since I started working with this company.