

A Study on the Preparedness of IT Employees for Work from Home - (WfH) during the Covid-19 Lockdowns

M M Bagali*

Abstract

Work from home (WfH) is an option that is increasingly becoming one that organisations offer to their employees, with mutual benefits to both the organisation (in terms of lower office rental costs, maintenance) and the employees (comforts, travel, stress). Work from home (WfH) is increasingly becoming an option that organisations offer to their employees (in terms of better work-life balance). During the recent Covid-19 pandemic, it became essential for several industries to ensure the continuity of their business operations, particularly during lockdown periods and as a result of the restrictions on social and physical distancing that have been imposed by governments to prevent the pandemic from spreading. Because of this, WfH has become the norm in a number of different fields. However, the literature pays very little attention to the willingness of workers to perform their jobs from the comfort of their own homes and a mixed reaction is observed. The goals of this paper are to investigate whether or not workers in the IT business are adequately prepared for working flexible hours and whether or not they are satisfied with WfH. For the purpose of the study, data was collected from a representative sample of 100 workers working in a variety of IT organisations located all over the country through the administration of a structured questionnaire. From March 2020 through June 2021, the lockdowns of the Covid-19 experience is examined and the samples were asked to recall their days of experience during this period. The findings of the study showed that the majority of IT employees had never WfH before the lockdowns, and that the majority of IT employees were not initially fully prepared for WfH. This was especially true for female IT employees in comparison to male IT employees, younger IT employees in comparison to older IT employees, and employees living in rural areas in comparison to employees living in urban areas. The findings of the survey also demonstrated that contentment with processes had the biggest impact on IT employees' overall satisfaction with WFH. This was followed by satisfaction with their work environment (at home) and satisfaction with the training they received during WfH. The IT organisations should place a strong emphasis on processes, the work adjustments (at home), and the new way of work orientation in order to boost employee satisfaction with work-from-home options.

Keywords: Coping strategy, Performance, Stress and Burnout, Satisfaction, Work from home (WfH).

*Author for Correspondence

M M Bagali
E-mail: dr.mmbagali@gmail.com

Director, Department of Management Studies, East Point
Group of Institutions, Bangalore, Karnataka, India

Received Date: May 21, 2022
Accepted Date: June 04, 2023
Published Date: June 14, 2023

Citation: M M Bagali. A Study on the Preparedness of IT Employees for Work from Home - (WfH) during the Covid-19 Lockdowns. NOLEGEIN Journal of Human Resources Management & Development. 2023; 6(1): 1–9p

INTRODUCTION

Businesses have been increasingly receptive to working from home and utilising other flexible work arrangements because to developments in information and communication technologies.[8] In recent years, a great number of IT organisations have been providing their staff members with the opportunity to perform part or all of their monthly work from the comfort of their own homes.[9] Even before the global pandemic of 2020 made working from home the norm for millions of individuals, a growing number of people were saying goodbye to

their time-consuming commutes.[10] Because of rapidly advancing technologies such as Skype, FaceTime, Slack, Zoom, Google Hangouts, and cloud computing, it is no longer required to be physically present in an office on a full-time basis in order to be an effective member of the team.[11] Email and texting are also viable alternatives.[12] There are many types of job that can be performed successfully at home, in some cases much more so than when they are performed elsewhere.[13] Early in the year 2020, businesses made a hasty and unexpected transition to using remote workers.[14] Nevertheless, CEOs who are planning for a post-pandemic future have the option to take a more thoughtful and planned approach to using remote workers. [15] As a result of this, it is almost inevitable that a selection of 1) company rules and 2) managerial practices will need to be re-examined. It is anticipated that WfH will provide employees greater control in scheduling and organising their work, which will provide them with a higher level of intrinsic motivation and make them more inclined to put in more effort. [16] In addition, by creating pleasant working conditions, firms have the ability to recruit and keep individuals who are highly talented and willing to put in a lot of effort.[17] WfH has broadened the variety of possibilities for the ways in which enterprises can organise their operations and their organisational structures.[18] Many employers have realised the benefits that it may bring to their business, as well as the advantages that it can provide to their employees in terms of greater work-life balance. Over the past years especially after the pandemic times, WFH has become increasingly common. [19] On the other hand, beginning in March 2020, an unprecedented number of people began working from the comfort of their own homes, the majority of whom did so with little to no advance warning.[20] Businesses and employees did not have enough time to plan for remote work or to examine the most effective strategies for transferring teams, procedures, and culture to an online-only office environment. Because no one knew how long the COVID-19 epidemic would last (and because no one knows how long it will continue to last), an increasing number of people are working remotely.[21]

In response to the outbreak of the Covid-19 pandemic, businesses have turned to WfH to give them the flexibility they need to continue operations while giving priority to the health and well-being of their employees and customers. [22] This is done as part of the businesses' public health responsibility to reduce the risk of Covid-19 exposure.[23] Dingel and Neiman (2020) [14] predicted that 37% of labour, which includes financial work, business management, professional and scientific services, might be conducted at home in the context of the Covid-19 pandemic in the United States.[24] It is not possible to have this arrangements of work from home in several professions, most notably those in the fields of medicine, agriculture, and customer service. The Indian information technology industry has quickly adjusted to the "new normal" of WFH.[25] IT companies have been provided with firsthand knowledge of how WFH affects their business and employees as a result of the lockdowns that were imposed as a result of the Covid-19 pandemic.[26] This knowledge can then be used to determine which aspects of their operations can be managed efficiently while WFH is in effect. [27] Even after two-three years of pandemic and WfH adjustments, there still needs an investigation to understand this system for better management of work and organsiation outcomes. [28]

LITERATURE REVIEW

Since the 1970s, the concept of work-from-home (WFH) has developed, initially being known as "telecommuting" or "telework" (Messenger and Gschwind, 2016) [20]. Since then, the concept has been followed by terms such as "remote work," "flexible workplace," "telework," "telecommuting," and "e-working," all of which refer to the ability of employees to work in flexible workplaces, most notably at home, by utilising technology to carry . On the other hand, WFH is not the same as these more general words. Shafizadeh et al. (2000) [1] differentiated between home-based and center-based forms of telecommuting.

It has been suggested by a number of studies that work-from-home arrangements can have a number of beneficial effects on employees.[29] These benefits include improved employee engagement, motivation, productivity, and performance; increased convenience, flexibility, and agility in working

arrangements; and improved work-life balance. (Grant et al., 2019) [2]. This, in turn, leads to an increase in job satisfaction, a decrease in absenteeism and turnover, and an increase in the ability to retain talented employees. [30] Other advantages of working from home include reduced costs for organisations, such as those for rent, maintenance, computers, telephones, offices, utilities, equipment, and so on (Lupu, 2017) [19]; reduced costs for office space and reduced costs for employee parking . On the other hand, there are a few disadvantages associated with WFH for employees who work from home, including increased feelings of loneliness and demotivation, adverse impacts on mental health, and an increased chance of burnout. Employers have been faced with a number of new obstacles as a result of WFH, including difficulty in monitoring employee performance as well as difficulties in assessing and managing employee growth. [31]

There has not been a great deal of empirical research conducted on the topic of employee satisfaction and performance outcomes with WFH arrangements. Akbar et al. (2020) [3] used qualitative research methodologies to evaluate the influence that WFH has on employee productivity, work-life balance, time flexibility, comfort, multitasking, work motivation, and communication. They came to the conclusion that working from home presented a number of challenges as well as opportunities for individuals and employers alike, and they also concluded that WFH was not an option for all businesses. Kazekami (2020) [17] conducted research to determine the elements that influence employee productivity during WFH. Some of these aspects were achieving a balance between work and family obligations, being satisfied with one's work, and being satisfied with one's life. She found a correlation between the number of hours spent working from home and the amount of work completed, and hypothesized that working from home would boost both job and personal happiness. She also stated that the stress of juggling work and household diminishes productivity indirectly by lowering life contentment, which in turn lowers life satisfaction, which in turn lowers productivity. According to Alghaithi and Sartawi (2020) [4], Work-Life harmony increases employee productivity if their organisations provide them with the necessary support, such as improved communication and the provision of support services, as a result of the employees' work-life balance and work-hour flexibility. [5] WFH can also increase employee productivity even if their organisations do not provide them with the necessary support.

WFH is increasingly becoming an option that organisations give as a perk to their staff members, with benefits that accrue to both the organisation (in the form of reduced office leasing costs) and the staff members themselves (in terms of better work-life balance), [6,7]. During the ongoing Covid-19 pandemic, it has become essential for several industries to ensure the continuity of their business operations, particularly during lockdown periods and as a result of the restrictions on social and physical distancing that have been imposed by governments to prevent the pandemic from spreading says the study of Grant et al. 2019. Because of this, working from home has become the norm in a number of different fields. However, the literature pays very little attention to the willingness of workers to perform their jobs from the comfort of their own homes, observes the study of Grant et al. 2019. [2]

METHODOLOGY

The goals of the study were to gain an understanding of the degree to which employees of IT organisations were prepared for WFH and to investigate the employees' perspectives of WFH with regard to IT companies located in a variety of countries and the experience that they underwent during the pandemic times.

Table 1. Demographic Details of Samples

Category	Percentage
Men	67
Women	33
18-25	25
25-35	67
>35	8
Rural	18

Semi-Urban	15
Urban	36
Metropolitan	31
Training dept	8
Programmer	20
Software Engineer	23
Team Leaders	13
Project Manager	12
Others	24

Table 1 A randomised sample and inclusion of companies was done, since different representatives would give different dimensions from different organisations. The information needed for the study was collected from a representative sample of 100 employees through the use of an online questionnaire of a structured format. The respondents have the characteristics described here. Men accounted for 66.4% of those who responded, while women made for 33.6% of those who did so. When it came to the age of the respondents, 22.4% of them were between the ages of 18 and 25, 66.7% were between the ages of 25 and 35, and 11.9% were older than 35. 17.9% of those polled lived in rural areas, 14.9% in semi-urban areas, 35.8% in urban areas, and 31.3% in metropolitan areas. The distribution of respondents' places of residence was consistent throughout all four categories. In conclusion, 7.5% were employees in training, 19.4% were programmers, 22.4% were software engineers, 12.7% were team leads, 11.9% were project managers, and 26.1% were other employees, with various departments representing IT companies.

ANALYSIS & FINDINGS

The first discovery was that before to the Covid-19 lockdown, 53.0% of the respondents had never done any kind of employment from the comfort of their own homes. In addition, 15.7% of the respondents had occasionally worked from home (once a month or less), 8.2% had worked from home once a month, 3.0% had worked from home once a fortnight, 5.2% had worked from home once a week, and 14.9% had worked from home twice or thrice a week. 68.7% of the respondents had a quiet, distraction-free location in their homes for working, 77.5% had strong network connectivity while working from home, 77.6% got support from their employer for working from home, and 67.2% had a team that supported working from home. However, just 47.8% of all of the respondents had all of these WFH arrangements and were therefore prepared for WFH. In particular, preparedness was slightly higher among male employees (51.7% versus 40.0% among female employees), among younger employees (51.8% versus 45.2% among older employees), and among employees living in urban or metropolitan areas (52.2%) versus those living in rural or semi-urban areas (38.6%).

As many as 55.0% of workers liked to work for the regular eight hours, 21.7% chose to work for nine hours, 10.9% preferred ten hours, and 12.4% preferred more than ten hours. When it came to the preferred hours of WFH, these percentages were broken down. Additionally, regular breaks are taken while WFH by 58.2% of the respondents. Around 6.7% of the respondents rarely connected with their team during WFH, 5.2% connected infrequently/once a week, 50.0% connected frequently/daily, 21.6% connected twice a day, and 16.4% connected as frequently as once every two hours. When asked how they interacted with their team, 78.4% of respondents said they did so by phone call, 70.9% said they did so via chat, 54.5% said they did so via email, 33.0% said they did so via video conferencing, and 7.5% said they did it via some other medium. The majority of respondents (78.4%) reported feeling at ease when communicating with their team online. The most common difficulties that the respondents encountered while working from home during the lockdown were connectivity to the internet (47.0%), communication with the team (43.3%), workspace infrastructure (43.3%), having an excessive number of distractions at home (39.6%), and maintaining a schedule (28.4%). Finding access to essentials was one of the less common issues (20.9%), along with having more social duties (20.9%), technological infrastructure (14.9%), insufficient productivity tools (12.7%), anxiety around Covid-19 (15.7%), and sad news (11.9%). In aggregate, 67.2% of those polled expressed excitement about the prospect of returning to their workplaces in the near future.

DISCUSSION

According to the study's findings, most IT employees had never WFH prior to the Covid-19 lockdowns. They all had to WFH during the lockdowns, and they had a lot of problems at first. The lockdown experience has helped them understand the WFH process and learn how to be more productive during WFH in the future. Employees should have a quiet, distraction-free area at home, uninterrupted power supply and network connectivity, support from their employer, and preferably support from a dedicated team, in order to be prepared for WFH. Such circumstances would allow them to work effectively. According to the study's findings, most employees, particularly women, younger employees, and employees living in rural areas, did not have access to all of these conditions at first. However, the situation improved over time, as employees and employers realised that these were critical for employee productivity during WFH. One of the most difficult challenges for employees during WFH was internet connectivity, especially for those living in rural areas. There were also problems with data speed and data limit, especially during video calls. Employees would prefer to communicate with their teams via voice call, e-mail, and chat due to data limitations, but this would reduce their productivity. This increased demand for high-speed broadband connections and more robust high-speed mobile network services with unlimited data in order to communicate more effectively with their teams. During WFH, the majority of employees were found to be satisfied with the work settings (at home), work processes, goals, wellness, and training provided by management. Overall employee satisfaction with WFH was found to be most significantly influenced by satisfaction with processes, followed by satisfaction with work environment and satisfaction with WFH training. To foster employee satisfaction with WFH, the IT companies should focus on processes, work environment (at home), and training. The majority of the employees were satisfied with WFH and eager to return to the office as soon as possible. However, as IT companies later extended WFH due to prolonged lockdowns, both employers and employees gradually discovered WFH to be mutually beneficial, to the point where many employees were unwilling to return to work and were willing to switch companies to remain WFH.

CONCLUSION AND FUTURE RESEARCH

If you take an objective look at the benefits and drawbacks of working from home, you could discover that it can be a satisfying and eye-opening experience overall. Anyone who works for himself, for a company on a part-time basis, or even a full-time worker who seldom or never shows up to the office can use this as a means to avoid the tedium of the daily commute and save time and energy. But, taking on additional responsibilities requires not just a greater degree of autonomy, but also additional preparation, self-discipline, concentration, and yes, hours of work that is free from distractions. Many people who work from home will tell you that it is not simpler; all that changes is their physical location.

There were some limitations to the research. The study's sample size was relatively small, with few number of employees working across multiple locations, so the findings may not be generalised to the entire information technology industry. However, a general and inclusive sample from different parts and different region including different companies would give fairly a better representative about the experience working from home and how it was managed. There is room for more research into the factors influencing productivity during WFH.

LIMITATION LIMITATIONS (SCOPE DEFINED)

1. The study dint has any hypothesis
2. Online data collection (physical reactions)
3. Either management nor the HR dept is involved
4. Few questions put to test
5. No open ended questions

SUGGESTIONS

1. Create a plan and try your best to follow it at least most of the time. Many people who work from home have discovered that it is easier to maintain a healthy work-life balance if they set clear limits on when they should work and when they should stop. On the other hand, flexibility is one of the

greatest benefits of working remotely, provided that the company allows for it. It's possible that you'll need to start earlier or prolong your day in order to accommodate the time zone of another person. When this occurs, you should make it a point to finish up earlier than usual or sleep in a little longer the next morning so that you can make up for the lost time.

2. Create a Morning Routine. To force oneself to start working at your desk by setting a timer and sitting down in front of it is one thing. Another essential step is to develop a routine that prepares you mentally and physically for sitting down. It's possible that a daily routine will perform better than an alarm clock at getting you up and moving around on a daily basis. What exactly is it about your morning routine that gets you psyched up and ready to tackle the day? Before getting started on your to-do list, you might do something like get yourself a cup of coffee as a pre-work ritual. It could involve changing into one's clothes after arriving home from work or going for a jog in the morning. (While for some people, the ability to work from home while wearing their pyjamas is a desirable bonus of telecommuting, for others, doing so demonstrates a poor work ethic.)
3. Routinise new habits. You could find it helpful to take your cue from an already established pattern, such as when you brush your teeth or when you get back after taking the dog for a walk. It is possible that the new habit of starting each day at work will eventually become engrained in your daily routine in this way. However, not all people who work from home follow the standard 9-to-5 schedule, and as a result, the term "morning ritual" might not be entirely accurate. At a different point in the day, your routine can be regarded as a "getting started" routine. Choose something you already do on a regular basis that you look forward to doing and see if there is a way to incorporate it into your work.
4. Communicate your expectations to the people around you. It is essential to communicate your expectations to your roommates as well as your coworkers. Whether your children attend traditional schools or come home from school while you are at work, it is important for them to be aware of the behaviours that are and are not considered appropriate. In the case that you and another adult decide to work from home, it is imperative that you come to an agreement on some ground rules like the appropriate levels of background noise, the frequency of meetings, and the appropriate ways to use any shared furnishings (such as desks and chairs). When you find out about an appointment that someone else has scheduled, you will be able to adjust your own schedule accordingly. It is likely that you may need to make a dash back to the bedroom in order to retrieve a pair of socks before another person enters the room and closes the door for a conference.
5. Design and Take Scheduled Breaks. Check out what the company's policy is regarding taking breaks, and then make sure you stick to it. If you are self-employed, it is important to ensure that you take breaks away from the computer and the phone at regular intervals. The average workday in the United States of America consists of eight hours, with breaks of ten minutes each. It is imperative to get up and move about approximately once every hour, regardless of whether one is sitting at a computer or conducting other sedentary activities. Taking frequent breaks away from the screen for ten to twenty seconds at a time can also be of assistance.
6. Go out of Home. It is strongly suggested that you leave the house as soon as possible and engage in as much physical activity as you possibly can. It is essential for your blood to circulate throughout your entire body. You will have a more positive mood after you are exposed to the natural light and air outside. Before to starting, while you're working, and after you've finished your shift, make sure to take a few little breaks to get some fresh air outside. This guideline is extended to include those individuals who carry out tasks in the flesh. At some point during the day, you should go outside and get some fresh air. If your circumstances and circumstances allow it, you might go to sites such as cafes, libraries, and co-working spaces instead of being at home to break up the monotony of being at home all the time. That's fantastic, but what you really need to do to improve your health is to get out of the house, into the sunlight, and start moving. You can spare yourself the inconvenience of getting up from your solitary desk and trekking out to a crowded cafeteria or restaurant by staying put. Grab some fresh air and go for a stroll. The garden has to have the weeds eradicated because they are taking over. If you would like, you are welcome to take a seat on the stoop. The point has been proven.

7. Make a dedicated Office space or place to work exclusively. In a perfect world, people who work from home would each have their own personal office space, as well as a second personal computer that they could use when they were not on the clock. On the other hand, not everyone has the financial means to purchase two computers or designate a separate area in their home as an office space. Instead, designate a particular area, complete with a desk or table and the other essential furniture, as the location of your job. The beginning of serious labour, for example, is signalled by the appearance of a laptop accompanied by an external monitor and keyboard in the workplace. When it's on your lap, you'll have some privacy to unwind and relax. It's likely that you'd feel more comfortable having a second account dedicated solely to your work activities. It is helpful to teach your brain to differentiate between time spent working and time spent on personal pursuits in order to attain a better work-life balance.
8. Socialize and set meeting your network. Even persons who are naturally extroverted can experience emotions of loneliness, detachment, and isolation when they work from home. In societies that encourage working remotely, opportunities for socialization are prevalent. It is possible to use channels within a team chat tool such as Slack to facilitate in-person gatherings or online discussions on topics of shared interest between people in the area. What is the barest amount of social engagement at work that you require in order to feel as though you belong there? The outcome will be different for each individual. Even if you're an introvert who hates having to interact with others, it's a good idea to give some fascinating activities a shot, such as an online happy hour or a book club, so that you may feel at ease with them in the event that you ever decide you want them. If your company does not have a healthy culture for working remotely, you might find it necessary to adopt a more proactive approach when it comes to creating partnerships.
9. Beware of Workaholic Tendencies A lot of people would like to be able to work from home because it would allow them more freedom and efficiency in their schedules and would allow them to get more done in less time (imagine having eight uninterrupted hours to yourself each week to bang away at your keyboard without having to worry about answering emails or attending daily staff meetings). But, there are situations when having too much independence might be detrimental. It's not easy to leave the office for the day when you know it's waiting for you and a deadline is looming over your head. Many people who work from home find that they end up working more hours rather than fewer, logging extra time on nights and weekends simply because they have to.
10. Many professionals who can work from home choose to work fewer hours per day, and many do so successfully. But that doesn't mean they're slacking off on the job. Because of the way time is tracked, known as "billable hours," many professionals lose several minutes per hour to administrative tasks that don't result in any revenue. Plan the entire work schedule and how is it paid. Then payment for work from home is different and so look at the matrix.

REFERENCES

1. Shafizadeh, Kevan R., et al. "The costs and benefits of home-based telecommuting." (2000).
2. Grant CA, Wallace LM, Spurgeon PC, Tramontano C, Charalampous M. Construction and initial validation of the E-Work Life Scale to measure remote e-working. *Employee Relations*. 2019 Jan 7;41(1):16-33.
3. Abelsen SN, Vatne SH, Mikalef P, Choudrie J. Digital working during the COVID-19 pandemic: how task–technology fit improves work performance and lessens feelings of loneliness. *Information Technology & People*. 2021 Sep 24.
4. Adamovic M. An employee-focused human resource management perspective for the management of global virtual teams. *The International Journal of Human Resource Management*. 2018 Aug 6;29(14):2159-87.
5. Mustajab D, Bauw A, Rasyid A, Irawan A, Akbar MA, Hamid MA. Fenomena Bekerja dari Rumah sebagai Upaya Mencegah Serangan COVID-19 dan Dampaknya terhadap Produktifitas Kerja Working from Home Phenomenon as an Effort to Prevent COVID-19 Attacks and Its Impacts on Work Productivity. *Int. J. Appl. Bus*. 2020;4:13-21.
6. Alghaithi A, Sartawi K. Improving Remote Employees', Organisational Productivity–Practical

-
- Guidelines for Identifying and Managing Bottlenecks in Today's World. IOSR Journal of Business and Management. 2020;22(2):63-74.*
7. Alipour JV, Fadinger H, Schymik J. My home is my castle—The benefits of working from home during a pandemic crisis. *Journal of Public Economics. 2021 Apr 1;196:104373.*
 8. Antonacopoulou EP, Georgiadou A. Leading through social distancing: The future of work, corporations and leadership from home. *Gender, Work & Organization. 2021 Mar;28(2):749-67.*
 9. Arora, P., & Suri, D. (2020). Redefining, relooking, redesigning, and reincorporating HRD in the post Covid 19 context and thereafter. *Human Resource Development International, 23(4, SI), 438–451. doi: 10.1080/13678868.2020.1780077.*
 10. Athanasiadou C, Theriou G. Telework: systematic literature review and future research agenda. *Heliyon. 2021 Oct 1;7(10):e08165..*
 11. Bartsch S., Weber E., Buttgen M., Huber A. (2021). Leadership matters in crisis-induced digital transformation: How to lead service employees effectively during the COVID-19 pandemic. *Journal of Service Management, 32(1):71–85. doi: 10.1108/JOSM-05-2020-0160.*
 12. Bonacini L., Gallo G., Scicchitano S. (2021). Working from home and income inequality: Risks of a 'new normal' with COVID-19. *Journal of Population Economics, 34(1):303–360. doi: 10.1007/s00148-020-00800-7.*
 13. Collins, J.H., and Moschler, J. (2009). The benefits and limitations of telecommuting. *Defense AR Journal 16(1), 55-66.*
 14. Contreras F, Baykal E, Abid G (2020). E-leadership and teleworking in times of COVID-19 and Beyond: What we know and where do we go. *Frontiers in Psychology, 11: 590271.*
 15. Delanoëje, J., and Verbruggen, M. (2020). Between-Person and Within-Person Effects of Telework: A Quasi-Field Experiment. *European Journal of Work and Organisational Psychology 29 (6): 795–808.*
 16. Dingel, J.I. and Neiman, B. (2020). How Many Jobs Can Be Done at Home. *Journal of Public Economics 189, Article 104235.*
 17. Kaiser, S., Suess, S., Cohen, R., Mikkelsen, E. N., & Pedersen, A. R. (2022). Working from home: Findings and prospects for further research. *German Journal of Human Resource Management, 36(3), 205–212. <https://doi.org/10.1177/23970022221106973>*
 18. Karabinski T, Haun VC, Nübold A, et al. (2021). Interventions for improving psychological detachment from work: A meta-analysis. *Journal of Occupational Health Psychology, 26(3): 224–242.*
 19. Kazekami, S. (2020). Mechanisms to improve labor productivity by performing telework. *Telecommunications Policy, 44(2), Article 101868.*
 20. Kniffin KM, Narayanan J, Anseel F, et al. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist, 76(1): 63–77.*
 21. Lupu VL. Teleworking and its benefits on work-life balance. In 4th international multidisciplinary scientific conference on social sciences and arts SGEM 2017 2017 (pp. 693-700).
 22. Messenger, J.C., and Gschwind, L. (2016). Three generations of Telework: New ICTs and the (R)evolution from Home Office to Virtual Office. *New Technology, Work, and Employment 31(3), 195-208.*
 23. Schmoll R, Süß S (2019). Working anywhere, anytime: An experimental investigation of workplace flexibility's influence on organizational attraction. *Management Revue, 30(1): 40–62.*
 24. Shockley K., Clark M., Dodd H., King E. (2021). Work-family strategies during COVID-19: Examining gender dynamics among dual-earner couples with young children. *Journal of Applied Psychology, 106(1):15–28. doi: 10.1037/apl0000857.*
 25. Van Zoonen W, Sivunen AE. The impact of remote work and mediated communication frequency on isolation and psychological distress. *European Journal of Work and Organizational Psychology. 2022 Jul 4;31(4):610-21.*
 26. Waizenegger L., McKenna B., Cai W., Bendz T. (2020). An affordance perspective of team collaboration and enforced working from home during COVID-19. *European Journal of Information Systems, 29(4):429–442. doi: 10.1080/0960085X.2020.1800417.*
-

27. Wang X, Zhang Z, Chun D. How does mobile workplace stress affect employee innovative behavior? The role of work–family conflict and employee engagement. *Behavioral Sciences*. 2022 Jan;12(1):2.
28. Wendsche J, de Bloom J, Syrek C, et al. (2021). Always on, never done? How the mind recovers after a stressful workday? *German Journal of Human Resource Management*, 35(2): 117–151.
29. Wu Y, Antone B, Srinivas A, DeChurch L, Contractor N. Teamwork in the time of COVID-19: Creating, dissolving, and reactivating network ties in response to a crisis. *Journal of Applied Psychology*. 2021 Oct;106(10):1483.
30. Xie JL, Elangovan AR, Hu J, et al. (2019). Charting new terrain in work design: A study of hybrid work characteristics. *Applied Psychology*, 68(3): 479–512.
31. Zhang C, Yu MC, Marin S. Exploring public sentiment on enforced remote work during COVID-19. *Journal of Applied Psychology*. 2021 Jun;106(6):797.