

Work from Home during Covid19 Pandemic

From the lens of SBF employees

by
Salaam Bombay Foundation



A CHILD IN SCHOOL HAS A FUTURE

Executive Summary

To suppress the spread of Covid-19, multiple non-pharmaceutical interventions were implemented in early 2020, including social-distancing measures, travel and movement restrictions, and even stringent city or country-wide lockdowns. Remote working (or Work from Home; WFH) became a necessity for a vast majority of organisations not involved in essential services. Salaam Bombay Foundation (SBF henceforth) moved to a WFH format in March 2020. This study was undertaken to understand employees' perspectives on WFH, the effect it had on their work, productivity, health and wellbeing, and the coping strategies employed by them to overcome challenges. Further, one of the key objectives of this study was also to understand, capture and highlight WFH experience for employees based on key factors like gender, family type and grade structure (job roles and responsibilities)¹.

Data on demographic profile of 129 employees who participated in the study indicates that majority (over 50 percent) of the employees are between 21-30 years of age and one-third are between 31-40 years. 56% of employees who participated in the study are female and the remaining 44% are male. Approximately 60% sample employees are post-graduates, and 31% are graduates. While 50% of employees are married, 46% are unmarried. Moreover, 36% employees have at least one child of which one-fourth are single parents. Three-fourth of all employees have been associated with SBF (or SMF) between 1-5 years, 16% for 6-10 years, and the remainder for 11 years or more. Before WFH was implemented, 15% employees reported their commute (to and fro) time to be between 30 minutes to one hour, 40% reported between 1 to 2 hours, and 20% reported between 2 to 3 hours. More female employees reported 1-2 hours of commute whereas more male employees reported over three hours of commute. More than 90% of employees use train (for either full or partial commute), 50% use bus, and 39% reported to use taxi.

While 28% employees reported they were happy about WFH, 72% reported being neither happy nor unhappy, or having mixed feelings. Disaggregation of data based on family type indicates that the percentage of those in nuclear families who reported being happy is higher than those in joint families. When asked whether employees had better productivity during WFH, 49% said 'yes', 18% said 'no' and 33% said 'maybe'. Contrary to the response to feelings on WFH findings, more of those living in joint families reported better productivity in comparison to employees living in nuclear families. Moreover, a significantly higher percentage of grade 5 employees reported better productivity in comparison to grades 3 and 4² employees³.

Highly reported positive aspects of WFH were saving time and energy (79%), location flexibility and independence (75%), and how WFH aided in building self-confidence and self-growth to face challenges alone (73%). Gender analysis indicates that the positive aspects of WFH likely have a more substantial effect on female employees in comparison to male employees. More grade 5 employees reported 'time and energy saved' and 'aids in self-confidence to face challenges alone' in comparison to grade 3 and 4 employees. Highly reported negative aspects of WFH were higher reliance on smartphones and laptops (67%), long working hours (64%) and increased distractions at home during work hours (61%). More female employees reported family and work pressure as a negative aspect of WFH than male employees. A significantly higher percentage of grade 3 and 4 employees reported long working hours in comparison to grade 5 employees. However, more grade 5 employees reported reduced or missing continuous direction and guidance indicating

¹ For employee grade structure and corresponding designations, please refer to Annexure A.

² For grade-wise comparison, data on grades 3 and 4 was combined together for better analysis and interpretation.

³ Grade 3 employees are managers and assistant managers, grade 4 employees are assistant managers and coordinators, and grade 5 employees are primarily field facilitators and team leaders.

that work communication in WFH format has been more stable for employees with managerial responsibilities in comparison to employees who are field facilitators and co-ordinators.

69% employees reported learning new skills, 65% reported spending more time with family and 50% reported improving health and fitness levels when asked about activities outside of work during WFH. However, more male employees reported these activities than female employees. Highly reported aspects of office that employees miss the most are working and enjoying the learning process together (81%), positive atmosphere of office space (72%) and time spent with colleagues (70%). While more grade 3 and 4 employees reported these aspects, more grade 5 employees reported missing time spent with students in school. Highly reported positive effects of WFH were feeling grateful for being safe at home during the pandemic, feeling more confident in handling office tasks independently, and higher efficiency and focus. Some common negative effects of WFH reported were frequent mood swings and feeling scared due to covid-19. Over two-third of both, male and female employees wish that WFH continues in the future.

Most common health issues reported by employees were eyes and spine related issues, sudden change in weight, and sleep related issues. The most common reasons reported for these health issues were stress (46%), casual attitude towards health (43%) and untimely lunch and/or dinner hours (41%). A significantly higher percentage of female employees reported eye related issues (eye fatigue, irritation, pain and dryness) and spine related issues (backache, neck ache, spondylitis) in comparison to male employees. However, 50% employees reported feeling more fit and healthy and 40% reported better stamina as positive impact of WFH on health. More male employees reported feeling more fit and healthy whereas more females reported better stamina.

Common work-related challenges reported by employees were work-life balance (77%), making work visible (75%), and burnout (74%). The top three reasons for burnout reported were long working hours, stress related to high work pressure due to deadlines, and no work-life balance. Personal challenges faced by employees during WFH were being disorganised (52%), trouble getting into office mind frame after a break (51%), family issues (43%) and family interference during office hours (42%). Technical challenges reported by employees were issues with internet and mobile connectivity, frequent power-cut issues (64%), and frequent laptop/desktop issues (54%).

Over 90% of employees reported employee friendly WFH policies by HR as a coping strategy implemented by SBF. Timely and critical support by top management (88%), medical support to staff and family members (88%), maintaining Happy Minds culture even in virtual mode (88%), and generating more learning opportunities (88%) were also highly reported. Coping strategies implemented by employees include staying self-motivated (67%), maintaining transparent communication (67%) and effective time management (60%) wherein more female employees implement the aforementioned strategies in comparison to male employees. 65% of employees reported that a hybrid model would work in the future (partial WFH and partial office-based/on-field work). Qualitative insights suggest both personal and professional reasons for this response: professional reasons reported by employees include higher work efficiency and necessity for office-based work, and personal reasons include saving on resources and safety during the pandemic. 28% of employees reported being unsure but did not elaborate on their reasoning, however, personal reasons like safety and saving resources remain recurring factors indicating some hesitancy towards office-based work. About 15% employees provided suggestions to make WFH better wherein the most reported were fixed office hours and keeping Saturdays either non-working or reducing its working hours.

Recommendations based on the study's findings include strategies and policies to address issues that are mediated by factors like employee grade/job role, gender and family type. Based on the findings, a hybrid model would serve as a 'middle ground' to address the disadvantages and retain the advantages of WFH, specifically for female employees.

I. About the study

An unimaginable virus has forced the whole world population indoors. Like a deck of cards, over last few months, countries started to follow suit of physical distancing and work from home rules and norms. Moreover, companies willing or being forced by stringent lockdowns in countries such as India got closed down. Post the first lockdown, with extension leading to all subsequent lockdowns, now where mobility in the cities are having some sense of normalcy due to the lockdown rules being relaxed in phases, many organisations still prefer to remain shut for the safety of their employees. Consequently, the last eight to nine months of lockdown has forced the working population towards a new culture of working from home.

However, as organisations are seeing drastic changes in cultures, work boundaries are blurring as spaces of the home are not just for the families anymore, they are for monthly meetings, for trainings and innumerable zoom calls to ensure stability at work while many around lose their daily wages, their current income sources etc. Employees happy about being able to spend more time with their families are struggling to maintain compartmentalised routine not only during office days but also on non-working days. The juggling act across all genders and roles is a reality if not equal.

Human Resource (HR) teams have been working overtime to ensure work cultures work optimally where the spectrum of work does not fall in burnout and fatigue. Many well thought off strategies by the SBF HR team too, have ensured a highly productive yet balanced work life ratio throughout the lockdown thereby making the work from home model manageable for its employees. SBF has carved out a unique model during these unprecedented times not only by implementing newer employee oriented HR policies but also by ensuring more productivity upholding the 'Happy minds' culture even during the lockdown. However, the heterogeneous team at SBF comes with unique experiences that need to be captured and evaluated to not only ensure the work from home culture is viewed as positive especially during the time when social interactions are limited but also to carry forward these valuable learnings to march confidently into the new normal post lockdown.

Moreover, it is important to look at how critical factors like gender and employee roles and grade-structure influence WFH. Past research on WFH due to Covid-19 suggests that occupations with high (and constant) interaction with people are less likely to be able to fit into a remote working format, and subsequently have a higher risk of job displacement (Baker, 2020)⁴. Therefore, such occupations and

⁴ Baker, Marissa G. "Characterizing occupations that cannot work from home: a means to identify susceptible worker groups during the COVID-19 pandemic." *MedRxiv* (2020).

groups of people may require additional workplace protections and adjustments wherever necessary and relevant. Savić (2020)⁵ also mentions that the adoption of a “digital workforce mindset” is influenced by factors like digital literacy, technical knowledge, lifelong micro learning, and personal development, generation gap, etc., which influence the shift from office to remote working. Therefore, age, education, gender, employee role (and grade structure) are key profilers when devising work from home or hybrid model workplace policies.

The aim of this study is to encapsulate challenges and experiences of SBF and SMF employees towards Work from Home (WFH) in the last one year of COVID-19 pandemic (March 2020 to March 2021). The study is one of the ways the organisation wants to steer process of empirical based policies for its employees.

OBJECTIVES OF THE STUDY

- To understand the perspective of SBF employees regarding the work from home model
- To understand the challenges faced by SBF employees during WFH period from March 2020 to March 2021.
- To assess the changes in the physical and mental health of employees in the WFH tenure
- To understand the coping mechanisms of the employees in the work from home model
- To understand whether factors like gender, family type, and employee grade structure influenced WFH experiences for employees differently.

The data was captured with the help of Kobo Collect using self-administered survey during March-April 2021. The survey ensured that the responses collected from respondents were anonymous to decrease response bias. A total of 129 employees (both SBF and SMF) out of 148 participated in the survey. Data was collected on respondents’ basic demographic information, their perspectives about the current WFH model, health related challenges during WFH, work related challenges during WFH, their coping mechanisms to overcome these challenges, and finally qualitative insights on whether a hybrid

⁵ Savić, Dobrica. "COVID-19 and work from home: Digital transformation of the workforce." *Grey Journal (TGJ)* 16.2 (2020): 101-104.

model (with both, remote working and in office/on field work) would work, and suggestions on how to make WFH more productive and comfortable for employees.

This report is structured into five components: About the study, demographic profile of respondents, findings based on quantitative analysis of data, qualitative insights, and recommendations and limitations of the study. Quantitative analysis on each aspect that the study investigates further looks into gender and grade-wise comparison for a more nuanced understanding. Data that is too dispersed for cross-tabulations and advanced analysis have been added in the annexure.

II. Findings

1. Demographic Profile

Majority of the employee respondents fall in the age category of 21-30 years (53%), followed by 31-40 years (34%) and 41-50 years (13%). Male respondents constitute 44% of the study sample, and female respondents constitute 56%. Figure 3 shows gender disaggregation of respondents by age. Just over half of male as well as female respondents fall in the 21-30 years age bracket. More female employees (17%) fall in the 41-50 years age bracket in comparison to male employees (9%).

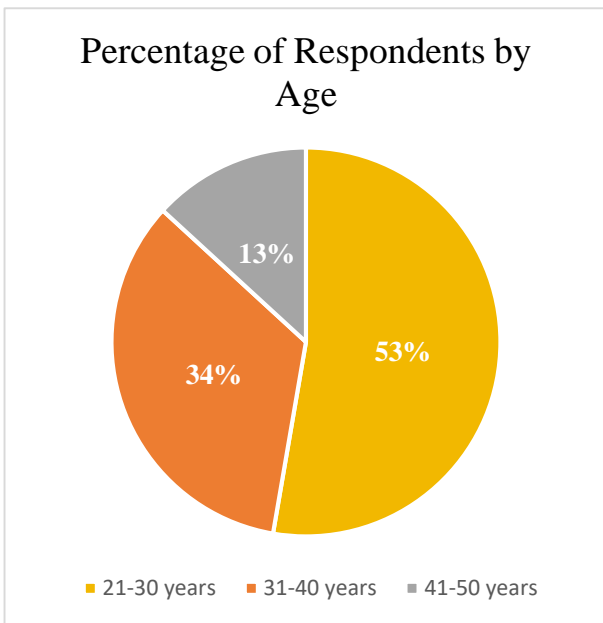


Figure 1: Demographic profile of employees by age

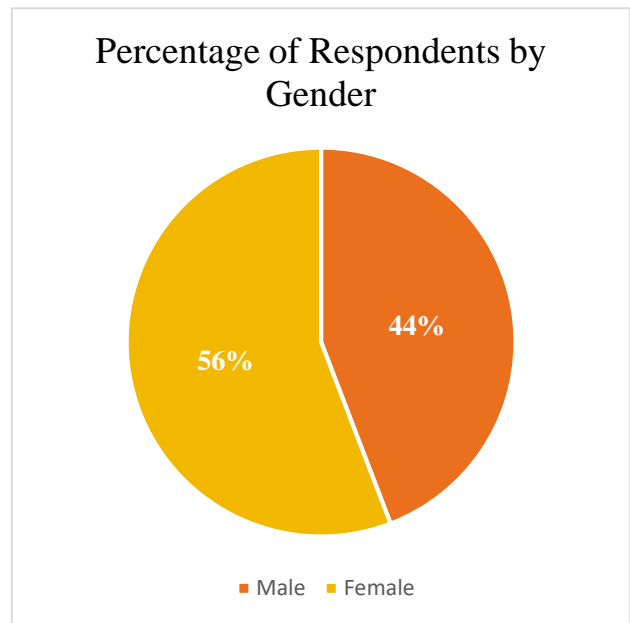


Figure 2: Demographic profile of employees by gender

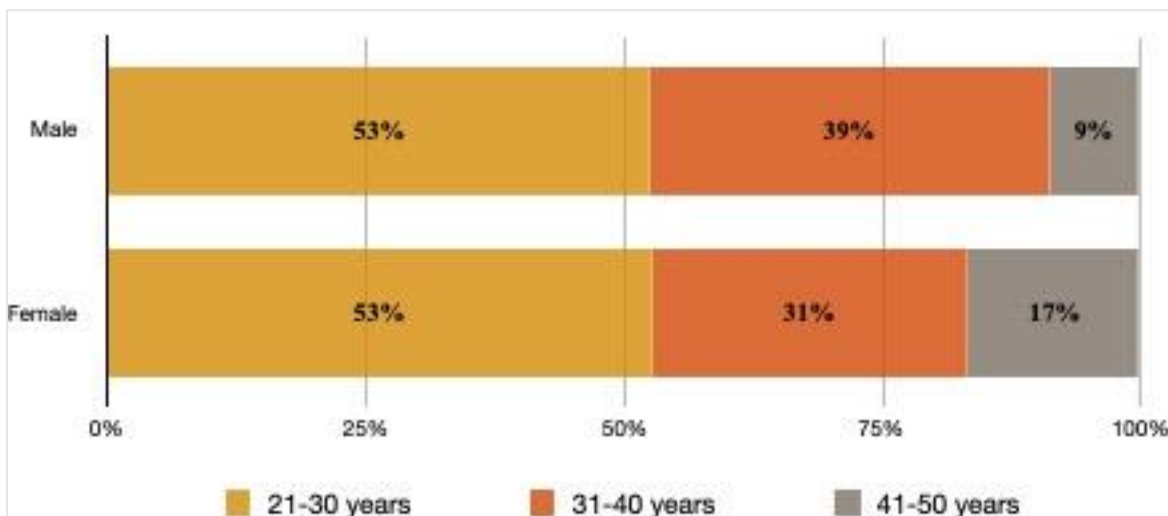


Figure 3: Gender disaggregation of employees' age

Approximately half of the respondents have completed their post-graduate degree (see figure 4), followed by 31% who are graduates, 11% who are currently undergraduates and 9% who have a diploma degree. Figure 5 shows the gender disaggregation of level of education of employees. A significantly higher percentage of female employees have completed post-graduate level of education (57%) in comparison to male employees (40%). More male employees are graduates (39%) in comparison to female employees (25%).

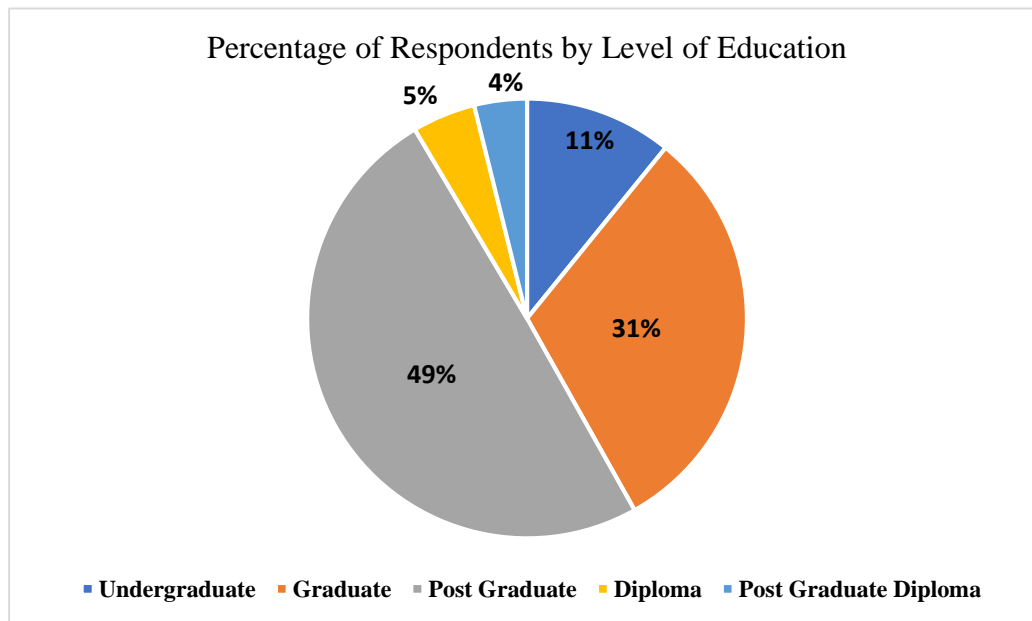


Figure 4: Demographic profile of employees by level of education

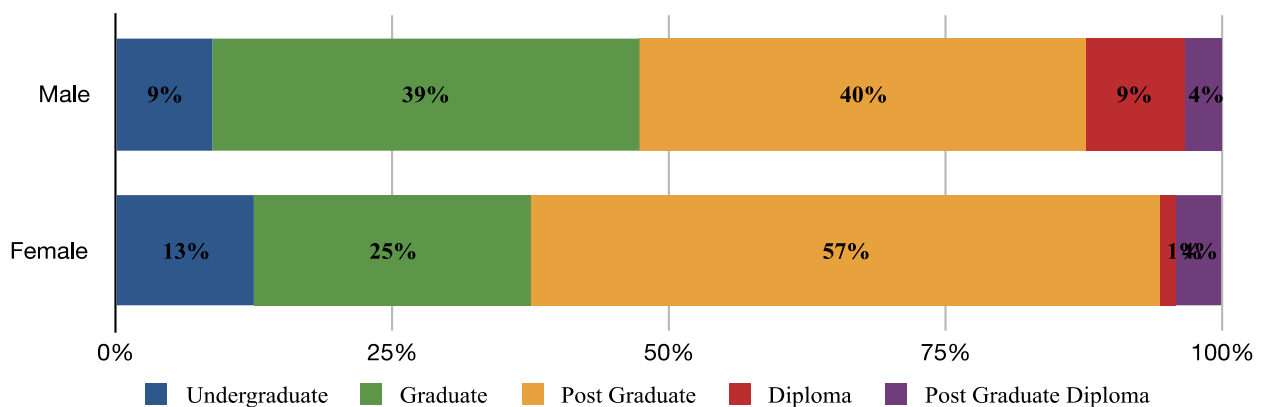


Figure 5: Gender disaggregation of employees' level of education

Data on marital status indicates that 50% of employee respondents are married, and 46% are unmarried. The remaining reported either being in a relationship, divorced or widowed. It should be noted that some respondents may have chosen to report as unmarried even if they fall in the other above-mentioned

categories. Gender disaggregation of family type indicates that more female employees (36%) are living in a nuclear family than male employees (21%), whereas more male employees (70%) are living in a joint family than female employees (60%). However, a majority of all employees are currently living in a joint family. The residence and living situation of employees may change once government restrictions ease and the spread of covid-19 subsides.

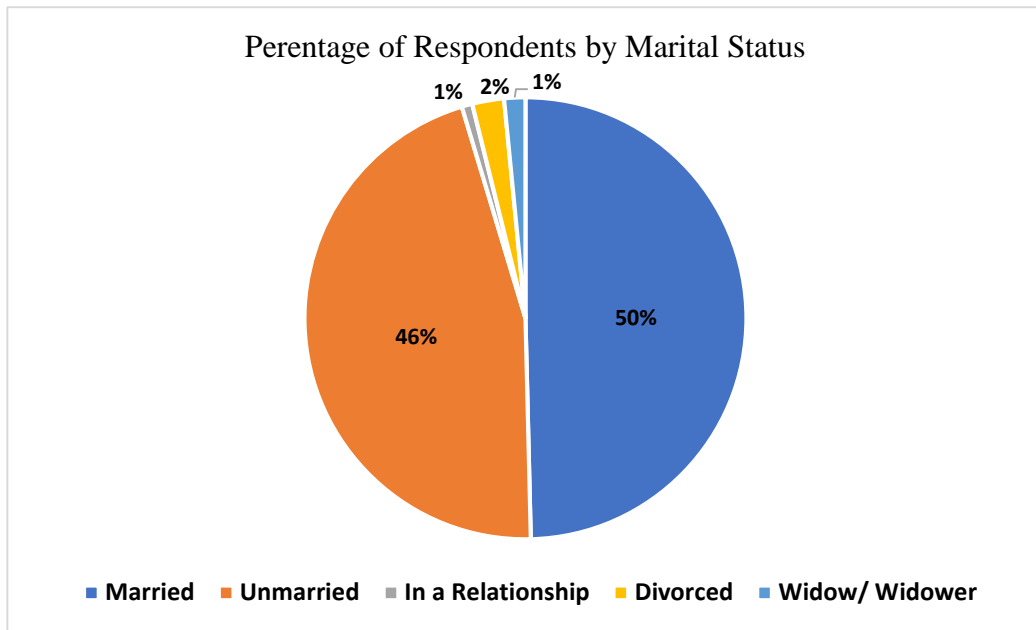


Figure 6: Demographic profile of employees by marital status

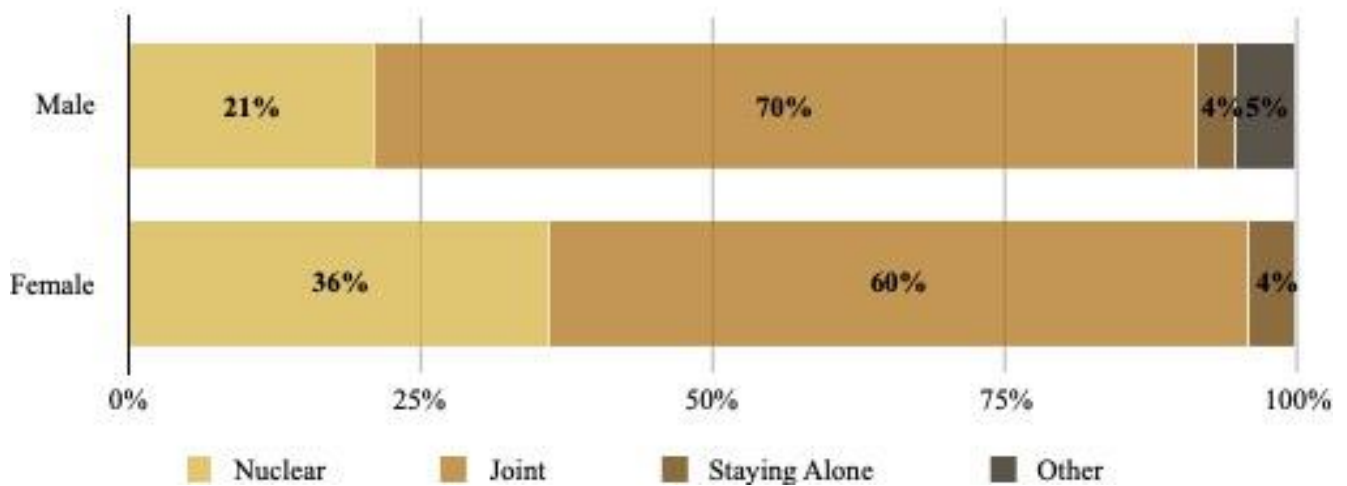


Figure 7: Gender disaggregation of employees by family type

Figure 8 depicts employee respondents with children wherein 64% employees do not have any children, and the remaining 36% respondents do. Of these 36% respondents (46 employees), 27 employees are not single parents and share their responsibilities towards children with their spouse/partner/family

members. 9% of respondents with children (4 employees) have no support, and 15% have shared parental responsibilities. 17% are not single parents but have to manage all the children’s responsibilities alone due to lack of support at home. 59% are not single parents and share child/ren’s responsibilities with spouse/partner/family members.

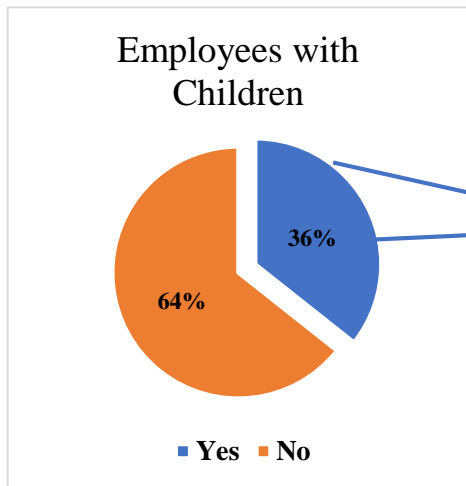


Figure 8: The figure gives a separation of employees with and without children

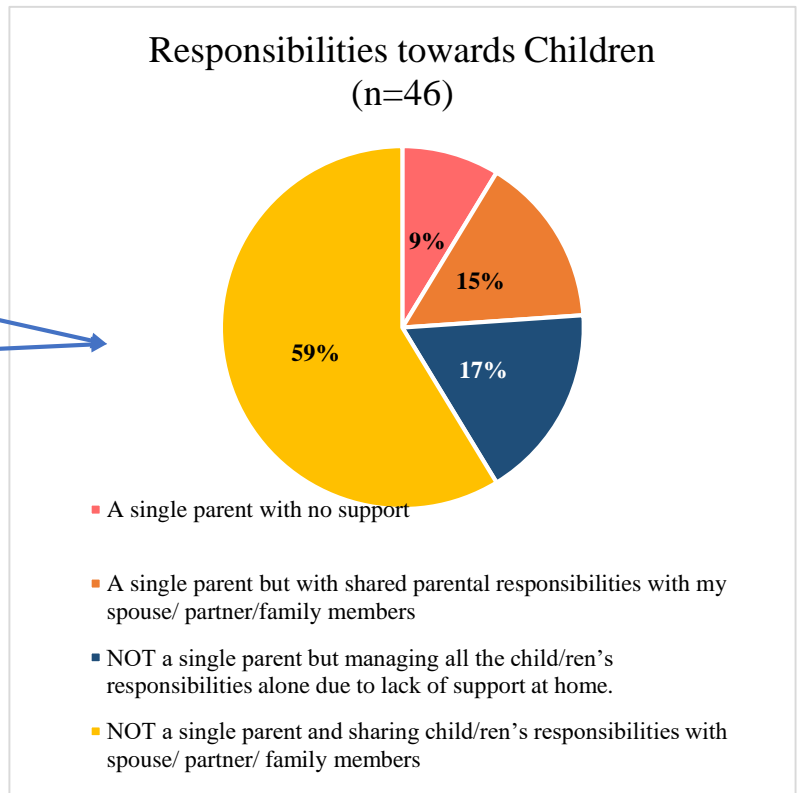


Figure 9: Responsibilities towards children (n = 46)

Three-fourth of the respondent employees have been working with SBM/SMF for 1 to 5 years, followed by 16% of employees who have working at the organisation for 6 to 10 years. The remaining 10% respondents have been working at the organisation for more than 10 years (see figure 9).

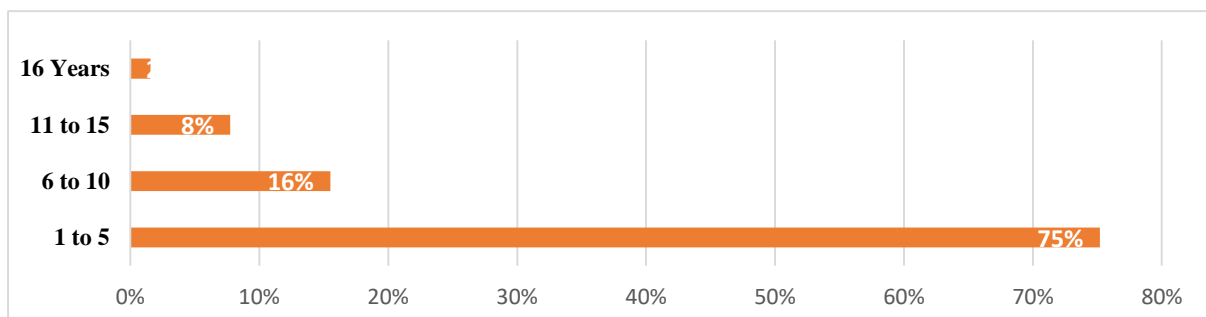


Figure 10: Number of years employees have been working at SBF/SMF

Gender disaggregation of number of years employees have worked at SBF/SMF depicts a higher percentage of female employees (79%) have been working with SBF between 1 to 5 years in comparison to male employees (70%). However, more male employees have been working with SBF for 6 – 10 years and 11 – 15 years. Only female employees (3%; 2 employees in total) have been associated with SBF for 16 years or more.

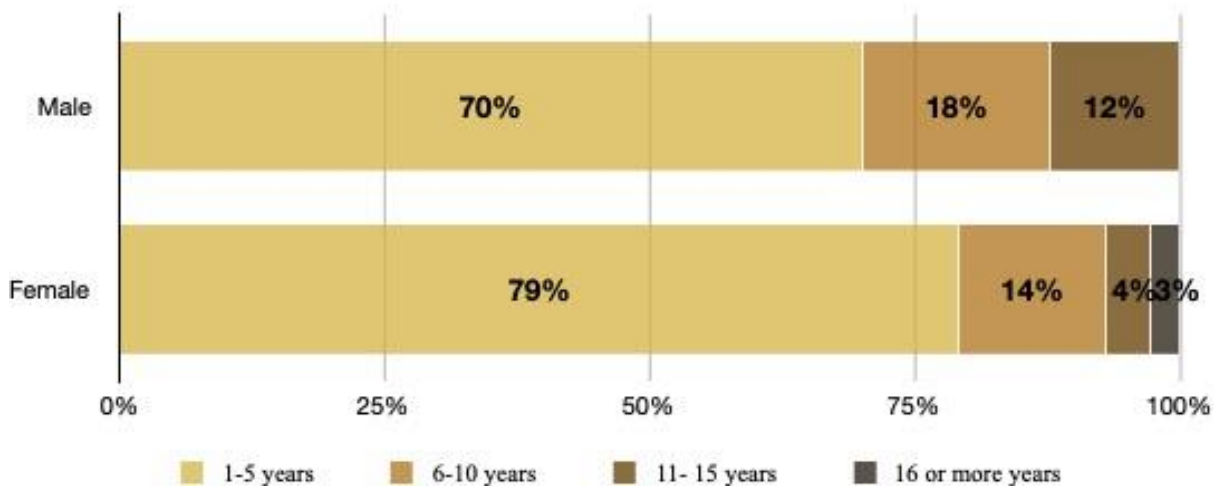


Figure 11: Gender disaggregation of number of years employees have been working at SBF/SMF

When asked about time taken to commute to work to and fro each day (before the pandemic and subsequent travel restrictions were put in place), 40% of respondents reported that it takes them between 1 to 2 hours, followed by 20% respondents for whom the daily commute is between 2 to 3 hours, and 13% respondents for whom the commute is between 3 to 4 hours. Respondents were also asked about their mode of transportation for commute. Since a majority of the employees are working from Mumbai where multiple modes of transportations are required, this was a multiple response question. A vast majority of employees (91%) use train in their daily commute, followed by 47% who use public busses and 38% who use either a shared taxi or regular taxi. Gender disaggregation (figures 13 and 14) of time taken to travel depicts that significantly more female employees take between 1-2 hours to commute

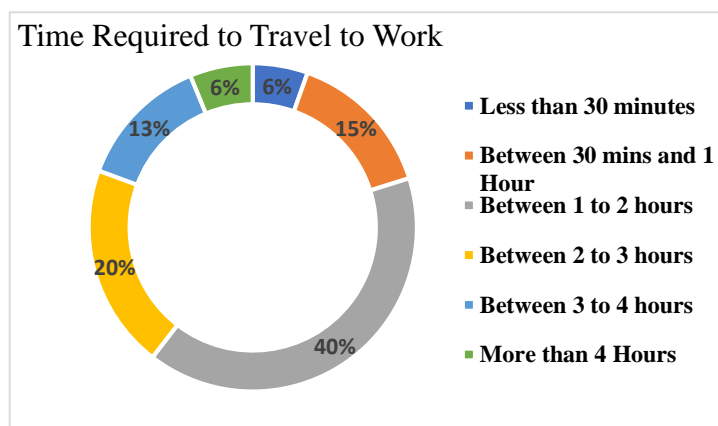


Figure 12: Time taken to travel to work (door to door) by

(49%) in comparison male employees (30%). However, more male employees take between 3 or more hours (29%) in comparison to female employees (13%).

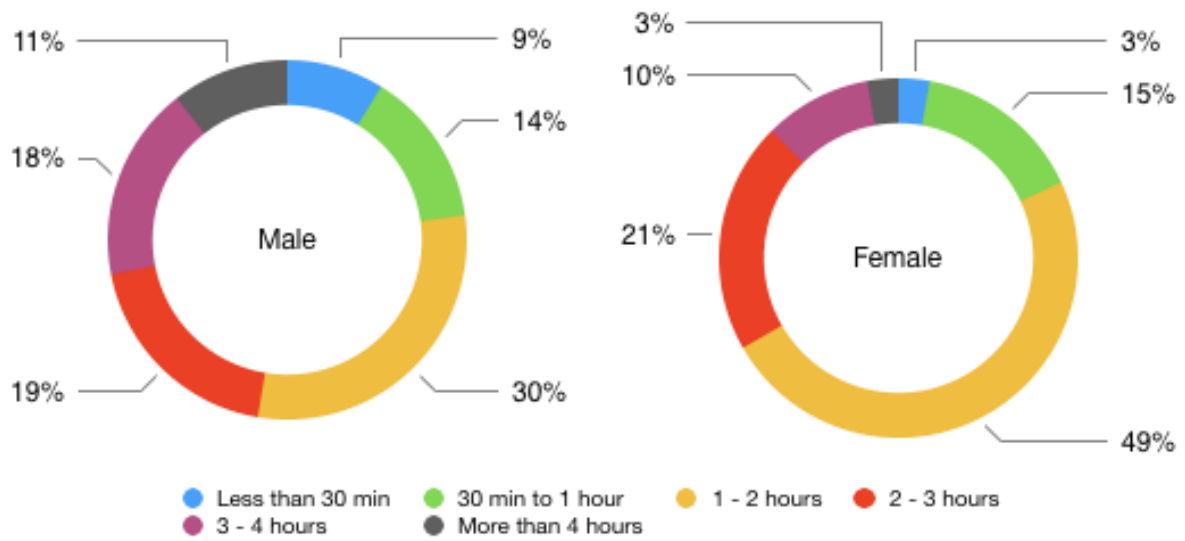


Figure 13 and 14: Gender disaggregation of time taken to travel to work (door to door) by employees

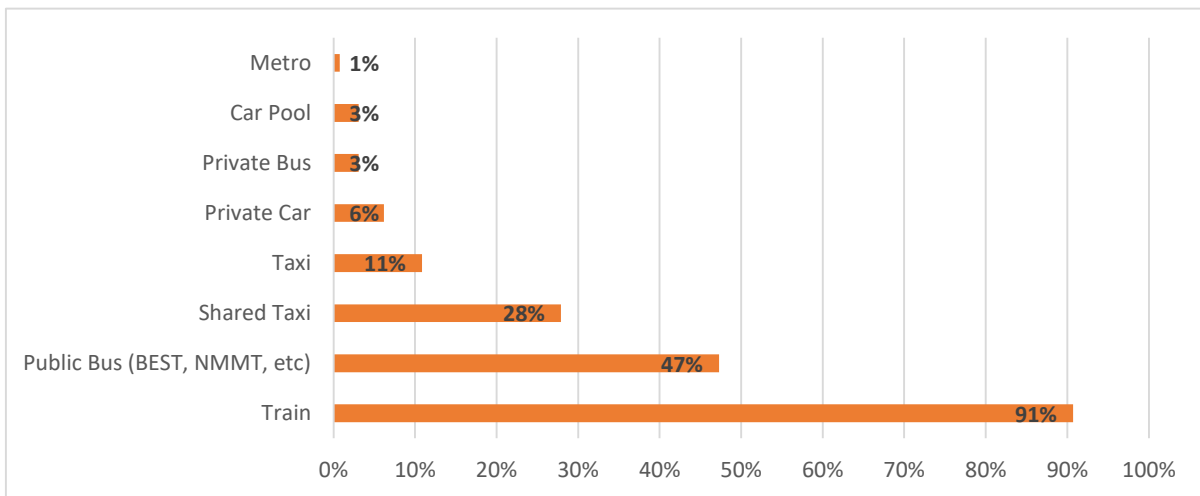


Figure 15: Mode of transportation used by employees to travel to work (multiple response analysis)

2. Perspectives about WFH

a. Feelings about WFH

Figure 16 depicts respondent employees' feelings towards the current WFH model. To further understand which employees are happy or unhappy about WFH, figures 14 to 17 depict disaggregation of data based on grade, gender, family type and employees with or without children.

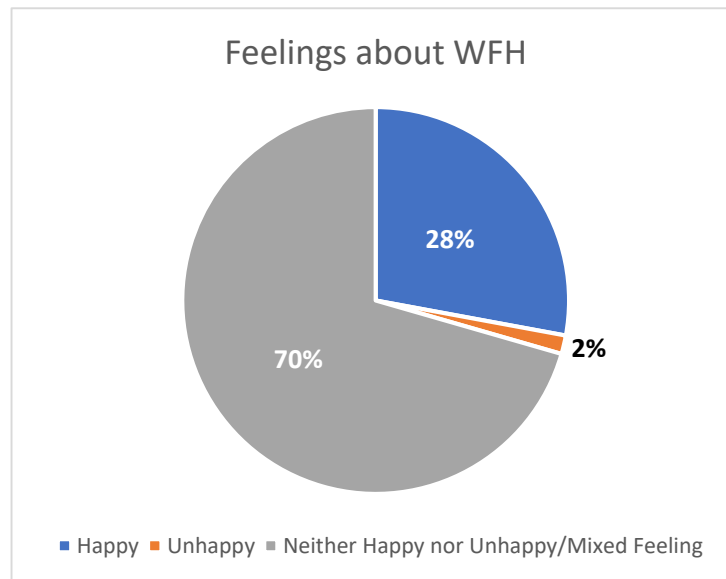


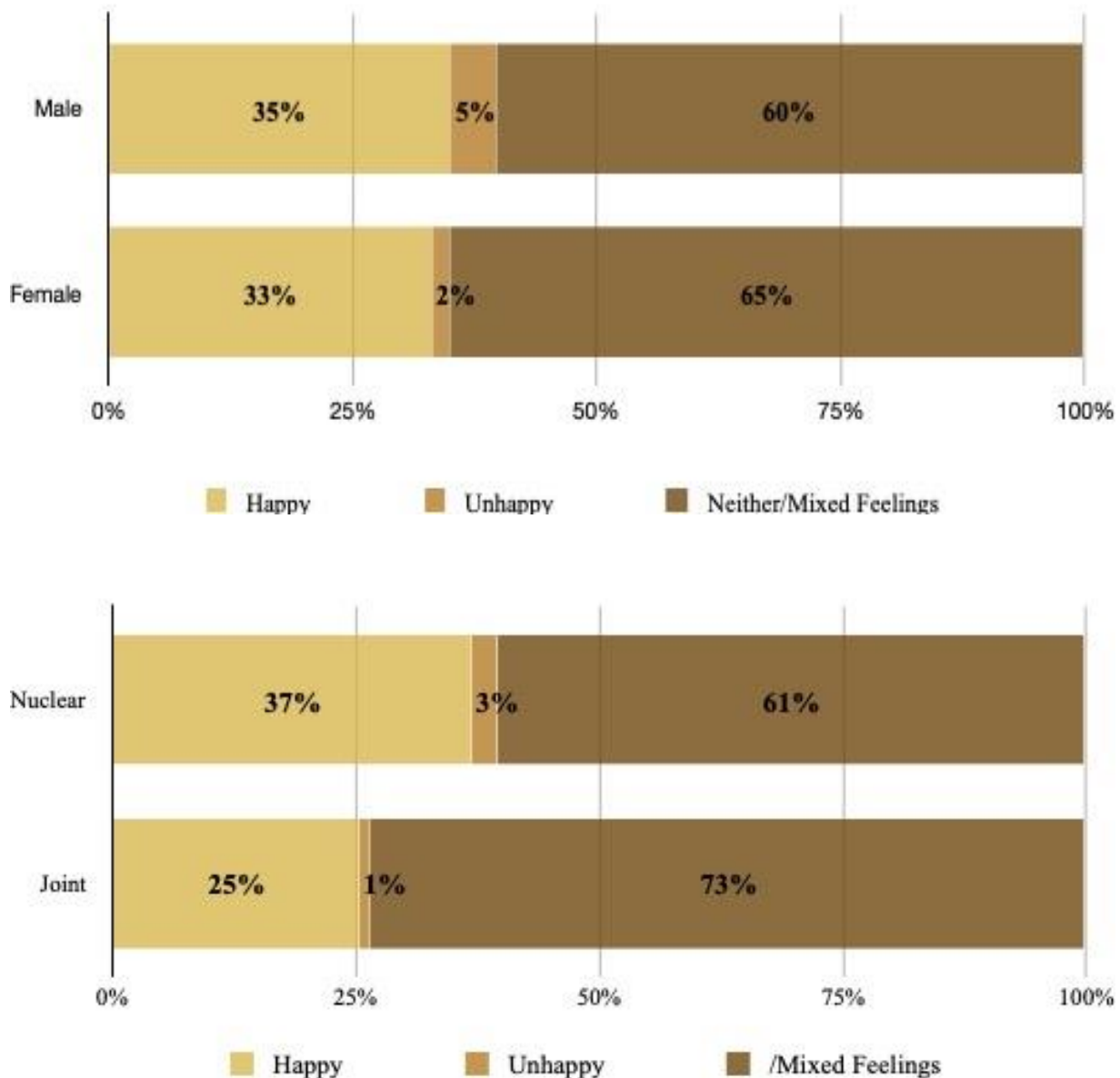
Figure 16: Employees' feelings about current WFH model

Gender disaggregation of this data suggests similar trends for both male and female employee respondents. However, more female employees (65%) reported being 'neither happy/unhappy' and having 'mixed feelings' about WFH than male employees (60%). However, a study by Brynjolfsson and colleagues (2020)⁶ on perspectives of WFH during Covid-19 also indicates that more men are likely to commute to work, whereas women reported switching from commuter to remote working status.

When comparing family type, specifically employees who live in a joint family (64%) or nuclear family (29%), data suggests some differences in feelings about WFH. More of those respondents living in a joint family report having mixed feelings or being neither happy nor unhappy about WFH in comparison with employees who live in nuclear families. Following that trend, more of those employees who are living in a nuclear family report being happy about WFH in comparison with employees in joint families. **Both, grade and gender disaggregation of this data suggests that a WFH model, wherein**

⁶ Brynjolfsson, Erik, et al. *COVID-19 and remote work: An early look at US data*. No. w27344. National Bureau of Economic Research, 2020.

females and those living in a joint family who likely have more household responsibilities, face some difficulties in a remote working format.



Figures 17 and 18: Gender and family type disaggregation of employees' feelings about current WFH model respectively

While only 36% of sample employees have children, figure 19 depicts similar trends for both, those who have children and those who do not, suggesting that responsibilities towards children may not be likely to have a mediating effect on employees' feelings towards the current WFH model. However, when we further disaggregate the data on those with and without children on the basis of family type, it suggests that **those with children living in joint families have better productivity than those without children living in joint families** (see figure 2a in annexure).

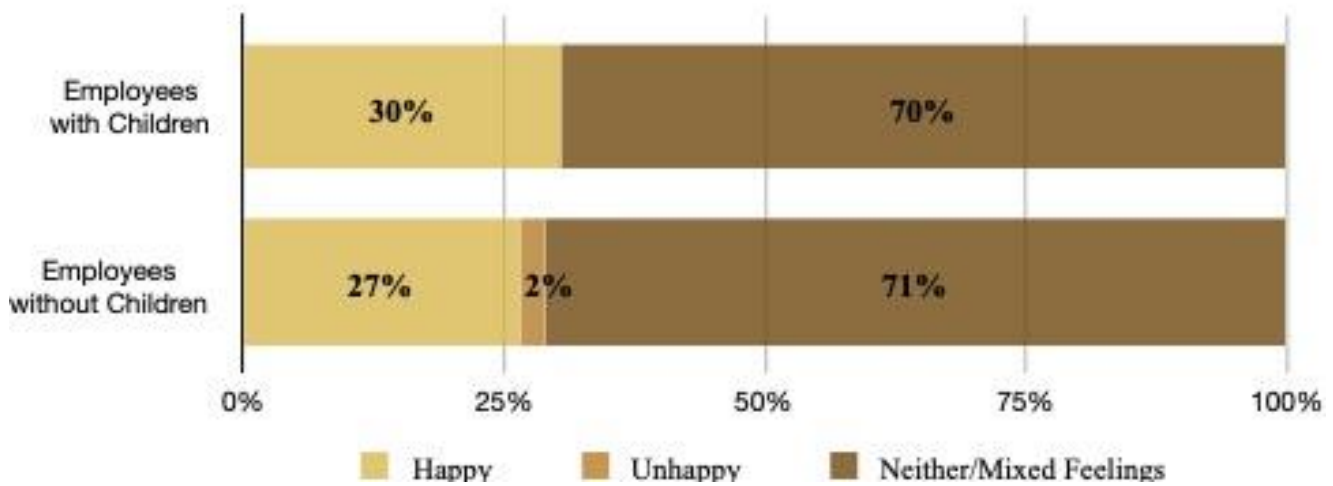


Figure 19: Employees' feelings about current WFH model based on those with and without children

Grade disaggregation for grades 3 and 4 (combined) and 5 indicate that more grade 5 employees are happy about the WFH model in comparison to grades 3 and 4. Moreover, more grade 3 and 4 employees report neither happy nor unhappy or mixed feelings in comparison to grade 5 employees.

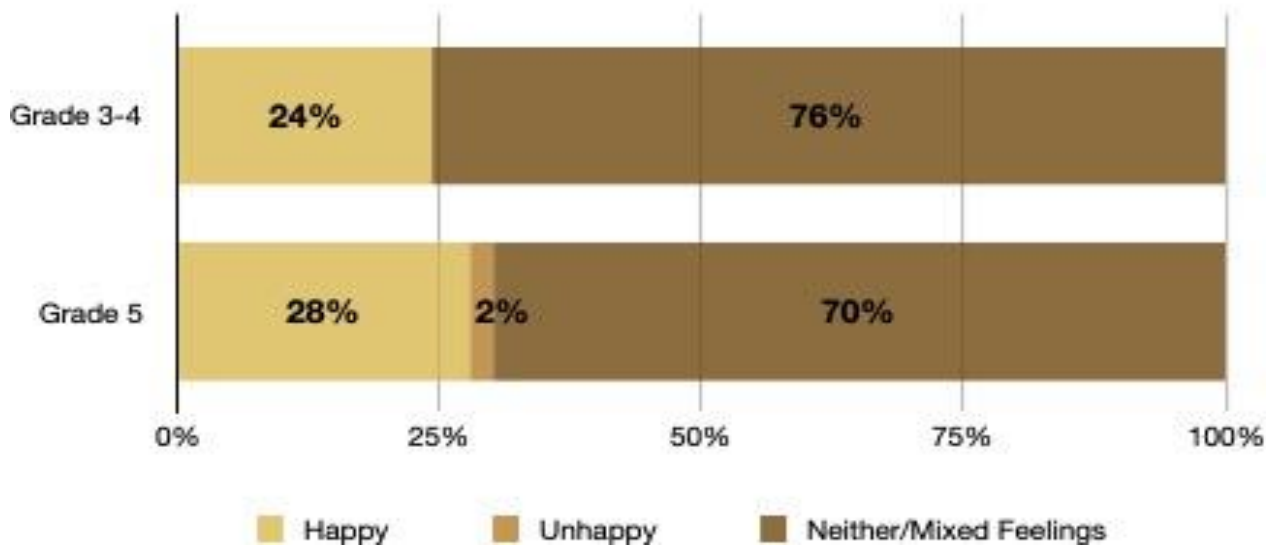


Figure 20: Employees' feelings about current WFH model based on grade structure

b. Productivity during WFH in the last one year

Data on whether employee respondents perceived better productivity during the current WFH model in the last one year can be seen in figures 21 to 26. Figure 21 shows that nearly 50% respondents think that the WFH model has resulted in better productivity than physically attending office based on their past one-year experience. However, 18% report ‘no’ and 33% report ‘can’t say’ suggesting that one third is not sure whether WFH is necessarily more productive. To better understand this data point, the following figures showcase gender, marital status, family type, mode of transportation and grade disaggregation.

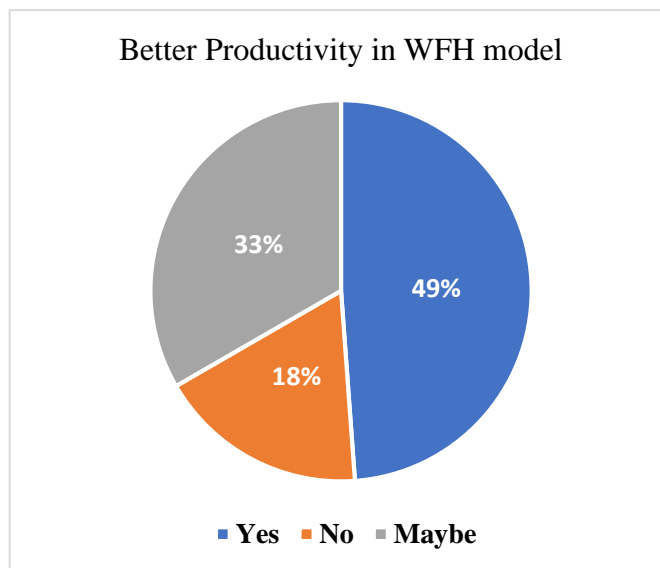


Figure 21: Employees' response on better productivity in current WFH model

While more male employees report ‘no’ for better productivity (21%) in comparison to female employees (15%), more female employees report ‘can’t say’ (38%) than male employees (28%). However, approximately half of all male and female respondents report ‘yes’ for better productivity. Similar trends can be seen in figure 18 for disaggregation based on marital status wherein approximately half of both, married and unmarried respondents report ‘yes’ for better productivity during the current WFH model. More unmarried respondents reported ‘no’ for better productivity (22%) than married respondents (16%). Surprisingly, 53% of those who live in joint families reported better productivity in comparison to 42% of those in nuclear families. Those in nuclear families also have a higher percentage of ‘can’t say’ (37%) and ‘no’ (21%) in comparison to those in joint families with 31% for ‘can’t say’ and 16% for ‘no’ for better productivity in the current WFH model. **Thus, joint family may serve as a good support system to the employee for him to focus upon and perform better in the WFH model.**

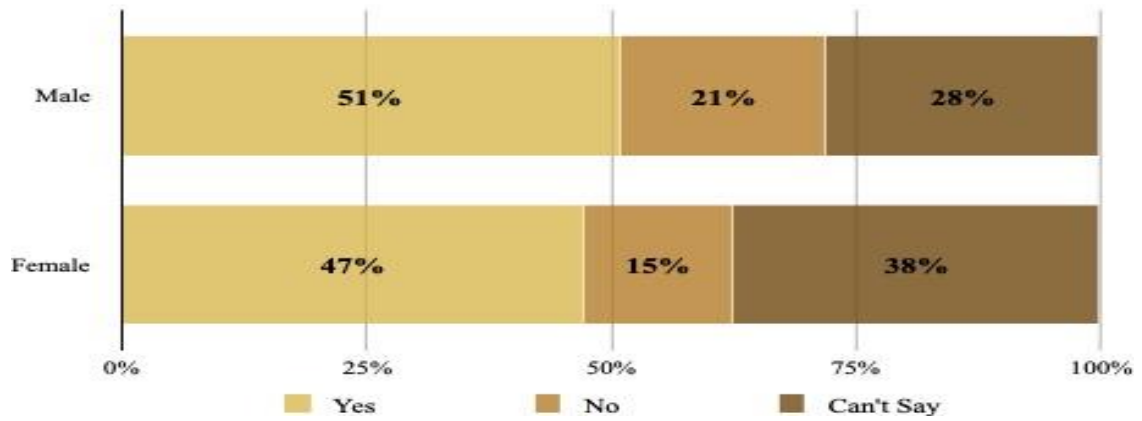


Figure 22: Gender disaggregation of employees' response on better productivity during current WFH model

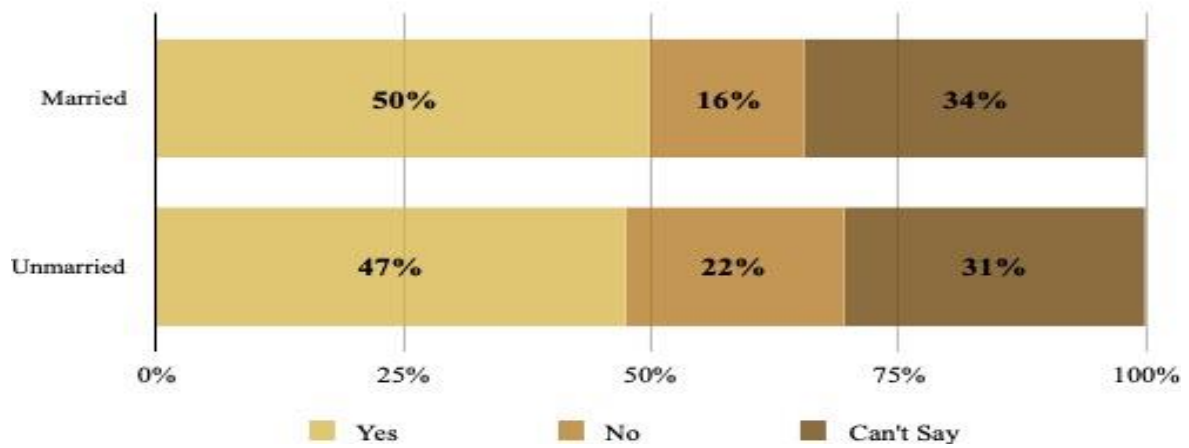


Figure 23: Marital status disaggregation of employees' response on better productivity during current WFH model

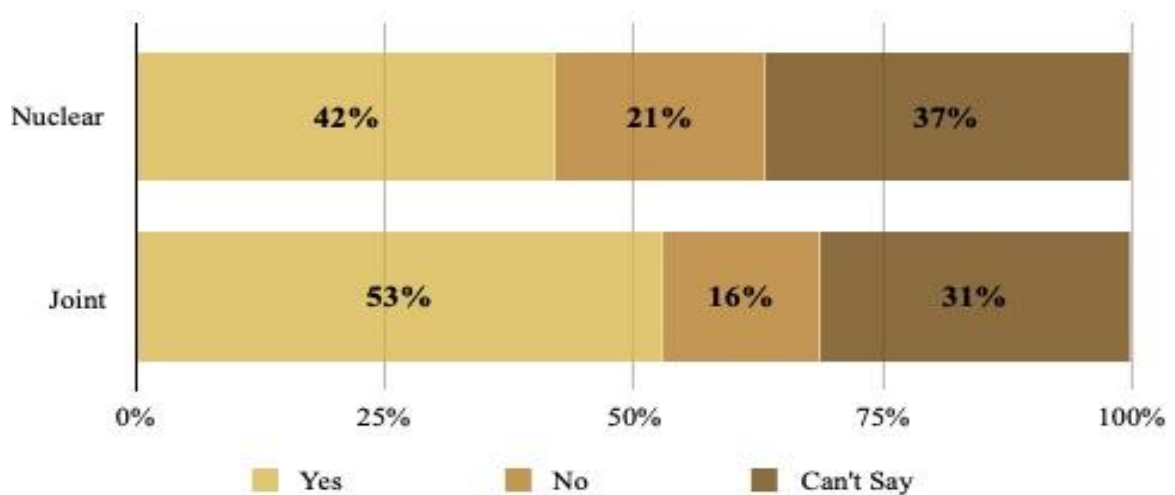


Figure 24: Family type disaggregation of employees' response on better productivity during current WFH model

Grade disaggregation of data on better productivity has similar trends to feelings about WFH for grades 3, 4 and 5. More of grade 5 employees reported better productivity in comparison to grade 3 and 4 employees.

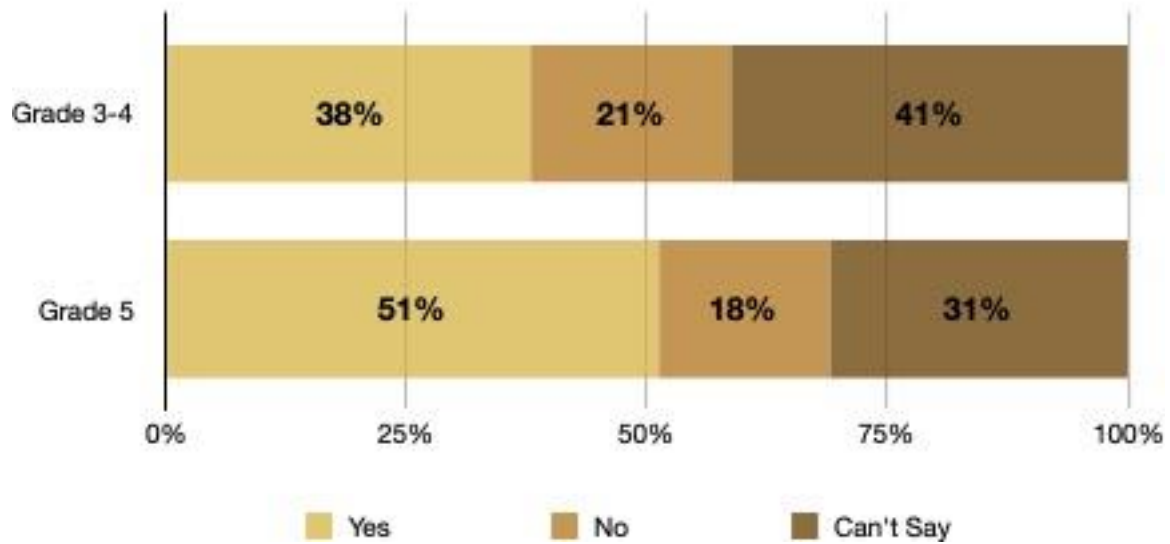


Figure 26: Grade disaggregation of employees' response on better productivity during current WFH model

c. Positive Aspects of WFH

Figure 27 shows employees' response to positive aspects of WFH during pandemic. Over three-fourth of all sampled respondents report saving time and energy spent in commute or getting read (79%), location flexibility and independence (75%), and how the WFH has aided in building self-confidence, self-growth and the ability to face challenges alone (73%). Easier to bring up young children (47%) is the least reported positive aspect. This could be due to more than half of all employee respondents not having any children.

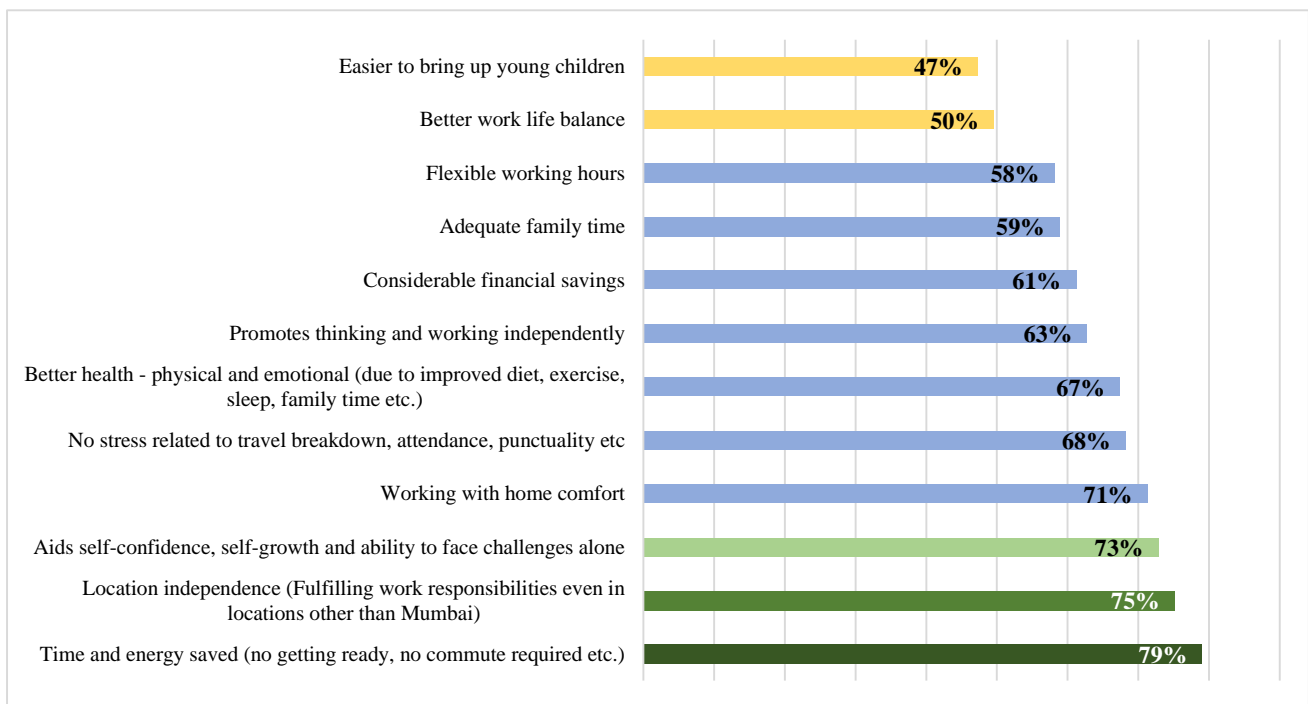


Figure 27 Positive aspects experienced by employees during current WFH model (multiple response)

Since WFH was introduced and employees have had more opportunity to have flexible working hours not bound by commute, traffic, office hours, etc., figure 28 shows whether flexible working hours as a positive aspect of WFH results in better self-reported productivity based on employees' past one year of experience. Purwanto et al (2020)⁷ also found common positive aspects of WFH in their sample to be flexible working hours, saving resources, time and energy spent in commuting, and minimised commuting induced stress. Of those who reported flexible working hours as a positive aspect of WFH during pandemic, 54% report better productivity, followed by 31% who report 'can't say', and 15% who report 'no'. **This may suggest that lack of commute, and a flexible office structure may contribute to better productivity based on employees' experience of WFH.**

⁷ Purwanto, Agus, et al. "Impact of Work From Home (WFH) on Indonesian Teachers Performance During the Covid-19 Pandemic: An Exploratory Study." *International Journal of Advanced Science and Technology* 29.5 (2020): 6235-6244.

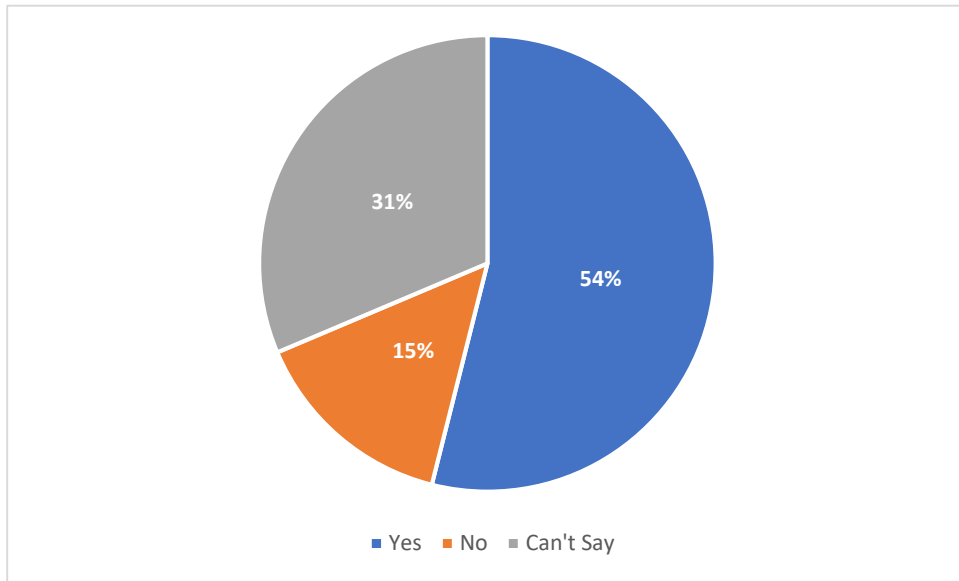


Figure 28: Response to better productivity by employees who reported flexible working hours as a positive aspect of WFH (n = 102)

Gender Analysis

Figure 29 depicts that significantly more female employees (67%) reported time and energy saved as a positive aspect of WFH in comparison to male employees (54%). A similar trend can be seen for no stress due to travel, etc., flexible working hours and better work life balance when comparing male and female employees. Since a majority of employees live in joint families, it may be common for female employees to have other household responsibilities towards family members in comparison to male employees. Therefore, these **positive aspects likely have a more substantial effect on female employees.**

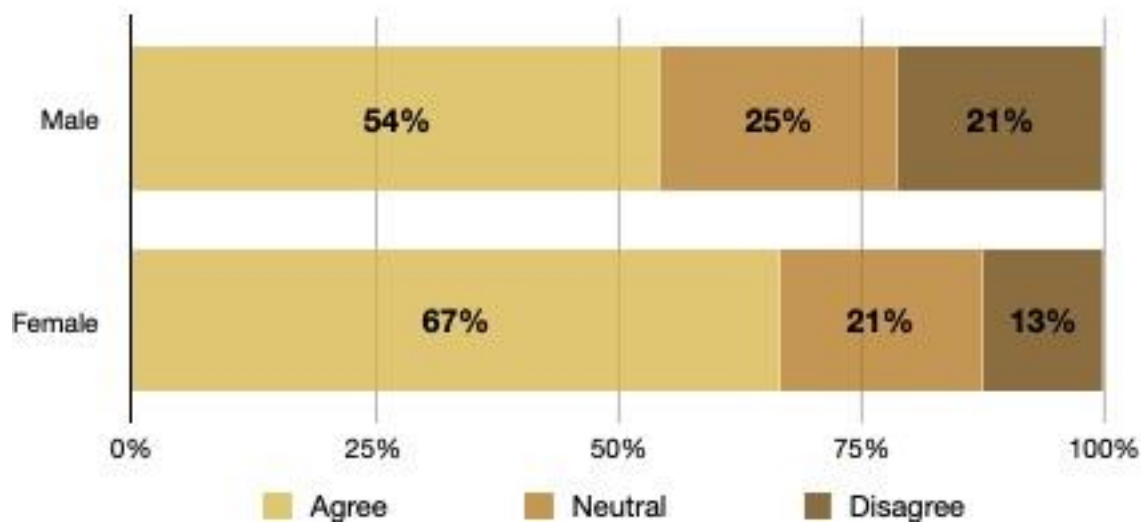


Figure 29: Response to statement "Time and energy saved" as a positive aspect of WFH

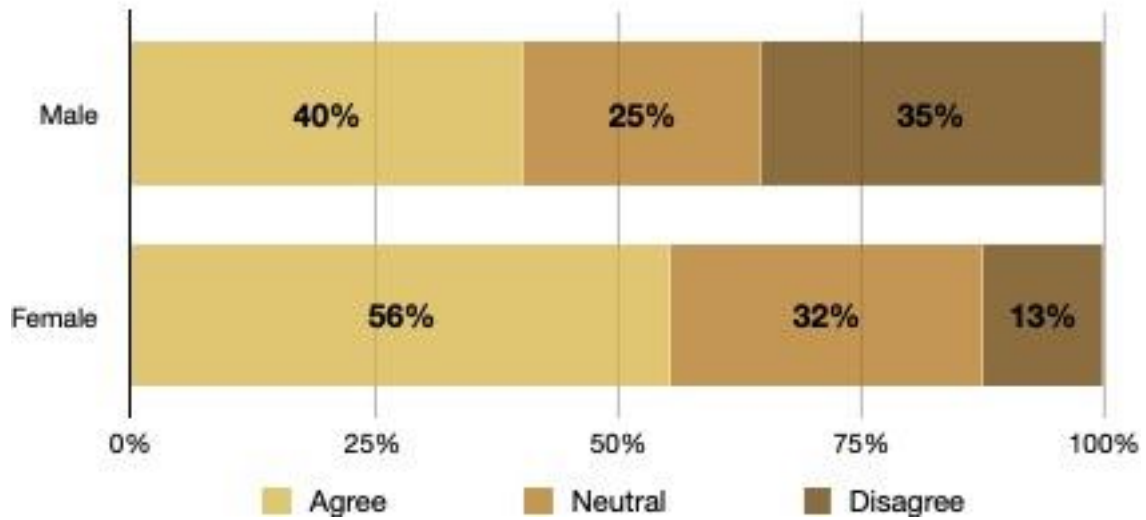


Figure 30 Response to statement "No stress due to travel, attendance, punctuality, etc." as a positive aspect of WFH

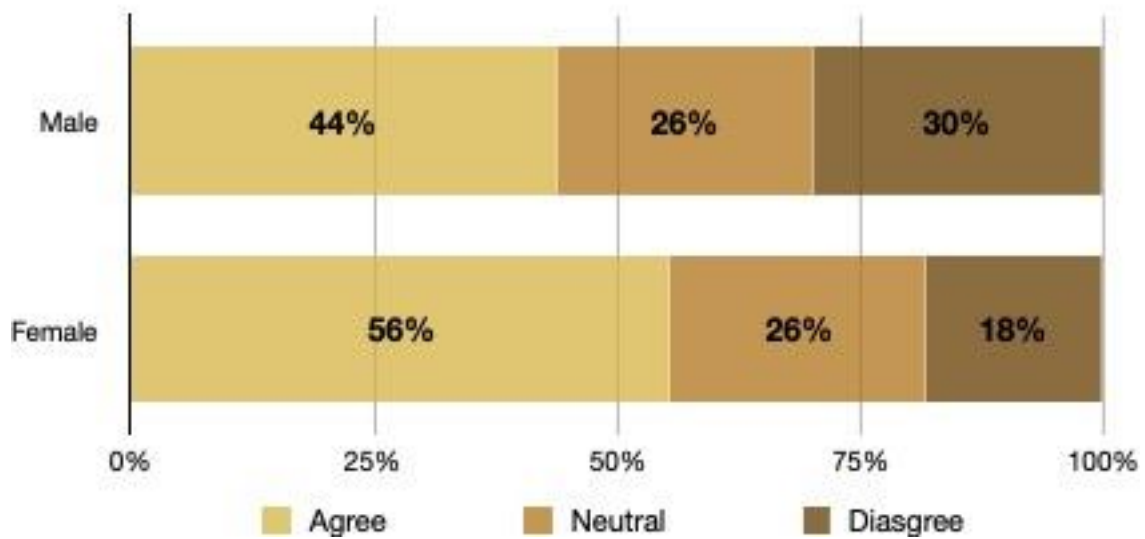


Figure 31: Response to statement "Flexible working hours" as a positive aspect of WFH

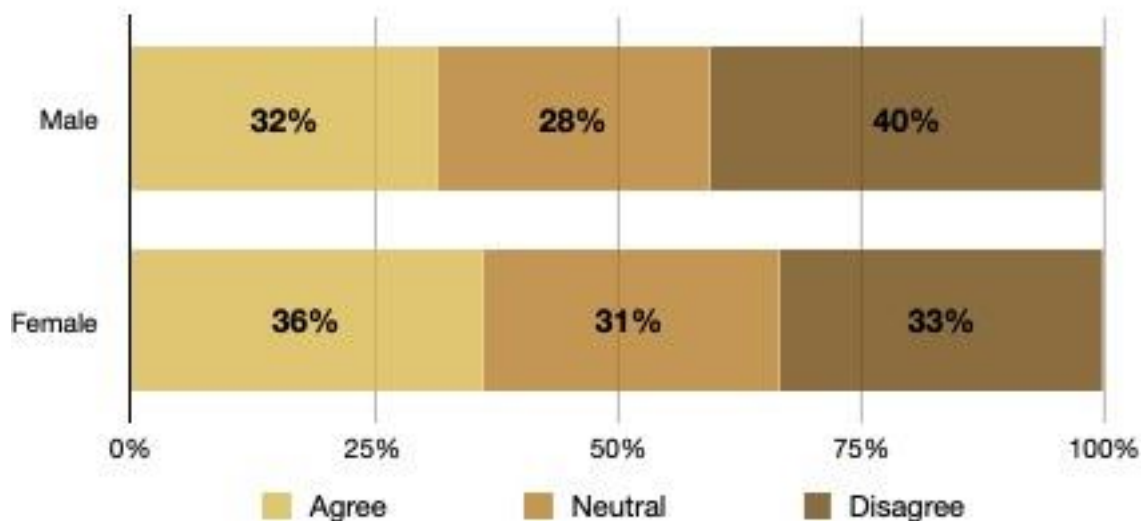


Figure 32: Response to statement "Better work-life balance" as a positive aspect of WFH

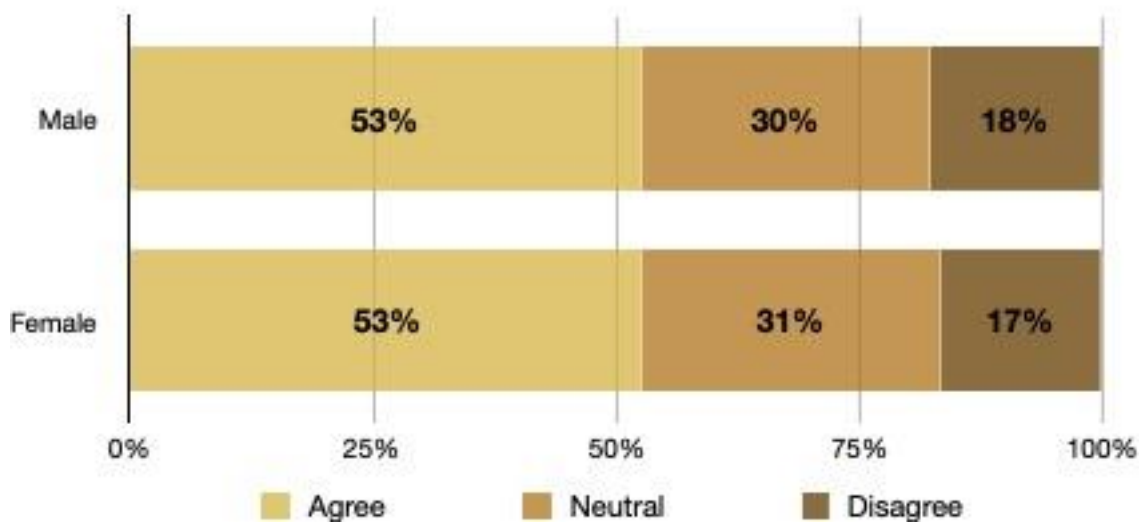


Figure 33: Response to statement “Aids in self-confidence...to face challenges alone” as a positive aspect of WFH

Grade-wise Analysis

Grade disaggregation of positive aspects of WFH suggests that more **grade 5 employees reported ‘time and energy saved’ and ‘aids in self-confidence to face challenges alone’ in comparison to grade 3 and 4 employees.** On the other hand, more grade 3 and 4 employees reported location independence and no stress due to travel, attendance and punctuality, in comparison to grade 5 employees. Grade wise response to promotes thinking and working independently as a positive aspect is similar for grade 5 and grade 3 and 4 employees.

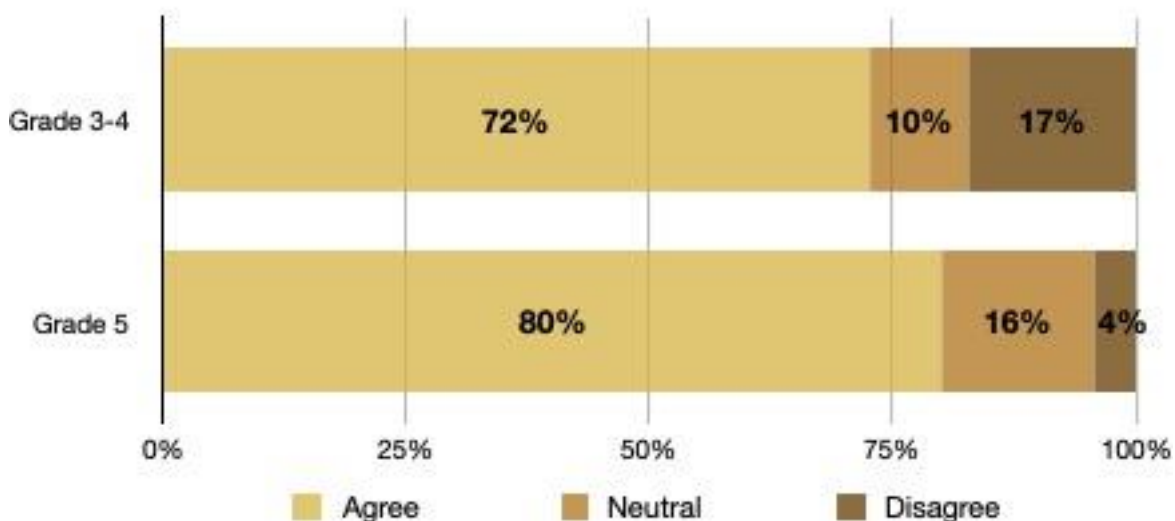


Figure 34: Response to statement “Time and energy saved” as a positive aspect of WFH

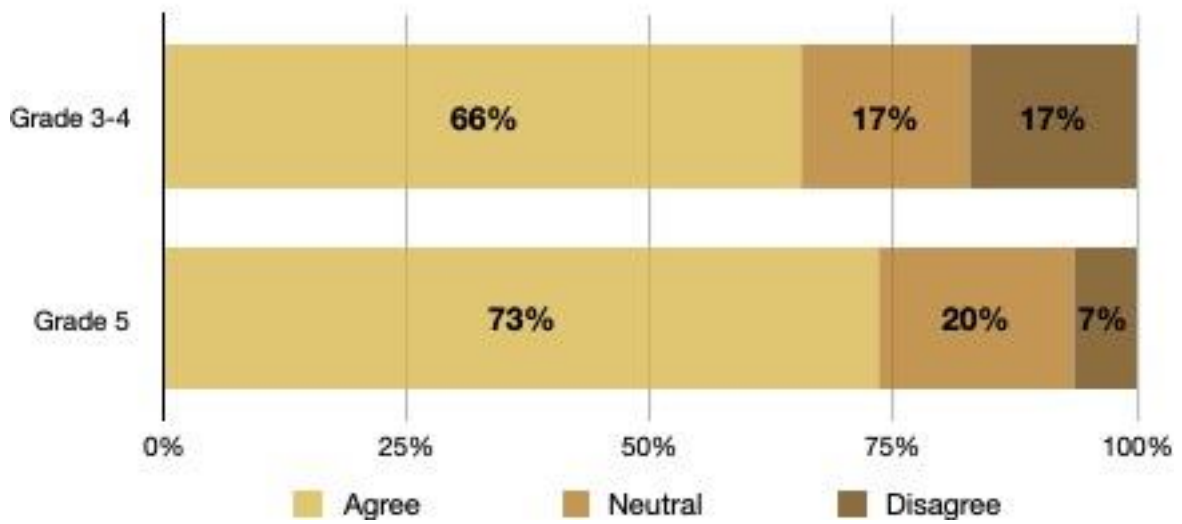


Figure 35: Response to statement "Aids in self-confidence...to face challenges alone" as a positive aspect of WFH

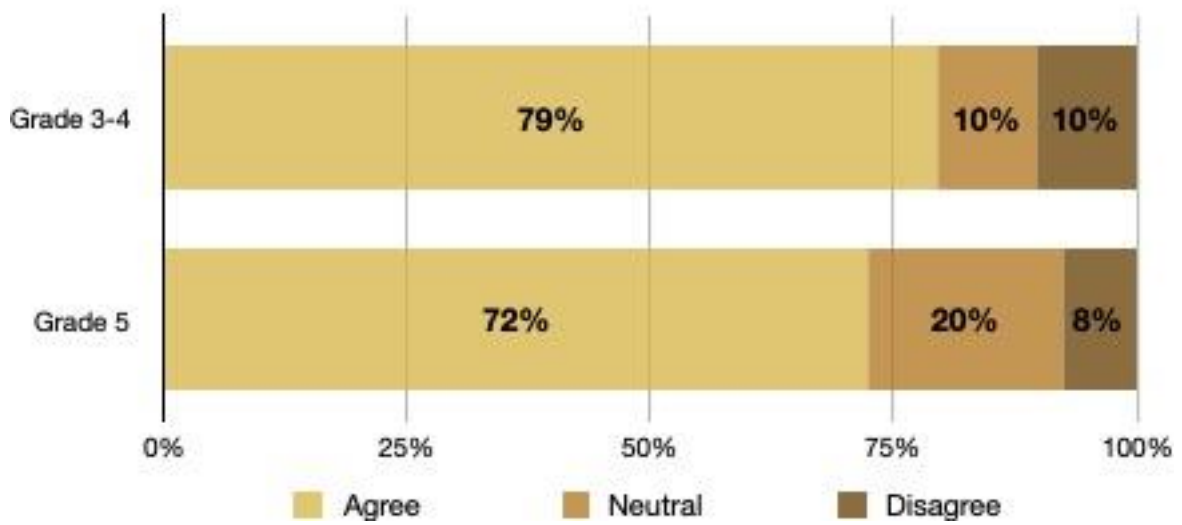


Figure 36: Response to statement "Location independence" as a positive aspect of WFH

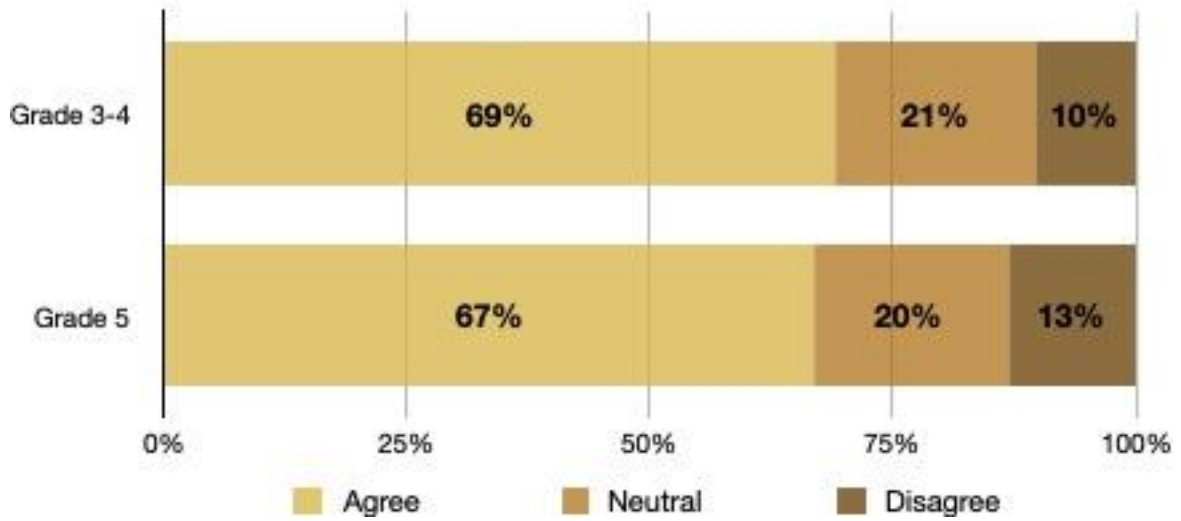


Figure 37: Response to statement “No stress due to travel, attendance, punctuality, etc.” as a positive aspect of WFH

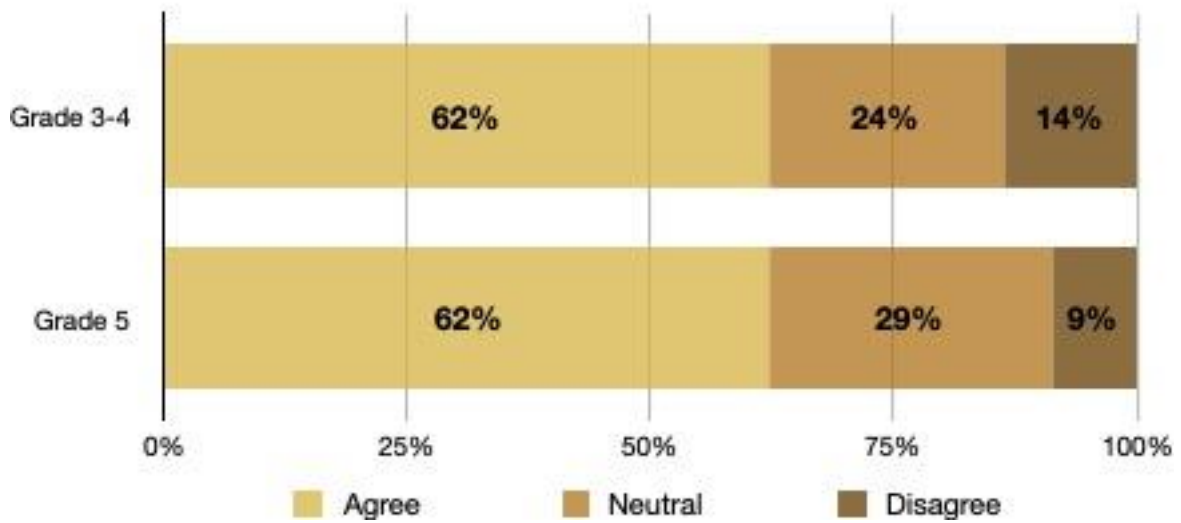


Figure 38: Response to statement “Promotes thinking and working independently” as a positive aspect of WFH

d. Negative Aspects of WFH

Figure 39 depicts the negative aspects of WFH model as reported by employees. Approximately two-third of all employee respondents report **higher reliance on gadgets and long working hours as negative aspects of WFH**. Similar to long working hours, unstructured time schedule (53%) and overlapping work-home boundaries (54%) are also highly reported. On the other hand, missing continuous direction from senior authorities is the least reported negative aspect, suggesting that despite a complete WFH model, **work communication with teams and direction from senior authorities has been relatively stable for most employees**.

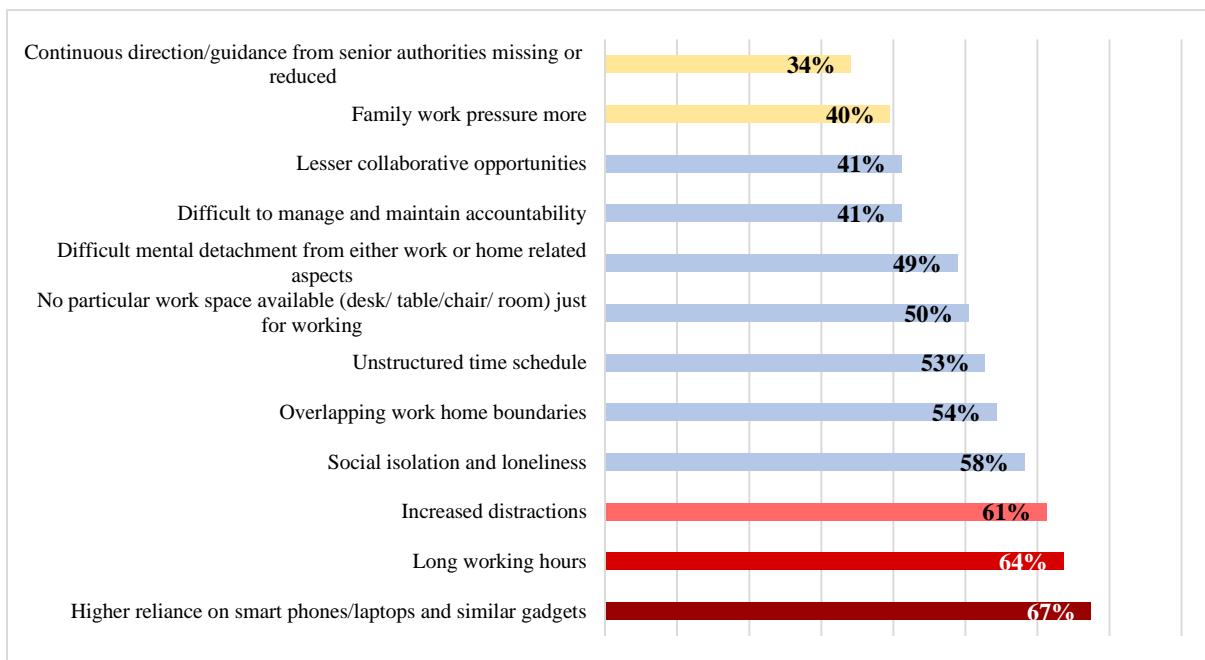


Figure 39: Negative aspects experienced by employees during current WFH model (multiple response)

Gender Analysis

Gender disaggregation of more family and work pressure as a negative aspect of WFH suggests similar trends to observed for feelings towards WFH, productivity during WFH and flexible hours during WFH, wherein **more female employee respondents report higher family and work pressure (43%) in comparison to male employees (35%)**. Similar trends can be observed for other highly reported negative aspects, specifically increased distraction where 67% reported ‘agree’ in comparison to 54% male employees. As mentioned earlier, this is likely due to women having more household and family responsibilities in comparison to male employees, and the inability to step away from them during WFH.

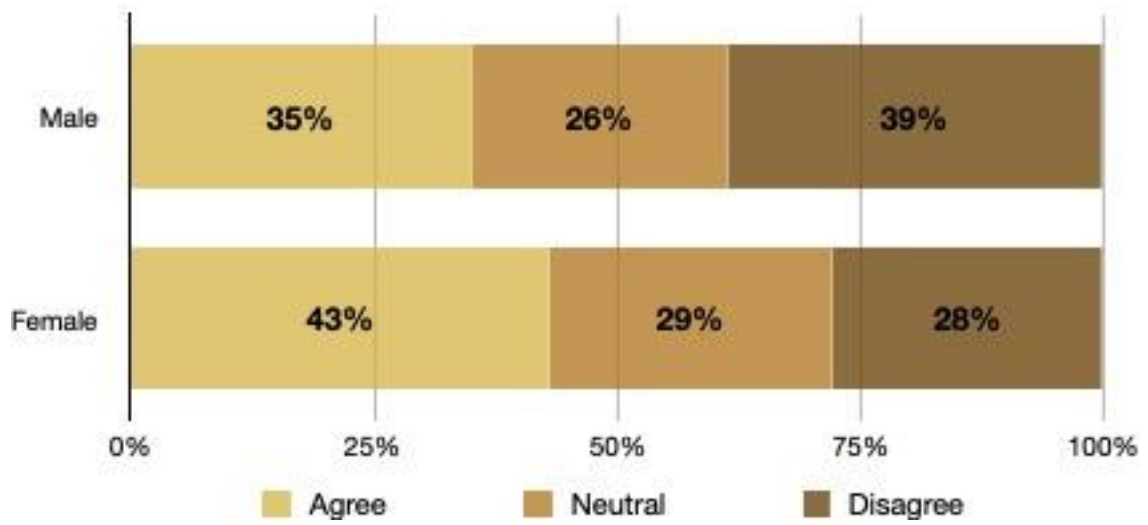


Figure 40: Response to statement "family work pressure" as a negative aspect of WFH

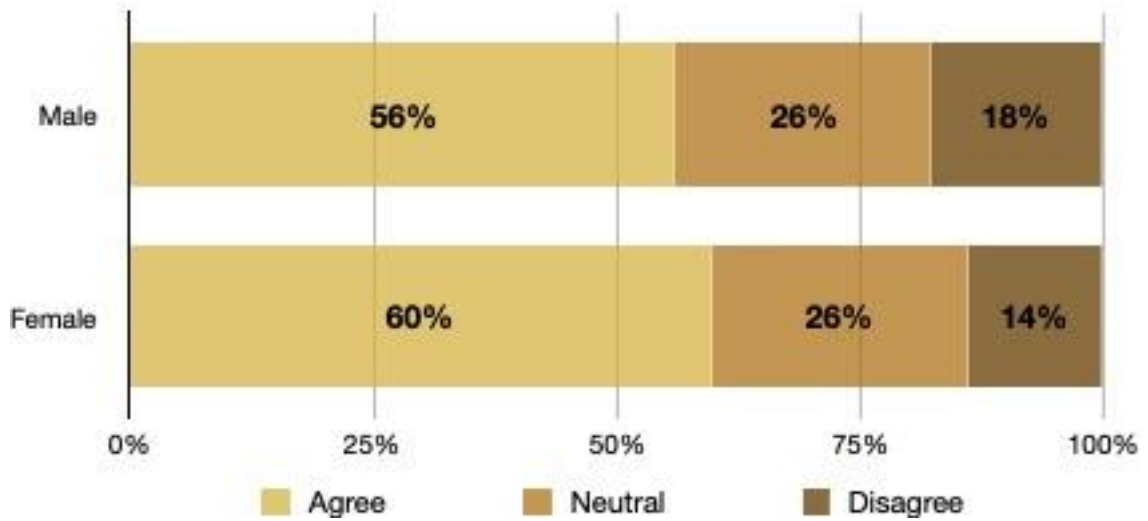


Figure 41: Response to statement "social isolation and loneliness" as a negative aspect of WFH

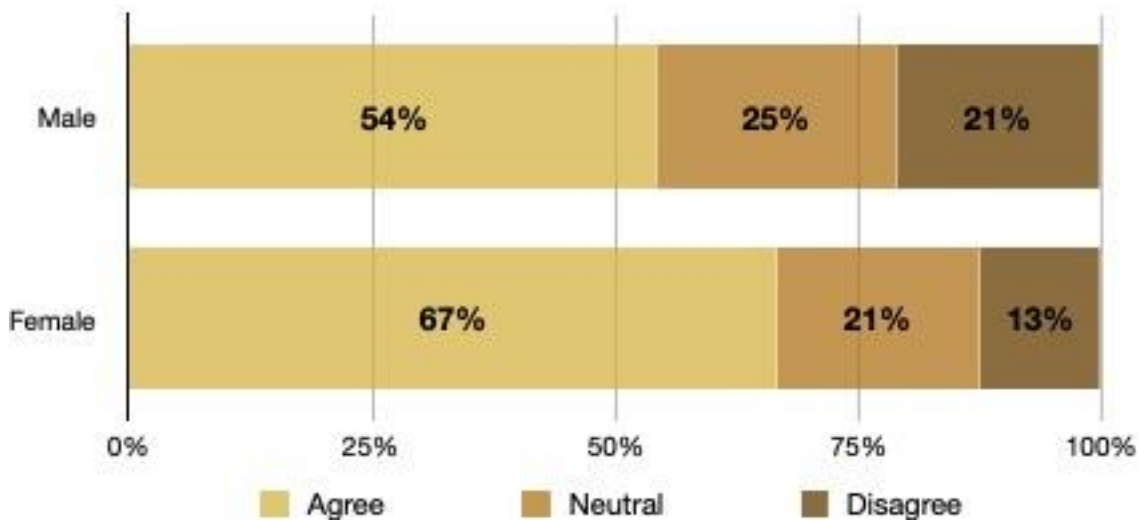


Figure 42: Response to statement "increased distractions at home" as a negative aspect of WFH

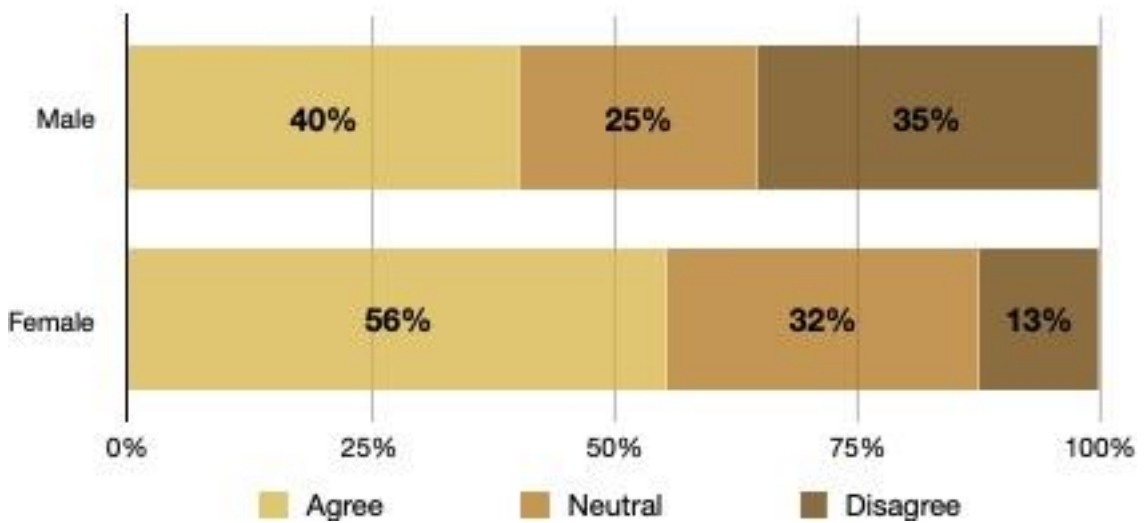


Figure 43: Response to statement "Difficult mental detachment from either work or home" as a negative aspect of WFH

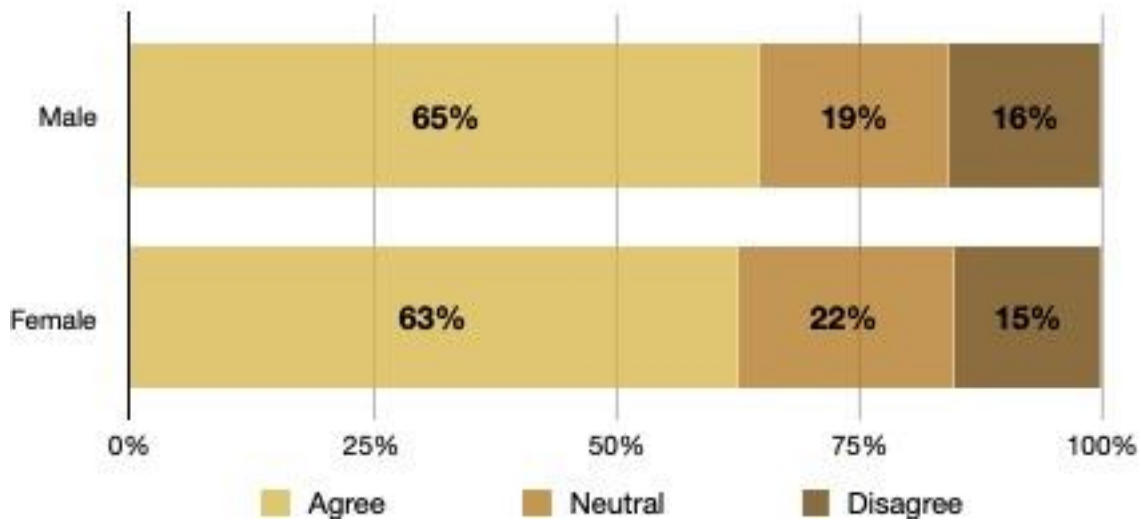


Figure 44: Response to statement “Long working hours” as a negative aspect of WFH

Grade wise Analysis

A significantly higher percentage of grade 3 and 4 employees (76%) reported long working hours as a negative aspect of WFH in comparison to grade 5 employees (57%). A similar, although less pronounced, trend can also be seen for negatives aspects like social isolation and loneliness and increased directions at home. On the other hand, a higher percentage of grade 5 employees (36%) reported continuous direction and guidance missing or reduced in comparison to grade 3 and 4 employees (31%) suggesting that the WFH model in terms of **work communication and direction has been more stable for employees who have managerial roles in comparison to employees who are field facilitators**. This is an expected effect for employees who primarily work on field and have a significant shift in their working structure due to the WFH. Trends for employees who reported more family and work pressure are similar for grades 3 and 4, and grade 5. However, a substantial percentage of grade 5 employees reported ‘neutral’ (32%) in comparison to grade 3 and 4 employees.

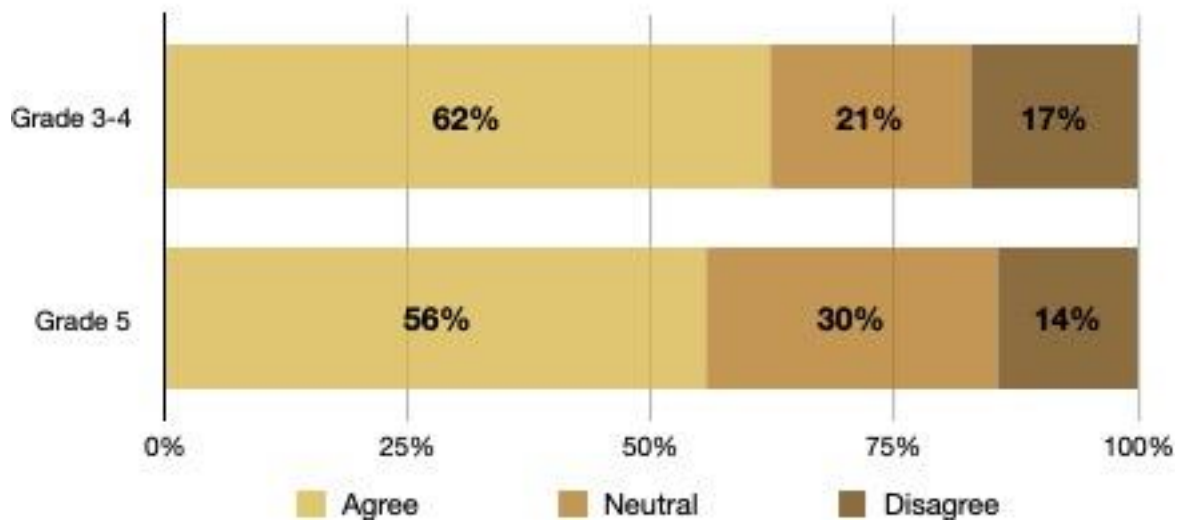


Figure 45: Response to statement "social isolation and loneliness" as a negative aspect of WFH

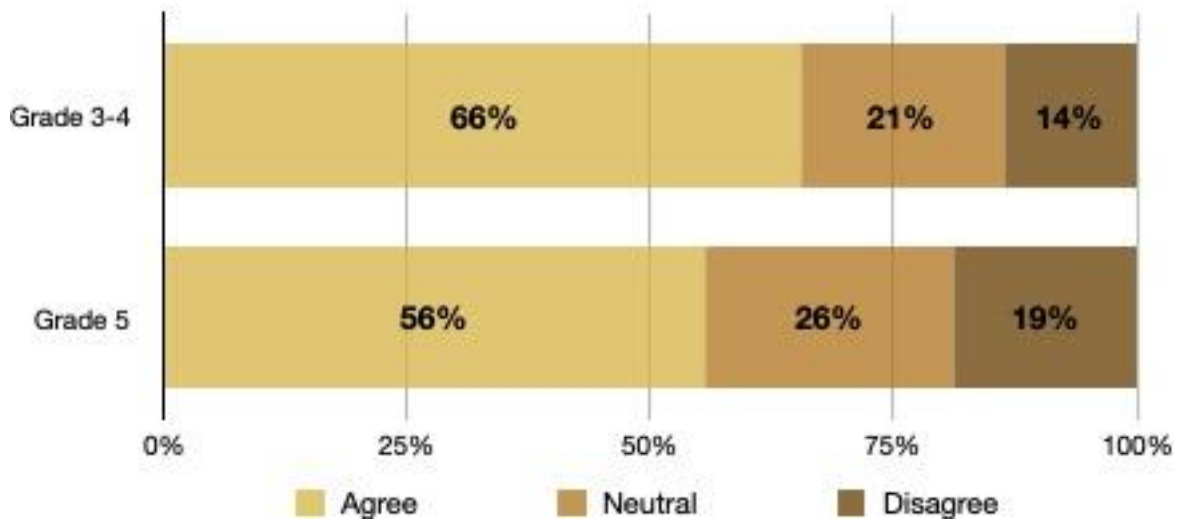


Figure 46: Response to statement "increased distractions at home" as a negative aspect of WFH

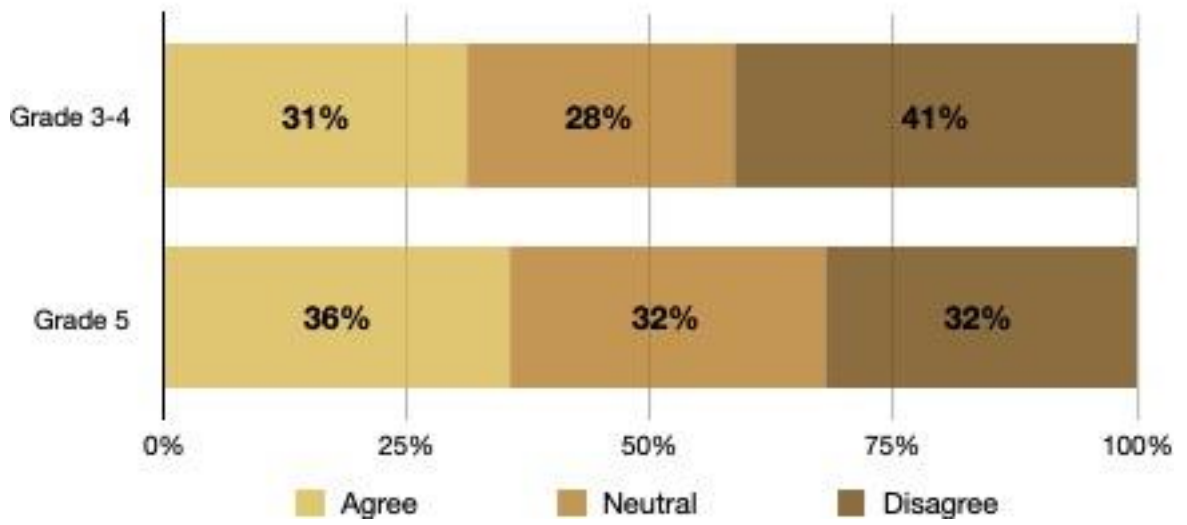


Figure 47: Response to statement "continuous direction/guidance from senior authorities missing or reduced" as a negative aspect of WFH

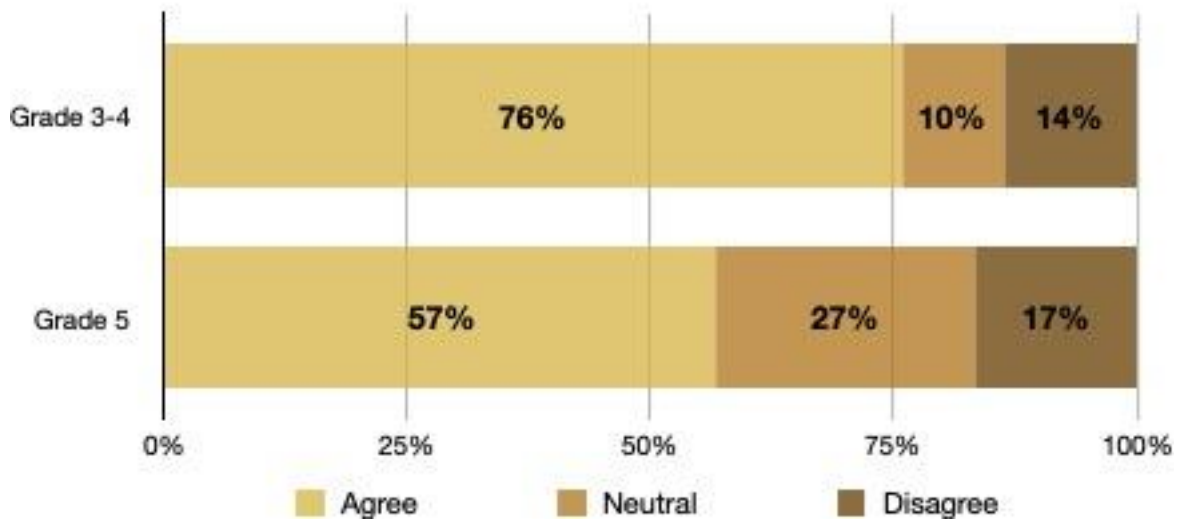


Figure 48: Response to statement "long working hours" as a negative aspect of WFH

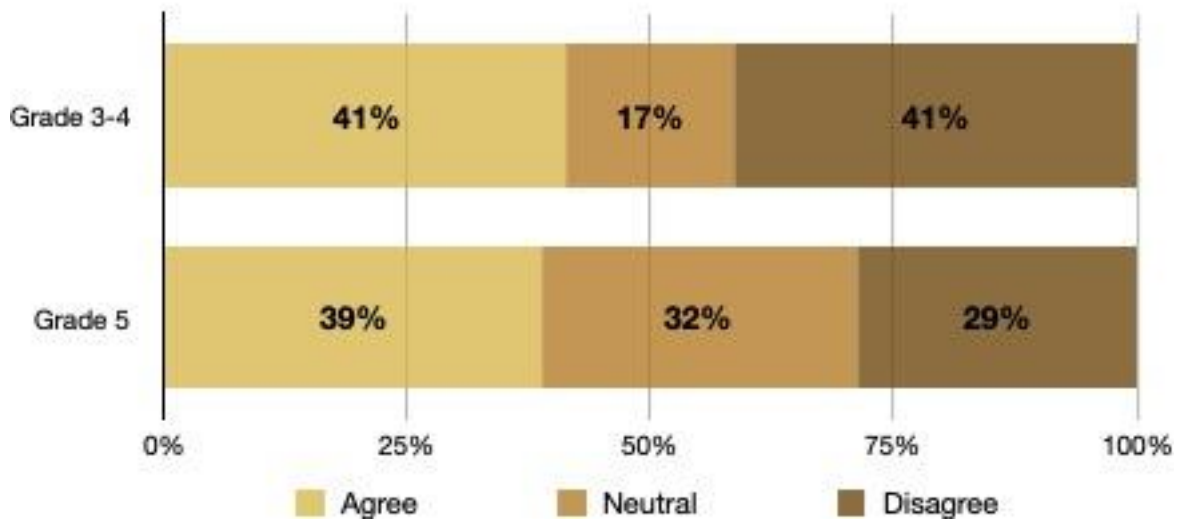


Figure 49: Response to statement “family work pressure more” as a negative aspect of WFH

Activities apart from work during WFH

Figure 50 shows the activities employees engaged in during WFH outside of work. This question was asked to better understand the impact of WFH on employees’ personal lives and overall work-life balance. More than half of all respondents reported learning new skills (69%), spending more time with family (65%) and improving their overall health and fitness levels (50%).

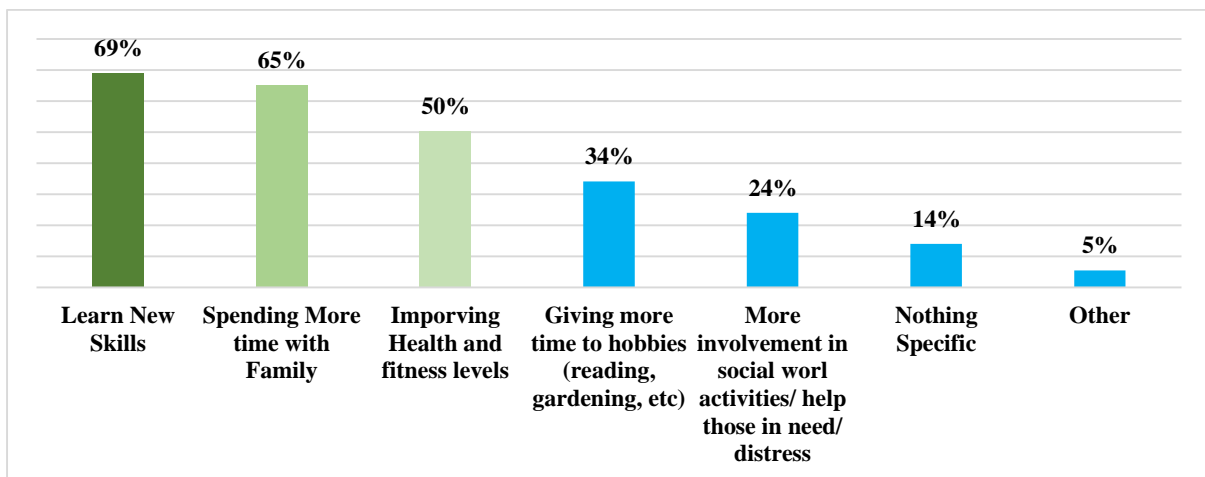


Figure 50: Employees report the various activities which they have spent their time on apart from work (multiple response)

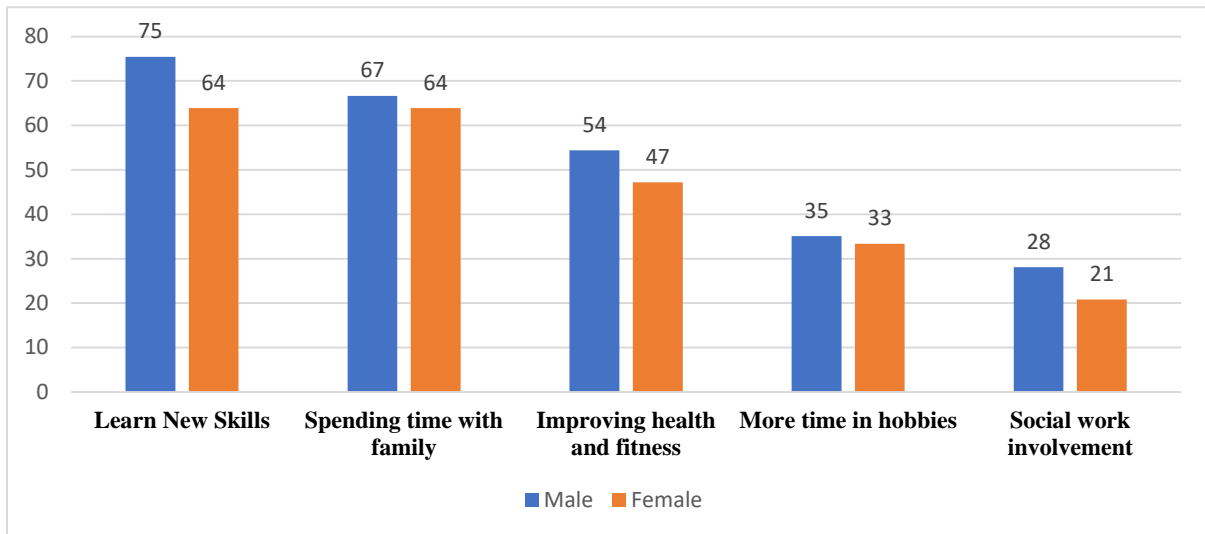


Figure 51: Gender disaggregation of various activities employees spent their time on apart from work (multiple response)

Gender comparison on top five activities in spare time during WFH suggests that fewer female employees, across all activities listed, have spare time outside of work in comparison to male employees. This is likely due to family pressure and responsibilities as depicted in previous graphs. Disaggregation on the basis of family type suggests that while those living in nuclear families have more time to improve health and fitness, pursue hobbies and involvement in social work in comparison to joint families, more employees living in joint families reported spending time with their respective families.

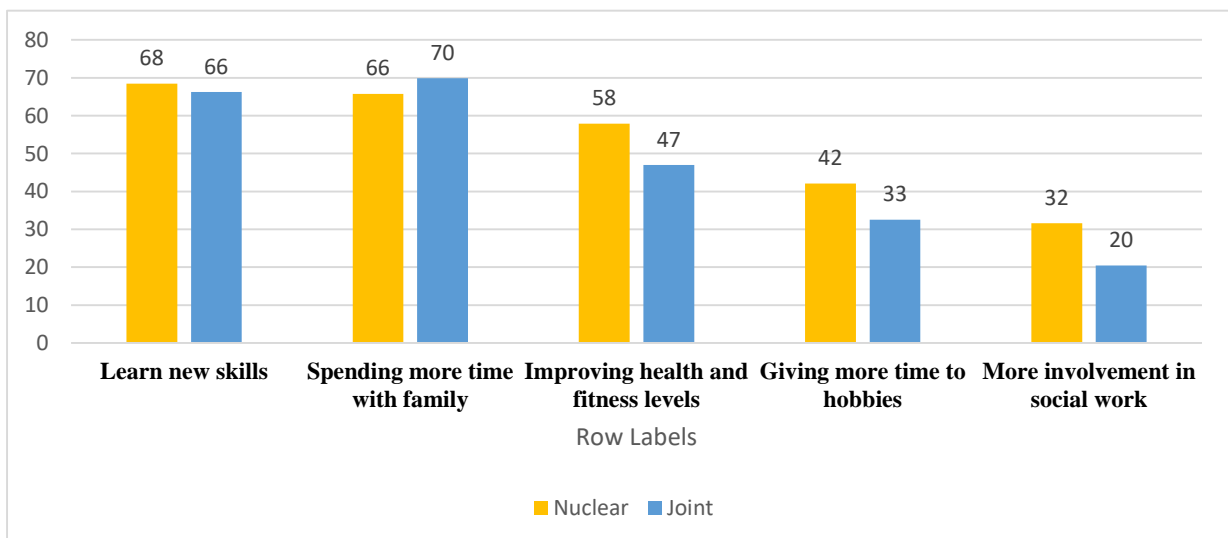


Figure 52: Family type wise disaggregation of various activities employees spent their time on apart from work (multiple response)

Aspects of office that employees miss the most

When asked what aspects of working in office do employees miss the most in the current WFH model, 81% reported working and enjoying the learning process together, followed by 72% reporting positive atmosphere of office space, and 70% reporting time spent with colleagues during breaks/lunchtime. About half of the respondents also reported ‘me time’ and personal space away from home. Since a significant percentage of employees live in joint families and/or have responsibilities towards children, a downside of WFH is lack of personal space and time.

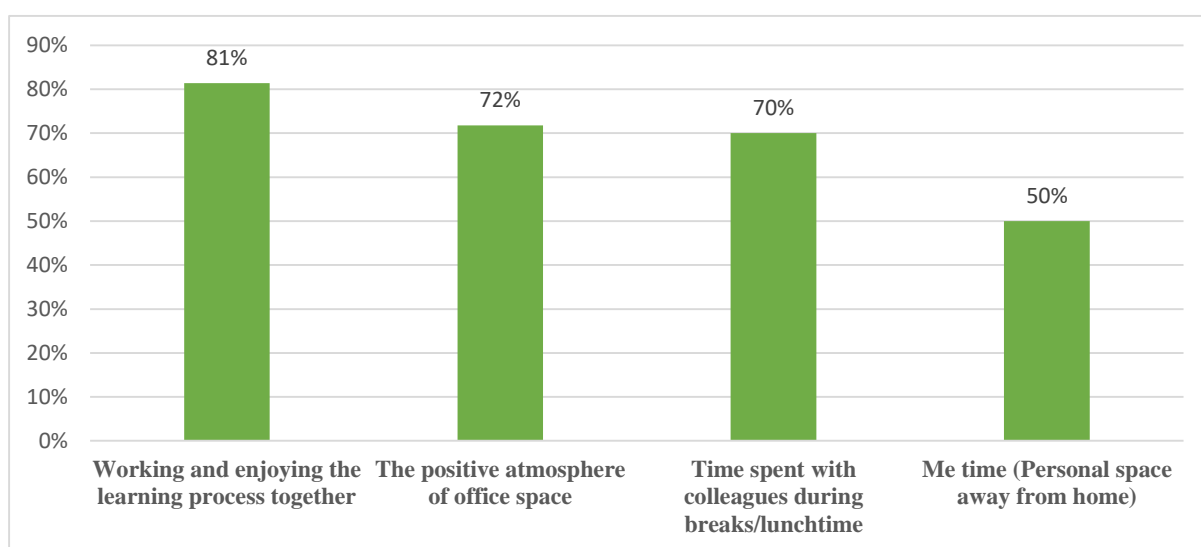


Figure 53: Employees response to various aspects of office that they miss the most (multiple response)

Gender comparison of this data point shows that more female employees miss working and enjoying the learning process together, celebrations in office and a positive atmosphere in office than male employees, and more male employees miss field visits, spending time with students in school and time spent with colleagues compared to female employees. Grade wise comparison suggests that more grade 3 and 4 employees miss working and enjoying the learning process together, field visits, time spent with colleagues and positive atmosphere in office in comparison to grade 5 employees. However, significantly more grade 5 employees report missing time spent with students in schools in comparison to grade 3 and 4 employees. This is likely due to the fact that a majority of grade 5 employees include field facilitators who are directly involved with beneficiaries, in comparison to grades 3 and 4 which include more managerial roles and responsibilities and less direct interaction with students in schools.

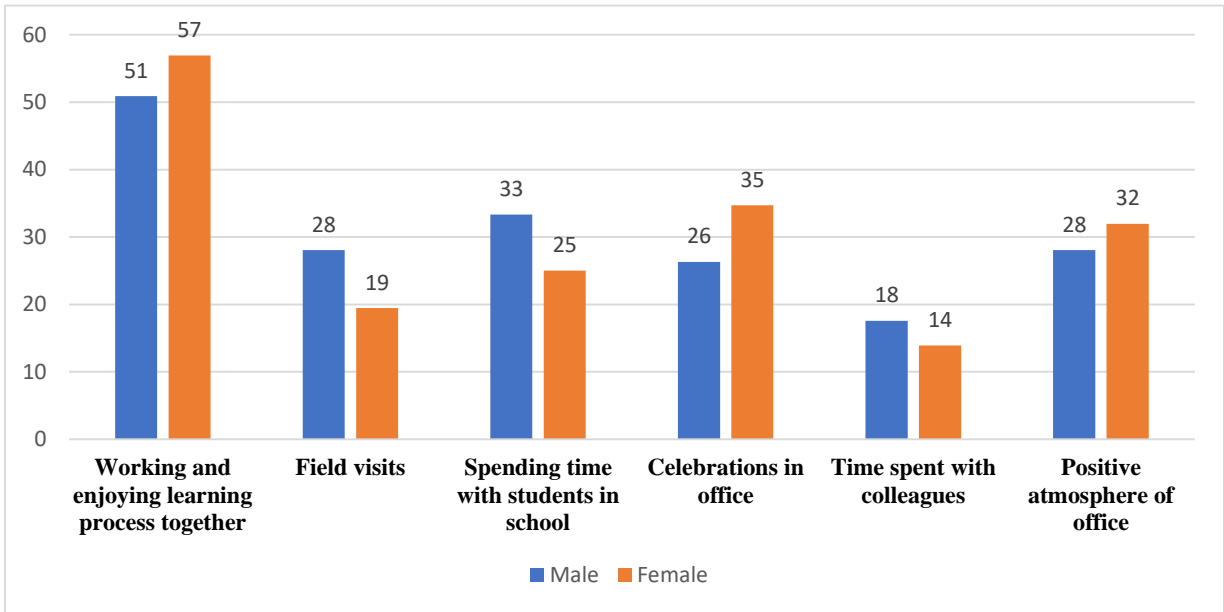


Figure 54: Gender disaggregation of employees' response to various aspects of office that they miss the most (multiple response)

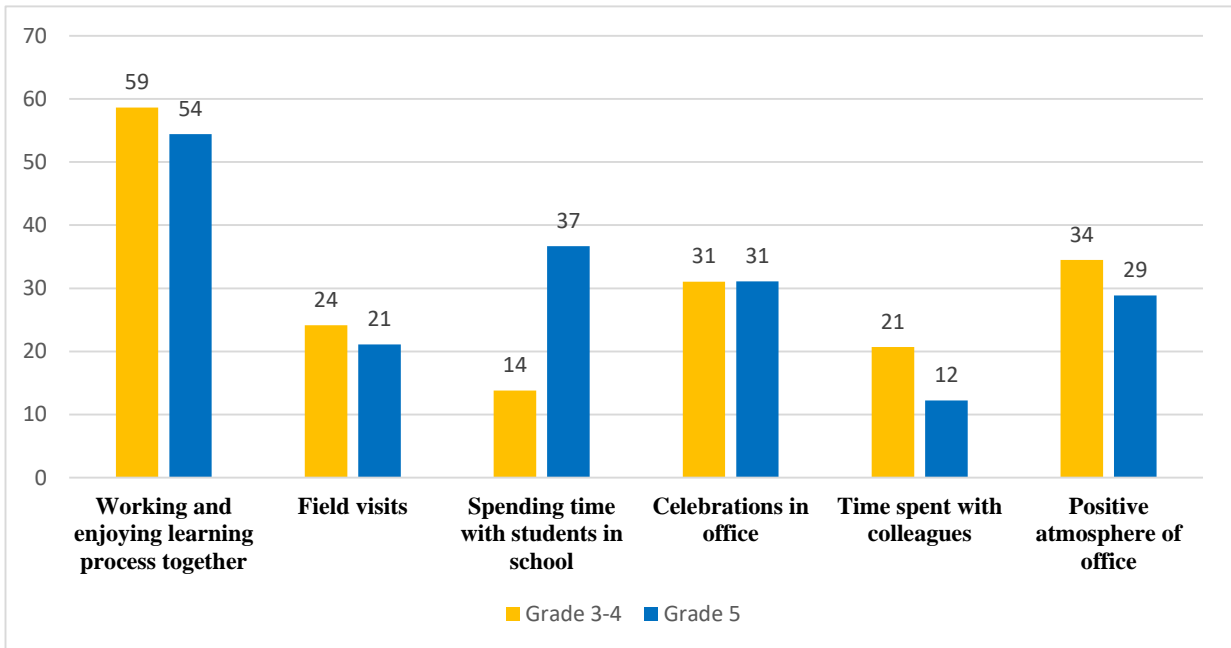


Figure 55: Grade disaggregation of employees' response to various aspects of office that they miss the most (multiple response)

3. Health related changes during WFH

a. Health issues faced during WFH

Figure 56 depicts health issues faced by employees during WFH. Most employees did not experience breathing issues, and changes in blood sugar, blood pressure and cholesterol levels. However, more than half of the respondents reported experiencing eye related issues, spine related issues, sudden change in weight, sleep related issues unexplained pains and nausea, frequent cough and cold, and mild fever. Of these, eye and spine issues were experienced to a large extent by respondents. This is likely due to reliance on gadgets (smart phones, tablets and computers) to do all work including communications, brainstorming and other meetings during WFH. When asked about the reasons for these health issues, the top reasons according to respondents were stress (46%), casual attitude towards health (43%) and untimely lunch and/or dinner hours.

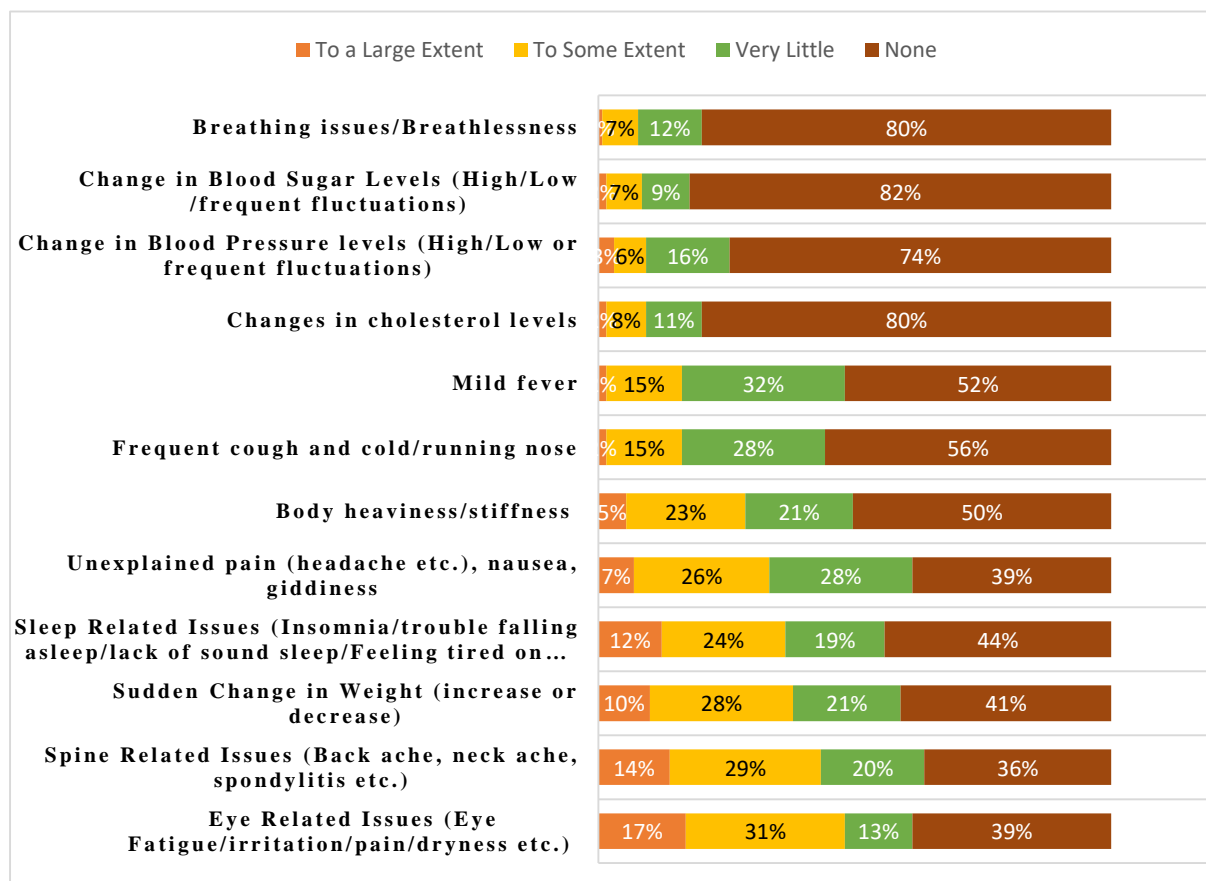


Figure 56: Health issues reported by employees during WFH

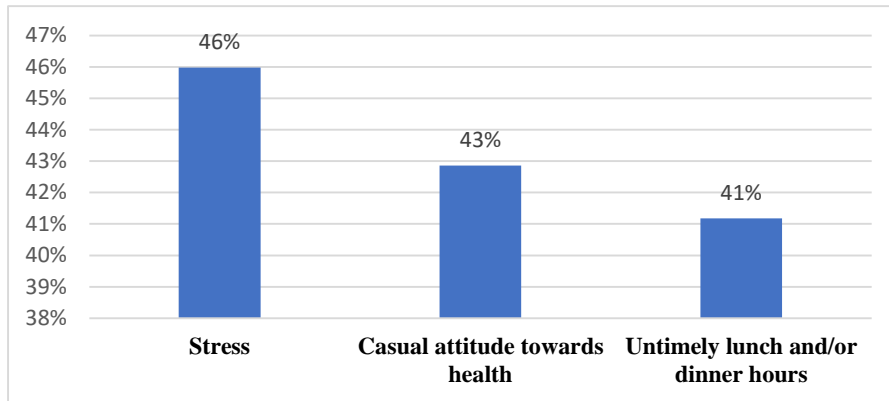


Figure 57: Top reasons for health issues reported by employees

b. Gender Analysis of Key Health Issues Emerged

A significantly higher percentage of female employees reported eye related issues (eye fatigue, irritation, pain and dryness) and spine related issues (backache, neck ache, spondylitis) in comparison to male employees. More female employees reported sleep related issues, as well, however, the difference between males and females is less pronounced.

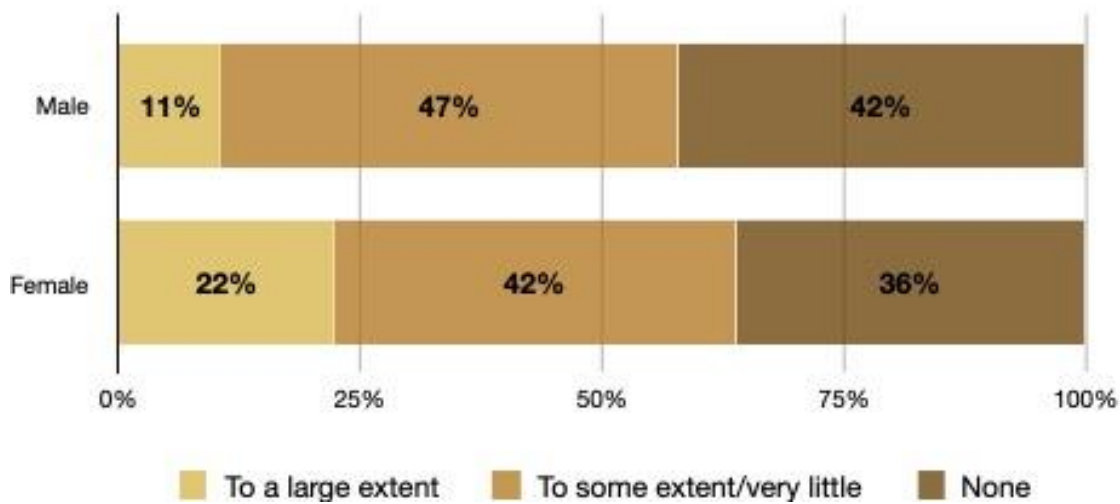


Figure 58: Gender disaggregation of eye related health issues reported by employees during WFH

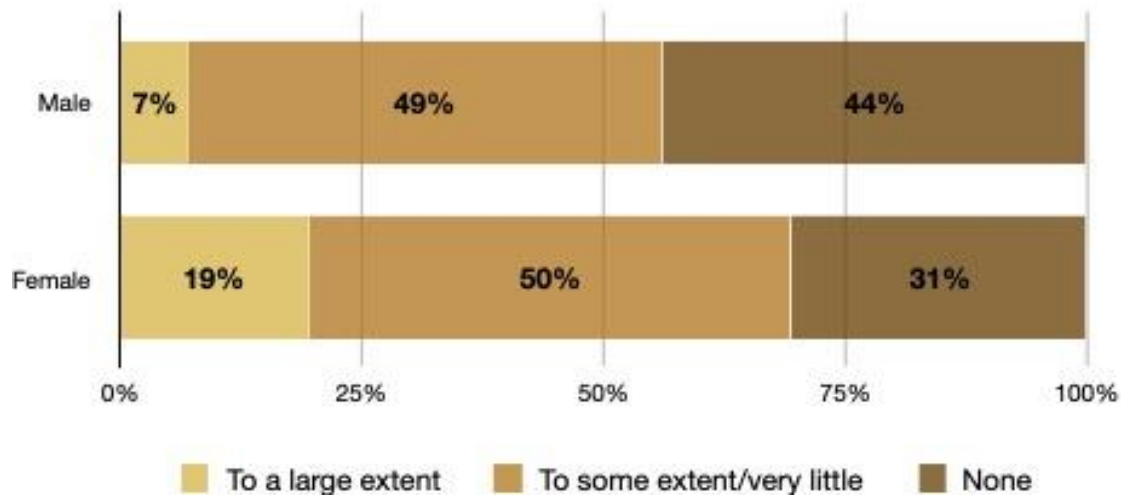


Figure 59: Gender disaggregation of spine related health issues reported by employees during WFH

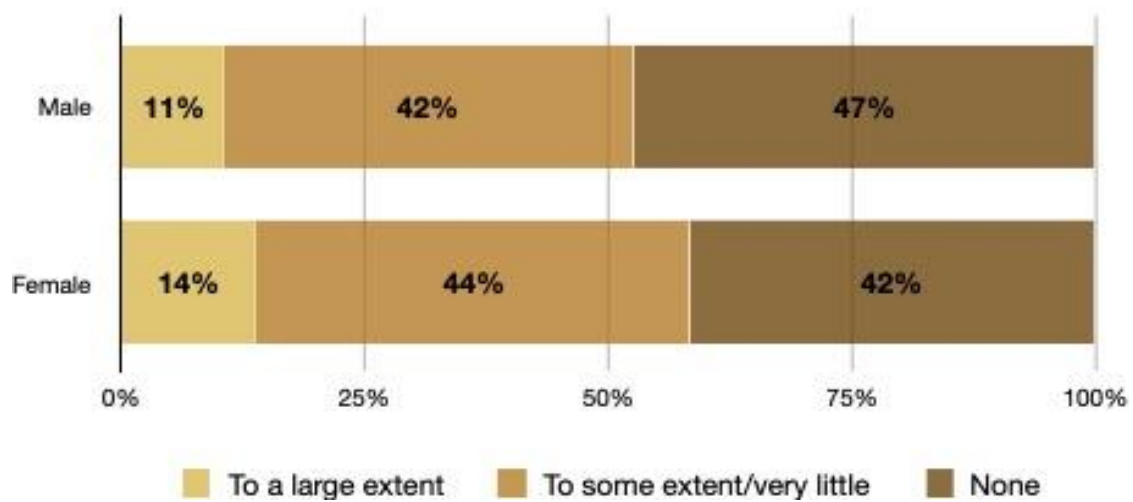


Figure 60: Gender disaggregation of sleep related health issues reported by employees during WFH

c. Positive impact of WFH on overall health

Figure 61 shows 50% of all employee respondents reported feeling more fit and happy as a positive effect of WFH on their overall health. 40% report having better stamina, and 27% report sound sleep. However, 17% also report that they do not see any positive impact of WFH on their health.

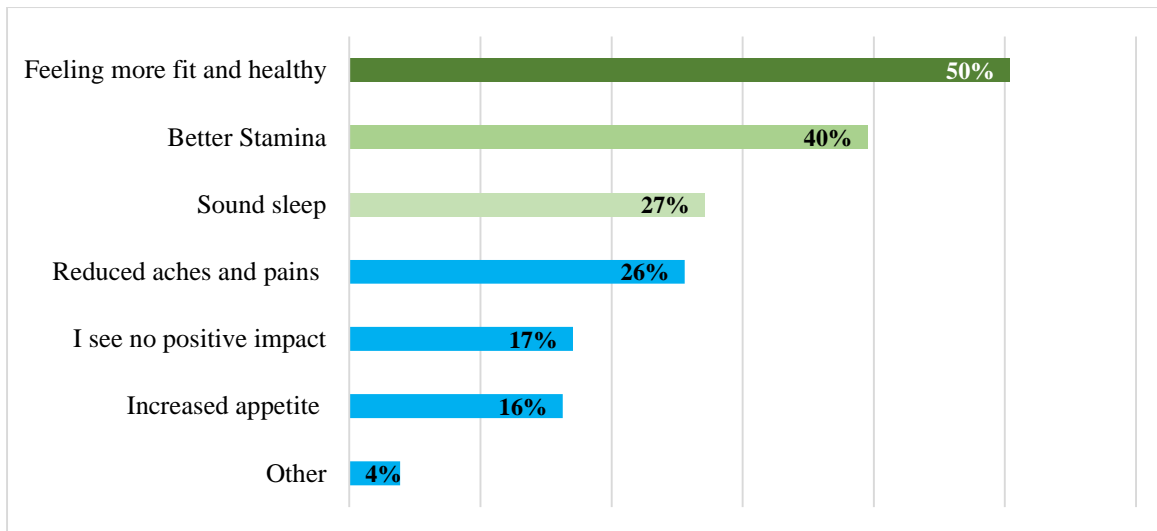


Figure 61: Positive impact of WFH on health according to the employees (multiple response)

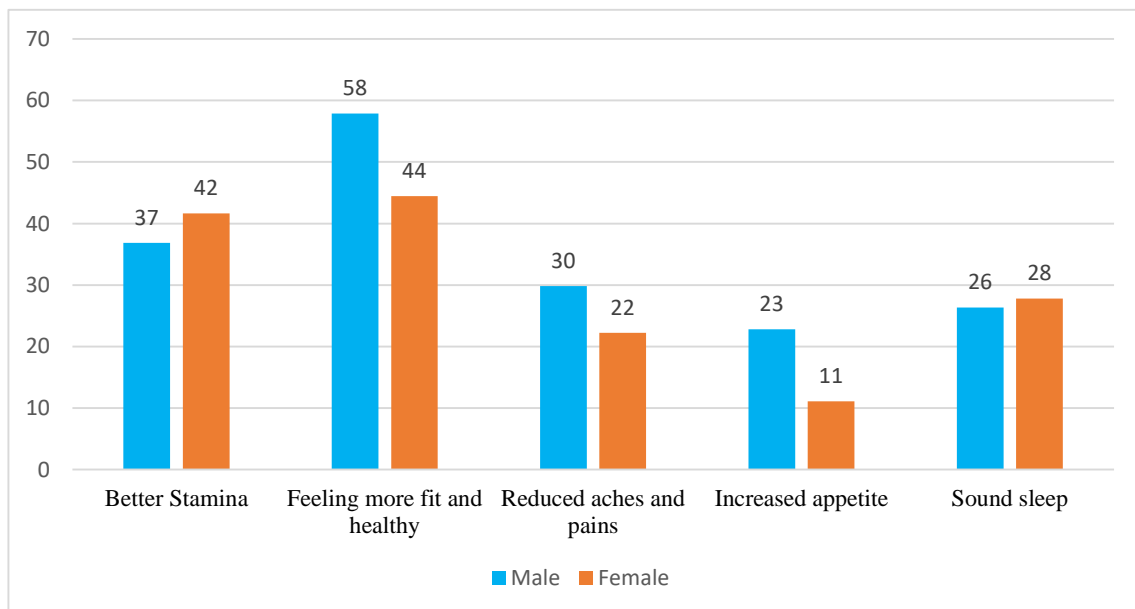
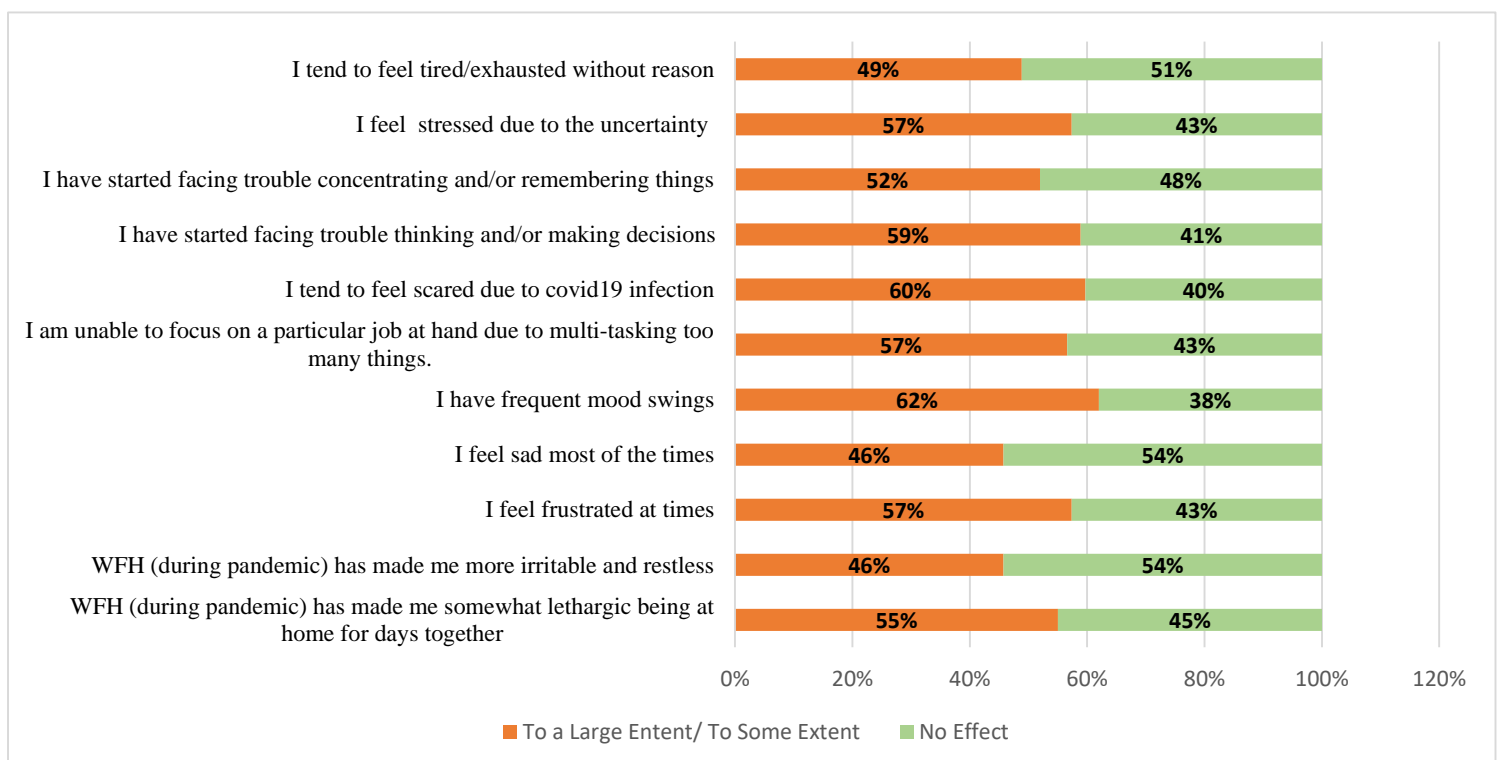


Figure 62: Gender disaggregation positive impact of WFH on health according to the employees (multiple response)

4. Effects of WFH on Employees

Over two-third of all respondents report all positive effects of WFH listed in the survey questionnaire. On the other hand, approximately 50% or more employees also report negative effects of WFH (Refer figures 37 and 38). Gender disaggregation of the data is presented below and grade wise analysis of effects of WFH is attached in the annexure



Figures 63 and 64: Positive and negative effects of WFH reported by employees (multiple response)

a. Gender Analysis of effects of WFH

Gender disaggregation of employees’ response to feeling more productive during WFH model suggests similar trends across male and female employees. However, the differences between male and female employees’ response to better productivity during WFH in a previous question were more pronounced. This could be due to the fact that the survey question on productivity was directly asking respondents to assess their productivity, whereas this data point is a component of a multiple response type question on overall effects of WFH. More than 50% of male and female employee respondents report inability to focus on a task due to multi-tasking as an effect of WFH, however, a slightly higher percentage of female respondents’ report this in comparison to male employees. **Over two-third of male and female employees wish that WFH continues in the future**

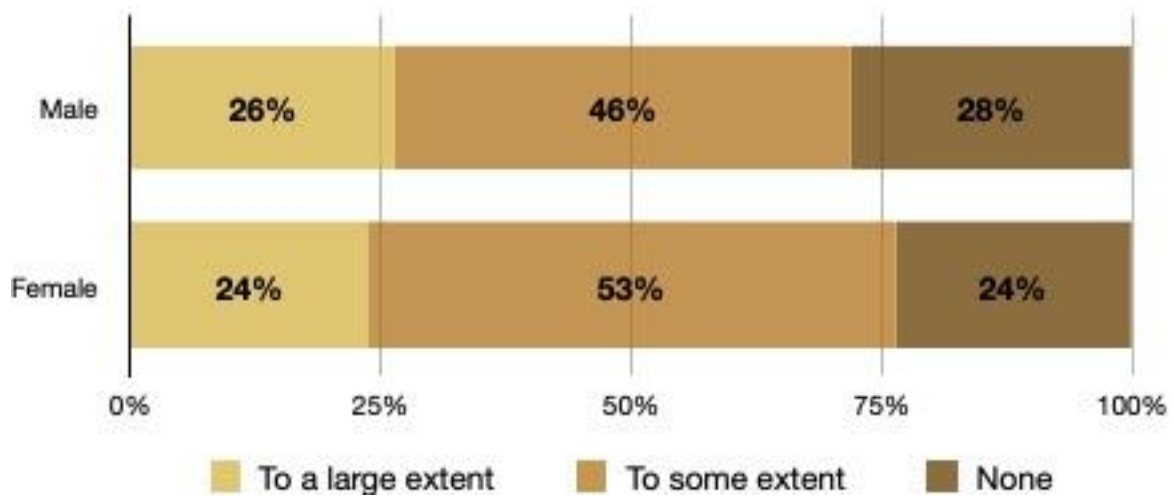


Figure 65: Gender disaggregation of employees’ response to “I feel more productive in WFH model”

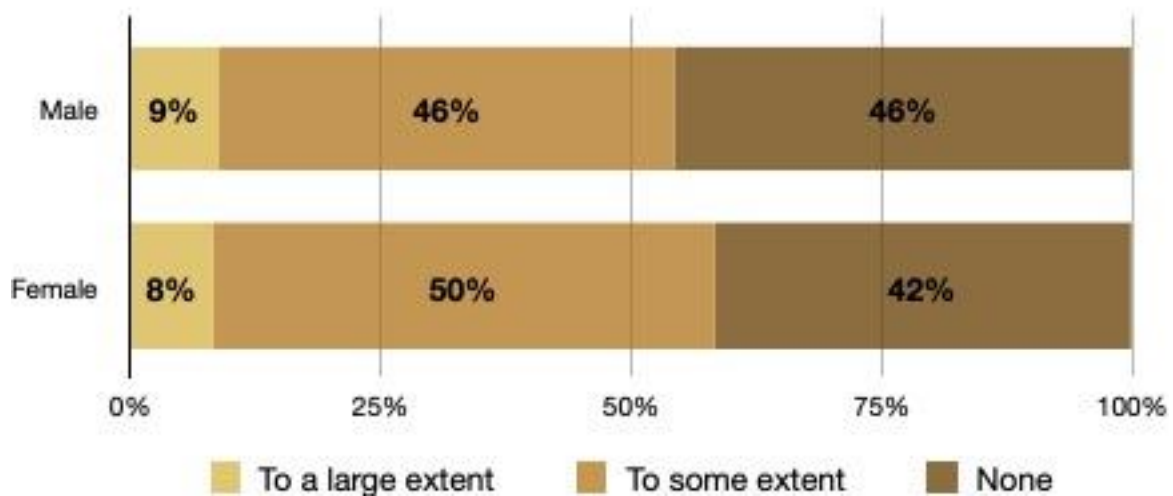


Figure 66: Gender disaggregation of employees’ response to “I am unable to focus on a particular job at hand due to multitasking”

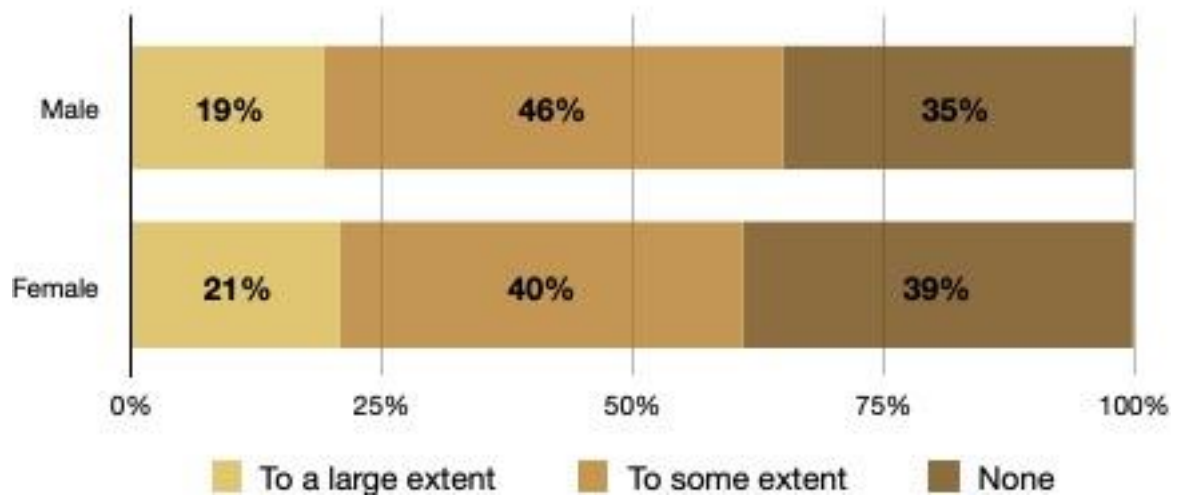


Figure 67: Gender disaggregation of employees' response to "I wish WFH continues in the future"

5. Challenges faced by employees during WFH

a. Work related challenges of WFH reported by employees

Work life balance (77%), making work visible (74%) and burn out related to long hours and over working (74%) are the top work related challenges reported by employees. Other challenges like stress/anxiety, lack of de-stressing moments team work coordination are also highly reported either to a large extent or to some extent. Figure 43 shows the top three reasons of burnout.



Figure 68: Work related challenges during WFH as reported by employees

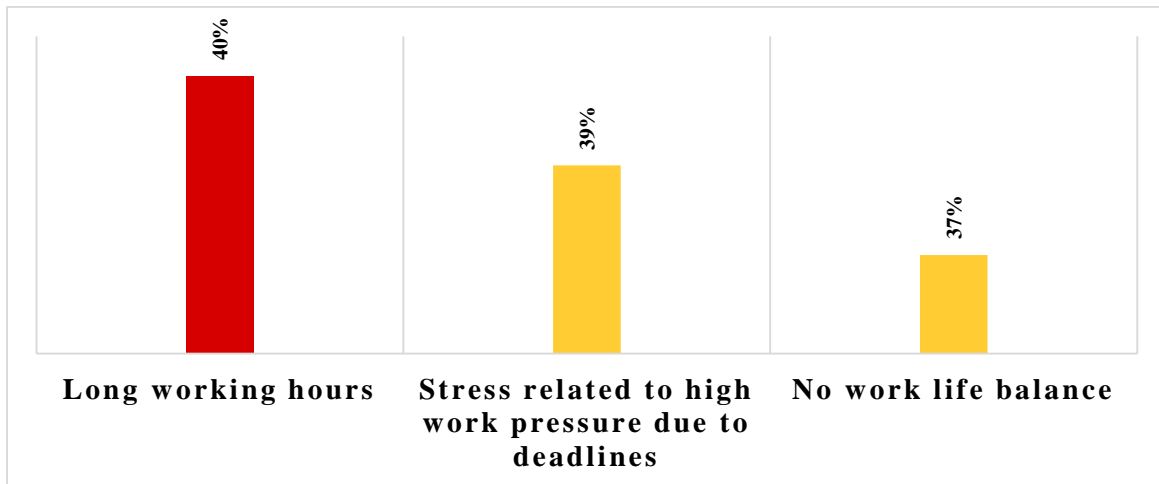


Figure 69: Top three reasons of burnout reported by employees

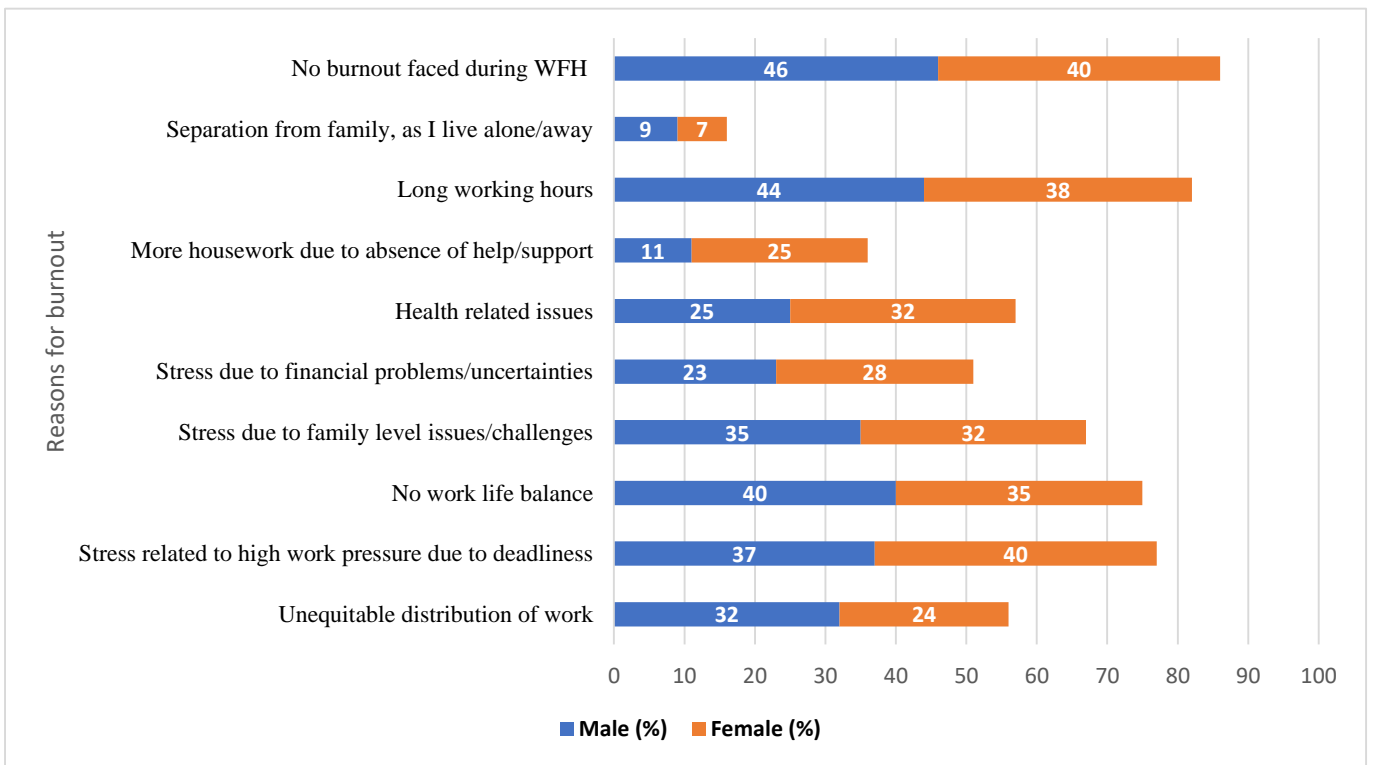


Figure 70: Gender disaggregation of reasons for burnout (percentage)

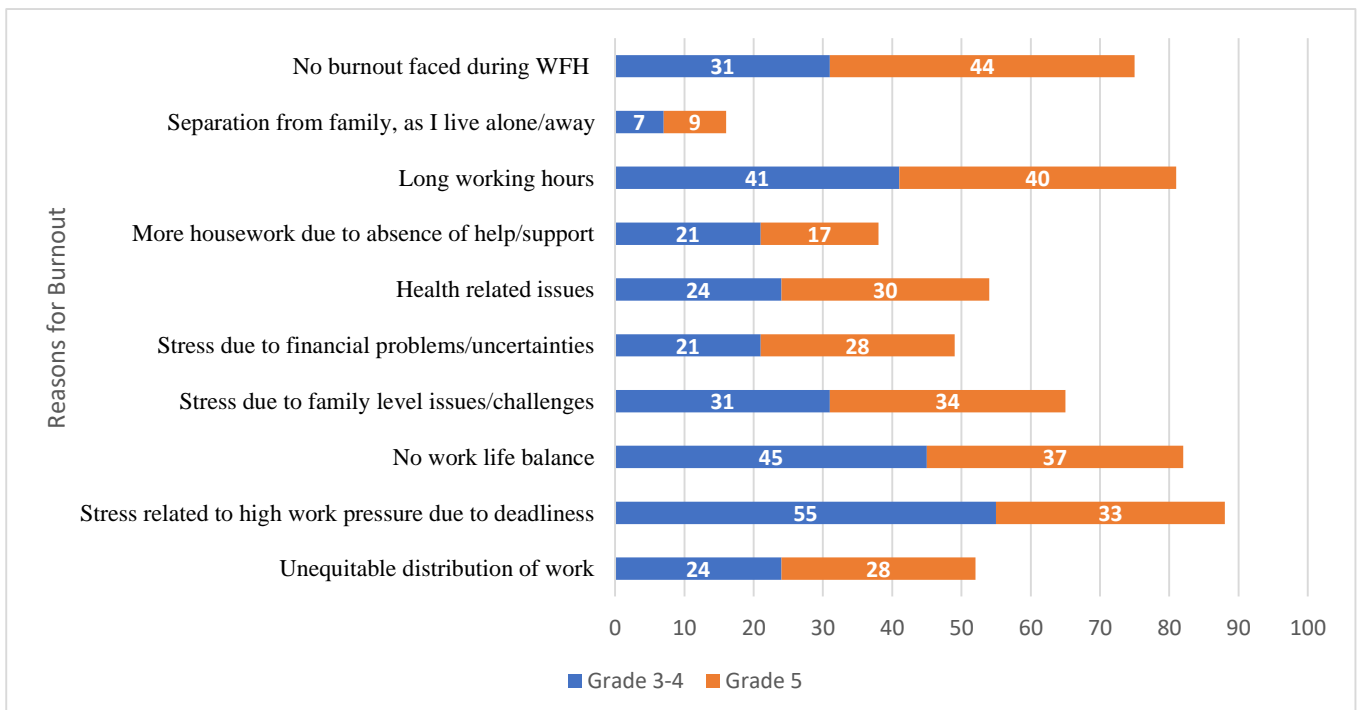


Figure 71: Grade disaggregation of reasons for burnout (percentage)

b. Gender Analysis

To triangulate and further analyse if gender mediates work related challenges like burnout or stress and anxiety, figures below depict the gender disaggregation of burnout due to long working hours and over working, and stress/anxiety, respectively. While more male employees report burnout to a large extent (23%) in comparison to female employees (15%), more female employees report burnout to some extent (58%) in comparison to male employees (51%). A similar trend can be seen for stress and anxiety and work life balance, as well.

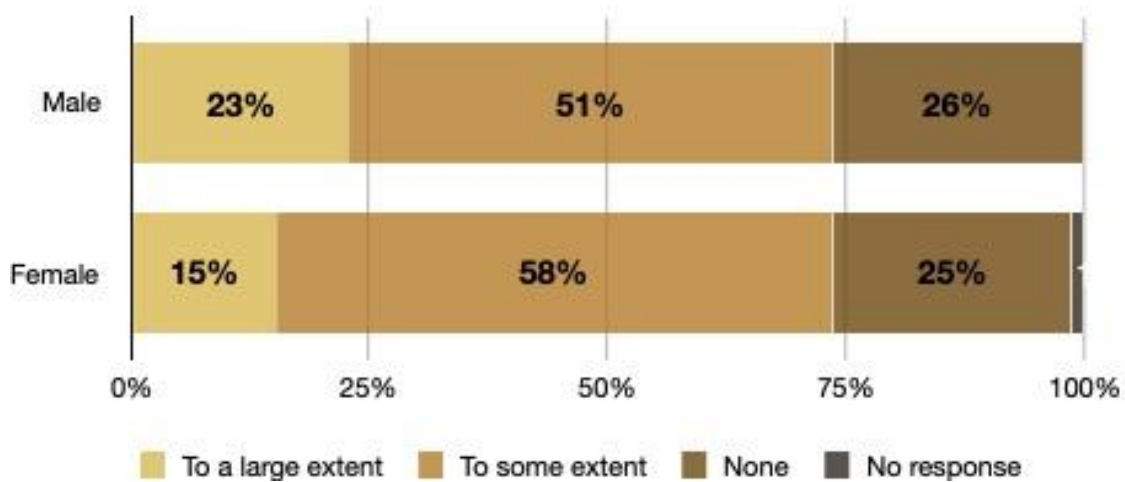


Figure 72: Gender disaggregation of burnout (work related challenges)

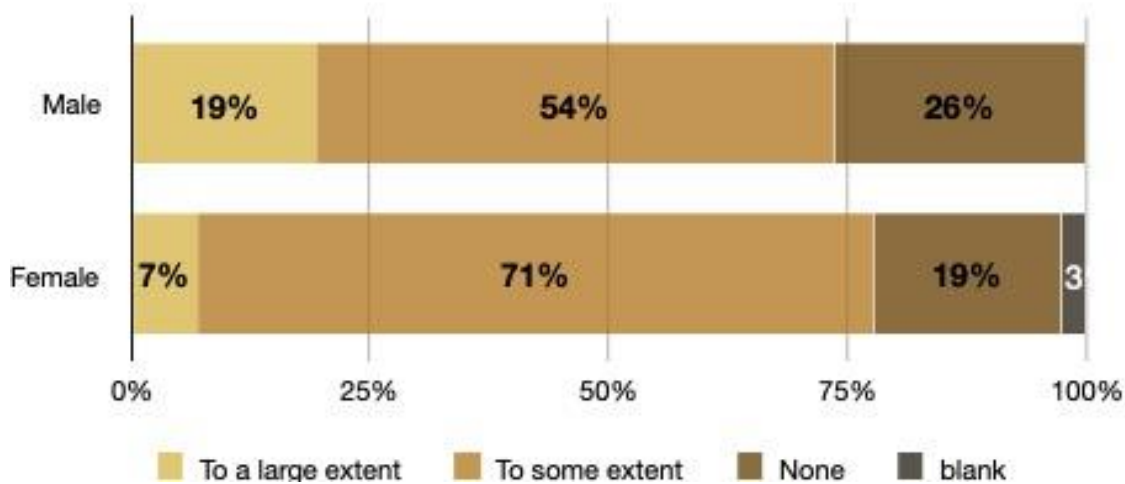


Figure 73: Gender disaggregation of work life balance (work related challenges)

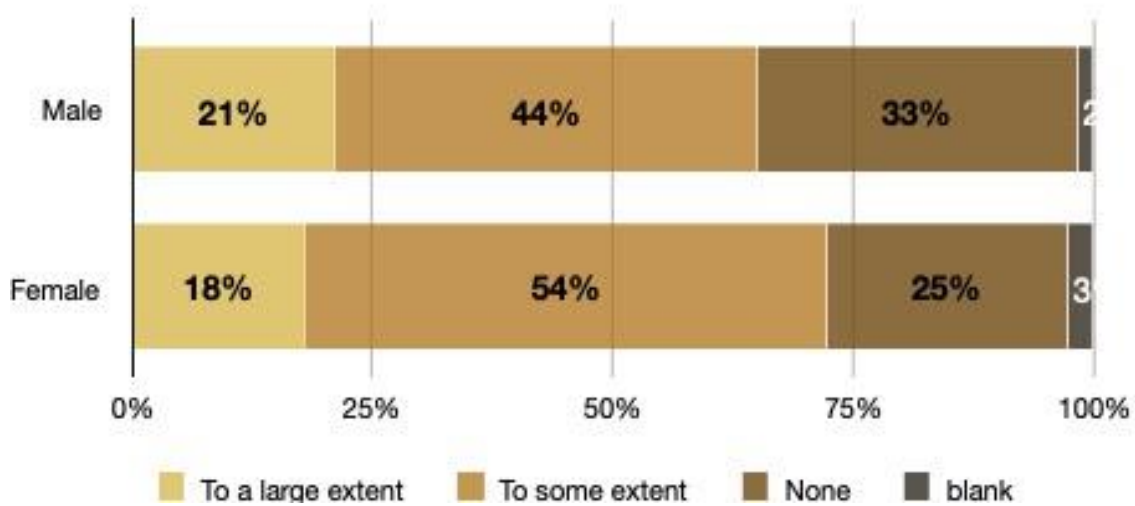


Figure 74: Gender disaggregation of stress and anxiety (work related challenges)

c. Grade 5 Analysis

Grade comparison of work related challenges suggests that more grade 3 and 4 employees reported team work coordination as work related challenges to a large extent during WFH in comparison to grade 5 employees by a 4% margin. Significantly more grade 5 employees reported lack of constant guidance and direction missing/reduced to a large extent or to some extent in comparison to grade 3 and 4 employees. More grade 3 and 4 employees (24%) reported burnout to a large extent in comparison to grade 5 employees (17%). However, significantly more grade 5 employees report work life balance challenges (67%) to some extent in comparison to grade 3 and 4 employees (52%).

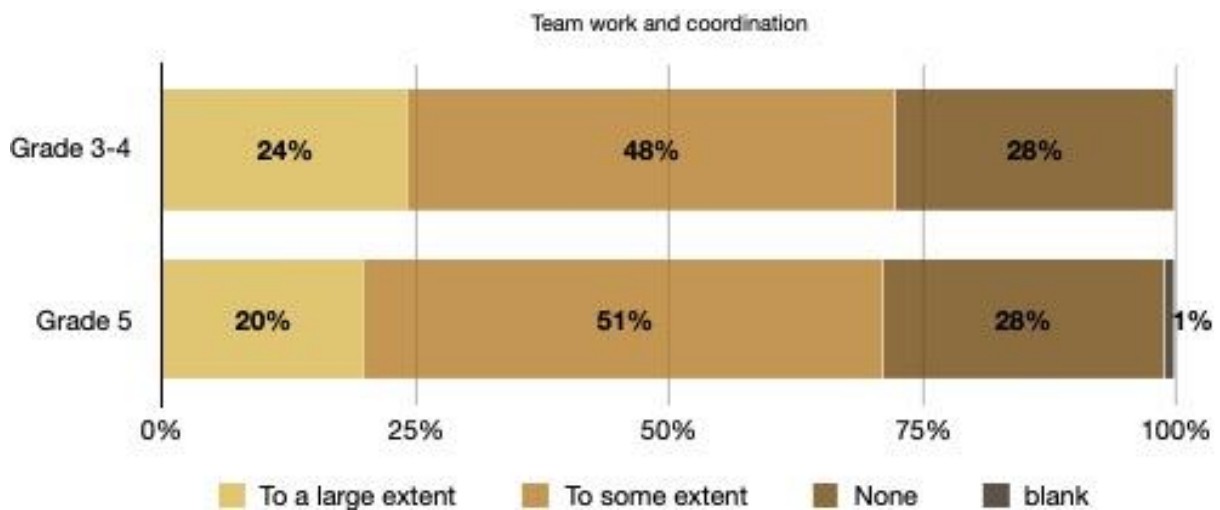


Figure 75: Grade disaggregation of teamwork and coordination (work related challenges)

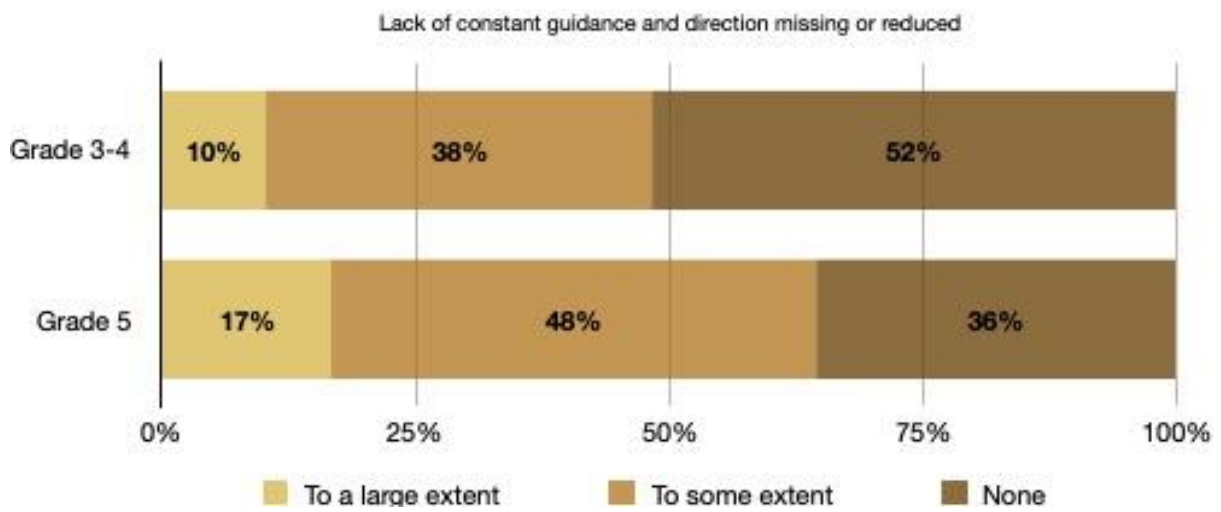


Figure 76: Grade disaggregation of lack of constant guidance and direction missing or reduced (work related challenges)

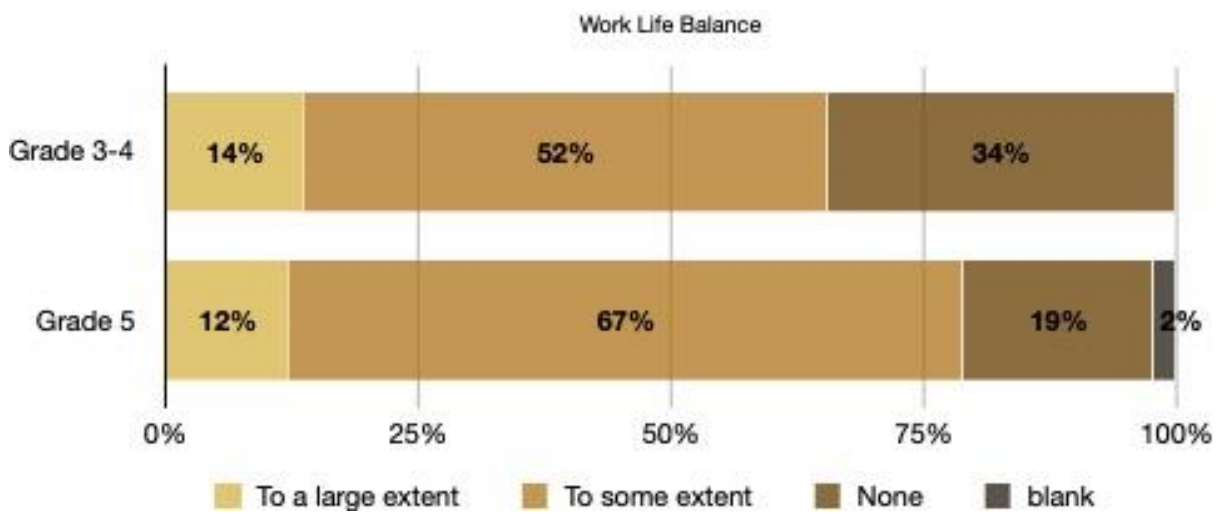


Figure 77: Grade disaggregation of work life balance (work related challenges)

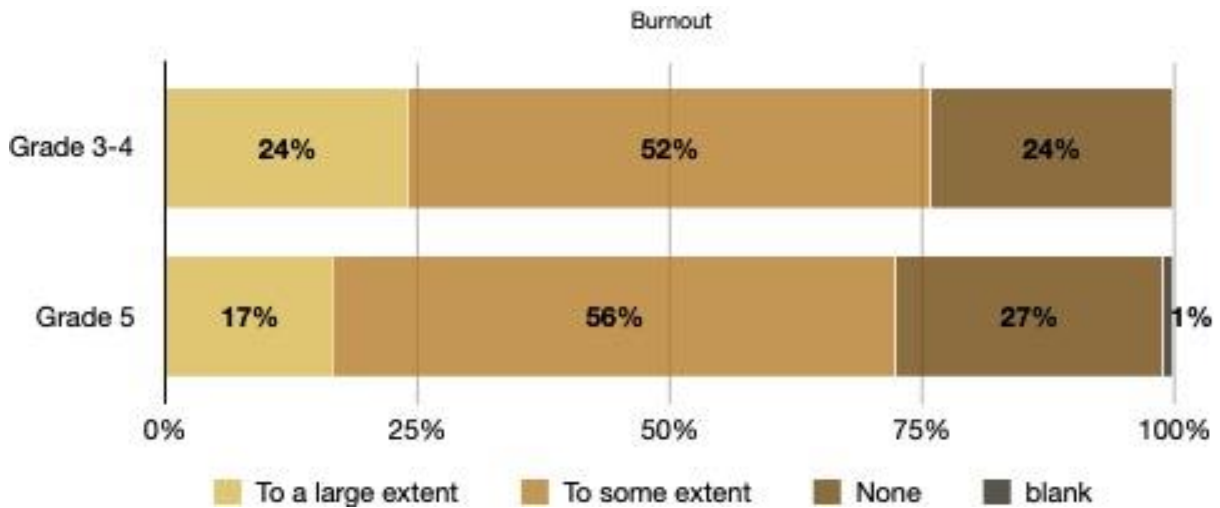


Figure 78: Grade disaggregation of burnout (work related challenges)

d. Personal challenges faced by employees

The most common personal challenges that employees faced during WFH were being disorganised at home (52%), trouble getting into official mind frame after a break (51%), family issues (43%) and family interference during office hours (42%). Gender disaggregation of personal challenges is presented below and grade disaggregation is attached in the annexure.

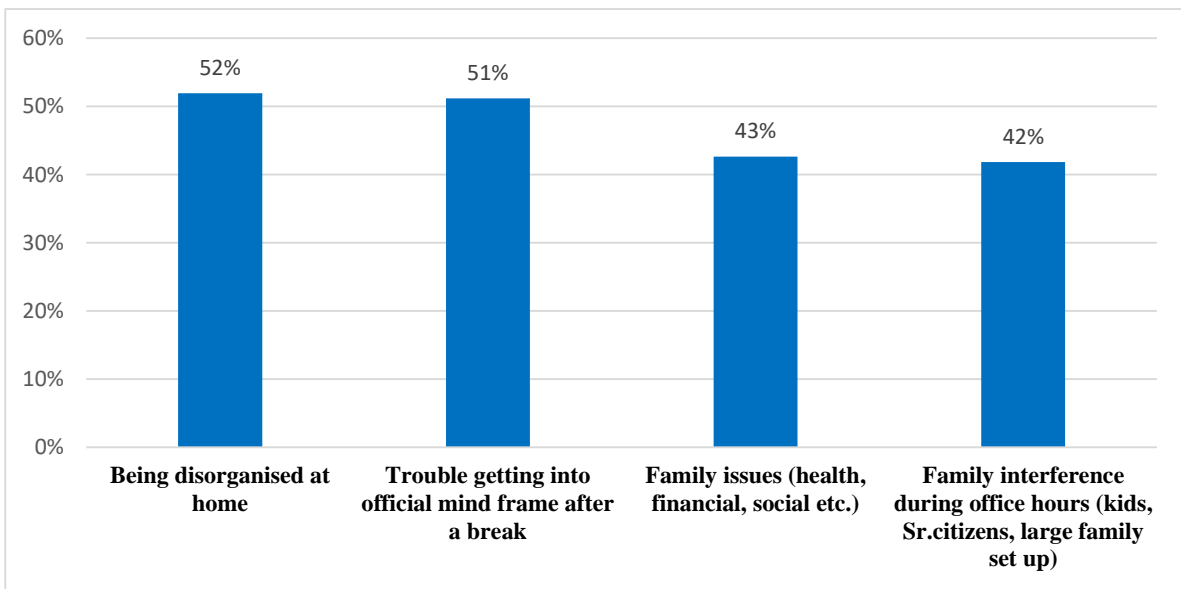


Figure 79: Top four personal challenges reported by employees during WFH

Gender disaggregation of personal challenges faced suggests more female employees faced personal challenges like trouble getting into official mind-frame after a break, family interference during office hours and inability to cope up with change in comparison to male employees. On the other hand, more male employees report being disorganised at home, family issues, long working hours, and poor personal schedule management than female employees. A significantly higher percentage of male employees report no personal issues faced in comparison to female employees.

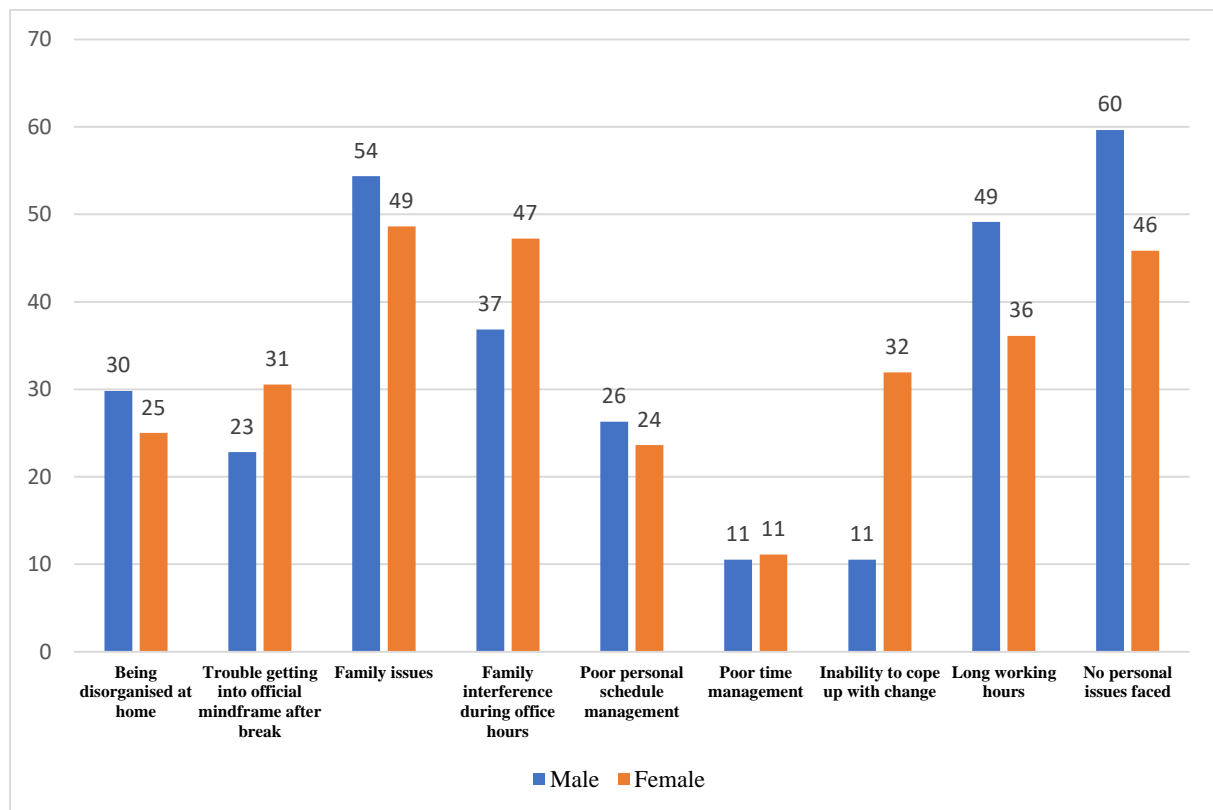


Figure 80: Gender disaggregation of personal challenges reported by employees during WFH

e. Technical challenges faced by employees

A majority of employee respondents reported issues of connectivity through internet or mobile network (88%) as a technical challenge faced during WFH. Frequent power cuts and laptop/desktop issues (along with other software and hardware issues) were also highly reported

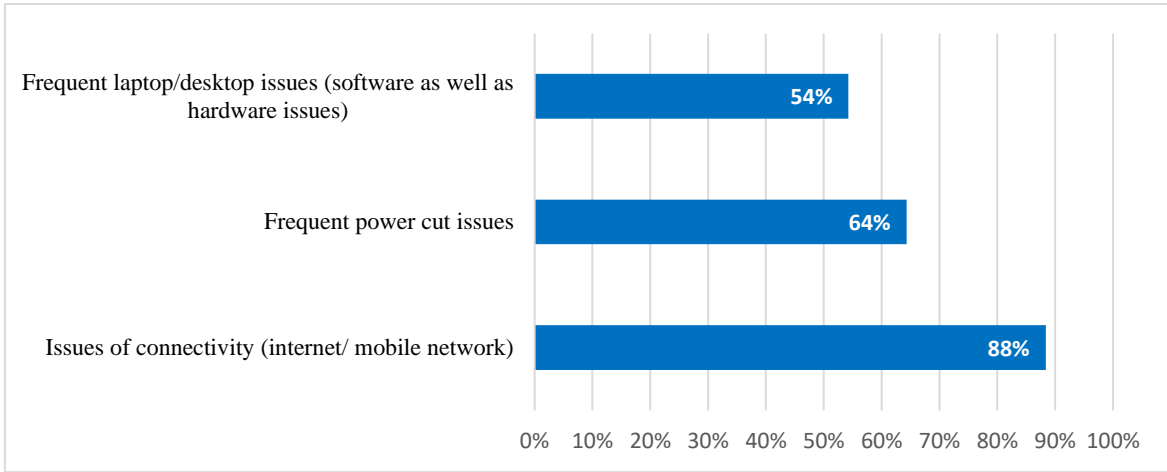


Figure 81: Top three technical challenges reported by employees during WFH

6. Coping Mechanisms Used During WFH

a. SBF as an organization: coping strategies during WFH

More than 80% of all respondents agree or strongly agree to the coping strategies introduced and implemented by SBF/SMF as an organisation to tackle challenges faced by employees during WFH. More than 90% of all respondents agree that employee friendly policies were implemented by the Human Resources department in the organisation.

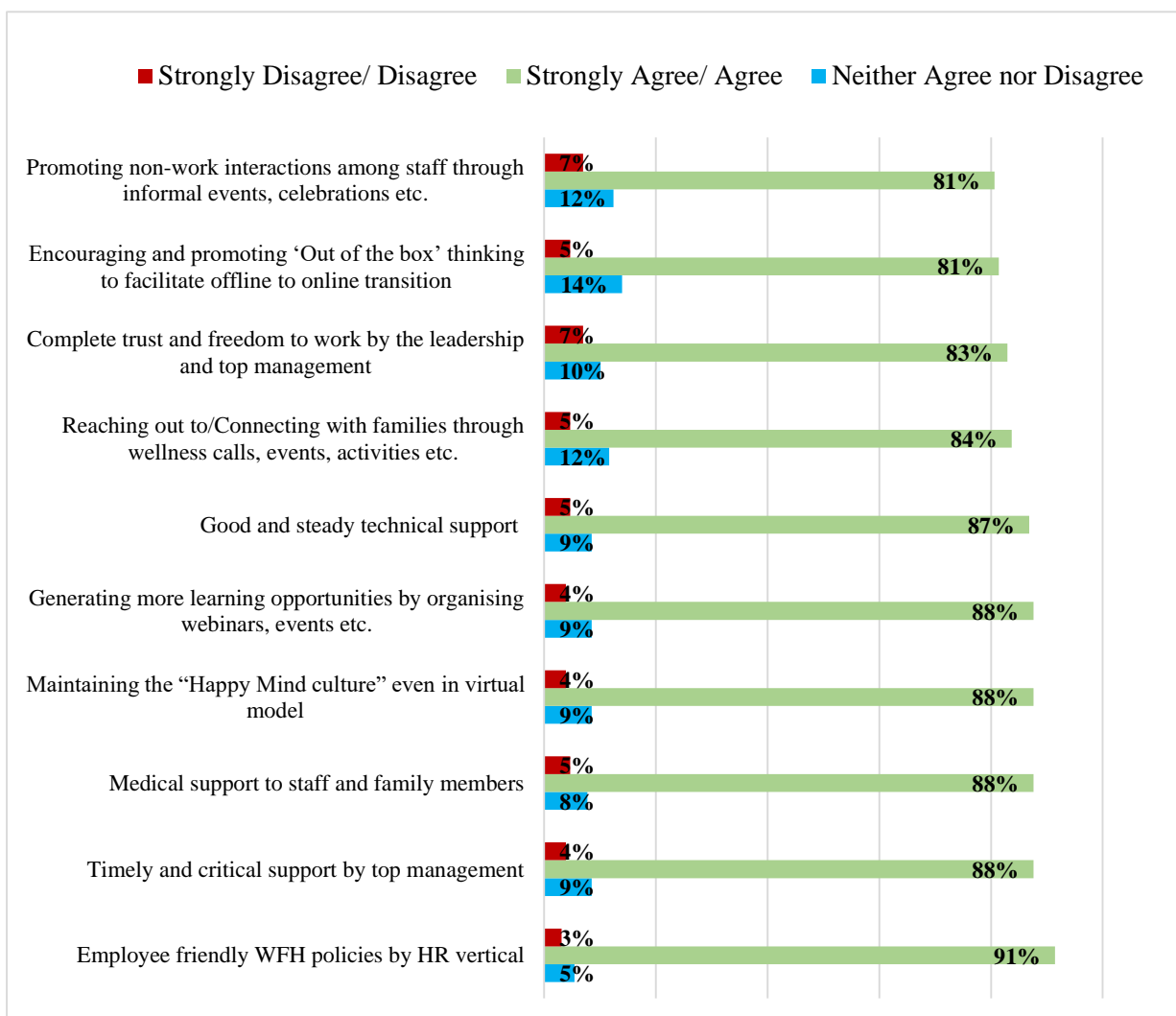


Figure 82: Employees' response to coping strategies implemented by the organisation

b. SBF employees: coping strategies during WFH

Approximately two-third of respondents reported **maintaining transparent communication and staying self-motivated as individual-level coping strategies** employed by them. More than 50% report taking help from HR without hesitation, drawing clear boundaries from home and office responsibilities, limiting distractions to stay focused and open discussions with family members on needs and support.

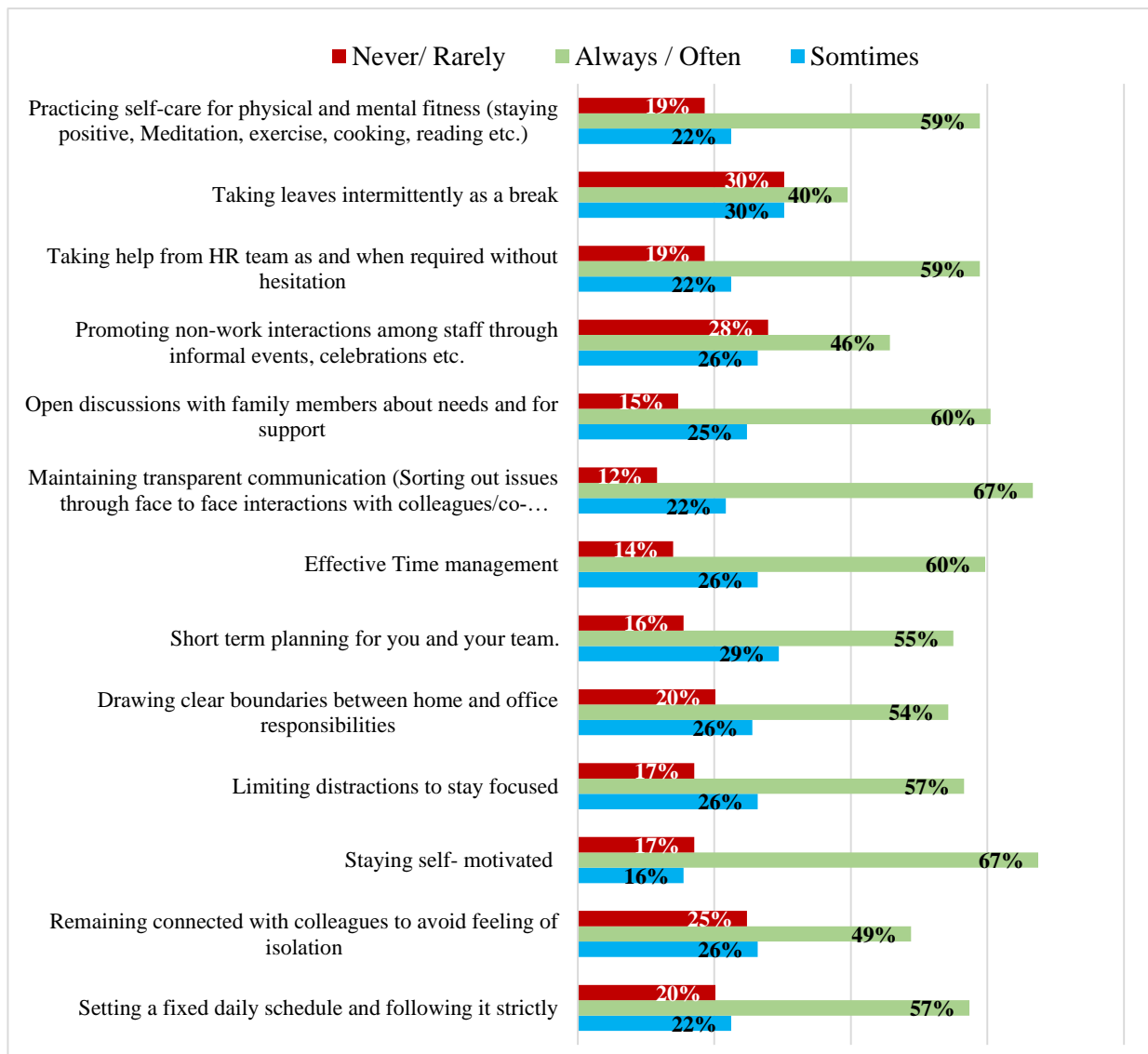


Figure 83: Employees' response to coping strategies implemented by employees

Gender Analysis

Gender disaggregation of coping strategies implemented by employees suggests that **more female employees in comparison to male employees implement coping strategies such as staying self-motivated, effective time management, maintaining transparent communication, and having open discussions with family members about needs and support.** Significantly more male employees (26%) almost never use staying self-motivated as a strategy in comparison to female employees (10%).

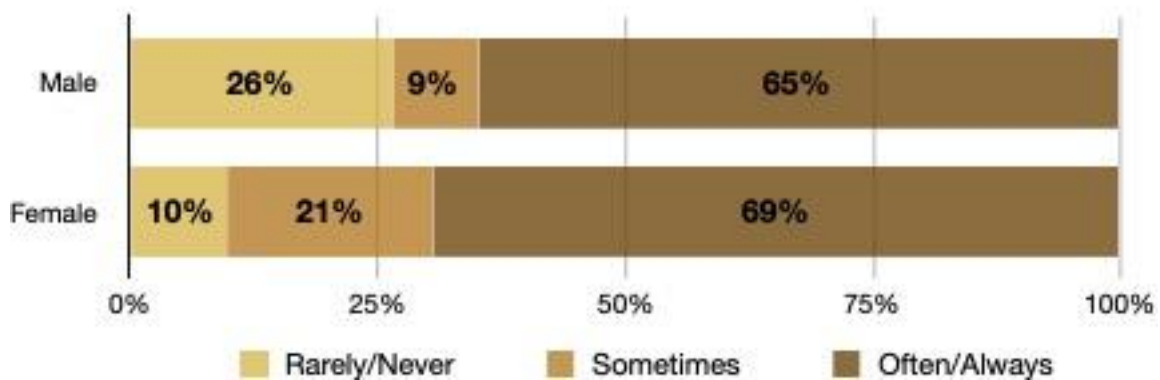


Figure 84: Staying self-motivated as a coping strategy implemented by employees

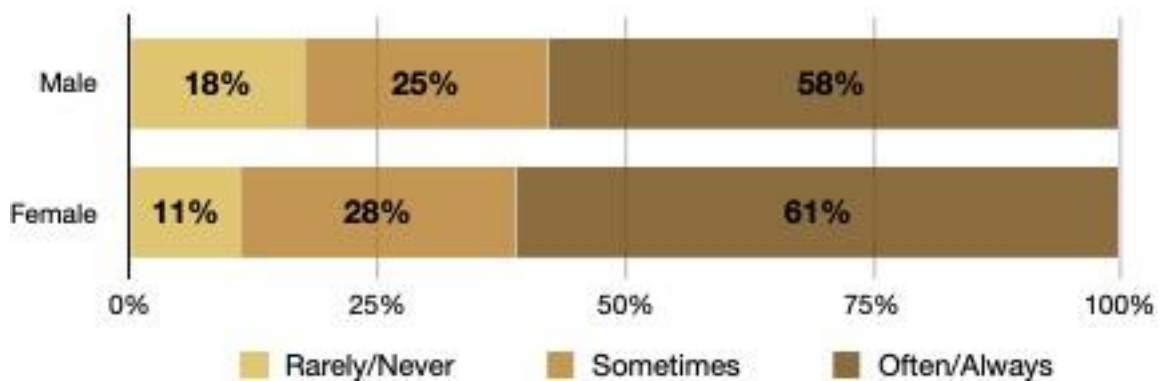


Figure 85: Effective time-management as a coping strategy implemented by employees

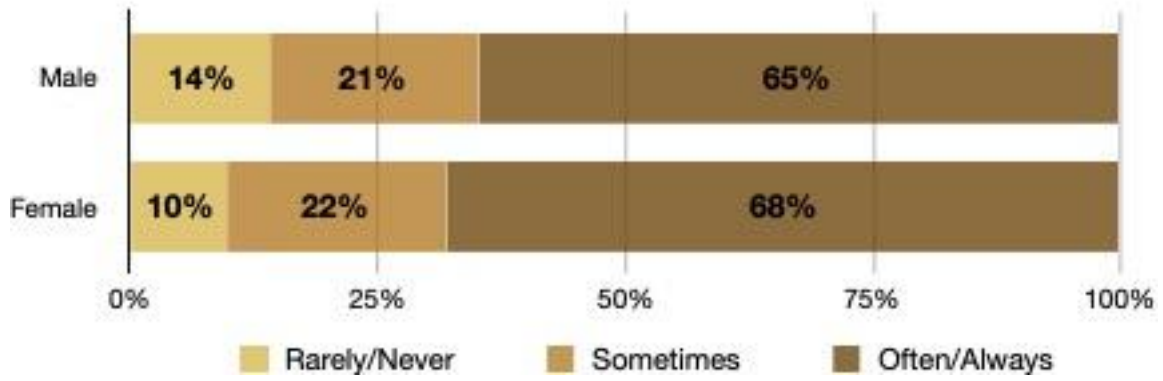


Figure 86: Maintaining transparent communication as a coping strategy implemented by employees

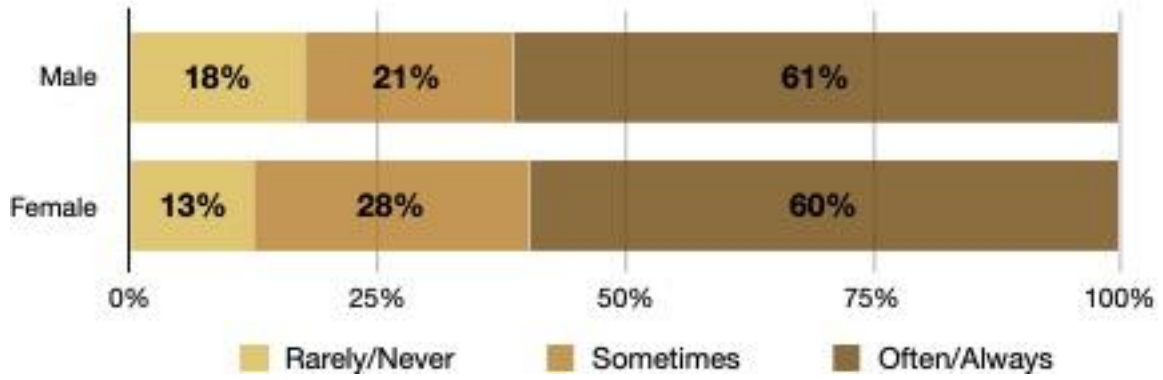


Figure 87: Open discussion with family members about needs as a coping strategy implemented by employees

Grade Analysis

Grade disaggregation of coping strategies employed by employees during WFH suggests that significantly more of grade 3 and 4 employees often/always use strategies like staying self-motivated, effective time management, maintaining transparent communication and open discussion with families in comparison to grade 5 employees. 79% of grade 3 and 4 employees frequently use staying self-motivated as a strategy in comparison to 61% of grade 5 employees. 66% of grade 3 and 4 employees use effective time-management in comparison to 54% of grade 5 employees. A vast majority of grade 3 and 4 employees (83%) maintain transparent communication as a coping strategy to overcome challenges during WFH in comparison to grade 5 employees (59%). Similarly, 66% of grade 3 and 4 employees report open communication with their respective families in comparison to 56% of grade 5 employees.

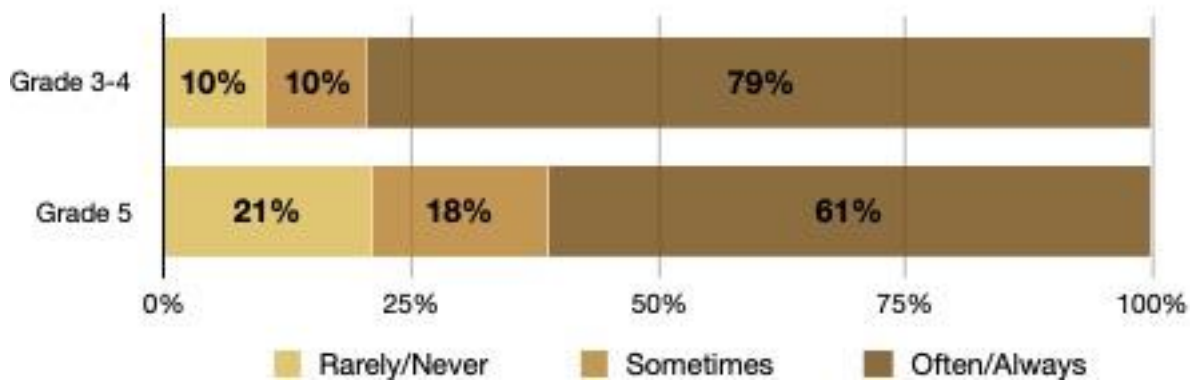


Figure 88: Staying self-motivated as a coping strategy implemented by employees

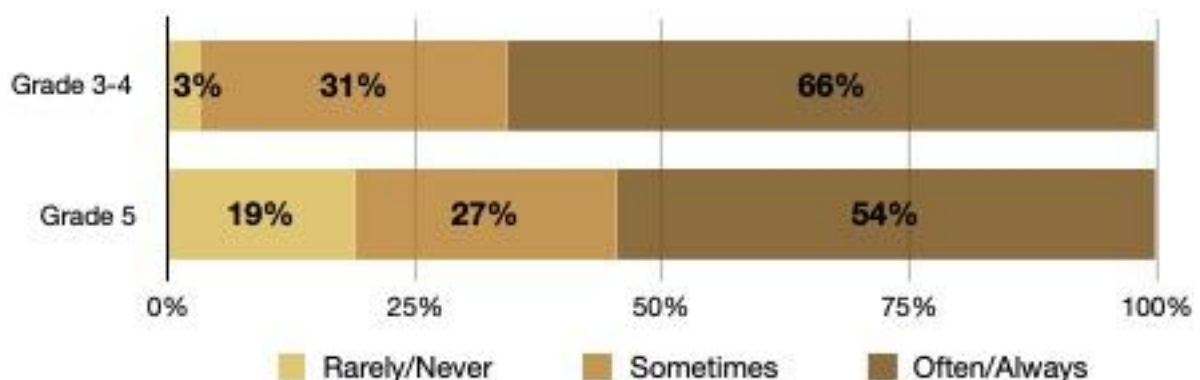


Figure 89: Effective time-management as a coping strategy implemented by employees

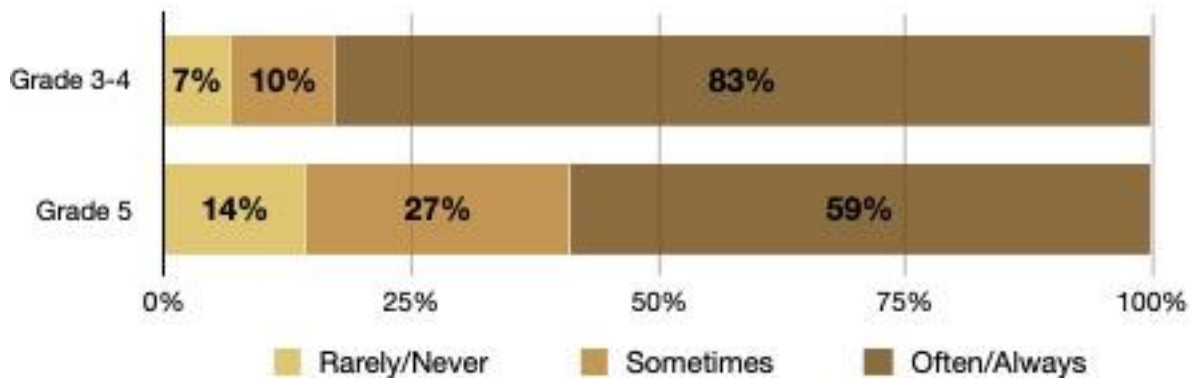


Figure 90: Maintaining transparent communication as a coping strategy implemented by employees

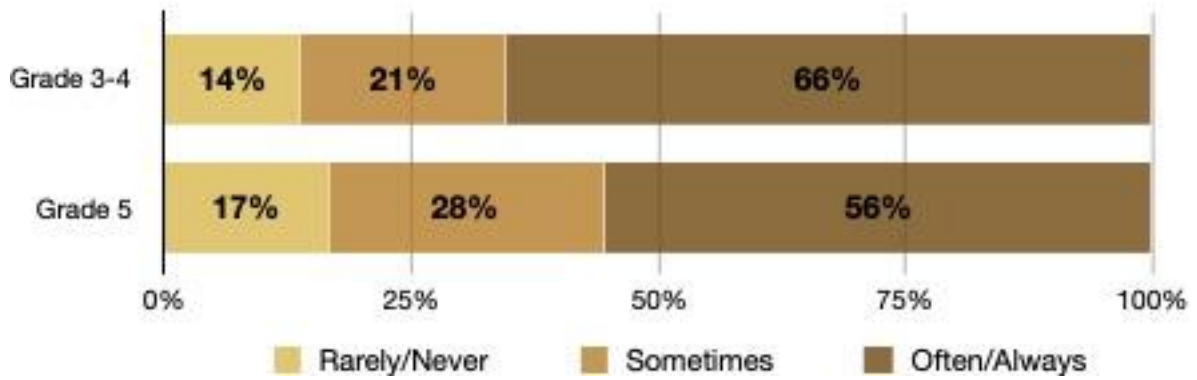


Figure 91: Open discussion with family members about needs as a coping strategy implemented by employees

Qualitative Insights

Insights on Hybrid Model

When asked about employees' thoughts on a hybrid working model (work from home and in office) in the future, 65% thought a hybrid model will work whereas just over one-fourth of the respondents were not sure, either because they are more inclined towards a complete WFH model, or because they would prefer going back to a pre-COVID office format. 7% employees, nine in total, think a hybrid model may not work in the future. Similar to the reasoning for 'Can't Say', these employees are unsure of either going back to office or continuing remote working. Qualitative insights on hybrid model preferences are presented below

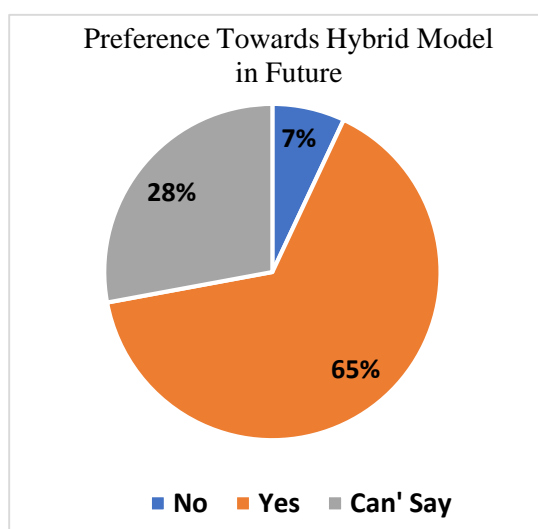


Figure 92: Preference towards hybrid model in the future

1. Respondents who said 'yes' when asked whether a hybrid model would work in the future

Of 84 employees who think a hybrid model would work in the future, approximately 30% do not elaborate or comment on why they think this model would work. The remaining 70% employees' reasoning for a hybrid model have been grouped into four main categories of professional and personal reasons: higher efficiency, necessity for office/field work, saving resources (time, effort and money in commute, etc.), and safety.

Professional Reasons

Higher Efficiency: Most of those who elaborated on why they think a hybrid model would work report higher productivity and overall work efficiency in a hybrid model which would allow them to meet in

office for idea sharing, brainstorming, socializing and taking other critical decisions on projects, as well as continue to work from home for other desk-based tasks and save time and effort spent in commute. Similarly, some employees report that they would prefer going to schools and the community for field work, but think that a hybrid model would work for the rest of the tasks which can be done remotely.

Necessity for Office/Field Work: Due to SBF/SMF programmes' scope and multiple stakeholders involved, a hybrid model will be more suitable according to the respondents for when office-based or on-field work is required. Few employees report already following a hybrid model wherein they work remotely but also on field. However, once schools reopen, on-field work may be necessary. Moreover, those facing technical difficulties during the WFH phase, for instance with their devices or wi-fi, may be able to come to office and resolve them.

Personal Reasons

Saving Resources: While similar to the higher efficiency reasoning, some employees reported personal advantages of a hybrid model wherein on days where they can work from home, they would save on the time, effort and money spent in commute, especially to do tasks which can be done remotely such as data entry, making phone calls, report writing, etc. Some suggest that this in turn will have a positive effect on their work-life balance, stress and overall work productivity and efficiency.

Safety: Not having to worry about their health and their family members' safety by leaving home frequently during COVID-19 was also reported as a key reason as to why employees think a hybrid model would work. However, some employees, despite saying 'yes', report concerns for safety in the hybrid model during COVID-19 and show some hesitancy in working from office or on field.

“Through WFH the interactions are limited with the team...the scope of discussions, idea sharing, brainstorming is less. Generally online meetings are point to point and they take more energy. Hybrid model will be good as it will balance the points that WFH doesn't cover...”

“Yes, of course it can happen because we have been doing our office work from home for the last one year. And given the current situation, our office work is being decided and now that schools are closed again, we may have to teach students online again. And if there is some field work, you have to get out.”

“Hybrid model is good for our safety health during pandemic but office visit [also necessary for] planning during event & activity...”

2. Respondents who said ‘can’t say ’when asked whether a hybrid model would work in the future

Of 129 employees from the study, 36 employees (28%) report that they are unsure whether a hybrid model would work in the future. While 27 of these employees (75%) do not elaborate on why they think so, the remaining employees primarily report the concerns discussed above. Safety while COVID-19 is still a threat and widespread in most parts of programme implementation states remains a cause for concern. On the other hand, some report the need for office-based work and/or field-work activities and its impact on programme effectiveness.

3. Respondents who said ‘no ’when asked whether a hybrid model would work in the future

Nine employees (7% of all respondents) report ‘no’ when asked whether a hybrid working model would work in the future. Similar to the reasons for ‘can’t say’, these employees are concerned about their safety during COVID-19. Two employees report complete in office/on field work.

"Day by day [the threat of] corona is increasing so it is dangerous to go to office..."

"Working on a hybrid model depends on how the situation of COVID-19 is where we are living, what the current situation is in our area."

"After COVID I don't think [we require] WFH because it is a solution only during COVID-19."

Suggestions by Employees to Make WFH Better

Of 129 employees, only 20 (15.5%) provided suggestions to make WFH more comfortable and productive in case it is extended by a few months. A majority of these suggestions are from respondents who said ‘yes’ for a hybrid model, primarily from those who reported higher efficiency and productivity in hybrid model. While all suggestions reported are mentioned below, the two recurring suggestions are on **having fixed office hours** (and associated communication on emails, WhatsApp, etc.) and the possibility of **keeping Saturdays either non-working or reducing working hours**.

Suggestions

-
- Keep Saturdays non-working or half-day for better work-life balance and personal time.

 - Office hours should be fixed and all communications should take place within these hours.

 - Limit WhatsApp messages, calls etc. to office hours.

 - All team members to meet in person at least once-a -week during office days.

 - Appraisals and appreciation of high performance employees need to be considered.

 - Monitoring and tracking of employees’ attendance, working hours and productivity online through virtual platforms may be done.

 - Valuable workshops, courses and learning for employees should be organised.

Recommendations and Study Limitations

Recommendations

- a. There is a positive attitude towards the WFH model, at an overall level of the organisation. However, it is essential to see the aspects which each employee in each grade deem essential. For example, it is essential to understand the reporting of lack of better productivity by Grade 3 employees. Grade 3 coordinates their teams at all levels and they might need a system where interactions and reaching out to each team member is easier. Additionally, the same grade employees report that a hybrid model will work best in the post COVID era.
- b. More grade 5 employees reported feeling happy about WFH, having better productivity during WFH, and positive aspects like time and energy saved and aids in self-confidence to face challenges in comparison to grade 3 and 4 employees. Work structure was likely most disrupted for grade 5 employees like field facilitators and coordinators who work directly with beneficiaries and other key stakeholders. However, saving on resources and building their technological skills to continue work contributed to their perspectives on WFH. In the future, a hybrid model with on-field and WFH tasks may be more efficient for and preferred by grade 5 employees.
- c. Negative aspects of WFH like social isolation, increased distractions at home, and long working hours have a significant impact on grade 3 and 4 employees. Since these grades also reported higher burnout, making provisions to address these effects, which would likely impact their mental wellbeing as well as work productivity in the longer run, may be required.
- d. More female employees are living in nuclear families in comparison to males, which likely suggests less shared responsibility for household chores. Family and other household responsibilities have a significantly greater impact on female employees in comparison to male employees in terms of work-life balance, productivity and general feelings about WFH. These factors will have to be taken into consideration for any WFH/Hybrid model policies.
- e. A hybrid model may also serve as ‘middle ground’, specifically for female employees. Positive aspects of WFH are more pronounced for female employees likely because they can allocate more time to their household responsibilities without having to deal with exhaustion of commute and travel. On the other hand, more female employees also reported

negative aspects like increased distractions at home and family work pressure, which suggests that while women have more time and energy to assign to their family responsibilities, a complete WFH model may also cause hindrance *due to* these responsibilities. A hybrid model may be especially beneficial for female employees to retain positive aspects of WFH, as well as address the challenges of WFH.

- f. Since more male employees have time to learn new skills or take up other hobbies apart from work than female responsibilities, again likely due to inequitable household responsibilities, workshops and online courses can be offered to all employees (with a focus on female employees) to provide them with an opportunity to cultivate more skills and hobbies outside of work.
- g. Health related issues reported by employees need attention with eyes and spine related issues reported at physical and stress being reported at psychological level by majority of them.
- h. Challenges faced by employees and coping strategies adopted by them during WFH can support the HR to build policies and activities around the experiences of employees.
- i. Suggestions provided by employees on making WFH more comfortable and productive, as well as the qualitative inputs on hybrid model can support the HR to build policies on future working structure.
- j. The issue of facing burnout which is reported by 40% of all employees would enable building policies which also separates work from home and creates building holistic boundaries. Different strategies may be required for employees from different grades.
- k. To understand priorities of each grade, a triangulation technique of grade wise random interviews or smaller surveys might bring out contexts of employees better especially if the organisation wants to look at a grade wise policies.
- l. Scoping out perspective of WFH might also be useful, as an organisation who is at their nascent stages of operating WFH, employees might be still confused/ biased towards perspective of 'productivity', 'flexibility' vis-à-vis work.

Limitations

- a. Not all employees participated in the survey.
- b. Although the survey was anonymous and confidentiality of information was completely assured, taking into account the external challenging conditions due to COVID19 pandemic, some response bias may be expected particularly w.r.t. sensitive questions, since the study has been carried out in-house (Questions /categories where possibility of response bias cannot be ruled out have been highlighted in the tool as suggested by the HR team).

Attempts have been made to keep the response bias to the minimum by

1. Ensuring an overall neutral tone to the entire survey instrument
2. Deploying 5 point Likert scale instead of 3 (giving fair and increased opportunity to report negative responses if any)
3. Using combination of alternate positive, negative and neutral responses effectively within the categories of the same question.
4. Keeping the survey anonymous and data confidential.

Annexure

A. Employee Grade Structure and Corresponding Designations

Employee grade structure and corresponding designations	
Grade	Designation
I	CEO
II	Vice President to General Manager
III	Assistant General Manager to Manager
IV / V	IV- Assistant Manager to Coordinator V- Team Leader to Facilitator
IV / V	Consultant Field Facilitator

B. Demographic Profile

Employee grade disaggregation by Age						
Age	Frequency					Total
	Consultant	grade 2	Grade 3	Grade 4	Grade 5	
21-30 years	1	0	0	2	65	68
31-40 years	4	1	5	13	21	44
41-50 years	2	2	7	2	4	17
Total	7	3	12	17	90	129

Grade disaggregation of number of years employees have worked at SBF/SMF					
	Frequency				Grand Total
	1 - 5 years	6 - 10 years	11 - 15 years	16 or more years	
Male	40	10	7	0	57
Female	57	10	3	2	72
Grand Total	97	20	10	2	129

Grade disaggregation of number of years employees have worked at SBF/SMF					
	Frequency				
	1 - 5 years	6 - 10 years	11 - 15 years	16 or more years	Grand Total
Consultant	7	0	0	0	7
Grade 2	1	1	0	1	3
Grade 3	5	1	5	1	12
Grade 4	6	6	5	0	17
Grade 5	78	12	0	0	90
Grand Total	97	20	10	2	129

Family Type - Grade Disaggregation						
	Frequency					
Family Type	Consultant	Grade 2	Grade 3	Grade 4	Grade 5	Grand Total
Nuclear	2	1	4	4	27	38
Joint	5	2	5	12	59	83
Staying Alone			1	1	3	5
Other			2		1	3
Grand Total	7	3	12	17	90	129

Gender disaggregation of employee grade structure			
	Frequency		
Row Labels	Male	Female	Grand Total
Consultant	5	2	7
Grade 2		3	3
Grade 3	6	6	12
Grade 4	11	6	17
Grade 5	35	55	90
Grand Total	57	72	129

Grade disaggregation for family type					
	Frequency				
Row Labels	Nuclear	Joint	Staying Alone	Other	Grand Total
Consultant	2	5			7
Grade 2	1	2			3
Grade 3	4	5	1	2	12
Grade 4	4	12	1		17
Grade 5	27	59	3	1	90
Grand Total	38	83	5	3	129

C. Perspectives on WFH

Disaggregation based on family type and whether employees have children for better productivity						
Frequency						
Better Productivity	Have children			No children		
	Nuclear	Joint	Nuclear	Joint	Staying Alone	Other
Yes	4	22	12	22	3	
No	1	3	7	10		2
Can't Say	5	11	9	15	2	1
Total	10	36	28	47	5	3

Table: Better Productivity (Disaggregation on the basis of time taken to travel to work pre-covid-19)				
Row Labels	Yes	No	Can't Say	Grand Total
Less than 30 min	5		2	7
30 min to 1 hour	10	4	5	19
1 to 2 hours	24	12	16	52
2 to 3 hours	11	5	10	26
3 to 4 hours	8	2	7	17
More than 4 hours	5		3	8
Grand Total	63	23	43	129

D. Negative effects of WFH: Grade wise disaggregation

WFH has made me somewhat lethargic						
Frequency						
	Consultant	Grade 2	Grade 3	Grade 4	Grade 5	Grand Total
To a large extent					9	9
To some extent	2		8	8	44	62
None	5	3	4	9	37	58
Grand Total	7	3	12	17	90	129

WFH has made me more irritable and restless						
Frequency						
Row Labels	Consultant	Grade 2	Grade 3	Grade 4	Grade 5	Grand Total
To a large extent			2		12	14
To some extent	2	2	5	8	28	45
None	5	1	5	9	50	70
Grand Total	7	3	12	17	90	129

I feel sad most of the time						
Frequency						

Row Labels	Consultant	Grade 2	Grade 3	Grade 4	Grade 5	Grand Total
To a large extent			1	1	10	12
To some extent	2	1	4	6	34	47
None	5	2	7	10	46	70
Grand Total	7	3	12	17	90	129

I am unable to focus on a particular task due to multi-tasking

Frequency						
Row Labels	Consultant	Grade 2	Grade 3	Grade 4	Grade 5	Grand Total
To a large extent			1	1	9	11
To some extent	4		8	8	42	62
None	3	3	3	8	39	56
Grand Total	7	3	12	17	90	129

I feel more scared due to covid19 infection

Frequency						
Row Labels	Consultant	Grade 2	Grade 3	Grade 4	Grade 5	Grand Total
To a large extent		1	4	4	13	22
To some extent	4	1	4	7	39	55
None	3	1	4	6	38	52
Grand Total	7	3	12	17	90	129

I have started facing trouble concentrating

Frequency						
Row Labels	Consultant	Grade 2	Grade 3	Grade 4	Grade 5	Grand Total
To a large extent			2	2	9	13
To some extent	2	1	7	5	39	54
None	5	2	3	10	42	62
Grand Total	7	3	12	17	90	129

I feel more efficient and focused

Frequency						
Row Labels	Consultant	Grade 2	Grade 3	Grade 4	Grade 5	Grand Total
To a large extent	2		4	5	26	37
To some extent	4	1	6	11	42	64
None	1	2	2	1	22	28
Grand Total	7	3	12	17	90	129

I wish WFH continues in future						
Frequency						
Row Labels	Consultant	Grade 2	Grade 3	Grade 4	Grade 5	Grand Total
To a large extent	2	1	1	2	20	26
To some extent	3	1	10	10	31	55
None	2	1	1	5	39	48
Grand Total	7	3	12	17	90	129

E. Reasons for Burnout

Table 1: Reasons for Burnout (Gender Disaggregation)			
Reasons for burnout	Male (%)	Female (%)	Grand Total (%)
Unequitable distribution of work	32	24	27
Stress related to high work pressure due to deadlines	37	40	39
No work life balance	40	35	37
Stress due to family level issues/challenges	35	32	33
Stress due to financial problems/uncertainties	23	28	26
Health related issues	25	32	29
More housework due to absence of help/support	11	25	19
Long working hours	44	38	40
Separation from family, as I live alone/away	9	7	8
No burnout faced during WFH	46	40	43

Table 2: Reasons for Burnout (Grade Disaggregation)			
Reasons for Burnout	Grade 3-4	Grade 5	Grand Total
Unequitable distribution of work	24	28	27
Stress related to high work pressure due to deadlines	55	33	39
No work life balance	45	37	37
Stress due to family level issues/challenges	31	34	33
Stress due to financial problems/uncertainties	21	28	26
Health related issues	24	30	29
More housework due to absence of help/support	21	17	19
Long working hours	41	40	40
Separation from family, as I live alone/away	7	9	8
No burnout faced during WFH	31	44	43

F. Personal Challenges faced by Employees

Personal challenges faced by employees during WFH			
Personal Challenges	Frequency		
	Grade 3	Grade 4	Grade 5
Being disorganised at home	1	4	28
Trouble getting into official mindframe after break	7	4	21
Family issues	6	5	50
Family interference during office hours	5	6	39
Poor personal schedule management	4	4	21
Poor time management	4	4	24
Inability to cope up with change	1	2	8
Long working hours	3	11	36
No personal issues faced	5	11	43
Grand Total	12	17	90