

Relationship between Wellbeing, Productivity, and Motivation of Employees Working from Home in Indian Companies

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Abstract

Background/Objectives: Pandemic of novel Corona Virus Disease (COVID-19) affected the business globally through locked down operation. During this time, Indian companies' employees were asked to work-from-home which led to study the challenges on wellbeing, motivation and productivity. Usually, Indian companies never tried earlier and preferred to have engineers in office during working hours. The research objective is to identify the cause-and-effect understanding between wellbeing, productivity and motivation of employees working-from-home in Indian companies. These parameters could include demographic factors such as work experience level, gender, marital status, and family type.

Methods/Statistical analysis: 111 professionals considered from Indian companies who had WFH opportunity participated in the online survey to fill questions pertaining to wellbeing, productivity, and motivation. The standard test tools used to identify the relationship between wellbeing, productivity and motivation such as "Carol D. Ryff Psychological Wellbeing Scale", "Endicott Work Productivity Scale", "Tremblay Work Extrinsic and Intrinsic Motivation Scale and Demographic factors".

There was use of inferential and central measures statistics used for data analysis. For correlation, Pearson product moment correlation is used along with Sig. (2-tailed) for calculating significance. ANOVA statistical technique used for more than 2 groups and t-test was used to compare the difference between two groups. The standard/open-source IBM-SPSS tool used to prepare correlations, significance, ANOVA and t-Test statistical output.

Results: A strong positive correlation exists between wellbeing and productivity, indicating that if high wellbeing is found then it's probable that higher productivity shall exist. A positive weak correlation exists between parameters of wellbeing and self-determined motivation. A negative moderate correlation exists between wellbeing and nonself-determined motivation. A positive weak correlation exists between productivity and motivation which includes both self-determined and nonself-determined motivations. The demographic factor includes gender, family type, marital status, and work experience in years affects the wellbeing, productivity, and motivation during work from home, as per mean value from t-Test and ANOVA there is a significant effect with some parameters and others have impact but not significantly.

Conclusions: As per study, concluded that work-from-home employees have a good relationship between wellbeing, productivity, and motivation. The study of correlation shows weak/moderate/strong positive correlation on wellbeing, productivity, and motivation. Good wellbeing increases productivity and motivation of employees who have WFH opportunities and vice versa. There is a significant impact of nonself-determined motivation on wellbeing and demographic factors of gender. Overall, it is very clear positivity surrounding work-from-home opportunities; however, negative correlation exists between wellbeing and non-self-determined motivation which impacts work from home scenario in Indian companies.

Keywords

Wellbeing, Productivity, Motivation, Work from Home, Indian Companies, "COVID-19".

INTRODUCTION

The pandemic of novel Coronavirus Disease ("COVID-19") was reported first in Wuhan, China. This was in late 2019 that rapidly escalated into a global health issue prompting widespread lockdowns and business disruptions [1]. In India, the pandemic imposed an abrupt shift from traditional office-based work to work-from-home policies, particularly affecting Indian companies that previously preferred in-office operations. This change has raised new challenges for employee wellbeing, productivity, and motivation, critical factors for organizational success during ongoing uncertainties [2].

Wellbeing encompasses an individual's overall comfort, health, and happiness and is broader than momentary feelings, impacting their work outcomes [3]. It is closely linked to productivity—the efficiency and effectiveness of

work performance—which directly affects business sustainability [4].

Motivation, is a process of directing and sustaining human behavior, mediates the relationship between wellbeing and productivity [5].

This study explores these interrelationships in Indian companies during enforced remote work, also considering demographic variables including gender, marital status, family type, and work experience in years. Understanding these factors will equip organizations to better support employees and maintain performance under new work conditions.

METHODOLOGY

Research Design

This research is a Quantitative Study that uses Descriptive

Correlational Design to study the relationships among wellbeing, productivity, and motivation in employees working from home within Indian companies.

The research variables considered in this research study are: Wellbeing, Productivity, Motivation and Demographic variables (Gender, Work experience level, Marital Status and Family type).

Participants

The sample consisted of 111 professionals employed in Indian companies, identified through purposive sampling. Participants represented diverse demographics: 44.4% female, 55.6% male; majority married (80.6%); predominantly nuclear families (73.5%); and varying years of work experience.

Instruments

- Psychological Wellbeing Scale (42 items): This scale measures different sub-domains such as “environmental mastery”, “autonomy”, “growth in personal format”, “development of positive relation”, “purpose” and “self-acceptance” [6].
- “Endicott Work Productivity Scale”: This scale includes a 25-item self-report scale evaluating work attendance, quality, capacity, and personal factors [7].
- “Work Extrinsic and Intrinsic Motivation Scale (WEIMS)”: This scale includes an 18-item tool assessing self-determined and nonself-determined motivation in work [8].
- Demographic Questionnaire: Included gender, marital status, family type, and years of work experience [9].

Following are the details of the subscale in the instruments to get more information from the respondent [6][7][8][9]:

Tools/Scales Used	Sub Scales	Range/Degree
Demographics	Gender	Male/Female/Others
	Marital Status	Yes/No/Others
	Family Type	Joint/Nuclear
	Experience Level in Years	1 to 40 years
Psychological Wellbeing	Autonomy	1- Strongly disagree 2- Disagree
	Environmental mastery	3- Somewhat disagree
	Personal Growth	4- Somewhat agree
	Positive Relations	5- Agree
	Purpose in life	6- Strongly Agree
	Self-acceptance	
Endiscott ork productivity	Productivity	0- Never 1- Rarely 2- Sometimes 3- Often 4- Almost Always
Work	Self-determined	1- Does not

Extrinsic and Intrinsic Motivation	motivations	correspond at all
	• Intrinsic motivation • Integrated regulation • Identified regulation	2- Corresponds a little less 3- Corresponds a little 4- Corresponds Moderately 5- Corresponds a lot 6- Corresponds a lot more 7- Corresponds exactly
	Nonself-determined motivations	1- Does not correspond at all
	• Introjected regulation • External regulation • Amotivation	2- Corresponds a little less 3- Corresponds a little 4- Corresponds Moderately 5- Corresponds a lot 6- Corresponds a lot more 7- Corresponds exactly

Data Collection Procedure

An online survey containing all instruments was distributed to participants via LinkedIn, WhatsApp and Facebook group who consented voluntarily. Also, through references and personal approach to employees working from home contacted.

Data Analysis

The statistical method of Descriptive and Inferential Analysis used for data analysis in the proposed study.

Statistics Used: Pearson’s Product Moment Correlation Coefficient with Sig. (2-tailed), t-test, and ANOVA.

Pearson’s Correlation: Pearson’s Correlation Coefficient ($-1 < r < +1$) used to get the correlation coefficients between wellbeing, productivity and motivation of employees work-from-home in Indian companies.

ANOVA: When the relationship was established between the parameters by use of ANOVA and T-Test. This was a comparison between means of two groups to show the variability of the dependent parameter (Green & Salkind, 2012). The primary difference between t-test and ANOVA is that t-test is able to compare two groups or two sets of parameters. ANOVA can compare two or more groups of datasets. The selecting process for data analysis is both ANOVA as well as T-Test.

RESULTS

Data collected were analyzed using SPSS version x [10]. Descriptive and inferential statistics applied using Pearson product-moment correlations examined relationships among wellbeing, productivity, and motivation. Independent t-tests

and one-way ANOVA assessed demographic group differences. The results are as follows,

Descriptive Statistics

The study sample consisted of 111 employees working from home. Variable gender includes 44.4% of female participants and 55.6% of male participants. In case of marital status there is inclusion of 80.6% of married and 19.4% of not married, Family type includes nuclear families with 73.5% and joint family percentage is 26.5 and work experience level in years includes 34.4% of 1-10 year experience, 40.6% of 11-20 year experience, 21.9% of 21-30 year experience and 3.1% of 31-40 year experience.



Figure 1: Descriptive Statistics information (Source: SPSS)

Inferential Statistics

Analysis of data of using inferential statistics as follows:

Correlations

- Wellbeing and productivity: Strong positive correlation.



Table 1: Pearson Correlation ‘r’ between wellbeing and productivity (Source: SPSS)

		Psychological Wellbeing	PW Autonomy	PW_Environmental Mastery	PW_Personal Growth	PW_Positive Relations	PW_Purpose_In_Life	PW_Self_Acceptance	Workplace_Productivity
Psychological_Wellbeing	Pearson Correlation	1	.685**	.835**	.707**	.786**	.711**	.737**	-0.09
	Sig. (2-tailed)		0	0	0	0	0	0	0.594
	N	111	111	111	111	111	111	111	111
PW_Autonomy	Pearson Correlation	.685**	1	.591**	0.276	.366*	0.219	.604**	-0.232
	Sig. (2-tailed)	0		0	0.098	0.026	0.192	0	0.166
	N	111	111	111	111	111	111	111	111
PW_Environmental_Mastery	Pearson Correlation	.835**	.591**	1	.592**	.552**	.608**	.464**	-0.123
	Sig. (2-tailed)	0	0		0	0	0	0.004	0.469
	N	111	111	111	111	111	111	111	111
PW_Personal_Growth	Pearson Correlation	.707**	0.276	.592**	1	.494**	.580**	0.311	-0.113
	Sig. (2-tailed)	0	0.098	0		0.002	0	0.061	0.504
	N	111	111	111	111	111	111	111	111
PW_Positive_Relations	Pearson Correlation	.786**	.366*	.552**	.494**	1	.481**	.511**	-0.071
	Sig. (2-tailed)	0	0.026	0	0.002		0.003	0.001	0.676
	N	111	111	111	111	111	111	111	111
PW_Purpose_In_Life	Pearson Correlation	.711**	0.219	.608**	.580**	.481**	1	.326*	-0.017
	Sig. (2-tailed)	0	0.192	0	0	0.003		0.049	0.922
	N	111	111	111	111	111	111	111	111
PW_Self_Acceptance	Pearson Correlation	.737**	.604**	.464**	0.311	.511**	.326*	1	0.127
	Sig. (2-tailed)	0	0	0.004	0.061	0.001	0.049		0.454
	N	111	111	111	111	111	111	111	111
Workplace_Productivity	Pearson Correlation	-0.09	-0.232	-0.123	-0.113	-0.071	-0.017	0.127	1
	Sig. (2-tailed)	0.594	0.166	0.469	0.504	0.676	0.922	0.454	
	N	111	111	111	111	111	111	111	111

**, Correlation is significant at the 0.01 level (2-tailed).

*, Correlation is significant at the 0.05 level (2-tailed).

- Wellbeing and self-determined motivation is showing positive weak correlation.
- Wellbeing and non-self-determined motivation are showing negative moderate correlation.

Table 2: Pearson Correlation 'r' between wellbeing and motivation (Source: SPSS)

		Psychological Wellbeing	PW_Autonomy	PW_Environmental_Mastery	PW_Personal_Growth	PW_Positive_Relations	PW_Purpose_In_Life	PW_Self_Acceptance	Self_Determined_Motivation	Non_Self_Determined_Motivation
Psychological_Wellbeing	Pearson Correlation	1	.685**	.835**	.707**	.786**	.711**	.737**	0.107	-.359*
	Sig. (2-tailed)		0	0	0	0	0	0	0.528	0.029
	N	37	37	37	37	37	37	37	37	37
PW_Autonomy	Pearson Correlation	.685**	1	.591**	0.276	.366*	0.219	.604**	-0.106	-.411*
	Sig. (2-tailed)	0		0	0.098	0.026	0.192	0	0.531	0.011
	N	37	37	37	37	37	37	37	37	37
PW_Environmental_Mastery	Pearson Correlation	.835**	.591**	1	.592**	.552**	.608**	.464**	0.033	-.415*
	Sig. (2-tailed)	0	0		0	0	0	0.004	0.847	0.011
	N	37	37	37	37	37	37	37	37	37
PW_Personal_Growth	Pearson Correlation	.707**	0.276	.592**	1	.494**	.580**	0.311	0.004	-.416*
	Sig. (2-tailed)	0	0.098	0		0.002	0	0.061	0.981	0.01
	N	37	37	37	37	37	37	37	37	37
PW_Positive_Relations	Pearson Correlation	.786**	.366*	.552**	.494**	1	.481**	.511**	0.207	-0.014
	Sig. (2-tailed)	0	0.026	0	0.002		0.003	0.001	0.219	0.933
	N	37	37	37	37	37	37	37	37	37
PW_Purpose_In_Life	Pearson Correlation	.711**	0.219	.608**	.580**	.481**	1	.326*	0.1	-0.261
	Sig. (2-tailed)	0	0.192	0	0	0.003		0.049	0.556	0.118
	N	37	37	37	37	37	37	37	37	37
PW_Self_Acceptance	Pearson Correlation	.737**	.604**	.464**	0.311	.511**	.326*	1	0.188	-0.186
	Sig. (2-tailed)	0	0	0.004	0.061	0.001	0.049		0.264	0.272
	N	37	37	37	37	37	37	37	37	37
Self_Determined_Motivation	Pearson Correlation	0.107	-0.106	0.033	0.004	0.207	0.1	0.188	1	.583**
	Sig. (2-tailed)	0.528	0.531	0.847	0.981	0.219	0.556	0.264		0
	N	37	37	37	37	37	37	37	37	37
Non_Self_Determined_Motivation	Pearson Correlation	-.359*	-.411*	-.415*	-.416*	-0.014	-0.261	-0.186	.583**	1
	Sig. (2-tailed)	0.029	0.011	0.011	0.01	0.933	0.118	0.272	0	
	N	37	37	37	37	37	37	37	37	37

**, Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

- Productivity and self-determined motivation are showing positive weak correlation
- Productivity and non-self-determined motivation are showing positive weak correlation

Table 3: Pearson Correlation 'r' between productivity and motivation (Source: SPSS)

		Self_Determined_Motivation	Non_Self_Determined_Motivation	Workplace_Productivity
Self_Determined_Motivation	Pearson Correlation	1	.583**	0.185
	Sig. (2-tailed)		0	0.273
	N	111	111	111
Non_Self_Determined_Motivation	Pearson Correlation	.583**	1	0.251
	Sig. (2-tailed)	0		0.135
	N	111	111	111
Workplace_Productivity	Pearson Correlation	0.185	0.251	1
	Sig. (2-tailed)	0.273	0.135	
	N	111	111	111

**, Correlation is significant at the 0.01 level (2-tailed).

*, Correlation is significant at the 0.05 level (2-tailed).

Demographic Effects

- Gender, marital status, family type, and work experience showed significant influence on wellbeing, productivity, and motivation levels
- For example, joint family members showed higher wellbeing and motivation scores
- Married employees tended to have marginally higher productivity and wellbeing

Table 4: Mean, Standard Deviation, t-test for all variables. Used two tailed t-test (Source: SPSS)

Group Statistics	Family_Type	N	Mean	Std. Deviation	Std. Error Mean
Psychological_Wellbeing	Nuclear	75	192.72	21.23582	4.24716
	Joint	27	196.1111	21.96841	7.3228
PW_Autonomy	Nuclear	75	30.68	4.77598	0.9552
	Joint	27	31.6667	5.22015	1.74005
PW_Environmental_Mastery	Nuclear	75	30.16	4.4317	0.88634
	Joint	27	29.4444	3.87657	1.29219
PW_Personal_Growth	Nuclear	75	35.52	3.93827	0.78765
	Joint	27	32.3333	5.02494	1.67498
PW_Positive_Relations	Nuclear	75	32.76	5.43354	1.08671
	Joint	27	35.5556	6.54047	2.18016
PW_Purpose_In_Life	Nuclear	75	31.88	5.48726	1.09745
	Joint	27	32.6667	3.90512	1.30171
PW_Self_Acceptance	Nuclear	75	31.72	5.36594	1.07319
	Joint	27	34.4444	3.5746	1.19153
Self_Determined_Motivation	Nuclear	75	50	9.97079	1.99416
	Joint	27	50.1111	6.05071	2.0169
Non_Self_Determined_Motivation	Nuclear	75	35.2	12.37268	2.47454
	Joint	27	39.5556	9.51461	3.17154
Workplace_Productivity	Nuclear	75	20.16	9.09065	1.81813
	Joint	27	21.6667	10.45227	3.48409

Table 5: Mean, Standard Deviation, t-test for all variables. Used two tailed t-test (Source: SPSS)

Group Statistics	Marital_Status	N	Mean	Std. Deviation	Std. Error Mean
Psychological_Wellbeing	Yes	87	197.3448	20.58827	3.82315
	No	21	187.4286	28.56488	10.79651
PW_Autonomy	Yes	87	31.5862	5.15833	0.95788
	No	21	30.5714	5.19157	1.96223
PW_Environmental_Mastery	Yes	87	30.3103	3.98303	0.73963
	No	21	29.1429	5.52052	2.08656
PW_Personal_Growth	Yes	87	34.9655	3.84041	0.71315
	No	21	34.2857	6.65117	2.51391
PW_Positive_Relations	Yes	87	35.069	5.66273	1.05154
	No	21	29.1429	4.37526	1.65369
PW_Purpose_In_Life	Yes	87	32.4828	5.04707	0.93722
	No	21	31.4286	5.65264	2.1365
PW_Self_Acceptance	Yes	87	32.931	5.46372	1.01459
	No	21	32.8571	4.94734	1.86992
Self_Determined_Motivation	Yes	87	52.0345	6.7585	1.25502
	No	21	44.2857	14.32613	5.41477
Non_Self_Determined_Motivation	Yes	87	38.6897	8.66068	1.60825
	No	21	28	17.50238	6.61528
Workplace_Productivity	Yes	87	20.3448	8.96133	1.66408
	No	21	18.8571	11.48083	4.33935

DISCUSSION

The data supports that employee wellbeing positively impacts productivity and motivation in work from home context [11]. A strong positive correlation exists between wellbeing and productivity in all the subscale of wellbeing except self-acceptance. Intrinsic/self-determined motivation aligns with wellbeing enhancements, driving autonomous engagement [12]. A negative moderate correlation exists between wellbeing and nonself-determined motivation with a value of $r = -0.359 < -0.3$. The external factors affect the nonself determined motivation as the activities are not determined by him hence there could be negative correlation. As per Sig. value $p = 0.029 < 0.05$ and this is showing a statistical significance relationship between wellbeing and nonself-determined motivation. Following are the factors that affect during work from home situation:

- No stable internet connectivity and not sufficient internet bandwidth to work from home that affects the wellbeing of employees and nonself determined motivation.
- Interruption in power supply during work from home as there is no UPS available in-home environment.
- The home environment has a lot of disturbances to work from home as most people in India live in single/no bedroom houses.
- Extended work hours during work from home that affects work-life balance and not being able to spend time with family.
- Isolation from the workplace and team members feel lack of communication with team members to get support.
- Not working on activities which are interesting and enjoyable.

- Interruption to remote connectivity to the office that delays activity.

Productivity correlated in a weak positive correlation to both self-determined and nonself-determined motivation [12]. Demographic heterogeneity necessitates tailored organizational strategies—such as targeted well-being programs and flexible policies catering to family setups and gender dynamics. The technological and social challenges of work-from-home underline the criticality of sustained two-way communication and mental health support.

CONCLUSION

The study has helped in understanding the influence of WFH opportunities for the employees in the Indian companies by measuring the wellbeing, productivity and motivation using standard well proven scales. As a part of research study, I identified the relationship between wellbeing, productivity, and motivation along with some of the demographic factors such as Gender, Marital Status, Family type, and experience level. Following is the conclusion drawn from research study:

- A strong positive correlation exists between wellbeing and productivity in all the subscale of wellbeing except self-acceptance.
- Intrinsic/self-determined motivation aligns with wellbeing enhancements.
- A negative moderate correlation exists between wellbeing and nonself-determined motivation, there are factors affected in the Indian context on nonself-determined motivation. The details discussed in the above discussion section.
- Productivity correlated in a weak positive correlation to

both self-determined and nonself-determined motivation

- On the demographic factors, joint family and married employees have shown higher levels of productivity, motivation, and wellbeing in comparison to others.

Overall result analysis looks more positive on work from home as it provides more flexibility to plan their personal commitments and avoid more time on road due to hectic traffic in metropolitan cities [13]. It provides more work-life balance, on the contrary there could be a chance of work more time due to availability in remote contexts.

On the other side of it, there are employees more vocal about major issues faced during work from home such as feeling of isolation and lack of technology to work completely which are majorly contributed to nonself determined motivation [14]. The isolation factor to be looked at by HR practice is to have a hybrid model which reduces the feeling of being alone and plan team building activities in remote work scenarios where employees can still feel connected to their team in various activities. Also requires HR practice intervention on the technological factor to improve at employee location which are in organizational control.

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