

A Sustainable Innovation through Work from Home and Work Life Balance at Information Technology Sector in Kerala

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Abstract: We are living in an era of information explosion and pollution. The globalized world is characterized by the indispensable presence of tech savvy citizens or netizens. The ever-expanding and demanding Information Technology (IT) sector imposes a lot of burden and workload on the present generation. Telecommuting has mushroomed over the past years. Most of the IT professionals prefer working from home. The number of fields with work from home opportunities is expanding. The present paper analyzes the association and impact of work from home and work-life balance (WLB) on marital status, gender, educational status, job position, income, nature of work and with the different Information Technology parks. The investigative study is based on the context of the Kerala IT sector and explores issues related to work from home and work life balance practices and career progression with organizational commitment.

Keywords: impact, work from home, work life balance, Information Technology, organizational commitment.

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I. Introduction

Work-life balance refers to the ability of individuals, regardless of age or gender, to combine work and household responsibilities successfully. A supportive work-life culture is defined as the shared assumptions, beliefs, and values regarding the extent to which organizations value and support the integration of work and family lives for women and men. A perplexing situation for some individuals is the way they deal with the majority of the contending requests in work and life and abstain from letting any pessimistic effects of work overflow into their own lives. Research has in reality demonstrated that employees who trust they don't have energy for their personal life feel depleted and diverted while they work. Also, the overflow of pessimistic part of work into the worker's individual life can prompt employment fatigue, disturbance of associations with family and companions. Work-life balance is tied in with making and keeping up steady and solid workplaces, which will empower representatives to have balance among work and individual obligations and therefore reinforce worker unwaveringness and efficiency.

II. Literature Review

Lamond, Et al., (1997) defined the concept of 'telework.' Pratt (1999) explained terms like "telecommuting," "teleworking," "at-home work," and "mobile workers." Both these explanations lack any agreed-upon definitions yet they are used in common parlance. Helling Et al., (2001) detailed the workers telecommunication and mobility in transition. Effects of job stress on employees' job performance studied by Ashfaq Ahmed and Muhammad Ramzan (2013) and Gregory and Bernadette (1998) analyzed the perceptions and expectations of choosing a telecommuting work style. Farrell (2017) mentioned working from home as a double edged sword. Tracey Crosbie and Jeanne Moore (2004) explained work-life balance and working from home. Lakshmi Et al., (2017) wrote the telecommuting as a key driver to work-life balance and productivity. Susan Et al., (1995) detailed about the planning for Telecommuting Measurement and Policy Issues. Fonner and Roloff (2010) highlighted the benefits of high intensity telework by contradicting the assumption that reduced face to face interaction is unfavourable to employees. According to Saludin Et al., (2013) working from home can be practiced easily if the organizations are recognizing the benefits of this arrangement. Every firm should treat it as their pronounced principle as it extends a solution for many economic and environmental issues that they are facing. Shagvaliyeva and Yazdanifard (2014) analyzed that trust between the employer and the employee is an important matter related with flexible working hours.

Flexible work arrangements can provide viable solutions to work/life harmony for employees, and can also lead to employee engagement and retention. Increased productivity and work quality are achieved when employees are provided with flexible work arrangements and are well implemented and properly managed.

Flexible work arrangements can offer feasible explanations in accomplishing work/life synchronization for employees and have likewise been demonstrated to be essential to employee engagement and maintenance. There is expanded profitability and quality of work when bosses offer flexible work arrangements of action to employees, and they are actualized well and managed appropriately. Examination appears to be an expanded capacity to draw in, hold and inspire high-performing and experienced workers and decreased absenteeism and turn over intentions. Additionally, the employees will equip with a high degree of job satisfaction, enthusiasm, innovativeness, and capacity to deal with stress. Employees have lives and duties outside of the working environment. An employee can be provided with flexible working environment when reasonable and possible, based on the operational prerequisites of his specific position and his responsibilities in the work unit. It is comparatively not significant where the work is to be done but the matter of importance is what the outcomes will be.

Works had presently ended up confined from space and may be performed here and there, anywhere and anytime. Works carried out on a customary basis away from the recognized work premises of the employer for at least a day per workweek or for those who work away from the office, the arrangement is on a full-time basis. Flexible work arrangements help in achieving appropriate aspirations not only for the organization but for the employee too. Flexible work arrangements help in harmonizing professional as well as personal life of employees. It ultimately results in transformation of a normal workforce into one possessing high degree of morale and productivity. Flexible work arrangements contribute towards the health and wellbeing of the employees. Flexible work arrangements are significant as it is supporting employees to attain work life balance and to maintain operational prerequisites in the organization. Moreover it facilitates wellbeing and security to the employees. But care should be taken that all these arrangements are in tune with the operational necessities and the employee's explicit job and duties.

Organizations are practicing different types of flexible working arrangements depending on the nature of work and requirements of the employees. The important ones are flextime, compressed work week, reduced work week, job sharing, telework (TW) (for example working from home (WFH) or work at home (W@H)). Flextime is one in which the employee has the freedom to decide his start and end time of his working day but one condition is that they should complete the assigned task within the time frame. A compressed work week is an arrangement in which the employee works for more hours or shifts than the normal in some days of work and reduce the number of working days on a weekly or monthly basis. Reduced work load means reduction in the standard working hours per day or days per month. He will be getting only a reduced amount as compensation. It will be a permanent or a temporary arrangement between the employer and the employee. Job sharing means two or more employees are sharing the responsibility of performing a particular job. This technique will be more useful if the work to be performed is complex and strategic in nature. Working from home, also referred to as telecommuting or TW is an arrangement in which an employee realizes his job responsibilities from the office space set up at his dwelling. Organizations exercise telecommuting either as a permanent or a temporary arrangement. It is approved as a temporary arrangement for few work weeks, one or two days per week or on a regular basis.

Information and Communication Technology (ICTs) sector witnessed a rapid development during the second half of 20th century. Such development in this sector facilitated the performance of the assigned work from anywhere in the world even from a remote area or from the cross borders. This was the major milestone in the growth of TW arrangement. Remote working has gained momentum due to the advancement in ICTs. The mindset of individuals, now-a-days, to work anywhere and anytime while staying connected with and intently interacting with co-workers either at their employer's work environment or some other sites is made imaginable by the advancement in ICTs. Technological facilities and tools such as enterprise groupware, broadband internet connections, conference calling, videoconferencing, cloud computing, and Wi-Fi made it easy to extensively gather a wider group of workers in order to develop a work culture independent of location. All these facilities may be helping the workers to effectively perform their assignments where and when it suits them best. New opportunities are provided to accommodate professional and personal responsibilities through a proper work-life balance. Women workers are the major beneficiaries of flexible work arrangements. They can take care of their children and aged parents while working through a virtual office arrangement. They can perform their professional responsibilities even during their maternity. Adoption of flexible work arrangements need a shift in focus towards the outcome of the work rather than on the process and the time spent on work. The workers are to be freed from direct personal contact with their fellow workers and permitted to work beyond the geographical boundaries.

Teleworking and telecommuting are the two techniques of flexible work arrangements. TW is an arrangement in which the work is performed from a different location other than the regular office of the employer. The employee has to travel regularly to the location where the work is being carried out. It may be working on various projects on site with clients, working regularly from a co-working place, working from a satellite or branch office of the employer other than the main office or working from anywhere like airport,

cafeteria, hotel lobby etc. Here in teleworking, the commuting to the regular office is substituted with technology. However telecommuting is characterized as the substitution of technology for the commuter himself. Employee is working at his home eliminating his daily driving to a central place of work. Telecommuting avoids lengthy commute times and reduces all the costs associated with transportation. The explosion of a variety of mobile devices, extensive usage of cloud computing, availability of high speed networks et. C. made telecommuting a better choice for employees. Moreover the desire for WLB in dual earning families accelerated the adoption of telecommuting among workers.

Telecommuting provides a number of benefits to the stakeholders. For employer, the benefits are in the form of reduced overheads, increased profitability, lower labour turnover, ability to pool greater talents etc. For employees it may benefit in reduced commuting time/cost, flexibility in life choice, flexibility in caring dependants, higher autonomy, and job satisfaction, lowering stress which may lead reduced work-family conflicts. In a broader perspective, telecommuting offers a varying number of advantages to the society like scope for running environment friendly organizations, reduced infrastructure requirements, accelerated opportunities for global collaborations, improved ability to meet with disasters and provide the disabled sick people with the opportunity to work at home. Telecommuting is not hassle free. Employer, employee and the society have to face difficulties while implementing and managing this work arrangement. Increased demand for ICT tools and facilities, different expenses to be met in this regard, security issues, loss of control over the work and employees etc. are the challenges faced by the employer. Employees suffer because telecommuting makes work-life boundary hazy. Working on holidays and difficult to sign off from work may sometimes lead to work-family conflict. People may lose contacts and relationships with fellow workers and also with the society as they withdraw towards their home and work. This may create a kind of social as well as professional isolation which will result in loss of many opportunities. There are no provisions and framework for labour inspection and labour protection. Due to security issues, difficulty in getting data from government sources is yet another challenge for the employee especially for those who are in financial services sector. From the societal point of view, telecommuting has some far reaching negative implications like promotion of uncontrolled urbanization because the telecommuters can afford to live at distant places from the employer. Telecommuting may emphasize gender orientation towards division of work in the family so that female workers have to overwhelm the whole household work including the unpaid care work. Moreover monetary benefits deriving from the potential benefits of telecommuting may be location specific as it is not easy to envision them across different countries or even from one part to another part of the same country.

Risk for workers also evolves from the possibility for work escalation of the privilege of telecommuters to turn off gadgets and not get communications from the employer outside their working hours is not expressly accepted and completely regarded. Employees clear adaptability to set their own work schedules in accordance with their inclinations or private needs can very easily become a pitfall, where the telecommuter is required to be accessible for work at all times. While work at home some factors should be checked; like the protection of occupational safety and health, standard hours of work, rest periods and provision for leave, social security and benefits associated with maternity protection, protection in the case of termination of employment and support of training and other programmes specifically targeted at homeworkers as it permits the individual to be more at home in his/her work. Government and other organizations all over the world are extremely subtle to data security, especially those related with financial services. The most important stumbling block in evolving policies and strategic reactions to any issues it might arise is the absence of a universally accepted demarcation of the phenomenon and hence the absence of the clarity regarding telecommuting arrangement. The large number of work and business plans, make telecommuting a troublesome work that can be contrasted with estimating the length of an elastic band as it depends completely on how far it is extended. International Labour Organization may wish to reveal an important matter upon the fact that now-a-days it is not unimaginable for the employers everywhere, even in the field of ICTs and financial services, to take advantage of the more extensive worldwide labour consortium of skilled and gifted workers outside their organization's country of habitation and to occupy them as permanent telecommuters. This may lead to augment some questions as which labour laws ought to apply - those of the nation where the business is situated or where the teleworker is working from. These odds are fewer in conventional TW comprising regular workers working far from their employer's premises.

Numerous organizations are attempting to advance WLB through a variety of activities incorporating flextime, part time work, facility for child care et. C. According to the examination by the Families and Work Institute, three out of five men revealed a few or a lot of stress identified with work environment- family life balance which is about 25% more than in the late 1970s. For ladies the number had stayed almost equal, at around 45%. Our work environment strategies have not realized with these realities. Regardless we carry as if it is the primary job of men to be providers and the essential job of ladies to be home makers and guardians of kids and the old. Organizations and different associations that need to proceed to attract and maintain the exclusive potential of men as well as women and to create strategies that enable their employees to be fruitful both at

home and at work. Another investigation, results that men experience more work-family struggle than ladies. Individuals who are continually strapped to their employments exhibit the indications of stress and burn out. If an individual doesn't have the opportunity to unwind and energize, their capacity to carry out their responsibility diminishes and their level of performance starts declining. Hence, from an organizational perspective, it is imperative to urge an individual to get a vacation from work as opposed to putting in extended periods. Individuals need to discover that it is alright to state no and possibly consent to take on additional works only if they are significant.

Without forming a WLB, an individual can't set aside time to relish the life they have buckled down to make. They aren't accessible for loved ones, and frequently take their worry on the ones they adore. They can likewise experience the ill effects of sickness and physical issue that come from extended stress, for example, coronary illness, liquor addiction, and even diabetes. The ongoing past has witnessed changes in work routines. A major part of the IT sector is henceforth moving from a standard eight-hour daily routine to working twenty four hours every day for seven days of the week. Numerous employees need to take a shot at Saturdays and Sundays as well. In addition, there is a changing example in the working hours which is very not the same as the standard one, which ordinarily works from 9 am to 5 pm. While a few employees work in the standard time some others should be accessible for work that ordinarily begins promptly at night and proceeds with as the night progressed. Sometimes, they have to try and work past the typical eight hours. Expanding outstanding burdens have pressurized representatives to exhibit their promise to work in increasingly evident ways. Thus, a larger part of them would, in general, be present at their work place for longer timeframes, accordingly lessening the opportunity for which they are accessible at home. To a huge degree in the IT sector, the worker is relied upon to be locked in at work almost all the time. Subsequently, there are developing reports of stress and work disparity. The relentless requirement to work at best performance causes job dissatisfaction, labour turnover and attrition, diminished proficiency, ailment and even demise sometimes. Absenteeism, liquor abuse, awful decisions, aloofness and detachment, absence of inspiration or innovativeness are all results of an over strained work environment. So the demarcation between work-life and family-life has disappeared.

The organization ought to promote work-life adaptability alternatives for their workforce. Use precedents and contextual investigations as a feature of in-house persuasive materials indicates examples of success stories at every level of the organization. Likewise exhibit the ability to open up the means by which senior jobs can be revamped to lodge greater degree of adaptability in where and when work is finished. Concentrate on results instead of time spent in the workplace. Move thinking far from imagining that presence is equivalent to competence and performance. Build up a formal procedure for implementing a flexible work. This ought to guarantee that all staff has an equivalent chance to have their needs revised equitably and accurately. One must arrange a priority list of regular work and furthermore need to get an intermission along it to prepare for the afterwards. During work we need to take care about the issues which can impact on up-coming occasions, so its better take lag along the work. Continuously offer time to life partner, kids, guardians, relatives and companions even your home-labourers as per your accessible time and it is additionally important to embrace any network for your enthusiasm to familiarize with neighbourhoods' changes. Enhancements in people oriented management practices, particularly work time and work area adaptability, and the development of compassionate managers add to expanded work-life balance. WLB programmes have been shown to affect employees' recruitment, maintenance/turnover, commitment and satisfaction, truancy, profitability and mishap rates. Decide whether the course of action is feasible or not: Working hours may confine adaptability of flexible work schedules. For instance, many staff must be accessible to regulate activities and give directions to staff and provide services during the assigned working hours. Volume of work may avert a leader from having the option to support decreased hours for his subordinate. Compressed work week, decreased work load arrangements or earlier or later work start arrangements are not appropriate to the worker during topmost and acute periods when staffs are to be made available.

From various kinds of adaptable work here let us think about the advantages of working from home. It is a key apparatus to hold profoundly esteemed employees who need to telecommute some or all of the time. A telecommuter, with an appropriate home office condition, can furnish the capacity to work with marginal diversions, bringing about improved profitability and productivity. A comfortable home-office condition enables employees to sort out their work day around their own highest efficiency periods, peak work request periods, as well as balancing their individual and family needs. WFH regularly changes the vital way the work is performed and requires an evaluation of unit activities and employment obligations and duties before deciding whether such a work arrangement is suitable. Employees need to think about whether they have reasonable space in their home to perform the necessary works, including whether they can perform the work free from diversions and whether the workspace meets wellbeing and security prerequisites. A home office security agenda is given as an asset to pioneers and workers, and must be consolidated into a telecommuting agreement. Expenses of setting up the home office (for example equipment, internet and telephone connection, utilities) are paid by the worker. For security reasons, employees can't meet with clients or associates at their home, or give their home telephone

number or address for contact to lead telecommuters. Interactions must be through an email and telephone number (that might be sent to their home) or office address. Supervisors and workers must think about how correspondences, cooperation and joint effort will be practiced. Arrangements to telecommute include significant discussions, for the most part including the whole work group. Positions with an excessive state of self-sufficiency and nominal requirement for direct face to face communications are most suitable for telecommuting work arrangements. The management dependent on clear goals and results is required for managers of telecommuting workers. Managers need to consider and set up methods and strategies for supervision and observation of the actual workload and results.

They ought to decide the recurrence and technique for interaction with telecommuters to guarantee that they can monitor their advancement and maintain consistent contact. Leaders ought to guarantee that they, and the work group, are accessible anytime. To execute work from home arrangement, it requires proper planning, administration and open interaction between the worker and the supervisor. It takes some planning and a little diplomacy, yet flexible workplace arrangements can be advantageous to both the supervisor and the employee. Consideration should be given regarding the eligibility of the employee and the position. The following points should be taken into consideration while evaluating the employee appropriateness. Eligible workers as a rule have a minimum level of work experience (suggestion is in any event a year) and regularly meet or surpass the standard level of job performance. Think about the worker's freedom, resourcefulness, dependability, executive capacity, cooperation and communication abilities. For W@H arrangements, decide if their home condition provides a healthy and safe work environment, without any risk of distractions and violence.

It has been recommended that the gender discrimination at work might be deliberate as ladies look for non-monetary benefits, for example, flexible hours because of family obligations. Frequently the work interferes with the family and societal life, while at other occasions, pressures from family influence the work performance. The work from home arrangement provides greater flexibility and job autonomy, however it can make individuals work for longer timeframes, including ends of the week and throughout the nights. Home working could be unpleasant, if small kids are there to be managed. Men feel gratification when they accomplish more at work even at paying no attention to the family. But at the same time, ladies underline that work and family are both similarly significant and both are the sources of their satisfaction and happiness. For them their family is more significant. At the point when work does not allow ladies to deal with their family, they feel unfortunate, upset and disappointed. They draw tight limits among work and family and they don't permit for one overpass the other.

For telecommuting conduct regular annual evaluations, preferably combined with regular evaluation process. Measures should be set up for exercising interim quarterly or half yearly review of the performance. Every year and at the end of the trial periods a thorough evaluation of the following factors should be conducted: a) Work Performance can be evaluated by measuring the productivity of the employees, accuracy of the work done, quality of the work performed, employees' ability to meet the deadlines, quality of communication with colleagues and supervisors, quality of services offered to clients etc. b) Workers' attitude is related with their satisfaction towards the assigned duties and responsibilities, the degree of autonomy given to perform the work, relationship with coworkers and with leaders, job security, opportunities given for career advancement etc. Client and coworker feedbacks on the work from home arrangement are to be collected in order to identify the employees' attitude. c) The organizational impact of work from home arrangement can be identified by the rate of absenteeism, number of injuries incurred, availability of the workers for meetings, developmental opportunities for the employees, the overtime work done by the employee, the impact of work from home arrangement on the work of the organization and on its ability to attain goals and objectives. d) The expected outcomes of the arrangement are work-life harmony, reduced stress level, effective utilization of personal time, reduction in commuting time, opportunities for higher education in the field of Information Technology etc. In IT sector, because of its flexi-time work culture and universally institutionalized working environment, no separate labour regulation is required. The findings recommended that both male and female employees have a strong conviction that flexible working hours will improve the work life balance. WFH was yet another factor which was preferred by both male and female employees and it was trusted that it would improve work life balance. Women felt that provision for child care should be accessible in workplace to guarantee work life balance. Work adversely affects both the men and women as it affects their well-being and even their sleep.

More skilled manpower is needed to meet the growth in the IT sector. Women can fulfill this demand if there are some positive attitudes that support women in the workforce. Also with increasing demand in manpower there has been an increase in stress associated with working long hours, sometimes across different time zones as well as performance stress associated with a competitive environment. The IT sector in India is one of the largest employers of women in the organized workforce not only at the entry level but also at the board level. Even though the IT industry is growing faster, it is facing a lot of uncertainties and challenges. Employees have to work hard, often involving working extra hours, to meet their financial

obligations, and the result can often be an imbalance between work and family. IT industry is an upcoming industry in Kerala. Its contribution towards our economy is very significant. This sector is creating many employment opportunities and thus helps in providing solution towards the problem of unemployment in Kerala. Kerala is rapidly growing as an IT hub. The state government's initiatives foster the growth of this sector. Moreover the availability of educated youths are attracting many national and multinational organizations to the state. The Government initiates a lot of constructive measures to develop this sector. The industry is offering attractive salary and other privileges to the employees. But still the employees are facing a lot of problems. Labour turnover is alarmingly high in this industry.

III. Methodology

This is an analytical study which is based on the sample survey method. Data required for the study are collected. This leads us on to examine working at home through the theoretical lens offered by attempts to explain the rise of work-life balance arrangements. The population for the study consists of the entire IT professionals working in IT parks in Kerala. There are three IT hubs in Kerala, Technopark at Thiruvananthapuram, Infopark at Kochi and Cyberpark at Kozhikode. As per the data available from the Economic Review 2017, a total of 370 companies are working in Technopark with 52,746 workers. In Infopark, 298 companies are there with 33,116 employees. But in Cyberpark, as it is of recent origin, only 8 companies are there with 112 employees. A total of 85,974 employees are working in the altogether 676 IT companies. Sample size is decided using Cochran Formula. The minimum sample size is fixed to 383 at 95% confidence level and 5% Margin error. We collected data from 440 employees by using questionnaire consisting of all demographic components. Also it includes components related with organizational commitment like job characteristics, training, development and promotion, quality of work life, compensation, leadership practices, work from home, workplace proximity, and organization operations and policies. Here we discussed the importance of the work from home which is really significant for work life balance. Through checking the descriptive statistics values and general statistical methods like t-test, one way ANOVA and Duncan Post Hoc Test we analyzed the significance of work at home option of the IT professionals.

IV. Objectives and Hypotheses

- The work at home option has a positive effect on work-life balance and employee performance.
- The attitude to work at home option of the employees in different IT parks in Kerala is homogeneous.
- The work at home option of the employees in different IT parks in Kerala is independent of their age, gender and marital status.
- The work at home option of the employees in different IT parks in Kerala is independent of their family size, educational qualification and income.
- The mean score of work at home in different age groups is equal - different gender groups are equal and different. Marital status is equal.

V. Complete Analysis

Descriptives: Comparing the equalities of mean scores-Work at Home-with demographic components.

Table 1. IT Park based

					95% CI for Mean				ANOVA					
	N	Mean	sd	SE	LB	UB	Min	Maxi		SS	df	MSS	F	Sig.
1	337	19.80	5.785	.315	19.18	20.42	0	30	Between	62.961	2	31.481	.944	.390
2	87	20.32	6.080	.652	19.03	21.62	0	29	Within	14511.525	435	33.360		
3	14	21.71	2.585	.691	20.22	23.21	18	24	Total	14574.486	437			
Total	438	19.97	5.775	.276	19.42	20.51	0	30						

Three IT parks 1. Technopark, Trivandrum 2. Infopark, Kochi 3. Cyberpark, Kozhikode

Table 2. Specializationbased-highest educational qualification

					95% CI for Mean				ANOVA					
	N	Mean	sd	SE	LB	UB	Min	Maxi		SS	df	MSS	F	Sig.
1	58	18.86	3.421	.449	17.96	19.76	8	24	Between	99.148	2	49.57	1.483	.228
2	258	20.17	6.444	.401	19.38	20.96	0	30	Within	12537.53	375	33.43		
3	62	20.52	4.434	.563	19.39	21.64	11	29	Total	12636.68	377			
Total	378	20.03	5.790	.298	19.44	20.61	0	30						

1. Under graduate/ Diploma 2. Graduate: Engineering/ Computer Science/ Computer Application 3. Post Graduate: Engineering/ Computer Science/ Computer Application

Table 3. Marital status based

					95% CI for Mean				ANOVA					
	N	Mean	sd	SE	LB	UB	Min	Max		SS	df	MSS	F	Sig.
1	62	17.71	5.457	.693	16.32	19.10	0	22	Between	823.589	2	411.795	13.03	.00
2	366	20.16	5.718	.299	19.57	20.74	0	30	Within	13750.89	435	31.611		
3	10	27.00	.000	.000	27.00	27.00	27	27	Total	14574.49	437			
Total	438	19.97	5.775	.276	19.42	20.51	0	30						

1. Single 2. Married 3. Divorcee

Table 4. Experience based

					95% CI for Mean				ANOVA					
	N	Mean	sd	SE	LB	UB	Min	Maxi		SS	df	MSS	F	Sig.
1	94	19.15	5.222	.539	18.08	20.22	0	28	Between	547.011	3	182.34	5.59	.001
2	104	21.90	4.006	.393	21.12	22.68	11	29	Within	14227.93	436	32.63		
3	132	19.12	6.558	.571	17.99	20.25	0	30	Total	14774.94	439			
4	110	20.03	6.357	.606	18.83	21.23	0	29						
Total	440	20.01	5.801	.277	19.47	20.55	0	30						

1) 0-5 years 2) 5-10 years 3) 10-15years 4) Above 15 years

Table 5. Job Position based

					95% CI for Mean				ANOVA					
	N	Mean	sd	SE	LB	UB	Min	Maxi		SS	df	MSS	F	Sig.
1	60	19.42	6.708	.866	17.68	21.15	7	27	Between	29.034	2	14.52	.430	.651
2	284	20.04	5.667	.336	19.38	20.70	0	30	Within	14745.91	437	33.74		
3	96	20.29	5.623	.574	19.15	21.43	0	27	Total	14774.94	439			
Total	440	20.01	5.801	.277	19.47	20.55	0	30						

1. Top level 2. Middle level 3. Lower level

Table 6. Income based

					95% CI for Mean				ANOVA					
	N	Mean	sd	SE	LB	UB	Min	Maxi		SS	df	MSS	F	Sig.
1	112	19.73	5.474	.517	18.71	20.76	0	30	Between	220.449	3	73.48	2.20	.087
2	168	20.06	5.712	.441	19.19	20.93	0	30	Within	14554.49	436	33.38		
3	72	21.42	5.104	.601	20.22	22.62	12	29	Total	14774.94	439			
4	88	19.13	6.721	.716	17.70	20.55	0	27						
Total	440	20.01	5.801	.277	19.47	20.55	0	30						

Monthly income: 1) up to Rs.50,000/- 2) Rs. 50,000- Rs. 100,000 3) Rs. 100,000-150,000 4) above 150,000

Table 7. Nature of Work based

					95% CI for Mean				ANOVA					
	N	Mean	sd	SE	LB	UB	Min	Maxi		SS	df	MSS	F	Sig.
1	376	20.05	5.594	.289	19.48	20.62	0	30	Between	351.28	2	175.64	5.322	.005
3	22	23.00	8.177	1.743	19.37	26.63	0	29	Within	14423.66	437	33.006		
4	42	18.10	5.595	.863	16.35	19.84	11	30	Total	14774.94	439			
Total	440	20.01	5.801	.277	19.47	20.55	0	30						

1) Software development 2) Hardware 3) BPO Services 4) Others

Table 8. Gender based

					95% CI for Mean		Levene's Test for Equality of Variances		t-test for Equality of Means	
	N	Mean	sd	SE	LB	UB	F	Sig.	SE Difference	Sig. (2-tailed)
1	270	19.65	5.750	.350	-1.942*	.286	4.098	.044	.567	.145
2	168	20.48	5.796	.447	-1.945**	.289			.568	.146
Total	438									

1) Male 2) Female *Equal variances assumed and **not assumed

Std. Deviation (sd), Std. Error (SE), Lower Bound(LB), Upper Bound (UB), Confidence Interval(CI), Minimum (Min), Maximum (Max), Sum of Squares (SS), Mean Sum of Square (MSS), Between Groups (Between) & Within Groups (Within).

From Table 3. The mean scores of 3 marital status groups are not same. So we analyzed in these groups who really supports work at home more (with $\alpha = 0.05(5\%)$), hence we conducted a post hoc test – (Duncan)-Table 9. It's found that the married professionals are more concerned about it. From Table 4. The mean scores of 4 different experience groups (0 -5, 5-10, 10-15 & >15) are not same, hence we conduct a post hoc test – (Duncan)-Table 10. It's found that the professionals with 5 -10 years of experience are more concerned about work at home method. From Table 7. The mean scores of 3 work groups based on their nature of work (Software development, Hardware, BPO Services and Others) are not same, hence we conducted a post hoc test – (Duncan)-Table 11. It's found that the BPO services professionals and then Software development professionals are more concerned about work at home method.

Table 9. Marital status based

Marital status	N	Subset for $\alpha = 0.05$	
		1	2
1	62	20.00	
2	366		27.00
3	10	19.40	
Sig.		.857	1.000

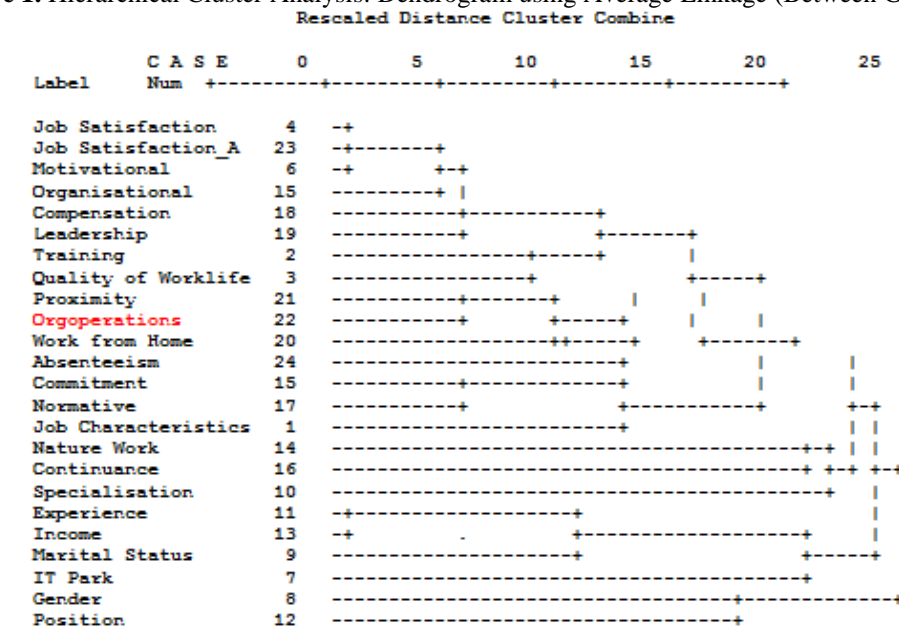
Table 10. Experience based table

Experience	N	Subset for $\alpha = 0.05$	
		1	2
3	132	19.12	
1	94	19.15	
4	110	20.03	
2	104		21.9
Sig.		.274	1.000

Table 11. Nature of work

Nature of work	N	Subset for $\alpha = 0.05$	
		1	2
4	42	18.1	
1	376	20.05	
3	22		23.0
Sig.		.121	1.0

Figure 1. Hierarchical Cluster Analysis: Dendrogram using Average Linkage (Between Groups)



VI. Conclusions and Findings

Preference to work from home is gender independent. Also, almost all demographic variables like age, marital status, family size, experience and job position are independent with work from home and irrespective of job position, marital status, age, family size and experience. All employees support work from home option since it helps in having better work-life balance. Work from home also increases quality of work and increases loyalty. It reduces mental and physical stress. It saves time, money and energy.

This study can be extended further. First, due to time, man power and budgetary constraints, the research project was restricted to Kerala alone. An extension of the research setting to other states or testing the model in another regional context in India would strengthen research findings and increase the generalizability of the current research findings. Accordingly, the model of work-to-family and family-to-work conflicts with reference to employee performance could be studied in two or more states in India as a comparative study. Second, the measure of employee performance was based on self-appraisal.

A respondent spending a great deal of time at work may be inclined to overstate performance. Therefore, in future research should test the model with performance measures evaluated by the supervisors of the respondents. Third, this study is cross-sectional. The measure of work-life balance, work-family conflict, and family-work conflict may affect the long-term domains of behaviour, whereas performance is a short-term phenomenon. The short-term effect might be stronger employee performance; however, the long-term results could be different. A longitudinal study would make it possible to explore different time effects on employee performance in the future.

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