Vol 6Issue 3 April 2016

ISSN No : 2230-7850

International Multidisciplinary Research Journal

Indian Streams Research Journal

Welcome to ISRJ

RNI MAHMUL/2011/38595 **ISSN No.2230-7850**

Indian Streams Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial board.Readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

Address:-Ashok Yakkaldevi 258/34, Raviwar Peth, Solapur - 413 005 Maharashtra, India
Cell : 9595 359 435, Ph No: 02172372010 Email: ayisrj@yahoo.in Website: www.isrj.org

ISSN: 2230-7850 Impact Factor : 4.1625(UIF) Volume - 6 | Issue - 3 | April - 2016

Indian Streams Research Journal

WORK FROM HOME
A NEW DIMENSION IN EMPLOYEE ENGAGEMENT

Y. Jayaradha Sankar[1] and V. Tulasi Das[2]

[1]Research Scholar and Associate Professor , St.Martin's Institute of Business Management , Dhullapally, Secunderabad, Telangana.

[2]Head, Dept. of Human Resource Management , Acharya Nagarjuna University, Guntur, Andhra Pradesh.

Y. Jayaradha Sankar

ABSTRACT

The world around us is in the midst of one of the greatest eras of technological, social and cultural change. Today, mobile and other technologies keep us constantly connected, and this shift has affected how we interact with our families, how we spend our leisure time, and naturally, how we work. This change is creating an opportunity for companies to shift how they think about and conduct the daily practice of work. And businesses are starting to make the shift in their employee engagement practices too.Employee engagement is a workplace approach resulting in the right conditions for all members of an organisation to give of their best each day.

Through the ideal ways of employee engagement practices being adopted, the employees are committed to their organisation's goals and values, motivated to contribute to organisational success. To enhance sense of employees own well-being, what best suits than providing an opportunity to the employees to work from home. The paper is an attempt to bring out the acceptability levels of the concept work from home in the Indian Context, especially in selected small and medium scaled Information Technology (IT) companies and ITES companies situated in the twin cities of Hyderabad and Secunderabad.

KEYWORDS :Telecommuting, Remote Jobs, Work-From-Home,Home-Work Interaction, Employee Engagement.

INTRODUCTION :

Employee engagement is based on trust, integrity, two way commitment and communication between an organisation and its members. It is an approach that increases the chances of business success, contributing to organisational and individual performance, productivity and well-being. It can be measured. It varies from poor to great. It can be nurtured and dramatically increased; it can lost and thrown away.

David Macleod quoted : "This is about how we create the conditions in which employees offer more of their capability and potential".

Employee engagement is about having a clear understanding of how an organisation is fulfilling its purpose and objectives, how it is changing to fulfil those better, and being given a voice in its journey to offer ideas and express views that are taken account of as decisions are made.Employee engagement is about being included fully as a member of the team, focussed on clear goals, trusted and empowered, receiving regular and constructive feedback, supported in developing new skills, thanked and recognised for achievement.

Work from home theory is fast gaining popularity because of the freedom and flexibility that comes with it. Since one is not bound by fixed working hours, they can schedule their work at the time when they feel most productive and convenient to them. Women benefit a lot from this concept of work since they can balance their home and work perfectly. People mostly find that in this situation, their productivity is higher and stress levels lower. Those who like isolation and a tranquil work environment also tend to prefer this way of working. Today, with the kind of communication networks available, millions of people worldwide are considering this option.

LITERATURE REVIEW

Gillian B. White(2015) in his paper on Working From Home: Awesome or Awful?says Telecommuting can increase employee satisfaction and decrease turnover. It can also be lonely.The researchers suggest that this may be because when individuals work from home, they're automatically expected to take on the bulk of familial duties—from waiting for repairmen to childcare to chores—and that can create tension, especially if they're still struggling with a full workload. But the researchers also noted that if people work remotely for more than a year, these conflicts seem to decrease as families settle into a routine and create boundaries.

Steve Crabtree (2014) in his article ,Can People Collaborate Effectively While Working Remotely? Stated that one of the most important questions regarding the ability to work from anywhere is the effect it has on employees' engagement levels. On the one hand, working remotely offers employees a measure of autonomy that helps them feel better equipped to do their jobs well. On the other hand, employees must have positive, trusting relationships with their managers and co-workers to stay engaged, and such relationships may be more difficult to sustain with fewer opportunities for face-to-face interaction.

Kern Lewis (2014) in his paperWorking from Home Does Raise Employee Engagement, if Done the Right Way expressed that the big challenge about divining the benefits of work-at-home arrangements is striking the right balance between working at home and in the office. That balance will vary from job to job. He further states that Evidence remains strong, however, that allowing a certain amount of work to be done at home does raise employee engagement, and therefore productivity. The bottom line: How much work should be allowed offsite depends, but most employees could benefit

from being able to do some work at home, because working at home as a break from working in the office clearly has a positive impact on employee engagement.

Chris Duchesne (2014) in his paper on Flexible work options increase employee productivity, engagement, loyalty and moraleexpressed that it is important for any organisation to provide with flexible work options to increase the productivity, this will increase the employee morale and command employee commitment.

SebastiaanRothmannand Candice Baumann(2014) in their research paper Employee engagement: The effects of work-home/home-work interaction and psychological conditions stated that Positive work-home interaction and negative home-work interaction had direct positive and negative effects on psychological meaningfulness and psychological availability respectively. Psychological meaningfulness, psychological availability, positive work-home interaction and positive home-work interaction had direct effects on employee engagement. An analysis of the indirect effects showed that positive work-home interaction affected employee engagement via experiences of psychological meaningfulness and psychological availability. Negative home-work interaction affected employee engagement negatively via low psychological meaningfulness and low psychological availability. Implementing policies to promote meaningfulness and availability at work, to build positive work-home interaction and to protect employees against negative home-work interference, will contribute to personal engagement at work

Rothmann(2013) stated that engaging employees is an important strategy for organisations, for various reasons: it may contribute to the psychological well-being of individuals at work Furthermore, engaged employees are less inclined to be absent from work

Matuska& Christiansen, 2008).Stated that psychological conditions make an important contribution in explaining the effects of positive work-home and negative home-work interaction on employee engagement. Low negative home-work interaction and high positive work-home interaction contribute to employees feeling available and competent to engage in their work. Also, low negative work-home interference and high positive work-home interaction contribute to the experience of psychological meaningfulness at work, which in turn impacts employee engagement positively. Psychological meaningfulness, psychological availability, and work-home/homework interaction explained a large percentage of variance in personal engagement at work

Harter, Schmidt, Killham&Asplund (2006),expressed that work from home present a better service to the clients, and contribute to organisations' productivity and profitability.

OBJECTIVES OF THE STUDY

1.To analyse the components that contribute to the concept of work from Home.
2.To understand the perceptions and responses of the employees especially the IT sector on work from home.
3.To explore the challenges faced by the employees under this concept.
4.To identify the impact of work from home as an effective employee engagement practice.

HYPOTHESIS

H0: There is no significant impact of work from home as an effective employee engagement practice.
HA: There is significant impact of work from home as an effective employee engagement practice

RESEARCH METHODOLOGY

The sample is drawn from small and medium level software companies with less than 250

hundred employees and the total population appropriately amounting to 1500 employees. These companies were situated in the regions of Secunderabad and Hyderabad. Population consists of the software employees both technical and non-technical. The demography of the population included both male and female team leaders, software developers and software programmers, administrative staff. The age of the population varied from 26 years and 40 plus yearsThe sampling method that was chosen for this research is entirely non probabilistic in nature. In non-probabilistic the method adopted is convenience-sampling method. A structured was designed with 20 items. Research question-related items with 5-1 Likert scale were distributed to 140 working persons; the response rate is 78%. The sample consists of 42% women and 58% male. The data is tabulated using factor analysis statistical method using the Present version of SPSS.

DATA TABULATIONS AND RESULTS

Exploratory factor analysis (EFA)

To find the results the SPSS software is used. Before the application of EFA, it is imperative to test the validity of the data for EFA. It is tested with the help of Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's test of Sphericity.The result is shown in table 1.

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.853
Bartlett's Test of Sphericity	Approx. Chi-Square	3223.762
	Df	99
	Sig.	0.0382

The Kaiser-Meyer-Olkin (KMO) measure verified the sampling adequacy for analysis. The KMO calculated is found to b 0.853. This indicates that the sample is “meritorious” for factor analysis. The correlations between the items were sufficient for factor analysis. Both these results indicate the validity of data for EFA.

Table 2. Communalities

	Initial	Extraction
Var01	1.000	.771
Var02	1.000	.692
Var03	1.000	.883
Var04	1.000	.582
Var05	1.000	.879
Var06	1.000	.693
Var07	1.000	.610
Var08	1.000	.758
Var09	1.000	.628
Var10	1.000	.521
Var11	1.000	.789
Var12	1.000	.685
Var13	1.000	.531
Var14	1.000	.597
Var15	1.000	.698
Var16	1.000	.748
Var17	1.000	.873
Var18	1.000	.539

Extraction Method: Principal Component Analysis.

Table 2 describes communalities value,i.e. a value that indicates the effective contribution of each factor to the components that form. For factor 1, Does company having a policy on work from home, is contributed by 77.1%. Factor 2 is organizations environment supports balance between work and personal life, is contributed by 69.2 %. Factor 3 is work from home suits your nature of job, is contributed by 88.3 %. Factor 4 is do you often work from home is contributed by 58.2%. Factor 5 is your peer, supporting your work from home,is contributed by 87.9%. Factor 6 is do you haveadequate equipment and required technical support is contributed by 69.3%. Factor 7 is deliver of work at the quality expected in the time frame neededthe decision-making is contributed by 61.0%. Factor 8 is it provides opportunity to better balance and manage the demands of work and family the skills required is contributed by 75.8%. Factor 9 Does it increase your productivityis contributed by 62.8%. Factor 10 is Do you feel isolation form workplace social network is contributed by 52.1%. Factor 11 interaction with manager for career development is contributed by 78.9%. Factor 12,difficult for manager in monitoring employee performance is contributed by 68.5%. Factor 13, difficult in fostering team synergy is contributed by 53.1%. Factor 14 is it suitable to work in shifts is contributed by 59.7%. Factor 15 is appraisal affected because of working from home contributed by 69.8%. Factor 16 is Work from home helps in reduction of facility costs to the company contributed by 74.8 %. Factor 17 satisfied with my job contributed by 87.3%. Factor 18 highly committed to this organization contributed by 53.9%.

Table 3. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.671	28.864	28.864	8.549	28.864	28.864	9.638	32.875	32.875
2	9.725	12.459	41.323	2.875	12.459	41.323	4.587	15.983	48.858
3	7.514	9.736	51.059	1.96	9.736	51.059	3.74	11.832	60.69
4	5.483	8.963	60.022	1.36	8.963	60.022	2.97	4.678	65.368
5	4.815	6.141	66.163						
6	4.014	4.831	70.994						
7	3.512	4.257	75.251						
8	3.064	3.98	79.231						
9	2.875	3.457	82.688						
10	1.96	2.983	85.671						
11	1.02	2.529	88.2						
12	1.006	2.785	90.985						
13	0.978	2.768	93.753						
14	0.892	2.659	96.412						
15	0.725	1.109	97.521						
16	0.693	1.013	98.534						
17	0.593	0.936	99.47						
18	0.489	0.87	100						

Extraction Method: Principal Component Analysis.

Table 3 shows that after the extraction of eighteen factors then four core components are formed that have a value above 1 are eigenvalue. Component 1 with Eigenvalue 8.549 can explain the total variance of 28.864%, component 2 has eigenvalue equal to 2.875 which is able to explain the total variance of 12.459%, component 3 has eigenvalue equal to 1.96 which is able to explain the total variance of 9.736%, component 4 has eigenvalue equal to 1.36 which is able to explain the total variance of 8.963%.

If there are twenty factors that are reduced to one component only, can explain the total variance of 9.638%. And if the twenty factors are reduced into four new components are able to explain the total variance of 65.368%. To see what factors are then grouped in component 1, component 2, 3 and 4 is carried out by the method of varimax factor rotation. Factor with varimax rotation method produces factor loading is a number that indicates the magnitude of the correlation between a variable factor 1, factor 2, factor 3 and so on as a constituent factor.

Table 4. Rotated Component Matrix[a]

	Component			
	1	2	3	4
Var01	.311	-.024	**.528**	0.053
Var02	.216	-.246	.417	**0.612**
Var03	**.624**	.037	**.583**	0.418
Var04	.396	.237	**.836**	**0.631**
Var05	.412	.368	**.981**	0.174
Var06	**.683**	**.725**	.301	0.318
Var07	.163	.419	-.005	**0.924**
Var08	**.859**	**.638**	.421	0.015
Var09	**.683**	.004	.319	0.006
Var10	.025	**.681**	.021	0.491
Var11	.067	.418	0.361	0.217
Var12	-0.416	**0.631**	.109	.128
Var13	0.361	0.174	**.592**	.100
Var14	**0.725**	0.318	.316	**.709**
Var15	**0.628**	**0.924**	.391	**.730**
Var16	-0.712	0.015	.005	**.815**
Var17	**0.522**	0.006	.090	**.701**
Var18	0.012	0.491	-.105	0.317

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Based on the results of factor rotation with varimax method, as shown in Table 4, it can be seen that of eighteen factors were developed to measure the work from home concept, obtained by four main components.

Component 1 is made up of a collection of seven factors: factor 3,6,8,9,14,15, and 17. Factor 3 is work from home suits your nature of jobhas acorrelation of .624. Factor 6is do you have adequate equipment and required technical supporthas a correlation of .683. Factor 8is it provides opportunity to better balance and manage the demands of work and family the skills required has a correlation of .859. Factor 9Does it increase your productivity is has a correlation of .683. Factor 14 is it suitable to work in shifts has a correlation of 0.725. Factor 15 is appraisal affected because of working from homehas a correlation of 0.628. The last factor that forms the component 1 issatisfied with my job,factor 17 with a correlation of 0.522.

Component 2 is made up of a collection of five factors: factors 6,8,10,12 and 15. Factor 6 do you have adequate equipment and required technical support is has a correlation of 0.725. Factor 8it provides opportunity to better balance and manage the demands of work and family the skills required is compensation has a correlation of .638.Factor 10 Do you feel isolation form workplace social network has a correlation of .681.Factor 12difficult for manager in monitoring employee performance has a correlation of 0.631.Factor 15appraisal affected because of working from home has a correlation of 0.924.

Component 3 is made up of a collection of five factors: factors 1,3,4,5 and 13. factor 1 Does company having a policy on work from home,has a correlation of .528. Factor 3 work from home suits your nature of job, has a correlation of .583. Factor 4 do you often work from home has a correlation of .836.Factor 5is your peer, supporting your work from home, has a correlation of .981.Factor 13 difficult in fostering team synergy has a correlation of .592.

Component 4 is made up of a collection of seven factors: factors 2,4,7,14,15,16 and 17. Factor 2organizations environment supports balance between work and personal life,has a correlation of 0.612.Factor 4do you often work from homehas a correlation of 0.631.

Factor 7deliver of work at the quality expected in the time frame needed the decision-makinghas a correlation of 0.924.Factor 14is itsuitable to work in shifts is has a correlation of .709.Factor 15 isappraisal affected because of working from homehas a correlation of .730.Factor 16 is Work from home helps in reduction of facility costs to the companyhas a correlation of .815.Factor 17 issatisfied with my jobhas a correlation of .701.

FINDINGS

From the above stated discussions and results, we accept the alternative Hypothesis as there is substantial correlation between employee engagement and work from home concept. There is significant impact of Work from Home on Employee engagement.

SUGGESTIONS

1.Engaged organisations have strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two-way promises and commitments – between employers and employees. These have to be understood and fulfilled.

2.The companies have to introspect that this concept is not misused.

CONCLUSION

With international debate on the work-from-home concept heating up due to the Yahoo CEO's

decision, company managements of organisations from across the world are taking this concept with a pinch of salt. HR consultants say that the question now is really not about whether to offer it or not, but about how often should it be offered. While you may still be given a work from home option occasionally, telecommuting for longer duration still appears to be a distant dream for employees across the globe.But, before you accept the deal and the agreement, make sure that you have clear communication with the prospective employer about your role, responsibilities, and the work process. Working from home can be fun, but at the same time stressful, because you have to manage your own schedule as well as keep your guard up with work at home scams. You will come to find that employers and organizations have a defined set of policies and sometimes they have people who coordinate and manage remote employees.

SCOPE FOR FURTHER RESEARCH

The perceptions of working people in Telangana may not reflect those of the entire India. The study has an opportunity to explore the innovative dimensions and execution of many employee engagement strategies practiced at the top It and ITES giants that can command dedication, loyalty and commitment at a workplace.

REFERENCES

1.Gillian B. White (2015) Working From Home: Awesome or Awful, http://www.theatlantic.comNicole Fallon [2014] No Face Time? No Problem: How to Keep Virtual Workers Engaged http://www.businessnewsdaily.com.
2.Steve Crabtree [2014] Can People Collaborate Effectively While Working Remotely?, http://www.gallup.com.
3.Kern Lewis (2014) Working from Home Does Raise Employee Engagement, if Done the Right Way - http://www.bovo-tighe.com.
4.Chris Duchesne (2014) Flexible work options increase employee productivity, engagement, loyalty and morale, http://hr.blr.com.
5.Nicholas Bloom (2014) To Raise Productivity, Let More Employees Work from Home, https://hbr.org.
6.Vishal P. Rao (2014) Pro and Cons of Working from Home, http://www.lifehack.org.
7.Nicholas Bloom (2014) To Raise Productivity, Let More Employees Work from Home, https://hbr.org.
8.William Craig (2014) Employees Who Work At Home Are More Productive Than Office-Dwellers, http://www.forbes.com.
9.Claire Suddath (2013) Why Won't Yahoo! Let Employees Work From Home? http://www.bloomberg.com.
10.Kathleen O'Toole (2013) Flexibility May Be the Key to Increased Productivity, https://www.gsb.stanford.edu.
11.Jill Harness, The Disadvantages of Working From Home, http://www.lifehack.org.

Publish Research Article
International Level Multidisciplinary Research Journal
For All Subjects

Dear Sir/Mam,

We invite unpublished Research Paper,Summary of Research Project,Theses,Books and Book Review for publication,you will be pleased to know that our journals are

Associated and Indexed,India

- International Scientific Journal Consortium
- OPEN J-GATE

Associated and Indexed,USA

- Google Scholar
- EBSCO
- DOAJ
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Databse
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database
- Directory Of Research Journal Indexing

Indian Streams Research Journal
258/34 Raviwar Peth Solapur-413005,Maharashtra
Contact-9595359435
E-Mail-ayisrj@yahoo.in/ayisrj2011@gmail.com
Website : www.isrj.org