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Work from Home: Measuring Employee Satisfaction Towards HR Practices, Privileges and Impact on Health and Family During COVID'19 Among it Professionals in Chennai, India

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Abstract---The Outbreak of COVID 19 in early 2020's brought about a revolutionary change globally in all spheres of life. To adapt to this new normal the employees working in the IT sector were given the opportunity to work from home this paved way to new HR practices and policies. The organizations extended support resources and made new arrangements to employees working from home. This research has been endeavored to measure the extent of satisfaction received on the privileges offered by the organization and the HR practices followed to carry out their work from home. The study also ventured to know the impact on their Health and Family relationship due to these new arrangements. The study was carried among 120 men & women employees working in the IT sector, who carried their work from home for 2 years (2020 & 2021). The primary source of data was collected through online questionnaire using google form. The questionnaire has total of 35 questions, 10 questions pertaining to HR practices, 12 questions pertaining to Privileges and 13 questions pertaining to Health and Family. The data was tabulated and analysed using Statistical Package for Social Sciences (SPSS) version 23. The descriptive analysis using percentages and mean values were determined to identify employee perception on HR practices, Privileges and Impact on Health and Family and Correlation was used in the study to identify their association between HR practices and Privileges, association between HR practices and Health and Family and association between Privileges and Health and Family.

Keywords---work from home, employee satisfaction, COVID 19, HR practices, privileges, health, family.

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Introduction

The unanticipated outbreak of COVID 19 in early 2020's brought about a revolutionary change globally in all spheres of life. The organizations had to take immediate steps to address this global crisis. IT sector was no exception to this pandemic and had to undergo tremendous changes in policies and HR practices to sustain the productivity of the business. This gave rise to new work set up for employees, where the homes of employees suddenly became main place of economic activity. Advancement in technology has made work from home possible, but leading to its own advantages and disadvantages. This research has been endeavored to study the extent of satisfaction the employees perceive towards the HR Practices, Privileges provided in the new normal and their impact on Health and Family.

HR practices form the foundation and guidance for managing the company's employees and coordinates to achieve the executive business plan. Some of the factors representing HR practices taken in the study are: two-way communication, realistic goals, ensures no excess work load, no long working hours, adequate facilities to work from home, efficiency of work, facilitates connectivity with the personnel's in the organisation to help discharge employees duties and find out employees satisfaction on WFH and Work and Family Life balance.

The next important role of HR departments is to provide all privileges to the employees to motivate them and provide them with adequate resources to improve efficiency in work away from office. The study aims to find out the level of satisfaction of employees towards the privileges extended by the employer in the form of Flexible working hours, Sick leave with pay, Health Insurance for Self and dependants, Hospital Bills met for COVID Infection for Self, Free Internet facility, Reimbursement to purchase requirements for work (eg. Chairs, tables, laptops, vision glasses etc.), easy access to E resources, Job Security, No Salary deductions, Increments , Promotion, Training & Development during the COVID 19 crisis.

There are two main components in the study. First the impact on Health and second on family of the employees during the pandemic, which resulted in work from home option to reduce the spread of infection. The study aims to measure the impact on eye vision, the sleep pattern, Hypertension, Anxiousness, Depression, Mood swings and stress on employees health and the impact on the relationship with spouse, children, family members and the effective time spent with the family.

Review of literature

As stated by Dodi Wirawan Irawanto, Khusnul Rofida Novianti, et,al, in their study *Work from Home: Measuring satisfaction between Work - Life Balance and Work Stress during COVID-19 Pandemic in Indonesia*, revealed that working from home, work-life balance and work stress have a significant effect, both directly and indirectly on job satisfaction. Working from home as a new pace of work can sustain job satisfaction as the current working atmosphere for Indonesian

workers. In response to the collectivist setting, working from home can be a positive sign that needs to be paid attention to for the organization.

Teresa Galanti, Gloria Guidetti, et.al, July 2021, through the study *Work from Home During the COVID – 19 Outbreak – The Impact on Employees Remote work Productivity, Engagement and Stress* found Employees' family -work conflict and social isolation were negatively related, while self- leadership and autonomy were positively related to WFH productivity and WFH engagement. Family – work conflict and social isolation were negatively related to WFH stress, which was not affected by autonomy and self-leadership. Thus individual-and work related aspects both hinder and facilitate WFH during the COVID-19 outbreak.

Jun Yu and Yihong Wu, Dec 15, 2021, The Impact of Enforced Working from Home on Employee Job Satisfaction during COVID -19: An Event System Perspective, the study employed an online survey to 256 WFH workers from 66 Chinese enterprises during the pandemic. The findings reveal that the absence of a suitable workspace, digital social support and an appropriate monitoring mechanism, long-term WFH was found to undermine Job satisfaction. However, Job autonomy was not a necessary condition for employee job satisfaction. Lina Vyas, Nantapong Butakhieo, Dec 23, 2020, explored in their research *The impact of working from home during COVID -19 on work and life domains: an exploratory study on Hong Kong*, The study investigates the continuing experience of the employer and employees face in Hong Kong. The study critically investigates if this work arrangement will remain as a transitory element responding to the exceptional circumstances, or whether it could be a permanent arrangement. The study concludes that WFH has not proved to be one of the best options for majority of Hong Kong workforce. Interest in WFH remains, but not in its current form. Better guidelines, planning and policies from the government is absolutely necessary to be implemented to adapt to remote online work. The study also identifies that workers are unaware what WFH entails and lacks resources required for this new change, like software, access to official documents and proper working space. Proper training is required if this is the neo normal and possible work balance will be visible post- pandemic when WFH is not a forced mandate, rather a flexible option. There is less study attempted to find the employee satisfaction and agreement towards the HR practices and privileges extended by companies and their association on Health and Family life on IT employees in Chennai, Tamil Nadu, India.

Objective of the study

- To identify the perception of respondents on HR Practices, Privileges and Impact on Health and Family
- To measure the extent of association between HR Practices and their impact on Health and Family.
- To measure the extent of association between Privileges and impact on Health and Family.
- To measure the extent of association between HR Practices and Privileges.

Research Methodology

A questionnaire was developed with Factors relating to three headings: HR Practices, Privileges and Health & Family comprising of total 35 questions and was administered to 120 IT employees of both the gender during the month of July- August 2021. The random sampling method was used in collecting the primary data using online survey (google form). The Descriptive analysis was adopted to know the perception of employees working from home on HR practices, Privileges and Health & Family. The Correlation Analysis was used to find the association between HR practices and Health & Family, Privileges and Health & Family and HR practices on Privileges. The reliability index ascertained by the Cronbach Alpha method for the questionnaire is as follows:

Table 1
Cronbach's Alpha

Variables	No. of Items	Cronbach's Alpha
HR Practices	10	.790
Privileges	12	.852
Health & Family	13	.936
Overall	35	.921

Data analysis and interpretation

Analysis 1: To study the perception of respondents on HR Practices, Privileges and Impact on Health and Family

Table 2
Perception of Employees on HR Practices followed in IT Companies
(Strongly Agree-5, Agree - 4, Neutral-3, Disagree-2, Strongly Disagree -1)

S.No	HR Practices		SA	A	NA/D A	DA	SD A	Total	Mean	Std. Dev
1	The Work from home is the best option	No .	29	42	33	10	6	120	3.65	1.090
		%	24.2	35	27.5	8.3	5	100		
2	The Two-way communication is satisfactory	No .	27	53	21	15	4	120	3.70	1.058
		%	22.5	44.2	17.5	12.5	3.3	100		
3	The goals are realistic to achieve.	No .	24	42	35	16	3	120	3.57	1.035
		%	20	35	29.2	13.3	2.5	100		
4	There is no excess work load.	No .	10	17	23	35	35	120	2.43	1.275
		%	8.3	14.2	19.2	29.2	29.2	100		

5	There is no long working hours	No .	9	16	18	35	42	120	2.29	1.27 9
		%	7.5	13.3	15	29.2	35	100		
6	The facilities at home are adequate for work	No .	22	33	35	17	13	120	3.28	1.23 1
		%	18.3	27.5	29.2	14.2	10.8	100		
7	The efficiency of work is not affected	No .	32	43	22	14	9	120	3.63	1.21 0
		%	26.7	35.8	18.3	11.7	7.5	100		
8	I am able to balance both Work and Family Life	No .	25	36	31	16	12	120	3.38	1.23 8
		%	20.8	30	25.8	13.3	10	100		
9	I am well connected with the personnels in the organisation to help discharge my duties	No .	25	48	25	12	10	120	3.55	1.17 3
		%	20.8	40	20.8	10	8.3	100		
10	I would like to return to office if given the option	No .	35	23	37	13	12	120	3.47	1.28 9
		%	29.2	19.2	30.8	10.8	10	100		

The above Table 2 showing the mean values above 3, indicates that the majority of the respondents agree that the Work from home is the best option (mean = 3.65), The Two-way communication is satisfactory (mean = 3.70), The goals are realistic to achieve. (mean = 3.57), the efficiency of work is not affected (mean = 3.63), and they are well connected with the personnel in the organisation to help discharge their duties (mean = 3.55). Whereas the mean score less than 3, implies that they have excess work load (mean = 2.43), long hours of work (mean = 2.29). The majority of the employees agree that they are able to balance work and family (mean = 3.38) and would like to return to the office if given the option (mean = 3.47).

Table 3
Perception of Employees on Privileges offered by IT Companies
(Highly Satisfied-5, Satisfied-4, Neutral-3, Dissatisfied -2, Highly Dissatisfied -1)

S.No	Privileges		HS	S	N	DS	HD S	Total	Mean	Std. Dev
1	Flexible working hours	No .	30	50	22	10	8	120	3.70	1.13 5

		%	25	41. 7	18. 3	8.3	6.7	100		
2	Sick leave with pay	No	39	49	17	8	7	120	3.88	1.11 9
		%	32. 5	40. 8	14. 2	6.7	5.8	100		
3	Health Insurance for Self and dependants	No	45	50	20	3	2	120	4.11	.887
		%	37. 5	41. 7	16. 7	2.5	1.7	100		
4	Hospital Bills met for COVID Infection for Self	No	34	52	26	4	4	120	3.90	.965
		%	28. 3	43. 3	21. 7	3.3	3.3	100		
5	Free Internet facility	No	24	40	28	18	10	120	3.42	1.20 6
		%	20	33. 3	23. 3	15	8.3	100		
6	Reimbursement to purchase requirements for work (eg. Chairs, tables, laptops, vision glasses etc.)	No	27	28	18	18	29	120	3.05	1.50 5
		%	22. 5	23. 3	15	15	24. 2	100		
7	E resources easily accessible	No	30	40	33	9	8	120	3.62	1.13 8
		%	25	33	27. 5	7.5	6.7	100		
8	Job Security	No	43	42	28	5	2	120	3.99	.957
		%	35. 8	35	23. 3	4.2	1.7	100		
9	No Salary deductions	No	51	47	14	3	5	120	4.13	1.00 4
		%	42. 5	39. 2	11. 7	2.5	4.2	100		
10	Increments	No	25	41	35	8	11	120	3.51	1.16 7
		%	20. 8	34. 2	29. 2	6.7	9.2	100		
11	Promotion	No	20	33	44	13	10	120	3.33	1.13 3
		%	16. 7	27. 5	36. 7	10. 8	8.3	100		
12	Training & Development	No	30	47	29	7	7	120	3.72	1.08 6
		%	25	39. 2	24. 2	5.8	5.8	100		

The above Table 3 showing all the mean values above 3, indicates that the majority of the respondents were satisfied towards flexible working hours (mean= 3.70), receiving sick leave with pay (mean= 3.88), the hospital bills were met for COVID infected employees (mean=3.90), free internet facility were available (mean= 3.42), reimbursement to purchase requirements for work (eg. Chairs, tables, laptops, vision glasses etc.) (mean= 3.05), E resources are easily accessible (mean=3.62), there was Job Security (mean= 3.99), received Increments (mean= 3.51), received Promotions (mean= 3.33) and were provided training & development (mean= 3.72). The majority employees were highly satisfied since there was no salary deductions during COVID 19 crisis (mean=4.13) and Health Insurance for self and dependants were provided (mean=4.11).

Table 4 Perception of IT Employees towards the Impact on Health and Family due to Work from Home (Large Extent-5, Moderate Extent-4, Small Extent-3, Very Small Extent-2, No Extent-1)

S.No	Health & Family		LE	ME	SE	VSE	NE	Total	Mean	Std. Dev
1	Eye vision is affected	No.	23	48	34	5	10	120	2.42	1.105
		%	19.2	40	28.3	4.2	8.3	100		
2	lack of sleep	No.	31	46	24	8	11	120	2.35	1.200
		%	25.8	38.3	20	6.7	9.2	100		
3	Hypertension	No.	28	40	25	13	14	120	2.54	1.283
		%	23.3	33.3	20.8	10.8	11.7	100		
4	Anxious	No.	18	45	30	12	15	120	2.68	1.217
		%	15	37.5	25	10	12.5	100		
5	Depression	No.	16	31	37	18	18	120	2.93	1.245
		%	13.3	25.8	30.8	15	15	100		
6	Mood swings	No.	24	49	27	8	12	120	2.46	1.180
		%	20	40.8	22.5	6.7	10	100		
7	Stress	No.	25	52	23	13	7	120	2.38	1.108
		%	20.8	43.3	19.2	10.8	5.8	100		
8	Relationship with my spouse is affected	No.	7	31	22	13	47	120	3.52	1.384
		%	5.8	25.8	18.3	10.8	39.2	100		
9	Relationship with my children are affected	No.	7	24	19	14	56	120	3.73	1.376
		%	5.8	20	15.8	11.7	46.7	100		
10	Relationship with my other family members are affected	No.	9	31	30	17	33	120	3.28	1.317
		%	7.5	25.8	25	14.2	27.5	100		
11	Family time	No.	12	35	27	16	30	120	3.14	1.349

	is disturbed									
		%	10	29.2	22.5	13.3	25	100		
12	Leisure time is reduced	No.	26	38	24	11	21	120	2.69	1.377
		%	21.7	31.7	20	9.2	17.5	100		
13	My Physical health is affected	No.	32	46	16	13	13	120	2.41	1.287
		%	26.7	38.3	13.3	10.8	10.8	100		

The Table 4 above with the mean values around 3 infers that the, majority of the respondents were to a small extent faced Hypertension (mean values 2.54), Anxiety (mean values 2.68), Depression (mean values 2.93) and their Leisure time was reduced (mean values 2.69). Whereas the majority of employees perceived that to a very small extent their Eye vision was affected (mean values 2.42), not much hinderance to sleep (mean values 2.35), Mood swings were normal (mean values 2.46), were stressed to a very small extent (mean values 2.38).The employees felt to a moderate extent their relationship with their spouse were affected (mean values 3.52), relationship with their children were affected (mean values 3.73), relationship with other family members to a small extent was affected (mean values 3.28), Family time was disturbed to a small extent (mean values 3.14), Leisure time was not much hindered (mean values 2.69). Overall the employee Physical health was affected to a small extent (mean values 2.41).

Analysis 2: To study the impact of HR Practices on Health and Family

A correlation analysis was applied to determine the association between the HR practices offered by organisation to the employees working from home and their impact on their Health and Family relationship. The Table 2 gives the following results:

Table 5
Pearson's Correlation among HR Practices and Health & Family

		Privileges	HR
HR Practices	Pearson Correlation	1	.426**
	Sig. (2-tailed)		.000
	N	120	120
Health & Family	Pearson Correlation	.426**	1
	Sig. (2-tailed)	.000	
	N	120	120

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

The study shows that there is a moderate high positive correlation between HR practices and the impact on Health and Family ($R = .426$). It shows that increase or decrease in the level of agreement to HR practices followed in the organisation has a moderate impact on increase or decrease in health of the employee and

family relationship. The Sig. (2-Tailed) value is 0.000 which is less than 0.01. Hence there is a statistically significant correlation between HR practices and Health and Family.

Analysis 3: To study the impact of Privileges on Health and Family

A correlation analysis was applied to determine the association between the Privileges extended by the organisation to the employees working from home and their impact on their Health and Family relationship. The Table 3 gives the following results:

Table 6
Pearson's Correlation among Health & Family and Privileges

		Privileges	WFH
Health & Family	Pearson Correlation	1	.274**
	Sig. (2-tailed)		.002
	N	120	120
Privileges	Pearson Correlation	.274**	1
	Sig. (2-tailed)	.002	
	N	120	120

The study shows that there is a weak and likely unimportant positive correlation between privileges and the impact on Health and Family ($R = .274$). It shows that the increase or decrease in the level of satisfaction on the privileges extended by the organisation has a less impact on increase or decrease in health of the employee and family relationship.

Analysis 4: To study the impact of HR Practices on Privileges

A correlation analysis was applied to determine the association between the HR practices offered by the organisation to the employees working from home and Privileges extended to them. The Table 4 gives the following results:

Table 7
Pearson's Correlation among Privileges and HR Practices

		Privileges	HR
Privileges	Pearson Correlation	1	.811
	Sig. (2-tailed)		.000
	N	120	120
HR Practices	Pearson Correlation	.811	1
	Sig. (2-tailed)	.000	
	N	120	120

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

The Correlation of .811 indicates a strong positive association between the privileges extended by the organisation to the employees working from home and the HR practices. This means that as the increase or decrease in the level of satisfaction towards Privileges extended by the organisation is strongly associated to the increase or decrease in the level of agreement towards HR practices followed in the organisation. The Sig. (2-Tailed) value is 0.000 which is less than 0.01. Hence there is a statistically significant correlation between Privileges and HR practices.

Conclusion

The study concluded examining the perception of IT employees on HR practices, where majority of them agreed that Work from home is the best option, the Two-way communication is satisfactory, the goals are realistic to achieve, the efficiency of work is not affected, and they are well connected with the personnel in the organisation to help discharge their duties, they have excess work load, long hours of work. The majority of the employees also agreed that they are able to balance work and family and would like to return to the office if given the option. With respect to the level of satisfaction of employees on the privileges extended by the organisation, majority of the employees were satisfied on the Flexible working hours, sick leave with pay, Hospital Bills met for COVID infected employees, Free Internet facility was available, Reimbursement for purchases of chairs, tables, laptops, vision glasses etc. required for work, E resources were easily accessible. Besides these privileges the employees enjoyed Job Security, received increments, promotions and were provided training & development. The majority of employees were highly satisfied since there were no salary deductions during COVID 19 crisis and Health Insurance for self and dependants were provided.

The employee's perception on the level of impact on health and family due to work from home inferred that majority of the employees to a small extent faced Hypertension, Anxiety, Depression and their Leisure time was reduced. Whereas the majority of employees perceived that to a very small extent their Eye vision was affected, there was not much hinderance to sleep, Mood swings were normal and were stressed to a very small extent. The employee's felt that to a moderate extent their relationship with their spouse, children were affected, relationship with other family members and family time were disturbed to a small extent and Leisure time was not much hindered. Over all the employee's physical health was affected to a small extent.

The study revealed the following association between the variables. Firstly, the increase or decrease in the level of agreement to HR practices followed in the organisation had a moderate impact on increase or decrease in the health of the employee and family relationship. Secondly, the study indicated that the increase or decrease in the level of satisfaction on the privileges extended by the organisation has a less impact on increase or decrease in health of the employee and family relationship. Thirdly the increase or decrease in the level of satisfaction towards Privileges extended by the organisation is strongly associated to the increase or decrease in the level of agreement towards HR practices followed in the organisation.

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