



ACADEMICIA
**An International
 Multidisciplinary
 Research Journal**
 (Double Blind Refereed & Peer Reviewed Journal)



DOI: 10.5958/2249-7137.2021.01788.2

**ANALYSIS OF FEASIBILITY OF THE WORK FROM HOME FACILITY
 AT DIFFERENT MANAGERIAL LEVELS ACROSS VARIOUS
 DEPARTMENTS IN THE DAIRY SECTOR**

Tanuka Bhattacharya*

*Primary,

ICFAI University Jharkhand, INDIA

Email id: tanukabhattach88@gmail.com tanuka.b19@iujharkhand.edu.in

ABSTRACT:

With the recent pandemic, the importance of remote working has been further enhanced. This paper seeks to understand if the work from home facility is feasible for employees across different departments and managerial levels in the dairy sector. Dairy is one of the essential commodities and it cannot afford to halt function in cases of emergencies like a pandemic. Data has been collected from the dairy sector and analyzed to understand the demographics of employees like age, marital status, job experience, gender, who are more inclined towards working from home. Factors that encourage working from home have been identified and made to rank by all three managerial levels – senior, middle and junior, to have an understanding of which managerial level values which factor the most for remote working. gives an insight to the types of jobs that can be performed remotely and the jobs that cannot be performed in a home setting. The paper also suggests how companies can make working from home feasible to most of the employees and the benefits the company and employees can gain by doing so. This study will form a framework for companies to understand why remote working do not seem feasible for some employees and how they can optimally utilize the flexible working option to benefit their businesses. The work from home facility, if utilized properly will form competitive advantage for the companies with increased organization productivity and employee satisfaction in the long run.

KEYWORDS: Dairy Sector, Feasibility Of Telecommuting, Managerial Levels, Work From Home.

1. INTRODUCTION:

According to the 2019 National Compensation Survey (NCS) from the federal Bureau of Labor Statistics, only 7% workers in U.S. had the option to work from home. It has been observed that most of these workers are the ones that are the highest paid. Knowledge workers like executives, IT professionals, financial analysts and accountants can opt for working from home. By the very nature of certain jobs, it is difficult to shift to telecommuting. For example, restaurant servers, hair stylists, plumbers, police officers or construction workers. The NCS states, only 1% of service-sector workers and the same share of construction workers have access to telework, the lowest shares among major occupational groups.

In India, the flexible work culture or working from home was not very common until the pandemic struck in 2020. Some companies, majorly IT companies and MNCs had the work from home option in their policies but that too for a specified period or at regular intervals. The recent pandemic has caused the management of different industries to consider remote working culture more seriously. The lockdown and social distancing priorities meant employees could no longer work from their office spaces conveniently. This is being considered as the 'World's largest work from home transition'. The reasons for availing work from home can be parenting, emergencies, long hours of commute, health issues, etc. It is also to be understood if the nature of the job allows work from home. If there is a cybersecurity or data privacy concern. If collaboration with the employee's team becomes difficult. If employees have the necessary equipment or software installed at home and the conditions of employees' home or alternative place of work in terms of environment, noise, internet connection, disturbance of any kind.

Work from home is possible in some industries like the IT, Finance, but for essential services like dairy, or for healthcare, banks, it might not be as convenient due to the nature of the job. Again, it might be a convenient option for the middle and the senior management, but for the junior executives who are mostly on field, this might be a distant reality. Researches have also highlighted that work from home options have enabled women employees to continue their careers post personal commitments of marriage and kids. This paper aims at understanding the nature of jobs that allow work from home and to understand if working from home is equally effective as working out of office premises.

For proper utilisation of the work from home facility it is necessary to understand the nature of the task involved (Farrel K, 2017). Some tasks require team work, better collaboration, group work, such jobs are better performed in the office premises. Some jobs are better performed as individual contributors; these tasks can be more efficiently performed through home. Working from home is often linked with work-life balance. Effective management of one's home life is strongly related to better performance and productivity while working from home. Work from home facility enables companies to recruit educated and experienced mothers who sought for flexibility in their jobs (Nicholas Bloom, 2014). This improves the quality of their employees. Companies are able to retain employees who might want to quit jobs owing to moving to another city, work timings or personal commitments. It has been observed that employees who are established in their careers like older employees, parents are more likely to opt for work from home facility as compared to the younger generation who prioritize their social life, which is connected to their jobs to a large extent. Many young employees move cities for better career opportunities, away from family and friends and have to set up new life in the unknown city.

Hence, for such employees meeting people, having their own circle is important and a means to massage their mental health. Working from home facility proves beneficial for employees whose performance can be easily tracked like call centre employees, developers, per hour workers, content writers, etc. or senior managers whose work involves strategizing, who are self-motivated and needs minimal or no supervision.

2. FACTORS AFFECTING WORK FROM HOME FACILITY

The primary factors affecting work from home have been identified as follows:

JOB CHARACTERISTICS	Nature of the job, jobs requiring collaboration or team work will be more suitable for working from office premises while jobs requiring individual contribution can be suitable for working from home.
INDIVIDUAL CHARACTERISTICS	Age of the employee, it is observed that the younger generation prefer working from office premises as compared to the seniors and more experienced employees. This also serves their need for socializing. Marital status of the employee, married couples are more inclined towards working from home. Gender, women employees are more likely to opt for working from home as compared to their male counterparts.
HOUSEHOLD CHARACTERISTICS	Environment at the house determines the employees' comfort in working from home. It has been observed that the number of children in the household often affects the work environment. More number of children would imply more distractions hence less comfort in working from home.
ORGANIZATIONAL CHARACTERISTICS	The policies governing the work from home facility, interpersonal relationships at workplace, team cohesiveness are some of the factors affecting the work from home facility.

3. LITERATURE REVIEW

Suraya Casey in his article, 'The surprising facts about working from home, 2020' mentions that the organizations' understanding that some job roles can be better performed while working from home will help in better management of teams and thus delivering the targeted results. Also, the quality of deliverables in a job role while working from home will highly depend on the attributes of the person performing the task.

Drew Desilver, in his article 'Working from home was a luxury for the relatively affluent before coronavirus - not anymore, 2020' talks about fields of work where working remotely is not feasible due to the nature of the job. Jobs carried out by restaurant servers, hair stylists, plumbers, police officers or construction workers cannot be done from home. The NCS found out that only 1% of service workers enjoy the option of working from home.

Farell K in his research paper 'Working from home: A double edged sword, 2017' identifies that in terms of working from home, it is important to consider the nature of the work involved.

Activities that call for more collaboration can be performed better in the office environment. Tasks that primarily require individual contribution can be performed better from home. Managing one's home life effectively is linked to effectiveness and job satisfaction in one's work role.

The article on work from home in the Resources Workable website points out the factors that determine an employee's eligibility for flexible working. Apart from data privacy issues, digital infrastructure and environment at the employee's house for work, these factors include nature of the job performed by the employee, if the job requires collaboration with team mates.

Another article in the Economic Times reveals that only 0.2% employees in the I.T. sector can effectively work from home. The personality of the employee, his weakness and strengths determine his effectivity as a homeworker. The study finds that employees inclined towards challenging jobs, efficient in making strategic decisions will perform better while working from home as compared to employees who are accustomed to acting on instructions from their supervisors. Hence, the nature of the task performed by the employees have an impact on the work from home facility.

Nireekshan Singh Gowgi, S. K. in his paper 'Stress and work life balance among employees of manufacturing and IT sector, 2015' compares manufacturing sector and IT sector in terms of work life balance. The paper observes that for the IT sector, the nature of the work itself is flexible and work from home facility are inevitable to meet the clients' demands unlike the manufacturing sector where the nature of the job is not suited for working from home.

Cory Steig in his article 'Working from home actually makes you better at some tasks and worse at others, 2020' highlights that creative work can be better done from home while routine jobs at office are better performed from the office premises indicating that senior management (creative jobs) are more inclined to opt for flexible working.

4. RESEARCH GAP

Literature review indicated that majority of the studies done on work from home have treated the 'nature of job of the employee' as a factor determining the feasibility of the work from home facility but no research have been done to understand the feasibility of the facility across different departments. Working from home across different levels of management has also not been considered. Researches have only mentioned it might be mostly opted for senior management but not the junior executives. Feasibility of the work from home facility for the middle management has not been dealt with. In depth explanation of why is the facility not considered as effective for the junior employees have not been mentioned. Most studies have dealt with the flexible working in the IT sector, essential services like dairy and healthcare have been completely ignored.

"Essential services" refer to those services that are vital to the health and welfare of a population and therefore are essential to maintain even in a disaster. During the COVID-19 pandemic, many jurisdictions ordered non-essential services to close for a period of several weeks in an effort to control the spread of the virus by implementing social distancing.

Essential commodities and services include items of basic necessities like food, milk, vegetables, financial services, healthcare facilities, construction services, logistical services, law and

enforcement and services of similar category cannot afford to halt functioning. Break in the supply of such commodities and services affects the daily functioning of the society. But, in case of an emergency, when the entire nation is put on lockdown, how feasible is it for such services to continue catering to the society by means of telecommuting. For such services, working remotely can be a challenge because these industries mostly deal in field jobs. For the dairy sector, procurement of milk requires physical interaction with the dairy farmers. The process of quality check of milk and transportation of raw milk to the factory for processing cannot be performed through telecommuting. Again, in the milk processing plant, most of the employees need to be present for processing and packaging of milk and milk products like curd, buttermilk, cottage cheese, etc. Milk is one commodity that is required in our day to day meal. Sales need coordination with distributors and retailers which can be partially done without physical presence of the sales person.

5. OBJECTIVES

1. To understand the policy governing the work from facility in the dairy sector
2. To analyze the feasibility of the work from home facility in different departments
3. To analyze the feasibility of the work from facility across junior, middle and senior management
4. To understand means of making work from home facility feasible to all categories of employees

6. SCOPE OF STUDY

For the purpose of this study, a dairy company has been chosen based out of Ranchi, Jharkhand, India. This Company was established in 2014 and has been in the dairy business for 6 years now. The Company boasts of 3 factories and sales channels all over Jharkhand and Bihar. The employee strength of the Company in June'21 is 455. The Company deals in milk processing and manufacturing of value added products like curd, buttermilk, lassi, paneer, flavoured milk and sweets.

7. METHODOLOGY

This study has been conducted via both primary and secondary research. Primary research included analysis of survey questionnaires distributed amongst employees working in a dairy company of Ranchi, Jharkhand. The questionnaire was prepared with 10 questions to understand feasibility of the work from home facility throughout different departments and levels of management. Secondary research has been conducted through studying and analyzing findings of articles, journals and research papers relevant to the article.

8. SAMPLING AND DATA COLLECTION

For the purpose of the research simple random sampling has been used to collect data through the survey. The data collected has been analyzed through Microsoft Excel. Analysis have been conducted with percentages and represented through charts and tables.

The organization considered for the research had 455 employees. Departmental segregation of the number of employees is as follows:

Sl.	Department	No. of employees	10% of total no. of employees
1	Finance & Accounts	28	3
2	HR & Admin.	8	1
3	Logistics	17	2
4	Production & Quality Control	110	11
5	Procurement	143	14
6	Sales & Distribution	149	15
Total		455	46

TABLE 1

The sample size has been calculated by taking 10% from each department. 46 employees have been fixed by this method. Table 1 shows 3 employees have been selected from the finance department, 1 from HR, 2 from logistics, 11 from production, 14 from the procurement department and 15 from sales department. These employees have then been selected department-wise through stratified sampling to include employees from all levels of the management – junior, middle and senior.

9. DATA ANALYSIS

Gender Diversity:

Gender	Percentage	Respondents
Male	93%	43
Female	7%	3
Total		46

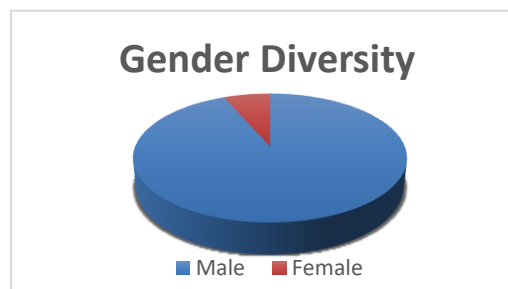
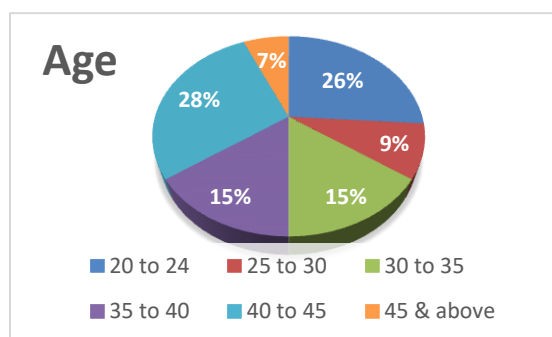
Table 2: Gender diversity

Table 2 depicts the number of male and female respondents in the survey. 43 male and 3 female employees participated in the survey.

Age:

Age (in years)	Percentage	Respondents
20 to 24	26%	12
25 to 30	9%	4
30 to 35	15%	7
35 to 40	15%	7
40 to 45	28%	13



45 & above	7%	3
Total		46

TABLE 3:
AGE

Table 3 represents the age demographics in the survey conducted. It shows the maximum number of respondents were in the age group 40 to 45 years (28%), followed by a close second by the lowest age group in the company i.e. 20 to 24 years (26%). The 40 to 45 years' age group includes the middle and senior management and the 20 to 24 years' age group includes the junior management.

Total Work Experience of the respondents:

Work experience (in years)	Percentage	Respondents
0 to 2	13%	6
2 to 5	26%	12
5 to 8	9%	4
8 to 10	17%	8
10 to 15	30%	14
15 & above	4%	2
Total		46

TABLE 4

Table 4 is a representation of the employees' total years of experience in his field of work. Majority of the respondents, i.e. 30% are with 10 to 15 years of experience. This group includes the middle and senior management. 26% of the respondents are with 2 to 5 years of experience representing the junior executives.

Tenure in the organization

Tenure in organization (in years)	Percentage	Respondents
0 to 2	28%	13
2 to 4	48%	22
4 to 6	24%	11
Total		46

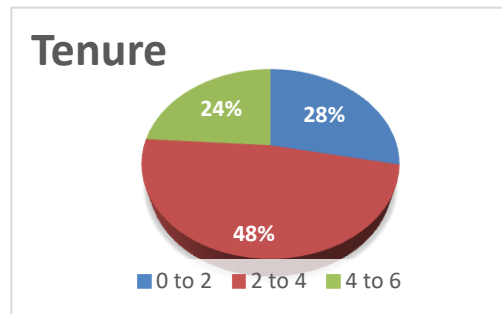
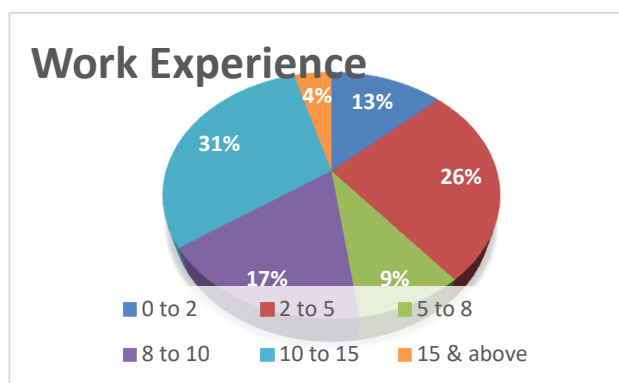


TABLE 5

Table 5 represents the tenure of the employees in the dairy company. Most of the respondents have completed 2 to 4 years in the dairy sector.

Marital Status & number of children

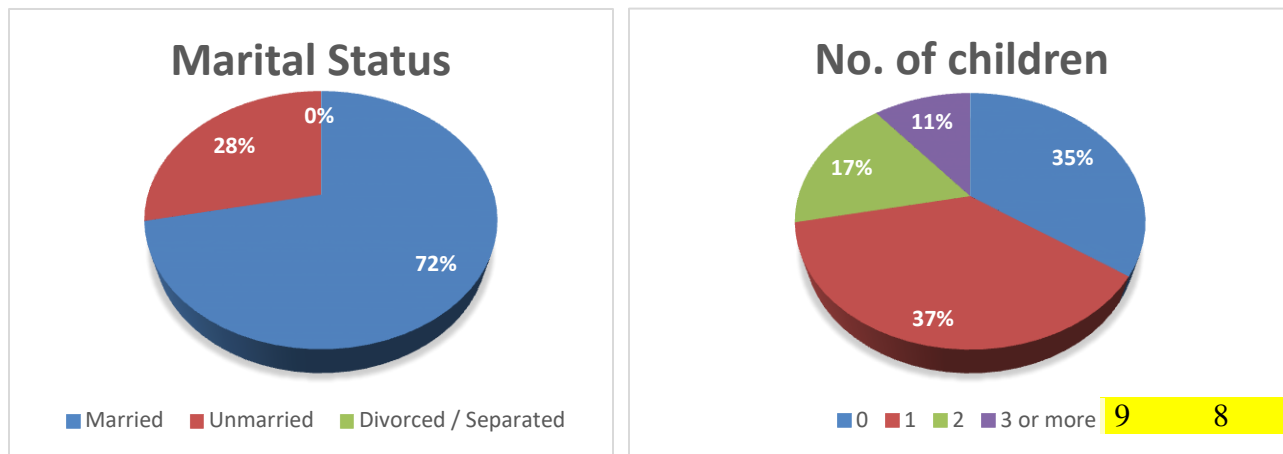


Table 6

Table 6 depicts the marital status and the number of children of the respondents. 72% of the participants of the survey are married and 37% of the employees have at least one child. 11% of the respondents have 3 or more children.

Managerial levels

Managerial Level	Percentage	Respondents
Senior	26%	12
Middle	33%	15
Junior	41%	19
Total		46

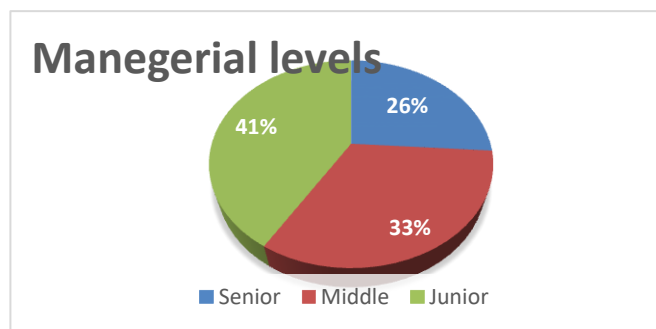


TABLE 7

Table 7 represents the percentage of respondents from the senior, middle and junior managerial levels. Maximum number of participants were from the junior management followed by middle management and senior management.

10. DISCUSSIONS& FINDINGS

The factors encouraging the work from home facility as ranked by the different levels of management:

Sl.	Factors encouraging the work from home facility	Senior Management	Middle Management	Junior Management
1	Elimination of time to commute	9	9	1
2	Work life balance	1	1	3
3	Reduces transportation expenses	7	8	2
4	Increased job satisfaction	2	6	7
5	Attending to children	8	7	6
6	Increased productivity	4	3	5
7	Increased motivation	3	2	4
8	Reduced distractions	5	5	8
9	Elimination of office politics	6	10	10
10	Reduced absenteeism	10	4	9

TABLE 8

Table 8 is the representation of ranking of factors encouraging working from home for the employees. The table shows how the different levels of management perceive the various advantages of the work from home facility. This table has been derived by compilation and analysis of the data collected through the survey questionnaires. It has been observed that majority of the employees in the senior and junior management value work-life balance the most as an attribute for working from home. The junior executives however value it on the third ranking. The most valued attribute of working from home for the junior management is the saved time for commuting to office, which is again ranked poorly by the senior and middle management. With saved time comes a close second in ranking for the junior employees is the reduced travel expenses. Some junior executives from the sales team were however of the view that their travel claims were beneficial and served as daily allowances. Instances were observed where they would travel cheap by public transport and claim for travel allowance for petrol for two wheelers. Hence, saving the excess amount, which would not be possible since travel would be limited to minimum with work from home. Increase in job satisfaction was highly rated by the employees of the senior management along with increase in motivation and work productivity. Hence, it can be inferred that employees requiring less or no supervision, involved in strategic decisions and creative or challenging work find work from home suitable and in line with their productivity. They also value reduced office distractions as an added benefit of working from home. For the middle management reduction in absenteeism or the need to take lesser leaves has been ranked in the fourth. The middle management is the one that has some parts of challenging work and requires decision making skills, and another part that need supervision from the senior management. They have another role where the supervise the juniors reporting to them. This

requires constant interactions with the team, hence reduced office distractions provided by the work from home facility enhances their productivity. It is also observed that the middle management relates increase in motivation, ranked second and increased motivation, ranked third, with working from home. The junior management employees too value increase in motivation. This group perceives increase in productivity due to remote working moderately with a rank of five.

The least ranked attributes included attending to children across all levels of management. Though at least 37% of the survey respondents have at least one child and 17% have two children, it has been observed that only the 7% female participants of the survey who had children have highly ranked this attribute. This further confirms the idea that the women of the house are still considered to be the primary care-giver and have increased responsibilities of attending to children, dependents and other household chores, in addition to office work, while working from home. Discussions with the female employees also revealed that this often causes frustration for them. They perceive their productivity to be getting stagnant or may go down since they find it difficult to balance both work and personal life while working from home. The increased burden of work leads to deterioration of their mental and physical health.

The junior management employees do not find much effect of working from home on their job satisfaction. Their tasks are mostly target based and constantly supervised. They are involved in routine jobs which can become monotonous. Their level of job satisfaction does not change with change in workplace. Some jobs however require their presence in office and cannot be performed remotely, in such cases the job satisfaction might decrease while working from home. Reduction of office distractions or need for leaves have not been given much importance by the junior officials. The middle and junior management's view on office politics is similar. These two categories become the part of the politics and grapevine. It is difficult to escape office politics whether working from office or from home.

Sl.	Job characteristics	Senior Management	Middle Management	Junior Management
1	Requires collaboration with team	12	15	9
2	Requires to be physically present in office/field	2	13	14
3	Requires physical labour	0	4	14
4	Requires following instructions	8	15	19
5	Requires giving instructions	12	15	0
6	Requires supervision	0	7	19
7	Involves decision making	12	2	0
8	Tasks can be performed remotely	8	2	0
9	Performance can be easily tracked through software	0	5	6

TABLE 9

Table 9 determines the characteristics of the jobs performed by each level of management. It has been found that 9 out of 19 participants from the junior management is required to collaborate with their team members for performing their tasks. These 9 participants are from the production,

procurement and finance departments. All members from the production and finance teams require collaboration and 3 out of 7 junior employees from procurement have confirmed the need to collaborate. In the dairy industry, processing of milk in the factory and manufacturing of value added products require team work. One will receive the raw milk from the procurement team, another will check the quality of raw milk and give the quality report, others will be involved in milk processing and packaging. The employees working in the factory, though individual contributors are required to work in teams to manufacture the final product. All 15 respondents from the middle management required to collaborate with their teams in terms of supervision and giving instructions. They also required to take approvals and instructions from the senior management, who they reported to. Similarly, the senior management required collaboration to some extent to overview the workings of their respective departments. Collaboration with team was the highest rated by production and procurement departments.

2 out of 12 senior management executives said they are required to be physically present in the office. They belonged to the quality control and maintenance departments. 13 middle management employees out of 15 required to be physically present in office at least for a specific period of time. Only HR & Finance employees from the middle management said they could work remotely. For production, procurement and sales teams, their nature of work required their presence in the workplace. Quality control department cannot perform quality tests other than the laboratory. Maintenance team need to be available in case there is an emergency of machine breakdown and the production line is stopped. 15 out of 19 respondents from the junior management said they needed physically available in their workplace. The junior executives included employees from the production, procurement, sales and finance departments. For finance and accounts, the junior executives who are responsible for collection of cash from the distributors for sales of milk cannot afford to work from home. Only the HR executive said that she could work from home for a specific number of days in a week.

No senior management employees were involved in tasks requiring physical labour. 4 middle management employees from the production department said they were partially involved in tasks requiring physical exertion. 14 junior employees belonging to the logistics, production and procurement departments were involved in tasks that challenged their physical strength. Production required manual working on machines and procurement required visiting farmers physically in villages, carrying of milk, etc. Logistics executives had to load and unload trucks and tankers for dispatch which required physical task.

8 out of 12 senior management employees were involved in jobs that required following instructions from their reporting managers. All 15 middle management employees required to follow instructions at least to some extent. They had the power to take certain decisions but mostly had to get approvals from their reporting managers. All junior management executives were required to follow instructions from their superiors. It has been observed that all senior and middle management employees have confirmed that their jobs required them to give instructions. Junior executives confirmed the opposite. Middle management is involved in giving instruction to the junior executives as well as taking instructions from the senior management employees.

All junior management employees required supervision by their respective managers. 7 out of 15 middle management employees said their tasks were supervised. These employees were from the production, procurement and sales department. Not all employees from the mentioned

departments confirmed about supervision by their reporting managers. For senior management employees there was no requirement for supervision of their work. It has been observed that senior management consisted of the more trusted and accountable employees who were given the freedom to adapt their comfortable work style to reach the desired outcome.

For decision making criteria, we see that all senior management employees are involved while no junior executive have said their task needs decision making. The juniors work on the instructions and targets as set by their managers based on the organizational goal. Middle management employees from the finance, accounts and logistics departments are involved in decision making.

All senior management employees except 1 from procurement and 3 from production department believed that their jobs could be performed remotely. The production and procurement employees said they needed to be on field for at least a specific time period for supervision. 2 employees from the middle management from finance and logistics departments said their tasks could be performed while working from home. No junior management employees felt their jobs could be performed remotely. The sales employees from middle and junior management said their work could be tracked through a software called Bizome. No other department confirmed tracking of their tasks through a software.

11. CONCLUSION AND SUGESSTIONS

In some studies, it has been mentioned that jobs that require collaboration or jobs requiring following instructions are not suitable for working from home. (Farrel K, 2017 and Surya Casey, 2020). In this study it has been observed that all the senior management employees need to collaborate with their teams for smooth functioning of their respective departments and yet, 8 out of 12, i.e. 66.67% of the senior management employees believe their jobs can be performed in a remote setting. For middle management only finance and logistics confirmed working from home a possibility. Hence, in the dairy sector, it can be concluded that the nature of the job is such that most of the employees across different managerial levels are required to be physically present in the office or field. Complete work from home is hence a distant possibility for dairy sector employees. Figure 1 shows that work from home is feasible for only 13% middle management employees. 87% employees say for them only partial work from home may be feasible.

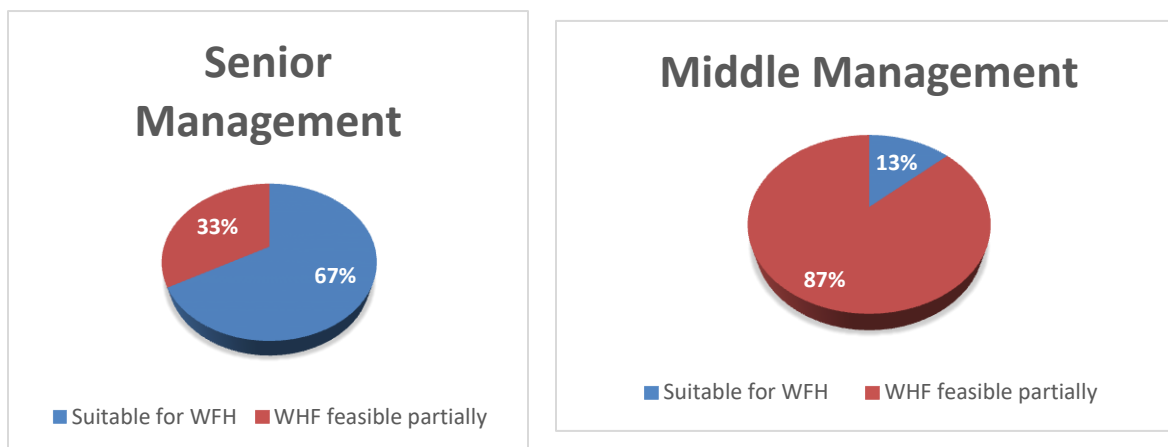


Figure 1

Through data analysis for the research it has been observed that the senior employees were more inclined towards working from home. The younger employees, however will choose to work from office when given an option. This was because, the younger employees mostly belonged to the junior management whose nature of job did not permit them to work from home. Also, the social needs of these employees were better fulfilled while working from office since they got to interact with their colleagues. Many employees who had left their home town for the job had to build a new social circle in the city. They preferred meeting and interacting with people by means of their job or otherwise rather than working in a remote setting.

It was also observed that employees with more experience were more inclined to work from home. Now, experienced employees were also on the higher side of the age graph and majorly belonged to the senior management and some to the middle management. Their jobs required collaboration with teams in form of supervision and decision making. This could be done online through proper channels such as mails, video calls or phone calls. In case of signatures on documents, digital signature provided the solution. Hence, it can be concluded that employees with more experience and age belonged to the senior management and did jobs that required creativity and challenges. These employees are the ones that most preferred working from home and the nature of their jobs also suitable for working from home.

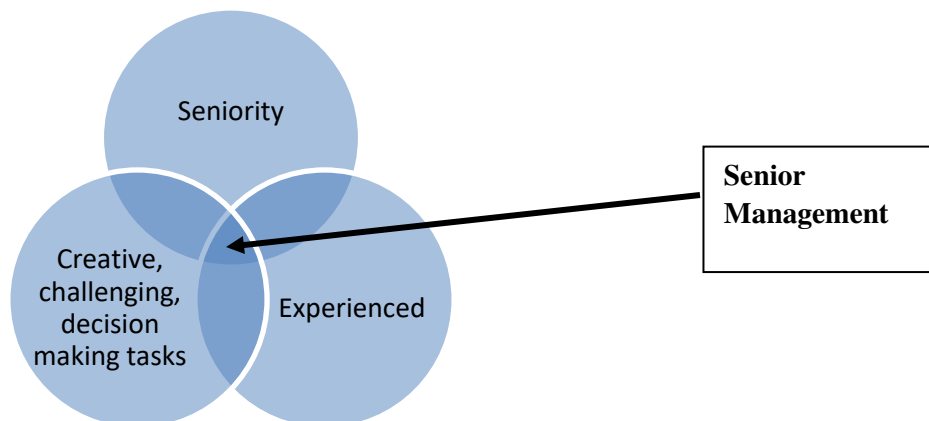


Figure 2

It has been observed that women employees who were married preferred to work from home to take care of their kids. Male employees' approach to this was indifferent. Marital status or number of children did not encourage the male employees to work from home. It can be said that women are still considered as the primary care giver in Indian households, hence making them feel more responsible towards kids and family. It was also observed that in some cases employees with 2 or more children said they would prefer to work at office since their home environment has too many distractions owing to the kids. Thus, number of children in the household does impact the performance while working from home.

It has been observed that the junior employees major factor for encouragement for working from home was saving time and money for travelling to the workplace. The routine nature of their jobs did not impact their job satisfaction if they were allowed to work from home. They have said they will be more motivated while working from home. Remote working could give them the feeling of accountability and trust from the organization encouraging them to perform better.

Table 8 shows that productivity can be increased by working from home for all three levels of management. The senior and middle management have ranked increased productivity highly and junior employees have marked it average.

Table 9 gives an insight that working from home in the dairy sector is not feasible for all departments. It has been observed that the nature of jobs for the production and procurement departments is not suitable for remote working. The sales team too needs to physically present in the market to promote sales of the products and ensure timely delivery of milk to the distributors. For finance department, employees involved in day to day transactions, especially those that cannot be done online like cash collection need to present at office. The logistics department too need to supervise timely loading and dispatch of finished products from the factory for timely delivery. It is also seen that most of these employees whose work is not feasible remotely belonged to the junior management. For middle management employees, work from home was partially possible. Middle management employees from production and procurement teams said they had to be present on field at least for a specific period of time to ensure smooth operations.

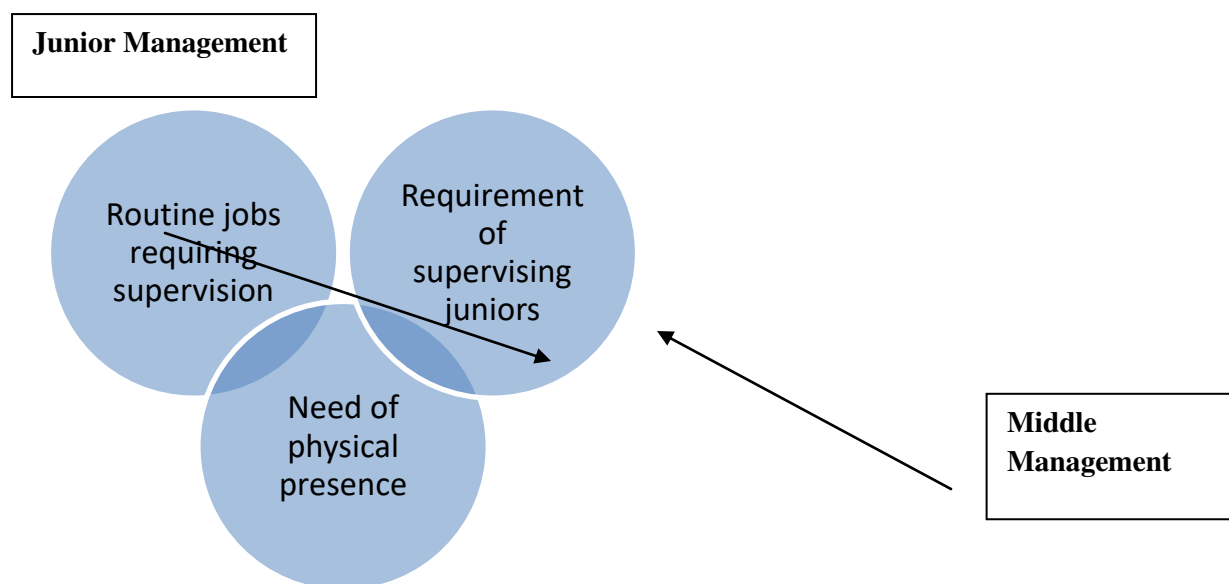


Figure 3

It is concluded through this study that work from home is feasible for the senior management across all departments except some employees from the production department who need to be present in the factory for quality checks and decision making in cases of emergency or machine break downs. It is also not feasible for procurement employees who are required to interact with farmers on field and check quality of raw milk before accepting them and sending them to the factory for processing. For middle management, work from home is partially feasible and for junior management working from home is not feasible.

Senior Management	Middle Management	Junior Management
Feasible	Partially feasible	Not feasible

SUGGESTIONS:

1. For senior and middle management, the dairy company can provide technological support which can enable them to work smoothly from home.
2. Supervision of the junior employees by the middle management can be done online through mails, calls and video meetings.
3. Junior employees need to be made more accountable and trained to work from home.
4. Job analysis can be done by the company to understand the jobs that are best suited for work from home and those that can be better performed at office. This will enhance organizational productivity and employee satisfaction.
5. For junior employees, working from home can be made partially possible in case of sales team. Visiting markets in the 1st half of the day and taking orders through the sales software can be done in the 2nd half.
6. All financial transactions can be made online. This will save manual work, eliminate chances of human error and loss of finances. This will also enable the junior employees of the finance team to be able to work from home.

12. FUTURE IMPLICATIONS

This study will form a framework for industries such as manufacturing and dairy, where field work is mandatory. It will give a base for companies to understand which departments can opt to work from home. This study gives an insight as to why work from home is not feasible for all levels of management and also suggests how remote working can be made available for most employees. The study shows how age, experience, gender and marital status can affect the idea of working from home. The nature of job of the employee is an important criterion to judge the feasibility of remote working. The study encourages companies to analyze and understand the suitable for working from home and jobs that can be performed better through office premises. This job analysis will provide base for increasing employee performance, organizational productivity and employee satisfaction. Work from home has become the new way to do business since the pandemic has hit. It is only important to understand how one can optimize the options to gain the most from their business through remote working.

13. BIBLIOGRAPHY

99.8% workforce in IT sector incapable of remote working: Study. (2020). Retrieved from The Economic Times: <https://economictimes.indiatimes.com/tech/ites/99-8pc-workforce-in-it-sector-incapable-of-remote-working-study/articleshow/75080948.cms?from=mdr>

Bloom, N. (2014). *To Raise Productivity, Let More Employees Work from Home*. Retrieved from <https://hbr.org/2014/01/to-raise-productivity-let-more-employees-work-from-home>

Casey, S. (2020). Retrieved from The surprising facts about working from home: <https://www.kaspersky.com/blog/secure-futures-magazine/work-from-home-research/34196/>

COVID-19: Essential Services. (n.d.). Retrieved from <https://www.mass.gov/info-details/covid-19-essential-services#financial-services->

Desilver, D. (2020). *Working from home was a luxury for the relatively affluent before coronavirus - not any more*. Retrieved from <https://www.weforum.org/agenda/2020/03/working-from-home-coronavirus-workers-future-of-work/>

Farrell, K. (2017). Working from home: A double edged sword.

Kaushik, R. (2007). Determinants of employee attraction motivation and job satisfaction in information technology industry.

Nireekshan Singh Gowgi, S. K. (2015). Stress and work life balance among employees of manufacturing and IT sector.

P. Peters, K. T. (2001). Factors in Employees' Telecommuting Opportunities, Preferences and Practices?

Steig, C. (2020). *Working from home actually makes you better at some tasks and worse at others*. Retrieved from <https://www.cnbc.com/2020/03/12/study-how-working-from-home-boosts-and-hurts-productivity-creativity.html>

Sucharita, D. (2015). The impact of flexible work on organizational performance and employee experiences in selected IT and ITES sector.

Work from home policy. (2018). Retrieved from Resources workable website: <https://resources.workable.com/work-from-home-company-policy>