



## Virtual Employment in Context of COVID-19

*Ms. Geoji George<sup>1</sup>, Mrs. Nita Vaghela<sup>2</sup>*

1. Student, PIET(MBA), Parul University, Vadodara, 391760, India.
2. Assistant Professor, Parul Institute of Social Work, Parul University, Vadodara 391760, India.

<sup>2</sup>Email: [nita.vaghela80004@paruluniversity.ac.in](mailto:nita.vaghela80004@paruluniversity.ac.in)

### ABSTRACT

Virtual employment in the context of COVID-19, by seeing the present scenario taken place. As we can see the way all of the sudden the things changed after the pandemic was known. People were affected physically as well mentally. They had no idea what should be all of the sudden. So keeping in mind the things I thought of doing this study as it would happen in future and our future generation could take benefit of the study. Taken 70 respondents from 4 different sector. To know what were the challenges they have faced and what are the solution that would use to tackle it. The study was taken place by reviewing many books and online site. So in the concept was written by referring many article throughout. In this fast changing world the younger generation need much guidance and support for solving the problem.

KEYWORDS:- Work From Home, Communication, Employment, Covid-19 Pandemic

### INTRODUCTION

The novel "Coronavirus" has affected the world and reached every "country in the world. Its spread has disturbed all national economies and business counting the costs, as government had come up with lockdown measures to tackle with these virus. Despite the development of new vaccines, many are still wondering what recovery could look like. Many people have lost their jobs or seen their incomes cut. Unemployment is much seen as many of them lost their jobs due to pandemic as industry are decreasing the number of employees.

COVID-19 has challenged the society in ways once considered unimaginable, forcing people to reconsider a wide variety of practices, from work, to leisure, to basic travel and daily tasks. Not only individual people but the whole country impacted and brought the economic standpoint, bringing an array of economic sectors to a complete standstill.

While there was a lot anticipated and there were countless warnings, especially from those working in public health, the challenge remained as a substantial change which requires planning, training, and facilitating. While the society did mentally prepare, the extent and solution still remained unthinkable and remains to be a big challenge. COVID-19 is a new disease that has begun circulating in the human population since December 2019. It is part of the coronavirus family, the same group of viruses that caused the Severe Acute Respiratory Syndrome outbreak in South East Asia in 2002 and the Middle East Respiratory Syndrome outbreak in 2012. Currently, the known main mode of transmission is through respiratory droplets, and hence is considered to spread through close contact with other people. At present, the only tools to combat the viral spread are using masks properly, introduction of social distancing measures, and practice of good hand hygiene (Centre for Health Protection [CHP] 2020a). The World Health Organization (WHO) declared the outbreak of COVID-19 as a global health emergency on 31 January 2020 (World Health Organisation 2020). Since then, the virus has spread rapidly.

The virus has vastly spread worldwide, with over 60 million confirmed cases and over 1.4 million confirmed deaths as of 26 November 2020, and the number has been increasing consistently (World Health Organisation 2020). As the coronavirus continues to spread across the world, some governments worldwide have imposed and re-imposed strict lock-downs with the closure of non-essential businesses and banned non-essential gatherings from keeping hospitals from the threats of being overwhelmed due to COVID-19. Many of their counterparts have urged their citizens to stay at home as much as possible and practice social distancing to limit face-to-face interactions with others. At this time, authorities and organizers of mass gathering events are encouraged to carry out a risk assessment in the context of the pandemic for their events to protect people from harm. For instance, the WHO has released a risk assessment tool for stakeholders to use to assess the safety of any mass gatherings that are to take place.

Besides, employers are also advised to carry out a coronavirus-specific risk assessment of the workplace, taking each individual into account, to determine the safety of their employees working on-site. According to the Indian Census Bureau, nearly one-third of the India workforce, and half of all "information workers", are able to work from home. Though the number of people working partially or fully remote has been on the rise for years now, the COVID-19 pandemic may have pressed the fast-forward button on this trend.

It's no secret that people value freedom of choice. A whopping 98% of people would like to have the option to work remotely for the rest of their careers. The youth most of them have lost their jobs due to this pandemic. As any of the firm is stopping as its has become very hectic as the manpower can't sit in the sector for work as the government as put lockdown to the state.

---

## REVIEW OF LITERATURE

### 1. Telecommuting or Telecommuting

#### a) **Gajendran and Harrison (2007)**

Described telecommuting as "An alternative work arrangement during which employees perform tasks elsewhere that are normally wiped out primary or central workplaces, for minimum of some portion of their work schedule, using electronic media to interact with others inside and out of doors the organization," notably, they indicated that "elsewhere" refers to "home" (1525).

#### b) **Nilles (1988), (Messenger & Gschwind, (2016).**

WFH has been defined in various terms over the four decades, namely remote work, flexible workplace, teleworking, telecommuting, e-working. These terms refer to the ability of employees to work in flexible workplaces, especially at home, by using technology execute work duties. These were the two explained it thoroughly what telecommunication is and what are there finding.

#### c) **Dingel and Neiman (2020)**

A recent study uncovered that 37% of the job could be completed at home during the COVID-19 pandemic in the U.S., such as financial work, business management, professional and scientific services. Some jobs, especially associate with healthcare, farming and hospitality cant be performed at home. Although the acceptance of WFH has increased worldwide, academics argue regarding its pros and cons.

#### d) **Collins and Moschler 2009; Delanoetje and Verbruggen 2020**

Telework can reduce employee turnover rate and increase employees' productivity, job engagement, and job performance. As they said it was not possible to work at the workplace as the cases were increasing day by day so by not sitting idle they found away out to again restart the way.

### 2.) Motivation for doing work from home

a) **Mello 2007; Robertson, Maynard, and McDevitt (2003).** WFH has beneficial effects for both employers and employees. The advantages, include and aren't limited to reduced commuting time, avoiding office politics, using less office space, increased motivation, improved gender diversity (e.g. women and careers), healthier workforces with less absenteeism and turnover, higher talent retention, job satisfaction, and better productivity

b) **A Bick, A Blandin, K Mertens, (2020)** Using theory and evidence, they argue that the observed heterogeneity in WFH transactions is consistent with potentially more permanent changes to work arrangements in some occupations, and not just temporary substitution in response to greater health risks. Consistent with increased WFH adoption, many more especially higher educated workers expect to WFH in the future.

c) **Kaushik & Guleria, (2020)** WFH has been a positive change to several people because it keeps employees productive while helping in maintaining work life balance. However, it is not all about to balancing life, but facing all the challenges positively to perform and bring forth productively as the scenario demands.

### 3) Inability to work from home

a) **Olson & Olson (2000)** "DISTANCE MATTERS" published in examined the social-technical conditions required for effective distance work within teams of knowledge workers. The paper provides a framework consisting of four keys concepts critical for effective remote work: Common ground, coupling of labour, collaboration readiness, and collaboration technology readiness. In later extensions of their framework Olson & Olson added to the distance framework the concept of organizational management-the practices and activities which shape remote collaboration, highlighting that managing at a distance is extremely different than managing a collocated team or project.

b) **Baruch 2000; Kazekami 2020). Eddleston and Mulki (2017)** revealed that WFH relates to the inability of remote workers to disengage from work. The present trend of COVID -19 crisis has also forced employers and HR personnel /Consultants to re-think, re-design and plan of the box and convey forth the simplest practices for running their businesses and industries.

---

## RESEARCH PROPOSAL

### TOPIC:-

Virtual Employment Management in the context of COVID-19 Pandemic

**SUB TOPIC:-**

A study on 70 Employees of 4 different Corporate sector in Vadodara district, Gujarat

**OBJECTIVE:-**

- To know about the personal data regarding their occupation, and basic details.
- To focus and understand of the current perception on the concept of Work from Home .
- To know that what are Pros and Prons of Virtual Employment
- To know whether the concept of Work from Home seek the correlation and analyse it suitability in the Indian Work environment.
- To know whether the physical well-being and mental well-being are affected by the virtual employment practice.

**SIGNIFICANCE OF THE STUDY**

The thesis idea came nowadays we can see that people are working at home. And they are doing all kind of work from there. The digital world is been practice as due to the COVID-19 pandemic. The situation is getting day by day as the cases are increasing and people are death due to the virus. And the governments are taken measures like Lockdown ,curfews all around the world. For the economy to be continued these concept of Work from home took place. The researcher would be aiming at some objectives which will be mentioned below. The virtual employment would be carried forward as the situation are getting worse. So the thesis may help some in doing work in future as they would get suggestion to work better at home.

**RESEARCH DESIGN**

As for this thesis Exploratory research design is taken as through the we can get a new fact and understanding of Virtual employment management in COVID-19 pandemic..

**UNIVERSE**

4 company's staff working virtually.

The population of 85 will be considered.

**SAMPLE SIZE**

The total number of respondent are 70.

**SAMPLING METHOD**

Simple Random sampling method

**RESEARCH TOOL for data collection**

Questionnaire method

**Limitations of the study:-**

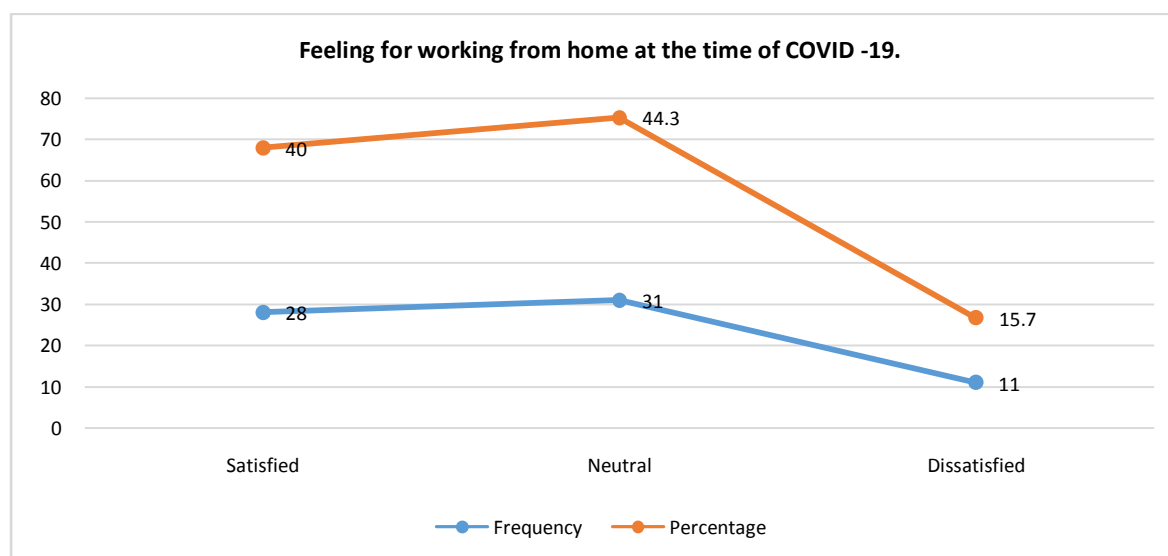
- 1)The researcher has to rely upon the information shared by the respondents .the validate cannot be verified .
- 2.)Some of the respondents think that these forms would be related to the pandemic (COVID-19) which is trending and hence,so many refused to fill the forms.

**OPERATIONAL DEFINATION:-**

- Virtual:- Not physically existing has such but made software to appear to do so.
- Employee:- An employee is a someone who gets paid to work for a person or a company.
- Management:- Includes the activities of setting the strategic of an organization and coordinating the effort of its employees.
- Pandemic:-Occur over a wide geographic area and affecting an exceptionally high proportion of the population.
- Covid:-An acute respiratory illness in humans caused by a coronavirus, capable of producing severe symptoms and in some cases death, especially in older people and those with underlying health conditions in 2019 and became pandemic in 2020.
- Virtual Employment:-Is just like a regular employee who works for business.However,instead of coming to the office physical location,they provide services remotely.

1. Table showing feeling for working from home at the time of COVID -19.

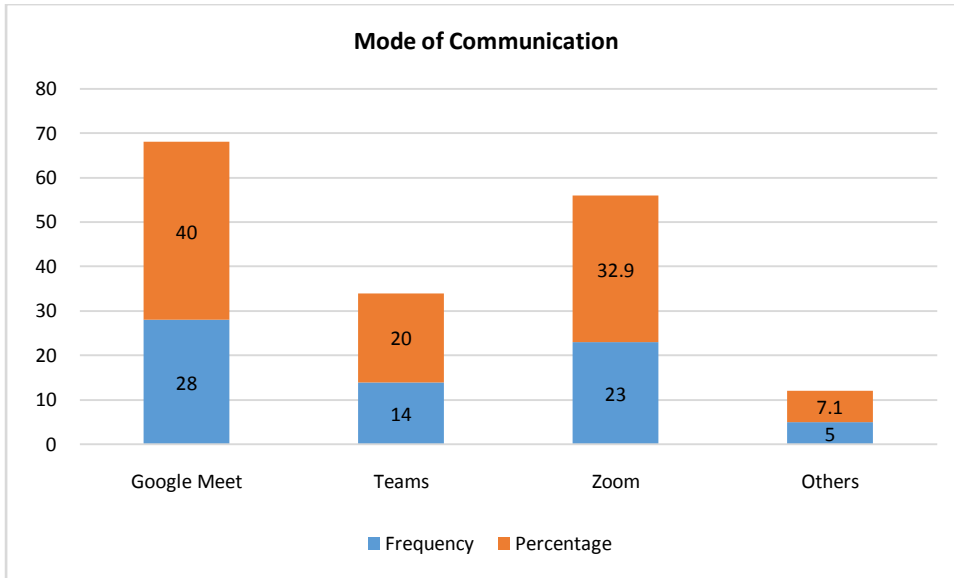
| Sr no. | Particular   | Frequency | Percentage |
|--------|--------------|-----------|------------|
| a)     | Satisfied    | 28        | 40         |
| b)     | Neutral      | 31        | 44.3       |
| c)     | Dissatisfied | 11        | 15.7       |
|        |              | <b>70</b> | <b>100</b> |



The table showing the feeling of working at home during pandemic, the highest is of the people don't care its work from home or office 44% are of neutral ones, 15.7% are dissatisfied by the work.

2. Table showing the communication channel used the respondents at the time of lockdown.

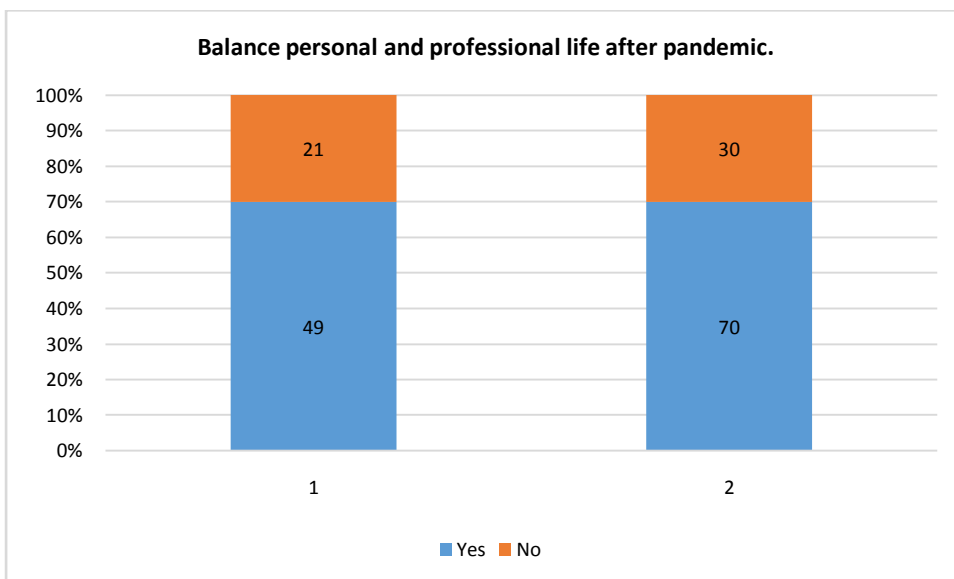
| Sr no. | Particular  | Frequency | Percentage |
|--------|-------------|-----------|------------|
| a)     | Google Meet | 28        | 40         |
| b)     | Teams       | 14        | 20         |
| c)     | Zoom        | 23        | 32.9       |
| d)     | Others      | 5         | 7.1        |
|        |             | <b>70</b> | <b>100</b> |



The above table shows that the respondents used mostly the Google meet as 40% of them used. 7.1% of them used others media to communicate. And other highest used app is Zoom platform for communicating as 32.9% are using it.

3. Table showing the balance between personal and professional life after pandemic.

| Sr no. | Particular | Frequency | Percentage |
|--------|------------|-----------|------------|
| a)     | Yes        | 49        | 70         |
| b)     | No         | 21        | 30         |
|        |            | <b>70</b> | <b>100</b> |



The table showing the balance between personal and professional life after pandemic 70% are saying "YES" and 30% are saying "NO".

4. Table showing the biggest challenge faced by the respondent during work from home.

| Sr no. | Particular  | Frequency | Percentage |
|--------|---|-----------|------------|
| a)     | Distraction   | 7         | 10         |
| b)     | General anxiety about impact of coronavirus in life | 13        | 18.7       |
| c)     | Internet connectivity                               | 22        | 31.4       |
| d)     | Physical workplace                                  | 11        | 15.7       |
| e)     | Social isolation                                    | 17        | 24.2       |
|        |   | <b>70</b> | <b>100</b> |

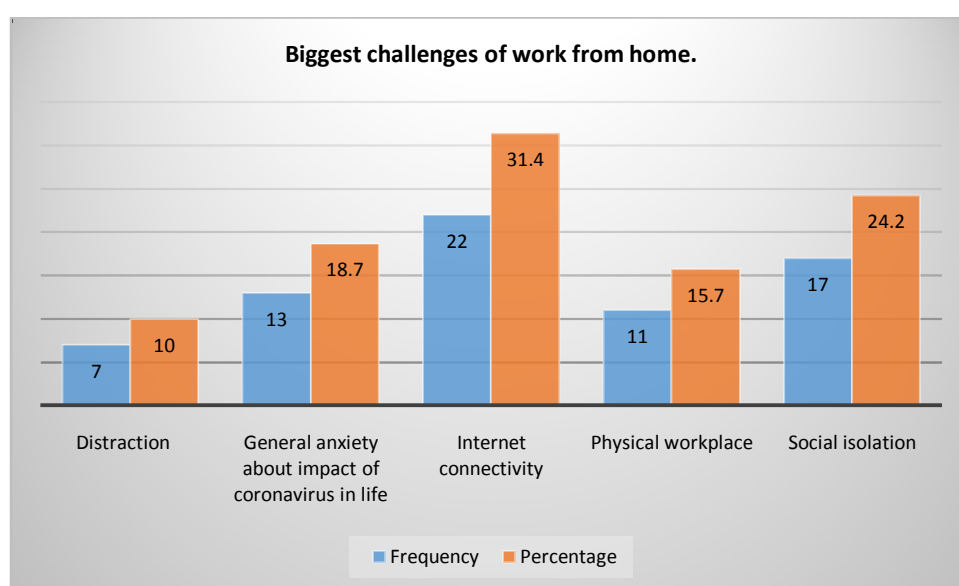
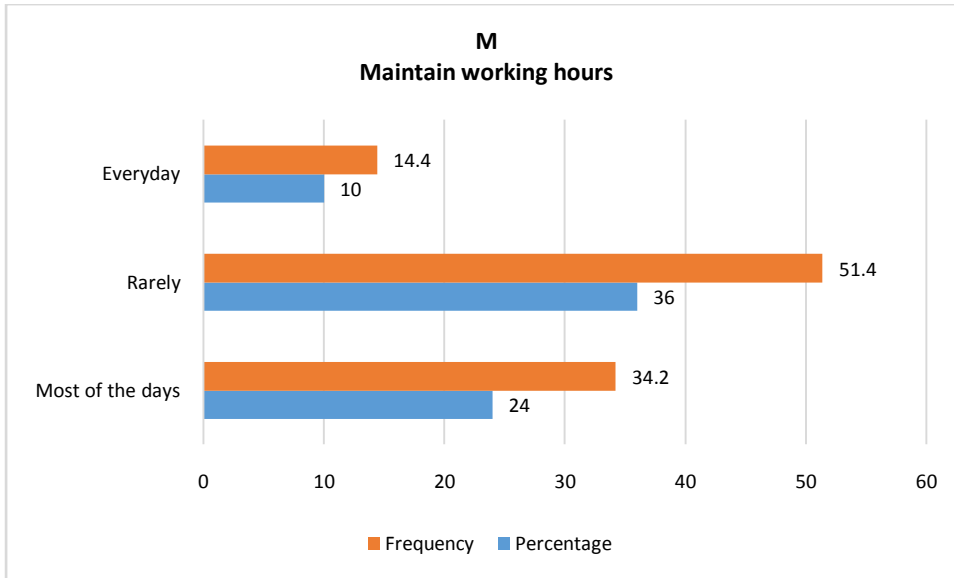


Table showing the response that 31.4% faced the problem of internet connectivity, second challenge was social isolation as 24.2% as seen rest terms like 10% distraction, 18.7% general anxiety for coronavirus impact and 15.7% for physical workplace.

5. Table showing that the respondents were able to maintain regular working hour when at home.

| Sr no. | Particular       | Frequency | Percentage |
|--------|------------------|-----------|------------|
| a)     | Most of the days | 24        | 34.2       |
| b)     | Rarely           | 36        | 51.4       |
| c)     | Everyday         | 10        | 14.4       |
|        |                  | <b>70</b> | <b>100</b> |



The table showing we can interpret that 51.4% of respondents can rarely maintain the regular working hour. Some of days 34.2% can maintain and rest only 14.4% can maintain their regular working hour everyday.

6. Table showing that the respondent satisfied with your organization response to COVID-19 and Employee safety.

| Sr no. | Particular | Frequency | Percentage |
|--------|------------|-----------|------------|
| a)     | Yes        | 40        | 57.2       |
| b)     | No         | 30        | 42.8       |
|        |            | <b>70</b> | <b>100</b> |

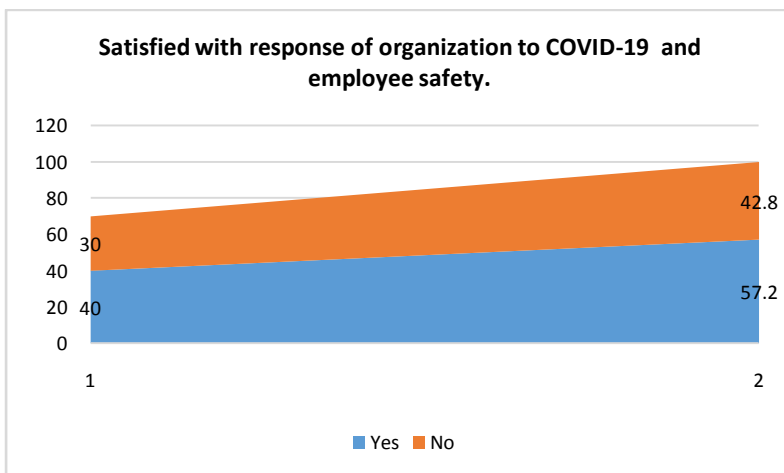


Table showing the respondent satisfied with your organization response to COVID-19 and Employee safety 57.2% told “Yes” and 42.8% said “No”.

## RESULTS

The feeling of work at home during pandemic, the highest is of the people do not care its work from home or office 44% are of neutral ones. Out of the respondents used mostly the Google meet as 40% of them. The balance between personal and pandemic life after pandemic 70% say that they can

balance both. The respondents were able to connect with teammates through different media. The respondents know the work from home policy. They are comfortable with working from home. They were not able to get proper sleeping hours while working at home.

---

## RECOMMENDATION

Would recommend that simply make two profiles, one for your work and one for non work time. At an equivalent time, it helps organize your bookmarks and session (for example :-if you are using an equivalent tool between your work and your side-projects. If you would like to avoid awakening with work notifications and receiving messages while you are outside with friends, this is often something you ought to avoid. Choose or create a workspace that stimulates you while working remotely, you have got the liberty to make a workspace where you are feeling good. If you are a digital nomad or a frequent traveler, you will select a cafe, a co-working space, or a flat that inspires you. If you are not working as a freelancer on alone on your project, there are many online events and communities that allow you to speak with like-minded people and share a coffee with them.

---

## CONCLUSION

The adoption of technology was a positive change for many people as well as organization, as to keep the employee productivity and not stopping the work, which made them maintain work life balance. Throughout the current state of the economy without backing the employees it would be a fantasy. But initially people felt many problems which tackle with the technology as it was new to them and it was not easy for the workforce. Employee morale is boosted through employee engagement strategies, and employees engaged are committed to the work.

---

## REFERENCE

- Bandiera, O., Lemos, R., Prat, A., & Sadun, R. (2018).** *Managing the Family Firm: Evidence from CEOs at Work*. *The Review of Financial Studies*, 31(5), 1605–1653.
- Bandiera, O., Prat, A., Hansen, S., & Sadun, R. (2020).** "CEO Behavior and Firm Performance". *Journal of Political Economy*, 128(4), 1325–1369.
- Becker, G. S. (1965). A Theory of the Allocation of Time. *The Economic Journal*, 75(299), 493–517.
- Birkinshaw, J., Cohen, J., & Stach, P. (2020, August).** "Knowledge Workers Are More Productive from Home". *Harvard Business Review*.
- Bjorn, P., Esbensen, M., Jensen, R. E., & Matthiesen, S. (2014).** "Does Distance Still Matter? Revisiting the CSCW Fundamentals on Distributed Collaboration". *ACM Transactions on Computer-Human Interaction*, 21(5).
- Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015).** "Does Working from Home Work? Evidence from a Chinese Experiment". *The Quarterly Journal of Economics*, 130(1), 165–218.
- Boehm-Davis, D. A., & Remington, R. (2009).** "Reducing the disruptive effects of interruption: A cognitive framework for analysing the costs and benefits of intervention strategies". *Accident Analysis & Prevention*, 41(5), 1124–1129.
- Brynjolfsson, E., Horton, J., Ozimek, A., Rock, D., Sharma, G., & TuYe, H.-Y. (2020).** "COVID-19 and Remote Work: An Early Look at US Data (No. 27344)". Cambridge, MA.
- Butler, J. L., & Jaffe, S. (2020).** "Challenges and gratitude: A diary study of software engineers working from home during covid-19 pandemic". *New Future of Work*.
- Choudhury, P., Foroughi, C., & Larson, B. (2020).** "Work-from-anywhere: The Productivity effects of geographic flexibility." *Strategic Management Journal*, online.
- Ciolfi, L., & Lockley, E. (2018).** "From Work to Life and Back Again: Examining the Digitally-Mediated Work/Life Practices of a Group of Knowledge Workers". *Computer Supported Cooperative Work (CSCW)*, 27, 803–839.
- Clemes, S. A., O'Connell, S. E., & Edwardson, C. L. (2014).** "Office workers' objectively measured sedentary behavior and physical activity during and outside working hours". *Journal of Occupational and Environmental Medicine*, 56(3), 298–
- Kostyniuk, L. P., & Kitamura, R. (1982).** *Life Cycle and Household Time-Space Paths: Empirical Investigation*.



- Krueger, A. B., Kahneman, D., Schkade, D., Schwarz, N., & Stone, A. A. (2009).** *National Time Accounting: The Currency of Life. In Measuring the Subjective Well-Being of Nations: National Accounts of Time Use and Well-Being (pp. 9–86).* University of Chicago Press.
- Kun, A. L., Shaer, O., Sadun, R., Boyle, L. N., & Lee, J. D. (2020).** The future of work and play: From automated vehicles to working from home. *New Future of Work.*
- Kun, A. L., Shyrovkov, A., & Heeman, P. A. (2013).** Interactions between human--human multi-threaded dialogues and driving. *Personal and Ubiquitous Computing, 17(5), 825–834.*
- Mark, G., Abrams, S., & Nassif, N. (2003).** "Group-to-group distance collaboration: examining the "space between." ECSCW 2003, 99–118.
- Mintzberg, H. (1973).** *The Nature of Managerial Work. New York: Harper & Row.* Myers, K. R., Tham, W. Y., Yin, Y., Cohodes, N., Thursby, J. G., Thursby, M. C., ... Wang, D. (2020, September 1). "Unequal effects of the COVID-19 pandemic on scientists. *Nature Human Behaviour, Vol. 4, pp. 880–883. Nature Research.*
- Nardi, B. A. (2005).** *Beyond bandwidth: Dimensions of connection in interpersonal communication.* *Computer Supported Cooperative Work (CSCW), 14(2), 91–130.*
- Neider, M. B., Gaspar, J. G., McCarley, J. S., Crowell, J. A., Kaczmariski, H., & Kramer, A. F. (2011).** "Walking and talking: dual-task effects on street crossing behavior in older adults". *Psychology and Aging, 26(2), 260.*
- Nippert-Eng, C. E. (2008).** *Home and Work: negotiating boundaries through everyday life.* Chicago: University of Chicago Press.
- O'Conaill, B., Whittaker, S., & Wilbur, S. (1993).** Conversations over Video Conferences: An Evaluation of the Spoken Aspects of Video-Mediated Communication. *Human Computer Interaction, 8(4), 389–428.* OECD. (2013). *OECD Guidelines on Measuring Subjective Well-being.*
- Olson, G. M., & Olson, J. S. (2000).** Distance matters. *Human-Computer Interaction, 15(2).*
- Olson, J. S., & Olson, G. M. (2014).** How to make distance work work. *Interactions.*
- Otsuka, K., Sawada, H., & Yamato, J. (2007).** "Automatic inference of cross-modal nonverbal interactions in multiparty conversations: " who responds to whom, when, and how?" from gaze, head gestures, and utterances." *Proceedings of the 9th International Conference on Multimodal Interfaces, 255–262.*
- Rudnicka, A., Newbold, J. W., Cook, D., Cecchinato, M. E., Gould, S., & Cox, A. (2020).** "Eworklife: developing effective strategies for remote working during the COVID-19 pandemic." *The New Future of Work Online Symposium.*
- United States Census Bureau. (2018).** *Current Population Survey.* Washington D.C.: United States Census Bureau.
- Webster Jr, F. E. (2009).** "Marketing IS management: the wisdom of Peter Drucker". *Journal of the Academy of Marketing Science, 37(1), 20–703.*
- Williams, A. C., Kaur, H., Iqbal, S., White, R. W., Teevan, J., & Fourney, A. (2019).** "Mercury: Empowering Programmers' Mobile Work Practices with Microproductivity." *Proceedings of the 32nd Annual ACM Symposium on User Interface Software and Technology, 81–94.*