An Effective WFH Approach for Smart Industries Management

Faiz Alfazzi[1*]

[1]Management Science Department, Yanbu Industrial College, Royal Commission Yanbu, Yanbu Industrial City, KINGDOM of SAUDI ARABIA.

CorrespondingAuthor (Email: alfazzif @rcyci.edu.sa).

Abstract

Working From Home (WFH) has become more important for many professionals since it is the only way to keep working while minimizing the risk of virus infection. Companies have begun to see WFH as a "new normal" mode of working due to the unpredictability surrounding the timing of epidemics and future outbreaks. This study examines the likely repercussions of labour income distribution in relation to the long-term rise in the capacity to work from home among Saudi employees using relevant activity regression patterns. The data imply that an increase in average labour income is associated with an increase in WFH potential, but that this advantage is not spread evenly among employees. In Particular, increasing WFH options will help older, highly educated, and well-paid employees. However, more employees who locate in the areas most afflicted by the new coronavirus will profit from this "mandated discovery." This presents a number of difficulties for human resource (HR) trainers. With the demand for skills in strategic HR management, HR professionals must follow crisis management innovations to promote worker flexibility and effectively address the repercussions of working from home. Due to the role of employers, this study addresses the need to enhance employee capacity, decrease psychological stress, strengthen work-family balance, and strengthen organizational culture from the perspective of Human Resource Management (HRM). The WFH was a vital part of the government's response to epidemics. As a result, the WFH faces the potential of aggravating labor market inequities, particularly if something is not effectively controlled. As a result, the research suggests that policies aiming at decreasing inequality, such as short-term income support and long-term human capital initiatives, may play a more compensating role in the future.

Disciplinary: Management Science

1 Introduction

Working practices evolved in reaction to the crisis, and the WFH model expanded quickly [31]. However, as the WFH grew in popularity, its negative impacts grew as well. Unlike typical office models, WFH participants must learn new office skills as well as abilities specific to virtual online work in order to get started. It's also possible to have unplanned virtual work sessions. Working from home is also necessary for maintaining the confidentiality of workplace data and preventing data leakage. These needs include adapting to a new work environment as well as training and strengthening workers' ability to work from home. Second, because employees working from home do not have direct touch with coworkers, it is difficult to rapidly handle problems at work through virtual online communication. People who utilize an online network to cope with problems are more stressed and psychologically tense. It also has a detrimental effect on people's psychological health.

Furthermore, the WFH leads family members to occupy space. People are exploiting the family space for their own business purposes because of the present outbreak of corona pneumonia. People who work from home must share some household tasks, such as childcare and housekeeping. As a result, there is a conflict between job and home life. Because work-life balance may be damaging to productivity, HR professionals must consider how to reconcile this conflict. Even after leaving the office job environment, people tend to overlook the effect of the corporate culture. Because individuals who work from home may only interact and function in the virtual environment of the Internet, many are unaware of the value of culture. Indeed, the effect of culture cannot be overlooked in times of crisis, and HR professionals must take many actions to lead the function of culture. While the WFH has certain benefits in this area, it has a variety of repercussions on individuals, including problems with family about taking up space in the home, failure to adjust to technology, and a lack of support from leaders or colleagues, but the following are the most significant. The goal and reason for this study's topic are divided into four main categories.

1. WFH personnel is required to practice specific office skills while working from home.
2. WFH produces psychological stress by isolating people.
3. Domestic workers frequently encounter problems between caring for their families and working during an epidemic.
4. During the Covid-19crisis, domestic workers frequently overlook the potential stimulus of culture.

Therefore, based on the impact of the WFH in the four previous aspects, this research proposes relevant support measures from the perspective of human resource management.

2 Literature Survey

Working from home is ideal for individuals who can execute focused duties with minimum supervision and without the requirement of physical presence. [12] represents ITES and certain computer-based occupations can be done from home because computers and the internet are so

important in this field. Most occupations, such as banking, railroad, classroom teaching, manufacturing, and construction-related employment, may not be suitable for WFH since they require the employee's physical presence at the office or site to complete the task. "The growing number of white-collar professionals who work full-time at home has recently piqued the interest of the popular press and academia because of the benefits of working from home," [3].

The person-environment match hypothesis [16] was first proposed by Levine in 1951, and it relates to the positive effects of the person-environment match. People benefit immensely from changes in their environment (for example, those who work from home due to infection), but they also risk contracting COVID-19 [9]. Many HR professionals and educators are considering how to Implement Flexible Work Arrangements (FWAs) such as WFH, which is the most acceptable way of working after a new coronavirus infection. The P-E fit model has been broken down into four categories: person-environment fit, person-occupational fit (P-V fit), person-job fit (P-J fit), person-group fit (P-G fit), and person-fit. Structure of the system (P-O setting). Due to the divide between these four notions, the meeting between the individual and the work environment must be in harmony not only with the company at the macro level, but also with the team functioning at the micro level, and most significantly, as described by Cable and Deru [9].

The P-V scheduling is identical to P-J matchmaking, with the exception that P-V Matchmaking advanced features are available. People who lack the requisite professional skills cannot completely adjust to their work environment, and domestic employees must obtain specific skills, such as office skills. For the WFH, communication skills are essential. These aren't the same abilities needed in the office. There should be new training prototypes (virtual online) and material available. Person-job compatibility refers to the belief that people not only meet but also appreciate the demands of their professions. Anxiety, sadness, and psychological disintegration can arise when personal enjoyment is not realized. To obtain the greatest outcomes in the workplace, person-team compatibility focuses on the need for harmony between the team and the work environment, as well as between the individual and the team. Employees at WFH prefer to speak with each other through the Internet rather than communicating with the office. Understanding how to build virtual groups on the Internet is critical. They are, however, confronted with a new problem: "Inequality in family and employment." People spend more time with their families in the WFH paradigm (another fun and challenging "group"). An approach that aids the WFH is revolutionizing the way family connections are maintained.

3 Materials and Methods

WFH plans include regular staff monitoring and evaluation [19]. To meet the challenges of monitoring the conduct of domestic employees, control theory proposes that managers may place a larger focus on production control [10]. Behavioral monitoring focuses on job planning and typically monitors employee compliance with laws, whereas outcome monitoring focuses on goal-related performance [26,28]. These two control strategies are often used by businesses to guide and interact with staff. These techniques aid in increasing job satisfaction by lowering stress and

enhancing flexibility [28]. Social exchange theory, on the other hand, advocates for caste control, which aims to encourage proper conduct by uniting employees and managers around similar views and values [8]. Organizational behavior helps develop good relationships between superiors and subordinates, which promotes employee satisfaction [17], since it is based on constant contact between employees and management. Piccoli et al. [23] on the other hand, strict supervision of homeworkers may limit coordination and communication efficiency and may not ensure job satisfaction.

Considering the complex interconnections between these five parameters and the limitation of research on EJS configurations, this research can only look at the direct correlations between these factors and EJS, which is by no means an impressive list of all potential combinations. Furthermore, while existing research on this association is uncertain and variable, more structural analysis is required to resolve these conflicts and investigate known contributing programs. The proposed research model is represented in Figure 1.
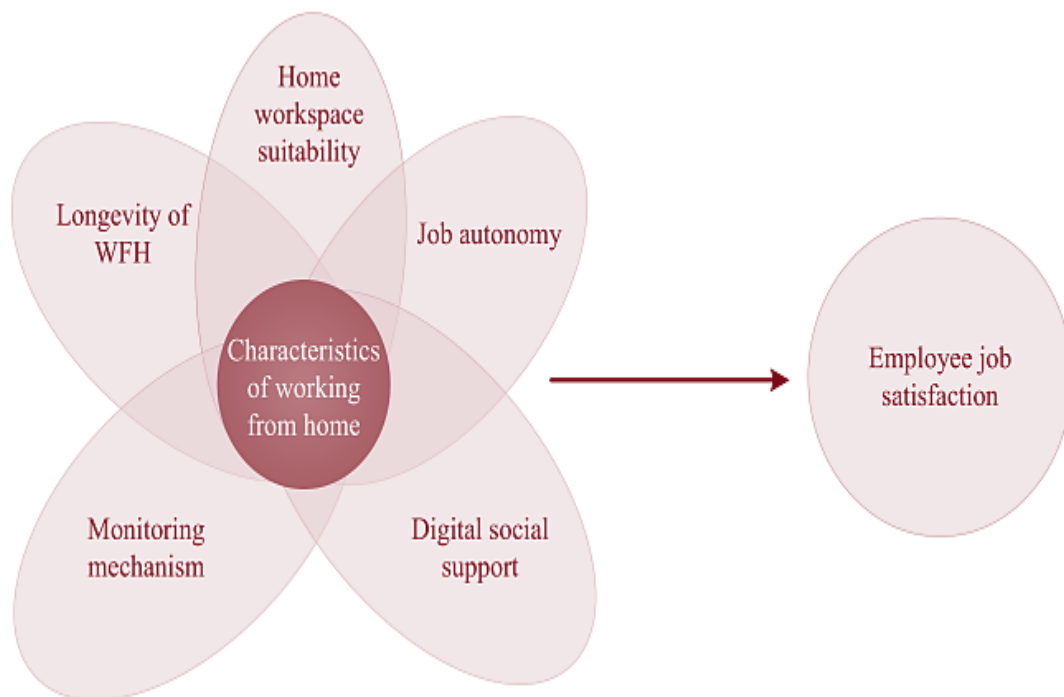

Figure 1: Proposed diagram for research model

3.1 Variables and Measures for WFH

Table 1 summarizes the major criteria considered in this analysis. Home birth is an independent variable in the continuous arbitration analysis. The respondents who said "1" worked from home at least once a week, whereas those who answered "0" did not telecommute from home or only worked away from home a few times a year. A self-assessed work-life balance (WLB) function was constructed using the model bias variable. This structure was built utilizing a five-item sequence, three of which dealt with workers' self-reported capacity to cope with work-life conflicts and respondents' performance in dealing with work-life difficulties. The WLB is a continuous variable that ranges from "1" (worst self-rated work-life balance) to "5" (best self-rated work-life balance). Internal consistency was demonstrated by Cronbach's Alpha score (5 0.763).

Table 1: Main variables for Work From Home

Variable (ID)	Definition	Type of variable	No. of items	Scale/code	Cronbach's alpha
Independent variableWorking from home (WH)	Involvement of employees in flexible working arrangements allowing them to telecommute from home	Dichotomous	1	0.5 Missing or rare occurrence of home-based telecommuting1.5 Frequent use of home-based telecommuting	NA
Dependent variable Work-life balance (WLB)	Employees; self-reported ability to deal with work-to-life and life-to-work conflicts	Continuous	5	1.5 Lowest level of work-life balance 5.5 Highest level of work-life balance	0.763
Mediating variables Work engagement (WE)	Employees' self-reported level of absorption, dedication, and vigour in performing work-related activities	Continuous	3	1.5 Lowest level of work engagement 5.5 Highest level of work engagement	0.725
Work-related fatigue (WT)	Employees' self-assessed work-related fatigue and exhaustion	Continous	3	1.5 Lowest level of employees' fatigue 5.5. Highest level of employees fatigue	0,811

c'= Direct effect of WH on WLB
a_1*b_1 = Indirect effect of WH on WLB through WE
a_2*b_2 = Indirect effect of WH on WLB through WF
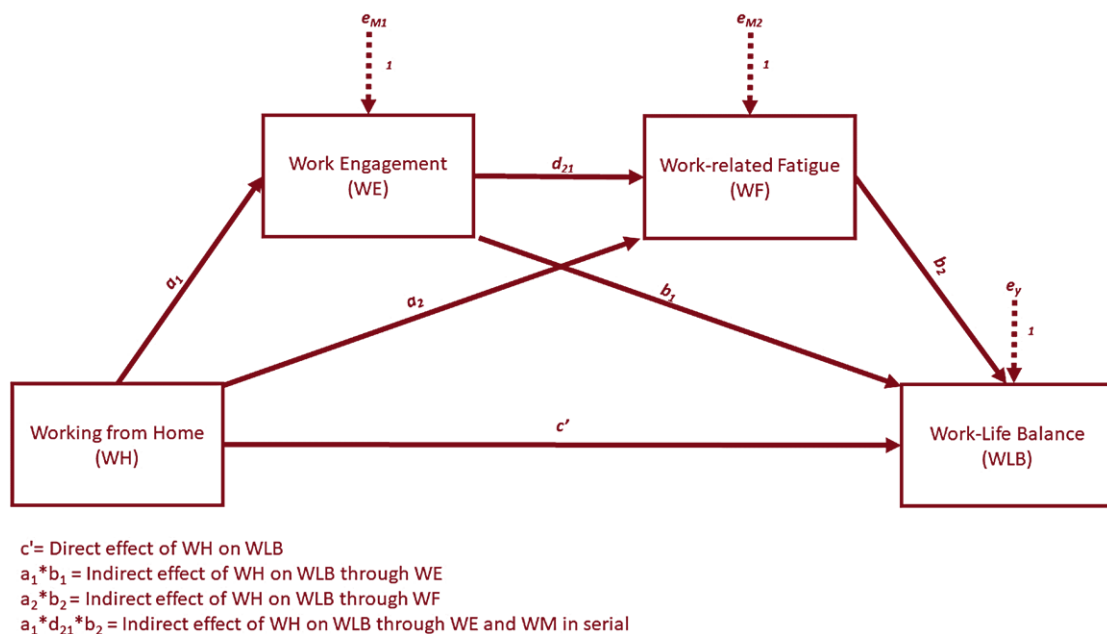$a_1*d_{21}*b_2$ = Indirect effect of WH on WLB through WE and WM in serial

Figure 2: A visual representation of the conceptual framework and research hypotheses.

Continuous economic analysis is used to examine the above-mentioned research assumptions. The statistical model based on Hayes's [14] bootstrapping technique was employed in this investigation. The statistical technique is graphically represented in Figure 2. Researchers were able to elaborate on the direct influence of home telecommunications on long-distance employees' work-life balance thanks to our research approach. Furthermore, it allowed us to examine the indirect impacts of teleworking on the reconciliation of work and family life, as mediated by job engagement and fatigue.

3.2 WFH's Impact on Businesses, Employees, and HR Professionals

Many companies have implemented rules that allow all workers to work from home. This is especially difficult for the security sector. The company was an "important" activity, and there was

real care for the employee's safety and well-being. Two streams of information are presented: how operational, tactical, and strategic decision-making was influenced, and (ii) how productivity and employee satisfaction were affected. Using tracking data, we look at how project and portfolio management business decisions, engineering personnel, and management level adjustments may affect exposure, impact, and mitigation during the WFH period. The emergence of the WFH provided some respite, but as the epidemic's effect grows, it has had ramifications for companies, employees, and HR professionals that are still being felt in the post-epidemic period. The following elements focus on these problems for both businesses and individuals, particularly during times of crisis:

- Impact on Businesses
- Impact on Employees
- Impact on HR Practitioners

3.2.1 Impact on Businesses

The new corona pneumonia outbreak has wreaked havoc in nations all over the world. Thousands of individuals were impacted; the economy was in a state of flux, and many people had lost their employment. Various limitations have been placed by governments. Although these precautions limited the disease's spread, they had a severely detrimental impact on certain organizations. More studies on the economic impact of the COVID-19 problem will lead to early findings about how to deal with company crises. Companies of all sizes, large and small, must modify their business plans in the short term to react to changing environmental conditions. New Crown pneumonia has an impact on many elements of a business, including hiring procedures, corporate performance, and corporate culture. The new management launched a number of strategic measures to ensure the company's viability after a swift response to the pneumonia crisis.

1. The company's difficulty is that its employees' abilities are insufficient for the FMH model. The organization requires exceptionally brilliant workers to perform their duties, yet past office work experience is insufficient to match the company's requirements.
2. Psychological stress among WFH personnel has a detrimental influence on the company's ability to fulfil its objectives.
3. Moving workplace space to personal space will not solve the problem. To accommodate the job demands of workers, the company should consider sacrificing space in the home.
4. The loss of physical telecommunications has a huge impact on business culture.

Some active organizations have implemented strategies that include flexible human resource management policies and procedures that can be beneficial in the short term, but in the aftermath of the COVID-19 issue, corporations must focus on diversity and long-term human resources. means, that development is essential.

3.2.2 Impact on Employees

During the COVID-19 epidemic, employee houses were the epicentre of economic activity. Many countries have used their assets to protect themselves from economic downturns and have

stepped up to assist the World Food Programme [15]. Businesses and governments, we believe, perceive housing as a cornerstone for economic success. Even companies that provide work-from-home possibilities may be able to find a realistic solution to the disease. It necessitates adjustment on the part of everyone, including managers, employees, and their families.

- Technology advancements have made WFH possible for people and have had an impact on people, particularly employees. During times of epidemics, it has also helped some businesses. Companies have adopted the WFH approach, relying on contemporary technology to drastically reduce legal and regulatory expenses [30].

- Digital advancements have made WFH possible for people and have had an impact on people, particularly employees. During times of epidemics, it has also helped some businesses. Companies have adopted the WFH approach, relying on contemporary technology to cut down on related regulatory expenses [30].

- Working from home enhances productivity due to its flexibility. Employees have the option of working when and where they want. Many employees like the freedom that the WFH model provides. Because there are fewer interruptions, employees take fewer breaks, and have less interaction with coworkers, working from home enhances productivity[11].

- Some people, on the other hand, utilize their house as a free workspace that can be accessed immediately in an emergency (e.g. Govt-19) but disregards its duty as a living space. Employees encounter the following concerns and problems as a result:

- First and foremost, the model must strengthen the job abilities of employees who work from home. Due to the breakout of Covit-19 [25], this WFH need is hastening the digitalization of human labour. Employees must be able to work and communicate online, which necessitates the acquisition of specialist skills such as new office skills and online communication abilities. Certain businesses, such as low-capacity services, may be resistant to this paradigm. Furthermore, network connectivity and online work compatibility might have an impact on the sustainability of the project.

- Inner psychological tension is the second issue to consider. According to statistics, loneliness and depression are connected to a lack of social support and the idea of working alone [24,20]. Some persons experience more depression during infections because they are unable to voice their concerns to others.

- Furthermore, future uncertainties like losses, salary reductions, and defaults cause large increases in internal stress for employees. According to other studies, employee psychological stress might have a direct negative impact on recruiting decisions.

- Third, WFH personnel frequently confront challenges between supporting their families and their employment during epidemics. One of the key sources of work-family disparity is telecom workers working longer hours than regular jobs. Due to their flexible work style, they have unfettered access to online workplaces[27]; this strategy blurs the border

between work and no work. This minimises the corporation's requirement for office space, but it raises the need for employee housing, as the WFH requires additional rooms [4]. Additionally, some employees may need to take care of their families while they are at work [21]. Employees want a work atmosphere that revolves around them and their families.

Finally, the influence of culture is waning. In WFH situations, activities rooted in corporate culture, such as leadership and cooperative culture, are ignored. The manager's capacity to govern and oversee assistant officers is likewise hampered. Telecommunications' impact on employee contracts and reputations may be a source of concern for managers. Unlike traditional office work, this method minimises immediate contact while enhancing the chance for a deep psychological relationship. Due to the fact that information and communication technologies (ICT) promote contact over the Internet and peer cooperation, they lack the desire to physically integrate, which is necessary for the development of intimate social relationships [29]. If the absence of human touch goes unnoticed, workers might feel separated from the business culture and work environment.

3.2.3 Impact on HR Practitioners

Employees get frustrated and depressed in risky or unexpected conditions, such as Govt-19, which has been well-known in the field of human resource management for a long time [18]. HRM can supply specialists with relevant data to assist them in evaluating possibilities and advancements in stressful and uncertain epidemic conditions. Understanding how these events affect employee P-E compliance, as well as how the firm is continually modifying its HR policies and procedures in the face of Govt-19, will help you avoid costly mismatches. The pandemic has had a considerable influence on human resource policies and procedures in numerous enterprises. The major consequence emerges from the present challenges that HR professionals are encountering because of the shift in their working environment.

1. For the FMH model, where work skills varied from typical office needs, what unique training techniques and materials does HRM employ.

2. How can human resource management be used to alleviate the increased internal stress experienced by domestic employees, which has a negative impact on personal and organizational performance?

3. Given the negative impact of workplace conflict on families, how might HRM consider building a more realistic approach for work-family balance?

4. How can HR professionals, as one of the most vocal proponents of corporate culture, help to strengthen the role of culture in the new work model.

Even though companies are continually adjusting to the way people work, the proliferation of COVID-19 has caused HR professionals to review and rediscover their work (Nutsubidze& Schmidt, 2021).

Hypothesis 3: Companies can adopt the WFH operating paradigm in the case of an outbreak, but this introduces four additional difficulties for businesses, employees, and HR experts.

Human resource management must be able to respond to emergencies and difficulties in a timely and effective manner.

3.2.4 HR Practitioners' Reactions to the Impact of WFH

Workplace skill requirements, psychological stress, family conflict, and the WFH's culture all have a role. HR specialists should offer suggestions and methods for mitigating these consequences.

Innovative Training Content and Methods for Improving WFH Skills.

- When employ they worked extra from home during epidemics, employees lost motivation to excel in their lives. To achieve in today's environment, they must gain the required knowledge and skills. As long-distance workers grow more interested in upskilling, HR educators must be at the forefront of training the business in relevant skills to match employees' desire to learn and advance. Employees who work from home will receive training to improve their performance and contribute to business growth in the post-epidemic phase, which is predictable [7].

- As seen by various real-life examples, HRM has developed methods to combat infectious concerns. Employees benefit from these strategies, which include innovative training techniques and materials since they help them improve their talents, stay motivated, and reduce psychological stress.

- Virtual online training concepts are increasingly inspiring human resource management. Employees who work from home can take online courses to develop a range of skills [13]. Human resource departments undertake training need investigations and collaborate with other departments to construct online training programmed to fulfil the demands of their own continuous development in an epidemic environment. In the era of the new pneumonia crown, virtual online classes will become the new standard for training (Alhat, 2020).

- The present crisis has produced additional training demands, such as ICT, in addition to conventional professional training. ICT may be used to train recruiters in work and cooperation skills. While the WFM model remains intact, many organizations are already seeing the need to prepare for long-term problems as conventional job content shrinks. Upskilling personnel through training is now the most cost-effective use of time [36]. As a result, there is a growing need for technology-based training programs all over the world.

- While working from home, many employees are required to utilize computers and the Internet. The importance of information security training is recognized by HR experts. Basic training on how to avoid cybersecurity and information threats, as well as disclosures of private company data, is required for the WFH.

3.2.5 Alleviate Psychological Stress Caused by WFM

According to the research, not everyone enjoys the WFH, according to the economic concept of personal preference [22]. WFH-related work-family conflicts are a major source of stress for employees and have a negative impact on their psychological health [2]. This imbalance can lead to managers' negative perceptions of home working and affect their beliefs, and professional teams can put pressure on HR professionals who work from home. Human resource specialists can assist minimize stress in addition to taking the right actions.

- Encouraging workers to work from home, according to psychologists, might help them feel less anxious and unhappy [5]. Based on a cost-benefit analysis, the researchers predict that enhancing work-family interactions will affect organizational goals such as enhanced organizational performance and corporate reputation. HR professionals play a critical role in fostering such an atmosphere. During the COVID-19 crisis, HR professionals may establish family-specific work schedules, connect with workers and their families, and care for employees while working from home. The "Family Support Program" and "Family Support Management Team," both of which allude to HRM's attempts to assist workers in balancing work and family commitments, are frequently mentioned throughout the programme [1]

- Human resources professionals at the WFH can help with stress-relieving activities including stress analysis, infection risk and prevention, mental health, and work-family balance. To limit the danger of virus transmission during face-to-face training, Human Resources can give virtual online training.

Furthermore, HRM rules and procedures must be consistent in order to reduce employee work stress and frustration. Compensation and benefits, performance assessment, promotion, and relocation are all important HRM policies for workers. With the effect of the pandemic, the long-term viability of these rules has aided in reducing stress and depression among domestic workers.

3.3 Kolmogorov-Smirnov Test

The kernel estimates of labour income density for both groups are displayed in Figure 3. It's important to remember that the income distribution of employees with strong work-from-home potential is obviously pushed to the right, whilst the income distribution of employees with low work-from-home potential is definitely shifted to the left.

Researchers are interested in analysing the uniformity of distributions in various models, as well as the Kolmogorov-Smirnov (K-S) statistic, which is obtained from these models as the biggest contradiction of distribution processes. experiential. The most often used method. As a result, we propose a nonparametric K-S test based on the idea of random dominance to predict any difference between the two distributions at any time. Figure 4 summarizes the detail of the first-order K-S test for the random domain, which reveals that the yearly gross labour income of workers with high

work-from-home potential outnumbers that of employees with low potential. with strong work-from-home possibilities.
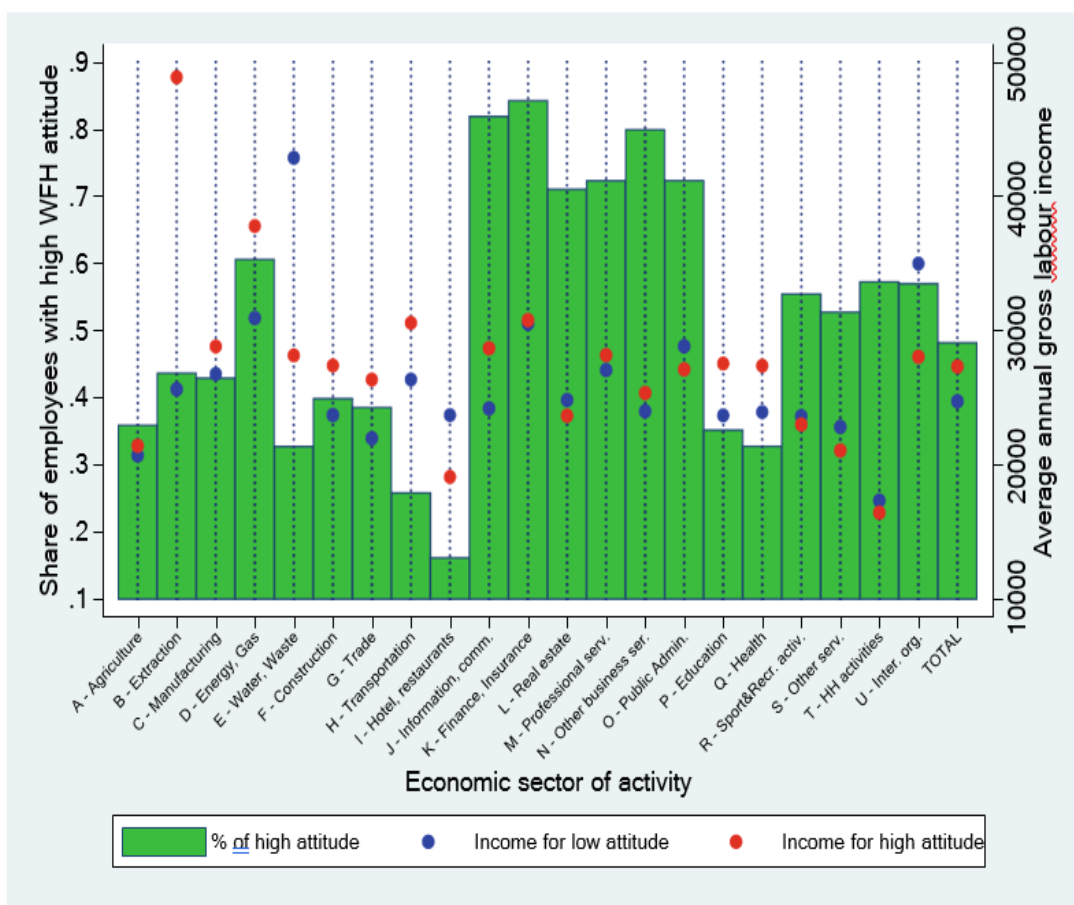

Figure 4: WFH Feasibility based on economic sector.

Figure 4 shows average labour incomes and FMH operation in the high-capacity industry. Individual sample weights are used to create descriptive figures. Employees with a high degree of FMH potential are those who report a value for the FMH potential index that is more than the sample's intermediate value.

Figure 5: Annual Labor income.

Figure 5 represents the estimated probability of a larger potential WFH and the wage disparity in favor of employees with higher levels of probability based on annual income. Individual sample weights are used to create descriptive figures. Employees with a high degree of FMH potential are those who report a value for the FMH potential index that is more than the sample's intermediate value.
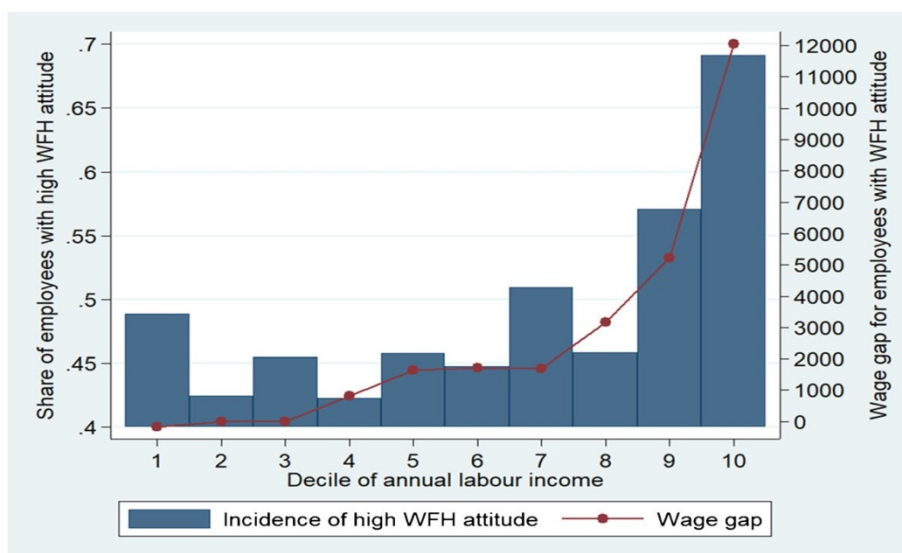

Figure 6: Annual Gross WFH employee income.

Figure 6 shows labor income distribution by WFH potential level. Individual sample weights are used to create descriptive figures. Employees with a high degree of FMH potential are those who report a value for the FMH potential index that is more than the sample's intermediate value.
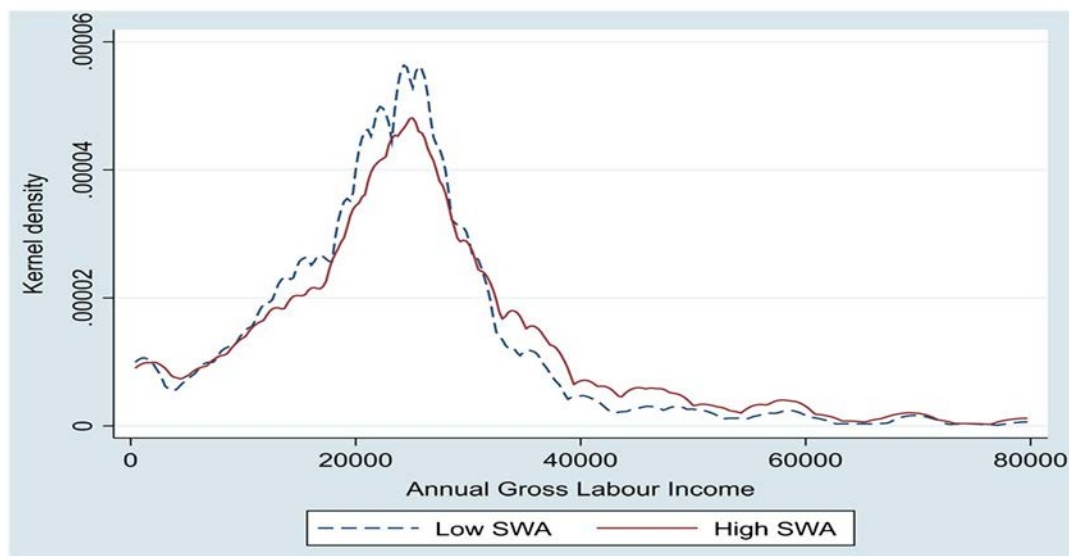
3.4 Challenges & Adjustments to Decision-Making Processes

Employers in the essential industry were confused by "contractual duties," which were offset by "employee worries about 'workplace safety.'" 'Employment-safety' procedures were established by development and investment enterprises. WFH regulations influence productivity because of their sudden start and unclear length. It is linked to modern work procedures, particularly decision-making, in important and regulated industries. This section discusses two lines of inquiry. Quality event survey data and observational results on how decision-making has evolved and how that shift has impacted staff morale and productivity.

- Operational Decisions
- Tactical Decision
- Employee Survey on Involvement of Work from home

3.4.1 Operational Decisions

Most production operations were decreased or attenuated to allow for social gaps amongst employees during the WHF limits for operational resolution. As a result, even if limited production occurs, the obstacles to operational outcomes are connected to rearranging labour schedules on-site and managing the knock-on impacts of supply chain interruptions. Employers follow all state and federal regulations to guarantee employee safety and, if possible, to encourage on-site work.

Personnel supporting 95% (observed) of unclassified projects may commonly work from home after the adjustment phase, whereas only 50% (estimated) of classified employees can conduct some needed work on-site. Productivity rate up to (initially) 50% effect on unclassified work, 15% impact on classified work (later), and continual influence on 15-30% classified work.

3.4.2 Tactical Decisions

According to the event's observations, plans were made for the leadership's scheduled on-site visit for tactical choices, and significant concerns were emphasized on the meeting agenda. Although this gave some information, meetings were difficult to hold due to a lack of on-site support employees (administration, facilities, shipping, and recovery). Discussions were dominated by on-site participants, with remote partners only connecting in pairs. Strong multi-story talks are (extremely) defined, leading to quick single-issue decisions with fewer firms. This leads to a succession of sub-meetings, which are followed by a decision-making meeting when various stakeholders' viewpoints are presented. The usual meeting coordination process involves forming a consensus through pairings of many meetings and then transferring the number of interested people to the contract meeting. The dynamics of the meetings shifted the process's timeline, causing critical decisions to be postponed. Alternatively, the available facts and important judgments concerning the participants were made and then altered throughout the project's implementation. As a result, the support modules deteriorated, hurting performance. When it comes to keeping organizational procedures rigorous (decision gates, various viewpoints, and high clarity), the prevailing tendency is to make 'temporary' choices susceptible to review wherever feasible. These long-term and transitory actions exacerbated middle management's issues during the WFH.

3.4.3 Strategic Decisions

State-to-state and worldwide travel was uncommon for strategic choices, especially for programme and portfolio leaders. Leadership support personnel did not accompany decision makers when on-site meetings were necessitated due to criticism. Decision makers are rarely completely equipped to discuss/solve/act without the material expertise of your workers. Demonstrate direct dependence on pre-epidemic information and have big group conversations on relevant (and) classified themes. Educators do not have fast access to management guidance or how crucial achievements are achieved during epidemics, except from survey data and tales. A benefit of the WFH is that it has a lot of representation in decision-making since it requires less managerial intervention.

3.4.4 Employee Survey on Involvement WFH

Several flows are addressed in the works. To begin, let's look at what changed in the decision-making process. Then, how did it influence employee happiness and productivity? The reader is introduced to the backdrop and the particular characteristics of the military sector in the introduction to decision-making. Due to working from home, different conditions (operational, tactical, and strategic) necessitated distinct alterations in decision-making WFH. Data on employee happiness and productivity feedback may be found all around the business unit.

A. The WFH's suitability or requirement in the IT industry:

The work from home is the best option for IT industry	Frequency
Yes, for employees	10
Yes, for employer	2
Yes, for both employer and employee	39
Total	51

WFH benifits to

- Yes, for employees
- Yes, for employer
- Yes, for both employer and employee
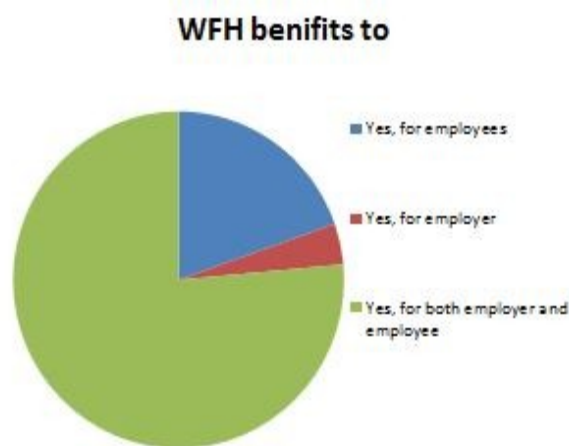
The WFH Chat is the finest choice in the IT field, WFH benefits survey is shown in Figure 7. When 51 people responded, 39 said "yes to both employer and employee," 10 said "yes to the employee," and two said, "yes to both employer and employee.".

Figure 7: WFH benefits survey chat.

B. The Existence of WFH Policy in the Participated Organizations

According to figure 8 below represents, 33.3 percent of respondents stated their firms are flexible with WFH, 51 percent said their companies have WFH, and 15.7 percent said their companies do not allow it. Around 84 percent of respondents had a preference for their WFH company, with some organizations being entirely flexible and others have restricted options. The personal and management contributor category comparison chart in Figure 8 shows a similar reaction.

Is your organization having WFH policy	Frequency
Yes, my organization is flexible	17
Yes, but limited	26
No, It is not permitted	8
Total	51

Existence of WFH policy

- Yes, my organization is flexible
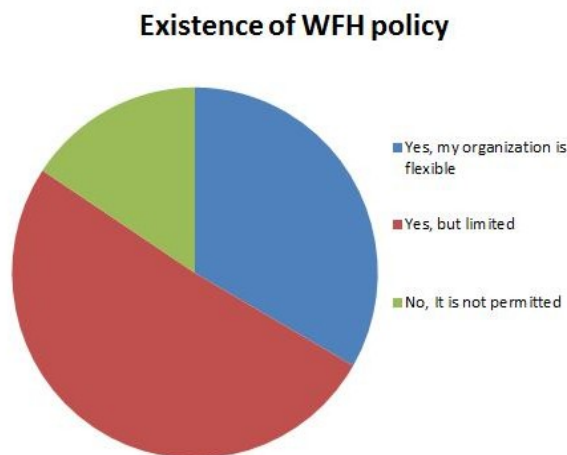- Yes, but limited
- No, It is not permitted

Figure 8: Existence of WFH policy.

C. Comparing the employee's performance during work from home and office

We've also noticed that employee performance is comparable whether they work from home or in the office. "No" was chosen by 5% of respondents, while "Yes" was chosen by 23.5 percent. According to 69 percent of those polled, it "depends on the person." Everyone's attitude and actions will differ. However, because the individual's mindset is so crucial, any specialized training connected to working from home that might affect a shift in attitude, service mindset, and

awareness of what is within and outside the WFH is critical. Figure 9 shows the graph for employees' and employers' performance charts.
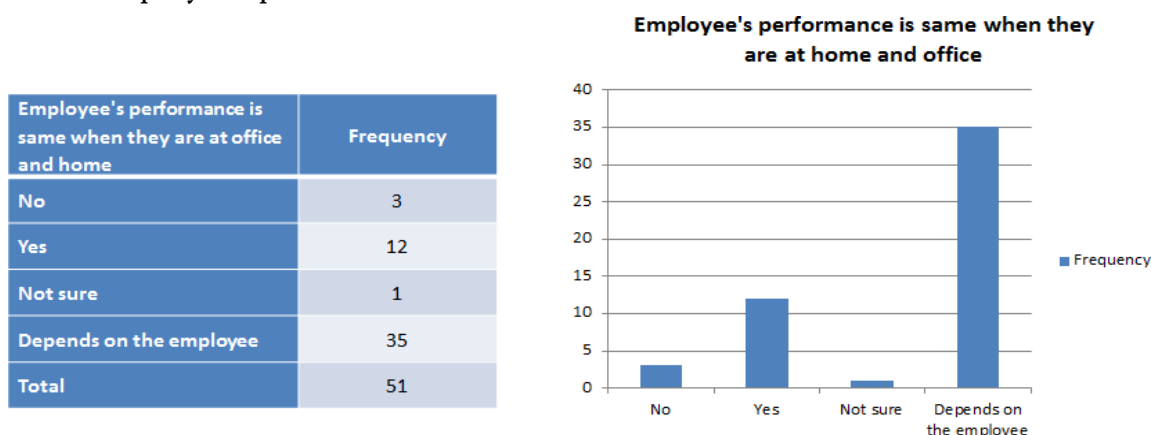

Employee's performance is same when they are at office and home	Frequency
No	3
Yes	12
Not sure	1
Depends on the employee	35
Total	51

Figure 9: Performance of the employee during WFH.

3.5 Future Research Direction

Working from home has the potential to have a long-term impact on your business and career. In addition to the survey's proposals, there are a few theoretical and practical research on the HR side that should be reinforced in the present and post-epidemic period: In the FMH paradigm, organizations employ E-HR to assist HR personnel. Work extremely effectively; conventional offline HR duties were replaced by internet positions during epidemics. To complete recruiting and staffing, virtual online human resource management is needed; unlike office workflows, HR educators must increase job duties and workflows for workers who work from home. As a result of the crisis, a relationship-based HR approach has become increasingly popular. This strategy enhances organizational commitment by bringing employees closer to the enterprise. A long-term human resources plan should be devised in an epidemic scenario to assist the corporation in dealing with the crisis, and corporate social responsibility to enhance the performance of companies and better position themselves during epidemics.

4 Conclusion

Some popular observations regarding productivity and decision-making: Typically, during pandemics on a specific industrial base. As a consequence, enhanced temporary modifications in decision-making procedures had an impact on employee productivity and satisfaction during the WFH. The capabilities of corporate security-certified versions of group sharing tools aren't enough to provide multi-party audio/multi-stream video functionality for unclassified work. The team's decision-making was hampered by the lack of valuable facial notes and body language information. Many participants appeared to be preoccupied during voice-only calls, according to the event notes. Dominant personality speakers frequently undermine the diversity of diverse viewpoints. For the robust give-and-take discussions needed to clear up disagreements or misunderstandings, basic whiteboard features over sharing tools are insufficient. Simple pre-infection concerns are frequently handled as a consequence, many modifications are made, and multiple team members login in 'list' mode. These people aren't only interested in the contents of the sessions.

General observations on Employee Surveys in General: Employees are usually positive about the WFH's condition, which reflects changes in decision-making procedures and comments related to subjective research. Employees are mostly offered 'travel time' by the WFH. No-Commute saves many professional employees overtime each morning and evening in crowded cities. This gives personnel with kid and elder care responsibilities more freedom in caring for family life. Most workers who do unclassified work will continue to prefer working from home if group sharing difficulties are appropriately managed. For supervisors, the WFH increased their supervisory responsibilities and, in general, prolonged their working hours. Supervisors have the problem of maintaining productivity (work on the project, implemented within budget, on time). WFH is just not an option for a range of occupations. The physical, storage and communication security necessary for classified jobs cannot be provided by an off-site facility or an unsecured commercial network. Employees simply cannot work remotely, and there is no way to supervise them.

At this point, it's difficult to determine when the 'before' will return. The WFH showed various insights into issues that hampered team productivity and complicated executive decision-making at all levels of the company, but particularly for classified subjects. Two issues stand out: (i) IT infrastructure for sharing high-capacity teams, and (ii) business culture and face-to-face interactions. Flexible work hours have also enhanced employee happiness, according to the WFH.

Some modifications will be permanent when companies return.' More workers will make a strong argument for working remotely and with flexible hours whenever possible. As a result, more monitoring loads will be required to assure increased productivity. This will necessitate spending on the infrastructure that will best solve the collective problem. Contractors in the security industry are already investing in better equipment-sharing infrastructure. The customer examines the IT infrastructure to find flaws in multipoint audio and video conferencing. More study is clearly needed to produce a quantified impact on productivity and highlight the numerous benefits for individuals and enterprises. Subcommittee difficulties with mixed jobs will necessitate creative thinking on how to meet various standards, but the necessity to do mixed jobs in mixed facilities in the future.

5 Reference

[1] Alhat, S. (2020). Virtual classroom: a future of education post-COVID-19. *Shanlax Int. J. Educ*, 8, 101-104. DOI: 10.34293/education.v8i4.3238.

[2] Ali, N., and Kakakhel, S. J. (2013). Relationship between occupational stress and organizational commitment (empirical evidence from pharmaceuticals industry). *J. Manag. Sci.*, 2, 292

[3] Ammons, S. K. and Markham, W. T. (2004). Working at home: experiences of skilled white collar workers. *Sociological Spectrum*, 24, 191-238.

[4] Behrens, K., Kichko, S., and Thisse, J. F. (2021). Working from home: too much of a good thing? CEPR Discussion Papers.

[5] Bloom, N. (2014). To Raise Productivity, Let More Employees Work from Home. Harvard business review. https://hbr.org/2014/01/to-raise-productivity-let-more-employees-work-from-home retrieved April 2018.

[6]   Cable, D. M., and Derue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *J. Appl. Psychol.*, 87, 875-884. DOI: 10.1037/0021-9010.87.5.875

[7]   Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A., and Zimmermann, A. (2020). International HRM insights for navigating the COVID-19 pandemic: implications for future research and practice. *J. Int. Bus. Stud.*, 51, 697-713. DOI: 10.1057/s41267-020-00335-9

[8]   Chua, C.E.H.; Lim, W.K.; Soh, C.; Sia, S.K. Enacting Clan Control in Complex IT Projects: A Social Capital Perspective. *MIS Q.*, 2012, 36, 577-600.

[9]   Chung-Yan, G. A. (2006). Adapting to the work environment: an integrative model of adaptive skills, person-environment fit, and work stress. Doctoral dissertation, University of Guelph.

[10]   Felstead, A.; Jewson, N.; Walters, S. (2003). Managerial Control of Employees Working at Home. *Br. J. Ind. Relat.*, 41, 241-264.

[11]   Garg, A. K., and Rijst, J. v. D. (2015). The benefits and pitfalls of employees working from home: study of a private company in South Africa. CBRDC 11, 36-49. DOI: 10.22495/cbv11i2art3.

[12]   Hamilton, E. (2002). Bringing work home: Advantages and challenges of telecommuting. Center for Work & Family.

[13]   Hamouche, S. (2021). Human resource management and the COVID-19 crisis: implications, challenges, opportunities, and future organizational directions. *J. Manag. Organ.*, 1-16. DOI: 10.1017/jmo.2021.15.

[14]   Hayes, A.F., Montoya, A.K. and Rockwood, N.J. (2017). The analysis of mechanisms and their contingencies: PROCESS versus structural equation modeling. *Australasian Marketing Journal*, 25, 76-81.

[15]   Jenkins, F., and Smith, J. (2021). Work-from-home during COVID-19: accounting for the care economy to build back better. Econ. LabourRelat. Rev. 32, 22-38. DOI: 10.1177/1035304620983608.

[16]   Kahana, E., Liang, J., and Felton, B. (1980). Alternative models of person-environment fit: prediction of morale in three homes for the aged. *J. Gerontol.* 35, 584-595. DOI: 10.1093/geronj/35.4.584.

[17]   Kara, S. B. K., Günes, D. Z., and Tüysüzer, B. S. (2021). Work-family conflict during working from home due to pandemic: a qualitative research on female teachers. *Int. J. Curric. Instruct.* 13, 251-273.

[18]   Kumar, P., Kumar, N., Aggarwal, P., and Yeap, J. A. (2021). Working in lockdown: the relationship between COVID-19 induced work stressors, job performance, distress, and life satisfaction. *Curr. Psychol.*, 1-16. DOI: 10.1007/s12144-021-01567-0

[19]   Lautsch, B.A.; Kossek, E.E.; Eaton, S.C. (2009). Supervisory Approaches and Paradoxes in Managing Telecommuting Implementation. *Hum. Relat.*, 62, 795-827.

[20]   Liu, L.-J., and Guo, Q. (2007). Loneliness and health-related quality of life for the empty nest elderly in the rural area of a mountainous county in China. *Qual. Life Res.*, 16, 1275-1280. DOI: 10.1007/s11136-007-9250-0

[21]   Newsome, M.; Pillari, V. (1992). Job Satisfaction and the Worker-Supervisor Relationship. *Clin. Superv.*, 9, 119-129.

[22]   Perrigino, M. B., and Raveendhran, R. (2020). Managing remote workers during quarantine: insights from organizational research on boundary management. Behav. *Sci. Policy*. 6, 87-94. DOI: 10.1353/bsp.2020.0019

[23] Piccoli, G.; Powell, A.; Ives, B. (2004). Virtual Teams: Team Control Structure, Work Processes, and Team Effectiveness. *Inf. Technol. People*, 17, 359-379.

[24] Rook, K. S. (1985). The functions of social bonds: perspectives from research on social support, loneliness and social isolation. In *Social Support: Theory, Research and Applications* G. Sarason et al. (Eds), (Leiden, Netherlands: Springer), 243-267.

[25] Savi, D. (2020). COVID-19 and work from home: digital transformation of the workforce. *Grey J.* 16, 101-104.

[26] Snell, S.A. (1992). Control Theory in Strategic Human Resource Management: The Mediating Effect of Administrative Information. *Acad. Manag. J.*, 35, 292-327.

[27] Song, Y., and Gao, J. (2020). Does telework stress employees out? A study on working at home and subjective well-being for wage/salary workers. *J Happiness Stud.*, 21, 2649-2668. DOI: 10.1007/s10902-019-00196-6

[28] Van Dierendonck, D.; le Blanc, P.M.; van Breukelen, W. (2002). Supervisory Behavior, Reciprocity and Subordinate Absenteeism. *Leadersh. Organ. Dev. J.*, 23, 84-92.

[29] Vayre, E., and Pignault, A. (2014). A systemic approach to interpersonal relationships and activities among French teleworkers. *N. Technol. Work. Employ.*, 29, 177-192. DOI: 10.1111/ntwe.12032

[30] White, D. R. (2019). Agency theory and work from home. *Labour*, 33, 1-25. DOI: 10.1111/labr.12135

[31] Zou, P., Huo, D., and Li, M. (2020b). The impact of the COVID-19 pandemic on firms: a survey in Guangdong Province, China. *Glob. Health Res. Policy*, 5, 41. DOI: 10.1186/s41256-020-00166-z

Dr.FaizAlfazzi is a Faculty member at Yanbu Industrial College, Head of Industrial Development Center at Royal Commission for Yanbu, KSA. His interests are in the field Knowledge Management, Entrepreneurship, Training and Organizational Behavior.