



---

## Working from home for women-boon or bane? A sociological analysis

Badre Afshan

Department of Sociology, Jamia Millia Islamia, Delhi, India

---

### Abstract

Coronavirus outbreak has significantly changed how we see work from home (WFH), which is presently a considerably more broadly acknowledged practice. This would appear on a superficial level to be an equalizer move for women, but the paper depicts a few likely manners by which it might indeed hinder women—and afterward suggests measures for the management to take to ensure that the guarantee of WFH can be completely figured it out. This paper is an attempt to look at the WFH from women's point of view. The virtual method of working is getting progressively well known because of its potential for cost-savings; it is additionally a route for an association to be more dexterous and adjust to emergencies, for example, worldwide pandemics. This method of working carries new difficulties to organizations that suddenly need to switch to telecommuting. Indeed, telecommuting raises many issues for employees, identified with correspondence, joint effort, and the utilization of ICT (Information and Communication Technologies). This paper analyzed the assessment of telecommuting from the experiences of 17 female employees working in IT/ITES industries in Delhi, India. The data were collected through telephonic interview. The results are discussed in terms of the satisfaction of the WFH. The paper proposes that there are differences in the assessment of factors influencing telecommuting proficiency and characteristics needed from a telecommuter, depending upon sex, age, work experience, and experience of telecommuting.

**Keywords:** pandemic, gender, work from home, unpaid work

---

### Introduction

Telecommuting mirrors the unpredictable, unusual workplace of the 21st century (Lee 2014) <sup>[13]</sup>. With the speedy change of generally pertinent advanced ICT, numerous organizations as of now offer opportunities for working across time, space, and authoritative boundaries. The virtual method of working is getting progressively mainstreamed because of its potential for cost-savings. It is likewise a route for an association to be dextrous and to adapt to ever-quicken market changes and different emergencies (Bhat et. al. 2017) <sup>[3]</sup>. A significant example of these days is the worldwide COVID-19 pandemic, which has moved large number of employees around the globe from workplaces to their homes for self-isolation purposes. Research to date has indicated that teleworking is gaining momentum in a great deal of nations everywhere in the world, with the number of telecommuters expanding each year and expected to double every year (Ramage 2017) <sup>[14]</sup>. Shockingly, on account of India, this has so far been going on gradually. The Covid pandemic of 2020 has prompted an enormous movement of the work environment to employees' homes, with numerous organizations around the globe presenting compulsory teleworking (Riso 2020) <sup>[17]</sup>. A state-wise decision on telecommuting was additionally embraced in India. Due to the COVID-19 virus, on 24<sup>th</sup> March 2020, nation-wide lockdown was announced in India. During the lockdown both public and private organizations confronted an earnest need to digitize their exercises: educational exercises in colleges, schools, and kindergartens were moved to the virtual space, web based business and mail conveyance prospered in the market, and office employees additionally moved to virtual workspaces. From that time onward, large number of employees in India started to work from home. Hence, if the activity of telework in India so far had come generally from employees, during the lockdown, organizations' administrations started to comprehend the benefits of telecommuting regarding resource managements and business. During the lockdown, an enormous number of things showed up in the press about the difficulties of teleworking, going from business advisors' recommendation on getting sorted out work and joint effort (Kawashima et. al. 2020; Belzunegui-Eraso, Erro-Garcés, 2020) <sup>[1]</sup> and proposals from HR experts on keeping up employees' profitability (Bouziri 2020; Raghuram 2019) <sup>[15]</sup> to therapists' remarks on work-life routine equilibrium and prosperity while working and experiencing without venturing out from home (Culo 2016) <sup>[6]</sup>. Nevertheless, the pandemic advice and suggestions shared by specialists and advisors depend on the information collected before the pandemic, and however the number of logical investigations on telecommuting during the lockdown and after that is expanding; the significance of the issue is not declining. It is essential to examine telecommuting and collect validated data independent of the nation's culture and/or potentially laws administering work relations to point out explicit changes in employees' mentalities towards telecommuting, which might be significant in tending to human resource management challenges. This brings up the authentic issue of whether the experience of the individuals who have joined the positions of telecommuters,

subsequent to having until now worked distinctly in the work environment given by the organization, is exceptional and has particular highlights. Consequently, the point of this research is to point out the differences in the appraisal of telecommuting, assessed by telephonic interviews with group of female telecommuters. The research was conducted in Delhi, India, a nation with perhaps the most minimal level of telecommuters, which abruptly needed to generally switch to telecommuting. The article is divided into three sections. The initial section gives a review of the characteristics of teleworking, the subsequent one presents the methodology approach, and the third part presents the experiences, results and central point of discussions of the research. The article ends with the research findings, and the useful implications.

### **Theoretical Background**

The meaning of telecommuting includes geographical scattering and employees' reliance on technology when communicating with one another (Raišienė & Jonušauskas 2013) <sup>[16]</sup>. In other words, a virtual organization is "a collection of geographically distributed, functionally and/or culturally diverse entities that are linked by electronic forms of communication [ . . . ] and use technology media to communicate and coordinate the fulfillment of a defined objective or task" (Stachova 2018). One of the undeniably offered forms of virtual work arrangements is telecommuting, which causes employees to adjust professional and personal life (Raišienė & Jonušauskas 2013) <sup>[16]</sup>, permits to diminish real estate costs, and is one of the instruments utilized by organizations to draw in and hold exceptionally qualified experts (Raišienė & Jonušauskas 2013) <sup>[16]</sup>.

Telecommuting has preferences for the organization itself as well as for its employees: organizations' adaptability, worker's working time and work environment is valuable, as it assists with persuading the individuals from the organization, empowers organizations to all the more likely address the issues of employees by helping them to adjust professional and private life, keep up wellbeing and productivity, flexibly planned working hours, experience less pressure identified with correspondence, work without being continually constrained by administrators, and save time of traveling to and from the working environment (Raišienė & Jonušauskas 2013; Snellman 2014) <sup>[16]</sup>. Then again, research has indicated that telecommuters face difficulties, for example, the requirement for socialization, obscured boundaries between relaxation and work, absence of boundaries between work and individual personal life, and troubles in keeping up successful correspondence and participation with co-workers and managers (Benetyte, D.; Jatuliavičienė 2013; Daim et.al. 2012). But teleworking is posing challenges of working longer hours than work from office jobs because it is very difficult to prove the work while doing WFH.

Research into teleworking has repeatedly shown that employees working from home tend to work longer hours than when they are working at the premises of the employer, in part because the time to commute to the workplace is replaced by work activities, and also due to changes in work routines and the blurring of the boundaries between paid work and personal life (ILO, 2020) <sup>[12]</sup>.

### **Unpaid household work**

Indian women do the most unpaid care and household work like any other nation universally. Researches have indicated that India isn't putting enough attention in social care and leaving its female populace to worry about the concern. Women in India presently go through upto 352 minutes out of every day on household work, 577% more than men (52 minutes) and at any rate 40% more than women in South Africa and China (the other two BRICS nations for which information are accessible), as per Organization for Economic Co-activity and Development information. The weight of unpaid work falls unequally on women in India since tasks, for example, cooking, cleaning, getting water and taking care of children and older members in the family are profoundly gendered, and patriarchal norms direct that women likewise perform care work, approve men's inability to accept household obligations and accordingly settle in women's inconsistent societal position, the report says.

India's last "Time Use Survey" was led in 1998-'99, and there has been no comparative exercise since then. Fixing this will be the initial phase in understanding the issue of women's unpaid work and effectively tending to it. A Time Use Survey would reveal to us where men and women invest their time and energy, what sorts of paid exercises and what sorts of unpaid exercises. So far the government has been reluctant to do that, but eventually public pressure will make it happen. The enormous burden of unpaid work that will stay toward the finish of a working day is another 'significant impediment' for women to participate in, or rejoin the labor force, and -is one that will increase with the WFH strategy of the IT/ITES industries. Household chores and care responsibilities are thus seen as the major source of oppression of women. The gendered division of labour within the household is considered to expand beyond, to the marketplace, which eventually lead to discrimination in the workplace also. So women are experiencing double marginalization both within the household and in the market place. Gender-based division of labour was prevalent amongst all known societies and because this has being a primitive incident, this division of labour was deviously regarded as 'natural' (DN& GK, 1989) <sup>[8]</sup>.

The data backs a warning by the International Labor Organization (ILO) that the pandemic will increase labour market inequalities, and nations may lose a few increases made in previous years on women's work participation rate. K.R. Shyam Sundar, a labour economist, there are three primary elements smothering women's participation in the pandemic.

“First, because of discrimination by the patriarchal structure of our society, the pandemic has increased the work pressure on women. Second, in a pandemic environment, risk-conscious employers in manufacturing sectors prefer male workers as they are able to put in extra hours of work”. “And third, the cost to the company for women workers, mainly frontline staff of manufacturing sectors, has gone up because of the need for transport, giving statutory maternity benefit in a subdued business environment, and the general safety precautions for women workers”.

R.P. Yadav, chairman and managing director of Genius Consultants Ltd, a leading human resource and staffing company, was more forthcoming. “We have seen young women who have children are hesitating to join work because of the fear of infection, and this is creating a divide—life or job? This is where they are falling behind. Second, the work of a woman has gone up significantly post the covid-19 outbreak in India. The household work and online schooling in the absence of physical schools have kept mothers occupied. Lastly, with the above two reasons keeping them occupied, if a company is insisting on work from an office, they are either quitting or not joining fresh work”.

### **Methodology**

To investigate how female employees assess the advantages and disadvantages of telecommuting, just as to recognize the characteristics they need for telecommuting, Indian telecommuters were approached to participate for this research. The data were gathered through telephonic interview which took roughly 30 minutes on normal to finish. The information gathered was analyzed later. All participants were informed about the purpose behind the research. Participation was voluntary, and the respondents were guaranteed of the secrecy of their responses. By altering attitudes toward telecommuting (WFH), COVID-19 may have perpetually changed the manner in which we work. As indicated by another MIT study, half of the individuals who were employed before the pandemic are currently working distantly.

It's appealing to believe that such flexible work choices will be a major equalizer for women. Many are setting out to trust that by eliminating the stigma attached to WFH, and by cutting driving time and the treacherous "exposure" standards that can add hours to the workday, women can continue full time jobs and abstain from losing balance in their careers during their care giving years. There is some proof on which to base this vision of a better future — researches have indicated that flexibility permits mothers to keep up their working hours after childbirth and to remain in generally stressful yet well-paying jobs through times of high family attention. In view of the theoretical background of the points of interest, detriments, and difficulties of telecommuting introduced over, a research was conducted and exposed to telecommuters who worked distantly during the lockdown and after that; its highlights and results are presented below.

### **Work/family Conflict**

An abundance of research proposes that flexible working may really expand work/family conflict, since it is probably going to prompt an extension of work and increase the household burden on employees. A common finding is that women are bound to do more household duties while working flexibly, though men are bound to organize and extend their work spheres. For instance, one research found that proficient men with and without kids, and professional women without youngsters, appear to build their unpaid overtime hours, particularly when they have more power over their schedules, however professional women with kids don't. Historically, organization practices that expand flexibility with the point of encouraging a superior work/life balance have not really brought about increased advancement of women to senior levels. The advantage has just been exceptional maintenance of women at the lower management levels.

### **Informal Relations and Critical Assignments at Workplace**

We realize that ‘likes attracts’ and that the ‘comparability standard’ shapes informal relations at workplace. Thus, even in workplaces that have no WFH segment, women find it’s harder to get the profession benefits that accompany being in straightforward contact with generally male decision-makers. Will WFH hasten this fundamental imbalance by further lessening opportunities for face-to-face networking? If the answer is yes, it could have major effect on profession trajectories. Those in the middle positions of organizations are at the age and stage where advancement quickens. The venturing stone tasks that frequently transform managers into leaders, and the informal but basic coaching that may occur after a key meeting or a major pitch, are pivotal for building a strong way ahead. Virtual gatherings on Zoom don't bear the cost of a similar compatibility- building and feedback mechanisms. Will constructive informal feedback, so basic to the learning cycle, become a significantly more-gendered measure?

Networks additionally assume a significant part in distributing work assignments, influencing the development of ensuing career capital, thusly, and later progression. Remote work holds the guarantee of unshackled, more-democratic process admittance to ability in staffing the project groups that permit individuals to learn new aptitudes and to use ones they as of now have. It additionally is not yet clear how remote work will influence the career paths of innumerable women who could not get promotion because of their inability to relocate geographically — up to now a necessity for promotion in most global organizations. Will the WFH culture additionally democratize access to the huge crucial tasks that so regularly involved relocation and, thusly, have remained the domain of men?

**Problems of Hybrid Culture of Work:** While some organizations may move to 100% remote work, much of the time some people will be truly co-located while others work remotely. What happens when some colleagues are in the workplace or going for work while others are doing WFH? Will we see a gender skew, with men excessively in the workplace or on the road and very noticeably adding to the business, while women are out of sight and mind? Unless the organizations figure out how to assess productivity, compensating individuals for what they really contribute instead of for the show they put on, a universe of generally remote work may build organization's inclination for remunerating the individuals who are available, disproportionately harming women. WFH likewise has implications for those who get pulled in to quick or informal dynamic conversations. Will the new work culture worsen existing differences, with women likely to be just in the formal, official channels of correspondence and left out with regard to the numerous subsets of discussions that shape choices? Many organizations, for instance, announced that only a small percentage of its workers could be physically present in the workplace. It is generally men coming in, as they were bound to have enclosed workplaces, which made the women keep thinking about whether they were in effect avoided with regards to crucial discussions as they worked from home. On the off chance that if going to the workplace turns into a status symbol, atleast among knowledge workers, main concern is that men will be skilled more-exclusive or fortunate access to it than women.

How would leaders be able to make WFH effective for all? In business, risks should be recognized, managed, and relieved consistently. Leaders are constantly compelled to pick up between at least two flawed alternative options, limiting disadvantages and boosting gains, adjusting the short and the long term. This positively remains true for WFH. With initiative and thoroughness, the guarantee of WFH can be figured it out. Yet, for that to occur, leaders must address the key difficulties which the employees faced.

### **Narratives from Women Employees doing WFH**

From the announcement of nationwide lockdown by the Indian government, telecommuting (WFH) is emerging as Indian new culture of work. It is truly useful for mothers and wives. It's actually a help for working mothers. Earlier it was considered by bosses that who is telecommuting, really doesn't work, they simply sit, calm down and make joy. But now that mindset is changing. Employers are motivating to telecommute and giving flexibility with the goal that more women can work and earn. But the mentality of family or society will take time to change towards the domestic chores. As one employee put:

"I am confounded here. Men's work is given much significance in the society. They are viewed as more hardworking than women. Might be down the years we can see this change as well that her nearby family will also comprehend that she is taking care of such a large number of things at time and still working and earning, might be the point at which these work-from-home daughters- in-law will become mothers-in-law at that point."

One employees working from home since lockdown shared her experience as follows:

"I'm a mother without a babysitter, working remotely, an author at various stages and have a few plans on broadening my commitment towards women empowerment very soon. Without any family members close by, I needed to manage both office and home while my little child acted like my shadow. I dreaded, I cried now and again however remained decided. Each and every second I understood how troublesome and testing the function of a solitary parent is. Subsequently, I offer my thanks towards all single guardians by decision or conditions. It's troublesome, very troublesome."

The important point here is that while working in IT industry and being known as knowledge worker, most of these women still consider that household work is women's work. Patriarchy is so much ingrained in the mindset that housework is neither considered as 'work' nor as 'the task of men'. In this sense women's labour is clearly unrecognized, devalued, and unremunerated. Because of this mindset it would be very difficult for women to work from home. This attitude needs to be changed. She further said that:

"I should concede that 'telecommute or WFH' isn't a simple task. Regardless of whether I am working from office or from home, being a working mother, I need to adjust both. To make an equilibrium, you need a severe timetable, share your domestic chores, take advantage of technology, incorporate a bit of 'personal time' and day to day work out. As a mother, you have to invest energy with your child and last however not the least, discover your spouse time; else he would end up feeling like an outsider! The 'personal time' may sound self-centered to many but trust me, a 'personal time of one or the other 10 to 30 minutes will make you more adjusted and satisfied just as less angry of the apparent multitude of sacrifices you need to make'".

Here she has the hope that in future it will certainly change and women will feel empowered.

Another woman shared her experience while living in joint family as follows:

Work from home means really working from home. I can't simply sign in and do different tasks. So now, when I get up, I clean the lobby and kitchen, clear the house, placed the garments in the machine and cook breakfast. And this should be done before 9 am; otherwise my manager will begin another issue. It evidently is an aspect of my responsibilities as a spouse I can't utter a word, as my self-styled spouse concurs that it is an aspect of my job profile, being married to him.

Things were alright for the first and second day. Yet, after that circumstance turned out to be more awful. These individuals began saying that they have work. Also, when the morning meal was prepared, I began getting some senseless grievances. Why don't you serve hot chappatis when you are at home? We would prefer not to eat chappatis from hot case! or Why not cook a two or three veggies rather than the one, since you are telecommuting?" I work from home not at home available to everyone freely to fulfill his/her demands!

These individuals don't comprehend the difference between telecommute and working from home. Also, you understand what's the most noticeably terrible! I don't get time to have breakfast. The break we take to have lunch is spent in preparing lunch. During this time, the remainder of the family is before the TV griping they are getting bored.

In any event, when I was in office, I needed to work extended periods of time on account of my employment profile. Be that as it may, presently, with more fragile signs and all correspondences over video calls, calls, messages, tasks take longer. Though it saves time and harassment of travelling but it has other repercussions as well. What's more, when it is 6 pm, everybody begins sobbing for tea. I might want to conclude by saying that it has been both a blessing and a curse in my life.

Another employee said that in any relationship one should not lose one's own identity. In her own words:

"Love is a wonderful inclination and a relationship should cause you to feel secure and strong about yourself. You ought to have no motivation to capitulate to his inclinations and propensities, putting your own in the grave. At the point when treated in an unfair way, or restricted, exercise your right and stand up for yourself. Prioritize yourself- you deserve your own love and care. It is next to impossible to please everybody. You will be liked by someone but not all."

Another employee shared her experience:

Truly incredibly chaotic. Before everybody awakens house ought to be cleaned and cooking ought to be done as I need to login to office by 9am. And afterward having a youngster at home is significantly harder. I felt such a great amount of burnt out on being in both the boats. Men these days are reviling for wives in light of the fact that its work at home too. This additionally remembers expanded working hours for authentic works. Overlooking everything is intense. Individuals anticipate that you should be robot. It is the fact that the pandemic forced us to do all the household chores ourselves alone that drained lot of energy from us. But under normal situations, I believe that WFH will be more productive.

Working women are considered as multitaskers. She is the today's women. Normally women do official work and manage house as well. She has maids for cleaning utensils, washing, sweeping, and cook for preparing breakfast, lunch and dinner, caretaker for dealing with kids. There are house cleaners however ordering groceries, milk, vegetables is as yet women's work. Regulating house keepers' work at home is her work. Setting aside wages for all, keeping track if they had come, remembering to give instructions to every one of them is again an assignment. These assignments are only an example list of work which is finished by women of home who are working and still have a house cleaner at home but there are many women who don't have maids and they have to do all household chores all alone. These works create extra burden on working women. These narratives presented remarkable observations regarding the role of other family members also. Though the participants mentioned the assistance by their spouses and other family members in doing household chores but this was at minimal level and selective too.

### Central Points and Discussion

By analyzing the narratives of respondents, this research demonstrated various assessments of the focal points and hindrances of telecommuting too of the individual qualities needed from a telecommuter. The consequences of the research from the women's viewpoint indicated that: they especially valued the opportunity to telecommute to guarantee a more beneficial way of life because it saves travel time which they use either to discharge other responsibilities or to rest. But it's undeniable fact that it changes work relationships and provides limitations for career advancements. All women were altogether almost certain about (i) disturbance from the different family members when doing work from home; (ii) it would be difficult to prove their abilities, efficiency, and accomplishments while telecommuting because it blurred the line between public sphere and private sphere (iii) contend that telecommuting presents career constraints because of restricted opportunities to exhibit outstanding aptitudes. Graen and Scandura (1987) argue that the focal point of employees doing WFH may become broader in terms of durable outcomes, as well as in terms of their relationships with managers and colleagues. Therefore, the adjustment of employees doing WFH with greater experience may be more robustly related to inherent relational mechanisms such as faith and organizational reciprocity.

The COVID-19 pandemic has opened up new avenues to revisit and rethink the underlying gender inequalities in patriarchal society. There are varied forms of inequalities in the society which might be based on caste, class, race, ethnicity, religion and gender. On the whole, the pandemic crisis has heightened the extremely ingrained and gendered social structures within the institution of the family. To maintain the difference between work and non-work has become a greater challenge for these working women doing WFH because the household chores have not been considered as work and are regarded as invisible work which are done mostly by women. This research paper is an attempt to understand the negotiations these working women do between work (visible) and non-work (invisible) identities while doing WFH. This paper also focuses on the individual experience of these women in work and non-work spheres and how these both domains influence each other. The major part of women's lives performing household responsibilities is not recognized and it always falls under the category of non-work. Until the announcement of lockdown, these working women were doing their jobs from office for which they had to go outside the home, so their roles at work and home were segregated but during and after lockdowns when all the family members stayed indoors and the domestic help from outside were not allowed to home, the women doing WFH faced biggest challenge of blurring the line between professional life and private life. They had to cope up with both the spheres all alone with minimal assistance from spouses or other family

members. Through narratives from these working women, this paper highlighted the biggest challenges of them as distractions of work at home, household responsibilities, taking care of children and aged members of the family, absence of face-to-face interactions from outside world, social isolation, lack of proper resources for doing online jobs and difficulty in showing their efficiency to their bosses. All these challenges exacerbated their stress levels and anxiety in the current situation. National Commission for Women (NCW) registered an increase of at least 2.5 times in domestic violence complaints since lockdown (The Hindu, 2020). Domestic violence against women has been a ground reality before pandemic also but a sharp spike has been recorded during this period because the women were locked in with their abusers day and night, most of the men have lost their jobs so they release all their stress and tensions on women.

A feminist reaction to COVID-19 is one that attempts not only to reduce the detrimental effects of repressive societal structures that deprive many women and girls in enjoying their full personhood, but to catalyze action that will be helpful in building more equal societies for all in the future (Kelly, 2020:112) <sup>[11]</sup>.

### Conclusion

Despite the fact that the research was conducted on a very small sample for this issue in Delhi, India. Nonetheless, the number of respondents was very small and not adequate to permit downright explanations about telecommuting or WFH. In any case, this research bits of knowledge can add to a superior authoritative administration of the difficulties that employees in general and women employees in particular face while teleworking (explicitly, in this research, telecommute) and thusly they can help make preconditions for higher proficiency of employees, more elevated levels of work inspiration and, at last, more noteworthy productivity of telecommuting.

It is very much evident from the narratives that women employees in different IT sectors having experienced the work from home arrangement in the most challenging times discussed its merits and demerits accordingly. They said that if given a choice, they would prefer to opt for flexi-timings along with roster system of attending office. They have also pointed out that a WFH arrangement is feasible with clear cut guidelines of working schedules. Without these guidelines the boundaries of working hours gets blurred and it leads to extra working hours which could be one of the strongest factors responsible for burn out syndrome. Additionally, organizations need to prepare proper outlining of reporting provisions for monitoring of employees performance.

Work culture is incessantly changing and pandemic has changed it drastically. So the greatest impetus of progress is the means by which managers carry on and settle on their decisions consistently, as experienced by their teams. In the event that if one wants to make WFH work for everybody, one should guarantee that line managers comprehend their employees' WFH courses of action and get preparing on burnout, work pressure, work/life equilibrium, and inclusion. This includes making them aware about what they ought to and shouldn't think about their employees when they are doing WFH and urging them to think more earnestly about the elusive boundaries between private and personal space.

It is undeniable fact that covid-19 has deepened the already existing gendered marginalization of women which would put them far behind the scene. So it is very much imperative in nature to have more studies on challenges of women that they face while doing WFH. To make women economically empowered, gender lens needs to be taken into account at every stage- from policy design to data collection for monitoring and assessment. For better outcomes greater visibility to women in decision-making process is very much essential. A stronger focus is required on policies where shareholders' incentives are associated and those that inflict lesser demands on state. Every policy that does not take into account these lenses is a missing prospect to address the obstacles that affect economic empowerment of women; a missing prospect to stop women from facing marginalization at every aspect of their life.

### References

1. Belzunegui-Eraso A, Erro-Garcés A. "Teleworking in the Context of the COVID-19 Crisis". *Sustainability*,2020:12:3662.
2. Benetyte D, Jatuliavičienė G. "Building and Sustaining Trust in Virtual Teams within Organizational Context". *Reg. Form. Dev. Stud*,2013:10:18-30.
3. Bhat SK, Pande N, Ahuja V. "Virtual Team Effectiveness: An Empirical Study Using SEM". *Procedia Comput. Sci*,2017:122:33-41.
4. Bouziri H, Smith DR, Descatha A, Dab W, Jean K. "Working from Home in the time of COVID-19: How to Best Preserve Occupational Health?" *Occup. Environ. Med*,2020:77:509-510.
5. Chandra Jagriti. "NCW Records Sharp Spike in Domestic Violence amid Lockdown". New Delhi, 2020.
6. Culo K. "Virtual Organization—The Future Has Already Begun". *Media Cult. Public Relat*,2016:7:35-42
7. Daim TU, Ha A, Reutiman S, Hughes B, Pathak U, Bynum W, Bhatla A. "Exploring the Communication Breakdown in Global Virtual Teams". *Int. J. Proj. Manag*,2012:30:199-212.
8. DN, GK. "Sexual Division of Labour". *Economic and Political Weekly*,1989:24(34):1949-1950
9. Graen G, Scandura T. *Toward a Psychology of Dyadic Organizing*. (9). Greenwich: JAI Press, 1987.
10. Kawashima T, Nomura S, Tanoue Y, Yoneoka D, Eguchi A, Shi S. "The Relationship between Fever Rate and Telework Implementation as a Social Distancing Measure against the COVID-19 Pandemic in Japan". *Public Health*, 2020.

11. Kelly, Kristy. 2020. "COVID-19 Requires an Intersectional Feminist Policy Response." In Glenn W. Muschert, Kristen M. Budd, Michelle Christian, and Robert Perrucci, Eds. *Social Problems in the Age of COVID-19: Global Perspectives*. Bristol, UK: Policy Press., 2020. Available at SSRN: <https://ssrn.com/abstract=3876161>
12. ILO. "Teleworking during the COVID-19 pandemic and beyond A Practical Guide", 2020.
13. Lee M. *Leading Virtual Project Teams: Adapting Leadership Theories and Communications Techniques to 21st Century Organizations*; CRC Press: Boca Raton, FL, USA, 2014.
14. Ramage S. *A Leadership Transition: An Examination of the Transition from Face-to-Face Leadership to Remote Leadership in a Retail Sales Context*. Ph.D. Thesis. The George Washington University, Washington, DC, USA, 2017.
15. Raghuram S, Hill S, Gibbs J, Maruping L. "Virtual Work: Bridging Research Clusters". *Acad. Manag. Ann*,2019:13:308-341.
16. Raišienė AG, Jonušauskas S. "Silent Issues of ICT Era: Impact of Techno-stress to the Work and Life Balance of Employees". *J. Entrep. Sustain. Issues*. 1, 107–115.
17. Riso S. "Technology Is Our Ally against the Coronavirus, Eurofound". Available online: [www.eurofound.europa.eu/publications/blog/technology-is-our-ally-against-the-coronavirus](http://www.eurofound.europa.eu/publications/blog/technology-is-our-ally-against-the-coronavirus) (accessed on 17 May, 2020), 2020.
18. Snellman CL. "Virtual Teams: Opportunities and Challenges for e-Leaders". *Procedia—Soc. Behav. Sci*,2014:110:1251-1261.
19. Stachova K, Stacho Z, Blstakova J, Hlatká M, Kapustina LM. "Motivation of Employees for Creativity as a Form of Support to Manage Innovation Processes in Transportation-Logistics Companies". *Naše More*,2018:65:180-186.