

**ANALYZING THE INFLUENCE OF REMOTE WORK AND THE IMPACT OF
SHIFT SCHEDULES ON EMPLOYEE PERFORMANCE AND WELL-BEING:
A SURVEY STUDY BASED ON EMPIRICAL EVIDENCE**

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA) in

Hospital and Health Management by

Shivangi Rakesh Srivastava

1397

Under the Supervision and Guidance of

Dr. Anoop Khanna

2023

**ANALYZING THE INFLUENCE OF REMOTE WORK AND THE IMPACT OF
SHIFT SCHEDULES ON EMPLOYEE PERFORMANCE AND WELL-BEING:
A SURVEY STUDY BASED ON EMPIRICAL EVIDENCE**

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA) in

Hospital and Health Management by

Shivangi Rakesh Srivastava

Under the Supervision and Guidance of

Dr. Anoop Khanna

2023

DECLARATION BY STUDENT

I hereby declare that this dissertation titled “**Analyzing the Influence of Remote Work and the Impact of Shift Schedules on Employee Performance and Well-Being: A Systematic Review Based on Empirical Evidence**” is the Bonafede record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma.

Information derived from the published or unpublished work of others has been duly acknowledged in the text.

(Signature)

Name of Student- Shivangi Rakesh Srivastava

Date:

CERTIFICATE

This is to certify that Shivangi Rakesh Srivastava in partial fulfilment of the requirements for the award of the degree of MBA (Hospital and Health Management MBA from the IIHMR University, Jaipur has successfully completed her/his internship at The Doctor Alliance During March 20, 2023, to June 20, 2023.

Place: Jaipur

Preceptor/Head of the Organization: Vivek Kushal (CEO)

Date: May 24, 2023

Name of the organization: Doctor Alliance

CERTIFICATE

This is to certify that the dissertation titled” Analyzing the Influence of remote work and the Impact of shift schedules on employee performance and well-being: A Survey Study based on empirical evidence” is a record of the research work undertaken by Shivangi Rakesh Srivastava in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management from the IIHMR University, Jaipur under my guidance and supervision and his/her approach to the research study has been sincere, scientific, and analytical.

Faculty Guide: Dr. Anoop Khanna

IIHMR University, Jaipur

Dean: Dr. (Col) Mahendra Kumar

IIHMR University, Jaipur

Date

ACKNOWLEDGEMENT

The opportunity to do my dissertation at Doctor Alliance was a valuable learning and professional development opportunity. I am extremely grateful for the opportunity to meet and work with such extraordinary people who helped me throughout this dissertation period.

I'd want to use this opportunity to offer my heartfelt gratitude and special thanks to Vivek Kushal and Pritishma Roy Chowdhury. Despite their busy schedules, they took the time to listen, guide, and steer me in the proper way, allowing me to complete my dissertation effectively.

I also want to thank Professor Dr. Anoop Khanna, Professor at IIHMR University, who served as my mentor and gave me crucial advice and support, making the research much more bearable. At this very moment, I want to express my heartfelt appreciation for his valuable contribution.

I would also like to utilize this opportunity to express gratitude and heartfelt thanks to my family, friends, and co-workers for providing me with unwavering support and strength during this undoubtedly busy and hectic time, enabling me to formulate and complete this piece of work. Without them, it was an unsurmountable and overwhelming task.

I consider this opportunity to be a significant milestone in my professional advancement. I am committed to utilizing the acquired skills and knowledge to the utmost extent, and I will persistently strive to enhance them in pursuit of my career goals. I eagerly anticipate the prospect of continued collaboration with each of you in the times ahead.

Sincerely,

Shivangi Rakesh Srivastava

MBA-HM (96)

ABSTRACT

In recent years, more and more people have been working from home, and different work schedules are becoming popular. It's important to understand how these changes affect employees' well-being and performance. This study aims to analyze existing evidence about the impact of working from home and different work schedules on employees. The study includes many different studies from various industries and places, looking at different perspectives and experiences. By reviewing this evidence, the study wants to learn more about how working from home and different schedules affect the employees' overall work experiences and performance.

The research focuses on how employees perform when working from home, including factors like how productive and efficient they are, how well they complete tasks, and how their work schedules affect them. It also looks at the effects of different work schedules, as employees might struggle with fatigue, sleep problems, and disruptions to their body's natural rhythm. Additionally, the study explores how employees' well-being is affected by working from home, considering both the benefits like more freedom and flexibility, and the drawbacks like feeling isolated and having more intense work.

To gather information, the study collected responses from employees working in different industries, with different schedules, hours, and work arrangements. By analyzing these responses, the study provides a deeper understanding of employees' current work situations and highlights the positive and negative outcomes of their work. It suggests that more research is needed, including longer studies that cover different industries and job roles. It also emphasizes the importance of considering factors like company culture, technology support, and individual preferences when studying the impact of working from home and different schedules. Based on the results, the study offers recommendations for future research, including investigating the long-term effects of remote work on employee engagement, professional growth, and company performance. It also suggests developing strategies to minimize negative effects and maximize positive outcomes.

This study looks closely at how working from home, in different work schedules, and how well employees perform their jobs impact their well-being and satisfaction. The findings from this study can help us understand and make decisions about how work is changing, and how we can create work setups that make employees happier and more productive. The study involves asking employees from different industries, with different work setups and schedules, to fill out a questionnaire. This will give us important information and help us see where more research is needed. Ultimately, we hope to find ways to improve how employees perform and feel at work.

Table of Contents

S.no	Contents	Page No.
1.	Acknowledgment	vi
2.	Abstract	vii
3.	List of Figures and Tables	
4.	Introduction	
5.	Review of Literature	
6.	Methodology	
7.	Data Analysis & Findings	
8.	Results and Discussion	
9	Recommendations to the Employers and Organizations	
10.	Conclusion	
10.	Limitations of the Study	
11.	References	

List of Figures

Figures	<u>Page no</u>
1.1	
1.2	
4.1	18
4.2	18
4.4	19
4.5	19
4.6	20
4.7	20
4.8	21
4.9	21
4.10	22
4.11	22
4.12	23
4.13	24
4.14	24
4.15	25
4.16	25
4.17	26
4.18	26
4.19	27
4.20	27
4.23	28
4.24	29
4.25	29
4.26	30

4.27	30
4.28	31
4.29	31
4.30	32
4.31	32
4.32	33
4.33	34
4.34	34

Chapter 1- INTRODUCTION

1.1 Background

In 2020, about 40% of workers in the European Union started working from home due to the pandemic. This was a big increase compared to 2000 when only 5% of workers did remote work. Before the pandemic, only 15% had experience with working from home. The COVID-19 crisis made remote work more popular as organizations needed to respond to the health emergency. However, there is no one agreed-upon definition of remote work, so different terms like work from home, remote working, telecommuting, and e-working are used interchangeably. But they all mean working outside the office using technology.

Remote work has changed how we work, giving employees the freedom to work from anywhere and at any time. This shift has made researchers and organizations interested in studying how it affects employee performance and well-being. At the same time, many industries that operate 24/7 use different shift schedules to make sure they are productive and meet customer needs. It's important for organizations to understand how remote work and different shift schedules affect employees to create a good work environment.

Different organizations have different ways of implementing remote work, with some letting employees choose their own schedules. Remote work has shown cost savings for offices by reducing expenses like heating and office space. It also has positive environmental effects by reducing traffic congestion and pollution.

Remote work is believed to have benefits like reducing stress and work-home conflict and improving job satisfaction and performance. But there are also potential drawbacks, such as ergonomic issues and longer working hours without a clear end time. It can also lead to feelings of isolation and increased stress and anxiety. This study will look at the evidence to understand the overall impact of remote work on employee performance and well-being.

On the other hand, shift schedules are common in industries that need to operate 24/7, like healthcare, transportation, and manufacturing. These schedules are designed to make sure there's always someone working and to make the best use of the workforce. But we don't know much about how different shift schedules affect employee performance and well-being. This study will look at the different shift schedules used in different industries, such as fixed, rotating, and compressed shifts, and see how they affect employee performance, health, and job satisfaction.

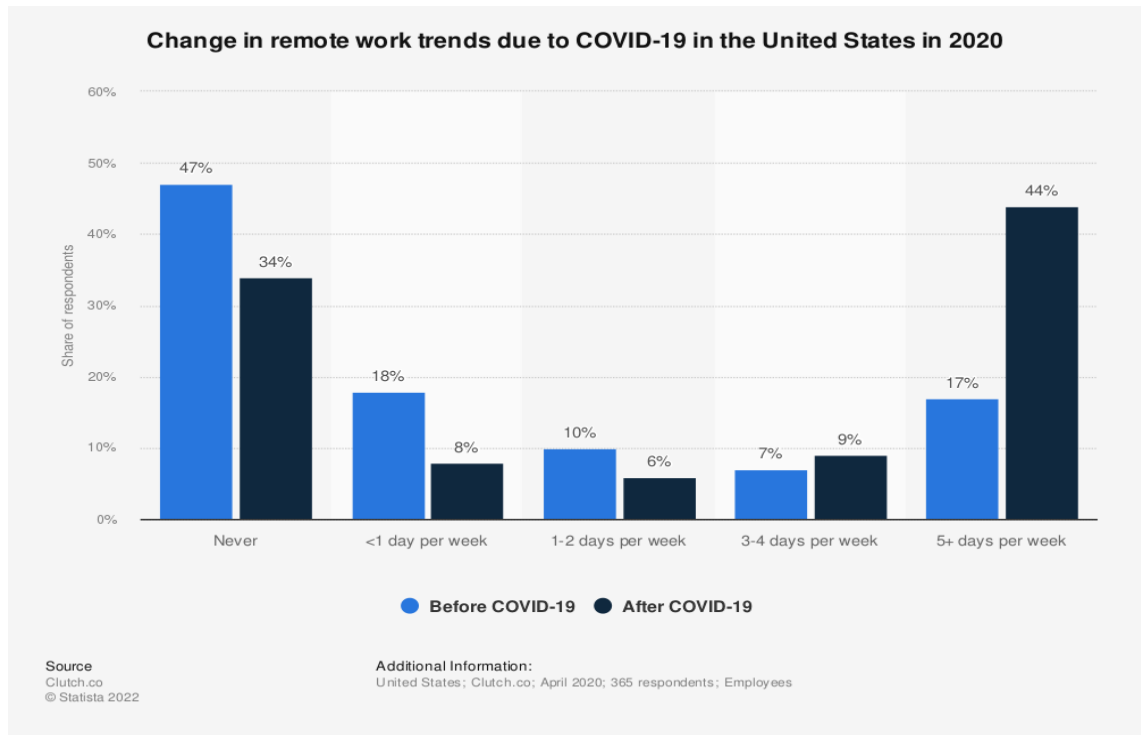


Fig 1.1 Data Source- Clutch.co

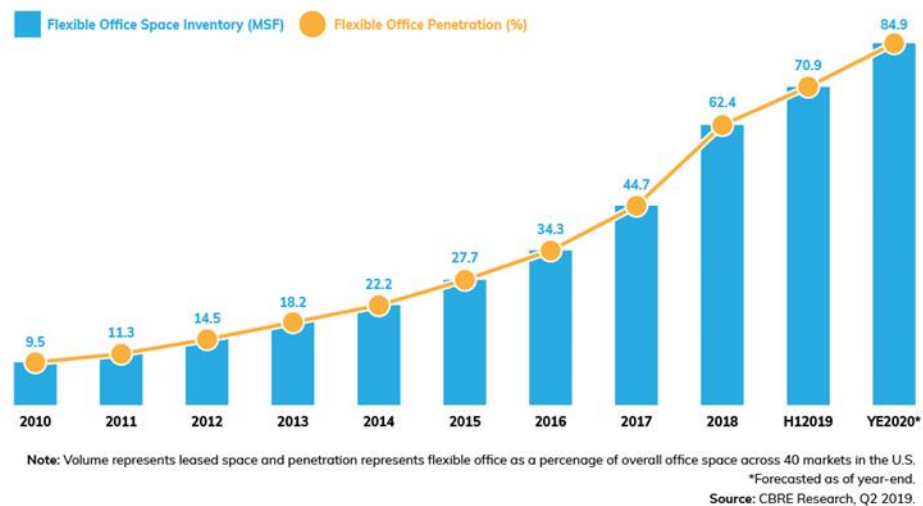


Fig 1.2 Data Source: CBRE Research, Q2 2019

Research on remote work has shown mixed results when it comes to its effects on organizations, employee well-being, and productivity. In the past two years, there has been widespread adoption of technology-based solutions, which has led to changes in how HR practices and organizations operate to be more flexible. However, monitoring and evaluating performance and recognizing achievements has been challenging in remote work settings, as direct monitoring is not possible. The effects of remote work on employees vary, with some experiencing better well-being in a flexible work environment, while others face difficulties due to reduced office attendance.

Remote work is expected to continue even after the pandemic, and organizations are still making changes to adapt. The speed and extent of this shift depend on factors like technological readiness, the quality of tools and services provided to employees, their ability to adapt to new ways of working, and the feasibility of moving tasks outside the office.

The main goal of conducting a questionnaire survey is to provide organizations and policymakers with insights into how employees perceive their work arrangements. This information can help design strategies that prioritize employee well-being and performance when implementing remote work policies and shift schedules. The findings of this study will contribute to existing knowledge and provide practical recommendations for organizations to optimize employee productivity and performance. It will also address the importance of supporting employees' physical, mental, and social health and well-being.

In summary, this study will thoroughly examine the evidence on the impact of remote work and shift schedules on employee performance and well-being. By filling in gaps in existing research and analyzing available evidence, this study aims to provide a comprehensive understanding of these factors and their implications for both employees and organizations.

1.2 Research Problem

The main aim of this paper is to study how remote work and different shift schedules affect employees' performance and well-being. The study uses data collected from a questionnaire survey to understand the outcomes experienced by the participants, both positive and negative. The study focuses on a few research questions, including:

- A) *How remote work affects employee productivity, task completion, and job satisfaction:* Remote work is believed to have fewer distractions and interruptions, flexible working hours, and less time spent commuting. This can lead to employees feeling more in control of their work, less tired and exhausted,

and more likely to complete tasks successfully. Overall, remote work is thought to improve employee productivity and job satisfaction.

- B) The advantages and challenges of remote work when it comes to communication, collaboration, and work-life balance, and how they affect employee well-being:

Remote work has both positive and negative aspects in terms of communication, collaboration, and work-life balance. Here are some points to consider:

- *Communication:*
 - Obstacles:
 - Difficulty in interpreting non-verbal cues: Since remote work relies heavily on digital communication tools, it can be challenging to understand facial expressions and body language.
 - Time zone differences: When team members are in different time zones, synchronous communication becomes difficult, leading to delays and potential misunderstandings.
 - Benefits:
 - Asynchronous communication: Remote work encourages flexible communication, allowing employees to work at their own pace and manage their time effectively using tools like emails and project management software.
 - Improved written communication: Remote work emphasizes written communication, leading to clearer documentation and better knowledge sharing among team members.
- *Collaboration*
 - Obstacles:
 - Lack of face-to-face interaction: Remote work hinders in-person collaboration, making it harder to build connections, trust, and teamwork.
 - Limited spontaneous conversations: Physical distance can restrict spontaneous discussions and innovative problem-solving, resulting in reduced opportunities for brainstorming.
 - Benefits:
 - Access to a diverse talent pool: Remote work allows organizations to hire the best talent regardless of their location, tapping into a global talent pool.
 - Enhanced attention and productivity: Some workers find that remote work boosts individual productivity due to fewer interruptions and distractions compared to traditional office settings.

❖ Work-Life Balance Challenges:

- Benefits include:
 - Greater flexibility: Remote workers have more control over their schedules, allowing them to manage their personal and professional lives more effectively.
 - Reduced commute and stress: By not having to commute to work every day, employees can save time, experience less stress, and have more time for themselves and take care of their well-being.

C) Effect of varied shift schedules on Employee well-being, such as physical and mental health, and on overall job satisfaction:

The effect of different shift schedules on employee well-being, such as physical and mental health, and overall job satisfaction:

- Physical health impact: Irregular or rotating shift schedules can disrupt sleep patterns, leading to sleep problems and fatigue. This increases the risk of accidents and injuries. Shift work has also been associated with higher rates of obesity, heart problems, and stomach issues, affecting eating habits, exercise, and overall health.
- Mental health impact: Shift work can cause increased stress due to adjusting to changing schedules and difficulty managing personal and professional responsibilities. It can also lead to reduced social interactions, which may contribute to mood disorders like depression and anxiety. Disrupted sleep patterns and limited social connections can worsen these conditions.
- Job satisfaction: In some cases, jobs or departments that require irregular shifts may offer limited career growth opportunities. This can result in fewer chances for promotion and a lack of motivation to pursue professional advancement.

D) Are there any suggestions or steps that can reduce the negative effects of remote work on employee productivity and well-being?

To make remote work better for employee productivity and well-being, there are a few important things to consider:

- Clear communication: By making sure there are clear ways for employees to communicate and collaborate virtually. Use video calls and online tools to stay connected and build a sense of teamwork. Regularly talk with employees to address any concerns or problems.
- Reliable technology: Provide employees with the necessary tools and resources for remote work, like a good internet connection and secure systems. Offer technical support and training to help them use these tools effectively.

- Foster connection: Encouragement of virtual social activities like coffee breaks or games to help employees feel connected. Use of online platforms for knowledge sharing and collaboration. Checking in with employees regularly and keeping them updated.
- Prioritize well-being: Through supporting employees in taking care of their well-being. Encouraging breaks, setting boundaries between work and personal life, and promotion of healthy habits. Offering mental health resources and ways to recognize and appreciate employees' efforts.
- Provide feedback: Regularly giving feedback and evaluation of employee performance in a constructive way which helps their growth.
- Professional development: Organize virtual opportunities for employees to develop their skills and advance their careers. Offer mentoring and coaching programs to support their professional growth.

E). Do the impacts of shift work and remote work vary depending on the industry and job type? Are there specific industries or professions that are more likely to experience positive or negative effects?

The impact of working different hours and from a different location can be different depending on the industry and type of job. Here are some things to think about when considering how shift work affects different fields and occupations:

- *Healthcare and emergency services*: which often require around-the-clock staff, are more likely to experience shift work. This can have a significant impact on workers' physical and mental health due to the irregularity of the schedule and the high-stress environment.
- *Manufacturing and transportation*: on the other hand, are often operated in shifts to ensure the continuation of production or services, which can lead to fatigue and safety issues, especially in jobs that require a high level of concentration or physical activity.
- *Hospitality and retail*: in contrast, often require evening, weekend, or holiday shifts, which can have an impact on work-life balance as well as limit opportunities for social interaction outside of work.

Some professions or occupations consider remote work more than others. These are:

- *IT and Professional Services*: there is a greater likelihood of job roles being able to be done remotely due to their nature. These industries offer a range of benefits, such as increased flexibility, shorter commutes, and potentially improved work-life balances.
- *Creative and Digital Industries*: offer the potential for increased creativity and concentration, as well as improved communication and collaboration.
- *Administrative and Customer Support*: these roles can also be done remotely but may present challenges.

F) Do shift schedules and remote work have any effects on how well employees perform? Are there any connections or ways they work together that can impact the results? If so, what are these connections, and how might they affect the outcomes?

Remote work can have various effects on how well employees perform, especially when it comes to shift scheduling and having control over their work. There are positive ways these two aspects can work together, such as:

- Flexible shift scheduling allows employees to work from different places or adjust their working hours to fit their personal commitments. This can make employees happier, help them balance work and personal life better, and improve their performance.
- Remote work can also help with some of the challenges of shift work, like less time spent commuting, more time to rest and recover, and increased independence and control over work.

However, there are some negative outcomes that also can occur, which include:

- Remote work can create difficulties in communication and collaboration, especially for employees who work on different shifts. This can affect their performance as it can be harder for them to have real-time interactions, resolve issues quickly, or get timely responses, especially in non-traditional shifts.
- Remote work can lead to fewer social interactions, which can negatively impact teamwork, sharing of knowledge, and overall performance.
- Having limited access to tools, poor internet connection, or inadequate technology and infrastructure can also affect how well employees perform.

G). What could be the organizational and managerial elements, which can affect the success of remote work and the adoption of various shift schedules, in terms of employee performance and well-being?

There are many things that organizations and managers can do to make remote work and different shift schedules work well for employees in terms of their well-being and how well they do their job. Here are some important things to consider:

- Making sure that everyone knows what is expected when working remotely or on different shifts. This includes things like when to work, how to be available, and what goals to achieve.
- Having good ways for people to communicate with each other and their managers. This means finding ways to talk regularly and openly, even when not in the same place.
- Helping managers learn how to support teams that work remotely or have different shifts. This might involve giving them training and tools to manage workloads and help employees balance their work and personal lives.

- By making sure that employees have what they need to do their job well, whether they work from home or have different shifts. This means setting clear goals for performance, giving feedback, and offering chances for growth and learning.
- Provide training and support for using technology to collaborate remotely. Fixing any technical problems quickly to avoid disruptions and frustration.
- Promoting well-being by having programs that support mental health and help manage stress. When possible, flexibility should be encouraged with scheduling.
- Recognize and reward employees for their efforts and achievements, whether they work from home or have different shifts. Having regular check-ins and team meetings and offering virtual social activities can keep everyone connected and united.
- Offer training and development opportunities so employees can learn to manage their time, collaborate remotely, and stay motivated. Provide resources and support to help employees adjust to changing work situations.

H) Do factors like a person's age, gender, and how long they have been with a company affect how working from home and different work schedules impact how well they do their job and how they feel overall?

- Different factors like age, gender, and how long someone has been with a company can have a big impact on how well employees perform and how they feel. Let's look at each of these factors more closely:
- Age: Younger employees might find it easier to work from home and adapt to different work schedules because they grew up with technology and are more used to it. They may also appreciate the flexibility and work-life balance that remote work offers. On the other hand, older employees might have a harder time adjusting to remote work and different schedules because they are more set in their ways and have different responsibilities, like taking care of family members.
- Gender: A person's gender can also affect their performance and well-being. Women, for example, may face additional challenges because of societal expectations and traditional roles. They might have more responsibilities at home, like taking care of children and doing household chores, which can increase stress and reduce productivity. Gender biases and inequalities in the workplace can also impact how remote work is assigned or perceived, which can affect overall well-being and performance.

- Tenure: How long someone has been with a company can influence how they respond to remote work and different schedules. Employees who have been with a company for a long time may be more accustomed to the culture and routines of the workplace, making it harder for them to adapt to working remotely or changing their schedules. On the other hand, employees who have been with a company for a shorter time may be more flexible and open to change because they don't have as many established work habits and expectations.
- I) What are the current problems with the research done so far on how working different shifts and remotely affects employee productivity and well-being? What suggestions can be made for future research in this area??
- The current research on how working different shifts and remotely affects employee productivity and well-being has made progress, but there are still some limitations to consider. Here are the current limitations and suggestions for future research:
- Longitudinal studies: Current studies often look at short-term or one-time periods, making it hard to determine cause and effect or understand the long-term impact of different work arrangements. Future research should focus on longer studies that track employees over time to get a better understanding of how shifts and remote work affect well-being and productivity.
 - Standardized measurements: There is no agreement on the best measures to assess productivity and well-being in relation to shift and remote work. Different studies use different metrics, making it difficult to compare findings. Future research should develop standardized measures that can be used across different work environments to accurately evaluate outcomes.
 - Generalizability: Many studies are limited to specific industries, occupations, or organizational settings. To improve generalizability, future research should include a wider range of industries, occupations, and types of organizations.
 - Contextual factors: The impact of shift and remote work can be influenced by various contextual factors such as organizational culture and support systems, technological infrastructure, and more. Future research should examine these contextual factors more deeply to better understand how they interact with work arrangements and affect well-being and productivity.

- Mediators and moderators: Further research is needed to understand the mechanisms through which shift and remote work affect productivity and well-being. Factors like work engagement, job autonomy, individual characteristics, and organizational policies should be explored as potential mediators and moderators.
- Underrepresented groups: There is a lack of research on how shift and remote work specifically affect underrepresented groups, including marginalized communities and individuals with disabilities. Studying the experiences of different demographics can help identify strategies to promote inclusivity and address disparities.
- Hybrid work models: Hybrid work, which combines in-person and remote work, is gaining popularity. Future research should investigate the unique challenges, advantages, and dynamics of this hybrid approach to gain a better understanding of its impact on productivity and well-being.

In summary, while research has advanced our understanding, there are still limitations to address. Future research should focus on longitudinal studies, standardized measurements, diverse samples, contextual factors, mediators and moderators, underrepresented groups, and hybrid work models to provide more comprehensive insights into how work arrangements and shift schedules affect employees.

1.3 Aims & Objectives

The main purpose of this research is to study how working remotely affects how well employees do their job and how they feel in both their work and personal lives. The goal of the survey is to gather real-world evidence to understand how different shift schedules affect different aspects of employees' work lives. Here are some specific goals that this research paper focuses on:

- This study aims to understand how working from home affects how well employees do their jobs. It will look at things like how remote work affects how much work gets done, how satisfied employees are with their jobs, and the challenges and flexibility that come with working remotely.
- The study will explore how different work schedules affect the mental health of employees, including things like feeling tired, sleep patterns, and difficulties adjusting to different shifts.
- The study will examine how different work schedules affect overall well-being, including finding a balance between work and personal life, stress

levels, feeling isolated, and conflicts between work and family responsibilities.

- This study will also compare the experiences of different groups of employees, such as different ages, genders, and lengths of time at the company, to see if working remotely and having different work schedules affect their performance and overall well-being. The results of this research can help identify any differences and develop strategies to address them.
- The main goal of this study is to provide practical advice to organizations and policymakers on how to implement remote work and manage different work schedules. The aim is to use evidence-based guidance to improve how well employees do their jobs, their well-being, and the overall success of the organization.

OBJECTIVES

The main goal of this study is to understand how working from home and different work schedules affect employees' well-being and mental health. The study aims to gather real data to examine how these work methods impact different areas of employees' lives, both at work and in their personal lives.

Some additional goals of this study are:

- To understand how working from home affects how well employees do their jobs, including how much work they can get done, how satisfied they are with their jobs, and how engaged they feel.
- To find out how different work schedules like day shifts, night shifts, and rotating shifts, affect employees' ability to do their work effectively and efficiently.
- Also, to investigate things like tiredness, sleep patterns, and difficulties in adjusting to different shift schedules, which can impact job performance.
- To examine how working from home impacts employees' mental health, as well as how different shift schedules affect their overall well-being. It may also explore how the feelings of isolation, loneliness or alienation, family dynamics, and access to support systems, affect the impact of these work arrangements on well-being and performance.
- The study may also explore if different demographic groups (such as different ages, genders, or job tenure at the company) may have different experiences and performance levels when working from home.

Ultimately, the aim of this research is to provide evidence-based advice for organizations and policymakers on how to optimize work arrangements to improve how well employees do their jobs, their well-being, and the overall success of the organization.

Chapter 2- Review of Literature

This literature review aims to understand how remote work affects how well employees do their jobs, how they feel and looks at the effects of different shift schedules. By looking at many different studies, the review will evaluate how remote work impacts different parts of employee performance, like how much work they usually get done and how satisfied they are with their jobs. It will also see how remote work affects their personal life and mental health. Additionally, the review will explore how different shift schedules impact how well employees do their jobs and how they feel overall. The findings of this review will help us understand the advantages and disadvantages of remote work and different shift schedules and will provide recommendations for organizations that want to improve how well their employees do their jobs and how they feel.

S.no	ARTICLE	YEAR	AUTHOR	OBJECTIVE	FINDINGS
1.	Investigating the Role of Remote Working on Employees' Performance and Well-Being: An Evidence-Based Systematic Review	2022	Bruna Ferrara, Martina Pansini, Clara De Vincenzi, Ilaria Buonomo and Paula Benevene	This paper aims to provide a comprehensive literature review of the potential risks and opportunities for employee well-being associated with teleworking, as presented in papers published between 2010 and 2021.	• Teleworking can have a positive impact on the perception of performance, and productivity, teleworking can lead to an increase in both job satisfaction and life satisfaction. • One of the selected studies reported a negative effect: the higher the telework intensity, the higher the stress level and the lower job satisfaction. Telework was linked to increased job demands and role uncertainty, decreased employee identity due to ICT tools used for communication, decreased effectiveness of communication between colleagues, and a higher level of conflict within the organization.
2.	Health Problems of Women Working in Night Shift in India: A Review	2022	Dr. Neha, Dr. Pallavi Sarji Uthkarsh	This study examines the health and safety issues that women workers face during night shifts.	• The review describes in detail the correlation between the physical, mental, occupational, and psychosocial effects of night shifts on women. • The study concludes that although women were attracted to the lucrative salary packages and fewer interruptions, offered in the night shifts, women have been observed suffering from a myriad of problems like sleep disorders, obesity, infertility and menstrual

					disorders, mental health problems, GIT troubles, substance abuse, Diabetes Mellitus, musculoskeletal issues and prone to the risk of injuries, among many others.
3.	Remote working and occupational stress: Effects on IT-enabled industry employees in Hyderabad Metro, India	2023	K.D.V Prasad, Rajesh Vaidya, Ridhi Rani	In this study, the objective of the researchers was to present the findings of an empirical research project on remote working and work-related stress and its impact on employee job satisfaction, motivation, and performance.	• The results of the study indicated that the prevalence of remote working is one of the primary causes of anxiety and stress among employees. These reasons include lack of peer pressure, lack of regular break-time activities, and work-family issues. • The lack of peer-to-peer interaction further contributes to the demotivation of the employees, as there is no peer pressure in remote working environments. • The authors suggest that organizations create a comprehensive HR policy and management system to address employee anxiety, remote working issues, interactions between employees, and crisis situations such as the pandemic.
4.	The Impact of Work-from-Home on Employee Performance and Productivity: A Systematic Review	2023	Godfred Anakpo, Zanele Nqwayibana, and Syden Mishi	The goal of the study is to provide a comprehensive analysis of WFH's impact on employee efficiency and effectiveness.	• The WFH model's impact on employee productivity depends on a variety of factors, including the type of work environment, employer and sector profiles, and home environments. • Most report a positive impact, while only a small number report no difference or an adverse impact. • This study suggests that an increase in IT training and capacity building would have yielded more significant results for those willing to adopt WFH models post-pandemic.

5.	Characteristics of shift work and their impact on employee performance and wellbeing: A literature review	2016	Chiara Dall'Ora, Jane Ball, Alejandra Recio-Saucedo, Peter Griffiths	The objective of this study was to identify shift work variables that influence employee performance (e.g., job performance, efficiency, safety, care quality, mistakes, adverse events, client satisfaction, and burnout), and well-being (e.g., job satisfaction, absence, intention to quit) across all industries, including healthcare.	• The review included 35 studies conducted in the health sector, with 25 studies conducted in this sector alone. • Numerous shift work characteristics have been linked to a decrease in employee performance and well-being. • Large multicentre studies have shown that shifts of 12 hours or more are associated with compromised outcomes, working more than 40 hours per week is linked to adverse events, and there is no conclusive evidence regarding working a 'Compressed Working Week'. • Working overtime has been linked to decreased job performance. Rotating shifts have been associated with poorer job performance, while fixed night shifts appear to allow for resynchronization, however, job satisfaction of those working fixed nights has been reduced. • Early breaks have been linked to improved fatigue and alertness in employees, while quick returns between shifts have been linked to an increase in pathologic fatigue. • Across occupational sectors, the shift work characteristics have a consistent effect on outcomes.
6.	The Impact of Shift Work and Long Work Hours on Employers' Health Care Costs	2020	McHugh, Megan PhD; French, Dustin D. Ph.D., Kwasny, Mary M. Ph.D., Maechling, Claude R.	This report provides an estimation of the incremental healthcare expenses incurred by two United States manufacturing	• The study found that two large US manufacturing companies incurred substantial excess healthcare-related costs due to their shift work and 12-hour shift policies across four plants.

			Ph.D., Holl, Jane L. MD	companies because of their shift work and extended work hours policies.	• The study demonstrates the relationship between the health risk associated with long work hours. • The findings should influence employers to make additional investments in interventions to prevent and manage chronic health conditions.
7.	An exploration of the psychological factors affecting remote workers' job effectiveness, well-being, and work-life balance	2013	Christine A. Grant, Louise M. Wallace, Peter C. Spurgeon	This paper seeks to investigate the implications of e-working from a remote location on the primary research domains of work-Life Balance, Job Effectiveness, and Well-Being. The results of the study are presented in the form of a set of generic themes derived from the primary research domains, such as building trust, management style, and quality of work and non-working life.	• The paper provides insights into the diverse factors affecting remote e-workers and produces ten emerging themes. • Differentiating factors between e-workers included access to technology, ability to work flexibly, and individual competencies. • Adverse impacts were found on well-being, due to over-working and a lack of time for recuperation. Trust and manageme

					nt style were found to be key influences on e- worker effectivene ss.
--	--	--	--	--	--

Chapter 3- Methodology

“Analyzing the influence of remote work and the impact of shift schedules on employee performance and well-being: A survey study based on empirical evidence”., The study methodology is a hybrid of literature review, qualitative analysis, and quantitative analysis. The qualitative analysis utilizes the tools like questionnaire forms and survey analysis to gain the perception and implications of the employees, falling under the targeted population sample, on the impact of remote work and shift schedules on their performance and well-being. The quantitative analysis makes use of analytical tools like MS Excel to develop graphical representations of the data collected from the respondents and draw appropriate interpretations and conclusions, from the same.

- **Literature Review:** This study provides an in-depth analysis of the existing literature to gather data on the impact of remote working and shift scheduling on employee performance, productivity, and physical, mental, and psychosocial well-being. The review includes peer-reviewed articles and scholarly studies conducted in the pre-covid, covid, and post covid time periods. This overview serves as the foundation for the study, highlighting research gaps and providing useful information for future analysis.
- **Qualitative Analysis:** This paper uses the specifically designed questionnaire survey forms, solely focused on the objectives of this research and keeping in mind the current employment nature of the targeted sample population, to collect responses to the questions and derive appropriate interpretations and conclusions, as the result of respondents’ point of view and perceptions. The survey forms were circulated to the targeted population groups, using social media platforms like Google Workspace, WhatsApp, and LinkedIn, to gather responses. The targeted population sample comprised of:
 - Employee base of Doctor Alliance organization.
 - Employees working in IT and software industries, working remotely or in hybrid work arrangements.
 - Employees working in hospital and healthcare sectors, education, and hospitality industries in varied shift schedules.

- Employees working in Government and Private sector.
- Stay-at-home mothers and working women, working in both remote and varying shifts arrangement.

16

- **Quantitative Analysis:** The answers from the survey were entered into an MS Excel spreadsheet and sorted into different categories. The data was analyzed using graphs and charts in MS Excel. The findings were interpreted to draw a definite conclusion.

In a nutshell, this study uses multiple methods to gather information, including reviewing existing research, analyzing obtained numbers, and conducting surveys to understand people's experiences and perspectives. The aim of the study is to assess the impact of working from home or on a shift schedule on employees' performance and well-being and to identify the most effective strategies that organizations and policymakers could implement to improve productivity, performance, and overall well-being. Furthermore, the study seeks to identify any correlation between remote work schedules and shift schedules based on employees' experience and perception.

17

27

Chapter 4- Data Analysis & Findings

As previously mentioned, a survey questionnaire was created and disseminated to the target demographic groups. Responses collected are systematically organized and analyzed. Out of the targeted 150 respondents, 41 opted to participate in the survey. Responses were collated and analyzed using MS Excel Spreadsheets and Graphs. The responses to the corresponding questions, in the order followed in the questionnaire, are depicted as follows:

Please state your Gender

40 responses

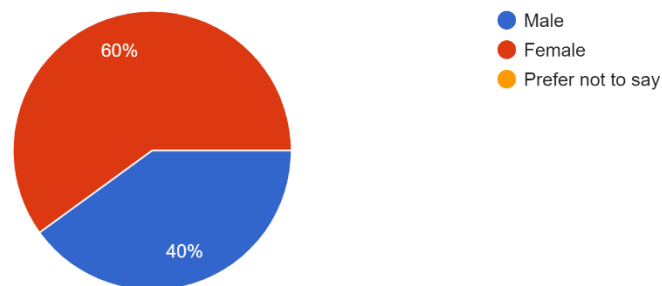


Fig 4.1- Pie chart depicting the gender of the involved participants.

Please select your age in the range of:

40 responses

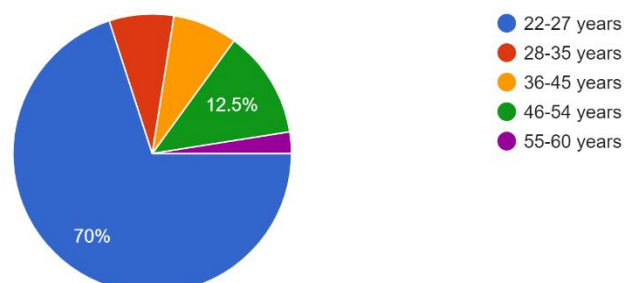


Fig 4.2- Chart describing the age ranges of the participants.

Fig 4.3- Bar Graph representing the employees' organizations.

State the Organization you work for

40 responses

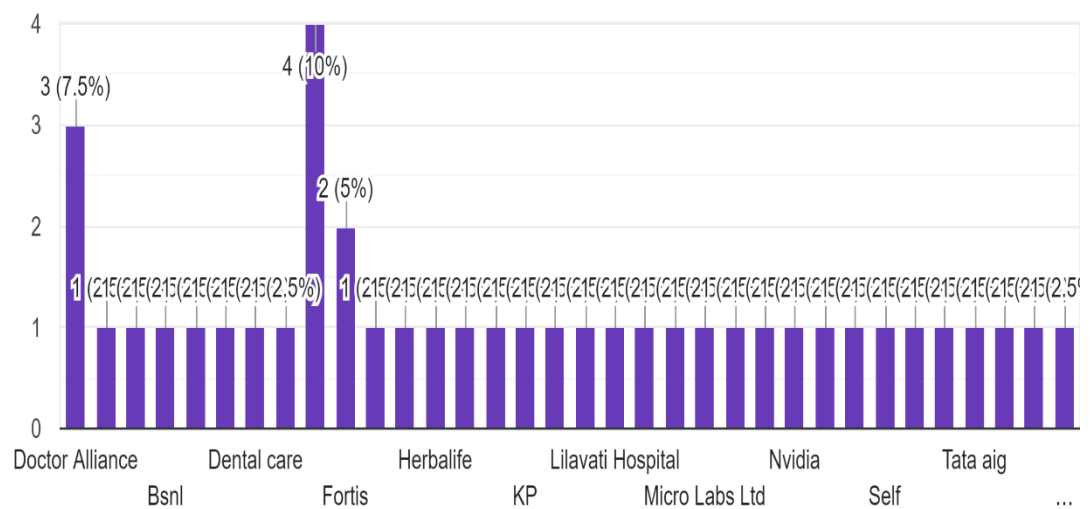


Fig 4.4- Pie chart depicting percentage of the type of industries the employees' work in

State the type of Industry you work in

40 responses

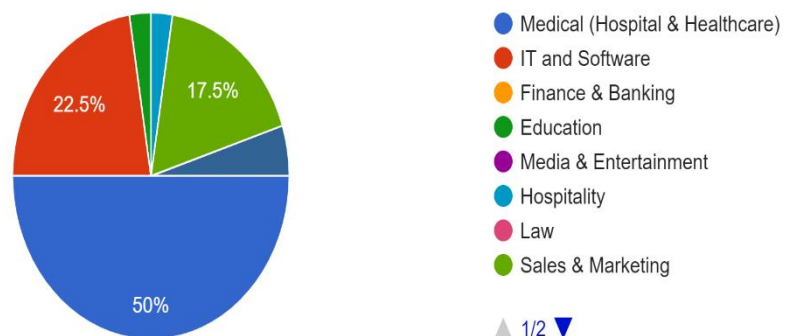


Fig 4.5- Chart representing the percentage of employees working in major sectors.

Select the Sector you work for
40 responses

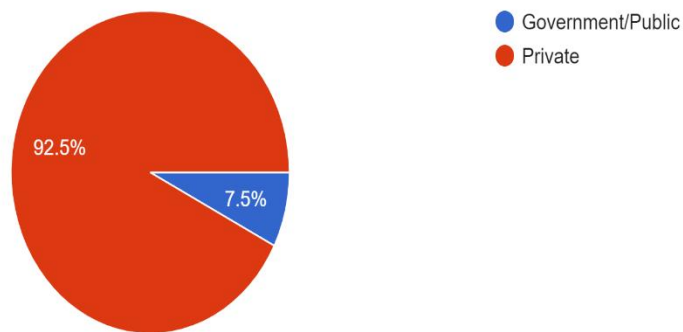


Fig 4.6- Pie chart representing the percentage of the employees in different work arrangements.

What is your work arrangement
40 responses

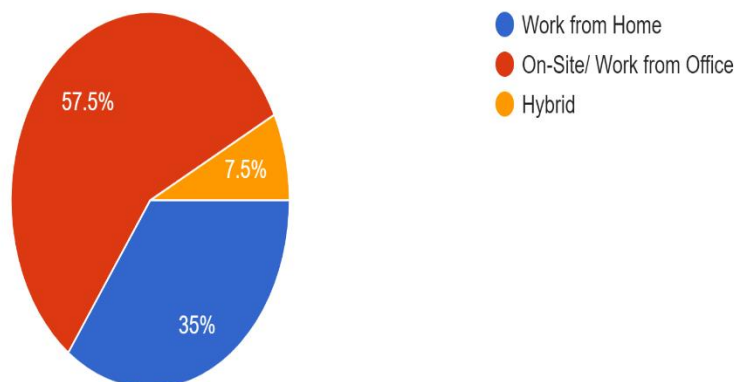


Fig 4.7- Chart depicting the percentage of employees' availing the associated number of weekly day off.

How many days a week you have to work?

40 responses

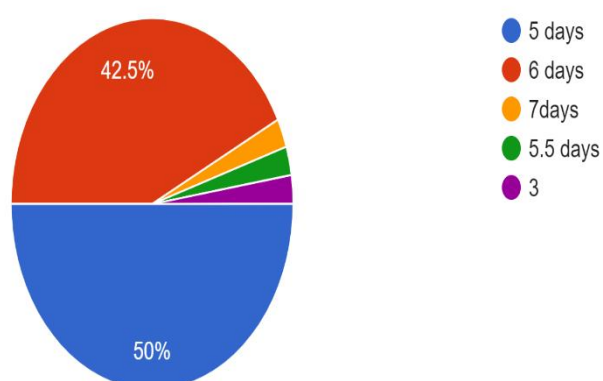


Fig 4.8- Chart depicting the percentage of employees getting a weekly day off.

Do you get a weekly off ?

40 responses

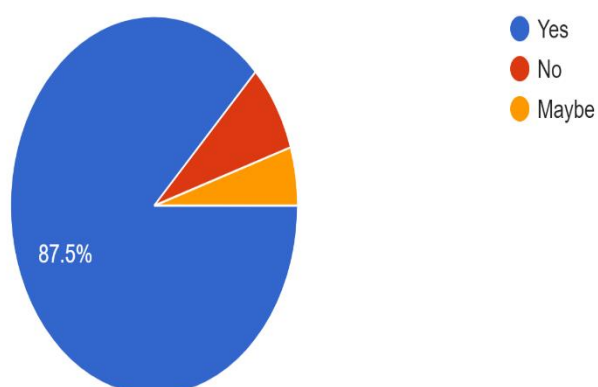


Fig 4.9- Chart depicting the percentage of employees availing the varied number of weekly days off.

How many days a week do you get off ?

40 responses

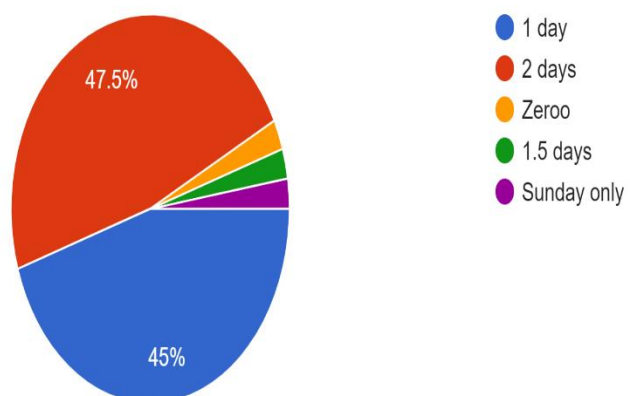


Fig 4.10- Chart representing the satisfaction percentage of the employees with the number of weekly days off they get.

Are you satisfied with the number of weekly off days you get?

40 responses

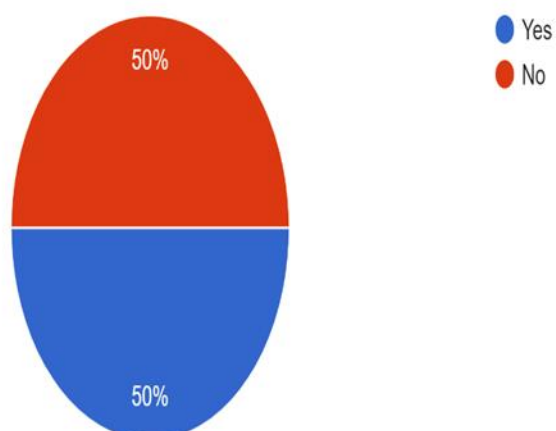


Fig 4.11- Bar Graph depicting the percentage of employees in varied work-from-home/work-from-office arrangements in a hybrid mode of work.

If working in Hybrid mode, how many days you work from home and from office, assuming you get a day off weekly ? (Write N/A, if not applicable)

26 responses

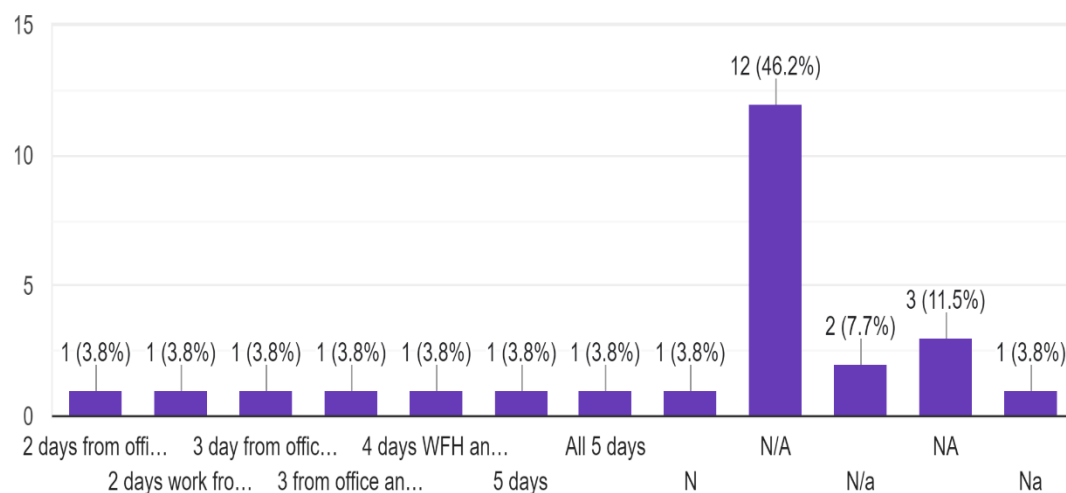
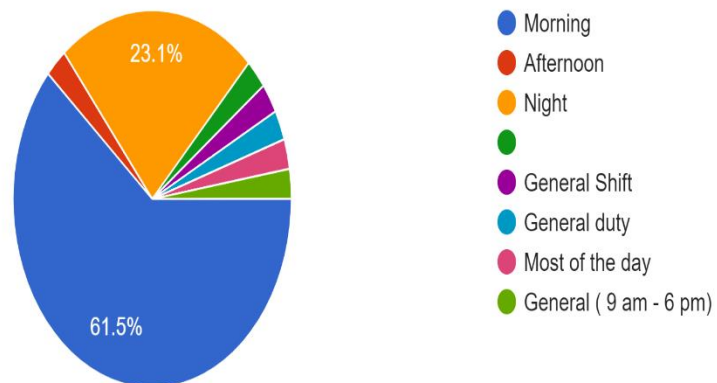


Fig 4.12- Pie Chart representation of the percentage of the employees working in varied shift schedules.

What is your work shift schedule?

39 responses



23

Fig 4.13- Chart representing the percentage of employees working in major types of shift schedules.

Nature of your work shift schedule

39 responses

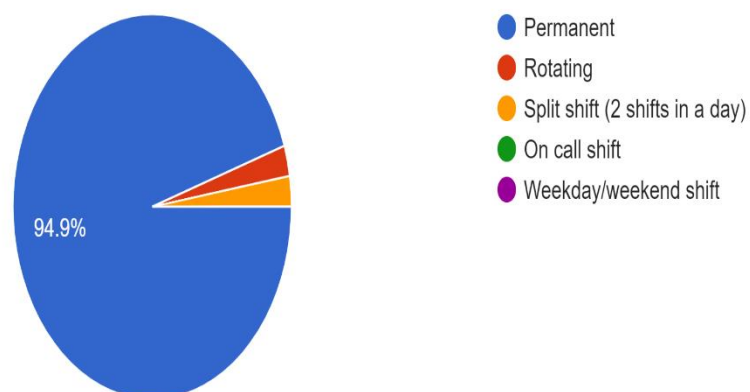
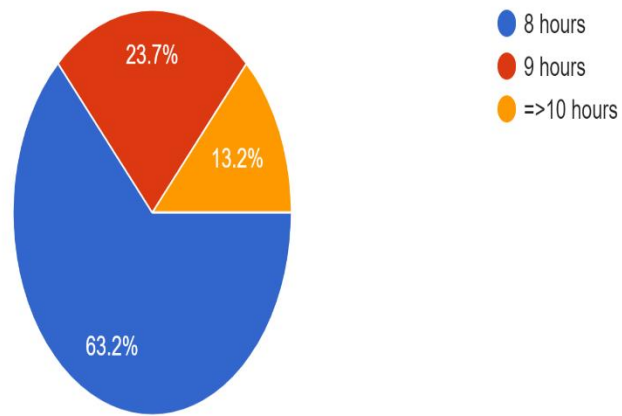


Fig 4.14- Chart representing the percentage of employees working different shift hours.

What are shift working hours ?

38 responses



24

Fig 4.16- Pie chart depicting the percentage of employees satisfied with their work arrangements and shift schedules.

Do you feel satisfied with your work arrangement and shift schedule ?

39 responses

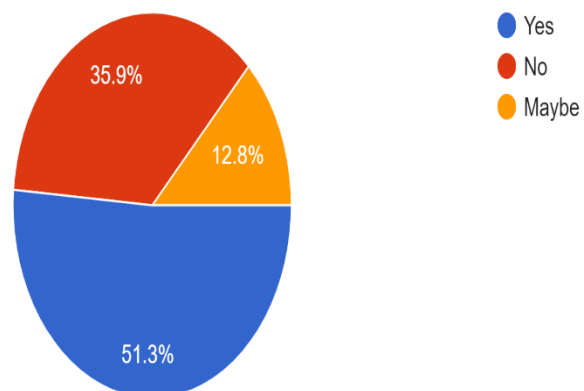
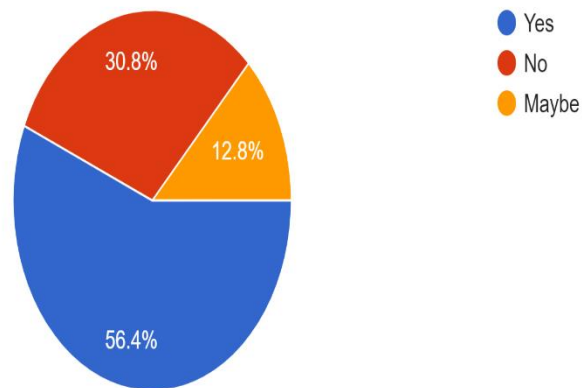


Fig 4.17- Chart depicting the variable percentage of employees who feel well rested and productive during their work shift.

Do you feel well rested and productive during your work shift ?

39 responses



25

Fig 4.18- Chart depicting the percentage of employees on the proportion of work they can complete during their work shift hours.

Are you able to get most or all of your assigned work done during your work shift hours?

39 responses

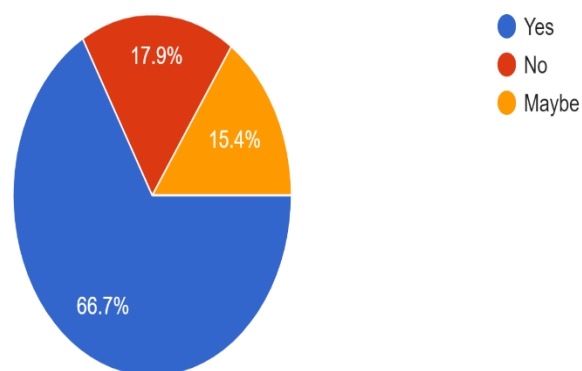
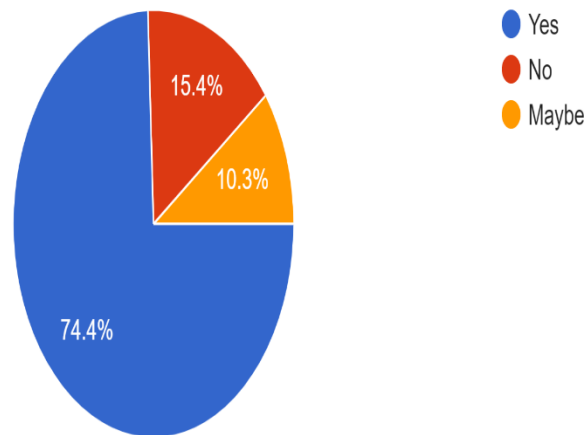


Fig 4.19- Chart depicting the percentage of employees exhibiting varying satisfaction levels with the quality of work they can deliver within their work shift hours.

Are you satisfied with the quality of work you are able to deliver within your work shift hours ?

39 responses



26

Fig 4.20- Chart depicting the varying percentage of employees who feel that their work quality and productivity could be improved if any changes are made in the work arrangements, shift schedule and in the number of working hours.

Do you feel your work quality and productivity can be improved if there are changes in the work arrangement, shift schedule and the amount of working hours?

39 responses

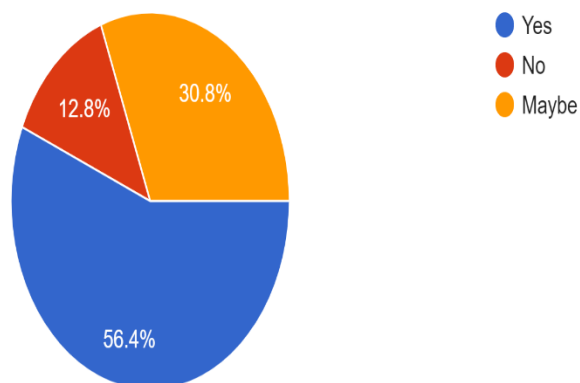
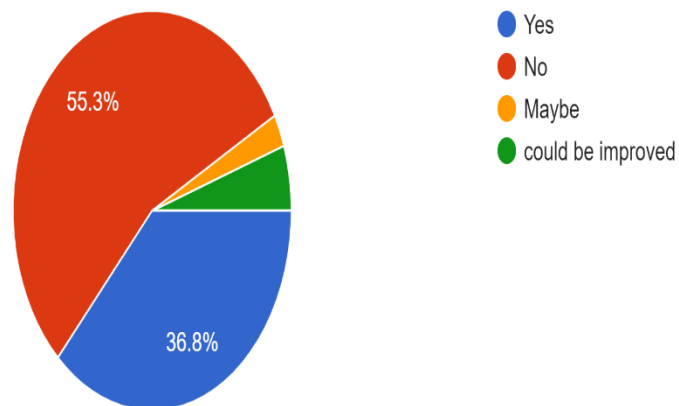


Fig 4.21- Pie Chart depicting the percentage of employees and their satisfaction levels with the time they get for physical activity.

Do you get enough time to exercise and for the maintenance of your physical health and well being ?

38 responses



27

Fig 4.22- Pie chart depicting the percentage of employees who get enough time for their personal life post their working hours and shift timings.

Do you get enough time for your personal life, family and friends post your working hours and shift timings ?

39 responses

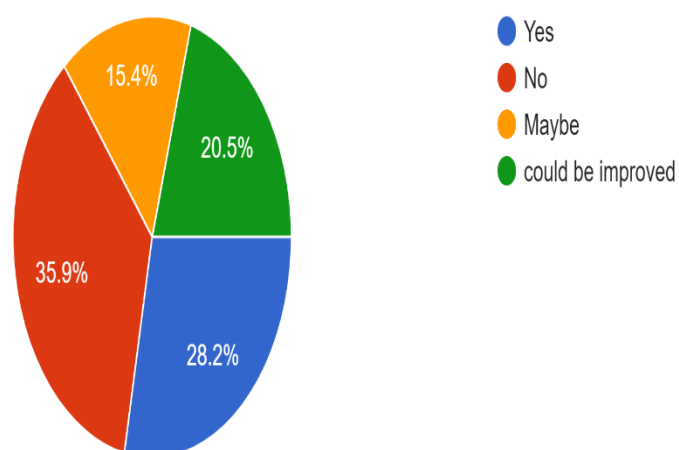


Fig 4.23- Chart depicting the percentage of employees who feel stressed, anxious or overwhelmed during their shift and working hours.

Do you often feel anxious, stressed, or overwhelmed during your shift and working hours at work?

38 responses

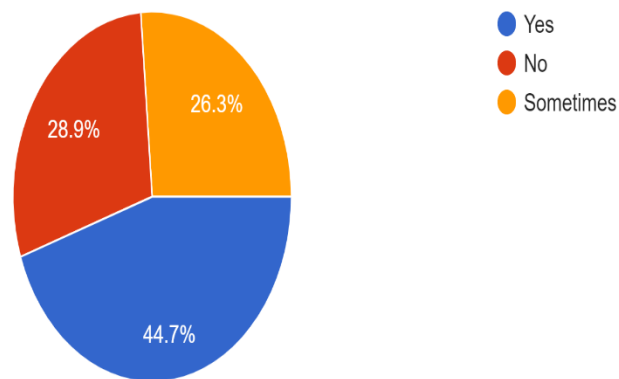


Fig 4.24- Chart depicting the percentage of employees working from home, who feel isolated or alienated from the rest of their surroundings.

For WFH employees , do you feel often isolated or alienated from the rest of your surroundings?

24 responses

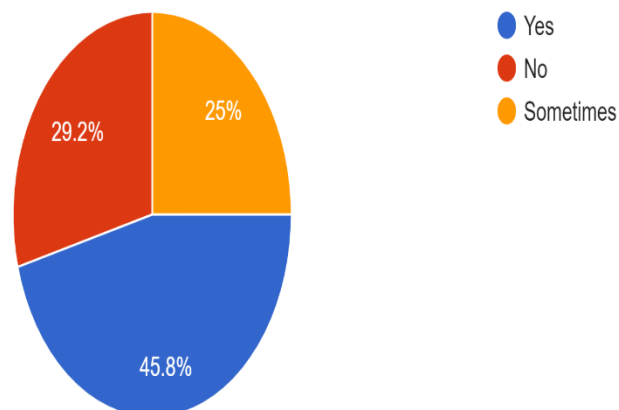
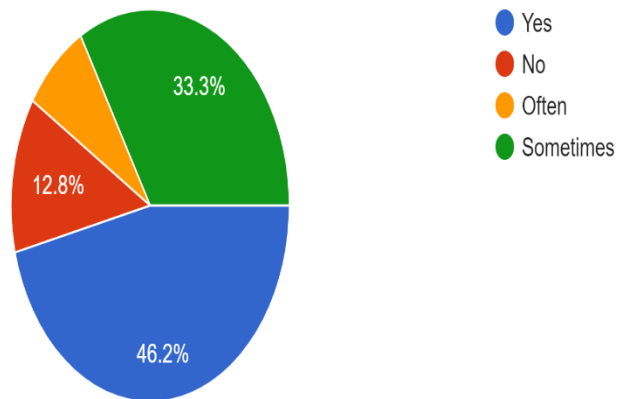


Fig 4.25- Chart depicting the percentage of employees who feel tired or exhausted during their work shift hours.

Do you feel exhausted or tired during your work shift hours? (Applicable to all work arrangements and shift schedules)

39 responses



28

Fig 4.26- Pie chart representing the varying percentage of employees whose shift timings are fixed or not.

Are your work shift timings fixed?

39 responses

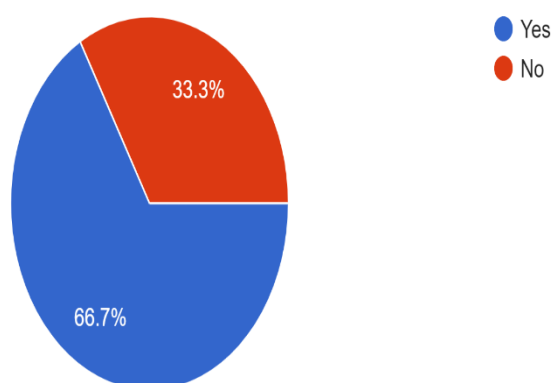
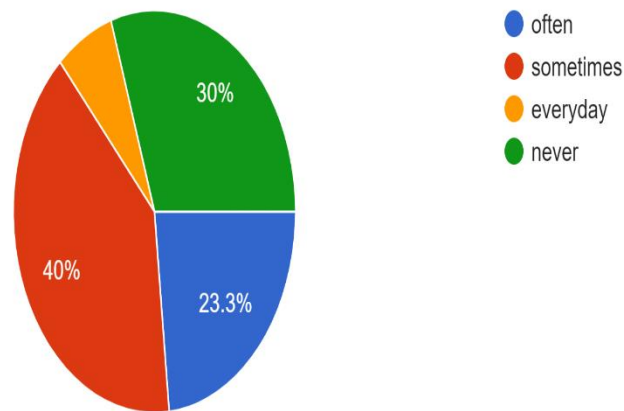


Fig 4.27- Chart depicting the percentage of employees who are required to do overtime by their organizations in varying frequency.

If no, what is the frequency of overtime required by your organization?

30 responses



29

Fig 4.28- Chart depicting the percentage distribution of employees who receive overtime payment by their organizations versus those who do not receive and others.

Are your overtime hours paid separately by your organization?

37 responses

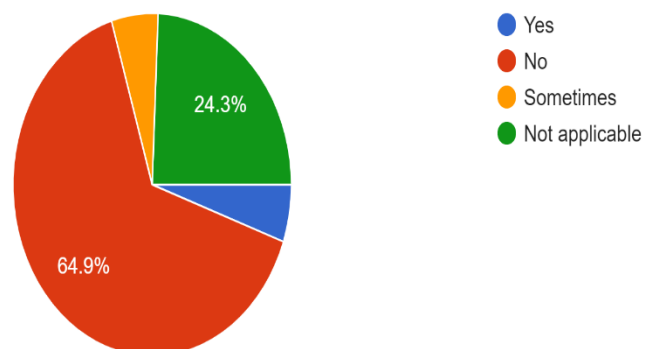
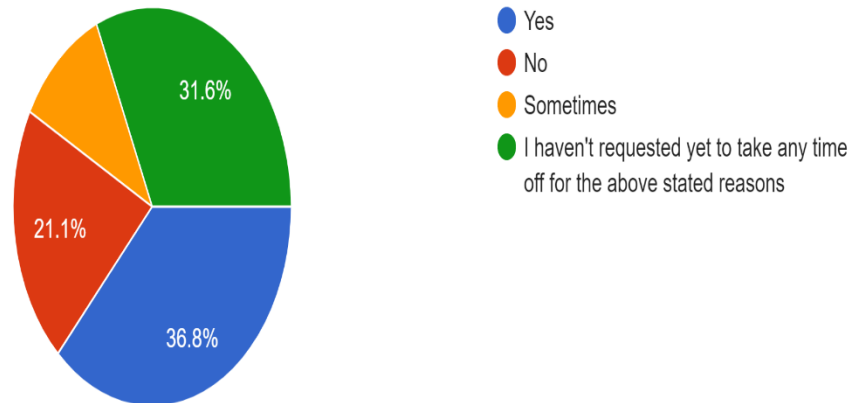


Fig 4.29- Chart depicting the percentage of employees whose organizations favour giving them some time off for health issues vs others.

Does your organization favor giving you some time off, in the event of some Physical or Mental health issues and for the preservation of general well-being, during or after your work shift hours?

38 responses



31

Fig 4.30- Chart depicting the percentage of employees suffering from any occupation induced illness because of their shift schedules and work arrangements vs others.

Have you been suffering from any illness or developed any occupation-induced health illness or ailment due to your work arrangement and shift schedules?

37 responses

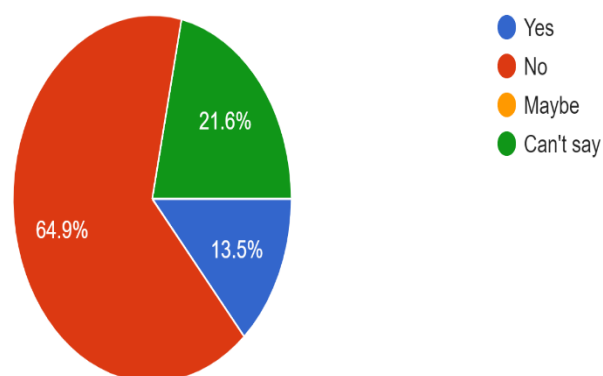


Fig 4.31 & 4.32- Pictures demonstrating the responses of some of the participants who are suffering from various occupation induced illness due to their shift work and work arrangement.

Untitled form - Google Forms

docs.google.com/forms/d/1uoaYG4kmZ5E-IL4ep3i516J9t0Zq7X63d3EuJpylC4c/edit#responses

Questions Responses 41 Settings

If yes, then kindly state the illness or the ailment (could range from weight loss/gain, insomnia, vision problems, occupation-induced anxiety and stress, headache and migraines, back pain, irregular menstrual cycles, overall tiredness and fatigue etc.)

9 responses

Insomnia, irregular mensural cycle, tirednesd
Vision problems, fatigue and headache
Back pain, tiredness
Weight gain
Pood
nil
N/A
NA

12:55 04-06-2023

Untitled form - Google Forms

docs.google.com/forms/d/1uoaYG4kmZ5E-IL4ep3i516J9t0Zq7X63d3EuJpylC4c/edit#responses

Questions Responses 41 Settings

irregular menstrual cycles, overall tiredness and fatigue etc.)

9 responses

Insomnia, irregular mensural cycle, tirednesd
Vision problems, fatigue and headache
Back pain, tiredness
Weight gain
Pcod
nil
N/A
NA
Vision problems , weight gain , tiredness, fatigue, headache

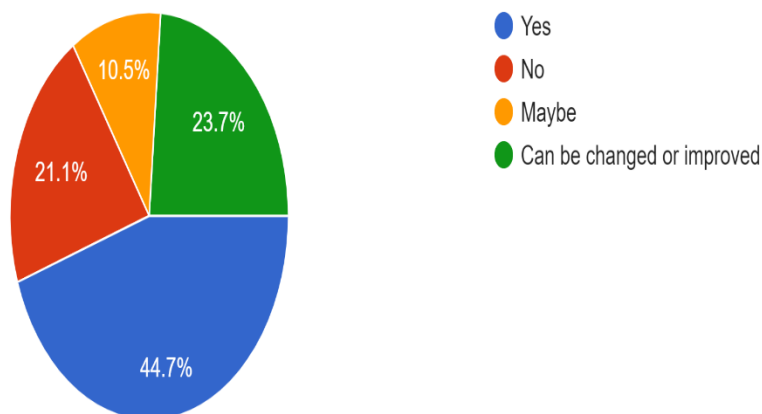
12:59 04-06-2023

Fig 4.32

Fig 4.33- Chart depicting the percentage of employees who are satisfied with their work arrangements and shift schedules.

Overall, are you satisfied with your work arrangement and shift schedules?

38 responses



33

Chapter 5- Results and Discussion

During the study, several key points regarding the impact of remote work and shift schedules on employee performance and well-being were noted.

- Remote work has been found to have a positive impact on employee performance, with most participants reporting increased productivity. This is likely due to the reduced distractions, flexible working hours, and lack of a daily commute, as well as a positive correlation between work-life balance and job satisfaction. However, some individuals have reported difficulty maintaining focus and maintaining work-life boundaries when working remotely.
- This study examined the effects of shift schedules on the performance of employees, with a focus on fatigue, work engagement, and job performance. It was found that employees who worked non-standard shifts (night shifts or rotating shifts) experienced higher levels of tiredness and fatigue than those who worked standard day shifts, in line with previous research which has indicated that this can lead to a disruption of the circadian rhythm and a decrease in alertness. Interestingly, however, the study found that employees on these non-standard shifts had a higher level of work engagement and potentially increased focus and productivity, indicating that they may have a greater sense of meaning and involvement in their job. Job performance results also varied between participants, with some reporting no significant difference between shift

schedules and others reporting difficulties in adapting to non-standard shift schedules.

- The results of the survey revealed that employees who have the option to work remotely experienced lower levels of stress related to their work than those who do not. This is likely because remote work provides individuals with the opportunity to create more conducive work environments and better manage their personal obligations. However, it was also noted that remote work may create a disconnect between work and home life, creating a sense of isolation and alienation from the surroundings, which could lead to difficulties in achieving a balanced work-life relationship. Furthermore, those assigned to non-standard shift schedules experienced higher levels of stress, which was attributed to disruption of sleep patterns and difficulties in reconciling personal and social life with their work schedule.
-
- **Fig 4.1.**, depicts the gender of the involved respondents, in which most of the participants were females (58.5%), compared to males (41.5%).
 - **Fig 4.2.**, represents the major chunk of the targeted employee population belonging to the age range between 22-27 years (68.3%), (14.6%) were in the age group between 46-54 years, an equal proportion of the participants fell under the years 28-35 years and 36-45 years (7.3% and 7.3%) as well, and only 2.4% of the participants belonged to the age group of 55-60 years. The findings suggest that the interested participants mostly consisted of young employees or newbies, who are in the early stages of their professional journey and the second chunk indicated middle-aged professionals. The involvement of both population groups also suggested the evidence of working remotely as well as having the most impact of shift schedules on their performance and well-being.
 - **Fig 4.3.**, represented the organizations, these employees belonged to. Most of the participants worked in Doctor Alliance, a US-based healthcare IT organization (18.1%) that exclusively operates on remote working and US shift timings, that is., offers permanent night shifts to its employees in India. The other major organizations included hospitals like Fortis Hospitals, Lilavati Hospital, GMCH Udaipur, and Medanta Gurgaon, software and IT companies like Deloitte USI, Syngenta, Nvidia, Winglobe, KP, Wipro, Government enterprises like NCL, BSNL, and PATH, educational institutions like BSNVPG college and Jaypee University, Diagnostic laboratories and Pharmaceuticals like Vee Excel Drugs and Micro Labs. Many respondents also belonged to nutritional giants like Herbalife and others were Self Employed/Business owners. The diverse nature of the involved participants having varied work arrangements and shift schedules provides an interesting insight into how their employment nature affects their performance and well-being.

- **Fig 4.4** depicts the type of industries; these employees belong to. (51.2%) of the employees who work in the hospital and healthcare industry, 22% work in IT & Software, 17.1% work in Sales and Marketing, and the rest 4.8% work in Hospitality and Education industries. The data suggest that remote working and varied shift schedules are more prevalent in the Medical, IT, and Software industries.
- **Fig 4.5** represents the sector in which these employees work. Most of the respondents work in the Private sector (92.7%) and only a small percentage work in the government sector (7.3%). That indicates that the Private sector is most affected by the impact of remote working and shift scheduling, compared to the Government sector where the incidence of remote working is low.
- **Fig 4.6** depicts the distribution of employees in different work arrangements. Many of the employees (58.5%) are working on-site/ working from Office, 34.1% are working from home and the rest 7.3% are working in a Hybrid work arrangement, that is., alternating between working from home and from the office.
- **Fig 4.7** represents the employee distribution based on the number of days they must work. The major, 48.8% work for 5 days a week, compared to 43.9%, who work for 6 days a week. The other lot works for 7 days a week, 5.5 days a week, and even just 3 days a week (all 2.4% each).
- **Fig 4.8** and **Fig 4.9** represents the weekly off day the participants get. Many participants (87.8%) get a weekly off, compared to 7.3% who do not, and 4.9% might get a day off in a week. In Fig 4.9., an equal number of participants that is, 46.3% each would get 2 days off and a single day off. The rest, at 2.4% each, would get 0, 1.5 days, and only Sunday, weekly off.
- **Fig 4.10** depicts the satisfaction quotient of the participants with their day off. 51.2% reported being satisfied, while the remaining 48.8% were not satisfied, with the number of weekly off days they get.
- **Fig 4.11** represents the distribution of work-from-home days to work-from-office days of the employees, in a hybrid work arrangement. A reported 3.8% work 2 days from the office and 3 days from home, similarly, the others who work 3 days from the office and 2 days from home, 4 days from home and 2 days from office type arrangements, the statistic 3.8% remains constant. For 46.2% of employees, the question was not applicable.
- **Fig 4.12** depicts the shift work schedules of the employees. The major proportion of employees (62.5%) work in the morning shift, 22.5% work

during the night shift, 2.5% work on the afternoon shift, and the rest claim they work in the 'general shift', which according to them is between 9 am-6 pm.

- **Fig 4.13** represents the nature of the work shift schedule of the employees. A whopping 92.5% claim that their shift nature is permanent and is not subject to changes, while the remaining work in rotating shifts, split shifts, or on-call shifts, all at 2.5% each.
- **Fig 4.14** depicts the shift working hours. 63.2% of the employees work for 8 hours during their shift, 23.7% work for 9 hours, and the remaining 13.2% work for 10 hours or more, during their shifts.
- **Fig 4.15** represents the satisfaction quotient of the employees, regarding their work arrangements and shift schedules. 51.3% of the employees reported being satisfied, 35.9% were not satisfied and the remaining 12.6% were probably okay about their work arrangements and shift schedules.
- **Fig 4.16** depicts whether the employees feel well rested and productive during their work shift. 56.4% claimed they do feel well rested and productive during their shift, 30.8% felt they were not and the remaining 12.8% claimed they might feel well rested and productive, during their work shift.
- **Fig 4.17** depicts whether the employees can get most, or all of their assigned work done during their work shift hours. 66.7% of the employees claimed they are able to get most or all of their work done during their shift hours, 17.9% claimed that they could not and the remaining 15.4% claimed that maybe they could, at times.
- **Fig 4.18** represents the satisfaction quotient of the employees, with the quality of the work they can deliver, within their work shift hours. A majority, 74.4% claimed that they are satisfied with their quality of work, 15.4% claimed they are not satisfied and the remaining 10.3% claimed maybe.
- **Fig 4.19** depicts if employees feel that their work quality and productivity could be improved if there are changes in their work arrangements, shift schedules, and in the number of working hours. Well, 56.4% reportedly felt that their work quality and productivity can be improved with the changes, 30.8% felt that maybe changes could prove beneficial to them and only 12.8% felt, that they don't need changes.
- **Fig 4.20** represents the percentage distribution of employees who get enough time to exercise and for the maintenance of their physical health.

A major chunk, that is 55.3% claimed they do not get enough time to work out and take care of their physical health, 36.8% claimed they do, 2.6% claimed maybe and the remaining 5.3% felt it could be improved.

- **Fig 4.21** represents the distribution of employees who get enough time for their personal life, bonding with family and friends, post their work shift hours. A major proportion, 35.9% felt they do not, 28.2% feel they do, 15.4% feel maybe they have enough time for their personal life and bonding with family and friends, whereas 20.5% of employees feel like this could be improved.
- **Fig 4.22** depicts the percentage of employees who feel stressed, anxious, or overwhelmed during their work shift hours. A surprisingly major chunk of employees that is, 44.7% feel; that they do, 28.9% feel like they do not and the remaining 26.3% sometimes feel stressed, anxious or overwhelmed during their work shift hours.
- **Fig 4.24** represents if the employees working from home, feel isolated or alienated from the rest of their surroundings. Reportedly 45.8% feel they do, 29.8% felt they don't and the rest 25% felt that sometimes they do.
- **Fig 4.25** depicts if the employees feel tired or exhausted during their work shift hours. 46.2% feel they do, 33.3% feel sometimes they do, 12.8% feel they don't and 7.7% often feel tired and exhausted, during their work shift hours.
- **Fig 4.26** represents if the work shift timings of the employees are fixed or not. 66.7% claim that their shift timings are fixed and 33.3% claim that it's not.
- **Fig 4.27** represents the frequency of overtime required by their organizations. 40% claim their organization sometimes asks them to do overtime, 23.3% often must do overtime, as asked by their organization, 30% claim they are never required to do overtime, and 6.7% claim they are asked to do overtime by their organizations, daily.
- **Fig 4.28** depicts if the overtime hours of the organization are paid separately by their organizations. A whopping 64.9% claim that their overtime hours are not paid separately by their organizations, only 5.4% claim that they are paid separately by their organizations for the overtime hours they put in, and the other 5.4% are sometimes paid. For 24.3%, the question is not applicable.
- **Fig 4.29** represents the percentage of employees, whose organizations favor giving them some time off, in the event of some physical or mental health issues, and for the preservation of their general well-being, during or after their work hours. 36.8% claim that yes, their organizations provide them some time off, 21.1% claim no, 10.5% say sometimes they

get time off and 31.6% say they haven't requested yet to take any time off for the above-stated reasons.

- **Fig 4.30** depicts if the employees have been suffering from any occupation-induced illness or ailment due to their work arrangement and shift schedules. 64.9 % claim that they are not suffering from any occupation-induced health issues, 13.5% claim they have developed some health problem due to their work arrangement and shift schedules and the rest 21.6% claim they can't say.
- **Fig 4.31** and **Fig 4.32** asks the participants to state their illness, due to their shift schedules and work arrangements. The participants stated the following problems they are suffering from:
 - ◆ Insomnia
 - ◆ Irregular menstrual cycles
 - ◆ Tiredness
 - ◆ Vision problems
 - ◆ Fatigue
 - ◆ Headache
 - ◆ Back pain
 - ◆ Weight gain
 - ◆ PCOD
- **Fig 4.33** depicts the percentage of employees they are overall satisfied with their work arrangements and shift schedules. 44.7% claim they are satisfied, 23.7% claim they are not, and 23.7% feel that their work arrangements and shift schedules can be changed or improved.

In summary of the above results, some major points which can be highlighted are:

- ❖ The concept of working remotely and in various shift schedules is popular mainly with younger professionals, in their early 20s as well as middle-aged employees, in their 40s and 50s, indicating both require flexible work arrangements for a better work-life balance.
- ❖ Working in Shifts is more prevalent in medical industries, comprising hospitals and healthcare, whereas remote working is mostly offered in the Software and IT industries.
- ❖ Remote working and shift scheduling are more prevalent in the Private sector compared to the Government or Public sector where shift schedules are either rigid or less prevalent, and remote working is usually unheard of.
- ❖ Most employees are usually satisfied with the weekly off days they get, the other proportion, a tad less, is reportedly not. Many employees do not even get a

single weekly day off, which could in the long term, could lead to employee burnout and frustration, resulting in decreased productivity and can negatively affect employee performance and well-being.

- ❖ Many of the employees claim that their shift schedules are permanent and rigid and not subjected to changes, while for some, their shift schedules allow flexibility. Although it mainly depends on the employee perception and likes, the permanent and rigid nature of the work arrangements may prove to be monotonous over a long period of time and may cause dissatisfaction among the employees, as many employees feel that their work quality could be improved if there are any changes in their work arrangements and shift schedules.
- ❖ A common proportion of the employees reportedly do not get enough time for exercise and work out, and for the general maintenance of their physical health, which not only creates dissatisfaction but also puts them a risk of developing disorders and diseases like obesity, cardiovascular and musculoskeletal diseases, amongst others, in long term, owing to their sedentary lifestyle.
- ❖ Major chunk of the employees feels stressed, anxious, and overwhelmed during their work shifts which could give rise to mental health issues in the long run, particularly when most of them do not get enough time for their personal life and bonding with family and friends. Also, most of the employees working from home feel alienated and isolated from the rest of their surroundings, which in the long term, may lead to depression, frustration, and loneliness.
- ❖ Most of the employees reportedly felt tired and exhausted during their work shifts and arrangements, particularly the ones working during the night shift and other non-traditional shifts, due to disturbance in the normal circadian rhythm of the body owing to disrupted sleep schedules, which may lead to lesser productivity and inferior performance at the workplace.
- ❖ Many employees are required to do overtime hours by their organizations, which often are not paid separately by their organizations. This setup of prolonged and extended working hours with no to little monetary benefits may cause job dissatisfaction in the employees and may affect employee retention at the organizations.
- ❖ Many employees, particularly females have developed or have been suffering from many occupation-induced illnesses and disorders like PCOD, irregular menstrual cycles, owing to stress, non-traditional working shifts, lack of adequate exercise, and a sedentary lifestyle, which if continued could lead to infertility and other female health issues. Others reported suffering from chronic insomnia, back pain, vision problems, tiredness, and fatigue, all as a result of

increased screen time due to remote work, unconventional shift schedules, and improper lifestyles.

In conclusion, the employees although positive about remote work and adaptable to the shift schedules, felt that certain changes and improvements in their work arrangements and shifts timings and nature, could lead to better health outcomes and would increase job satisfaction and productivity, leading to enhanced and superior job performance.

4.2 Recommendations to the Employers and Organizations

The results of this analysis suggest that employers and organizations should:

- Consider implementing a flexible remote work policy that allows for a combination of in-office and remote work. This type of flexibility can help to accommodate the individual preferences of employees, while also promoting a healthy balance between work and life, which can lead to improved employee wellbeing and, ultimately, higher performance.
- It is also advised to set up clear ways to communicate with remote workers and offer guidance and resources to help them handle their work and stay productive. Employers should regularly talk with their remote workers to keep them engaged and address any problems or worries they may have.
- Training programs should be offered to help employees acquire the necessary skills for remote work, such as managing time, motivating themselves, and communicating effectively online. Technical support and resources should also be provided to ensure that remote workers are able to access the tools and technology they need for their work.

- Organizations should establish systems to regularly monitor and evaluate their employees' performance and well-being. Utilize tools such as performance appraisals, surveys, check-ins, and other methods to evaluate the effects of remote working and shift scheduling on employee performance. Additionally, organizations should actively listen to their employees' feedback and make any necessary changes.
- A supportive work environment should be fostered to ensure that employees feel valued and supported. Work-life balance should be promoted, healthy work habits should be established, and resources for managing stress and mental health should be available.
- Acknowledging and rewarding employees for their accomplishments and contributions, both on their own and as a part of a shift-based team, can help to increase motivation and job satisfaction. This in turn can lead to improved performance and wellbeing.
- Continuous evaluation and adaptation: Monitor and evaluate the effects of remote working and shift scheduling on employee performance and wellbeing. Keep abreast of the most up-to-date research and best practices for remote work and adjust policies and practices accordingly.

Fig 4.34- - Picture depicting the suggestions offered by the participants for their organizations.

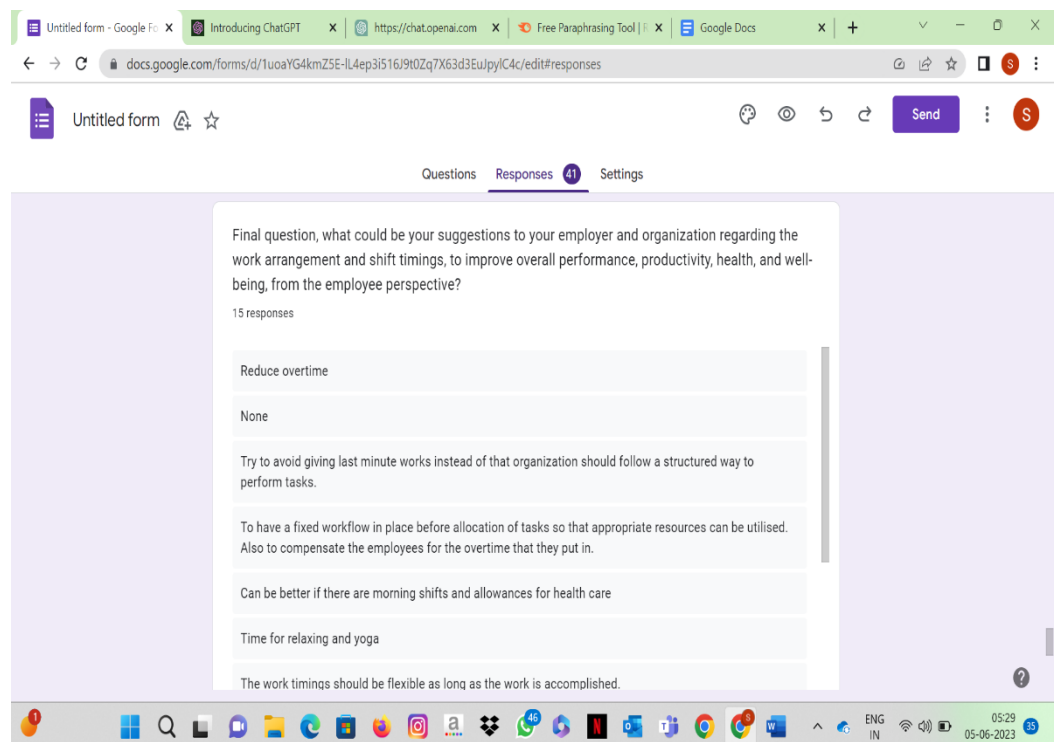
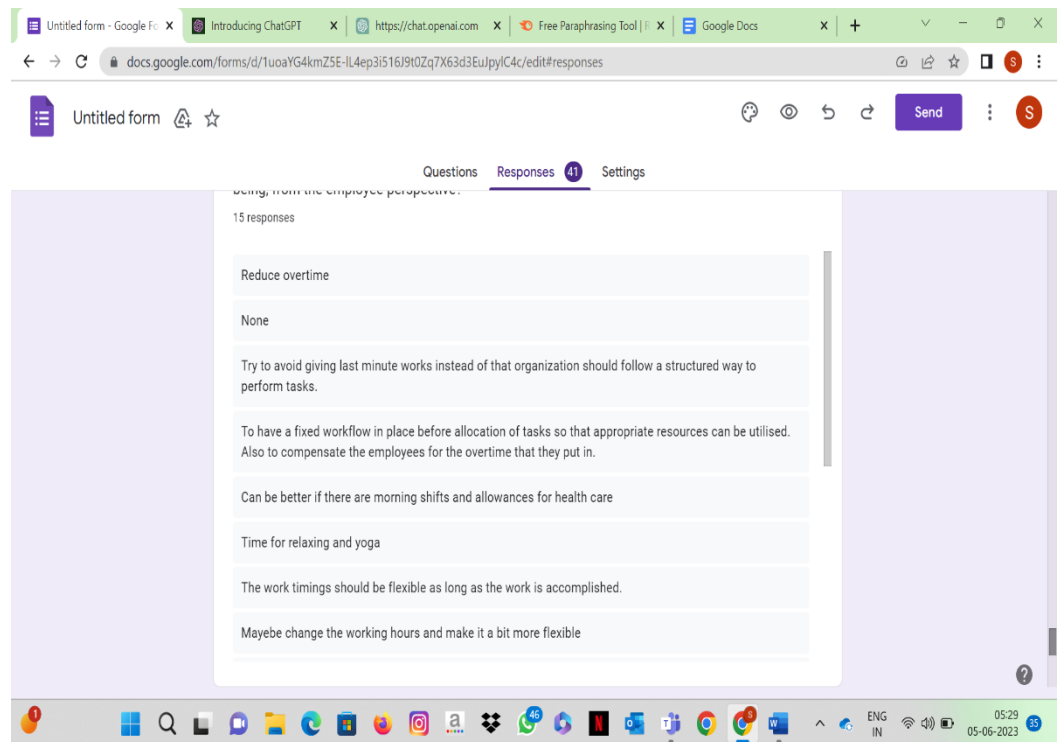


Fig4.35- Picture depicting the suggestions offered by the participants for their organizations.



It's important to note, however, that these recommendations can be customized to fit the specific needs and circumstances of an organization and its employees. Employers and organizations should consider these suggestions and regularly assess how well their plans and strategies are working.

4.3 CONCLUSION

In summary, this survey study examines how remote work and different shift schedules impact employee performance and well-being. The results show that remote work can have positive effects by offering flexibility and reducing commuting stress, leading to increased productivity and job satisfaction. It also highlights the importance of establishing work-life boundaries to maintain overall well-being. The study emphasizes that well-designed shift schedules can improve job satisfaction and performance, but poorly designed or inflexible schedules can lead to fatigue and decreased productivity. Employee well-being should be a priority when creating shift schedules, considering the potential negative impacts on physical and mental health. The study recommends proactive measures, such as clear communication, training, involving employees in schedule design, and creating a supportive work environment. Continuous evaluation and adaptation of policies and practices are important. This study provides a comprehensive understanding of remote work and shift schedules, suggesting further research and specific strategies to optimize employee performance. Prioritizing employee welfare can create a more efficient and sustainable work culture.

4.4 Limitations of the Study

- Time constraints.
- Lack of extensive research on remote work and shift schedules.
- Lesser number of employees who chose to participate.
- Geographical limitations.
- Manpower constraints to conduct the study.
- Unfavourable and inconducive environment to conduct the study.

REFERENCES

1. Researchgate.net. [cited 2023 Jun 5]. Available from: https://www.researchgate.net/publication/281035493_An_exploration_of_the_psychological_factors_affecting_remote_e-worker's_job_effectiveness_well-being_and_work-life_balance
2. Franken E, Bentley T, Shafaei A, Farr-Wharton B, Onnis L-A, Omari M. Forced flexibility and remote working: opportunities and challenges in the new normal. J Manag Organ [Internet]. 2021 [cited 2023 Jun 5];27(6):1131–49. Available from: <https://www.cambridge.org/core/journals/journal-of-management-and-organization/article/abs/forced-flexibility-and-remote-working-opportunities-and-challenges-in-the-new-normal/FD62EA8030B8CCCD933977F0C838A33F>
3. Gibbs M, Mengel F, Siemroth C. Work from home & productivity: Evidence from personnel & analytics data on IT professionals. SSRN Electron J [Internet]. 2021 [cited 2023 Jun 5]; Available from: https://bfi.uchicago.edu/wp-content/uploads/2021/05/BFI_WP_2021-56.pdf
4. Campo AMDV, Avolio B, Carlier SI. The relationship between telework, job performance, work–life balance and family supportive supervisor behaviours in the context of COVID-19. Global Bus Rev [Internet]. 2021;097215092110499. Available from: <http://dx.doi.org/10.1177/09721509211049918>
5. Ferrara B, Pansini M, De Vincenzi C, Buonomo I, Benevene P. Investigating the role of remote working on employees' performance and well-being: An evidence-based Systematic review. Int J Environ Res Public Health [Internet]. 2022 [cited 2023 Jun 5];19(19):12373. Available from: <https://www.mdpi.com/1660-4601/19/19/12373>
6. McHugh M, French DD, Kwasny MM, Maechling CR, Holl JL. The impact of shift work and long work hours on employers' health care costs. J Occup Environ Med [Internet]. 2020 [cited 2023 Jun 5];62(12):1006–10. Available from: <https://pubmed.ncbi.nlm.nih.gov/32796261/>

7. Dall'Ora C, Ball J, Recio-Saucedo A, Griffiths P. Characteristics of shift work and their impact on employee performance and wellbeing: A literature review. *Int J Nurs Stud* [Internet]. 2016 [cited 2023 Jun 5];57:12–27. Available from: <https://pubmed.ncbi.nlm.nih.gov/27045561/>

