A
Project Report
On
Study of Psychological Empowerment of employees

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Declaration

I Miss. Ankita S. Divekar, of MBA-2, Seat No: 2019105 hereby declare that the Project work titled Study of Psychological Empowerment of Employees which has been submitted to Savitribai Phule Pune University, is an original work of the undersigned and has not been reproduced from any other source. I further declare that the material obtained from other sources has been duly acknowledged in the report.

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Executive Summary

Psychological empowerment is defined as intrinsic task motivation reflecting a sense of self-control in relation to one's work and an active involvement with one's work role. Because of the pandemic situation many of the nations took cautionary steps to avoid the spread of the virus. Companies allowed employees to work from home rather than coming to the physical workplace. The psychological empowerment plays an important role to make employees proactive, committed, engaged, etc. The purpose of the study was to understand various factors contributing to Psychological Empowerment of Employees, to explore the effects of demographic factors on Psychological Empowerment, to understand how working from home affects Psychological Empowerment. Descriptive research design was used for the purpose of the study. A twelve items scale for psychological empowerment by spreitzer(1995) was used in this study. Data was collected using electronic distribution technique as physical distribution was not possible because of the pandemic situation. Sample size of 82 employees working in different sectors like IT, Banking and finance, Manufacturing and service, Education sector was collected. The data collected was analyzed using SPSS software tools like one way anova, independent sample T test, bi-variate correlation, etc. From the analysis it was concluded that psychological empowerment, uncertainty due to working from home and working from home gets affected by different demographic factors like gender, marital status, annual income, etc. Further, the demographic factors such as gender, educational qualification, marital status, etc. of employees also showed effects on four sub factors of psychological empowerment which are meaning, competence, self determination and impact. From the correlation test, it was concluded that average psychological empowerment showed positive significant correlation with all the four sub dimensions of psychological empowerment such as meaning, competence, self determination and impact. A negative significant correlation was found between uncertainty and working from home.

Chapter 1.1 Introduction

Psychological Empowerment

Meaning:

People are changing factors in organizations. In organizations, relations between people are very important. Current organizations for existence and development have a big belief and that belief is human resources. But as people are changing factors, managing them is very important. Human Resource Management is the practice designed to maximize the performance of an employee. It is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. Motivation, commitment, proactive human resources or employees are essential aspects that human resource managers have to deal with. Since the 1980s, an increased interest in empowerment has been seen in diverse subject areas within psychology and management, including motivation, task performance, leadership, group processes, decision-making, and organizational design, because empowerment can enhance employee performance, well-being, and positive attitudes of individuals, teams, and organizations.

Employee empowerment plays an important role in motivating employees by shifting authority and responsibility to lower level employees from higher ones. This helps to develop proactive nature to gain organizational goals and also to develop a sense of commitment towards the organization in employees.

The term empowerment originated from American community psychology and is associated with the social scientist Julian Rappaport (1981). The dictionary meaning given by Oxford dictionary of the word ‘empowerment’ is authority or power given to someone to do something or the process of becoming stronger and more confident, especially in controlling one's life and claiming one's rights.

Robert Adams defines the term empowerment in a minimal way as 'Empowerment: the capacity of individuals, groups and/or communities to take control of their circumstances, exercise power and achieve their own goals, and the process by which, individually and collectively, they are able to help themselves and others to maximize the quality of their lives.'

One definition for the term is "an intentional, ongoing process centered in the local community, involving mutual respect, critical reflection, caring, and group participation, through which people lacking an equal share of resources gain greater access to and control over those resources".

Rappaport's (1984) definition includes "Empowerment is viewed as a process: the mechanism by which people, organizations, and communities gain mastery over their lives."

From the organization point of view empowerment for employees or human resource empowerment or employee empowerment means increasing human resource knowledge, skills and motivation for achieving organizational goals. It is considered as an effective technique for increasing organization productivity. It is the process of shifting authority and responsibility to others in the organizational setting. Empowerment takes place when higher management transfers the power, authority, and responsibility to lower level employees. Shifting of authority and responsibility to the workers is made to take over the charge of the work they do.

Newstrom and Davis have defined empowerment as “Empowerment is any process that provides greater autonomy through the sharing of relevant information and the provision of control over factors affecting job performance.”

Zimmerman’s (2000) theoretical framework provides a basis for defining organizational empowerment and its interdependence with empowerment at individual and community levels of analysis. Empowerment at the individual level may be labeled **psychological empowerment** (PE). Zimmerman (1995) proposed one way to conceptualize **psychological empowerment** as intrapersonal, interactional, and behavioral components. At the organizational level, organizational empowerment refers to organizational efforts that generate **psychological empowerment** among members and organizational effectiveness needed for goal achievement. Empowerment at the community level of analysis—community empowerment—includes efforts to deter community threats, improve quality of life, and facilitate citizen participation.

Although the term appears in the empowerment literature, organizational empowerment is often defined as individual empowerment derived within organizational contexts (Hardiman & Segal, 2003; Segal et al., 1995).

Gerschick, Israel, and Checkoway (1990), Swift and Levin (1987), and Zimmerman (2000) made an important conceptual distinction between empowering and empowered organizations. They described empowering organizations as those that produce **psychological empowerment** for individual members as part of their organizational process, while empowered organizations were described as those that influence the larger system of which

they are a part. These notions parallel concepts offered by organizational theorists such as Jacoby and Babchuk (1963) and Rose (1954) who described expressive (i.e., focus on expressing or satisfying member interests) and instrumental (i.e., focus on achieving a condition or change in society) organizations. These ideas are applicable to organizational empowerment because they underscore differences between what organizations achieve internally for members and what they achieve externally for communities.

There are two perspectives or types of employee empowerment as **psychological empowerment** and behavioral empowerment. Behavioral empowerment is a new concept while **psychological empowerment** is studied since 1995.

Behavioral empowerment is defined by Boudrias and Savoie as 'self-determined behaviors aimed at securing or improving work effectiveness within the organization.' Boudrias and Savoie provided a conceptual framework and a new instrument to evaluate behavioral empowerment. Their study mentioned that empowered employees conscientiously suppose their work-related responsibilities and proactively initiate changes in their work environment. Empowerment is able to be demonstrated through both active "in-role" and "extra-role" performance such as proactive behaviors, organizational citizenship behaviors (OCB). In addition, there are five dimensions measured by the behavioral empowerment questionnaire (BEQ) given by Boudrias and Savoie. The five dimensions of behavioral empowerment are as follows:

- Efficacy in performing job tasks
- Improvement efforts in job tasks
- Effective collaboration
- Improvement efforts in the work group
- Involvement at an organizational level

The definition of all the five dimensions of behavioral empowerment are shown in the following table 1:

Table 1: Dimensions of BE

Dimensions of Behavioral Empowerment	Definitions
Efficacy in performing job tasks	Demonstrating conscientiousness and skill in performing one's job tasks and responsibilities.
Improvement efforts in job tasks	Reviewing one's job tasks and making changes in order to better perform one's job or making one's work more useful.
Effective collaboration	Collaborating with colleagues in order to ensure optimal group functioning to complete the work unit tasks.
Improvement efforts in the work group	Reviewing one's work unit functioning and taking action in order to improve group efficiency.
Involvement at an organizational level	Being involved in the organization to maintain and improve efficacy at an organizational level.

The second aspect of employee empowerment which positively affects behavioral empowerment is **psychological empowerment**.

According to Conger and Kanungo (1988, p. 474), empowerment refers to a 'process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information'. (Conger et al., 1988)

Psychological empowerment is defined as "intrinsic task motivation reflecting a sense of self-control in relation to one's work and an active involvement with one's work role". Psychological empowerment increases employees' sense of personal control and motivates them to engage in work, which in turn results in positive managerial and organizational outcomes (Quinn & Spreitzer, 1997).

Psychological empowerment is composed of four cognitions according to Spreitzer which are as follows:

- Meaning

- Self-determination
- Competence
- Impact

Spreitzer (1995) defines empowerment as intrinsic motivation manifested in four cognitions reflecting an individual's orientation to his or her work role. The four cognitions are defined as:

Meaning refers to a sense of purpose or personal connection to work (Mishra & Spreitzer, 1998). Empowered people feel that their work is important to them and they care about what they are doing (Quinn & Spreitzer, 1997).

Competence reflects individuals' beliefs that they have the necessary skills and abilities to perform their work well (Mishra & Spreitzer, 1998).

Self-determination refers to a sense of freedom about how individuals do their work (Mishra & Spreitzer, 1998).

Impact describes a belief that individuals can influence the system in which they are embedded (Mishra & Spreitzer, 1998).

The four dimensions are described as independent and distinct yet related and mutually reinforcing, qualities that capture a dynamic state or active orientation toward work. Psychological empowerment may vary with organizational structure, individual and team characteristics, work design, leadership, and organizational support. To date, empowerment has been discussed from motivational and structural perspectives, and the construct has been operationalized by investigating the factors that lead to employee feelings of empowerment. Studies have also explored the consequences associated with an empowered workforce.

The prime objective of empowerment is allocation of power between management and employees in such a way that employees' commitment can be enhanced. Managers in contemporary organization advocate performance improvement through employee empowerment and decentralization. Individuals feel empowered when they perceive and possess power to adequately cope with events, situations, or people they confront. According to Thomas and Velthouse (1990), an employee feels empowered due to a meaningful job, gaining confidence to perform the task, degree of autonomy in decision-making, and perceives that the job and individual performance have a positive and vital impact on the organization. Job autonomy is said to have significant and positive relation to organizational commitment and performance. Employee empowerment is reflected in job satisfaction, enhanced morale and improved performance which is ultimately in long-run interest of the organizations. The firms' objectives can be achieved easily. It is essential that employees are

allowed to participate both at the shop floor and at higher levels. Participation improves communication and cooperation among members which contributes towards team-building. This results in self-directed work teams who work independently to solve problems or perform an assignment. These self-directed work teams make decisions and then act on those decisions. Empowerment opportunities are more important in case of challenging work, rather than routine, repetitive production and service jobs because they create intrinsic motivation. Re-engineering of jobs is a major intervention of employee empowerment. Both work redesign and empowerment generate positive and direct influence on employees' commitment. For an organization to be effectively empowered, management must adopt high involvement practices where power, knowledge, information and rewards are shared with employees in the lower levels of the organizational hierarchy. Yukl and Becker (2006) have outlined a few facilitators for effective empowerment: informal organizational structure; flexible, participative and learning culture; reward and recognition system; non-routine and challenging jobs; access to resources and funds; degree of autonomy and selection of leader; leader as a role model; and mutual trust. If managed effectively, leadership can act as an important driver of the empowerment process. Bogler and Somech (2004) identified six dimensions of empowerment such as- decision-making, professional growth, status, self-efficacy, autonomy and impact. They found professional growth, status add self-efficacy to be significant predictors of organizational and professional commitment. According to Bramham (1994), a sense of commitment can be developed in employees through the process of delayering and empowerment. Arnold, Arad, Rhoades and Drasgow (2000) have found that empowering team leaders are giving emphasis to coach, inform, led by example, show concern, and encourage participative decision-making. Hence, empowered employees report higher job satisfaction, higher level of commitment and fosters innovation and creativity. Commitment has been examined as a determinant of job performance and organizational citizenship behaviour. In fact, the rationale for introducing HR policies is to increase the level of employee commitment so that positive outcomes can ensue. Thus it can be concluded that work itself, supervision, co-workers as well as pay are found to be important elements that influence the level of employees' commitment. In the same way better career prospects and opportunities for training and education are found to be positively related to commitment. The management should try to focus more on these attributes to enhance commitment of employees.

Antecedents of Psychological Empowerment:

- **Self-esteem:**

It is defined as a general feeling of self-worth (Brockner, 1988), is posited to be related to empowerment. Individuals who hold themselves in high esteem are likely to extend their feelings of self-worth to work-specific sense of competence (Bandura, 1977). Through self-esteem individuals see themselves as valued resources having talents worth contributing, and they are thus more likely to assume an active orientation with regard to their work and work units (Gist & Mitchell, 1992). In contrast, individuals with little self esteem are not likely to see themselves as able to make a difference or influence their work and organizations.

- **Access to Information:**

Kanter suggested that in order to be empowering, organizations must "make more information more available to more people at more levels through more devices" (1989:5). Kouzes and Ponser stated that "Without information, you can be certain that the people will not extend themselves to take responsibility or vent their creative energies" (1987:157). Lawler (1992) suggested that information about an organization's mission and information about performance are two types of information critical to empowerment. Access to information positively relate to psychological empowerment (Spreitzer, 1995).

Consequences of Psychological Empowerment:

- **Managerial Effectiveness:**

It is defined as the degree to which managers fulfills or exceeds work role expectations. Empowered managers see themselves as competent and able to influence their jobs and work environments in meaningful ways, they are likely to proactively execute their job responsibilities by, for instance, anticipating problems and acting independently and hence are likely to be seen as effective.

Meaning results in high commitment and concentration of energy (Kanter, 1983). Competence results in effort and persistence in challenging situations (Gecas, 1989), coping

and high goal expectations (Ozer and Bandura, 1990), and high performance (Loke, Frederick, Lee, & Boko, 1984). Self determination results in learning interest in activity and resilience in the face of adversity (Deci & Ryan, 1987). Impact is associated with absence of withdrawal from difficult situations and high-performance (Ashforth, 1990)

- **Innovative Behavior:**

It reflects the creation of something new or different. Innovative behavior is defined as change oriented actions because they involve creation of new products, service, idea, procedure, or process (Woodman, Sawyer, & Griffin 1993). Most generally intrinsic task motivation contribute to Innovative behaviors (Redmond, Mumford, &Teach, 1993). More specifically because empowered individuals believe that they are autonomous and sudden impact they are likely to be creative they feel less constrained than others by technical or rule-bound aspects of work (Amabile, 1988). Furthermore, because empowered individuals feel self-efficacious, they are likely to be innovative and their work and to expect success (Amabile, 1988)**.**

Importance of Psychological Empowerment:

Past studies have established the importance of psychological empowerment in fostering innovative behavior. Research shows that employees with higher degrees of psychological empowerment will be motivated to work harder and their performance will be correspondingly higher.

- It improves quality of goods produced by employees.

- In changing scenario, workers need acceptance of changes in Operation, methods, techniques, quality of products and this is possible if organizations practice employee empowerment.

- It brings congenial and conducive atmosphere in the organization to achieve organizational goals.

- A culture of openness and trust is developed which establishes healthy relations between supervisors and employees.

- It helps to create motivated and committed work force in organization.
- It satiates the need of workers for recognition, status, challenging work, responsibility (that means workers' esteem need is satisfied through empowerment).

Benefits of Psychological Empowerment:

- **Increased Productivity:**

A lot of time is saved when employees can take their own decisions and do not have to wait for approval from senior levels. Work flow is not disturbed due to unnecessary hassles, and delays are avoided. The increased sense of responsibility motivates employees to try out innovative methods of doing work.

Employees derive more satisfaction from their work as their contribution towards the organizational goals is increased. Higher job satisfaction coupled with saving of precious time results in higher productivity.

- **Reduced Costs:**

By taking their own decisions, employees save the time and efforts of top management. Since there is a high level of decentralization in an organization where employees are empowered, the need for middle level managers is considerably lower. Properly trained employees are also less likely to waste resources or have an accident. All these benefits collectively reduce the unnecessary expenditures of the organization.

- **Improved Quality:**

Employee empowerment requires that the employees are properly trained in order to take good managerial decisions. Adequate resources are also provided to them to enable them to tackle day-to- day affairs in an efficient manner. The senior managers delegate much of their work to other employees so that they can concentrate on more important tasks. Better efficiency in operations is achieved as a result of employee empowerment which leads to improved quality.

- **Competitive Edge:**

Empowering employees can help a firm to gain a competitive edge over its competitors. Competitive, motivated and loyal employees can be created as a result of empowerment. It

helps to utilize manpower in the best possible way. Employees get a chance to exercise their managerial and decision-making abilities while performing their job duties. A dedicated, loyal and empowered workforce helps to place the company ahead of its competitors.

- **Better Job Satisfaction and Retention of Employees:**

Employee turnover is a big problem faced by many organizations in the modern world. Employee empowerment helps in curbing this problem by improving job satisfaction of the employees. Employees get to perform a variety of jobs at different levels requiring different skills and abilities. This creates a challenging and dynamic work environment where employees actually enjoy their jobs.

Barriers of Psychological Empowerment:

1. Incongruent Organization Culture:

Empowerment succeeds when the culture of the organization is open and receptive to change. An organization's culture is largely created through the philosophies of senior managers and their leadership traits and behaviors. If the philosophy of the senior management is authoritarian in nature, it will impede empowerment of employees. In such a scenario, authority tends to centralize at the top and employees do not get involved in decision-making at lower levels. Unless this type of organizational culture is changed, empowerment will be neither possible nor effective.

2. Rigid Control Systems:

Many organizations design control systems on the premise that 'people cannot be relied upon even for minor matters'. Such control systems reduce employees to nothing but cogs-in-the-wheel. This leads to creation of a monotonous work environment in which employees with initiative are forced to stifle their leadership qualities, curb emergence of creative ideas, and to conform to the diktats of the organization. Empowerment cannot be ushered in or become effective unless such rigid systems are done away with.

3. Inadequate Delegation of Authority:

In many organizations, superiors hesitate to delegate authority to their subordinates for a variety of reasons. They include superiors' love for authority, lack of confidence in the abilities of subordinates, fear of exposure, criticism for the faulty working of subordinates, etc. This results in the concentration of authority in the hands of a few individuals at the top,

thereby depriving lower-level employees of the much needed authority. Unless this situation is changed, employees will not feel empowered.

Working from Home

Meaning:

WFH means an employee is working from their house, apartment, or place of residence, rather than working from the office. Many companies have a WFH policy, or remote work policy, that allows their employees to work from home either full-time or when it's most convenient for them.

Video conferencing tools and collaborative technology make it easy for coworkers to communicate and stay in touch, no matter their geographical location. There are even WFH jobs that are completely remote, so workers work from home every day. Employees who WFH often have a home office or designated workspace where they're able to focus and be productive.

Benefits of Working from Home:

There are a few key benefits of **working from home (WFH)**. Employees who **WFH** often have a better work-life balance and often are more because they don't spend time commuting into the office and can get their work done quicker in a focused environment. Plus, WFH provides environmental benefits.

- One of the biggest perks of remote work is greater flexibility. With the ability to work from anywhere, workers **working from home** can take advantage of this by working from home and creating a flexible schedule to take care of work and personal responsibilities.

- During this pandemic time (COVID-19) when many of us are working from home, there's been a reduction in traffic and pollution, and our individual carbon footprints have shrunk as a result. This unique situation has increased our awareness of how working from home and sustainability go hand-in-hand. Global Workplace Analytics predicts that 25-30% of the workforce will work from home on a multiple-days-a-week basis by the

end of 2021. As we adapt the way we work, there's an opportunity to create positive change.

Negative Impact of Working from Home:

With the flexibility sometimes comes increased pressure. If someone is working non-traditional hours, or if someone not getting in face-time with your teammates every day, one might feel pressure to spend more time online. And without coworkers around to remind to take breaks, eat lunch, and leave the office for the day, **working from home** might feel working for additional hours, and not having as much free time as workers otherwise would.

Reason to choose this topic:

Because of the COVID-19 Pandemic, most of the affected countries adopted a new trend of working i.e. to work from home instead of going to the office place to avoid the spread of the virus. Since, there is an uncertainty with the situation about how long the affect of virus will last. It is uncertain for how long period one will have to work from home.

As Psychological empowerment plays an important role in contributing positively towards employee commitment, persistence in challenging situations, coping and high goal expectations, high performance, learning interest in activity and resilience in the face of adversity, absence of withdrawal from difficult situations and high-performance. It can help to cope with the current changing and uncertain situations. But various questions that arises with the current situation are:

1. Can we adopt this new trend of working from home over working in the physical office or workplace.

2. Is there any uncertainty like anxiety, stress, etc. arising due to working from home.

3. Is there any relation between working from home and psychological empowerment and how remote working affects psychological empowerment.

To find the answers of these questions I chose this topic.

Chapter 1.2: Objectives

1. To understand various factors contributing to Psychological Empowerment of Employees
2. To explore the effects of demographic factors on Psychological Empowerment
3. To understand how working from home affects Psychological Empowerment.

Chapter 2. Theoretical Background

Psychological Empowerment:

The study of empowerment was developed out of the motivational frameworks of the job characteristics model from Hackman and Oldham's "Motivation Through the Design of Work: Test of a Theory" (*Organizational Behavior and Human Performance* 16.2 [1976], pp. 250–279) and concept of self-efficacy from Bandura's "Self-efficacy: Toward a Unifying Theory of Behavioral Change" (*Psychological Review* 84.2 [1977], pp. 191–215), and "Self-efficacy Mechanism in Human Agency" (*American Psychologist* 37.2 [1982], pp. 122–147). From the Kanter's original work *Men and Women of the Corporation* (New York: Basic Books, 1977), early studies explained empowerment by organizational structure and practices. Referring to the empowerment review of Maynard, et al. 2012, the concept of empowerment has arisen from two major perspectives: socio-structural and psychological. Socio-structural perspectives view empowerment through a focus on the set of formal controls of an organization, such as facets of the job, team design, or organizational arrangements that instill situations, policies, and procedures (Maynard, et al. 2012). These controls decentralize power and transfer responsibility to employees in such decision-making processes (*Men and Women of the Corporation*). In contrast, the *psychological* perspective, first introduced by Conger and Kanungo 1988 and connected with Bandura's 1977 and 1982 works on self-efficacy, focuses on employees' perceptions or cognitive states regarding empowerment. On the basis of Thomas and Velthouse 1990, Spreitzer 1995 (cited under Measurement) developed multidimensional cognitive factors of meaning, competence, Self-determination and impact as the set of intrinsic task motivation enablers. Meaning involves a fit between the requirements of a work role and a person's beliefs, values, and behaviors (Brief & Nord, 1990; Hackman & Oldham, 1980). Competence refers to self-efficacy specific to work-a belief in one's capability to perform work activities with skill (Gist, 1987) and is analogous to agency beliefs, personal mastery, or effort-performance expectancy (Bandura, 1989). Self-determination is a sense of choice in initiating and regulating actions (Deci, Connell, & Ryan, 1989). Self-determination reflects autonomy over the initiation and continuation of work behavior and processes; making decisions about work methods, pace, and effort are examples (Bell & Staw, 1989). Finally, impact is the degree to which a person can influence strategic, administrative, or operating outcomes at work (Ashforth, 1989)

Together, these four dimensions reflect a proactive, rather than passive, orientation to one's work roles. Seibert, et al. 2011 showed meta-analytic support for an integrated model specifying the antecedents and consequences of psychological and team empowerment, as

well as testing the validity of psychological empowerment as a unitary second-order construct. Maynard, et al. 2012 reviewed studies that considered the multilevel empowerment nomological network; the review examines how empowerment has been conceptualized and operationalized within the literature. Menon 2001 outlines the theory of an integrative psychological approach to employee empowerment, and Honold 1997 reviewed the root of employee empowerment, focusing mainly on various theoretical perspectives of empowerment.

Working from Home:

In the beginning (of work), there was no such thing as going to a different place to labor. Many early humans foraged for plants and hunted animals for food. One of the earliest of these was Homo ergaster who lived throughout eastern and southern Africa between 1.9 to
1.4 million years ago. Literally, the "working man" was so named because of their use of advanced tools. Evidence from charred animal bones in fossil deposits and traces of their camps indicate they crafted these tools close to their dwelling places and used fire.

Many millennia later, labor was clustered in the home. Medieval England had the "longhouse," which was inhabited by peasants and their livestock at either end of the building. In the middle, there was the kitchen, as well as the center for spinning/weaving/dressmaking, dairy, butchering, and tanning. Medieval merchants also worked their trades from home.

Not much changed as time wore on. As evidenced by the 200+-year-old buildings with large windows still existent in England, 17th- and 18th-century craftspeople, such as silk weavers and watchmakers, used the abundance of natural light to make their wares. Some work homes called "top-shops" had a "steam engine at one end and a single driveshaft linking power-looms in the individual weaving lofts" to allow them to compete with factories, according to the WorkHome.com. They also note that after the Industrial Revolution, home-based work continued to thrive as shopkeepers, funeral parlors, and schools featured proprietors and teachers living and working in the same building.

This trend continued into the 20th century in the United States. The immigrants who flowed into New York City during the late 1800s and early 1900s often took in work in their tenement apartments, where the heat and lack of fresh air led to the term "sweatshops."

For example, according to the historical records of the Tenement Museum, "The Levines operated a garment workshop in their tiny apartment at 97 Orchard in 1892. Harris Levine, the patriarch, hired three workers and worked long 15-hour days, stopping only to observe the

Sabbath each Saturday. A family of six, the Levines managed to raise their children and compete with other garment shops for 13 years—and all within a 325-square-foot apartment."

While WWII saw the rise of women in the workplace, peacetime relegated them back to their homes. At this point, two innovations occurred: one was the invention and manufacture of plastic containers to store food and other goods using an industrial byproduct created by Earl Tupper; the other was a way to sell them, created by Brownie Wise, a woman who'd become a salesperson for Stanley Home cleaning products. She piggybacked off of the Stanley Home party model and created her own "patio parties" as a way to get housewives to sample the products and have fun while doing it. This spawned an entire industry of in-home sales.

The advancement of technology further allowed workers to use their homes for a dual purpose. Think: alongside the rise of cars to commute from the suburbs to offices in the city came the oil crisis of the early 1970s.

That's when Jack Nilles was working remotely on a complex NASA communication system that he coined the word "telecommuting." He went on to coauthor The Telecommunications-Transportation Trade-off, which proposed working from home as a solution to traffic tangles as well as limited resources. Over the next few years, as the oil crisis came to a head, Frank Schiff coined the term "flexplace" in an article for The Washington Post called "Working From Home Can Save Gasoline."

In the 1980s, companies began officially experimenting with flexible work. For example, IBM installed "remote terminals" in several employees' homes during that time, and the program flourished to the point that "by 2009, 40% of IBM's 386,000 global employees already worked at home (the company noted that it had reduced its office space by 78 million square feet and saved about $100 million in the US annually as a result)," cites a report in Quartz.

By 2010, the Government had passed the Telework Enhancement Act, which sought to make telecommuting more secure and effective for Federal employees. The most recent Census report found that 13.4 million people (out of a workforce of 142 million) worked from home, which represented an increase of 4.2 million in a little over a decade.

Remote work continues to thrive. A recent report from Flex Jobs indicates that companies in all industry sectors are offering flexible work arrangements, and some positions pay six figures. And let's not forget the rise of the freelancing class. A recent survey from Up work and Freelancers Union revealed that while millennials are now the largest demographic in the American workforce, 42% of 18-to-34-year-olds now freelance, up from 38% in 2014.

“There are no crystal balls, but a good way to assess the future is to look at the people inheriting it,” writes Stephane Kasriel, CEO of Up work. “Many of those choosing to work differently today are doing so to get back to basics and closer to the lives they want. In order to achieve that, people need the flexibility to define their lives on their terms.”

Chapter 3. Literature Review

Stander, M. W., & Rothmann, S. (2010), Their study contributes to knowledge about the conditions that precede employee engagement, and shows that the dimensions of psychological empowerment (namely experienced meaningfulness, competence, impact and self-determination) play an important role in this regard.

Chung, Y. W. (2018),Their study investigated the mediating effect of perceived stress for the relationships between workplace ostracism and helping behavior, voicing behavior, and task performance. The study also investigated the moderating effect of psychological empowerment for the relationships between perceived stress and behavioral outcomes.The study sampled 225 full-time employees in South Korea and regression analyses with bootstrapping were conducted to test the moderated mediation models.The findings suggest that workplace ostracism is a stressor and psychological empowerment can mitigate the negative effects of ostracism on behavioral outcomes.

Campbell, E. (2011),The research findings demonstrated that a directed psychological intervention aimed at promoting the self-confidence and health knowledge of AA women increases their feeling of empowerment and their intent to manage the blood pressure in the future.

Singh, Manjari & Sarkar, Anita. (2012) studied 401 women primary school teachers in India, the dimensions of psychological empowerment were self-rated whereas innovative behavior and job involvement were assessed by colleagues. The findings showed partial mediation for the meaning dimension and complete mediation for the non-work domain control dimension. Self-determination at job and organization levels have a direct effect on employees' innovative behavior but no effect through job involvement. Competence and impact has no direct or indirect effect on innovative behavior.

Abou Hashish, E. A., Abdel All, N., & Mousa, A. (2018), study revealed that nurses experienced high psychological empowerment and work engagement and perceive a lower level of job insecurity. A significant positive correlation was found between nurses' perception of psychological empowerment and their work engagement. On the contrary, Job Insecurity was negatively correlated with each of psychological empowerment and work engagement ($p < .001$). In addition, psychological empowerment and work engagement can

significantly predict 6.6%, and 9.3% of job insecurity respectively where the regression model is significant ($p < .001$).

Seibert, S. E., Wang, G., & Courtright, S. H. (2011) provided meta-analytic support for an integrated model specifying the antecedents and consequences of psychological and team empowerment. Their research indicates that contextual antecedent constructs representing perceived high-performance managerial practices, socio-political support, leadership, and work characteristics are each strongly related to psychological empowerment. Positive self-evaluation traits are related to psychological empowerment and are as strongly related as the contextual factors. Psychological empowerment is in turn positively associated with a broad range of employee outcomes, including job satisfaction, organizational commitment, and task and contextual performance, and is negatively associated with employee strain and turnover intentions. Team empowerment is positively related to team performance.

Batool, S. A., Ahmed, H. K., & Qureshi, S. N. (2016) studied a sample of 500 women of reproductive age ranged between (21-49) years from Lahore city, Pakistan. The results supported the hypothesized model and it revealed that self-esteem, social support, husband's support, internal locus of control, paid job, dowry and education significantly predicts Psychological Empowerment in women, and 24 percent variance was accounted for by these variables.

Kang, Y. J., Lee, J. Y., & Kim, H. W. (2017) findings explain that KMS (knowledge management system) user empowerment is significantly associated with knowledge sharing, and the work environment (job significance, job autonomy, ease of KMS use, and KMS usefulness) enhances KMS user empowerment. This study contributes to KM research by introducing the concept of KMS user empowerment and demonstrating its role in regulating proactive knowledge sharing. It also helps managers to promote knowledge sharing among employees in the context of KMS use.

.Maynard, M. T., Gilson, L. L., & Mathieu, J. E. (2013) examined psychological empowerment at various levels of analysis. Specifically, at the individual, team, and organizational levels of analysis, they summarized research that has examined both antecedents to psychological empowerment and the various outcomes of empowerment. Similarly, they discuss studies that have considered the multilevel relationships of

psychological empowerment. In addition to reviewing the multilevel empowerment nomological network, the review examines how empowerment has been conceptualized within the literature. The authors include a discussion of how psychological empowerment has been operationalized within the literature, as well as various methodological considerations of psychological empowerment research. Throughout this review, they suggest avenues for future research, including methodological and theoretical considerations that are important to advancing our understanding of psychological empowerment across various levels of analysis.

Yukl, G. A., & Becker, W. S. (2006) work says that psychological empowerment is the perception that workers can help determine their own work roles, accomplish meaningful work, and influence important decisions. Empowerment had been studied from different perspectives, including employee perceptions, leadership behaviors, and management programs. Despite positive rhetoric, programs designed to increase empowerment seldom achieve the benefits promised. Inconclusive and seemingly contradictory outcomes stem from the fact that few companies give employees significant control and access to management information. A half century of research suggests that empowerment strategies can offer real benefits. They in their research outlined facilitating conditions for effective empowerment, including characteristics of organizations, leaders, employees, and the work itself.

Tripathi, N., & Bharadwaja, M. (2019), research shows that PE (psychological empowerment) has a significant negative relationship with perceived stress, which helps to validate the effectiveness of PE (psychological empowerment) in Indian work settings. They established emotional stability and agreeableness as significant moderators which enhance the negative links between PE and perceived stress.

Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020) study findings demonstrate that POS (perceived organizational support) positively influences psychological empowerment and job satisfaction. The research focuses on the service and manufacturing sector revealing that the relationship between POS and job satisfaction is weaker when employees' proactive personality is higher rather than lower. The findings of this study pose a framework for organizational representatives of both service and manufacturing industries to strengthen individual psychological empowerment and job satisfaction by offering organizational support to those individuals who are less proactive.

Saltiel, F. (2020), his paper examined the feasibility of working from home in developing countries.Theworkerleveldatawascollectedfrom10STEPcountries.Only13%of workersinSTEPcountriescouldworkfromhome,yetthissharerangesfrom5.5%inGhana to23%inYunnan(China).Thefeasibilityofworkingfromhomeispositivelycorrelated withhighpayingoccupations.Educationalattainment,formalemploymentstatusand householdwealtharepositivelyassociatedwiththepossibilityofworkingfromhome, reflectingthevulnerabilityofvariousgroupsofworkers.Theserelationshipsremained significant within narrowly defined occupations, yet exhibited heterogeneity across countries. He remarked the importance of rapidly identifying the vulnerability of workers to design adequate policies to combat the negative employment impacts of COVID-19.

Results from the analyses of Hayes, S., Priestley, J. L., Ishmakhametov, N., & Ray, H. E. (2020), paper suggested that perceived stress did increase during the COVID-19 restrictions, especially for people that had limited experience working from home and were female. Individuals who worked from home before COVID-19 had higher levels of work-related burnout but did not differ based on gender or part-time work status. The results suggested that working from home may create more stress and result in more burnout, which challenges the current moves by some employers to make working from home a permanent arrangement.

A recent report by Maharashtra Times said that the lockdown was carried out to prevent the spreadofthecoronavirus.Afewthingswereallowedafterthat.Evenso,alargesectionof the country was still working from home. When the lockdown began in March, many employeeslovedWorkingFromHome.Butafterfourmonths,thingsseemedtobechanged. Itwasfoundthatemployeesaretiredofworkingfromhome.Thesurveyshowedthat eighty-twopercentofthecountry'semployeesthinkthattheofficewillstartsomeday.A survey has revealed that those who work from home are missing their office a lot.

Accordingtoasurveyreport,peopleworkinginthefieldsoflogistics,information technology(IT)andthemediaareincreasinglyinterestedinworkinginrealoffices.The survey was conducted by LinkedIn. LinkedIn has compiled the 'LinkedIn Workforce ConfidenceIndex'reportfromitssurvey.Thisreportispreparedevery15 days.According to thereport,46percentoftheemployeesinthetourismandhospitalitysectorand39percent

of the employees in the consumer goods industry were eager to go to work as soon as they get permission. But one of the two employees in the software and IT industries had said that he has now adopted the method of working from home. The results showed that many employees showed willingness to go to the office and work. At the same time, many are cautious about going to the office. It is clear from this survey that every respondent is aware of individual financial investments and savings. One in three employees said that the personal savings will increase over the next few months as they work from home, while three out of five employees said that the savings will remain the same.

Chapter 4. Research Methodology

Research Design:

A research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the problem research. Research design constitutes the blueprint for the collection, measurement and analysis of data. This structure provides a framework within which data is collected and analyzed (Yeung 1995).

Descriptive research is a type of research that describes a population, situation, or phenomenon that is being studied. Descriptive research can be used to investigate the background of a research problem and get the required information needed to carry out further research.

Data Collection Design:

From the study objectives it was decided to use a descriptive technique for data collection.

Current study is a descriptive study. Considering the research question and type of information needed for current study, the communication approach of data collection was used. The communication approach involves surveying or interviewing people and recording their responses for analysis (Cooper & Schindler, 2006).

To secure information from respondents, a self- administered survey /questionnaire was used in current study. A questionnaire is a preformulated written set of questions to which respondents record answers. Questionnaires were mailed to the respondents or electronically distributed (Sekaran & Bougie, 2012).

Due to Covid-19 pandemic, physical distribution was not possible. So, questionnaire / survey was sent to respondents through social media platforms and using websites like survey swap, and survey circle. Electronic distribution techniques were used (Google form).

Total 160 questionnaires were distributed electronically, out of which 82 filled questionnaires were returned giving a total response rate of 51.25%

Sampling Design:

1. Sampling method:

In the current study, the entire respondent population in/from Pune city was not available for the study. And hence, non-probability sampling was the only feasible alternative.

Convenience sampling is non-probability sampling and involves the selection of sample members based on easy availability or accessibility. Hence, a non-probability convenient sampling method was used to reach the respondents in this study.

2. Sample size:

Sample size for the current study is determined based on following criteria –

a) Sample size in previous studies – Previous studies on Psychological empowerment has used

sample sizes as follows -

Table 2. below – Sample size used in previous studies

Sr. No.	**Previous Study**	**Sample Size**
1	Chung, Y. W. (2018). Workplace ostracism and workplace behaviors: A moderated mediation model of perceived stress and psychological empowerment. *Anxiety, Stress, & Coping*, *31*(3), 304-317.	225
2	Singh, Manjari & Sarkar, Anita. (2012). The Relationship Between Psychological Empowerment and Innovative Behavior A Dimensional Analysis With Job Involvement as Mediator. Journal of Personnel Psychology. 11. 127-137. 10.1027/1866-5888/a000065.	401

3	Knappert, L. J. (2016) The mediating role of psychological empowerment in the relationship between organizational culture and job-related affective well-being.	312
4	Abou Hashish, E. A., Abdel All, N., & Mousa, A. (2018). Nurses' perception of psychological empowerment and its relationship to work engagement and job insecurity. *Journal of Nursing Education and Practice*, *8*(9), 36-44.	400
5	Batool, S. A., Ahmed, H. K., & Qureshi, S. N. (2016). Economic and psycho-social determinants of psychological empowerment in women. *Pakistan Journal of Social and Clinical Psychology*, *14*(1), 21.	500
6	Tripathi, N., & Bharadwaja, M. (2019). Psychological empowerment and stress: role of personality and power distance. *Journal of Indian Business Research*.	120

Thus sample size for such studies ranged from 120 to 500.

b) Item-to- response Ratio –

Researcher needs to ensure that data is collected from adequate sample size, so that subsequent analysis can be appropriately conducted. An item-to-response ratio recommendation ranges from

1:4 (Rummel, 1970) to 1:10 (Schwab, 1980). However, in most cases, the ratio of 1:5 is considered to be sufficient (Guadagnoli & Velicer, 1988).

In the current research, the total number of items was 16. Using the ratio of 1:5, the minimum sample size required was 80.

c) Adequacy for statistical analysis-

The size of the study sample is critical in producing meaningful results (High, 2000). If the sample size is too small, it might be difficult to detect the effect or phenomenon under study.

Sample size (n = 120 to 150) is considered good sample size when conducting statistical analysis

(Bujang, Sa'at, Sidik, 2017).

Thus, from the above various criteria such as sample size in previous studies, Item-to- response Ratio and Adequacy for statistical analysis suggested a minimum sample size of 120, 326, 80 and 120 respectively. Hence, it was decided to keep 80 as the minimum sample size.

Data Analysis Technique:

Data collected was transformed into excel sheet using Google forms. This data sheet was used for recording, cleaning, coding, and preparing data for further analysis. Excel filters were used to code the data and averages of psychological empowerment, its four dimensions,etc. were calculated using excel formulas.

Further, the final data from excel was transferred to SPSS statistics software tool for analysis of data collected. Correlations between total psychological empowerment and its four dimensions, also between psychological empowerment and working from home, uncertainty was calculated. One way anova and Independent sample test was conducted to compare demographic factors and psychological empowerment, working from home. Also, reliability tests were conducted for psychological empowerment scale and working from home questionnaire.

Details of Sectors for data collection:

Total 82 respondents who are included as samples of this study, belong to various sectors. Major group of respondents work under IT, Banking and Finance. Other main sectors include

to which respondents belong to the Education, Manufacturing and Service, Management sector. The details of these sectors are given below (Table 3):

Sector	Numbers	Percentage
IT	19	23.17%
Banking and Finance	16	19.51%
Education	14	17.07%
Manufacturing and Service	12	14.63%
Management	8	9.75%

Sample Profile:

Section A of the questionnaire contained demographic profile related information of respondents like gender, educational qualification, family type etc. The details of the sample profile are given in the table below.

Table 4 and 5 – Demographic profile of respondents

Particulars	Number	Percent
• **Gender**		
1. Male	36	43.9%
2. Female	46	56.1%
• **Highest educational qualification:**		
1. 10th	8	9.8%
2. 12th	10	12.2%
3. Diploma	6	7.3%
4. Graduation	43	52.4%
5. Post graduation	40	48.8%
6. Other	3	3.7%

● **Marital status:**		
1. Single	51	62.2%
2. Married	29	35.4%
3. Prefer not to say	2	2.4%
● **Family type:**		
1. Nuclear	65	79.3%
2. Joint	17	20.7%
● **Children:**		
1. Yes	22	26.8%
2. No	47	57.3%
3. N/A	13	15.9%
● **Number of dependent:**		
1. 0	42	51.2%
2. 1	9	11%
3. 2	20	24.4%
4. 3	7	8.5%
5. 4	4	4.9%
● **Home type:**		
1. 1 BHK	28	34.1%
2. 2BHK	31	37.8%
3. 3BHK	13	15.8%
4. Other	9	10.9%
● **Annual income (rupees):**		
1. Below 2,00,000	13	17.1%
2. 2,00,000 to 4,00,000	23	30.3%
3. 4,00,001 to 6,00,000	16	21.1%
4. 6,00,001 to 8,00,000	10	13.2%
5. Above 8,00,000	14	18.4%

Particulars	Average
Age (years)	30 years
Total Work experience (years)	7 years
Working experience with current organization (years)	4 years
Working days in a week	5 days
Daily working hours	8 hours

Sample size was 82 respondents out of which 43.9% are male and 56.1% are female respondents with an average age of 30 years. Approximately 45.7% respondents were graduates, while 49.4% had post graduate degrees. Approximately 62.2% were single and 35.4% were married. 20.7% were from a joint family and 79.3% from the nuclear family. Approximately 26.8% respondents had children and 48.8% had dependent care responsibilities. About 30.3% of respondents earn annual income ranging from 2,00,000 to 4,00,000.

On average respondents worked 5 days a week with average 8 working hours per day and average work experience was 7 years. On an average experience working with the current organization of the respondents was 4 years.

Instrument/ Scale:

In this research two separate measures were used to measure psychological empowerment and another measure was used to check working from home factors.

A scale for working from home was taken from Snapsurvey blog by Joshua Nicholas,(2020). And , the standardized questionnaire was used in this study which is the Psychological Empowerment Questionnaire (Spreitzer, 1995). Spreitzer developed the sub scale by adapting items from previous studies. Meaning items were taken directly from Tymon (1988), competence items from Jones's (1986) self-efficacy scale, impact from Ashforth's (1989) helplessness scale and self-determination items from Hackman and Oldham's (1980) autonomy scale. The Psychological Empowerment Questionnaire contains three items for

each of the four sub-dimensions of psychological empowerment for example, Meaning: 'The work I do is meaningful to me'; Competence: 'I have mastered the skills necessary for my job'; Self-determination: 'I have significant autonomy in determining how to do my job'; and Impact: 'I have a great deal of control over what happens in my department'. Respondents were asked to indicate the extent to which they agreed with each statement on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A higher score means a higher degree of psychological empowerment. Buckle (2003) reported a Cronbach alpha coefficient of 0.88 for total psychological empowerment and Malan (2002) reported alpha coefficients for all the four sub dimensions of psychological empowerment to vary from 0.68 to 0.83.

Limitations:

1. This study is based on self-reported responses of the individuals.
2. As this research is done by using a convenient sampling method and the responses are self-reported responses,in this study all sectors are not considered. We got mainly sectors such as IT, Education, Finance,Service which we included as a part of this study and employees from other sectors are not considered here and hence, the findings of this study may not be generalizable to the whole population.
3. For this study we have used the convenient sampling method to approach participants and hence the issue arises regarding whether the findings of this study will generalize to the entire population.

4. Further, considering the sample profile of this study, the representation of male participants in the current study sample are less as compared to female participants.

Chapter 5. Data Analysis

Graphical Analysis: Section A: Demographic profile

- **Gender:** The collected data for gender as a demographic factor is represented in the tabular form as below (Table 6):

Particulars	Gender		
	Male	**Female**	**Other**
Total count	36	46	0
Percentage	43.9%	56.1%	0%

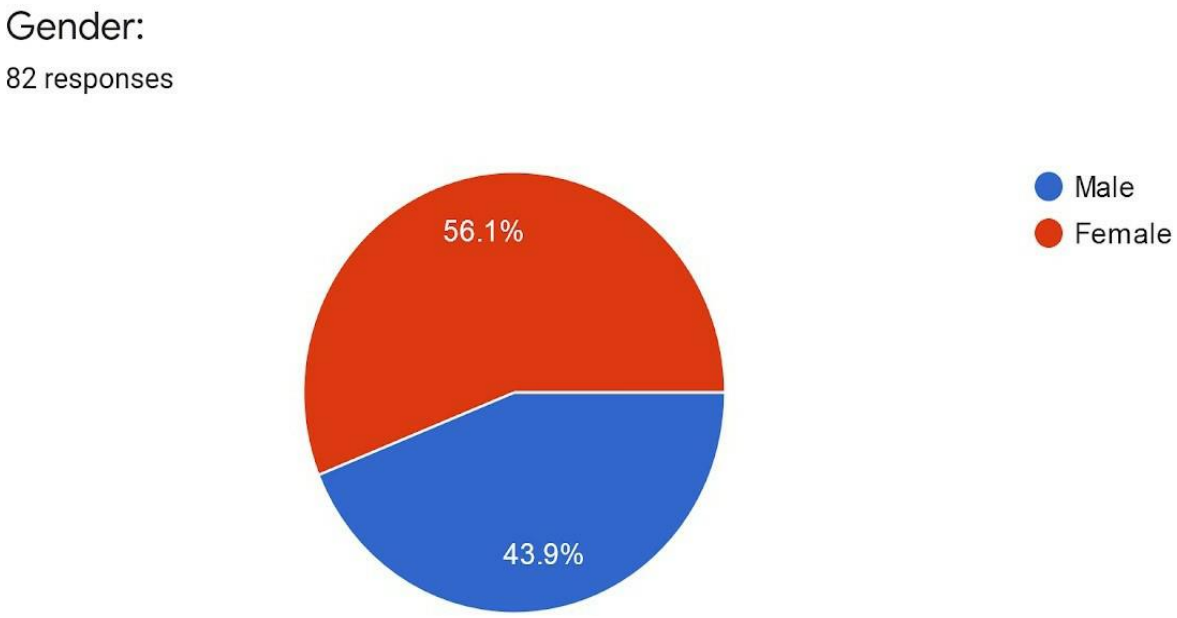


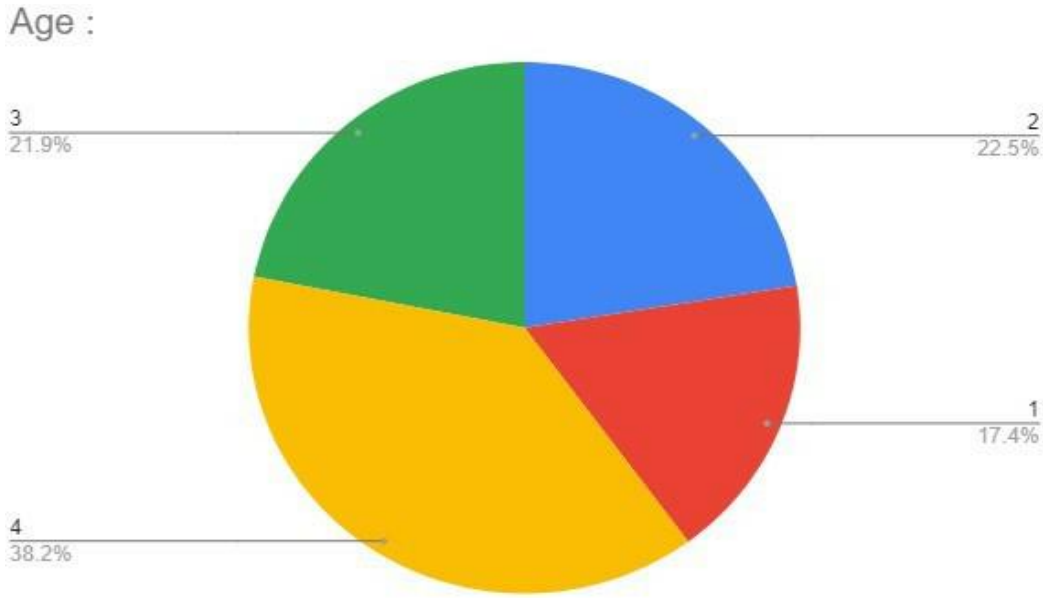
Fig. 1:Graphical Representation of Demographic profile: Gender

The above pie chart represents the population of male and female respondents out of total sample size of 82 respondents. Red colored area shows the responses from female participants and the blue colored area represents the male respondent population. 56.1% is of female respondents and 43.9% of male respondents.The female responds are more in number (46 out of 82) than that of male respondents (36 out of 82).

- **Age:** The collected data for age as a demographic factor is represented in the tabular form below (Table 7):

Particulars	Age Range (In yrs.)			
	20-25 years	**26-30 years**	**31-35 years**	**36 and above**
Total Count	14	19	18	31
Percentage	17.4%	22.5%	21.9%	38.2%

Fig. 2:Graphical Representation of Demographic Profile: Age

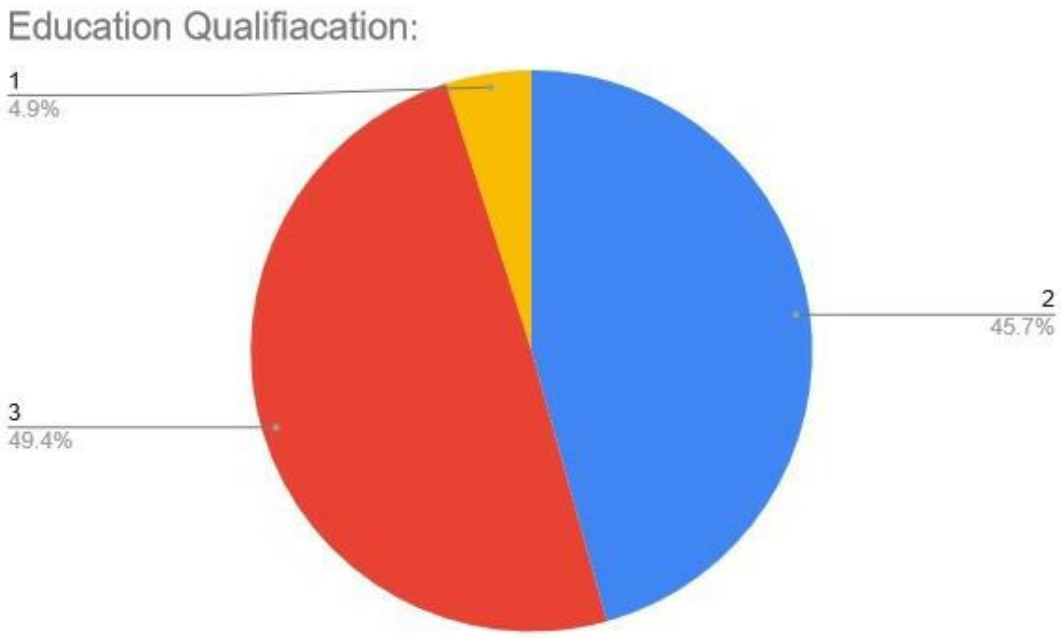


The collected data was classified into four ranges which are 20-25 years, 26-30 years, 31-35 years, and 36 above. The above pie chart is divided into four sections by red colored region, blue colored region, yellow coloured region and green colored region. Red region shows the population of respondents whose age ranges from 20 years to 25 years. Blue colored region defines the age group of participants from 26 years to 30 years and age group of 31 years to 35 years is shown by green colored region. Yellow color shows the participant whose age are 36 and above 36 years. Participants of age 36 years and above are more in number than the other groups.

- **Highest Educational Qualification:** The table below shows the participant's highest educational qualification (Table 8):

Particulars	Highest Educational Qualification		
	Diploma	**Graduation**	**Post graduation**
Total Count	4	37	41
Percentage	4.9%	45.7%	49.4%

Fig. 3:Graphical Representation of Highest Educational Qualification

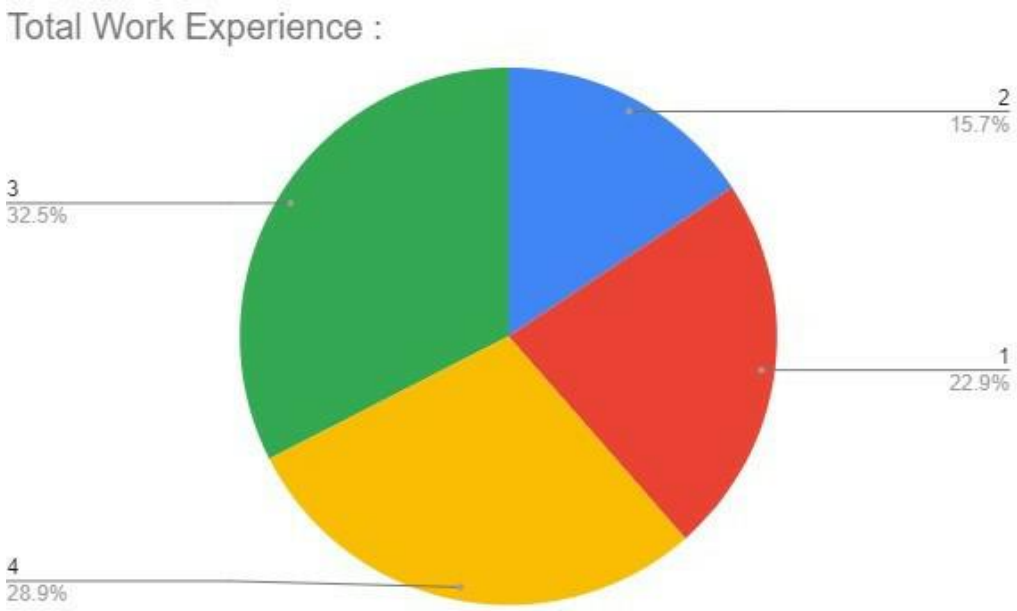


The participants highest educational qualification is represented in the above pie chart which is divided into three sections denoted in colors as blue yellow Android the yellow section shows percentage of participants whose highest qualification is diploma which is 4.9 % of the total. The blue coloured areas shows the percentage of participants whose highest education qualification is up to graduation which is 45.7 % and the red coloured area represents the percentage of participants whose highest educational qualification is up to post graduation which is 49.4%. From the pie chart it is clear that the population of postgraduate participants is more in number than that of the other participants.

- **Total Work Experience:** The table below shows the participant's Total Work Experience (Table 9):

Particulars	Total Work Experience (in years)			
	1 to 4 years	**5 to 8 years**	**8 to 12 years**	**13 and above years**
Total Count	19	12	27	24
Percentage	22.9%	15.7%	32.5%	28.9

Fig. 4:Graphical Representation of Total Work Experience:

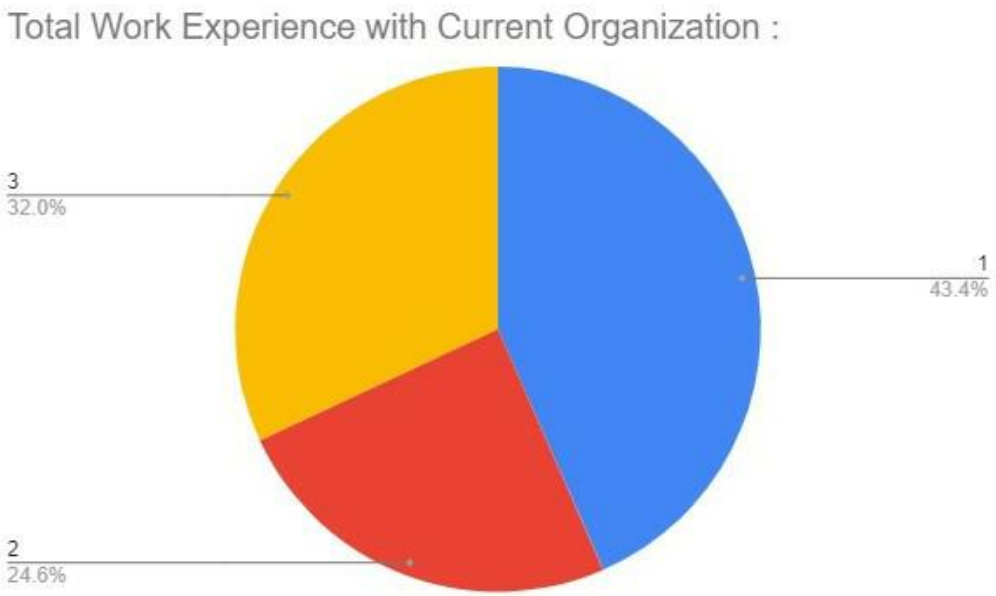


The total work experience of 82 participants is represented by the help of the above pie chart which is divided into four sections namely as red, blue, green and yellow colored sections. The red coloured area represents the percentage of participants having 1 to 4 years of experience (22.9%) . Blue coloured area represents participants having total work experience ranging from 5 years to 8 years (15.7%). The green area represents the population of participants having total work experience of 9 to 12 years (32.5%). Work experience of 13 and above years is represented by the colour yellow which is 28.9%.

- **Experience with the Current Organization:** The table below shows the participant's Experience with the Current Organization (Table 10):

Particulars	Experience with the Current Organization (in years)		
	1 to 3 years	**4 to 6 years**	**Above 6 years**
Total Count	36	20	26
Percentage	43.4%	24.6%	32.0%

Fig. 5:Graphical Representation of Experience with the Current Organization



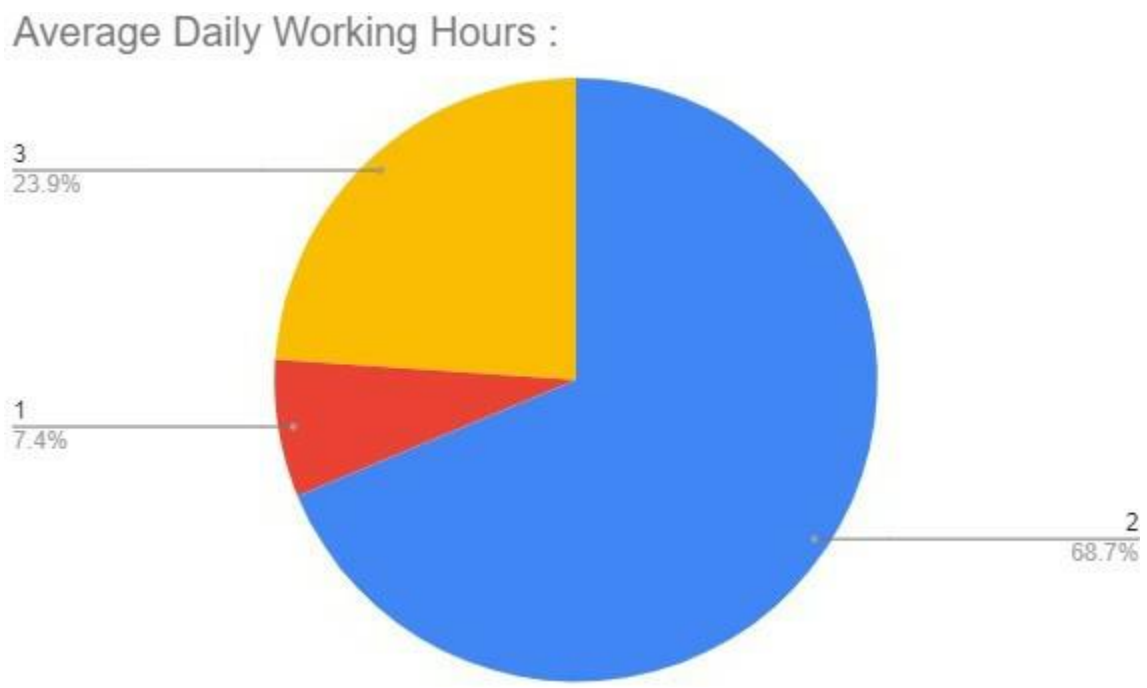
The respondents were asked to mention their total work experience with the current organization and the above pie chart represents the results of that. The blue coloured area represents the percentage of population whose working experience with the current organization ranges from one year to 3 years (43.4%). The percentage of the population having work experience with the current organization of 4 to 6 years is 24.6%. And the third area represents the work experience above 6 years(32%). The above pie chart suggests that the population having work experience of 1 to 3 years with the current organization is more in number than that of the other groups.

- **Average Daily Working Hours :**

The table below shows the participant's Average Daily Working Hours (Table 11):

Particulars	**Average Daily Working Hours**		
	4 to 6 hours	**7 to 9 hours**	**10 and above hours**
Total Count	6	56	20
Percentage	7.4%	68.7%	23.9%

Fig. 6:Graphical Representation of Average Daily Working Hours :

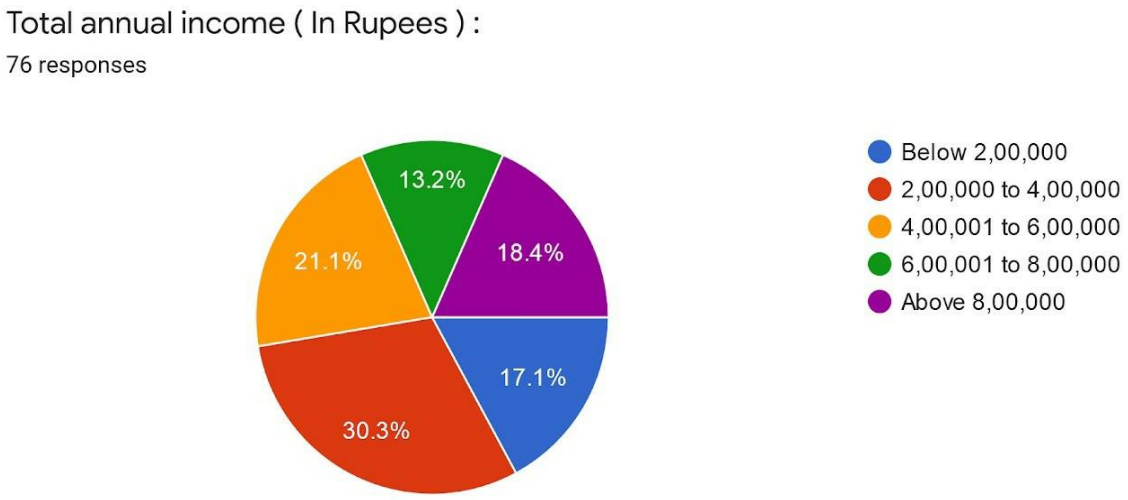


The average daily working hours of the participants are represented in the above pie chart. 68.7% of the participants work for 7 to 9 hours. 23.9% participants work for 10 and above hours a day. 7.4 % of participants work for 4 to 6 hours a day. Represented by blue, yellow and red colour regions respectively.

- **Total Annual Income :** The table below shows the participant's Total Annual Income in Rupees (Table 12):

Particulars	Total Annual Income (in Rupees)				
	Below 2,00,000	**2,00,000 to 4,00,000**	**4,00,001 to 6,00,000**	**6,00,001 to 8,00,000**	**Above 8,00,000**
Total Count	14	25	17	11	15
Percentage	17.1%	30.3%	21.1%	13.2%	18.4%

Fig. 7:Graphical Representation of Total Annual Income :

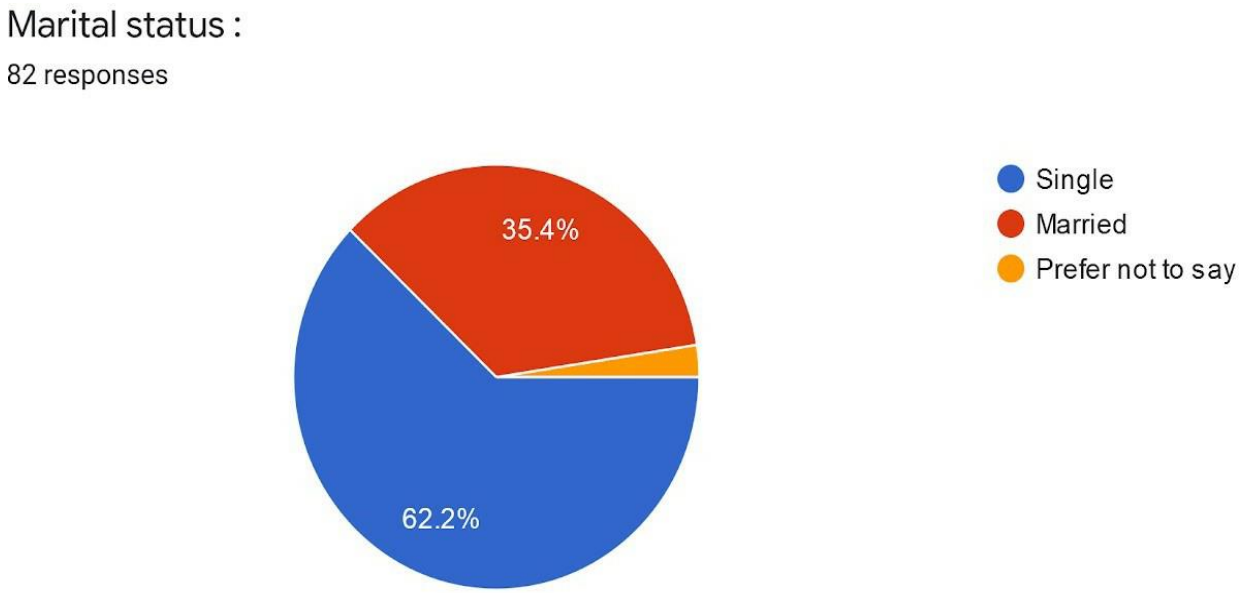


The participants total annual income is represented by the above pie chart. 17.1 % of the population earn below 2 lakh Rupees as a total annual income. 13.3% of the participants earn annual income ranging from 200000 to 400000 rupees. 21.1% of the population earns from 400001 rupee to 6 lakh as a total annual income. 13.2% of the participants earn from 600001 up to 8 lakh and 18.4 % of the total survey population earn above 8 lakh Rupees as their annual income.

- **Marital Status :** The table below shows the participant's marital status (Table 13) :

Particulars	Marital Status		
	Single	**Married**	**Prefer not to say**
Total Count	51	29	2
Percentage	62.2%	35.4%	2.4%

Fig. 8:Graphical Representation of Marital Status of the participant :

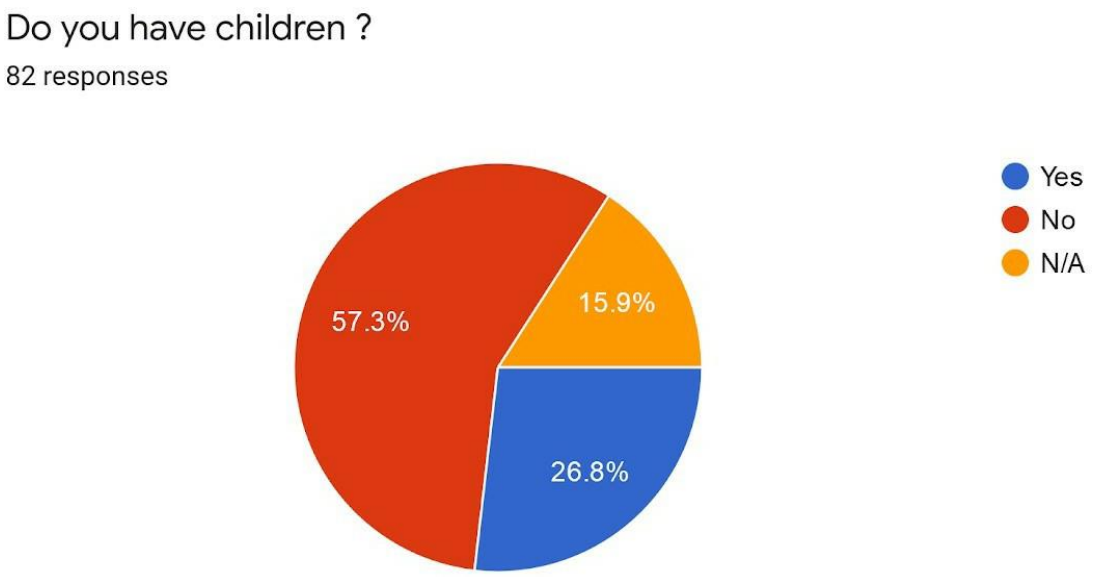


The marital status of the participants is represented by the above pie chart. 62.8 2% of the total survey population is single and 35.4% respondents are married. 2.4 % of the total survey population had preferred not answering this question.

- **Child Bearers:** The table below shows the population of participants with children (Table 14) :

Particulars	Child Bearer		
	Have children	**Don't have children**	**N/A**
Total Count	22	47	13
Percentage	26.8%	57.3%	15.9%

Fig. 9:Graphical Representation of percentage of participants with children :

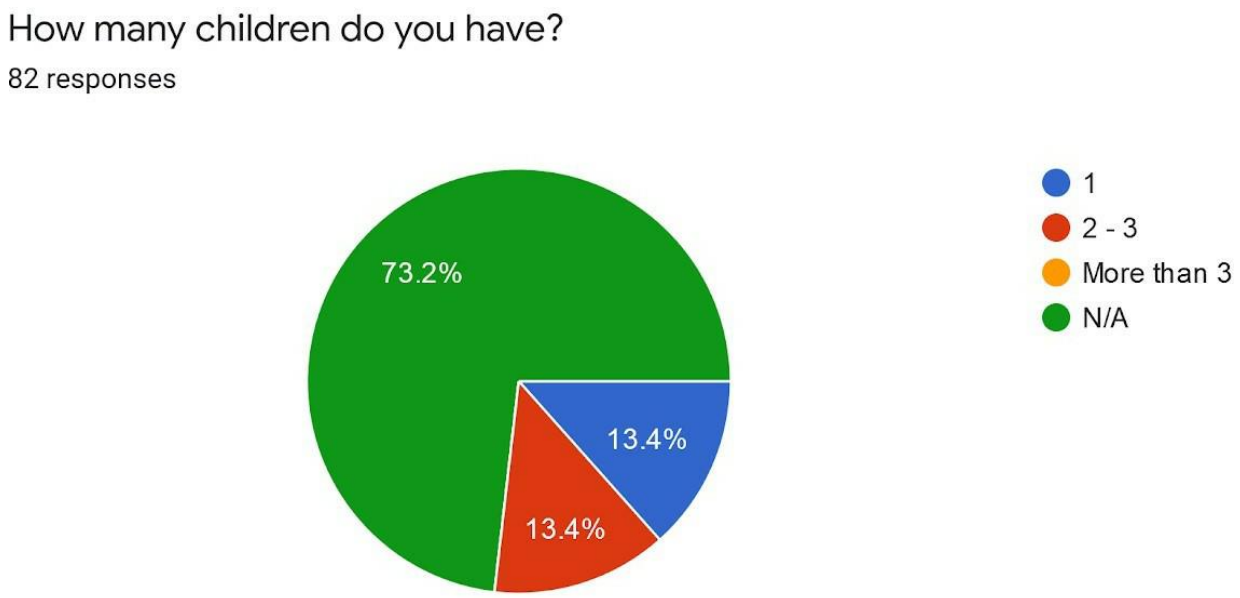


The above pie chart shows how many participants are child bearer. 50 7.3% don't have children and 15.9 % population is not applicable to this question. 26.8% do have children.

- **Number of Children:** The table below shows the participant's Number of Children (Table 15):

Particulars	Number of Children		
	One child	**2 to 3 children**	**N/A**
Total Count	11	11	60
Percentage	13.4%	13.4%	73.2%

Fig. 10:Graphical Representation of Number of Children :

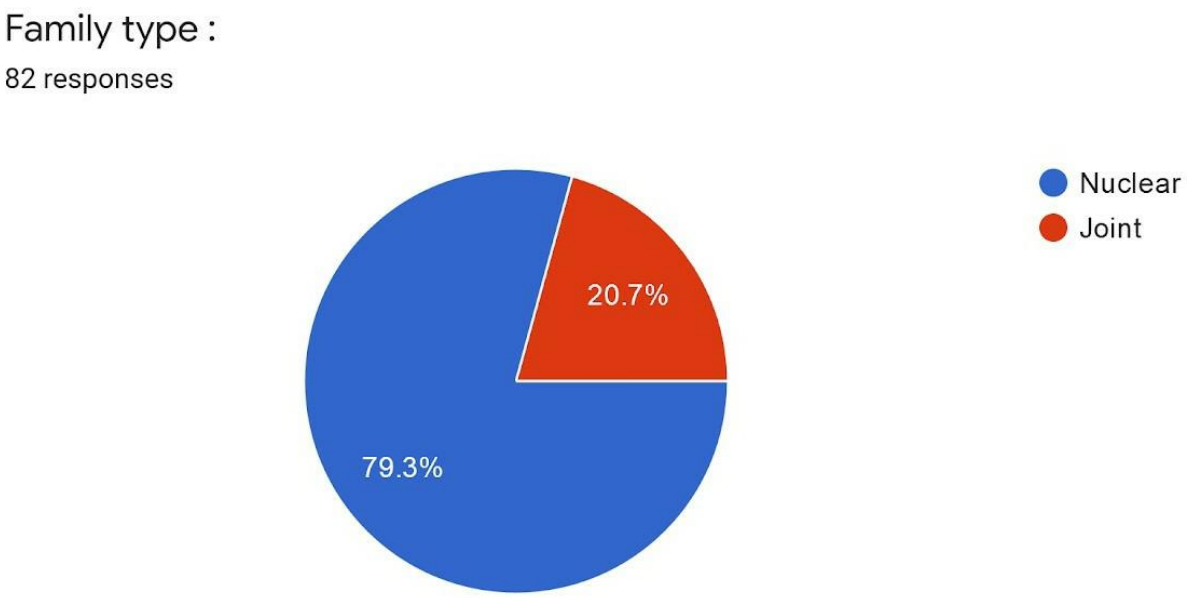


The number of the children of the parent respondent is shown in the above pie chart. 73.2% of the total survey population is not applicable to this question. 13.4% of the population have one child while the rest 13.4% participants have 2-3 children.

- **Family Type:** The table below shows the participant's Family Type (Table 16):

Particulars	Family Type	
	Nuclear Family	**Joint Family**
Total Count	65	17
Percentage	79.3%	20.7%

Fig. 11:Graphical Representation of Family Types :



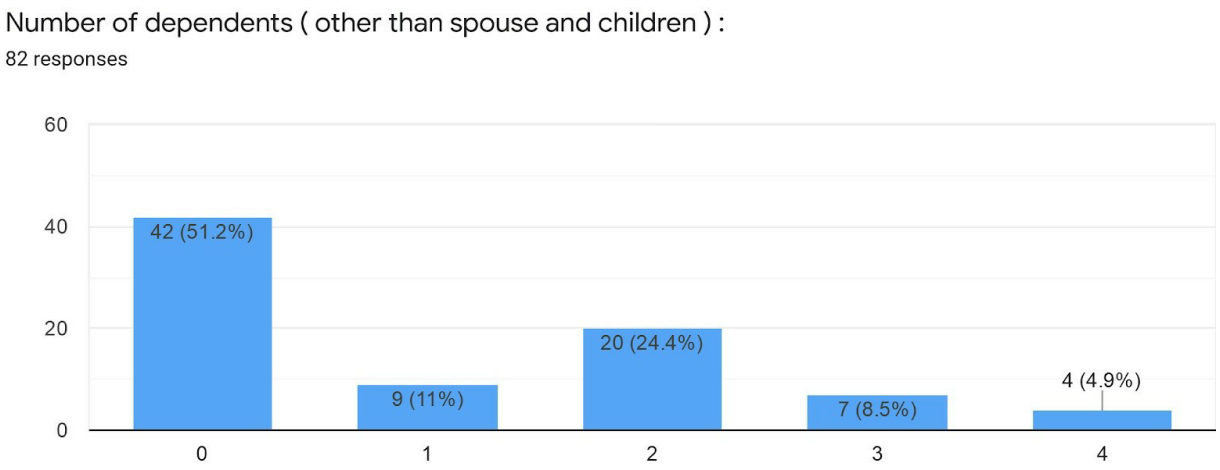
The above pie chart represents the family type of the respondent. 79.3 % of the total survey population live in a nuclear family type and 20.7% of the total population live in a joint family.

- **Number of Dependents :**

The table below shows the Number of Dependents (Table 17) :

Particulars	Number of Dependents				
	0	**1**	**2**	**3**	**4**
Total Count	42	9	20	7	4
Percentage	51.1%	11%	24.4%	8.5%	4.9%

Fig. 12:Graphical Representation of Number of Dependents:



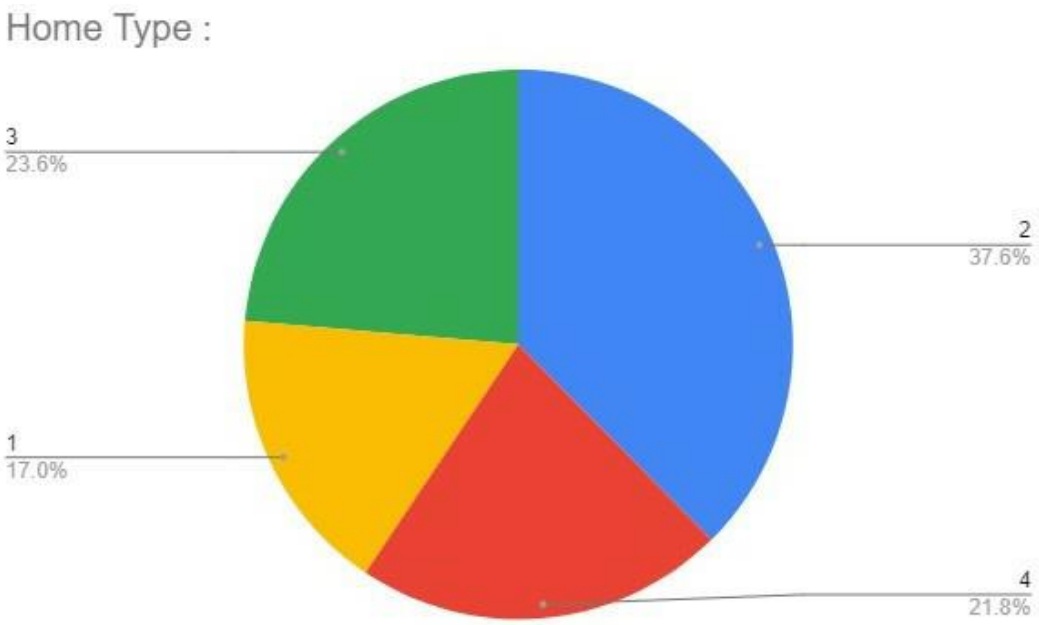
The number of dependents is represented by the above histogram which suggests that 51.2% have zero dependents while 11 % of the total survey population have one dependent. 24.4% have two dependents and 8.5 % of the respondents have three defendant's responsibility on them. 4.9 % of the total population have 4 dependents.

- **Home Type:**

The table below shows the participant's Home Type (Table 18):

Particulars	Home Type			
	1 BHK	**2BHK**	**3 BHK**	**Other**
Total Count	14	31	19	18
Percentage	17%	37.6%	23.6%	21.8%

Fig. 13:Graphical Representation of Home Type :



The home type of the respondent is represented by the above pie chart. 17 % of the total survey population is living in a 1 BHK apartment represented by a yellow area. 37.6% of the total population is having a 2BHK apartment presented by Blue area. 23.6% of the population is living in a 3 BHK apartment. 21.8% of the population have a bungalow or 4BHK apartment.

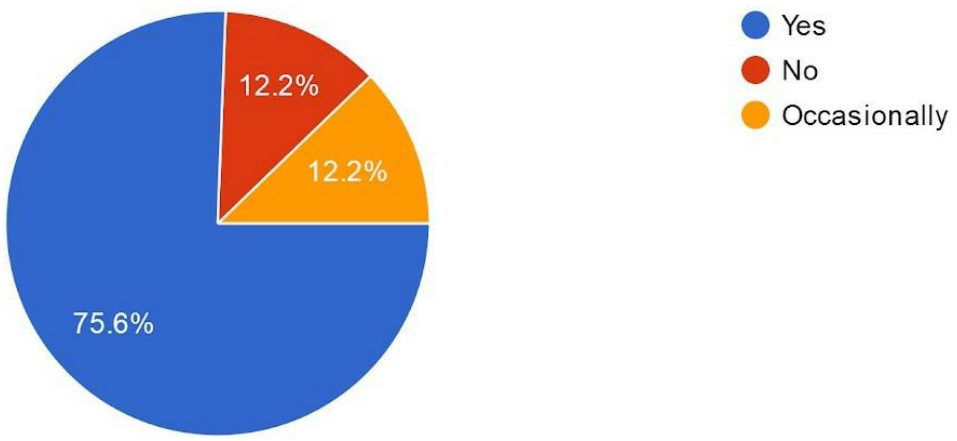
Section B: Working from Home

- **Current Working from Home Status:**

The table below shows the participant's Current Working from Home Status (Table 19):

Particulars	Current Working from Home Status		
	Yes	**No**	**Occasionally**
Total Count	62	10	10
Percentage	75.6%	12.2%	12.2%

Fig. 14:Graphical Representation of Current Working from Home Status :



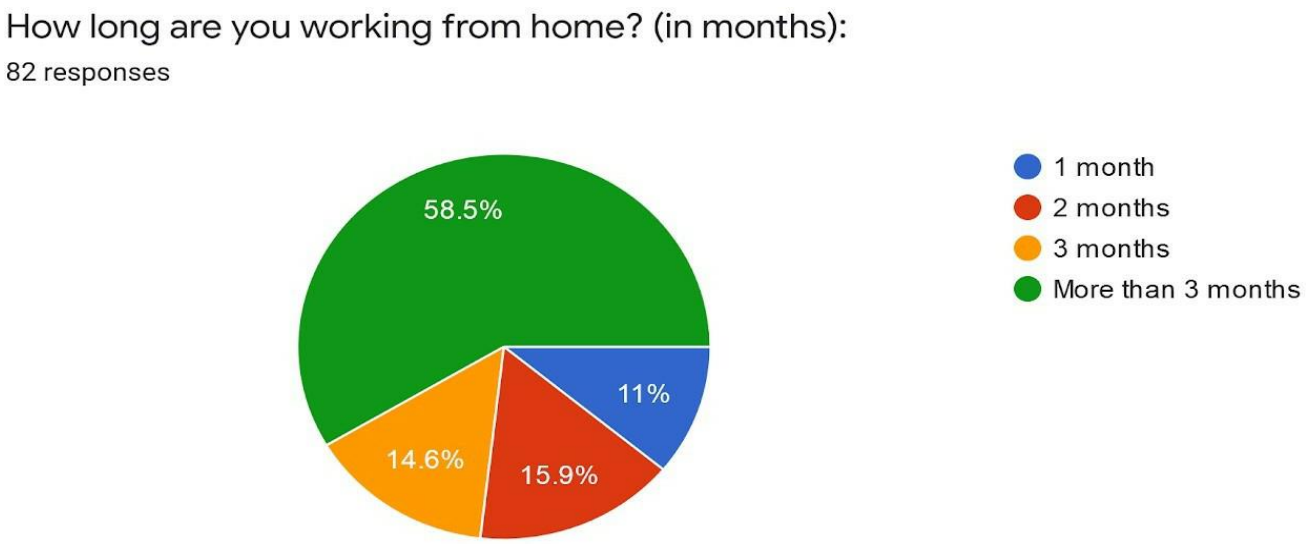
The current working status of the respondents is shown in the above pie chart. 75.6% of the total survey population is currently working from home or have worked from home in this lockdown period. 12.2% of the population is occasionally working from home and also 12.2% of the population is not working from home currently.

- **Duration of Working from Home:**

The table below shows the participant's Duration of Working from Home (Table 20):

Particulars	Duration of Working from Home (in months)			
	1 month	**2 months**	**3 months**	**More than 3 months**
Total Count	9	13	12	48
Percentage	11%	15.9%	14.6%	58.5%

Fig. 15:Graphical Representation of Duration of Working from Home :

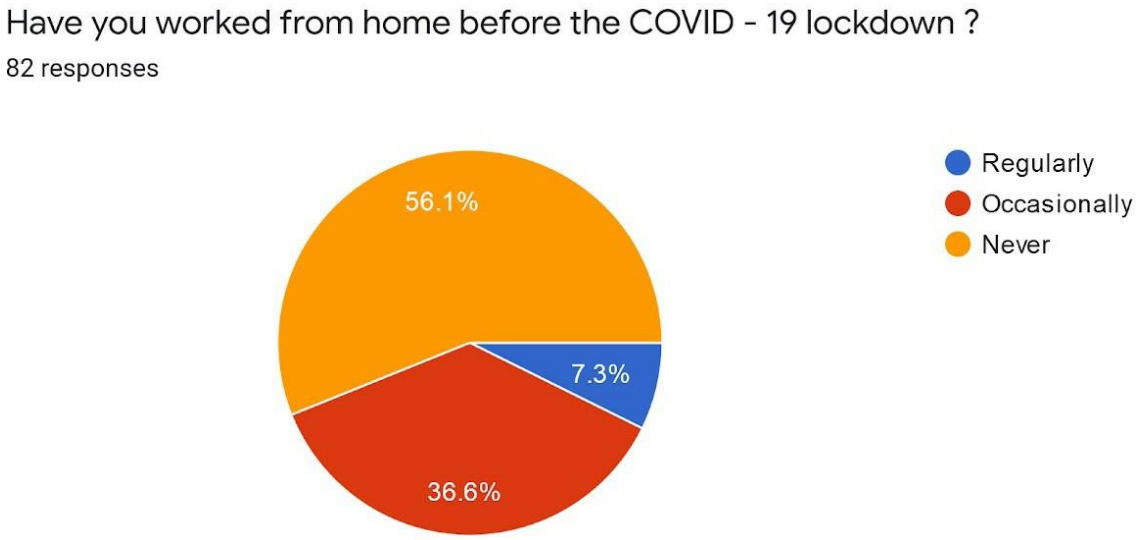


Large population that is 58.5 % people are working from home for more than 3 months. 15.9 % of the total population is working from home for 2 months. 11 % of the population is working from home for 1 month and 14.6 % of the population has been working from home for 3 months.

- **Experience of Working from Home Status:** The table below shows the participant's Experience of Working from Home Status (Table 21):

Particulars	Experience of Working from Home Status		
	Regularly	**Occasionally**	**Never**
Total Count	6	30	46
Percentage	7.3%	36.6%	56.1%

Fig. 16:Graphical Representation of Experience of Working from Home Status :



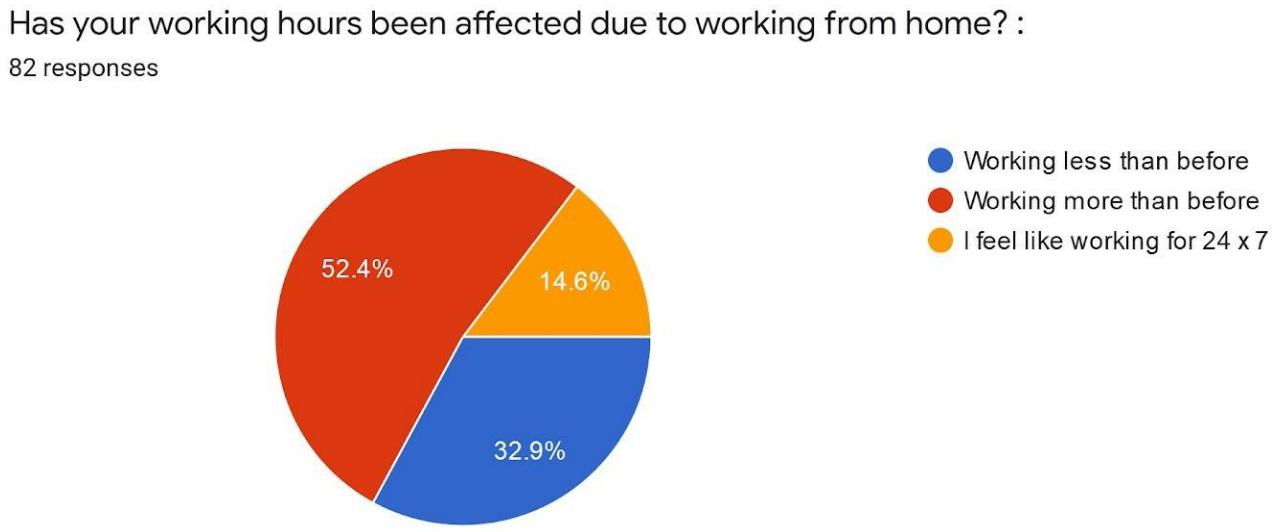
The above pie chart shows that 56.1% of the total population haven't worked before from home. 36.6 % of the people have occasionally worked from home before covid-19 lockdown and 7.3 % of the survey population have booked before the covid-19 lockdown regularly. Shown by colored regions as yellow, red and blue respectively.

- **Affected Working Hours:**

The table below shows the participant's Affected Working Hours (Table 22):

Particulars	Working Hours Affected Due to Working from Home Status		
	Less than before	**More than before**	**Working for 24x7**
Total Count	27	43	12
Percentage	32.9%	52.4%	14.6%

Fig. 17:Graphical Representation of Affected Working Hours :



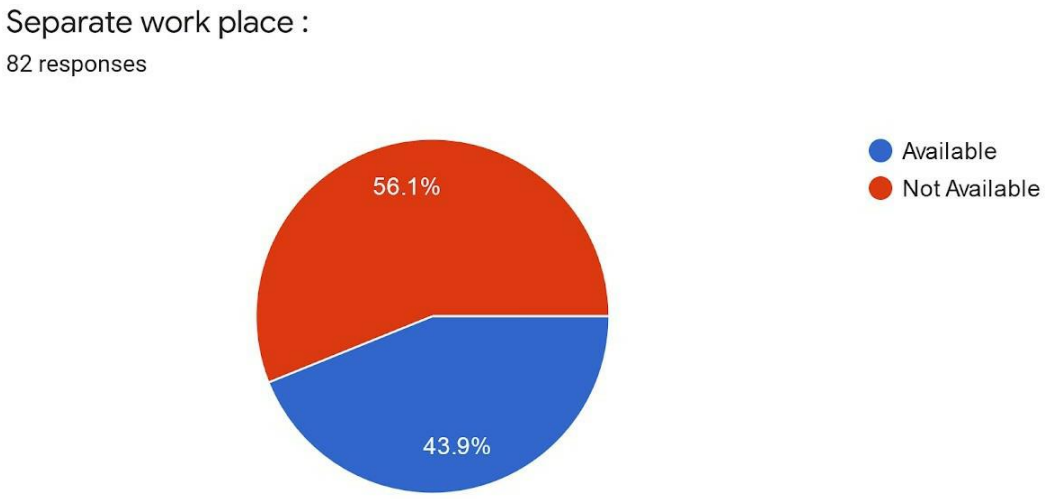
The above pie chart shows the effects on working hours due to working from home. 52.4% of the respondents are working for more than the normal hours. 32.9% of the total survey population is working for less than the normal hours because of working from home and 14.6 % of the total survey population feels to work for 24 by 7, represented by red, blue and yellow regions respectively.

- **Availability of Separate Workplace:**

The table below shows the Availability of Separate Workplace (Table 23):

Particulars	**Availability of Separate Workplace**	
	Available	**Not Available**
Total Count	36	46
Percentage	43.9%	56.1%

Fig. 18:Graphical Representation of Availability of Separate Workplace :



The above pie chart shows the availability of the separate workplace. 56.1 % people do not have separate workplace available to work while 43.9 % of the total survey population have separate workplace available.

- **Uncertainty due to Working from Home:** The table below shows the participant's Uncertainty due to Working from Home (Table 24):

Particulars	Uncertainty due to Working from Home														
	Stress			Fear			Uncertainty			Anxiety			Insecurity about job		
	Yes	No	Sometimes	Yes	No	Sometimes	Yes	No	Sometimes	Yes	No	Sometimes	Yes	No	Sometimes
Total Count	24	29	30	9	64	10	14	47	22	16	45	22	12	54	17
Percentage	29.3%	35.4%	36.5%	11%	78.1%	12.2%	17.1%	57.3%	26.8%	19.5%	54.8%	26.8%	14.6%	65.8%	20.7%

For stress, 24 of the 82 people feel stressed due to working from home. 29 of 82 people do not feel stressed while 30 people out of 82 sometimes feel stressed due to working from home.

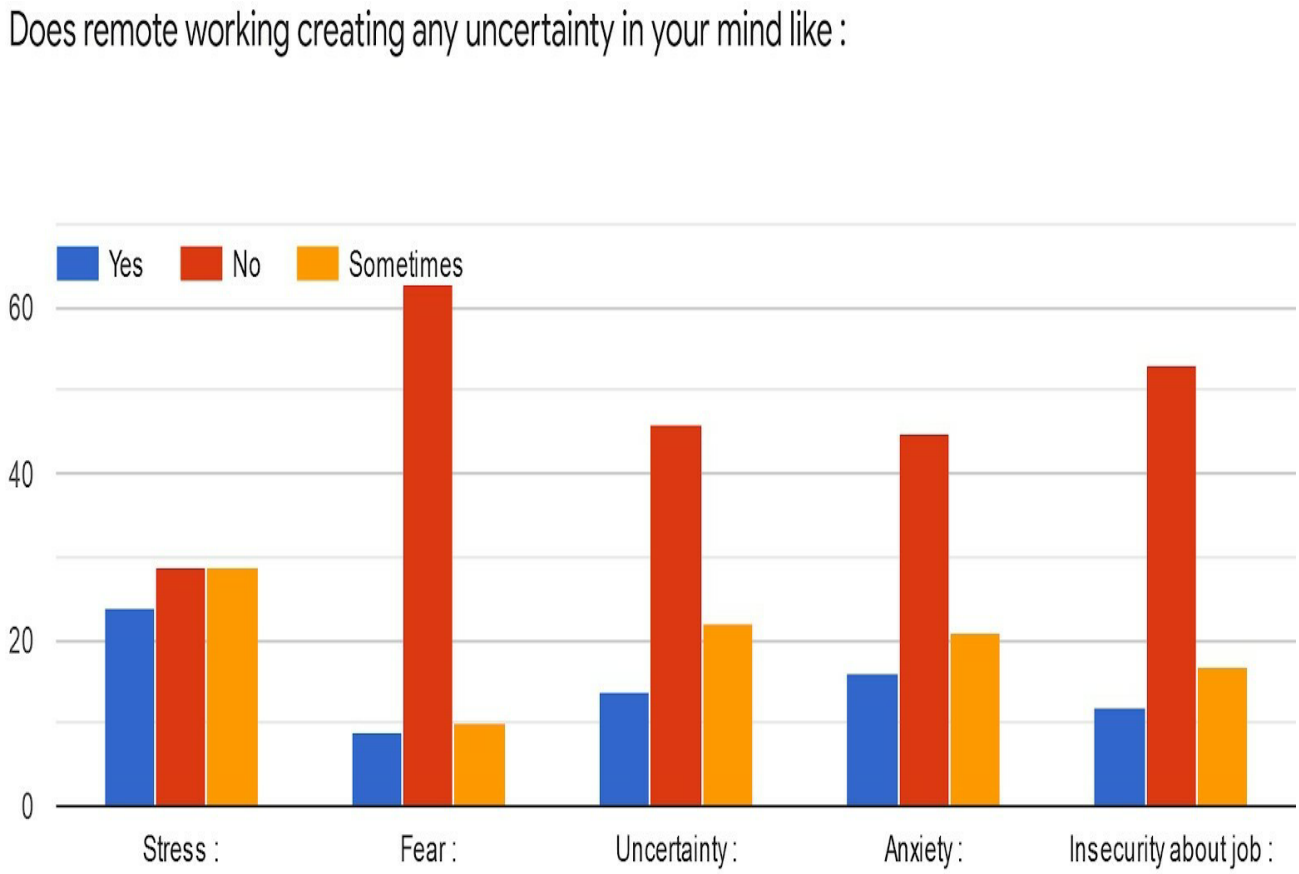
For fear, 9 people feel frightened due to working from home. 64 people do not feel frightened at all while 10 people out of 82 feel sometimes frightened due to working from home.

For uncertainty, 3 people feel uncertain while 47 people do not feel uncertain due to working from home. 22 of the 82 people feel uncertain due to working from home.

For anxiety, 16 people out of 82 feel anxious while working from home 45 do not feel anxious and 22 of the 82 people sometimes feel anxious when working from home.

Job insecurity, 12 people have insecurity about their job while 54 people do not have any insecurity about job and 17 out of 82 people feel insecure about their job sometimes.

Fig. 19:Graphical Representation of Uncertainty due to Working from Home :



Data Analysis:

Independent sample T test

- **Comparison between fear and insecurity about job of male and female employees:**

Independent samples T test was conducted to compare the male and female employees' various uncertainty factors like fear and insecurity about job.

Table 25: Results of Independent samples T test of gender on fear and insecurity about job

Particulars	Gender	Mean	Std. Deviation	F	sig.
Fear	Male	1.19	.525	11.695	.001
	Female	1.46	.751		
Insecurity about Job	Male	1.22	.485	26.914	.000
	Female	1.72	.834		

Analysis of variance (Table 25) showed that an average feeling of fear of male due working from home was 1.19 (SD= .525) and for female respondents it was 1.46 (SD= .751) the effect of gender of respondents (male and female) on the feeling of fear was found to be significant F= 11.695, *p*=.001

Analysis of variance (Table 25) showed that an average feeling of insecurity about the job of male due working from home was 1.22 (SD= .485) and for female respondents it was 1.72 (SD= .834). The effect of gender of respondents (male and female) on the feeling of insecurity about job was found to be significant F= 26.914, *p*=.000

- **Comparison between impact of single and married employees:**

Independent samples T test was conducted to compare the single and married employees' impact.

Table 26: Results of Independent samples T test of marital status on impact

Particulars	Marital status	Mean	Std. Deviation	F	sig.
Impact	Single	3.49	.823	3.137	.080
	Married	3.93	.753		

Analysis of variance (Table 26) showed that an impact of single (marital status)employee was 3.49 (SD= .823) and for married respondents it was 3.93 (SD=.753). The effect of marital status of respondents (single and married) on the one sub dimension of psychological empowerment i.e. impact was found to be significant F= 3.137, *p*= .080.

- **Comparison between stress and uncertainty due to working from home of single and married employees:**

Independent samples T test was conducted to compare the single and married employees various uncertainty factors like stress and uncertainty about job.

Table 27: Results of Independent samples T test of marital status of employees on stress and uncertainty due to working from home

Particulars	Marital status	Mean	Std. Deviation	F	sig.
Stress	Single	1.87	.856	6.059	.016
	Married	2.07	.704		
Uncertainty	Single	1.62	.837	2.783	.099
	Married	1.69	.712		

Analysis of variance (Table 27) showed that an average feeling of stress of single (marital status) employee due working from home was 1.87(SD= .856) and for married respondents it was 2.07 (SD= .704) the effect of marital status of respondents (single and married) on the feeling of fear was found to be significant F= 6.059, *p*=.016

Analysis of variance (Table 27) showed that an average feeling of uncertainty of single (marital status) employees due working from home was 1.62 (SD= .837) and for married respondents it was 1.69 (SD= .712). The effect of marital status of respondents (single and married) on the feeling of uncertainty was found to be significant F=2.783 , *p*=.099

- **Comparison between self determination of employees having nuclear and joint family type:**

Independent samples T test was conducted to compare the nuclear and joint family type employees' self determination.

Table 28: Results of Independent samples T test of family type on self determination

Particulars	Family Type	Mean	Std. Deviation	F	Sig.
Self-determination	Nuclear family	4.00	.685	3.801	.055

	Joint family	4.00	.866		

Analysis of variance (Table 28) shows that self-determination of employees having nuclear family type was 4.00 (SD= .685) and for married respondents it was 4.00 (SD=.866). The effect of family type of respondents (nuclear and joint) on the one sub dimension of psychological empowerment i.e.I.e. self-determination was found to be significant F= 3.801, *p*= .055.

- **Comparison between fear and insecurity about job of different family types of employees:**

Independent samples T test was conducted to compare the employees having nuclear and joint family types with various uncertainty factors like fear and insecurity about job.

Table 29: Results of Independent samples T test of family type of employees on fear and insecurity about job

Particulars	**Family Type**	**Mean**	**Std. Deviation**	**F**	**sig.**
Fear	Nuclear family	1.38	.700	5.365	.023
	Joint family	1.18	.529		
Insecurity about Job	Nuclear family	1.42	.682	4.089	.047
	Joint family	1.82	.883		

Analysis of variance (Table 29) showed that an average feeling of fear of employees having nuclear family due working from home was 1.38(SD= .700) and for joint family respondents it was 1.18 (SD= .529) the effect of family type of respondents (nuclear and joint) on the feeling of fear was found to be significant F=65.365, *p*=.023

Analysis of variance (Table 29) showed that an average feeling of insecurity about the job of nuclear family employees due working from home was 1.42 (SD= .682) and for joint family respondents it was 1.82 (SD= .883). The effect of family type of respondents (nuclear and joint) on the feeling of insecurity about the job found to be significant F=4.089 , *p*=.047

- **Comparison between effects of availability of separate workplace on psychological empowerment :**

Independent samples T test was conducted to compare the effects of employees having separate workplace and employees not having separate workplace on psychological empowerment.

Table 30: Results of Independent samples T test of workplace availability on psychological empowerment

Particulars	**Availability of Separate Workplace**	**Mean**	**Std. Deviation**	**F**	**Sig.**
Psychological Empowerment	Not Available	4.00	.516	3.208	.077
	Available	4.14	.593		

Analysis of variance (Table 30) showed that an average of psychological empowerment on employees having separate workplace available was 4.14 (SD= .593) and for separate workplace not available respondents it was 4.00 (SD=.516). The effect of availability of separate workplace for respondents (available and unavailable) on average psychological empowerment was found to be significant F= 3.208, *p*= .077.

- **Comparison between impact of employees having child and employees not having child:**

Independent samples T test was conducted to compare the impact of employees having child and employees not having child.

Table 31: Results of Independent samples T test of employees having child and employees not having child on impact

Particulars	Child bearer	Mean	Std. Deviation	F	Sig.
Impact	No	3.52	.873	19.231	.000
	Yes	4.00	.535		

Analysis of variance (Table 31) shows that the impact of employees having a child was 4.00 (SD= .535) and for non child bearer respondents it was 3.52 (SD=.873). The effect of child bearing on the one sub dimension of psychological empowerment i.e. impact was found to be significant F= 19.231, *p*= .000.

- **Comparison between stress, fear due to working from home and adaptability to new work routine of employees having child and employees not having child:**

Independent samples T test was conducted to compare the employees having child and not having child with various uncertainty factors like stress, fear about job. It was also conducted to check that is there any difference in working from home of respondents having a child and not having a child.

Table 32: Results of Independent samples T test of employees having child on uncertainty created due to working from home and working from home

Particulars	Employees having child	Mean	Std. Deviation	F	sig.
Stress	No	1.87	.853	7.895	.006
	Yes	2.14	.640		
Fear	No	1.27	.607	6.526	.013
	Yes	1.55	.800		

Working from home	No	3.52	.725	6.841	.011
	Yes	3.18	1.053		

Analysis of variance(Table 32) shows that an average feeling of stress of employees not having child due working from home was 1.87(SD= .853) and for child bearer respondents it was 2.14(SD= .640). The effect of child bearing on the feeling of stress was found to be significant F=7.895, *p*=.006.

Analysis of variance (Table 32) shows that an average feeling of fear of employees having no child due to working from home was 1.27(SD= .607) and for child bearer respondents it was1.855 (SD= .800). The effect of child bearing on the feeling of stress was found to be significant F=6.526 , *p*=.013.

Analysis of variance(Table 32) shows that an average working from home of employees having no child was 3.52 (SD= .725) and for child bearer respondents it was 3.18 (SD= 1.053). The effect of child bearing on working from home was found to be significant F=6.841, *p*=.011.

One way Anova

- **Comparison between psychological empowerment of employees' different home types:**

One way anova was conducted to compare different home types of employees with psychological empowerment and the four sub dimensions, meaning, competence, self-determination and impact.

Table 33: Results of one way anova analysis of effect on psychological empowerment based on different home types of respondents.

Particulars	**Home type**	**Mean**	**Std. Deviation**	**F**	**Sig.**
Psychological empowerment	1 BHK	4.07	.530	2.554	.061
	2 BHK	3.90	.539		

	3 BHK	4.15	.555		
	Other	4.44	.527		
Meaning	1 BHK	4.24	.786	2.360	.078
	2 BHK	4.13	.562		
	3 BHK	4.23	.599		
	Other	4.78	.441		
Self-determination	1 BHK	3.93	.799	3.331	.024
	2 BHK	3.81	.654		
	3 BHK	4.23	.599		
	Other	4.56	.527		
Competence	1 BHK	4.28	.591	2.633	.056
	2 BHK	4.16	.583		
	3 BHK	4.31	.630		
	Other	4.78	.441		
Impact	1 BHK	3.45	.783	2.854	.043
	2 BHK	3.55	.810		
	3 BHK	3.92	.760		

	Other	4.22	.833		

Analysis of variance (Table 33) showed that an average of psychological empowerment of an individual having 1 BHK apartment was 4.07(SD=.530), for individual having 2 BHK apartment was 3.90(SD=.539), for individual having 3 BHK apartment 4.15(SD=.555) and for individual having other apartment/ bungalow it was 4.44(SD=.527)

The effect of home type of respondents on their psychological empowerment was found to be significant F= 2.554, *p*= .061

Analysis of variance (Table 33) showed that an average of meaning of an individual having 1 BHK apartment was 4.24(SD= .786), for individual having 2 BHK apartment wa4.13(SD= .562)s, for individual having 3 BHK apartment 4.23(SD= .599) and for individual having other apartment/ bungalow it was 4.78 (SD= .441).

The effect of home type of respondents on the meaning was found to be significant F= 2.360, *p*= .078.

Analysis of variance (Table 33) showed that self-determination of individual having 1 BHK apartment was3.93(SD=.799), for individual having 2 BHK apartment was 3.81(SD= .654), for individual having 3 BHK apartment 4.23(SD= .599))and for individual having other apartment/ bungalow it was 4.56 (SD=.527)

The effect of home type of respondents on the self determination of employees was found to be significant F= 3.331, *p*= .024.

Analysis of variance (Table 33) showed that competence of individual having 1 BHK apartment was 4.28(SD=.591) for individual having 2 BHK apartment was 4.16(SD=.583), for individual having 3 BHK apartment 4.31(SD=.630) and for individual having other apartment/ bungalow it was 4.78(SD=.441)

The effect of home type of respondents on the competence of employees was found to be significant F= 2.633, *p*= .056

Analysis of variance (Table 33) showed that impact of individual having 1 BHK apartment was 3.45 (SD= .783), for individual having 2 BHK apartment was 3.55 (SD= .810), for individual having 3 BHK apartment 3.92 (SD= .760) and for individual having other apartment/ bungalow it was 4.22 (SD= .833)

The effect of home type of respondents on the impact of individuals was found to be significant F= 2.854, *p*= .043.

- **Comparison between uncertainty due to working from home and adaptability to new work routine with employees having different home types:**

One way anova was conducted to compare different home types of employees with uncertainty created due to working from home.

Table 34: Results of one way anova analysis of effect on uncertainty created due to working from home based on different home types of respondents.

Particulars	Home type	Mean	Std. Deviation	F	Sig.
Uncertainty	1 BHK	1.52	.738	3.308	.024
	2 BHK	1.65	.798		
	3 BHK	2.08	.760		
	Other	1.11	.333		
Insecurity about job	1 BHK	1.38	.677	2.716	.050
	2 BHK	1.71	.824		
	3 BHK	1.62	.768		
	Other	1.00	.000		
Total uncertainty	1 BHK	1.52	.688	2.730	.050
	2 BHK	1.74	.729		

	3 BHK	1.85	.689		
	Other	1.11	.333		

Analysis of variance (Table 34) showed that insecurity about the job of individual having 1 BHK apartment was 1.38(SD= .677), for individual having 2 BHK apartment was 1.71(SD= .824), for individual having 3 BHK apartment 1.62(SD= .768) and for individual having other apartment/ bungalow it was 1.00(SD= .000)

The effect of home type of respondents on insecurity about the job of individuals was found to be significant F= 2.716 , *p*= .050.

Analysis of variance (Table 34) showed that uncertainty of individual having 1 BHK apartment was 1.52 (SD .738),for individual having 2 BHK apartment was1.65(SD= .798), for individual having 3 BHK apartment 2.08(SD= .760) and for individual having other apartment/ bungalow it was 1.11(SD= .333).

The effect of home type of respondents on the feeling of uncertainty of individuals was found to be significant F= 3.308, *p*= .024.

Analysis of variance (Table 34) showed that an average of total uncertainty of individual having 1 BHK apartment was 1.52(SD= .688), for individual having 2 BHK apartment was 1.74(SD= .729), for individual having 3 BHK apartment 1.85(SD= .689) and for individual having other apartment/ bungalow it was 1.11 (SD= .333).

The effect of home type of respondents on an average of total uncertainty of individuals was found to be significant F= 2.730 , *p*= .050.

- **Comparison between psychological empowerment of employees' different work experience:**

One way anova was conducted to compare the different effects of work experience of the employees on impact.

Table 35: Results of one way anova analysis of effect on impact based on different work experience of respondents.

Particulars	Total work experience	Mean	Std. Deviation	F	Sig.
Impact	1 to 4 years	3.44	.912	2.634	.056
	5 to 8 years	4.08	.641		
	9 to 12 years	3.61	.698		
	13 and above years	3.92	.669		

Analysis of variance (Table 35) showed that impact of individual having 1 to 4 years of experience was 3.44 (SD= .912), for individual having 5 to 8 years of experience was 4.08 (SD= .641), for individual having 9 to 12 years of experience it was 3.61 (SD= .698) and for individual having 13 and above years of experience it was 3.92(SD= .669)

The effect of home type of respondents on the impact of individuals was found to be significant F= 2.634, *p*= .056.

- **Comparison between effects on self determination of employees' different educational qualification:**

One way anova was conducted to compare the effect of educational qualification of the employees on self determination.

Table 36: Results of one way anova analysis of effect on self determination based on different educational qualification of respondents.

Particulars	Highest Educational Qualification	Mean	Std. Deviation	F	Sig.
Self-determination	Undergraduate	4.50	.577	2.967	.057
	Graduate	3.81	.616		

	Post graduate	4.12	.781		

Analysis of variance (Table 36) showed that self-determination of an undergraduate individuals was 4.50 (SD= .577),for graduate individuals was 3.81 (SD= .616) and for postgraduate individuals it was 4.12(SD= .781).

The effect of educational qualification on self-determination of respondents undergraduate, graduate or postgraduate was found to be significant F=2.967 , *p*= .057

- **Comparison between insecurity due to working from home with different experience with current organization of employees:**

One way anova was conducted to compare the effect of different experience with current organization of employees on insecurity about job.

Table 37: Results of one way anova analysis of effect on insecurity about job due to working from home different experience with current organization of respondents.

Particulars	**Experience with current organization**	**Mean**	**Std. Deviation**	**F**	**Sig.**
Insecurity about job	1 to 3 years	1.30	.575	7.771	.001
	4 to 6 years	2.06	.929		
	above 6 years	1.62	.768		

Analysis of variance (Table 37) showed that insecurity about the job of individual having 1 to 3 years of experience with current organization was 1.30(SD= .575), for individual having 4 to 6 years of experience with current organization was 2.06(SD= .929), for individual having above 6 years of experience 1.62(SD= .768).

The effect of work experience with current organization of respondents on insecurity about the job of individuals was found to be significant F= 7.771 , *p*= .001.

- **Comparison between impact of employees having different number of children:**

One way anova was conducted to compare the effect of different number of children of the employees impact.

Table 38: Results of one way anova analysis of effect on impact based on different number of children of respondents.

Particulars	Number of children	Mean	Std. Deviation	F	Sig.
Impact	0	3.52	.873	3.065	.052
	1	3.91	.302		
	2 to 3	4.09	.701		

Analysis of variance (Table 38) showed that the impact of an individual having 0 child 3.52(SD= .873),for individuals having 1 child was 3.91 (SD= .302) and for individuals having 2-3 children it was 4.09(SD= .701).

The effect of the number of children on impact of respondents having 0, 1, 2 to 3 children was found to be significant F=3.065 , *p*= .052.

- **Comparison between effects on uncertainty due to working from home of employees having different number of children:**

One way anova was conducted was to compare effects of employees having different numbers of children on uncertainty created due to working from home.

Table 39: Results of one way anova analysis of effect on uncertainty created due to working from home based on different numbers of children.

Particulars	Number of children	Mean	Std. Deviation	F	Sig.
Uncertainty	0	1.48	.725	5.949	.006

	1	2.27	.647		
	2 to 3	1.64	.809		
Total uncertainty	0	1.48	.651	4.429	.015
	1	2.09	.701		
	2 to 3	1.82	.751		

Analysis of variance (Table 39) showed that uncertainty of individuals having no child was1.48 (SD= .725) for individuals having 1 child was 2.27(SD= .647), for individuals having 2 to 3 children it was 1.64(SD= .809).

The effect of home type of respondents on the feeling of uncertainty of individuals was found to be significant F= 5.949, *p*= .006

Analysis of variance (Table 39) showed that an average of total uncertainty of individual having no child was 1.48(SD= .651),for individual having 1 child it was 2.09(SD= .701) , for individual having 2 to 3 children it was 1.82(SD= .751) .

The effect of home type of respondents on an average of total uncertainty of individuals was found to be significant F= 4.429 , *p*= .015

- **Comparison between psychological empowerment of employees' different age groups of children:**

One way anova was conducted was to compare the effects of different age groups of children of the employees on psychological empowerment and impact.

Table 40: Results of one way anova analysis of effect on psychological empowerment and impact based on different age groups of children of respondents.

Particulars	**Age range of children of participants (in years)**	**Mean**	**Std. Deviation**	**F**	**Sig.**
Psychological	0(No child bearer)	4.00	.563	2.606	.080

empowerment	1 month to 10 years	4.17	.389		
	Above 10 years	4.50	.548		
Impact	0(No child bearer)	3.53	.854	3.091	.051
	1 month to 10 years	4.00	.426		
	Above 10 years	4.17	.753		

Analysis of variance (Table 40) showed that an average of psychological empowerment of an individual having no child was 4.00(SD= .563), for individual having children of age group of 1month to 10 years was 4.17(SD= .389), for individual having children of age group of above 10 years it was 4.50(SD= .548).

The effect of age group of children of respondents on their psychological empowerment was found to be significant F= 2.606, *p*= .080

Analysis of variance (Table 40) showed that an impact of an individual having no child was 3.53(SD= .854), for individual having children of age group of 1month to 10 years was 4.00(SD= .426), for individual having children of age group of above 10 years it was 4.17 (SD= .753).

The effect of the age group of children of respondents on their impact was found to be significant F= 3.091 , *p*= .051.

- **Comparison between effects on fear due to working from home of employees having different age group of children:**

One way anova was conducted to compare effects of different age groups of children of employees on fear of job due to working from home.

Table 41: Results of one way anova analysis of effect on fear due to working from home based on different age groups of children of respondents.

Particulars	Age range of children of participants (in years)	Mean	Std. Deviation	F	Sig.
Fear	0(No child bearer)	1.25	.591	2.834	.065
	1 month to 10 years	1.67	.778		
	Above 10 years	1.67	1.033		

Analysis of variance (Table 41) showed that fear of individual having no child was1.25(SD= .591), for individual having children of 1month to 10 years of age group was 1.67(SD= .778), for individual having children of age group above 10 years it was 1.67(SD= 1.033)

The effect of the age group of children of respondents on the feeling of uncertainty of individuals was found to be significant F=2.834 , *p*= .065.

- **Comparison between effects on insecurity due to working from home of employees having different number of family members:**

One way anova was conducted to compare different effects of numbers of family members of employees on insecurity due to working from home.

Table 42: Results of one way anova analysis of effect on insecurity about job due to working from home based on different number of family members of respondents.

Particulars	Total Family members	Mean	Std. Deviation	F	Sig.
Insecurity about job	0 to 2	1.33	.606	4.697	.012
	3 to 5	1.46	.711		
	6 to 8	2.09	.944		

Analysis of variance (Table 42) showed that insecurity about the job of individual having 0 to 2 family members was 1.33(SD= .606), for individual having 3 to 5 family members was 1.46(SD= .711), for individual having 6 to 8 family members it was 2.09(SD= .944).

The effect of the number of family members of respondents on insecurity about the job of individuals was found to be significant F=4.697, *p*= .012.

- **Comparison between psychological empowerment of employees' different working status:**

One way anova was conducted to compare different working status of employees with psychological empowerment and the four sub dimensions, meaning, competence, self-determination and impact.

Table 43: Results of one way anova analysis of effect on psychological empowerment based on different working status of respondents.

Particulars	**Current working status (from home/ not)**	**Mean**	**Std. Deviation**	**F**	**Sig.**
Psychological empowerment	No	4.30	.483	3.289	.042
	Occasionally	3.70	.483		
	Yes	4.08	.552		
Meaning	No	4.40	.516	2.910	.060
	Occasionally	3.80	.632		
	Yes	4.31	.667		
Self-determination	No	4.30	.483	3.551	.033
	Occasionally	3.50	.850		
	Yes	4.03	.701		

Competence	No	4.60	.516	2.619	.079
	Occasionally	4.00	.471		
	Yes	4.29	.611		
Impact	No	4.00	.816	3.363	.040
	Occasionally	3.10	.738		
	Yes	3.68	.805		

Analysis of variance (Table 43) showed that an average of psychological empowerment of an individual working regularly from home was 4.08(SD= .552), for individual working occasionally from home was 3.70(SD= .483), for individual not working from home it was 4.30(SD= .483)

The effect of working status of respondents on their psychological empowerment was found to be significant F= 3.289, *p*= .042.

Analysis of variance (Table 43) showed that an average of meaning of an individual working regularly from home was 4.03(SD= .701), for individual working occasionally from home was 3.80(SD= .850), for individual not working from home it was 4.40(SD= .516)

The effect of working status of respondents on the meaning was found to be significant F= 2.910, *p*= .060.

Analysis of variance (Table 43) showed that self-determination of an individual working regularly from home was 4.03(SD= .701), for individual working occasionally from home was 3.50(SD= .850), for individual not working from home it was 4.30(SD= .483).

The effect of working status of respondents on the self determination of employees was found to be significant F= 3.551, *p*= .033.

Analysis of variance (Table 43) showed that competence of an individual working regularly from home was 4.29(SD= .611), for individual working occasionally from home was 4.00(SD= .471), for individual not working from home it was 4.60(SD= .516).

The effect of working status of respondents on the competence of employees was found to be significant F= 2.619, *p*= .079.

Analysis of variance (Table 43) showed that impact of an individual working regularly from home was 3.68(SD= .805), for individual working occasionally from home was 3.10(SD= .738), for individual not working from home it was 4.00(SD= .805)

The effect of working status of respondents on the impact of individuals was found to be significant F= 3.363, *p*= .040.

- **Comparison between insecurity due to working from home of employees having different working status:**

One way anova was conducted to compare different effects of working status of employees on insecurity about job due to working from home.

Table 44: Results of one way anova analysis of effect on insecurity created due to working from home based on different working status of employees.

Particulars	**Current working status (from home/ not)**	**Mean**	**Std. Deviation**	**F**	**Sig.**
Insecurity about job	No	1.70	.949	2.432	.094
	Occasionally	1.90	.994		
	Yes	1.40	.639		

Analysis of variance (Table 44) showed that insecurity about the job of an individual working regularly from home was 1.40(SD= .639), for individual working occasionally from home was 1.90(SD= .994), for individual not working from home it was 1.70(SD= .949)

The effect of working status of respondents on insecurity about the job of individuals was found to be significant F= 2.432, *p*= .094.

- **Comparison between self determination of employees' different affected working hours:**

One way anova was conducted to compare different effects of affected working hours due to working from home of employees on self-determination.

Table 45: Results of one way anova analysis of effect on self determination based on different affected working hours due to working from home of respondents.

Particulars	Effects on normal working hours due to working from home	Mean	Std. Deviation	F	Sig.
Self-determination	Working less than before	4.33	.679	4.825	.011
	Working more than before	3.81	.699		
	Feels to work for 24×7	3.92	.669		

Analysis of variance (Table 45) showed that self-determination of individual working for less hours than before was 4.33(SD= .679), for individual working more hours than before was 3.81(SD= .699), for individual working for almost 24X7 it was 3.92(SD= .669).

The effect of affected working hours of respondents on the self determination of employees was found to be significant F= 4.825, *p*= .011.

- **Comparison between uncertainty due to working from home of employees having different affected working hours:**

One way anova was conducted to compare different effects of affected working hours due to working from home of employees on uncertainty created due to working from home.

Table 46: Results of one way anova analysis of effect on uncertainty due to working from home based on different affected working hours due to working from home of respondents.

Particulars	Effects on normal working hours due to working from home	Mean	Std. Deviation	F	Sig.
Stress	Working less than before	1.44	.698	9.158	.000
	Working more than before	2.16	.721		
	Feels to work for 24×7	2.25	.866		
Anxiety	Working less than before	1.33	.620	3.344	.040

	Working more than before	1.79	.833		
	Feels to work for 24×7	1.83	.835		
Insecurity about job	Working less than before	1.26	.594	2.451	.093
	Working more than before	1.58	.763		
	Feels to work for 24×7	1.75	.866		
Total uncertainty	Working less than before	1.41	.636	2.452	.093
	Working more than before	1.65	.720		
	Feels to work for 24×7	1.92	.669		

Analysis of variance (Table 46) showed that insecurity about the job of individual working for less hours than before was 1.26(SD= .594), for individual working more hours than before was 1.58(SD= .763), for individual working for almost 24X7 it was 1.75(SD= .866). The effect of affected working hours of respondents on insecurity about the job of individuals was found to be significant F= 2.451, *p*= .093.

Analysis of variance (Table 46) showed that stress of individual working for less hours than before was 1.44(SD= .698), for individual working more hours than before was 2.16(SD= .721), for individual working for almost 24X7 it was 2.25(SD= .866).

The effect of affected working hours of respondents on insecurity about the job of individuals was found to be significant F= 9.158 , *p*= .000.

Analysis of variance (Table 46) showed that anxiety of individual working for less hours than before was 1.33(SD= .620), for individual working more hours than before was 1.79(SD= .833), for individual working for almost 24X7 it was 1.79(SD= .835).

The effect of affected working hours of respondents on insecurity about the job of individuals was found to be significant F= 3.344, *p*= .040.

Analysis of variance (Table 46) showed that an average of total uncertainty of individual working for less hours than before was 1.41(SD= .636), for individual working more hours

than before was 1.65(SD= .720), for individual working for almost 24X7 it was 1.92(SD= .669).

The effect of affected working hours of respondents on an average of total uncertainty of individuals was found to be significant F= 2.452, *p*= .093.

- **Comparison between psychological empowerment of employees' different number of dependents;**

One way anova was conducted was to compare the number of dependents of employees with psychological empowerment and self-determination.

Table 47: Results of one way anova analysis of effect on psychological empowerment based on different number of dependents of respondents.

Particulars	**Number of dependents**	**Mean**	**Std. Deviation**	**F**	**Sig.**
Psychological empowerment	0	4.12	.504	2.291	.067
	1	4.00	.500		
	2	4.20	.410		
	3	3.57	.787		
	4	3.75	.957		
Self-determination	0	4.10	.617	2.511	.048
	1	3.78	.667		
	2	4.15	.671		
	3	3.29	.951		
	4	4.00	1.155		

Analysis of variance (Table 47) showed that an average of psychological empowerment of an individual with no dependents was 4.12(SD= .504), for individual having 1 dependent was 4.00(SD= .500), for individual having 2 dependents it was 4.20(SD= .410) and for individual having 3 and 4 dependents it was 3.57(SD= .787) and 3.75(SD= .957) respectively.

The effect of the number of dependents of respondents on their psychological empowerment was found to be significant F= 2.291, *p*= .067.

Analysis of variance (Table 47) showed that self-determination of an individual with no dependents was 4.10(SD= .617), for individual having 1 dependent was 3.78(SD= .667), for individual having 2 dependents it was 4.15(SD= .671) and for individual having 3 and 4 dependents it was 3.29(SD= .951) and 4.00(SD= 1.155) respectively.

The effect of the number of dependents of respondents on the self determination of employees was found to be significant F= 2.511, *p*= .048.

- **Comparison between adaptability to new work routine of employees having different number of dependents:**

One way anova was conducted to compare different effects of numbers of dependents of employees on adaptability of new work routine i.e. to work from home.

Table 48: Results of one way anova analysis of effect on adaptability of new work routine based on different number of dependents of respondents.

Particulars	**Number of dependents**	**Mean**	**Std. Deviation**	**F**	**Sig.**
Working from home	0	3.67	.786	3.574	.010
	1	3.67	.500		
	2	2.95	.945		
	3	3.00	.577		
	4	3.50	.577		

Analysis of variance (Table 48) showed that working from home of an individual with no dependents was 3.67(SD= .786), for individual having 1 dependent was 3.67(SD= .500), for individual having 2 dependents it was 2.95(SD= .945) and for individual having 3 and 4 dependents it was 3.00(SD= .577) and 3.50(SD= .577) respectively.

The effect of number of dependents of respondents on working from home of individuals was found to be significant F= 3.574, *p*= .010

- **Comparison between uncertainty due to working from home of employees having different total annual income:**

One way anova was conducted to compare different effects of total annual income of employees on uncertainty created due to working from home.

Table 49: Results of one way anova analysis of effect on uncertainty created due to working from home based on different total annual income of respondents.

Particulars	**Total Annual Income (In Rupees)**	**Mean**	**Std. Deviation**	**F**	**Sig.**
Stress	Below 200000	1.53	.772	3.236	.017
	200000 to 400000	1.87	.694		
	400001 to 600000	2.44	.814		
	600001 to 800000	2.10	.876		
	Above 800000	1.93	.730		
Insecurity about job	Below 200000	1.37	.684	4.636	.002
	200000 to 400000	1.26	.449		
	400001 to 600000	1.88	.957		
	600001 to 800000	2.10	.738		

	Above 800000	1.21	.579		
Total uncertainty	Below 200000	1.37	.597	2.758	.034
	200000 to 400000	1.48	.665		
	400001 to 600000	2.00	.730		
	600001 to 800000	1.90	.568		
	Above 800000	1.50	.760		

Analysis of variance (Table 49) showed that stress of individual having below rs. 200000 annual income was 1.53(SD= .772), for individual having rs. 200000 to 400000 annual income was 1.87(SD= .694),individual having 400001 to 600000 annual income was 2.44(SD= .814) and for individual having 600001 to 800000 it was 2.10(SD= .876), for individual having annual income of above 800000 rs. was 1.93(SD= .730)

The effect of annual income of respondents on stress of individuals was found to be significant F= 3.236, *p*= .017

Analysis of variance (Table 49) showed that insecurity about the job of individual having below rs. 200000 annual income was 1.37(SD= .684), for individual having rs. 200000 to 400000 annual income was 1.26(SD= .449),individual having 400001 to 600000 annual income was 1.88(SD= .957) and for individual having 600001 to 800000 it was 2.10(SD= .738), for individual having annual income of above 800000 rs. was 1.21(SD= .579).

The effect of annual income of respondents on insecurity about the job of individuals was found to be significant F= 4.636, *p*= .002.

Analysis of variance (Table 49) showed that an average of total uncertainty of individual having below rs. 200000 annual income was 1.37(SD= .597), for individual having rs. 200000 to 400000 annual income was 1.48(SD= .665),individual having 400001 to 600000 annual income was 2.00(SD= .730) and for individual having 600001 to 800000 it was 1.90(SD= .568), for individual having annual income of above 800000 rs. was 1.50(SD= .760)

The effect of annual income of respondents on an average of total uncertainty of individuals was found to be significant F= 2.758, *p*= .034.

- **Comparison between factors under study and employees' designations:**

Here we are trying to find out if there are differences between effects on factors under study due to designation of employees.

Table 51: Results of one way anova analysis of effects on factors under study based on different designations of respondents.

particulars	**Designation**	**Mean**	**Std. Deviation**	**F**	**Sig.**
Psychological empo1werment	Engineer	3.76	.664	2.028	.076
	Accountant and analyst	4.07	.616		
	Professor	4.20	.414		
	Manager	4.09	.515		
	Entrepreneur	4.50	.548		
	Researcher or science related	4.00	.000		
Competence	Engineer	3.94	.748	2.155	.068
	Accountant and analyst	4.29	.469		
	Professor	4.60	.507		
	Manager	4.35	.573		
	Entrepreneur	4.33	.516		

	Researcher or science related	4.29	.488		
Stress	Engineer	1.65	.702	2.037	.083
	Accountant and analyst	1.93	.829		
	Professor	1.67	.816		
	Manager	2.13	.757		
	Entrepreneur	2.00	.894		
	Researcher or science related	2.57	.787		

Analysis of variance (Table 50) showed that an average of psychological empowerment of an individual working as an engineer was 3.76(SD= .664), for individual working as a analyst and accountant was 4.07(SD= .616), for individual working as a professor was 4.20(SD= .414) and for individual working as a manager it was 4.09(SD= .515). For entrepreneur and researcher it was 4.50(SD= .548) and 4.00(SD= .000) respectively.

The effect of designation of respondents on their psychological empowerment was found to be significant F= 2.028, *p*= .076.

Analysis of variance (Table 50) showed that competence of an individual working as an engineer was 3.94(SD= .748), for individual working as a analyst and accountant was 4.29(SD= .469), for individual working as a professor was 4.60(SD= .507) and for individual working as a manager it was 4.35(SD= .516). For entrepreneur and researcher it was 4.33(SD= .516) and 4.29(SD= .488) respectively.

The effect of designation of respondents on the competence of employees was found to be significant F= 2.155, *p*= .068.

Analysis of variance (Table 50) showed that stress of an individual working as an engineer was1.65(SD= .702), for individual working as a analyst and accountant was 1.93(SD= .829), for individual working as a professor was 1.67(SD= .816) and for individual working as a

manager it was 2.13(SD= .757). For entrepreneur and researcher it was 2.00(SD= .894) and 2.57(SD= .787) respectively.

The effect of designation of respondents on stress of individuals was found to be significant F= 2.037, *p*= .083.

- **Correlation between psychological empowerment and working from home**

Here we are trying to find out correlation among independent variables working from home, uncertainty with dependent variable psychological empowerment and its 4 sub dimensions. As well as between uncertainty and working from home

Mean and correlations for all the variables are reported in the table 51 below. It was found that there is a significant positive correlation between psychological empowerment and 4 sub dimensions which are meaning (.699**), competence (.618**), self determination (.776**) and impact (.728**). Furthermore, a significant negative correlation was found between working from home and uncertainty created due to working from home (-.326**).

Table 51: Mean and correlation among study variables.

Variables	**M**	**PE**	**PE:Meaning**	**PE: SD**	**PE:Competence**	**PE:Impact**	**Uncertainty**	**WFH**
Psychological empowerment	4.06	-						
Meaning	4.26	.699**	-					
Self determination	4.00	.776**	.698**	-				
Competence	4.29	.618**	.462**	.545**	-			

Impact	3.65	.728**	.440**	.584**	.389**	-		
Uncertainty	1.61	-.130	-.048	-.123	-.048	-.050	-	
Working from home	3.43	.023	.023	.062	.068	.115	-.326**	-

Note: ** correlation is significant at 0.01 level (2 tailed)

- **Reliability test**

Table 52: Reliability test results of psychological empowerment scale

Reliability Statistics

Cronbach's Alpha	N of Items
.892	12

From the reliability test the scale used for this study i.e. Spreitzer, 1995 having 5 point Likert scale was found to be valid with Cronbach's alpha .892. The scale used therefore is valid.

Chapter . Findings and Discussion

Findings

From the above data analysis which was done by conducting independent sample T Test, one way anova on demographic factors like age, gender, educational qualification, etc., the following findings were concluded:

- The analysis showed that the female employees feel more insecure and scared about their job than that of the male employees. Studies showed that male are more confident using technology than females. As the pandemic situation was very sudden and uncertain company's were also confused how to deal with this situation. Working from home is the solution but because of the lack of the education and training about working from home women employees are more scared and insecure about their job as they feel less supported by the organization. Female employees also feel more threatened because of the increasing competition.

The 26.8% of employees have children and 56.1% are women employees in this research. Because of the pandemic situation employees are allowed to work only from home, female employees have to carry out both the responsibilities of work as well as of the home. Male employees feel less responsible to carry out the duties related to household work like doing the dishes, cooking, taking care of the child, etc. (Excluding exceptions). The burden or the pressure of duties and responsibilities on women employees has increased since the country is under lockdown every member of the family is at home including children. The schooling of the child is also from home, parent employees especially female employees have to take care of the child's health as well as education, career. For female employees it becomes difficult to focus on job or duties as they are working from home.

Lack of separate work place, work environment and working virtually also can induce feelings of insecurity and fear about the job in female employees.

- Married employees have more impact than that of the single employees. Also married employees feel more stressed and uncertain about their job than employees whose marital status is single. This can be because of society as the society thinks that until an individual is married he/she is not settled in their life and is not ready to take family responsibilities. So, employees who are married have more impact on the society as well as on their family. They also tend to influence their spouse in some or other way. So married employees have more impact than single employees.

As married employees have more responsibilities and duties regarding their family they feel more uncertain and stressful about their job. Employees who are married have their families

of which they have to take care off, which can induce the feeling of uncertainty as they have to look after their family's health as well as their well-being during this critical situation of pandemic. Married employees have more responsibilities so they tend to avoid risks. They are not risk takers as they want their family's future to be secured and safe. The employees who are married and have children, have to look after their children's future so they have more responsibilities than single employees. The situation of pandemic is very uncertain and companies suddenly decided to allow employees to work from home, this change might be hard to adopt for the married employees as they have more responsibility and are not prone to adopt changes easily as compared to single employees. This can result in insecurity and uncertainty about the job in married employees.

- Employees living in nuclear family type have a feeling of fear towards their job as there is less support in the nuclear family than joint family.

In the joint family the employees feel more insecure about their job may be because there is always comparison, competition within the family members and as there are more family members the responsibilities and liability of the family increases which an employee have to carry out which can result in insecurity about the job.

- The employees having separate workplace at home are more empowered psychologically than those employees who don't have separate workplace. Employees having separate work places are working in their own comfort zone without any disturbance from the family members who are also at home because of the lockdown. Employees having separate workplace can focus on their job and duties only while working from home. They have their privacy to work freely without any hesitation or botheration of family members. They can concentrate on their job totally and can put their 100% efforts as they have their own workplace.
- Employees having a child have more impact and also feel more stressed and frightened towards their job as compared to the employees who do not have a child. Employees having children have more impact because of the obvious reason as they are influencing their children by teaching them what is right and what is wrong. Children almost follow and obey whatever the parents say. Children even act or react like their parents. So employees having children have more impact as compared with the employees who don't have a child. Employees having children feel more stressed as they have the responsibility of their children's health, future, education, extra curricular activities, etc. During this pandemic, children are also at home and if the child is school going parent has to take care of the schooling, which becomes difficult to manage while working from

home. As currently parent employees do not feel safe to keep their child in the child care or creche facility, parent employees have to manage both the roles as a parent and also as employees simultaneously. The switching between these two roles becomes difficult to manage because employees are working from home and it becomes more tough, if the employees do not have a separate workplace.

Working from home becomes easier if an employee does not have a child, as employees don't have responsibility for their child and can easily focus on the job.

- Employees having experience of 5-8 years have more impact than employees having 13 and above years of work experience. Employees having work experience of 9 to 12 years have lesser impact than that of employees having 13 and above years of experience. 1 to 4 years experienced employees have a lesser impact compared to 9 to 12 years experienced employees. This is because employees having 1-4 years of experience are trying to adopt and survive in the work environment. They are trying to mould themselves best suited for survival. Employees having experience of 9 to 12 years are not that much bothered about influencing, they have more responsibilities on their shoulders because of the work experience. So, they do not have much impact compared to employees having work experience of 13 and above years. Employees having 13 and above years of experience have more impact probably because of the designation, comfort level with the job, and have upper hand on employees who have less work experience. 5 to 8 years experienced employees have more impact as compared to employees having work experience of 13 and above years, as they have adapted themselves with the work and work environment and have more opportunities to develop. So, they are more optimistic and goal orientated. This can be the reason why employees having work experience of 5-8 years have more impact.
- Self determination of undergraduate employees is more as compared to postgraduate and graduate employees. The employees who are undergraduate have more real world experience. They have more work experience as compared to graduate and postgraduate employees and also have more practical knowledge. So they are more self determined than postgraduate and graduate employees. Postgraduate employees have more theoretical knowledge and have developed skills, abilities, confidence as compared to undergraduate, graduate employees. Undergraduate employees as well as postgraduate employees are comfortable with their work compared to graduate employees. Graduate employees lack practical and theoretical knowledge compared to undergraduate and postgraduate employees.

- Employees having work experience in the current organisation of 4 to 6 years are more insecure about their job as compared to the employees having 6 and above 6 years of experience. At the age of 30 years the employee has to carry out the family responsibilities as well as job responsibilities. Employees having 4 to 6 years of experience with the organisation they are currently working in are less flexible as compared to employees having experience of 1-3 years with the organization. They have settled their own work ethics, comfort zone and attitude. They tend to take less risks and adapting to change within an organization becomes difficult. So because of the huge change i.e. to work from home they are feeling more uncertain than other employees.
- Employees having two to three children have more impact over employees having a single child and also an employee is having no child. As parents influence their children in every aspect of life so employees having two to three children feel or have more impact than those of a single child parent employee.

Employees having a single child are more uncertain about their job they feel more stressed, anxious, etc. about their job. Employees having two to three children feel less uncertain than employees having a single child this can be because employees having two to three children don't have to put much attention towards their children as they have their sibling to handle and also less efforts to keep children engaged, whereas employees having a single child are having a tough time in engaging their child in this lockdown period. Also employees having a child are more protective towards their child and because of the pandemic situation uncertainty can arise.

- Psychological empowerment and impact of employees having children with age range of 10 years and above is more over employees having children's age ranging from 1month to 10 years and employees without a child as children age ranging from 10 and above years can take care of their own selves. At the age of 10 years a child starts developing more complex relationships and starts growing socially. Employees as their children grow feel more empowered psychologically as the responsibilities which they were handling now are handled by their children. The duties of the parent are more like mentoring their children, resulting in more psychological empowerment of the parent employee.
- From the analysis it was found that the insecurity about the job within the employees having 6 to 8 family members is more than employees having the responsibility of 3-5 family members. The responsibility of the employees living with six to eight family members is more and if the employee is a sole breadwinner of the family it is hard to

manage all the financial responsibilities for them in this pandemic period. The liability is more on employees living with 6-8 family members, so they are more insecure about their job. Whereas employees living with three to five members are less insecure about their job. They feel less burdened as compared to the Employees living with six to eight family members. Lastly employees living 0-2 to family members are very less insecure about their job as the responsibility is not that much to carry out and also liability is less.

- Employees who are not working from home have higher psychological empowerment, they have more meaning and impact on their job, also are more competent and self determined. This can be because they are unaware about the concept of psychological empowerment. As they are not working from home because the job type is not suitable for work from home condition. When working in an office the interaction between the employee and employer is direct which is not in case of working virtually. One to one interaction with colleagues, employers helps to encourage employees, motivate them, and also to keep coordination in the organization. This can be the reason behind this finding. Also the analysis showed that employees who are working from home have lesser psychological empowerment than employees who are not working from home but have higher psychological empowerment than employees who are working occasionally from home. As employees are now in the phase of adopting this new normal of working from home, it is challenging to change the work routine, work environment and adapt to more digital working. Employees who are working occasionally from home must be finding it difficult to switch on and off from two different working styles which are working from the office and working from home.

They are also more insecure about their job as they are confused which working style they should adopt. After occasional workers from home, not working from home employees feel insecure about their job as they haven't yet adopted the new normal and are aware that if they cannot adopt this new trend of working from home, employers will hire another eligible employee on their place.

- The employee working for less than the normal hours has more self-determination than other employees. This can be because they are now getting lots of free time to spend on the hobbies, self development, self assessment. Therefore they are well aware about their own selves, abilities and skills more than others. They are working less because they are able to complete the assigned work well within the time limit. And as everyone is working from home there are no specific working hours. The employees working for 24x7 feel more stressed, anxious, insecure and uncertain about their job than employees working

for less hours than normal working hours because of the obvious reasons like workload, long working hours, changes within the organization, boring work, managers or higher authority providing no feedback, tight deadlines, etc.

- The psychological empowerment and self-determination of employees having 2 dependents' responsibility are more than others. The reason can be because they have more support from the family and the responsibilities of household work might be carried out by the dependents. As dependents are mostly elderly people they take the responsibility and face the problems on the front guard. And guide the family members in every aspect of life. They also help to discover new skills, abilities within the family members and develop them. So the employee with two dependents feels more secured having more psychological empowerment and self determination.

Working from home is easier for the employees having zero dependents on them as they have their own space and privacy. They need not have to worry about the dependent's responsibility and can work freely. They also have less liabilities on them. So it becomes easier for the employees having no dependents to work from home.

- The stress and uncertainty about jobs is more within the employees whose total annual income ranges from 4 lakh rupees to 600000 rupees. The mid range earners or employees feel more stressed and uncertain because the company is paying them the required amount but if they are not able to fulfill or satisfy the company's requirements they feel stressed and uncertain. They also have some responsibilities to carry out and deadlines to match, even workload matters in this case. The financial liabilities are also stressful. The employees whose total annual income is below 200000 Rupees feel less stressed and uncertain as they don't have that much of responsibility to carry out, less work pressure, less financial liabilities as compared to the other group. They also are not experienced as much as 4 lakh to 6 Lakh rupee earners or employees are. So, this is the reason why employees earning below 200000 Rupees are less stressed and uncertain.

Also from the study, it was found that the employees earning 600001 to 8 lakh Rupees as their total annual income feel more insecure about their job than others, as they have more responsibilities, more liabilities, more workload, longer duration of working they feel more insecure about their job. And if they are not able to meet the deadlines or satisfy the company's requirements the company will hire another employee at much lower cost. This is the big threat and the reason why employees earning 600001 to 8 lakh Rupees as their total annual income feel more insecure about their job. It was also found that employees earning

above 8 lakh rupees feel very less insecure about their job and duties as they can invest easily as their all the financial liabilities are fulfilled and can have a secure future. Also they feel more powered. So they feel less insecure about their job.

- From the study it was found entrepreneurs are more psychologically empowered than other designations. The reason is very obvious as entrepreneurs have established their own organisation, they are more competent, they feel more impactful and self determined, they are well aware about their abilities, skills and the weaknesses as well. They are passionate about their work. So they are more psychologically empowered than others.

Professors on the other hand feel more competent than others as when you share the knowledge your knowledge also increases. Professors, teachers, coaches educate and share the values and knowledge with their pupils, their knowledge and their competency level increases.

Researchers and scientists feel more stressed because of the workload and huge uncertainty that comes along with every research. They have to meet the expectations and have to work for a longer duration. They feel more stressed.

Discussion

Working from home is not a new trend; history shows the origin of working from home. Due to the Covid-19 pandemic many nations took a cautionary step to avoid the spread of the virus by allowing access to the outside of the house only for a few things. So, many of the employees were allowed to work from home.

There is a huge amount of uncertainty with the pandemic situation, no one knows for how long one will have to work from home. Many studies said that working from home is the best cautionary step to avoid the spread of the virus. As it is the safest option and still productive, many of the companies have adopted working from home over working at the physical workplace.

Working from home may continue for at least 5 years and thus can be a new trend.

But due to the virtual presence many of the employees are feeling anxious to adopt new technology, feeling stressed as they have to work for more hours than before.

The question arises, are people willing to adopt this new trend as their work routine. From the company's or organization's point of view, the cost will be reduced as the company will not have to pay for the rent of the office, travel allowance, rent allowance, etc. As hiring

of an employee will be at much reduced cost it can be the best opportunity or trend to follow to earn more profit. It will also widen the scope to hire participants or employees, living far from the physical workplace as they will be able to connect virtually without even moving from their native place. Because of this the organization or employer will be able to select or hire the right employee from a huge pool of participants regardless of the geographical boundaries at low cost.

From the employee perspective, working from home can open many opportunities regardless of geographical boundaries but it will surely increase the competition as the organization now will not have to worry about the geographical boundaries. It may induce feelings of insecurity about a job, fear, anxiety, stress and uncertainty about the future in the employees' mind. But because of the lack of awareness about psychological empowerment and psychological disabilities employees may feel confused regarding the situation. If the employee is psychologically empowered then the external changes may not affect his or her behaviour and productivity. Studies showed that employees are confused about whether to continue working from home or not.

As the pandemic situation is all in very uncertain, virtually working is creating insecurity about the job if the employee is not that competent.

There is a huge barrier to work from home that is technology and its access, knowledge. Working from home may be the future as it is a cost effective way of working. This also can be the start to be more data driven for easy working overcoming the technological barriers.

Recommendation

The organization by adapting working from home facility can reduce the cost of the company on an employee.

But to decrease the insecurity and stress on the employee, employers should take a step forward to educate their employees about the psychological empowerment concept. And how one can achieve the goals on the basis of empowerment. This may help to reduce the employees' vulnerability and will help to adopt new change that is to work from home.

With increased psychological empowerment practices in the organization the employees will feel supportive, competent, empowered to work hard to achieve the goal regardless of the external environment. This will also increase the proactive behaviour of the employees.

The coaching related to the technological aspect should be provided to the employees to reduce the anxiety and stress caused due to remote working.

Decentralization, acess to information, open culture, involvement of employees in decision making, etc. can help the employer to improve employees' psychological empowerment.

As the employees will not receive allowances and facilities that were given to them when they were working at the office or workplace, employers can provide facilities to support the employees' health as well as the monthly expenses. The facilities by the employer should be provided on the equality basis excluding the discrimination related to gender, sexuality, religion, race, etc. It will help to eradicate the question of partiality towards a certain group based on discriminatory factors. The policies should be provided on the performance basis to promote the good performer and also to encourage other employees to work hard to achieve the goal by inducing a healthy and competitive environment.

Conclusion

From the above analysis we can conclude that average psychological empowerment of an employee gets affected by the difference in availability of separate workplace, by difference in home type of the employee, designation of the employee, working status of the employee, the number of dependents and the difference in age of child.

The dimensions of psychological empowerment which are meaning, self-determination, competence and impact are also affected by the different factors. Meaning was affected by the difference in home type and the working status of the employee. Self determination was affected by the difference in family type, number of dependents, difference in home type, educational qualification, working status of employees. Competence was affected by working

status of the employee, home type and the designation of the employee. Impact was affected by the marital status of employee, difference in child bearing employees and non child bearing employees, home type, working status of employees, total working experience, age of the child and even by the number of children of employees.

Work from home creates uncertainties like stress, anxiety, fear, uncertainty and insecurity about the job.

Marital status, having a child, designation and the change in working hours of the employees due to working from home showed effects on stress. Affected working hours caused feeling of anxiety. Difference in gender, family type, employees having children and age of the children affects the feeling of fear while working from home. Uncertainty changes according to the difference in marital status, home type and number of children of employees. The gender, family type, working status of the employee, number of family members in the employees' family, home type, experience with the current organization of the employee showed effects on insecurity about the job. Average uncertainty was affected by difference in home type, number of children and the effective working hours due to working from home. Working from home was seen to be affected by a number of dependents of employees and also by employees having children.

There was significant positive correlation between psychological empowerment and the 4 sub dimensions of it meaning, self determination, competence, and impact. Significant negative correlation between working from home and uncertainty created due to working from home was found.

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Appendix

- **Questionnaire Used: https://forms.gle/y829gMMA8urmtTv1A**

Description

Dear participant,

I am Miss. Ankita S. Divekar ; currently pursuing Masters of Business Administration from Savitribai Phule Pune University.
The following study is being conducted purely for the academic purpose.
The information provided by you will be kept completely confidential.
I highly appreciate your effort and time in providing the information.
I am grateful in advance for your participation.

Section A : Demographic Profile

It will be of great help if you provide the following information.

1. Name (Optional) :

---

2. Gender : Male ☐ Female ☐ Other ☐
3. Age :_____
4. Education Qualification :

Please select all the applicable options.

10th ☐ 12th ☐ Diploma ☐

Graduation : ☐ , Please Specify ----------

Post - Graduation : ☐ , Please Specify ----------

If any other, Please Specify _____

5. Designation :

_____-

6. Department / Industry :

_____-

7. Total work Experience (in years) :----------

8. How long have you been working in your current organization? :

---

9. How many days in a week do you work? :

4 days ☐ 5 days ☐ 6 days ☐ 7 days ☐

10. Average daily working hour :

_____Hr

11. Total annual income (In Rupees) (Optional) :

Below 2,00,000 ☐

2,00,000 to 4,00,000 ☐

4,00,001 to 6,00,000 ☐

6,00,001 to 8,00,000 ☐

Above 8,00,000 ☐

12. Marital Status : Single ☐ Married ☐

13. Do you have children ?: Yes ☐ No ☐ N/A ☐

14. How many children do you have?

1 ☐ 2-3 ☐ More than 3 ☐ N/A ☐

15. Your children's age : 1._____

2. _____

3. _____

4. _____

16. Family Type : Nuclear ☐ Joint ☐

17. How many family members are there in your family that stays with you (Excluding yourself) ? :_____

18. Number of dependents (other than spouse and children) : ----------

19 . Home type : 1 BHK ☐ 2 BHK ☐ Other, Please specify ----------

Section B : Remote working

1. Are you working from home or have you worked from home in this lockdown period? :

Yes ☐ No ☐

2. How long are you working from home? (in months):

1 month ☐ 2 months ☐ 3 months ☐ More than 3 months ☐

3. Have you worked from home before the COVID- 19 lockdown?

Regularly☐ Occasionally☐ Never☐

4. Do you have required equipment to work from home?

Please select all the applicable options.

- Phone with reliable phone connection : Yes ☐ No ☐ N/A ☐
- Suitable internet connection: Yes ☐ No ☐ N/A ☐
- PC/ Laptop : Yes ☐ No ☐ N/A ☐
- Web cam (either built into a laptop or separate camera) : Yes ☐ No ☐ N/A ☐
- Audio equipment (either built into a laptop or separate microphone
- and speaker) : Yes ☐ No ☐ N/A ☐

5. Has your working hours been affected due to working from home? :

Working less than before ☐

Working more than before ☐

I feel like working for 24 x 7 ☐

6. Separate work place : Available ☐ Not available ☐

7. Is remote working creating any uncertainty in your mind like :

- Stress : Yes ☐ No ☐ Sometimes ☐
- Fear : Yes ☐ No ☐ Sometimes ☐

- Uncertainty : Yes ☐ No ☐ Sometimes ☐
- Anxiety : Yes ☐ No ☐ Sometimes ☐
- Insecurity about job : Yes ☐ No ☐ Sometimes ☐

- Other , Please specify : _____

8. Do you agree or disagree with the following statements (Appendix Table 1A) :

	Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
1.	I have established a good work routine.					
2.	I'm able to maintain a healthy work/ life balance while working from home.					
3.	I feel like I am being more productive.					
4.	I am enjoying working from home.					

Section C :

Listed below (Appendix Table 2A) are a number of self-orientations that people may have with regard to their work role.
Using the following scale, please indicate the extent to which you agree or disagree that each one describes your self-orientation.

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

	Statement	**1**	**2**	**3**	**4**	**5**
1.	I am confident about my ability to do my job.					
2.	The work that I do is important to me.					
3.	I have significant autonomy in determining how I do my job.					
4.	My impact on what happens in my department is large.impact					
5.	My job activities are personally meaningful to me.					
6.	I have a great deal of control over what happens in my department. impact					
7.	I can decide on my own how to go about doing my own work.					
8.	I have considerable opportunity for independence and freedom in how I do my job.					
9.	I have mastered the skills necessary for my job.					
10.	The work I do is meaningful to me.					
11.	I have significant influence over what happens in my department.					
12.	I am self-assured about my capabilities to perform my work activities.					

- **Coding used for data analysis:**

Appendix Table 1B:

Gender	Male	Female
Coding	0	1

Appendix Table 2B:

Age	20- 25 years	26-30 years	31-35 years	36 and above years
Coding	1	2	3	4

Appendix Table 3B:

Home type	1BHK	2BHK	3BHK	Other
Coding	1	2	3	4

Appendix Table 4B:

Number of dependents	0	1	2	3	4
Coding	0	1	2	3	4

Appendix Table 5B:

Family members	0 to 2	3 to 5	6 to 8
Coding	1	2	3

Appendix Table 6B:

Family type	Nuclear	Joint
Coding	1	2

Appendix Table 7B:

How many children do you have?	1	2 to 3	More than 3	N/A
Coding	1	2	3	0

Appendix Table 8B:

Do you have children?	N/A or No	Yes
Coding	1	2

Appendix Table 9B:

Children age	No or N/A	1 month to 10 years	Above 10 years
Coding	0	1	2

Appendix Table 10B:

Marital status	Single	Married
Coding	1	2

Appendix Table 11B:

Total Annual income	Below 200000 Rs.	200001 to 400000 Rs.	400001 to 600000 Rs.	600001 to 800000 Rs.	Above 800000 Rs.
Coding	1	2	3	4	5

Appendix Table 12B:

Average daily working hours	4 to 6 hours	7 to 9 hours	10 and above
Coding	1	2	3

Appendix Table 13B:

Working days in a week	4 days	5 days days	6 days	7 days
Coding	1	2	3	4

Appendix Table 14B:

Experience with current organization	1 to 3 years	4 to 6 years	Above 6 years3
Coding	1	2	

Appendix Table 15B:

Total work experience	1 to 4 years	5 to 8 years	9 to 12 years	13 and above years

Coding	1	2	3	4

Appendix Table 16B:

Educational qualification	Undergraduate	Graduate	Post graduate
Coding	1	2	3

Appendix Table 17B:

Department/ Industry	IT	Banking and finance	Education	Management	Manufacturing and Service	Media and entertainment	Science and health
Coding	1	2	3	4	5	6	7

Appendix Table 18B:

Designation	Engineer	Accountant and analyst	Professor	Manager	Entrepreneur	Science related
Coding	1	2	3	4	5	6

Appendix Table 19B:

Have your working water due to working from home	Working less than before	Working more than before	I feel like working for 24x7
Coding	1	2	3

Appendix Table 20B:

Do you have required equipment to work from home	No	Yes	N/A
Coding	1	2	3

Appendix Table 21B:

Have you work from home before the lockdown	Never	Occasionally	Regularly
Coding	1	2	3

Appendix Table 22B:

How long are you working from home in months	1 month	2 months	3 months	More than 3 months
Coding	1	2	3	4

Appendix Table 23B:

Are you currently working from home or have you worked from home in this lockdown period	No	Occasionally	Yes
Coding	1	2	3

Appendix Table 24B:

Separate workplace available	Not available	Available
Coding	1	2

Appendix Table 25B:

Does remote working cause stress, anxiety, etc.	No	Sometimes	Yes
Coding	1	2	3

Appendix Table 26B:

Is there is any uncertainty than above, please specify	No	Workload, Layoff
Coding	0	1

Appendix Table 27B:

Psychological empowerment scale	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Coding	1	2	3	4	5