

To Explore the Impact of Pandemic on Work Life Balance: Regarding it Employees in Bangalore

Aravind LS

Abstract: *An epidemic of (COVID-19), that began in the beginning of the year 2020 and spread around the world, had a significant influence on the lives of people and businesses all over the world. When it comes to dealing with these shifts, several businesses have started experimenting with new working styles, such as telecommuting or working from the comfort of their own homes. Using COVID-19, this research explored numerous prospective determinants for job satisfaction understanding the work stress and work life balance of employees, in order to close gaps in the existing literature. This study surveyed more than 600 Bangalore employees who were working from home, and the respondents from the survey were analyzed using the SPSS Software system. Several elements, such as work-life balance and job stress, were shown to have an impact on workplace happiness, both directly and indirectly, according to the results of the investigation. Working from home may help IT professionals maintain their existing level of job satisfaction by providing a different pace of work. Employees working from home in a collectivist culture may be a favorable indicator for the organization, according to some analysts.*

Keywords: Telework, COVID-19, work-life balance, work-life happiness, work stress

1. Introduction

Coronavirus (COVID-19) spread around the world in early 2020, producing economic and social changes that are predicted to change the people live and work style. The COVID-19 epidemic has resulted in an increase in the number of companies implementing telework, telecommuting, and work-from-home policies (Kramer and Kramer 2020). The use of telework as an innovative work solution should be encouraged by governments and enterprises alike in order to prevent the spread of the virus and to ensure that business can continue as normal. Work that is not bound by restrictions such as territory, time, or even the technology used to communicate is referred to as "freelancing." As a result of the epidemic, working from home became an absolute requirement. Even after the epidemic has passed, it is assumed that the present international work standard will continue to be followed. As a consequence of this change, the relationship between employees and their employers has been fundamentally transformed to some extent. Telecommuting became more popular in the early 1990s as a result of an increase in the demand for remote working environments on the part of businesses (Di Martino, Neirotti et al.2013, Wirth 1990;).

For many single parents in today's culture, maintaining a healthy work-life balance has become more crucial, and the growth of telecommuting has supported this tendency (Baruch 2000; Bentley et al. (2016), Marx et al.2021). advised that teleworking be reinstated in response to the fast expansion of information and communications technology (ICT) and the pandemic problem. Employers are increasingly providing their workers with a new style of working to help them adapt to these changes, both at work and in their personal life, which has become more prevalent. Caregivers who work from home may provide care for their loved ones while still maintaining a good work-life balance for themselves (Johnson et al.2007; Ammons and Markham 2004. Before making a choice, it is important to weigh the pros and cons of working in the home culture. Working from home has been related to higher levels of job satisfaction as well as a greater desire to try new things, both of which are

conducive to more creative and innovative work practices (Azarbouyeh and Jalali Naini 2014). It was said by Ellis and Webster (1998) that

In various nations throughout the globe, the number of individuals who telework is likely to increase gradually in the future years. Employees who get management help, peer support, and technical assistance, on the other hand, may be able to demonstrate this value. It is possible to work from home and decrease social isolation as well as conflicts between work and family as well as between work and personal life (Contreras et al.2020). Because employees can work from any location, including their homes, working from home helps to improve the family environment while also allowing them to better manage their time and meet the demands of both their personal and professional lives. Working from home also allows employees to better manage their time and meet the demands of both their personal and professional lives. When working from home, people have the freedom to choose their own work schedules and avoid interruptions from coworkers and bosses. Employee stress is reduced when there is no direct boss and just a less formal supervisor. The impact of absenteeism on both the individual and the organization is lessened when workers are unable to report to work or perform their obligations on a consistent basis.

Introducing remote work has the potential to have negative consequences and hazards, such as social isolation, that are considerable, resulting in a decrease in employee motivation and performance (Martin et al, 2012). When working from home, a lack of clearly defined boundaries between work and personal life may result in an increase in stress and anxiety, as well as a drop in job satisfaction. This research intends to address gaps in the literature by assessing a number of characteristics that may have an influence on job satisfaction while working from home in light of the COVID-19 standard. It is important to note that this study provides a substantial contribution both in terms of theory and application. According to the theoretical framework of this research, working from home is associated with improved work-life balance, reduced workplace stress, and

increased job satisfaction. While COVID-19 is being implemented around the globe in its first year, this study focuses on the information technology sector and the relevance of work-life balance and stress management.

2. Literature Review

Possibilities for Work from Home Positions

Working from home, often known as telework or telecommuting, was first advocated in the 1970s. It was a novel method of doing business from many places (the office, home, or elsewhere) that was made possible by technological advances (van Meel 2011). This method fully removed the need for work-related travel (Nilles 1997). After being defined as an activity or execution of work that makes use of information technology and enables work to be done on a regular basis by the 2002 European Framework Agreement on Telework, teleworking has become a standard practise across Europe. In the opinion of many experts, the notion of "telework" is the most crucial factor for people to choose to work from home (Baruch 2001; Chung 2018). Teleworking has been a source of controversy for many years due to the blurring of the lines between work and non-work, the personal and societal repercussions, as well as the benefits and downsides of having flexible work hours. Teleworkers have a number of advantages when they work from home, including the ability to work at the most productive periods of the day, the ability to access an organization's documents from home, and the flexibility to care for family members (Nakroiene et al.2019).

A sense of balance in one's professional and personal life

The term "work-life balance" refers to workers who are able to strike a healthy work-life balance while still maintaining their personal lives (Jyothi 2012). When it comes to achieving success in both business and personal life, striking a work-life balance is a no-brainer. Men and women approach flexible employment in different ways depending on their gender when it comes to work-life balance and well-being (Chung and van der Lippe 2020; Lopez-Igual and Rodriguez-Modroo 2020). When it comes to enhancing staff productivity, there is no one-size-fits-all answer. If a person's job and personal lives are incompatible, their productivity and efficiency may suffer dramatically (Konrad and Mangel 2000; Cohen and Liani 2009). It's normal for those who have to juggle job and family obligations to feel stretched too thin. Previous research has shown a beneficial relationship between work-life balance and job satisfaction (Jackson & Fransman 2018).

Workplace Anxiety

Individuals' emotional states, thoughts, and cognitive abilities are all negatively influenced when they are constantly under the weight of job stress. If the demands of their jobs are too great and their resources are insufficient, workers will experience increased stress and depression. If you're working from home, you're more likely to have stress-related concerns such as uncertain duties, an excessive amount of work, contradictory tasks, and time constraints (Kim et al.2019). Working conditions are another important

indication of work satisfaction, and they have a considerable influence on this indicator (Hsu et al.2019). According to a number of studies conducted by Chao et al. (2015), stress at work has a detrimental influence on satisfaction of work/job.

Workplace Satisfaction: Is It Possible?

The most often mentioned benefit of telecommuting is an increase in work satisfaction (Virick et al.2010). According to Lund (2003), workplace happiness may be characterized as a connection between what an employee wants from their job and what the firm offers. This concept can be thought of as both a global concept and as a multifaceted dimension (Locke 1970). It is defined as an individual's emotional state after a nice and useful incident that has occurred in the context of their job evaluation or work experience. Those characteristics that encourage and help in the achievement of the ideals of their jobs result in contented workers (Clark 1996). In order to assist and improve the life balance of its workers (Erro-Garcés, Belzunegui-Eraso 2020), working from home or teleworking is an innovative strategy for scheduling work. Employee satisfaction is one facet of telecommuting that has the potential to inspire new ideas (Ellis and Webster 1998). Employees who work from home are encouraged to do so in order to improve their work-life balance, well-being, stress-related outcomes, and job satisfaction (Kim et al.2019; Roz 2019).

The study's primary goals are as follows:

- 1) To study about how the pandemic affects IT workers' work-life balance.
- 2) To examine the link between work-life balance and its related factors
- 3) To investigate the elements that affect the work-life balance of IT employees and their families.

Following a study of the literature, the following hypotheses were formulated:

- (H1). Working from home (WFH) is linked to a greater sense of well-being at work (WLB)
- (H2). Work from Home (WFH) is having a significant impact with job satisfaction (JS)
- (H3). Working from home (WFH) impacts stress at work (WS)
- (H4). Increased job satisfaction (JS) is linked to better work-life balance (WLB)
- (H5). Work-Life Balance (WLB) has a negative impact on work stress (WS)

Methods and Components

First quarter COVID-19 outbreak in India, A quantitative study was conducted to investigate the association between factors such as working from home, work-life balance, and workplace stress. The study, which was done utilizing an online questionnaire to acquire demographic information and data on numerous characteristics, used both primary and secondary data (academic articles, publications, and other resources). Researchers in Bangalore, India, studied the work patterns of telecommuting IT workers (full or shift, since not all industries allow complete work from home). Therefore, a questionnaire was framed using Likert scale focusing on the factors such as working from home, work-

life balance, and workplace stress to understand the employees during COVID. The questionnaire was circulated to IT Employees, only 600 of the 800 participants who got a questionnaire completed and submitted it online, despite the fact that the questionnaire was sent to them. Screening criteria included a non-probability convenience sampling.

Analysis and Conclusions

This research included the participation of 600 persons. Most people questioned have worked from home in the preceding two months. Males make up 63% of the responders, while females make up 37%. There are a large number of comments from people between the ages of 26 and 30.83% of respondents claimed that they were married, compared to 13% who stated that they were single (17 percent). Participants' socio demographic characteristics are summarized by Table 1.

Table 1: Respondents Demographics

Item	Variables	(N = 600)	Percentage (%)
Gender	Female	220	37%
	Males	380	63%
Age (years)	20–25	50	8%
	26–30	224	37%
	31–35	98	16%
	36–40	72	12%
	>41	156	26%
Marital status	Married	498	83%
	Un Married	102	17%
Educational Qualification	Diploma	118	19.67%
	Degree	256	42.67%
	Post-Graduation	194	32.33%
	Doctorate	32	5.33%
Work Experience	Less than 5 years	197	33%
	5-10 Years	305	50.83%
	More than 10 years	98	16.33%

We utilized IBM's SPSS Version 20 software to analyze the validity and reliability of the items employed for the variables under investigation in order to determine the validity and reliability of the data instrument.

Methods of Measurement

The measurement validity of the study model was evaluated using the criteria of convergence, composite reliability (CR), discriminant validity. As indicated in Table 2, the basic outer loading value for all things assessed was larger than 0.5, and the composite reliability value was projected to be greater than 0.7 for all items evaluated.

Table 2: Model of measurement

Variables	Item code	Value-Loadings	Alpha Cronbach's Value	CR
Work from Home (WFH)	01	0.76	0.89	0.898
	02	0.82		
	03	0.78		
	04	0.81		
	05	0.69		
	06	0.75		
	07	0.84		
	08	0.62		
	09	0.84		

Work Life Balance	01	0.78	0.95	0.981
	02	0.81		
	03	0.85		
	04	0.78		
	05	0.84		
	06	0.81		
	07	0.81		
	08	0.75		
	09	0.78		
Work Stress	01	0.85	0.936	0.942
	02	0.81		
	03	0.87		
	04	0.94		
	05	0.89		
Job satisfaction	01	0.86	0.901	0.958
	02	0.81		
	03	0.79		
	04	0.71		
	05	0.89		

Table 3: Discriminant validity

Construct/ Items	AVE	(WLB)	(WFH)	(JS)	(WS)
(WLB)	.725	.81	-.442	.82	-.254
(WFH)	.784		.72	-.452	.45
(JS)	.621			.85	.52
(WS)	.745				.84

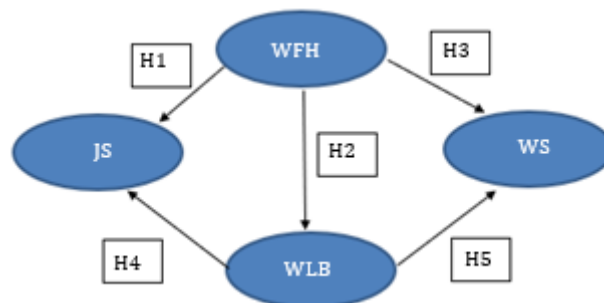


Figure 1: Hypothesis Path

Source: Author Creation

When doing hypothesis testing, the path coefficient was used to determine the effect of an independent variable on a dependent variable. In order to estimate the route coefficient in SPSS Software, the bootstrap approach was used. Also necessary were the values of $t > 1.96$ and 0.05 in order to produce a 95 percent confidence interval with a standard error of 5 percent. The following is a summary of the findings of the data analysis:

Table 4: Hypotheses testing

Hypothesis Variables	Path	Path Coefficient	Value (t)	Sig. Value	Value
H1	WFH → WS	0.413	8.624	***	Accepted
H2	WFH → JS	-0.432	13.561	***	Accepted
H3	WFH → WLB	-0.468	9.742	***	Accepted
H4	WLB → WS	0.413	4.861	***	Accepted
H5	WLB → JS	0.416	3.18	***	Accepted

From Table 4, Path Coefficient is provided for the variables- The value represents Positive or negative impact on the items considered. WFH with JS and WLB has negative impact and WFH with WS, WLB with WS & JS has positive impact. All hypotheses were accepted after hypothesis

testing revealed that all route coefficients were significant. According to the data, working from home had a substantial and favorable impact on job satisfaction ($\beta = 0.413$, $t = 8.624 > 1.96$, $p < 0.05$). Working from home had a substantial and unfavorable impact on work–life balance ($p = 0.05$, $t = 13.561 > 1.96$, $p = 0.432$). Working from home also had a significant negative effect on workplace stress ($\beta = 0.468$, $t = 9.742 > 1.96$, $p < 0.05$). The work–life balance, which was demonstrated to have an impact on overall job satisfaction ($\beta = 0.413$), was one of the most important aspects in job satisfaction. Workplace life balance was also found to have a negative impact on job satisfaction ($\beta = 0.416$ percent, $t = 3.18 > 1.96$, $P < 0.05$). In this study, every hypothesis was confirmed to be valid.

3. Discussion

Working from home or teleworking was linked to positive workplace outcomes including increased job satisfaction, which was the study's initial focus. In this study, three sub-hypotheses were established to illustrate the relationship between this construct and other factors observed. Based on the research findings working from home, we might conclude, has a significant and detrimental impact on work–life balance. Working from home, according to this study, has a detrimental influence on job satisfaction.

According to the second hypothesis, working from home has a negative impact on work–life balance. As a result, many employees struggle to create a balance between their personal and professional life. A full strategy for working from home will take some time to design, but with the right approaches in this digital work environment creativity may be encouraged. When it comes to productivity and creativity, a healthy pace of collaboration in the digital arena may stimulate new ideas. Despite the negative effects on personal well-being, there is still a great deal of room for growth in this collaborative culture (Valcour and Hunter 2017).

A third idea links remote work to increased stress. Due to the current epidemic, employees are obliged to work longer hours and shifts. Social isolation from colleagues increases work-related stress. Gajendran and Harrison found a link between telecommuting and higher stress (2007).

The statistics show that work-life balance positively impacts job satisfaction. According to study, workers who can balance work and personal life are happier.

According to Stewart and Barling (1996), might have an impact on job satisfaction through decreasing productivity. As a result, workers may grow irritated, although this may not have a significant impact on their overall job satisfaction in the early phases of working from home.

4. Conclusions

To begin, this research examined the elements that affected work–life balance. Work–life balance is seldom discussed collectively. Work-life balance was seen positively when employees had better relationships with their families, which enhanced job satisfaction in some regions but emphasized the need to manage work stress in others. Having to work

from home reduced job satisfaction in this research. Even though IT employees seldom work remotely, this research suggests that restrictions may increase productivity. The survey found that IT workers who work from home are more committed to their jobs and complete their obligations. The study addresses the practical consequences of the working from home policy in light of the COVID-19 epidemic. When workers are permitted to work from home, supervisors must monitor their job satisfaction. Working from home affects people's work-life balance and stress levels. Working in distant places presents challenges such as a lack of IT support and other responsibilities, all of which reduce job satisfaction. While online surveys sent through personal networks may reach all respondents globally, partial replies were not evaluated due to time constraints. Back-translation should be employed for wider instrument adoption and translation to ensure consistency.

References

- [1] Azarbouyeh, Amir, and Seyed Gholamreza Jalali Naini.2014. A Study on the Effect of Teleworking on Quality of Work Life. *Management Science Letters* 4: 1063–68.
- [2] Baruch, Yehuda.2000. Baruch-2000-New Technology, Work and Employment Qualis A1 Muito Importante. *New Technology, Work and Employment (Print)* 15: 34–49.
- [3] Baruch, Yehuda.2001. The Status of Research on Teleworking and an Agenda for Future Research. *International Journal of Management Reviews* 3: 113–29.
- [4] Belzunegui-Eraso, Angel, and Amaya Erro-Garcés.2020. Teleworking in the Context of the Covid-19 Crisis. *Sustainability* 12: 3662.
- [5] Bentley, Tim Andrew, Stephen T. T. Teo, Laurie McLeod, Felix Tan, Rachelle Bosua, and Marianne Gloet.2016. The Role of Organisational Support in Teleworker Wellbeing: A Socio-Technical Systems Approach. *Applied Ergonomics* 52: 207–15.
- [6] Chung, Heejung, and Tanja van der Lippe.2020. Flexible Working, Work–Life Balance, and Gender Equality: Introduction. *Social Indicators Research* 151: 365–81.
- [7] Clark, Andrew E.1996. Job Satisfaction in Britain. *British Journal of Industrial Relations* 34: 189–217.
- [8] Coenen, Marja, and Robert A. W. Kok.2014. Workplace Flexibility and New Product Development Performance: The Role of Telework and Flexible Work Schedules. *European Management Journal* 32: 564–76.
- [9] Cohen, Aaron, and Efrat Liani.2009. Work-Family Conflict among Female Employees in Israeli Hospitals. *Personnel Review* 38: 124–41.
- [10] Contreras, Francoise, Elif Baykal, and Ghulam Abid.2020. E-Leadership and Teleworking in Times of COVID-19 and Beyond: What We Know and Where Do We Go. *Frontiers in Psychology* 11: 3484.
- [11] Di Martino, Vittorio, and Linda Wirth.1990. Telework: A New Way of Working and Living. *International Labour Review* 129: 529–54.
- [12] Ellis, Selwyn T., and Robert L. Webster.1998. IS Managers' Innovation toward Telecommuting: A

- Structural Equation Model.
- [13] Proceedings of the Hawaii International Conference on System Sciences 4: 161–68.
- [14] Fedáková, Denisa, and Lucia Ištňová.2017. Slovak IT-Employees and New Ways of Working: Impact on Work-Family Borders and Work-Family Balance. *Československá Psychologie (Czechoslovak Psychology) LXI*: 68–83.
- [15] Gajendran, Ravi S., and David A. Harrison.2007. The Good, the Bad, and the Unknown About Telecommuting: Meta-Analysis of Psychological Mediators and Individual Consequences. *Journal of Applied Psychology* 92: 1524–41.
- [16] Gálvez, Ana, Francisco Tirado, and Jose M. Alcaraz.2020. ‘Oh! Teleworking!’ Regimes of Engagement and the Lived Experience of Female Spanish Teleworkers. *Business Ethics* 29: 180–92.
- [17] Golden, Timothy D., and Kimberly A. Eddleston.2020. Is There a Price Telecommuters Pay? Examining the Relationship between Telecommuting and Objective Career Success. *Journal of Vocational Behavior* 116: 103348.
- [18] Hilbrecht, Margo, Susan M. Shaw, Laura C. Johnson, and Jean Andrey.2008. ‘I’m Home for the Kids’: Contradictory Implications for Work-Life Balance of Teleworking Mothers. *Gender Work and Organization* 15: 454–76.
- [19] Hilbrecht, Margo, Susan M. Shaw, Laura C. Johnson, and Jean Andrey.2013. Remixing Work, Family and Leisure: Teleworkers’ Experiences of Everyday Life. *New Technology, Work and Employment* 28: 130–44.
- [20] Hsu, Ya Yuan, Chyi Huey Bai, Chien Ming Yang, Ya Chuan Huang, Tzu Ting Lin, and Chih Hung Lin.2019. Long Hours’ Effects on Work-Life Balance and Satisfaction. *BioMed Research International*.
- [21] Jackson, Leon T. B., and Edwina I. Fransman.2018. Flexi Work, Financial Well-Being, Work–Life Balance and Their Effects on Subjective Experiences of Productivity and Job Satisfaction of Females in an Institution of Higher Learning. *South African Journal of Economic and Management Sciences* 21: 1–13.
- [22] Kazekami, Sachiko.2020. Mechanisms to Improve Labor Productivity by Performing Telework. *Telecommunications Policy* 44: 101868.
- [23] Kim, Jaeseung, Julia R. Henly, Lonnie M. Golden, and Susan J. Lambert.2019. Workplace Flexibility and Worker Well-Being by Gender. *Journal of Marriage and Family*.
- [24] Konrad, Alison M., and Robert Mangel.2000. The Impact of Work-Life Programs on Firm Productivity. *Strategic Management Journal* 21: 123.
- [25] Kossek, Ellen Ernst, Brenda A. Lautsch, and Susan C. Eaton.2006. Telecommuting, Control, and Boundary Management: Correlates of Policy Use and Practice, Job Control, and Work-Family Effectiveness. *Journal of Vocational Behavior* 68: 347–67.
- [26] Kramer, Amit, and Karen Z. Kramer.2020. The Potential Impact of the Covid-19 Pandemic on Occupational Status, Work from Home, and Occupational Mobility. *Journal of Vocational Behavior*, 103442.
- [27] Lait, Jana, and Jean E. Wallace.2002. Stress at Work: A Study of Organizational-Professional Conflict and Unmet Expectations. *Relations Industrielles* 57: 463–90.
- [28] Lee, D. J., and M. J. Sirgy.2019. Work-Life Balance in the Digital Workplace: The Impact of Schedule Flexibility and Telecommuting on Work-Life Balance and Overall Life Satisfaction. In *Thriving in Digital Workspaces*. Cham: Springer.
- [29] Liu, Huei Ling, and Ven hwei Lo.2018. An Integrated Model of Workload, Autonomy, Burnout, Job Satisfaction, and Turnover Intention among Taiwanese Reporters. *Asian Journal of Communication* 28: 153–69.
- [30] Lund, Daulatram B.2003. Organizational Culture and Job Satisfaction. *Journal of Business & Industrial Marketing* 18: 219–36.
- [31] Martin, Brittany Harker, and Rhiannon MacDonnell.2012. Is Telework Effective for Organizations?: A Meta-Analysis of Empirical Research on Perceptions of Telework and Organizational Outcomes. *Management Research Review* 35: 602–16.
- [32] Marx, Charlotte K., Mareike Reimann, and Martin Diewald.2021. Do Work–Life Measures Really Matter? The Impact of Flexible Working Hours and Home-Based Teleworking in Preventing Voluntary Employee Exits. *Social Sciences* 10: 9.
- [33] Nakrošiene, Audrone, Ilona Buciuˆniene, and Bernadeta Goštautaitė.2019. Working from Home: Characteristics and Outcomes of Telework. *International Journal of Manpower* 40: 87–101.
- [34] Neirotti, Paolo, Emilio Paolucci, and Elisabetta Raguseo.2013. Mapping the Antecedents of Telework Diffusion: Firm-Level Evidence from Italy. *New Technology, Work and Employment* 28: 16–36.
- [35] Neufeld, Derrick J., and Yulin Fang.2005. Individual, Social and Situational Determinants of Telecommuter Productivity. *Information and Management* 42: 1037–49.
- [36] Nilles, Jack M.1997. Telework: Enabling Distributed Organizations: Implications for It Managers. *Information Systems Management* 14: 7–14.
- [37] Novianti, Khusnul Rifida, and Kenny Roz.2020. Teleworking and Workload Balance on Job Satisfaction: IT Public Sector Workers During Covid-19 Pandemic. *APMBA (Asia Pacific Management and Business Application)* 1: 8997.
- [38] Oh, Minjeong, and Sungyong Choi.2020. The Competence of Project Team Members and Success Factors with Open Innovation. *Journal of Open Innovation: Technology, Market, and Complexity* 6: 51.
- [39] Raišiene, Agota Giedre, Violeta Rapuano, Kristina Varkulevičiute, and Katarína Stachová.2020. Working from Home-Who Is Happy? A Survey of Lithuania’s Employees during the COVID-19 Quarantine Period. *Sustainability* 12: 5332.
- [40] Roz, Kenny.2019. Job Satisfaction as a Mediation of Transformational Leadership Style on Employee Performance in the Food Industry in Malang City. *International Journal of Economics, Business and Accounting Research (IJEBA)* 3: 47–58.
- [41] Schieman, Scott, and Paul Glavin.2017. Ironic

Flexibility: When Normative Role Blurring Undermines the Benefits of Schedule Control.

- [46] Song, Younghwan, and Jia Gao.2019. Does Telework Stress Employees Out? A Study on Working at Home and Subjective Well-Being for Wage/Salary Workers. *Journal of Happiness Studies*.
- [47] Stewart, Wendy, and Julian Barling.1996. Daily Work Stress, Mood and Interpersonal Job Performance: A Mediation Model. *Work and Stress* 10: 336–51.
- [48] Valcour, P. Monique, and Larry W. Hunter.2017. Technology, Organizations, and Work-Life Integration. In *Work and Life Integration: Organizational, Cultural, and Individual Perspectives*. Mahwah: Lawrence Erlbaum Associates, pp.61–84.
- [49] van Meel, Juriaan.2011. The Origins of New Ways of Working: Office Concepts in the 1970s. *Facilities* 29: 357–67.
- [50] Vega, Ronald P., Amanda J. Anderson, and Seth A. Kaplan.2015. A Within-Person Examination of the Effects of Telework. *Journal of Business and Psychology* 30: 313–23.