The Impact of Covid-19 On Employee Productivity Post-Implementation of WFH Policy

Sanggeetha S Maniyam[1], Siri Roland Xavier[1], Hemaloshinee A/P Vasudevan[1], Poornisha A/P Subbanna[1]

[1]University Tun Abdul Razak

sanggeetha@talentcap.com.my

roland@unirazak.edu.my

hemaloshinee@unirazak.edu.my

s.poornisha217@ur.unirazak.edu.my

_____

Abstract

The study focuses on the COVID-19 and work-from-home model with respect to the amount of lowered employee productivity. It indicates how the impact of COVID-19 in WFH policy has produced change in the work and home environment. This study follows descriptive research design since it enables the researcher to identify the trends, characteristics, frequencies, and categories of the impact of WFH policy on productivity of the employees of restaurant business. It used quantitative method and investigated the impact of WFH policy on the productivity of the employees in the restaurant sector. There were no participants who strongly agreed with attaining a good work-life balance from WFH. Up to 40% of the total participants did not agree that there is effective communication between the managers, team leaders and the employees when they work from home. Also 80% responded that they were not provided proper resources. Overall, these measurements may vary from place to place, and thus the universality of the result may not be effective in the

present WFH scenario. It was established that most of the employees working at the restaurant have a clear understanding of the WFH policy and its guidelines. Lastly it was concluded that WFH policy will have a negative impact on the productivity of the employees of this restaurant.

Keywords*: Pandemic, Work-From-Home, and Work-From-Home policies.

_____

Introduction

Background

The outbreak of Covid-19 has affected the people across the whole world. This pandemic has significantly created a bad impact on the economy of several business organizations. Most of the companies in the restaurant service industry have suffered a huge loss due to this fatal virus. In order to compensate for the losses, the companies needed to reboot the work process in the workplace of the restaurant business. However, most of the employees do not want to attend the workplace due to fear of this virus. Therefore, several managements have decided to introduce remote working policy or work from home (WFH) policy. This research intends to discover how the productivity of the employee was affected during work from home. In addition, the researcher also wants to explore the issues in the management and the post pandemic situation in the organization in the context of employee productivity (Seetharaman, 2020).

Problem of the Research

The main problem of this research topic is the impact of Covid-19 on the changes in the functions of the organization and how the functions have affected the productivity and performance of its employee. The research deals with a particular policy named Work from Home Policy, which was implemented by most of the management in their respective organizations in order to prevent contraction of this fatal virus. Despite the fact that this policy became very beneficial for both the employees and the organizations, there are some issues in this policy. Besides, it was found that the implementation of this policy has quite significantly affected the productivity of the employees of the restaurant business

The questions are given below: -

Q1: What is the significance of WFH policy in the organization in the post Covid-19 period?

Q2: How work environment affects the employee productivity in the restaurant business?

Q3: Which is more effective between the work environment and home environment in boosting the employee productivity in the restaurant business?

Objectives

In this research, there are some clear objectives which are as following:

i) *To explore how the outbreak of COVID-19 has affected the WFH* policy - WFH policy has been a created a trend in the modern job market for the last few years although most of the companies did not give any importance to this policy in the past. However, the outbreak of Covid-19 has changed the scenario and forced the management of the restaurant business to take decisions regarding this policy. This research intends to explore those decisions and how it is implemented in the organization.

ii) *To indicate how the impact of COVID-19 in WFH policy has produced change in the work and home environment -* The pandemic of Covid-19 has created a significant impact in WFH policy. This policy enabled the employees of the restaurant business to work remotely from the privilege of their home. This research explores the home environment while working from home and indicates the change in productivity of the employees (Gunawan, *et al* 2020).

iii) *To compare the work environment of the workplace and home of the employees who are working from the WFH model in the organization-* It finds out the work environment of the employees in the workplace of restaurant business before the Covid-19 period and compares it with the home environment.

iv)*To evaluate the impact of the environment of both the home and workplace*: On the basis of previous comparison, it evaluates which is more impactful for enhancing the productivity of an employee.

Significance of the Study

This study on the impact of the WFH model in the productivity of the employee in the post Covid-19 period is very significant in the job market. This study will give an overview of the WFH model from where several organizational managers can learn about the model. This learning will help the managers to implement this model in their respective organization in a proper way. This study
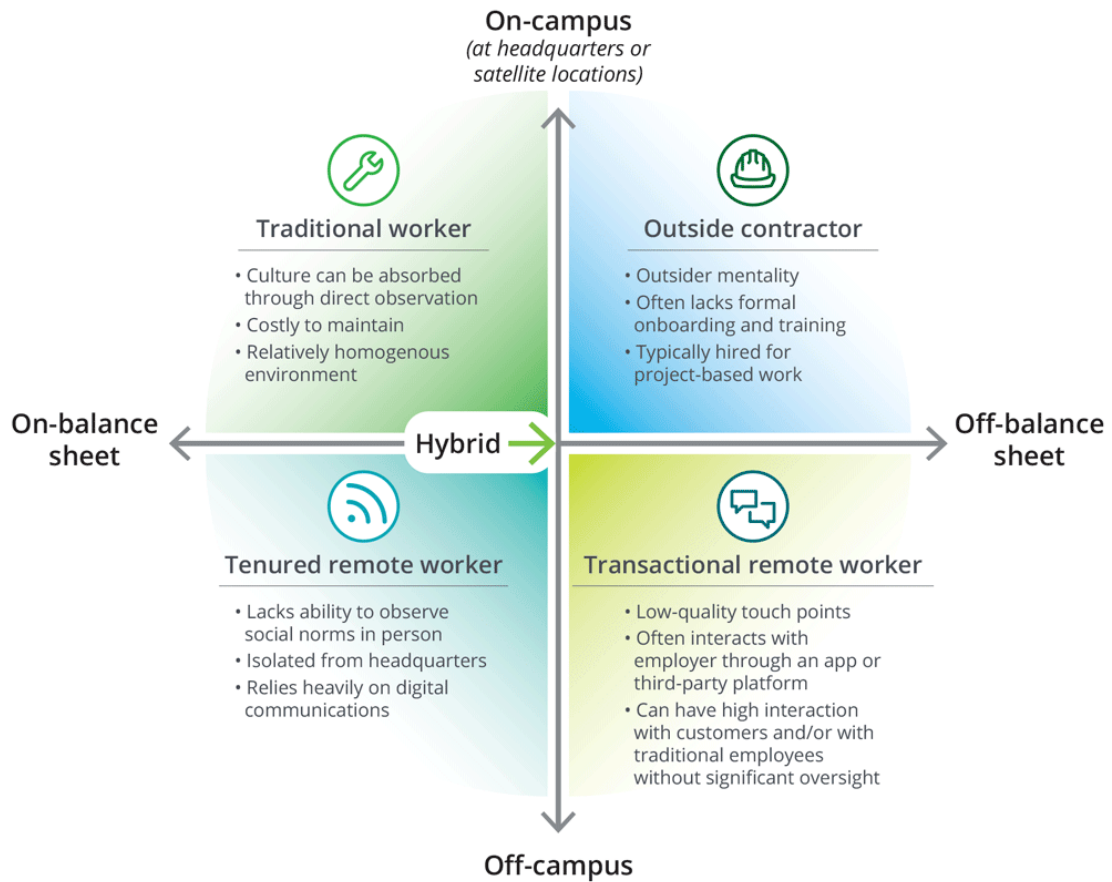
discussed how several changes are made in WFH policy in the post Covid-19 period. This will help the future researchers to collect data about the background of this particular model. The main area of this study is the impact of this WFH policy on the productivity of the employee of restaurant business. From this area, the organizational managers can recognize the issues in implementing this policy and make necessary changes in the policy and take effective steps after implementing the policy (Bao *et al.*, 2020).

Covid-19 and Work from Home (WFH) Challenges

A paper published in the journal of AAB&FJ by Lahiri & Sinha (2021) explained the different aspects of the trauma that the pandemic made this world go through. Summarizing under the head of socio-economic implications they portrayed how the pandemic affected the minds of the people and diminished their productivity. A qualitative study was conducted by them which revealed the preferences in consumption and occupation of people in COVID-19. They sought help in Behavioural Economics to interpret their findings. Through concepts of the same, they were able to explain why working at home produced less efficient outcomes. They stated that working in comfort delayed the work process. Their findings suggested that the small restaurant businesses that were hit at largest need to motivate workers to boost productivity in post covid times.
Hybrid working Model in Covid-19

Figure 1. The alternative workforce goes to work

Fig 1: Remote working framework

Link: https://www2.deloitte.com/us/en/insights/deloitte-review/issue-21/workplace-culture-and-alternative-workforce.html

The hybrid point of the remote working model operates in the mid-section of traditional worker and the transaction remote worker. There are much low-quality touch points among the employees with interactions mostly through software applications and through other third party platforms. It has been found that the customers and employees are interacted 24x7 through this working model in contrast to the previous traditional working model. The hybrid model, however, suffers from much workplace communication and employee problems.
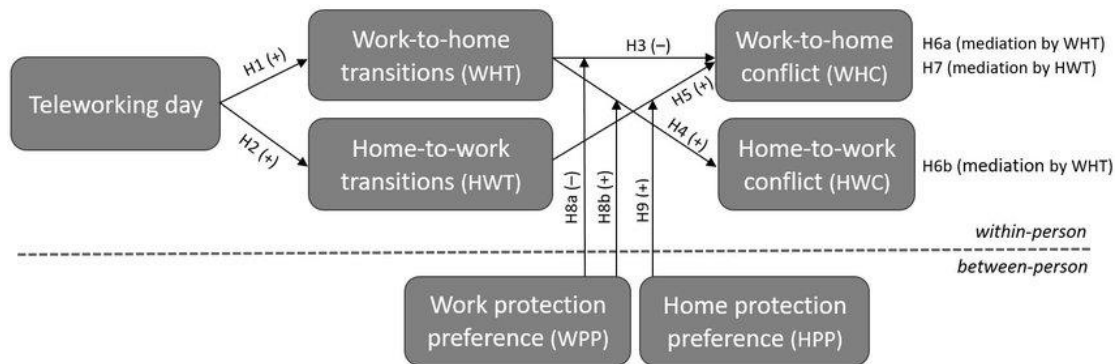
Conceptual framework

FIG 1: Model of WFH

Link:https://www.researchgate.net/publication/333917017_New_ways_of_working_An_aid_for_e
mployees_Understanding_inconsistencies_in_the_relationship_between_work-
home_practices_and_employees'_home_and_work_outcomes_

The WFH policy brings many transitions into the work, with home-to-work model that are directly linked with teleworking day. It found that WFH conflict arises more from the integration of WHT and HWT models. The work protection preference required by the working group suggests that the home protection preference is to be thought of bringing much high amount of work collaboration as well as work conflict. The work conflict and tensions can arise more in the WFH policy that brings disturbances in the productivity of the employees of restaurant business. The WPP (work protection preference) through health and safety security opted by the employees in COVID-19 is mandatory for the organization to bring employee security. However, the HPP is also combined with the work security. The protection of family as well as the work shelter undertaken by the employee influence the WFH policy. The COVID-19 pandemic has affected travel behaviours and transportation system operations, and cities are grappling with what policies can be effective for a phased reopening shaped by social distancing. Four reopening phases and two reopening scenarios (with and without transit capacity restrictions) are analysed. Best benefit from working from home are:-

Better Work-Life Balance: workers can start and end their day as they choose, as long as their work is complete and leads to strong outcomes. This control over your work schedule can be invaluable when it comes to attending to the needs of your personal life.

Less Commute Stress: The communication became one way process the employer didn't have to get into traffic the employee just had to spend time over computer.

Location Independence: working from home is having access to a broader range of job opportunities that aren't limited by geographic location (Fadinger & Schymik, 2020). This can be especially helpful for people who are looking for jobs and small towns where there may not be many available local positions.

Work-Life-Balance and WFH policy
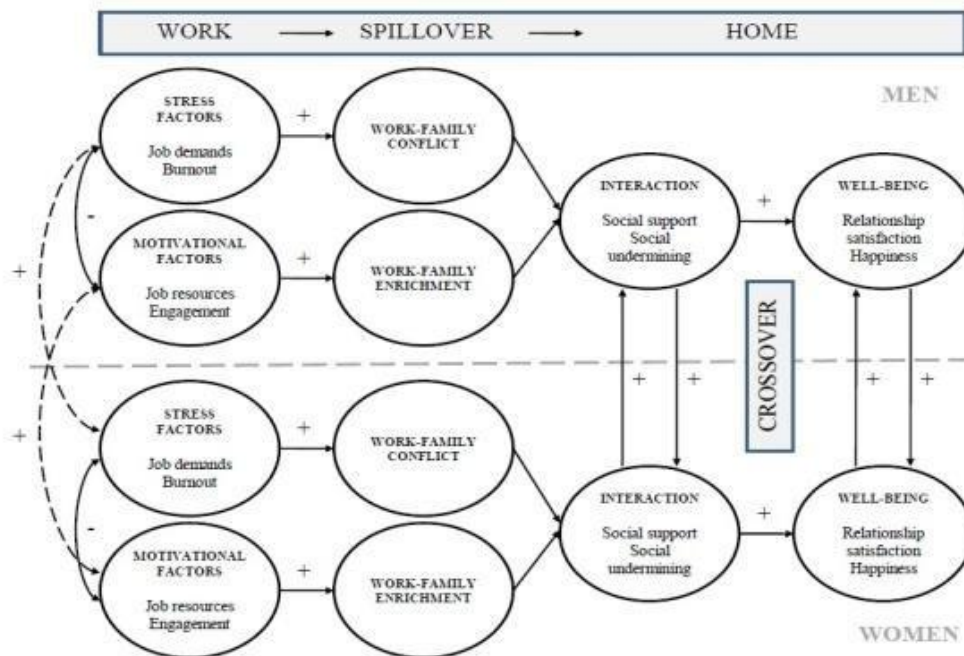
Fig 3: Work spill over model

Link: https://www.researchgate.net/figure/Spillover-crossover-Model-WORK-FAMILY-BORDER-THEORY-People-are-the-border-crosser-who_fig1_332705413

Tovmasyan & Minasyan (2020) visualized the impacts of motivation on the efficiency of employees and employers from telecommuting. The survey revealed that people who do enjoy working from home also mentioned about extra incentives they were awarded while working in the workplace of restaurant business. The no-bound office hours are the most complained issue and they are ready to be highly productive in less time.

Effect on WFH model of restaurant industry due to Covid-19

It is very difficult to implement Work from home model in restaurant business since most of the functions in this business are carried out in the workplace. However, (Berkson, 2020) suggested that there are some innovative ways in which the restaurant industry can utilize remote work and Work from Home policy to strengthen their business and the revenue even in the post-covid-19 period.

i) Investing in remote work equipment's- The restaurant business owners hold consider investing in the technologically advanced equipment's which will facilitate remote work for the employees of their restaurants. The equipment's can include computer monitor and computer system which will be provided to the employees with lack of remote working resources.

ii) Installing glass door offices- The restaurant owner can install glass door offices for their back offices which will allow small group of people to work comfortably and interactively along with other group of employees. Since, many of the employees do not have adequate space at home or necessary equipment's for remote working and many restaurants owner do not have sufficient funding to pay for their resources, this office space will be very beneficial for the employees to work productively.

Research Methodology

Research method

In this research, the researcher collects both closed-ended and open-ended data on the impact of WFH policy on productivity of the employee of restaurant business. The mixed method helps the researcher to not only find out the statistical figures of rate of decline or incline in employee productivity, but also it provides the amount of objective data to be aligned with subjective data.
In order to properly investigate about this particular phenomenon, the researcher gathered quantifiable and numerical data on WFH policy in the restaurant sector, the statistics on the productivity and performance of the restaurant employees by conducting survey on 50 employees from different restaurants. The gathered data from the survey was then analysed by the researcher by using mathematical, statistical and computational techniques. In the last step, the researcher made a bar graph sand pie chart using the analysed in order to visualize the data and get a clear understanding of this phenomenon.

Data Collection

The data will be collected through survey technique. The survey consisted of 50 management staff and operations labourers including servants, chefs, and cashiers working in a particular restaurant business that is having WFH issues from COVID-19. These 50 respondents are divided into 20 female sample size and 30 male working sample size. The 50 respondents are mixed into chefs, cashiers and the chefs. In order to create the gender-wise distribution of data, the restaurant service industry is chosen. The restaurant service industry with WFH policy has been chosen for studying the impact, issues and the challenges in WFH conditions during COVID-19. The operational labour class group who has faced the transition from face-to-face to virtual working models are to be studied.

Data analysis method

The researcher utilizes both qualitative and quantitative data analysis for this research since he has collected both descriptive and numerical data previously. These questions are answered through some qualitative techniques like attitude scaling, questionnaires, standard outcomes (Miles *et al.*, 2018). On the other hand, quantitative analysis involves evaluation of the numerical data about the rate of decline in productivity of the employees of restaurant business. The data is evaluated through statistical methods like graphs, chart or bar.

Ethical considerations

In interview, it is ensured that the participants are not forced to provide data about the research (Fiesler, 2019). Therefore, they are asked to sign a research agreement which states clearly that the participant have full agreement in the data they are providing. Moreover, the researcher develops the questionnaires for the interviews and surveys avoiding personal questions which may be offensive to the participants of the researcher.

Data Analysis and Results

Question 1: Do you agree with the guidelines of the WFH policy?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	2	3	10%

Disagree	50	4	6	20%
Neutral	50	4	1	10%
Agree	50	5	15	40%
Strongly agree	50	5	5	20%

Figure 1: Probability of agreement with the guidelines of the WFH policy

Trend analysis: According to the guidelines provided to a restaurant business 50 working respondents including 30 male and 20 female, 60% of respondents agree to the policies stated in the work from home guidelines. The work from home policies indicates the respondents to work from their own premises out of which 10 females strongly agree to the guidelines provided in the policy while 20 male respondents agree to it. Changes in the work atmosphere may not be fully accepted by all however due to the health of applications it is crucial for the restaurants to shut their businesses or choose to continue with the business with a limited number of employees.

Question 2: Do you think that the policies in WFH policy can negatively affect the restaurant business?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	1	4	10%
Disagree	50	3	2	10%
Neutral	50	1	4	10%
Agree	50	5	10	30%
Strongly agree	50	10	10	40%

Trend analysis: due to the covid-19 pandemic many governments were required to take the decision of shutting businesses throughout the country. This drastically impacted the various industries especially the restaurant service industry as the unemployment rate increased and revenue generated reduced exponentially. Both male and female respondents agree to the negative effect of work from the home policy on restaurant businesses while 40% of the respondents strongly agreed

to the negative impact it has on the business. One key reason that respondents believe that the covid-19 pandemic and the work from home policies formulated by the government have a negative impact is the fact that all business operations were required to be closed which led employers and leaders to reduce their workforce and even terminate many employees from their businesses. Not only did the WFH policy have a negative impact on the revenue it also made a majority of employees unemployed.

Question 3: Do you think that personal productivity will reduce due to the policy?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	3	2	10%
Disagree	50	0	0	0%
Neutral	50	5	10	30%
Agree	50	4	6	20%
Strongly agree	50	8	12	40%

Trend analysis: While taking into consideration deduction in personal productivity it can be identified that out of 20 female respondents 12 respondents agree to the fact that the productivity will reduce when they are required to work from home while 18 male respondents' out of 30 have a similar agreement. Since working from home restricts the employees from having a strict work environment the productivity of employees may reduce as well as the official amenities will not be available to them. This may have a negative impact on their productivity. There is a 60% agreement.

Question 4: How strongly do you agree work-life balance can be attained from WFH?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	5	5	20%
Disagree	50	1	14	30%
Neutral	50	10	10	40%
Agree	50	4	1	10%

| Strongly agree | 50 | 0 | 0 | 0% |

Trend analysis: out of 20 female respondents fore agree to the fact that a good work-life balance can be obtained from WFH while only one male respondent agrees with it. 40% of the respondents are neutral about the present situation. It can therefore be noted that both the male and female employees of the restaurant service industry agree or disagree with the fact that a good work-life balance can be obtained while working from home. This can be due to the fact this is the initial phase of the pandemic and the more the day passes the better the employees will become with balancing their work-life at home. However, it is crucial to know that 1 female respondent and 14 made respondents disagree with the fact that a good work-life balance can be maintained. Therefore, a mixed response can be achieved.

Question 5: Do you think Effective communication can be attained among the team leaders. Manager and the co-workers while working from home?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Yes	50	13	17	60%
No	50	7	13	40%

Trend analysis: While working from home effective communication is the crucial component within any business framework. Considering the restaurant service industry, it is crucial to understand that effective communication is also essential here and the respondents consisting of 13 female and 17 male respondents have experienced effective communication with their team leader, manager and other co-workers. Therefore 60% of the respondents have experienced effective communication while working from home. The remaining 40% who may not have had effective communication can be the result of the unavailability of technological equipment or carelessness from employees or extreme weather conditions that led to Ineffective communication among themselves.

Question 6: How strongly do you agree with the fact that the team leaders and managers provide proper mental support while working from home?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	6	4	20%
Disagree	50	3	2	10%
Neutral	50	5	5	20%
Agree	50	5	10	30%
Strongly agree	50	1	9	20%

Trend analysis: This question had mixed responses. It can be noted that 30% of respondents comprising both male and female participants said that proper mental health support was provided by the managers and leaders, while 20% strongly disagree, 10% disagree, and 20% remained neutral. During the time of the pandemic, it is essential that leaders and managers provide effective support to their subordinates in order to ensure that they are motivated with their work. Though the question did not have a high percentage of participants disagreeing with the fact that proper mental support provisions were provided to them by their leader and manager while working from home it is definitely essential to reduce the numbers in order to ensure high-quality work from them.

Question 7: Do you agree with the fact that the necessary equipment and tools were easily accessible while working from home?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Yes	50	5	5	20%
No	50	15	25	80%

Trend analysis: since the restaurant service industry requires special equipment and tools to perform the various activities, having easy access to it was difficult for the participants who agreed to participate in the research study. 80% of the respondents disagreed with the fact that the accessibility of the equipment and tool to ensure smooth functioning of the business was available.

Question 8: Do you feel satisfied with your performance during WFH?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Yes	50	10	15	50%
No	50	10	15	50%

Trend analysis: participants were neutral when asked about their performance satisfaction level while working from home. Various reasons can be attached to it for instance working from home may provide comfort and leisure and their accessibility to working at any point of time while disagreement can be obtained due to the unavailability of resources and the strict timing policies that are available within the restaurant premises. Therefore a 50% agreement and 50% disagreement can be witnessed when the respondents were asked about their performance satisfaction level.

Question 9: Do you think that the work environment at home is better than the work environment at work?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Strongly disagree	50	6	9	30%
Disagree	50	4	11	30%
Neutral	50	5	5	20%
Agree	50	3	2	10%
Strongly agree	50	2	3	10%

Trend analysis: out of all the respondents who think the work environment at home is better than the work environment at work 6 female respondents and 9 Mel despondence strongly disagreed with this notion. At the same time, 4 female respondents and 11 male respondents adding to a total 30% of the respondents disagree with a better home-work environment. Various reasons can be attached to this as a home environment does not provide a competitive nature among themselves to perform better. Therefore, out of 50 total respondents, 10 female respondents and 20 male respondents agree with the notion and feel that the work environment at restaurants is better.

Question 10: How satisfied are you with the communication and support provided by the leader and the manager?

Response	Total responses	Female response (20)	Male response (30)	% Of response
Highly unsatisfied	50	2	3	10%
Unsatisfied	50	5	5	20%
Neutral	50	3	2	10%
Satisfied	50	3	12	30%
Strongly Satisfied	50	2	8	20%

Trend analysis: 50% of the respondents believe that strong communication skills were present among the leaders, managers and co-workers that enabled an effective work environment among the employees. The four employees were satisfied with the communication that took place between the leader's managers and the employees in order to support them in working in such circumstances.

Results

Question 1: The first question intended to find out whether the employees of the chosen restaurant business understand the WFH Policy and agree to the guidelines of the policy. The results show that around 5 out of 50 employees strongly disagreed with the question. There were about 20% respondents who disagreed that they understood the policy properly. A majority of the employees amounting to 60% of the total respondents stated that they clearly understood the policy and agreed to its guidelines. The rest of the participants stayed neutral. Therefore, it can be established that most of the employees working at the restaurant have a clear understanding of the WFH policy and its guidelines.

Question 2: The second question aimed to investigate the perceptions of the employees about WFH policy. The researcher wanted to find out whether they think that WFH policy can negatively impact their restaurant or cannot. There were only 20% participants who totally disagreed with this question. 10% of them strongly disagreed. 5 participants gave a neutral response to this question (Wilson, 2021). The rest of the participants adding up to 70% of the total participants provided a

positive response. 40% out of 70% participants strongly agreed that WFH policy can negatively impact the restaurant business.

Question 3: In the third question, the researcher intended to find out the point of view of the employees about the negative impact of WFH policy on their productivity. Around 10% of the total respondents strongly disagreed with this question. No participants disagreed in this part 30% of the total participants stayed neutral. A total of 30 participants out of the 50 participants positively respond to the question. It is estimated that 20% participants agreed that this policy can reduce their productivity and 40% of the total respondents strongly agreed with this fact. Therefore, it can be established that WFH policy will have a negative impact on the productivity of the employees of this restaurant.

Question 4: In the fourth question, the researcher asked the participants whether they think that they can attain a good work life balance at home after implementation of WFH policy or they cannot. 50% out of the total respondents provided a negative response to this question. It is measured that 20% out of the 50% participants strongly disagreed with this question and the rest of them disagreed with the question. However, there are no participants who strongly agreed with the fact. Besides, only 10% respondents agreed with the question. The rest of 40% participants provided a neutral response.

Question 5: The fifth question aimed to find out whether effective communication can be attained among the manager, co-worker and team leader while working from home after implementation of WFH policy. There are a total of 30 participants out of the 50 participants which adds up to 60% of the total participants who provided a positive response to this question. According to them, the team leaders effectively communicate with them when they work from home. However, the rest of the 30 people which adds up to 40% of the total participants did not agree that there is effective communication between the managers, team leaders and the employees when they work from home.

Question 6: In the sixth question, the researcher wanted to find out whether the team leaders and managers provide the employees proper mental support when they work from home. This question provided the researcher a miscellaneous result. Around 20% of the total participants strongly disagreed with the question and 10% of the participants disagreed (Mardianah & Hidayat, 2020). The amounts of the participants who agreed and strongly agreed with this question were 30% and 20% respectively. The rest of 20% participants stayed neutral to this question.

Question 7: The seventh question intended to find out whether the employees can easily access the necessary tools and equipment for remote working, or they cannot. The aim of the researcher is to investigate if the managers provided proper resources to the employees for remote working. There

are only 20% of the total participants who provided a negative response to this question. The rest of the 80% participants did not agree with the fact that they are provided proper resources.

Question 8: In the eighth question, the researcher wanted to find out whether the self-evaluation of the performance of the employees in the chosen restaurant business while working from home after the implementation of the WFH policy. The researcher asked the participants whether they feel satisfied about their performance after the restaurant applied WFH policy on their employees. There are 10 Female and 15 Male employees which add up to 50% of the total respondents who provided a positive response to this question. The rest of the participants amounting to 50% of the total participants negatively responded to this question since they did not feel satisfied with their performance while working from home.

Question 9: The ninth question aimed to find out the perception of the employees about the home environment and the environment of the workplace. The researcher asked the participants if they think the home environment is better that the workplace environment for working. There are around 60% of the total participants who provided a negative response. 30% of the total participants strongly disagreed with this question. 20% of the total participants stayed neutral There are only 20% participants who positively responded to this question (Saparya, 2021).

Question 10: In the last question, the researcher wanted to find out what they feel about the level of the communication between the employees, managers and team leader while working from home after the implementation of WFH policy. The participants are asked whether they feel satisfied with the level of the communication between the manager and them or not. 10 % of the total participants were highly unsatisfied with the level of communication. Around 20% of the total participants are somehow unsatisfied. There are about 10% of the total participants who did not provide any positive or negative response to this question. Around 30% of the total participants felt satisfied and around 20% of the total participants are strongly satisfied with the level of communication established while working from home.

Conclusion and Recommendations

To explore how the outbreak of COVID-19 has affected the WFH policy.

The first objective for the above research topic was to identify and explore the effect on the work from home policy due to covid-19. From the onset of covid-19 since the beginning of 2019, it was noted that this deadly virus could be extremely harmful as well as transmittable, which can even cause death. On the pretext of the Global pandemic scenario, it was decided by the authorities to close

every business activity and day-to-day activities in order to curb the effect of the covid-19 virus. This decision drastically impacted the way businesses were conducted. The economy was at the lowest level, and businesses were shutting down because it was not able to maintain its break-even point. In such scenarios, organizations came up with the work from home policy that allowed their employees to work remotely or from the comfort of their homes using different technological tools and equipment to continue businesses. This work from home Policy was a drastic change from work to home policy, and this transition gravely impacted many employees (Li, Ghosh & Nachmias, 2020). Even though the work from the home policy provided Employees with the option to conduct the duties remotely, there were many employees who lost their jobs in this phase. As already mentioned, many businesses were required to be shut, which negatively impacted the revenue of the business, and they were running at a loss, therefore, to maintain the break-even point, businesses terminated employees to curb their cost and enhance their revenue to survive in the business environment. The sudden shift of tens of millions of workers from on-site to remote work environments is challenging organizations have never seen before. Employees are experiencing major disruptions in their work and home lives. Cybersecurity investments are paying off. Companies that modernized their infrastructures and trained their people transitioned to remote work quickly, without compromising security and "connectivity first" has become the first priority.

To indicate how the impact of COVID-19 in WFH policy has produced a change in the work and home environment.

According to the second objective of the research study, it has been noticed that the covid-19 pandemic had a huge impact on the work from home policy that changed the work and home environment. The transition from work from home from work to home was highly affected. The work from home Policy was required to bring a transition into the work with whom to work model that was directly linked with the teleworking day. It was found that work from home conflict arises more from the integration of work to home and home to work model. It was essential that protective work preferences be established within the work environment as the covid-19 pandemic greatly affected the wellbeing of human beings. The COVID-19 pandemic has affected travel behaviours and transportation system operations, and cities are grappling with what policies can be effective for a phased reopening shaped by social distancing. It was also noted that during the covid-19 pandemic, many employees lost their jobs as organizations were required to maintain revenue through which they could meet the break-even point and not shut down permanently. In order to compensate for the losses, the companies needed to reboot the work process in the workplace of the restaurant

business (Kniffin et al., 2021). In order to mitigate such losses that the organization faced, the work from home policies were implemented so that organizations could continue their business even from the comfort of their homes. Therefore, the change in the working environment could be witnessed from the above scenario, which directly impacted the productivity of the employees as well as their mental health concerning the various restrictions that people were required to undertake and shift from their normal life to a new era of Living.

To compare the work environment of the workplace and home of the employees who are working from the WFH model in the organization.

The third objective of the research paper was to compare the work environment of the workplace and home of the employees who are working remotely using the work from the home model in the organization. It is noted that in work from a home model, there are many low-quality touch points among the employees with interactions mostly through software applications and through other third-party platforms. It has been found that the customers and employees interact 24x7 through this working model in contrast to the previous traditional working model. The WFH model, however, suffers from much workplace communication and employee problems. In the present work from the home model, it has been taken into consideration that the stress level of employees has increased dramatically, and it has affected the psychological ability, which causes instability due to the prevalence of lower income (Giorgi et al. 2020). Therefore, mental health conditions are at A Rise due to the work-from-home scenario of employees. Another crucial aspect that can be witnessed in work from home model is the irregularity of payments that employees are receiving which is affecting their ability to sustain in the world. It is during this scene that the employees are required to attain extra incentives in order for them to remain motivated and stress-free to produce better work abilities which will add to the betterment of the restaurant business or any other business.

To evaluate the impact of the environment of both the home and workplace.

The last objective of the research study was to evaluate the impact of the environment in both working places, and it can be identified that both works from home and work to office models have their perks and disadvantages as well. While considering the work-from-home scenario, it can be noted that employees can work at their own flexible time, and no such constraints can be imposed on the employees. On the contrary, it can be seen that the work to home and home-to-work model is bound by many rules and regulations and time restrictions that employees may not be fond of. However, in work to home and home-to-work model takes into consideration the physical interaction

with the colleagues and their employer's which allows direct communication as well as efficient problem-solving skills (Tull et al. 2020). This is impossible in the work from the home scenario as constant communication is required in order to have minimum conflict within the organizational environment. Problem-solving skills also are time-consuming when working from home and thus, directly affecting the efficiency and productivity of the employees. As the covid-19 pandemic causes a record number of people to work from home, it will likely have a long-lasting impact on work arrangements. Increased availability of working from home may provide a chance for women to catch up with their male counterparts. Among the experiences of lockdowns was that many women came forward for working as it was work from home, and it gave them the opportunity to learn new things. Therefore, the WFH environment has both advantages and disadvantages.

Limitation

Throughout the research, there were many limitations that were experienced in the formulation of the dissertation. The following points will indicate the limitation briefly:

● The Covid-19 pandemic is a recent scenario; therefore, gathering concrete information for this research topic was critical. It is crucial that the information collected, obtained, and used are concrete and accurate so that the result generated portrays the true essence of the scenario. Therefore, gathering accurate information was a task for the researcher as limited research has been conducted on it.

● Due to the lack of physical seal work in this area of study, it can be noted that the measurement of accuracy may vary from place to place, and thus the universality of the result may not be effective in the present work from home scenario.

Conclusion

The outbreak of Covid-19 has affected people across the whole world. This pandemic has significantly created a bad impact on the economy of several business organizations. Most of the companies in the restaurant service industry have suffered a huge loss due to this fatal virus.

Implementing work from the home model in the restaurant business was the most difficult task for the business owner. It was suggested that the business owners were keen to implement innovative

and technological mechanisms within the restaurant industry so that the work from the home policy could strengthen their business as well as generate revenue even during the covid 19 pandemic. The technological advancement was a positive implication that the covid-19 had in the Global platform. Restaurants used this technological factor by investing in remote work equipment. This facilitated the employees to run the business from the comfort of their home through the use of their personal computer system, internet, and various applications that led to the smooth functioning of the business even during the lockdown.

Recommendations

The following are few recommendations that would enable organizations such as restaurant businesses and other firms to manage work from home policies among their staff and use effective mechanisms to ensure a positive attribution can be availed from the work from home scenario.

Flexible work hours: To have an efficient work from home environment for the employees, the employers must provide a flexible work time for the employees. This is due to the fact that when employees are at their own premises, their accessibility may differ from person to person. Therefore, availing a flexible work hour for the employees will enable them to conduct their work as per their availability and time.

Effective communication skills: Effective communication skill is a vital component while working from home or working remotely. Communication is the key to success for any business as well as the employees working for it. Therefore, communicating constantly and effectively, and clearly with employers is essential to encapsulate higher productivity.

Trust team members: in the present covid 19 scenarios, one of the key factors through which positivity can still be available at the workplace is by having trust with one another. Trusting team members will encourage the employees to be responsible for their duties and feel that they are an important part of the organization.

References:

Bao, L., Li, T., Xia, X., Zhu, K., Li, H., & Yang, X. (2020). How does Working from Home Affect Developer Productivity?--A Case Study of Baidu During COVID-19 Pandemic. *arXiv preprint arXiv:2005.13167*.

Fadinger, H., &Schymik, J. (2020). The effects of working from home on covid-19 infections and production of a macroeconomic analysis for germany. *Covid Economics*, *9*(24), 107-139.

Fiesler, C. (2019). Ethical Considerations for Research Involving (Speculative) Public Data. *Proceedings of the ACM on Human-Computer Interaction*, *3*(GROUP), pp.1-13.

Giorgi, G., Lecca, L. I., Alessio, F., Finstad, G. L., Bondanini, G., Lulli, L. G., ... & Mucci, N. (2020). COVID-19-related mental health effects in the workplace: a narrative review. International journal of environmental research and public health, 17(21), 7857.

Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., ... & Vugt, M. V. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. American Psychologist, 76(1), 63.

Lahiri, S., & Sinha, M. (2021). A Study of the Socio-Economic Implications of the COVID-19 Pandemic. *Australasian Accounting, Business and Finance Journal*, *15*(1), 51-69.

Li, J., Ghosh, R., & Nachmias, S. (2020). In a time of COVID-19 pandemic, stay healthy, connected, productive, and learning: Words from the editorial team of HRDI.

Mardianah, L., & Hidayat, S. (2020). Empirical Study of the Impact of Work From Home (WFH) Policy and Top Management Support on Employee Performance. *Journal of Research in Business, Economics, and Education*, *2*(5), 1039-1045.

Saparya, S. (2021). *A Critical Analysis on the Impact of Work From Home Policy in India* (No. 429). Indian Institute of Management Kozhikode.

Seetharaman, P.(2020). Business models shifts: Impact of Covid-19. *International Journal of Information Management*, *54*, p.102173.

Sudiarawan, K. A., Utami, P. D. Y., Saputra, G. A. A., &Karunian, A. Y. (2020). Indonesian Labor Sector During Covid-19: Weighing the Impact of Company Saving Policy and Workers Protection. *Jurnal Magister HukumUdayana (Udayana Master Law Journal)*, *9*(4), 684-700.

Tovmasyan, G., & Minasyan, D. (2020). The Impact of Motivation on Work Efficiency for Both Employers and Employees also During COVID-19 Pandemic: Case Study from Armenia.

Tull, M. T., Edmonds, K. A., Scamaldo, K. M., Richmond, J. R., Rose, J. P., & Gratz, K. L. (2020). Psychological outcomes associated with stay-at-home orders and the perceived impact of COVID-19 on daily life. Psychiatry research, 289, 113098.

Appendix

Section A: IMPACT OF COVID-19 ON EMPLOYEE PRODUCTIVITY POST-IMPLEMENTATION OF WFH POLICY

Please tick whichever applies to you best

No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I clearly understand the guidelines of WFH policy clearly					
2	I think WFH has policy has negatively affected the restaurant business					
3	I feel that this policy has reduced my productivity					
4	I have a good work life balance while working from home					
5	It is easy to communicate with my team leaders, managers and co - workers while working from home					
6	My team leaders and managers have provided me proper mental support during working from home					
7	I have access to all the necessary equipment and tools while working from home					
8	I am very satisfied with my performance during work from home					
9	My home environment is better than my work environment					
10	I am very satisfied with the communication and support from your team leaders and manager					