

SG7002 – Applied Business Project Front Sheet**Student Number: 2188980**

Component	Comments	Weight	Actual Mark
Introduction <i>Identification of a valid topic, research question and objectives framed to Masters Level standard with academic rationale developed, clear industry contextualisation of the research topic</i>		10%	
Critical Literature Review <i>Depth and breadth of literature search, engagement with seminal authors and papers, evidence of a critical approach toward the scholarly literature</i>		25%	
Research Methodology <i>Evaluation of research philosophies and perspectives. Justification of methodological approach, sampling strategy, data analysis and reliability and validity measures as applicable</i>		15%	

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Conclusions and Recommendations <i>Research question and objectives addressed with implications to theoretical and managerial concepts considered. Recommendations provided for theory, practice and future research</i>		10%	
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POST COVID-19: THE IMPACT OF WORK FROM HOME ON THE IT SECTOR IN INDIA

A dissertation submitted in partial fulfillment of the requirements of the Royal Docks School of Business and Law, the University of East London for the degree of

Master Of Business Administration

January 2023

[6580]

I declare that no material contained in the thesis has been used in any other submission for an academic award

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Abstract

The world was impacted by COVID-19. India was completely in lockdown, everyone had to remain at home in order to avoid the contagious Covid 19. IT sectors around the world started to move along the flow by accepting the pandemic scenarios. By utilizing advanced technology and the internet, IT companies boosted the prevailing culture of working from home. Although working from home first gained popularity, it does have several restrictions and drawbacks. Even though the pandemic has not vanished completely, everyone had accepted the new changes. The main aim of this paper is to understand the impacts of working from home on the IT sector in India during post-COVID-19.

Different challenges faced by employees and organizations with WFH in the IT sector have been portrayed in the paper. The advent of advanced technologies like artificial intelligence, virtual reality, and cloud computing for supporting WFH and its effect on employees and organizations have also been discussed. The "Secondary Qualitative approach" was used to complete the study. Additionally, the paper also discusses a few suggestions to lessen WFH's difficulties in the post-pandemic environment.

Acknowledgments

I owe a tremendous deal of gratitude to God and everyone who has helped and inspired me while I've been conducting this research. In addition, I want to thank Professor Sujay Sinha, my mentor, for encouraging me to maintain my integrity while gathering and reviewing survey responses. My family and friends provided me with the mental support I needed to finish the research without encountering any more difficulties. They deserve my deepest gratitude for everything.

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CHAPTER 1: INTRODUCTION

1.1. Research Background

The contagious, life-threatening coronavirus disease was first listed as a Public Health Emergency of International Concern (PHEIC) on January 30, 2020 and was later listed as a COVID-19 pandemic, on March 11 (WHO, 2022) (Kumar and Rout, 2020). Enterprise executives worldwide are refocusing on one of their most particular challenges: getting people back to work. As COVID-19 immunizations race against new mutations and the pandemic has faded, there are glimmers of hope. Few people anticipated that the workplace will return to normal after the pandemic fades into history. The process of coming out of lockdown involves an “economic transition from rescue to recovery,” and many businesses choose to make remote work a permanent feature of their transition. (Besley and Stern, 2020). The pandemic has had an impact on organizational management since the lockdown has driven businesses to regulate business through online platforms and work-from-home (WFH) (Manko, 2021). This study will assess how Covid 19 has affected post-work management in the Information Technology (IT) industry. In the post-COVID world, the new **hybrid model** of working— a method of working that is partially remote and partially in an office —reflects a creative, simple manner of doing tasks (Farre, 2021). This new hybrid form of working has a significant impact on the workplace culture of the firm, and it may also have an impact on productivity.

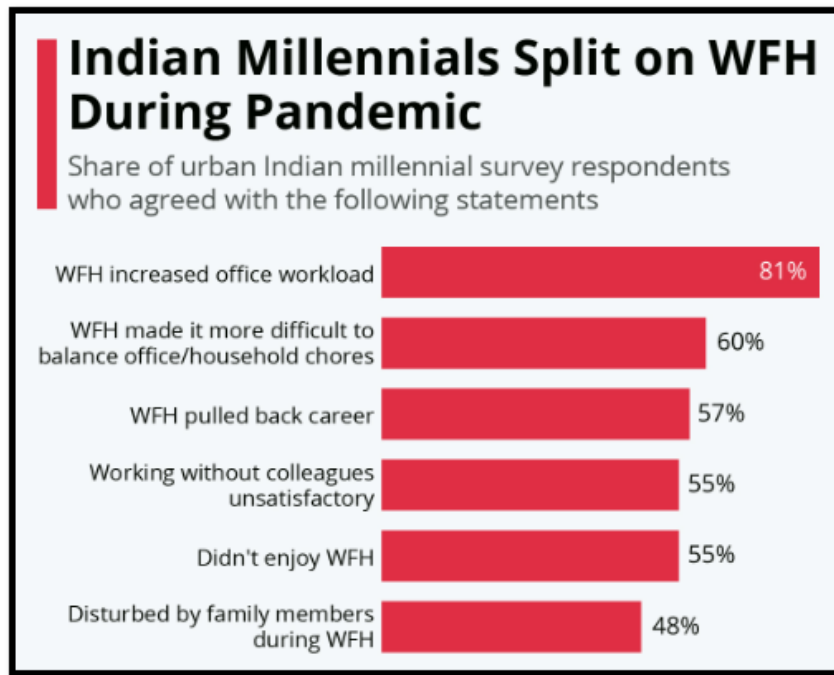


Figure 1.1 Survey results on WFH service

Source: (Statista, 2021)

The above graph illustrates a survey report that uses WFH services in India to assess the parameters and current state of this hybrid model of employment.

1.2. Research Rationale:

The main problem raised by this study is the possibility of detrimental effects on company management when managing global business organizations using WFH facilities with flexible hours. Since most employees had to acclimatize to the new working environment and it might lower productivity in businesses, there may be employee mismanagement (Mari et al., 2021). IT Professionals worldwide were experiencing emotional turmoil and a sense that their lives and careers are out of control because of the pandemic, restrictions, and increasing levels of stress, with India, Brazil, and the United Arab Emirates reporting the highest numbers of people who have been adversely affected (Bhattacharyya, 2021). Reduced customer engagement and an unsuitable working environment have an influence on productivity (Bartik et al., 2020).

The primary subject that will be examined in this research study is the WFH cultural difficulties considering the Indian IT industries. Companies in the IT sector are compelled to close their physical infrastructure and offices used for developing operations when the COVID outbreak emerged. Due to this difficulty, businesses have developed fresh concepts to enable them to boost operational effectiveness despite all those foundations and challenges. In the IT sector, managing the WFH culture presents a few difficulties. However, the WFH which was mostly used in IT organizations have been able to boost the potency and efficacy of their workforce because employees are able to spend less time traveling and navigating everyday traffic. By putting a lot of attention to their comfort, they have been able to raise the level of effectiveness and efficiency in their professional position (Vyas and Butakhieo, 2020). However, issues in the Indian IT sector include social exclusion, a lack of connectivity, sedentary living, and a lack of teamwork and communication (Palumbo, 2020).

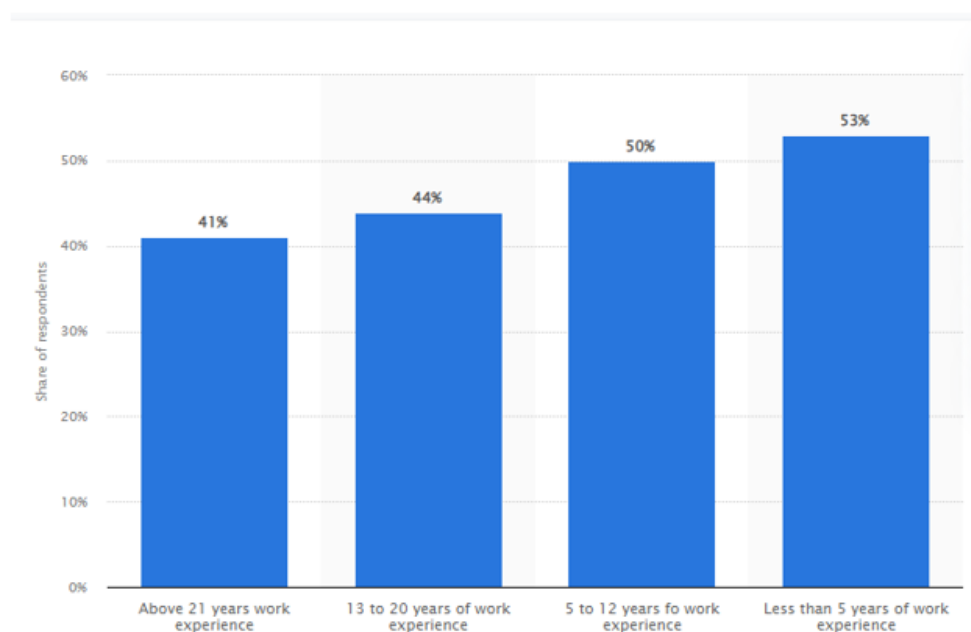


Figure 1.2: Lack of proper IT hardware in WFH culture

(Source: Statista, 2020)

The above graph illustrates how the issue of inadequate hardware in the IT sector at the time of WFH following the COVID-19 has impacted both

organizational growth and employee productivity. According to a survey done during the WFH, remote workers missed their office environment after the COVID epidemic, while about 53% of workers said they lacked the necessary "IT-based hardware infrastructure in terms of WFH culture (Statista, 2020).

1.3. Aim, Objectives, And Questions:

1.3.1. Aim:

The main aim of this study is to assess the WFH environment under post Covid-19 circumstances and identify its impacts with regard to the IT sector in India.

1.3.2. Objectives:

- To identify the requirements related to technological changes in the Indian IT sector.
- To undermine the significance of the WFH culture in the IT sector following the COVID pandemic.
- To evaluate different kinds of challenges in the WFH culture of the Indian IT sector.
- To include different kinds of recommended strategies in consideration of identified challenges in the WFH culture

1.3.3. Questions:

Q1. What is the influencing factor for introducing the changes in the work culture of the IT sectors?

Q2. How has the IT sector been able to evaluate the importance related to WFH culture for increasing operational effectiveness?

Q3. What are the specific challenges in the WFH culture identified in the IT sector of India?

Q4. How would the IT sector be able to mitigate the issues for increasing the work culture with utmost significance?

1.4. Research Significance:

The development of Covid-19 and the post-pandemic circumstances completely altered the organizational management system; many employees were forced to reinstate earlier practices (Zeller, 2018). This study will be carried out to pinpoint the core problems and evolving environment of the IT industries as a result of the pandemic crisis.

1.5. Dissertation Structure:

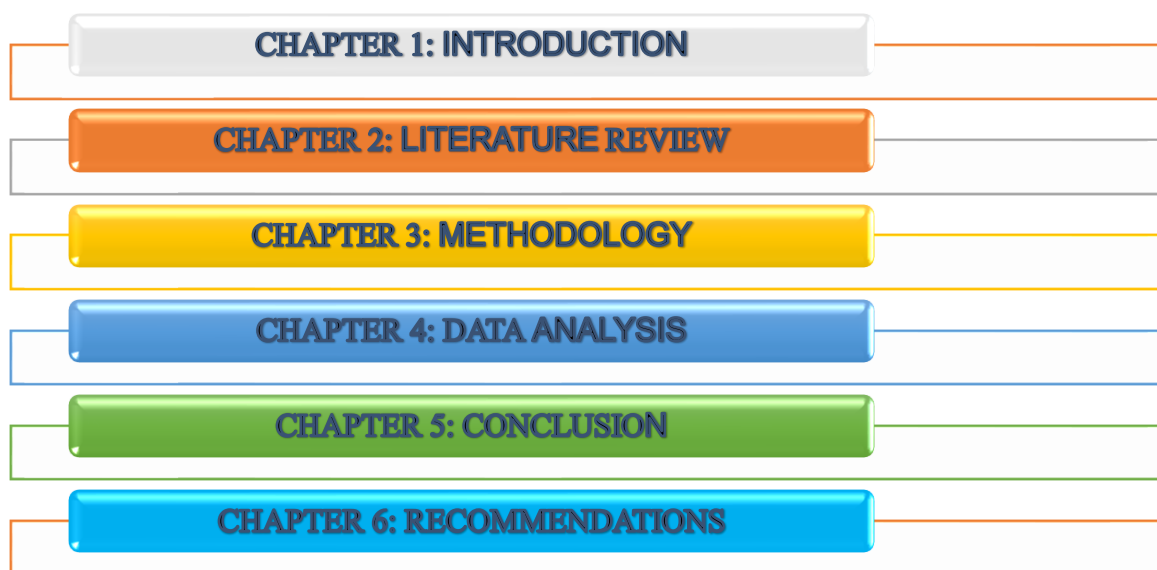


Figure 1.5 Dissertation Structure

Source:(self-created)

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

This section of the study is set up to analyze various works of literature that are accessible from reliable internet sources. To build a knowledge base for this study, it will analyze the goals of the present research. Gathered publications and papers can aid in educating the researcher, who will then assess them to determine the potential consequences of ongoing research.

2.2. Background of WFH culture in the IT sector:

Many sectors struggled to run their businesses and provide for their customers during Covid. However, the IT sector at least has a reputation for allowing its employees to run the WFH. This is possible because of the way that remote clients around the world get deliveries in electronic format. The WFH facilities' hybrid workplaces have offered diverse benefits and downsides to tech workers. There are several advantages for businesses operating in the WFH model in the IT field, which is the reason WFH culture is growing there with maximum efficacy. Due to "expensive rents in the office centers, long commuting hours, pollution, electricity, internet connectivity, and other factors," the IT companies prefer the WFH culture. WFH is regarded as an appealing strategy for the company because it has significantly improved work performance and decreased operating costs for businesses (Kaushik and Guleria, 2020) (Madurai Elavarasan et al., 2020). The primary difficulties in operating a business in this area are lessened technological advancements in the IT sector (Ramasamy, 2020). To prevent WFH employees from feeling excluded and to foster a cooperative work environment, the enterprises involved in this association are likewise fostering hybrid work cultures.

Due to the need to restructure workplaces in the wake of the epidemic, several businesses have chosen to keep providing WFH services to their employees. It has revealed difficulties in managing staff in this novel setting. WFH has reduced in the post-Covid environment, and techniques like working from anywhere (WFA) raised up and many employees have encountered difficulties in maintaining their current positions in the global economic market

(Choudhury, Foroughi and Larson, 2020). Employees who worked from home also reported higher degrees of loneliness and a sense of belonging (Jaiswal and Arun, 2022).

2.3. Technological changes after Covid-19 in IT industry of India:

In 2020, the coronavirus triggered alterations worldwide and in the IT sector profoundly (Albahri et al., 2020). Numerous IT firms have adopted new technologies, since Covid-19 first surfaced, and they have been useful in reducing problems and advancing technological implications in the sector. During the pandemic condition, the management procedures of IT companies also underwent many technological developments. Despite the physical proximity, communication opportunities are equalized for team members through technological advancement, and there is less hierarchy between team members and the leader (Waizenegger et al., 2020). Although the employees are confident, they are unprepared for the issue of change initially. Employees have experienced a **lack of rules and policy awareness** during the pandemic (Saltiel, 2020). Furthermore, according to estimates, roughly 61% of IT staff members have not been given suitable and secure devices in the WFH system, and approximately 56% of employees use their own computers for work-related purposes. The standards for managing passwords are not given to about 66% of the workforce. About 50% of employees don't acknowledge the policies of customer handling and password management (Georgiadou, Mouzakitis, and Askounis, 2021) (Bayern, 2020).

IT firms in India strengthened implementation of technology like **artificial intelligence** (AI) and **cloud computing** in their company management procedures in the post-pandemic scenario. Artificial intelligence is being used by almost all businesses to improve the effectiveness of their human resources in the IT sector (Verma and Bandi, 2019). Recent technological changes in the IT sector have influenced the operational aspects. Widespread use of cloud technology was made to raise the level of security and resilience for virtual projects. **Virtual reality** was developed for the employees to have a real-life experience (Infosys, 2022). But many workers in this sector lack basic

technological expertise, which has had a detrimental effect on business management.

By improved channels of communication and a smooth movement of critical information, organizations enhanced impacts on managing the entire organization. Advanced technologies have a good impact on the IT sector, but educating staff members to manage the technologies is crucial for organizational growth in post-pandemic settings (Hilberath et al., 2020). Following that, the industries resolved various problems with overall organization management and encouraged work management in this business.

2.4. Impacts of WFH strategies on IT sector business management:

With the aid of cutting-edge technologies, managing global business and the workplace presents a variety of issues. Most work in the IT sector can be managed in a WFH environment, making it manageable with the aid of improved employee communication and technologies. Employee isolation is the main problem of this remote job, which makes workers unhappy and makes many employees uncomfortable with WFH (Dhanasekar, 2019) (Gangwar and D'Costa, 2021).

The introduction of the **Moonlighting** concept, throughout the IT sector is one of WFH's negative effects in India. The personnel in this IT field get very confused as a result, and it also affects their loyalty. In moonlighting the employees work on other projects outside of office work working a second job on the side, sometimes secretly (Mateen, 2022). IBM's leadership has raised questions about the morals of employees and created ambiguity about their roles in society. It is regarded as one of WFH's drawbacks in the IT industry (The Economic Times, 2022).

2.5. Different challenges in WFH culture in post-pandemic situation

The various features of operating the business using online media platforms from home remain strong in post-pandemic settings. The WFH culture is good

in managing organizational processes, including several elements for running the organization more effectively.

The WFH culture in the IT sector has several challenges too. The issue of "**workers forced into social isolation**" is one of the most important ones. Employees who work from home are unable to interact with co-workers, and **prolonged screen time** from continuous computer use can cause weariness, headaches, and eye-related problems. Full-time WFH without social support and face-to-face encounters might increase **mental health problems** such as social isolation and depression in employees who live alone. WFH easily blurs the lines between work and life and can make it challenging to psychologically disconnect from work, which can **increase stress and anxiety** (Jaiswal and Arun, 2022) (Xiao et al., 2021). In terms of perceived productivity and job satisfaction, it creates **gender disparity**. This is because women are expected to spend more time on housework and childcare when couples work from home all day, which lowers women's productivity (Feng and Savani, 2020).

In post-pandemic conditions, there are various rules for managing a physical workplace, and this can have a negative effect on managing a whole firm. To manage both types of working environments simultaneously, business management practices must be updated (Azim Premji University, 2022). Given that Indian workers are uncomfortable with WFH culture, thus communication among staff can be difficult (Jaiswal and Arun, 2022). Low-level technology handling knowledge might be detrimental when managing a complete organization's use of modern technologies (Alawadhi and Mendonca, 2017).

Despite many partial lockdowns by the Indian government, there is still a potential of a Covid breakout, hence continuing polishing of WFH tactics can help the organisations conduct their operations effectively (Thilagavathy and Suganthiya, 2021).

2.6. Suggested strategies for improving organizational management in the IT sector

The Indian IT sector can benefit from a number of tactics and technology advancements to manage entire enterprises in a global commercial setting. The **implementation of AI technologies**, in the opinions of Soni et al. (2019), can assist the organization in managing the entire organisation and enable the market to offer advice to organizational impacts and also can be used to automate repeating tasks in IT organizations. The supply of computer system resources over the internet, such as databases, storage, servers, networking, and intelligence, is known as **Cloud computing**. This technology offers fast innovation and flexible resources. Thus, the infrastructure is operated more efficiently and at a lower cost. Another digital technology that offers a simulated kind of experience that is similar to the real kind of working world is **virtual reality** (VR). It can provide a superb video call experience that feels real-time in pandemic scenarios. VR boosts productivity, enhances teamwork, saves travel expenses, lowers absenteeism, and has a smaller environmental impact. Consequently, preventing the sensation of isolation among employees will aid in minimizing their stress and anxiety (Javaid et al., 2020).

The IT sector needs to develop strong employee-based relationships. The businesses could promote "regular employee recognition. Additionally, improving the amount of transparency and communication, cultivating a positive work atmosphere, and organizing frequent meaningful one-on-one meetings and employee motivation, all of this will contribute to greater effectiveness in the working employees with higher levels of connectedness (Holbeche and Geoff Matthews, 2012). Employees must receive specialized training to manage organizational performance in the WFH culture (Walters and Rodriguez, 2017). All of these strategic elements need to be implemented in order to advance the WFH culture while mitigating recognized problems and detrimental elements and considering the mental health of employees (Grover et al., 2020).

2.7. Literature Gap

This section has offered an overview of WFH culture in the Indian IT sector, however, it is insufficient for drawing conclusions on the impacts. It is necessary to further analyze the results because some of the information that has been gathered may be biased. This part is unable to represent all aspects of organizational management after the pandemic; consequently, more journal collections must be made.

2.8. Theoretical Perspective

The Indian IT sector requires effective change management. **Change management** is a planned method of transferring an organization from its present state to its desired future state (Rees and French, 2016).

Kurt Lewin's three-step change model can be utilized to emphasize the importance of WFH, hybrid model, and new technologies for the organization's long-term existence. Make the changes visible and involve as many employees as possible (Hussain et al., 2018). Informing employees of the benefits and drawbacks of the new implementations and the state of the business in a clear and succinct manner will develop a positive impact. Provide information, dispel misunderstandings, and put an end to false information (Raza, 2019).

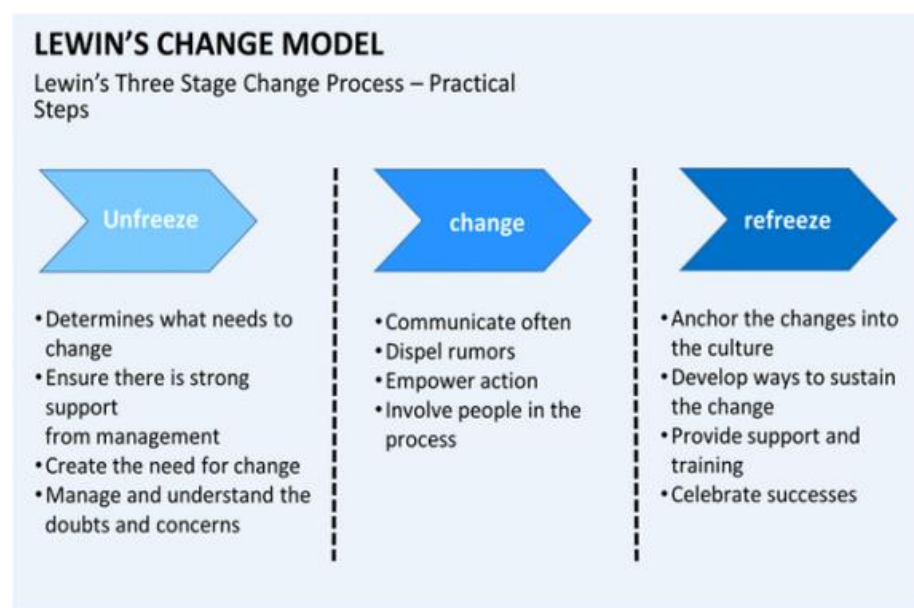


Figure 2.8: Lewin's Change Model

Source: (Pinterest, 2015)

One of the key paradigms for leading an organization while making changes is **transformational leadership**. After the pandemic, changes are unavoidable. Recognizing the need for changes might help you survive in a shifting market (Bryman et al., 2011).

2.9. Conceptual Framework

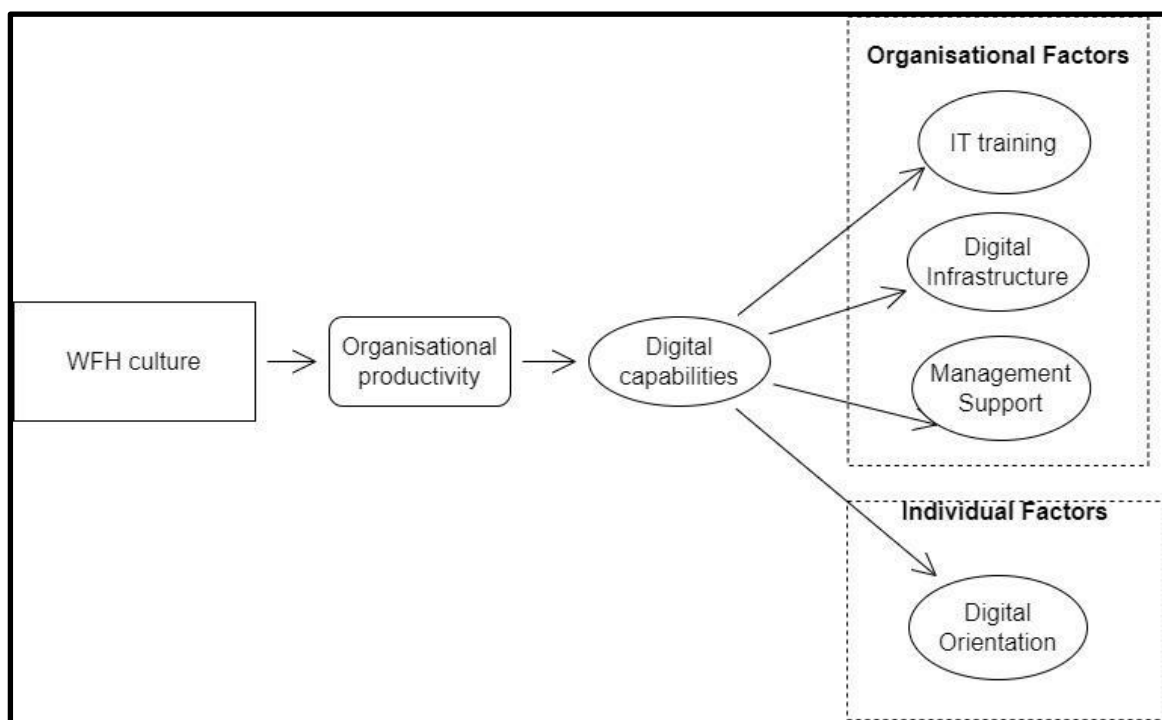


Figure 2.9: Conceptual Framework

Source: Self-Created

2.10. Chapter Summary

This study has concluded different aspects of managing an organisation through WFH culture. There are different issues in managing an entire organisation that can show negative impacts on the industry. This study has provided knowledge on both types of theoretical implications on WFH culture. It has provided a brief analysis of identifying and implementing key aspects of managing entire business organisation.

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Introduction

The process through which the researcher conducts the entire research procedure is referred to as research methodology. This section of the study provides a glimpse into the various philosophical stances that were considered while performing this study. This chapter contains a thorough overview of the study philosophy, approach, design, and strategy. Additionally, the method of data collecting, and the study's shortcomings have been noted in this particular study.

3.2. Research Onion

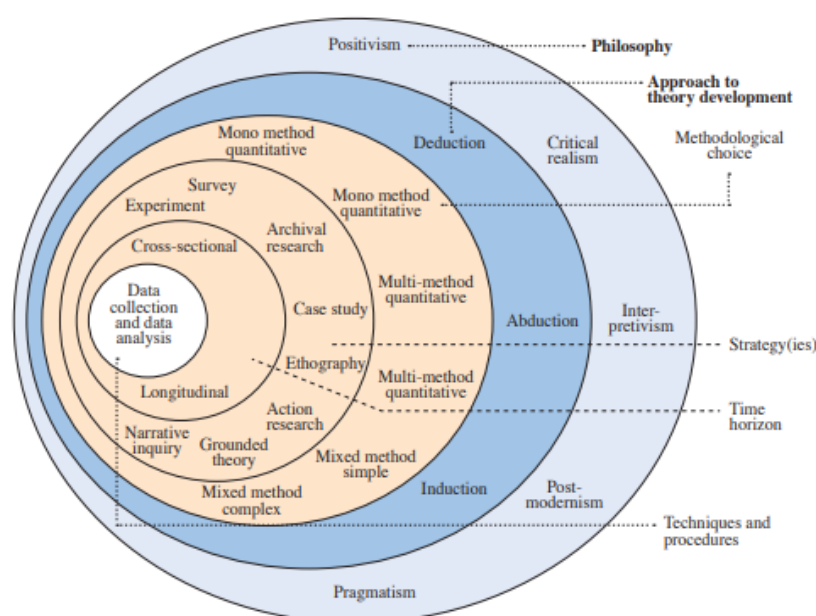


Figure 3.2 Research Onion

Source: (Saunders, Lewis and Thornhill, 2009)

The process by which the research was conducted is depicted by research onions. The research onion, reveals a lot of information about the research topic by moving from one layer to another (Melnikovas, 2018). In this regard, the research onion is very helpful for the study because it aids in assembling

a wealth of data regarding "Post Covid-19:the impact of work from home on the IT sector in India."

3.3. Research Philosophy

The report emphasizes that it used the "**Positivism Research Philosophy**" to examine the topic. Other research philosophies, such as "Interpretivism and Realism Research Philosophy," are available. Additionally, they are not included in this research since they do not entirely satisfy its primary standards.

Justification

This research philosophy is sufficient to minimize all of the study aims and objectives, according to Alharahsheh and Pius's observations (2020). Additionally, research is value-free, the researcher maintains objectivity, is independent in the subject under study, and is neutral in all respects (Saunders, Lewis and Thornhill, 2009). In this sense, the fundamental advantage of using the research philosophy is that it facilitates the gathering of factual knowledge as well as the analysis of statistical data.

3.4. Research Approach

The investigation was carried out with the aid of the "**Inductive Research Approach**," which is another crucial element of the research. The "Abductive and Deductive Approaches" are two further research methodologies. They are not effective in this study. This research begins by gathering data to investigate a phenomenon and develop or create a theory (typically in the form of a conceptual framework), thus it's using an inductive approach (Saunders, Lewis, and Thornhill, 2009).

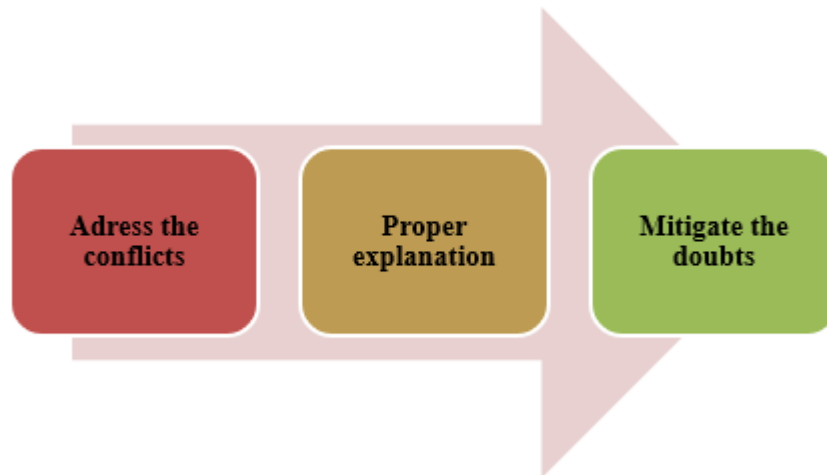


Figure 3.4: Factors of inductive approach

Source: (self-developed)

Justification:

The study notes that it used an "inductive research approach" to examine the "post-covid effect of work from home on the Indian IT sector." In this sense, research starts with observation, which then leads to pattern analysis and hypothesis development.

3.5. Research Designs:

The research design specifies how the necessary data will be collected, how this data will be analyzed, and how all of this will be used to address the research question. To perform the research in an acceptable and structured manner, an "**Explanatory research Design**" has been used. There are other research designs such as "Descriptive, Diagnostic, and Correlational Research Designs. However, they were excluded from this study (Boru, 2018).



Figure 3.5: Benefits of Explanatory research designs

Source: (self-developed)

Justification:

The entire research has been carried out using an explanatory research design. It is possible to resolve potential issues with this design. It also aids in mitigating issues, concerns, and control of why and how the things occur in addition to providing the right justification.

3.6. Research Strategy:

"**Secondary qualitative data**" was used to perform the research. The research's investigator used a qualitative research approach since it makes it easier to gather and put together enough content related to the study's issue. In this study," primary qualitative and quantitative methodologies" have been ignored (Mohajan, 2018).

3.7. Data Collection Method and Data Analysis Technique:

Peer-reviewed journals, online publications, newspaper articles, articles, numerical data from statistical information, and federal as well as

governmental websites are examples of secondary data sources. According to Pandey and Pandey (2021), it can be said that secondary sources require substantially less time and funding to complete the entire study. In this sense, it can be claimed that secondary sources aid in the analysis and examination of the significance of work from home in the Indian IT sector after the covid (Pandey and Pandey, 2015).

3.8. Ethical Considerations

The topic "Post COVID-19 the impact of work from home on the IT sector in India" has been completed by upholding all laws and regulations. As a result, it is necessary to maintain the study's ethical considerations. Additionally, this research protected full privacy, legality, and confidentiality. All research efforts are completely objective and do not hurt anyone's feelings or sentiments. The data used in this study is accurate, pertinent, and true to the original sources(Elsevier, 2022).

3.9. Limitations Of the study

The study based on the "Post Covid-19: the impact of work from home on the IT sector in India " has been conducted with the help of a secondary and qualitative research strategy. Since this study relies on a secondary research technique, the researcher is unable to gather or interact with real-world data (Lobe, Morgan and Hoffman, 2020). Thus, the investigator failed to analyze the real experience and live information. In addition, evaluating the primary research plan takes a lot of time and work.

3.10. Chapter Summary

The research for this particular chapter, which deals with "post covid-19: Impact of Work from Home on the IT Sector in India," was completed while keeping all relevant factors and providing the appropriate justification. In this sense, research has utilized both the inductive method and the positivism research philosophy. A brief description of the explanatory research design, which aids the researcher in doing the study properly, has also been made.

CHAPTER 4: DATA ANALYSIS

4.1. Introduction

The methods of data analysis are discussed in this portion of the report. Thematic analyses based on the objectives of this research constitute the secondary qualitative analysis. The study focuses on a few goals, including identifying pertinent technological advancements in the Indian IT sector, determining the importance of work-from-home (WFH) in the post-pandemic period in India, and assessing various challenges in WFH cultural aspects of India in the IT sector. The research also emphasizes the theme based on combining various recommendations strategies while considering the risks and difficulties associated with the WFH culture in the IT sector.

4.2. Thematic Analysis

Theme 1: Indian IT companies had to adopt advanced technologies in the field of AI, cloud technology cyber security, and so on to maintain transparency in the workplace

Over the past few decades, India's IT industry has been one of the fastest-expanding sectors which contributes positively to the country's economy. However, this industry was severely damaged by the COVID-19 global crisis. IT businesses continued to operate during the epidemic while allowing their staff to work from home. Even after the pandemic ended, its impact on the Indian workplace remained (Basu et al., 2020). IT firms needed to implement a hybrid manner of working models. Employees learned the convenience of working at their own pace during the pandemic, and remote work became the center of attraction. While IT businesses were aware of their employees' worries, they also knew that they needed to implement advanced technologies to ensure smooth operation (Farre, 2021).

Everyone has come to understand the idea of the “new normal” as a result of the pandemic (Farre, 2021). The government had to issue multiple partial

lockdown announcements due to the pandemic's incomplete eradication, and everyone was constantly plagued by fear of the emergence of a new variation. The "**metaverse**" was introduced into the workplace by the IT sector as a solution to this problem, allowing each person to join and communicate as though they were face-to-face. After the pandemic, IT companies developed their software to streamline this procedure, and the "metaverse" trend is still prevalent in the sector (Infosys, 2022).

Patil and Gopalakrishnan (2020) have proposed that it was challenging to examine complex data using human intelligence, advancements in **artificial learning (AI) and machine learning (MI)** have also been adopted into Indian IT organizations. In the post-pandemic scenario, IT companies with advanced AI and MI could easily examine complex data. The pace of things becoming digitalized after the pandemic had accelerated significantly, thus the IT sector had to strengthen its **cyber security**. IT businesses had to start safeguarding customer data against hacking. After COVID-19, IT organizations strengthened their app lockers, "end-to-end encrypted data transfer," and other security upgrades in an effort to protect their customers' data (Trends, 2022) (Nabe, 2020).

After the pandemic, India's IT industry experienced significant disruptions. IT sector is now primarily concerned with creating innovative technologies, it also requires highly qualified personnel (CISOMAG, 2020). The businesses are also working to create a sustainable infrastructure that will be able to successfully handle future shocks of this kind.

Theme 2: After the pandemic, both work from home and work from the office(WFO) had to be continued simultaneously and it aroused several challenges for the IT companies in India

The Indian government had to introduce several protocols due to COVID-19. Some of the induced procedures had specific issues with various sectors' workplaces. IT businesses were required to permit their staff members to work from home during the pandemic. The comfort of working at one's own pace,

which was prevalent at the period, allowed employees to be more productive and mentally healthy overall. When the pandemic reduced, however, many workers did not enjoy the idea of returning to their regular working environment because they had successfully acclimated to WFH and believed that WFO would not motivate them to work with the same zeal. As a result of realizing this issue, IT organizations introduced a hybrid approach at work (IBM Corporation, 2020) (Farre, 2021).

According to IBM CEO, Arvind Krishna 80% of company employees might continue in the **hybrid working model** (Sonnemaker, 2021). This hybrid workplace has various benefits, but its main benefit was that it significantly cut down on commute times. From Feleen and David's (2021) point of view, it has been observed that IT workers can now save two hours by working remotely. The hybrid model does, however, also have significant drawbacks. In addition to this WFH, IT professionals that perform under this model of work in an unsustainable fashion frequently extend their working hours and develop a sluggish and sleepy work attitude which reduces productivity (Gibbs, Mengel and Siemroth, 2021).

A few reports mention that employees dislike the concept of working from home since they restrict real-life interactions, and the unavailability of proper infrastructure and teamwork which ultimately lowers productivity (Islam, 2021). In India, it is significant to note that unequal distribution or access to technology does not just apply to smartphones, webcams, and personal computers, but also to such fundamental infrastructures as consistent access to clean water, uninterrupted power, a separate room or space for a workstation, and the availability of a broadband connection (Chattopadhyay and Pandit, 2020). Furthermore, some surveys conducted by Indian IT companies revealed that, their employees value the option to work remotely and that doing so helped them to forge stronger working relationships. It has been estimated that 85% of employees do not believe that their workplace has any impact on their productivity.

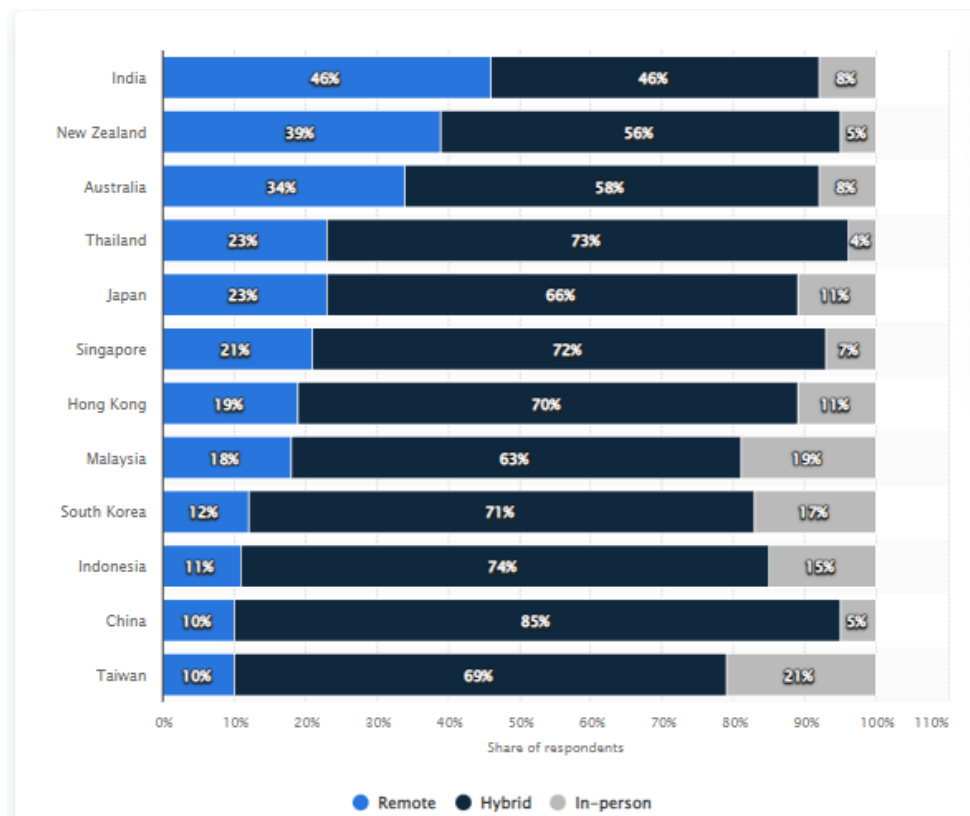


Figure 4.2.1: employees preferring remote, hybrid, or in-person work-Asia-Pacific region

Source: (Statista, 2022)

It has been observed by Jain (2020) that the effectiveness of the hybrid workplace model is controversial. Some employees adore this concept, whilst others abhor it. Therefore, it is impossible to determine which type of workplace model should be used at this time.

According to Ginni Rometty, a former executive chairman of IBM, digital technology will continue to change how organizations run, even as things start to get back to normal (Browne, 2020). It must be acknowledged that in the post-pandemic era, IT companies must maintain this hybrid model and that they require stronger management assistance to take care of their working professionals (Farre, 2021).

Theme 3: Estimating various risk factors and challenges of the IT sector with WFH culture in post pandemic in India

The terrible effects of COVID-19 on societies and countries around the world have served as a catalyst for the erosion of decades of progress achieved toward the objectives of sustainable growth. According to data or research by "**Centre for Monitoring of the Indian Economy (CMIE)**," economic statistics show that around 10 million individuals in India lost their jobs during the second wave of the COVID-19 pandemic (Businessstoday.in, 2021). Although a facade of normalcy has been created, people cannot rely on this for the foreseeable future or ignore the repercussions that have already occurred. To help create a good change, the Indian government needs some additional support from the social sector and new technologies. The social sector which works with help of IT, in the opinion of Singh, Kumar, and Ahmad (2020), has a significant and crucial role. Since it strives to support and strengthen the efforts of the government to reach out to as many people as they can at the same time, in a nation like India with its vast geographical boundaries and population. Due to the work-from-home lifestyle and the lack of technological access, many people in India **lost their jobs**. Even during the post-pandemic, those that can accomplish WFH have encountered problems like cybercrime, dysfunctional collaboration, and uncertain hiring practices. Jaiswal and Arun (2020) contend that despite having a WFH culture, all teamwork has taken place in the digital zone. It may always be risky for both groups and individuals. Data loss incidents pose a risk to **cybersecurity**, and they can have disastrous effects on both reputation and the economy.

As seen in **Figure 1.1**, a basic issue with WFH is the potential for misaligned interpretation. According to Chattopadhyay and Pandit (2021), the significant risk factor assures the precise level of upkeep and accountability because excessive reliance on technology and equipment can easily result in a mess, if not correctly supervised. After the COVID outbreak, the IT industry had significant problems with newly hired staff. Because some IT industries like to see potential employees in person before choosing to hire them into their organization. However, this has proven difficult due to the structure of WFH

and preventative procedures (TOI, 2022). The objective of every employee is to ascend the post ladder and confront. This possibility is reduced by the elimination of transmitted workplaces, maybe leading to workers complaining about inferior visibility. Infosys has temporarily **halted hiring, promotions, and salary increment** in order to lessen the effects of the COVID-19 situation (Kumar, 2020). Occasionally, despite being a vital part of the organization, the WFH culture encourages workers to feel less attached to the company (Mohammed et al., 2022).

Theme 4: Different Recommendation Strategies for the Identified Risk Factors and Challenges in WFH Culture Following the COVID Pandemic

It is a fact that employees will face risks and obstacles related to WFH, and they must be aware of these issues to manage them. The truth is that both parties have diverse and distinct difficulties, with employers dealing with a plethora of obligations. It is crucial for workers to understand the risks and problems that WFH employees face in order to work toward resolving potential situations (Jaiswal and Arun, 2022) (Deloitte, 2020). Each solution that is fit for their culture and company must undergo careful examination. **Cybersecurity** cases must be tackled from both the company's and each employee's perspectives. Although each person has exceptional cybersecurity needs, these requirements are combined into the overall situation. Analyze the adoption of a comprehensive device portfolio that includes password managers, VPN services, Internet security programs, and more. These are reasonably priced, simple to use, and significantly reduce risk across the board (Nabe, 2020) (IndoAsianNewsService, 2020) (Davies, 2021).

Teamwork is unquestionably a lot more productive, and team performance directly affects how an organization grows (Schindler and MCC, 2018). More interactive sessions between employees and employers are a good way to address the problems with **misaligned team operations**. Many employees still prefer to WFH even after COVID, which contributes to the lack of teamwork. If they began interactive sessions or any kind of orientation

programs during the hiring process, it would be simpler for their employees to engage with one another, and offer original ideas (Tripathi and Bagga, 2020) (Wiles, 2020). Additionally, effective remote work efforts are built on employee trust (Christensen, 1992).

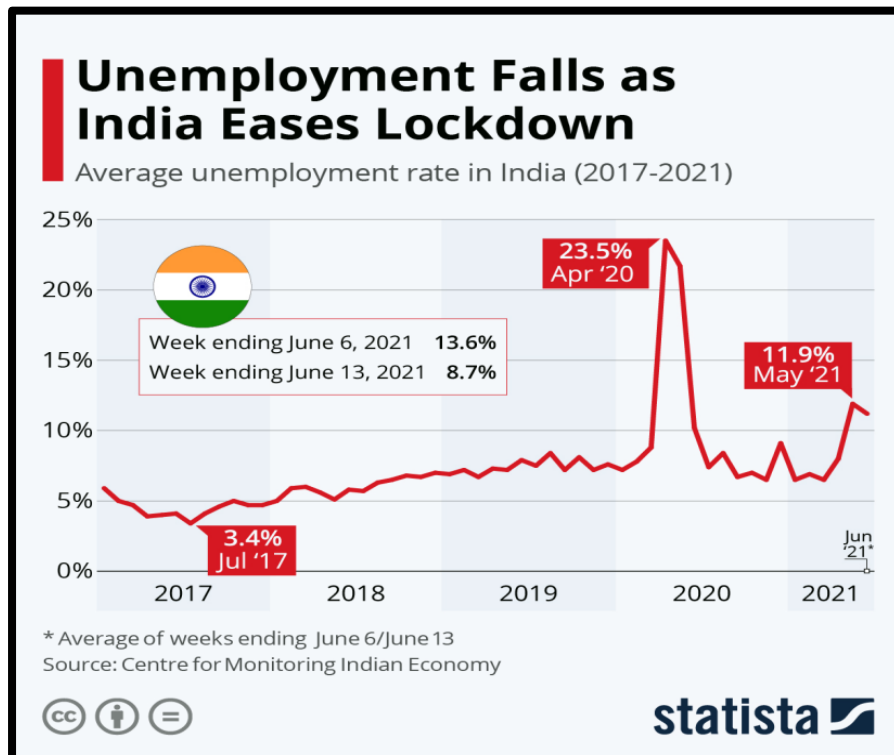


Figure 4.2.2: Unemployment Falls as India Eases Lockdown

Source: (Buchholz, 2021)

According to the following graph, India's unemployment problems were greatly exacerbated during the pandemic lockdown and lessened during the post-covid. Since WFH was possible after COVID and employees prefer WFH, this difficulty was one of the most critical ones recognized for **Recruitment**. Video conferencing and E-recruitment can significantly improve the hiring process (The Economic Times, 2020) (Okolie and Irabor, 2017). In the case of e-recruitment and video interviews, there are some unique characteristics that employers need to watch out for, such as the identity of candidates, the setting they set up for the interview session, their demeanor toward the interviewer, and their applicability (Okolie and Irabor, 2017).

4.3. Chapter Summary

This study's analysis of the secondary data that was gathered for it may be found in this section. According to the initial data, IT firms had to improve their technical support following the pandemic in order to ensure seamless operations and safeguard customers' private data from hacking. The significance of the hybrid workplace in the post-pandemic era is illustrated by the second set of data. The third data identifies the numerous challenges faced by IT companies in India to continue their WFH strategy. The last data helps to identify the methods that IT companies may use to mitigate such issues.

CHAPTER 5: CONCLUSION

5.1 Summary of Research findings

The impact of WFH, which gained its popularity during the COVID-19 pandemic in India's IT sector and persisted in the post-pandemic context, has been discovered by the study. The process of digitization grew dramatically during the pandemic, with a tendency to digitize everything to enable contactless transactions. This study also revealed that to improve their WFH facility, IT organizations are required to work on their technologies. It became important for IT organizations to focus on their cyber security and other technical measures. Furthermore, the concept of the "metaverse" also gained popularity during the pandemic, and IT industries were forced to create their own software to give their employees the ability to meet and communicate virtually in a setting that closely resembles real life.

One of the most noticeable shifts in the workplace following the pandemic was the refusal of many workers to work from the office because they believed that working at their own pace would boost productivity. However, research also indicates that some workers during the pandemic felt their productivity was hindered by WFH and that they could not effectively interact with one another. IT organizations had to implement a hybrid workplace model to handle this mixed experience (Farre, 2021). Maintaining this hybrid model is not a quite simple task for organizations; in order to assure smooth business operations, the IT companies had to strengthen their management system (Vidhyaa and Ravichandran, 2022). In addition to this, Indian IT organizations in India are facing a number of difficulties in post-pandemic, including risks to their cyber security and communication gaps (Madhukalaya, 2022). By developing their cyber security system and offering communication-based orientation classes to their staff, IT organisations can mitigate these issues (Nabe, 2020) (Harigunani, 2022).

5.2. Realization of Objectives

Linking with objective 1:

According to this study, IT companies in India are required to develop their technologies (metaverse, AI, cloud) to handle the post-pandemic situation and any future outbreaks of Covid. One of these tasks required the companies to develop cyber security. Additionally, the businesses needed to create better communication software so that each WFH could teach its staff the fundamentals of functioning as a team.

Linking with objective 2:

WFH and WFO are now in sync, and IT companies must now use a hybrid strategy. While some employees prefer to work in their own spaces, others feel that WFH is sacrificing their productivity. IT organizations must use a hybrid approach as a result of the conflicting emotions felt by their staff.

Linking with objective 3:

This has identified the challenges of WFH in post-pandemic India; the major challenges include mental stress, cyber security issues, and the communication gap.

Linking with objective 4:

The challenges of WFH in the present time can be mitigated by developing cybersecurity systems, technologies like AI, Cloud computing, and Virtual reality to create real-time experiences and by providing orientation classes to employees.

5.3. Limitations of the Research:

The experimenter was unable to finish the study provisions and requirements because the researcher encountered particular restrictions during the entirety of conducting the research analysis. The time given for this specific research investigation is insufficient for doing it completely. Additionally, the researcher was also divested of monetary resources, which are crucial to the success of the entire research endeavor. As a result, the researcher was only

able to focus the attention on the secondary data. Furthermore, there were a few reliable materials, such as journals, papers, or books, that discussed the influence of WFH culture in India during the post-pandemic period, and the possibility of a covid outbreak is still present.

5.4. Future Scope Of the research:

The implications and findings of this research study would have been far more thorough and comprehensive if reliable primary and secondary data and resources were available. Therefore, there is enough room and opportunity to conduct a more thorough analysis of this particular research. The effectiveness of positive approaches, their impact, and applicable recommendations by renowned IT sectors can be easily explored if there is influential analysis in the portion of the research methodology.

CHAPTER 6: RECOMMENDATIONS

Provide intercommunicating sessions with advanced technologies

Many of the employees conduct their job from their homes both during the lockdown and after COVID. As a result, many already felt less a part of their businesses and teammates. In order to help people, feel more at ease, familiar, and connected with their organizations and teammates. The IT industry should organize a few seminars, conferences, or casual get-togethers by making use of the technologies like metaverse, artificial intelligence, cloud computing, and virtual reality on any subject to promote greater engagement between its staff and the administrative body thus familiarising the advanced technologies (Infosys, 2022) (Javaid et al., 2020). So that they can offer appropriate innovative suggestions. The ultimate strength of any industry is teamwork, which a corporation must comprehend (Schindler and MCC, 2018).

Provide orientation classes to the new employees:

A business should be aware that the employment process has changed in the post-pandemic environment, as should its employees. The new hires occasionally leave or get fired from their previous positions. Mostly they appear to be in a tense and unstable mental state, due to the pandemic (Gangwar and D'Costa, 2021). As a result, they should attend some orientation seminars or workshops to help them grasp their responsibilities, feel more at home, and connect with other new or returning employees.

Improve and handle the bonding with clients

When a corporation advances its business after the pandemic, there may be numerous questions concerning its comebacks. Customers can lose the feeling they once had and may begin to question the company's ability. As a result, the IT sector organization needs to locate a suitable strategy to handle its new and existing clientele. And it should be published for example IBM

opted for the R2R strategy which includes reviving, normalizing, vitalizing, and reinventing (IBM Corporation, 2020).

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Appendices

SUPERVISION LOG		
Date Of Contact	Details Of Meeting	Supervisor
17 Oct - 2022	<ul style="list-style-type: none"> Initial mail for the meeting was received on Oct 11. Informed to be prepared on the topic/idea/interest The first meeting was offline face-to-face interaction. Discussed the overall structure of the SG7002 Applied project module. Discussed the area of interest and how to select a topic for the dissertation. Informed to collect data on the area of interest for the next meeting. 	Sujay Sinha
24 Oct	<ul style="list-style-type: none"> A brief discussion on the area of interest. Explained the introduction chapter and literature review and informed to submit the topic and prepare the introduction part and collect details for the literature review chapter for the next section. It was a face-to-face interaction class. 	Sujay Sinha
18 Nov	<ul style="list-style-type: none"> Topic: "Post COVID-19: The Impact of Work from Home In The IT Sector Focused On IBM In India" was opted first on Nov 9. The collected details regarding the topic were discussed. Informed to supply a copy of the Introduction and literature review in the next section. 	Sujay Sinha
25 Nov	<ul style="list-style-type: none"> Supplied the Introduction and literature review. Informed the difficulty in collecting data on the topic. Informed to try and collect data on the topic or make slight variations on it. 	Sujay Sinha

	<ul style="list-style-type: none"> Discussed the methodology chapter and suggested referring to Saunder's research philosophies. 	
06 Dec	<ul style="list-style-type: none"> Made a change in the topic: "Post COVID-19: The Impact of Work From Home On The IT Sector In India" on Nov 28. Altered and explained the introduction and literature review and methodology based on the topic. Discussed the format of Research Questions and Research Objectives. Explained the Research methodology like the inductive research approach, and positivist research philosophy. Informed to present an outline and structure of the whole dissertation at the next meeting with data analysis. It was an Online teams meeting. 	Sujay Sinha
22 Dec	<ul style="list-style-type: none"> Presented the dissertation and explained the structure with the methodology and data analysis. Informed to continue with the conclusion and recommendation chapter. It was an Online team discussion. 	Sujay Sinha
29 Dec-2022	<ul style="list-style-type: none"> Discussed the conclusion and recommendation. Discussed a few doubts regarding the dissertation. It was the Final meeting which was conducted on teams. 	Sujay Sinha

