Impact of 'Work from Home' Arrangement on Performance and Productivity and the mediating role of Employee Well-being: A comparative study on Male and Female IT Professionals

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ABSTRACT:

The COVID-19 pandemic brought a transformation in work practices, with Work-from-Home (WFH) evolving from an emergency response into a continuing work arrangement, particularly in the Information Technology (IT) sector. Against this backdrop, this research study investigates the impact of the WFH arrangement on the performance and the productivity of IT professionals in Kolkata, and the mediating role of employee well-being. The study adopted an empirical and exploratory research design. Data were collected from 505 IT professionals with WFH experience, comprising 261 males and 244 females, through a structured questionnaire using a five-point Likert scale. Purposive snowball sampling techniques were employed. The questionnaire demonstrated high reliability, with Cronbach's Alpha values of .880 for males and .938 for females. Statistical analysis included One-way ANOVA, Welch ANOVA, Kruskal-Wallis tests, Pearson correlation and simple linear regression. The findings reveal that all six hypotheses relating to performance were statistically significant for both male and female respondents. Performance was significantly influenced by marital status, organisational support, childcare responsibilities, infrastructure accessibility, working hours and family support. A strong positive relationship was established between well-being and performance among both males ($r = .895$) and females ($r = .930$), with well-being explaining 80.1% and 86.5% of the variance in performance, respectively.

Keywords: Covid-19 pandemic, Work-from-home, IT Professionals,Performance, Well-being

1. Introduction

Work from home (WFH) or remote working is a modern employment arrangement in which employees perform their professional duties from their residence rather than a traditional office, enabled by technology and high-speed internet.

The shift to remote work in the IT sector in post-COVID India brings both positives and negatives. On the positive side, the employees relish the newfound flexibility that allows them to craft their work schedules more autonomously. However, the negative terrain of remote work presents a set of challenges, such as isolation, struggle in balancing personal and professional life, and other mental and physical health issues [3]. Especially in cases where the work-from-home situation is prolonged, these effects become more pronounced and, in turn, might impact employees' performance and productivity.

2. Literature Review

Sukumaran et al. (2023) aimed to analyze job satisfaction and productivity among IT employees in Kerala. Results indicated that most respondents found remote work productive, especially women, who achieved a better work-life balance than men [11]. Kurdy, Al-Malkawi & Rizwan (2023) investigated the variables affecting the productivity of remote workers in the UAE during the COVID-19 pandemic. The analysis revealed that workload, job satisfaction, work-life balance, and social support impacted productivity during the COVID-19 pandemic [7]. Anakpo, Nqwayibana & Mishi (2023) studied to understand the impact of work-from-home on employee performance and productivity. The findings denoted that the impact of the work-from-home model on employee performance and productivity varied based on factors, such as the employer and industry characteristics, nature of the work, and home atmosphere [2]. Gibbs, Mengel & Siemroth (2023) analysed how productivity levels changed for more than 10,000 professionals during COVID-19 while doing remote work at an Indian tech company. They found longer workdays decline productivity [5]. Aiswarya & Perwez (2023) compared and assessed the work-life balance of women and men in a work-from-home situation during the COVID-19 pandemic and revealed that the shift to remote work raised concerns about work-life balance. Working women had a double burden as they struggled to reconcile family responsibility and work roles [1]. Vijayalakshmi, Nirmala & Subasree (2023) analyzed mental health and work-life balance of women IT professionals in India in work-from-home situations. Findings showed a strong connection between interference of work schedule in personal life and mental exhaustion [12]. Mamatha & Thoti (2023) studied the effects of remote work on both employee productivity and work-life balance. They found in their study that remote work offers greater flexibility for employees, but it erased boundaries between work and personal life and increased feelings of loneliness [8]. Prasad et al. (2023) conducted an empirical study on remote work-from-home and its effects on employees' job satisfaction and motivation. They found the influence of independent variables such as technology, teamwork, employee self-efficacy, and occupational stress on dependent variables like intrinsic and extrinsic motivation and job satisfaction of the employees [10]. Anthony, Golden & Stephen (2023) aimed to explore whether working from home (WFH) contributes to employee job satisfaction. The results indicated that most employees were satisfied with remote work and stated a readiness to continue working remotely in the future [6]. Pradhan et al. (2023) have studied how COVID-19 stress was affecting employee productivity, performance and emotional well-being in the Indian service sector. COVID-19 stress was found to be significantly related to psychological well-being and job performance [9].

3. Research Methodology

- The study will be exploratory in nature.
- Sample: IT sector Employees of India
- Sampling technique: Purposive Snowball sampling
- Sample Size: Male IT Professionals of Kolkata-261

Female IT professional of Kolkata-244

Total: 505 IT Professionals of Kolkata

- The study is based on primary data. The

primary data is collected through a structured questionnaire. The questionnaire is developed on a five-point Likert Scale. The questionnaire contains a total of 27 questions. The first 11 questions are on categorical variables, and from Q12 to Q27 are on a five-point Likert Scale. Q12 to Q20 were related to the performance of IT professionals in Kolkata in the WFH situation, and from Q13 to 27 were on their perception of well-being in the WFH situation. Responses of both male and female respondents of Q12 to Q 20 were converted to a continuous variable -p mean (performance mean), and responses of Q13 to Q27 were converted to a continuous variable -w mean (well-being mean) for statistical analysis.

- The responses are analyzed through descriptive statistics such as frequency distribution, bar charts, etc., and through inferential statistics such as the K-W test, One-way ANOVA, Welch, Pearson Correlation, Simple Regression, etc., in the SPSS (Version 26) software.
- Reliability Statistics
- The reliability of the questionnaire is measured using Cronbach's Alpha value.
- Reliability Statistics for Male

Reliability Statistics	
Cronbach's Alpha	N of Items
.880	16

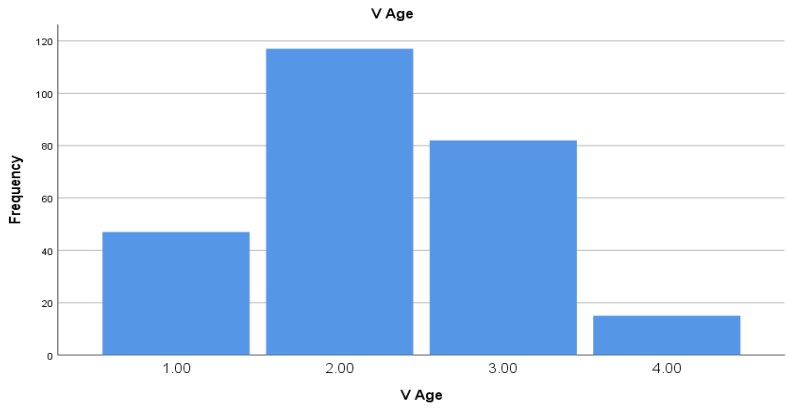
- Reliability Statistics for Female

Reliability Statistics	
Cronbach's Alpha	N of Items
.938	16

- While performing the One-way Anova Homogeneity of variance test (Levene's test), the Welch test was carried out, as parametric tests are much more sensitive to unequal variances than non-normal data. If Levene's test is significant ($p < 0.05$), one should read the Welch ANOVA row instead of the standard ANOVA row.
- Pearson Correlation: Pearson Correlation was also performed on both male and female data sets separately to check the relationship between the perceived well-being level and the perceived performance. In both male and female respondents, the r values (Pearson Correlation Coefficient) are 0.895 and 0.930, respectively, which are positive and quite high and depict a strong linear association between well-being and performance.
- In both males and females, the Pearson Correlation was followed by simple linear regression, and the R-squared (Coefficient of Determination) values for male and female respondents are 0.801 and 0.865, respectively. It has been found that the simple regression models were significant for both males and females. The results indicated that well-being is a significant predictor of performance.

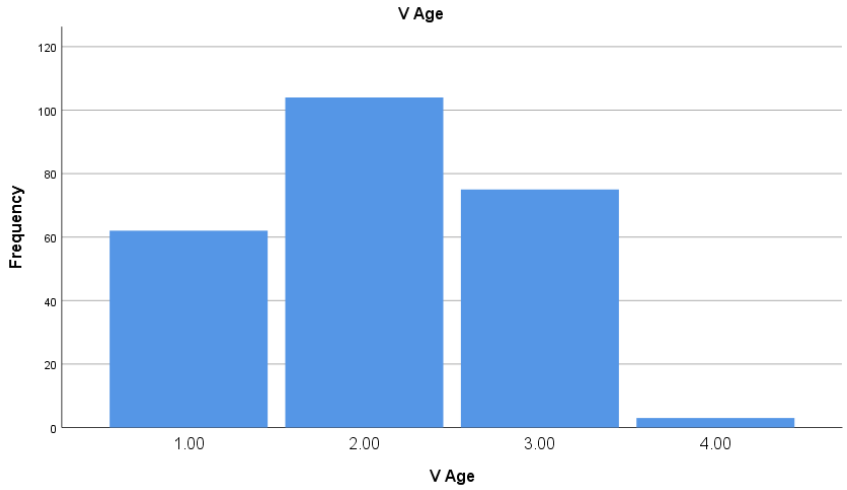
4. Demographic Profile of the Sample

Age (Male)					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	1.00	47	18.0	18.0	18.0
	2.00	117	44.8	44.8	62.8
	3.00	82	31.4	31.4	94.3
	4.00	15	5.7	5.7	100.0
	Total	261	100.0	100.0	



Among male respondents, 47 belonged to the age group 1186-1227 years, 117 belonged to the age group 1186-1227 years, 82 belonged to the age group 1186-1227 years, and 15 were above 50 years.

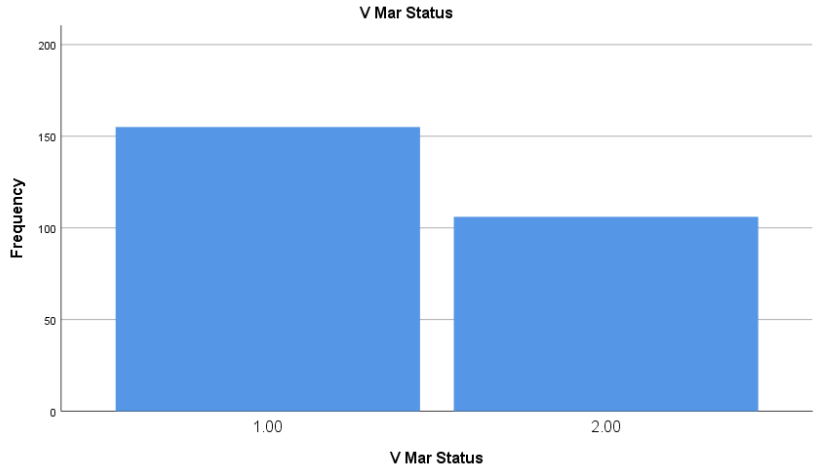
Age (Female)					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	1.00	62	25.4	25.4	25.4
	2.00	104	42.6	42.6	68.0
	3.00	75	30.7	30.7	98.8
	4.00	3	1.2	1.2	100.0
	Total	244	100.0	100.0	



Among female respondents, 62 belonged to the age group 1186-1227 years, 104 belonged to the age group 1186-1227 years, 75 belonged to the age group 1186-1227 years, and 3 were above 50 years.

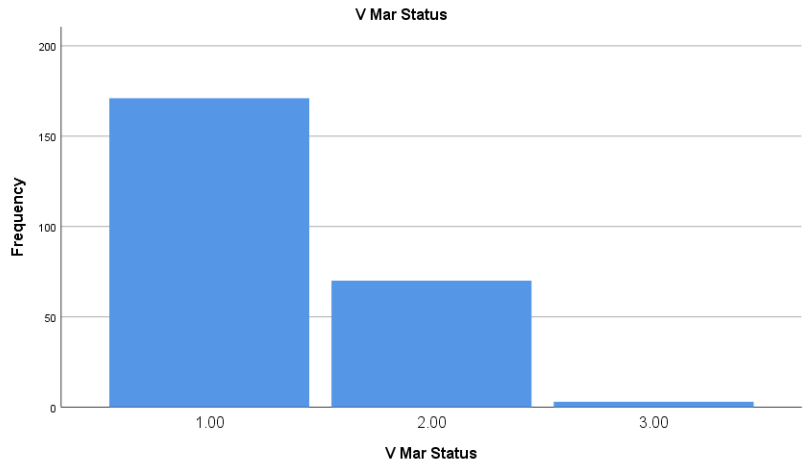
Marital Status (Male)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	155	59.4	59.4	59.4
	2.00	106	40.6	40.6	100.0
	Total	261	100.0	100.0	



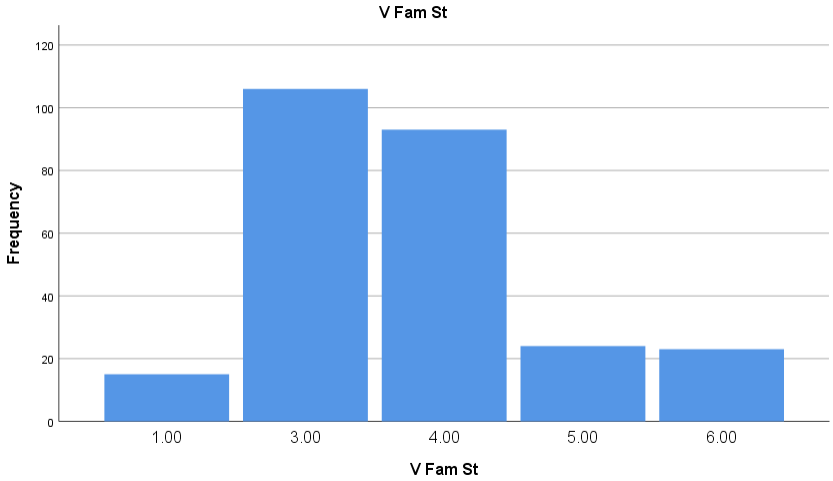
Among male respondents, 155 were married, and 106 were unmarried.

Marital Status (Female)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	171	70.1	70.1	70.1
	2.00	70	28.7	28.7	98.8
	3.00	3	1.2	1.2	100.0
	Total	244	100.0	100.0	



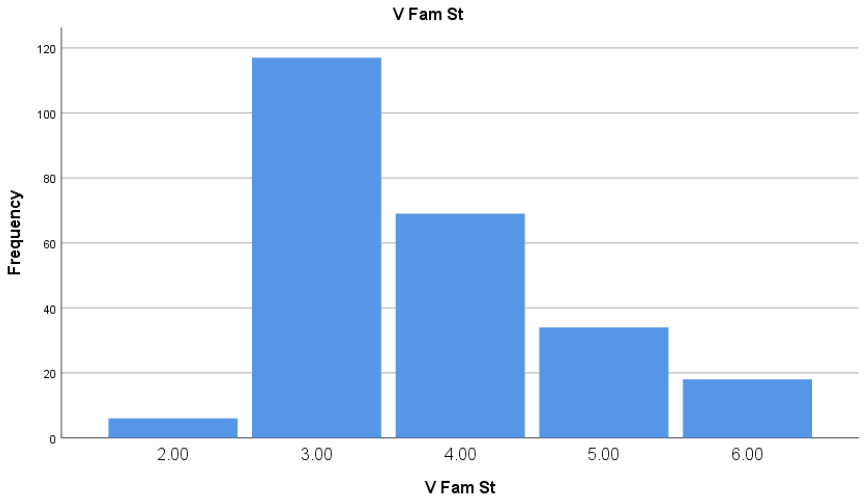
Among female respondents, 171 were married, 70 were unmarried, and 3 belonged to the other category.

Family Structure (Male)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	15	5.7	5.7	5.7
	3.00	106	40.6	40.6	46.4
	4.00	93	35.6	35.6	82.0
	5.00	24	9.2	9.2	91.2
	6.00	23	8.8	8.8	100.0
	Total	261	100.0	100.0	



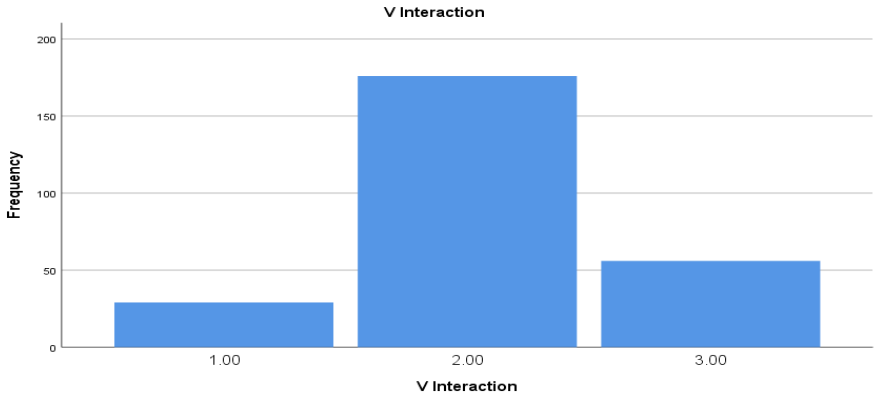
Among male respondents, 15 were single without kids, 106 belonged to a nuclear family and have kids, 93 belonged to a nuclear family and do not have kids, 24 belonged to a joint family and have kids and 23 belonged to a joint family and do not have kids.

Family Structure (Female)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	6	2.5	2.5	2.5
	3.00	117	48.0	48.0	50.4
	4.00	69	28.3	28.3	78.7
	5.00	34	13.9	13.9	92.6
	6.00	18	7.4	7.4	100.0
	Total	244	100.0	100.0	



Among female respondents, 6 were single with kids, 117 belonged to a nuclear family and have kids, 69 belonged to a nuclear family and do not have kids, 34 belonged to a joint family and have kids and 18 belonged to a joint family and do not have kids.

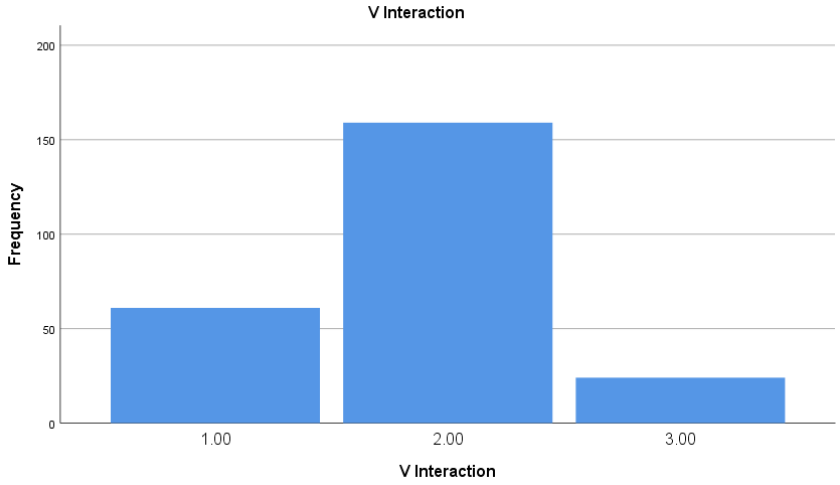
Interaction (Male)					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	1.00	29	11.1	11.1	11.1
	2.00	176	67.4	67.4	78.5
	3.00	56	21.5	21.5	100.0
	Total	261	100.0	100.0	



Among male respondents, 29 said that they experience low support and communication from the higher authority and team, 176 said that they experience moderate support and communication from the higher authority and team, and 56 said that they experience high support and communication from the higher authority and team.

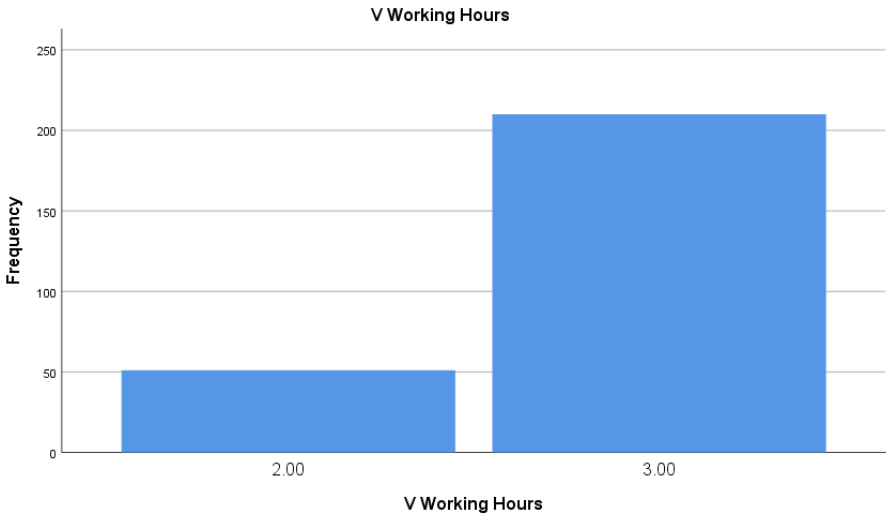
Interaction (Female)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	61	25.0	25.0	25.0
	2.00	159	65.2	65.2	90.2
	3.00	24	9.8	9.8	100.0
	Total	244	100.0	100.0	



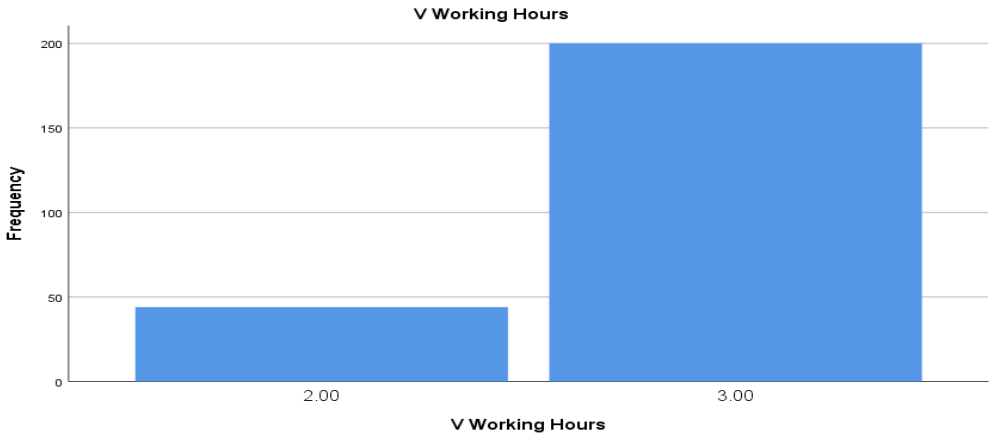
Among female respondents, 61 said that they experience low support and communication from the higher authority and team, 159 said that they experience moderate support and communication from the higher authority and team, and 24 said that they experience high support and communication from the higher authority and team.

Working Hours (Male)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	51	19.5	19.5	19.5
	3.00	210	80.5	80.5	100.0
	Total	261	100.0	100.0	



Among male respondents, 51 work 1186-1227 hours a day, whereas 210 work more than 10 hours a day in a WFH situation.

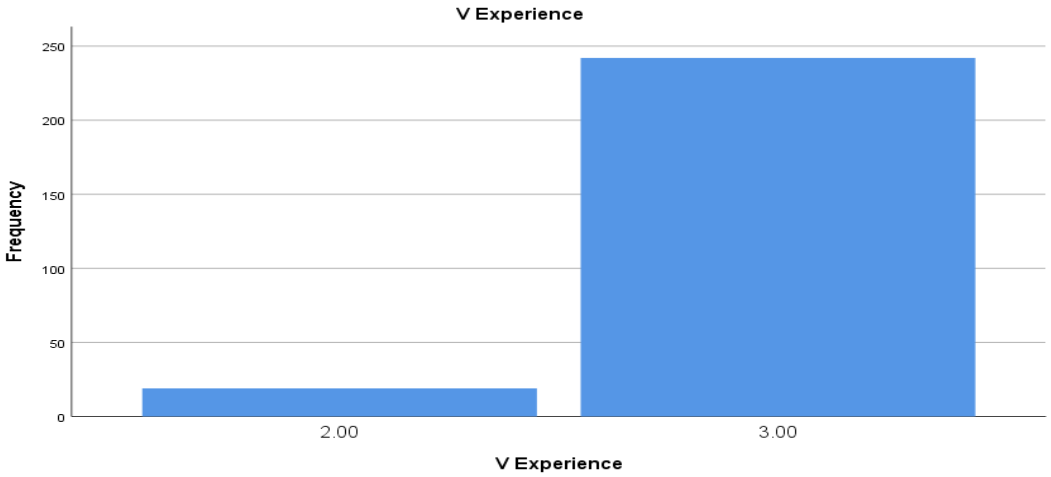
Working Hours (Female)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	44	18.0	18.0	18.0
	3.00	200	82.0	82.0	100.0
	Total	244	100.0	100.0	



Among female respondents, 44 work 1186-1227 hours a day, whereas 200 work more than 10 hours a day in a WFH situation.

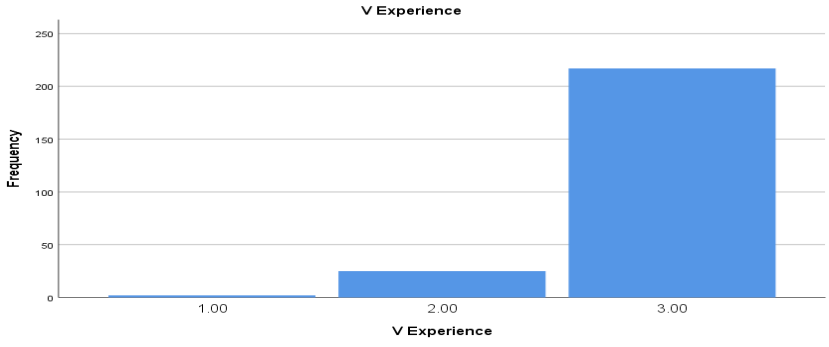
Experience (Male)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	19	7.3	7.3	7.3
	3.00	242	92.7	92.7	100.0

	Total	261	100.0	100.0	



Among male respondents, 19 were working for 6 months to 1 year from home, and 242 were working for more than 1 year from home.

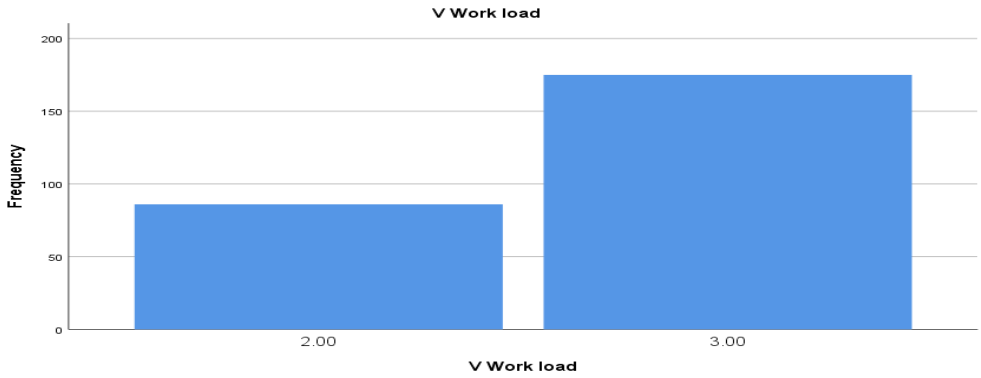
Experience (Female)					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	1.00	2	.8	.8	.8
	2.00	25	10.2	10.2	11.1
	3.00	217	88.9	88.9	100.0
	Total	244	100.0	100.0	



Among female respondents, 2 were working for 1186-1227 months from home, 25 were working for 6 months to 1 year, and 217 were working for more than 1 year from home.

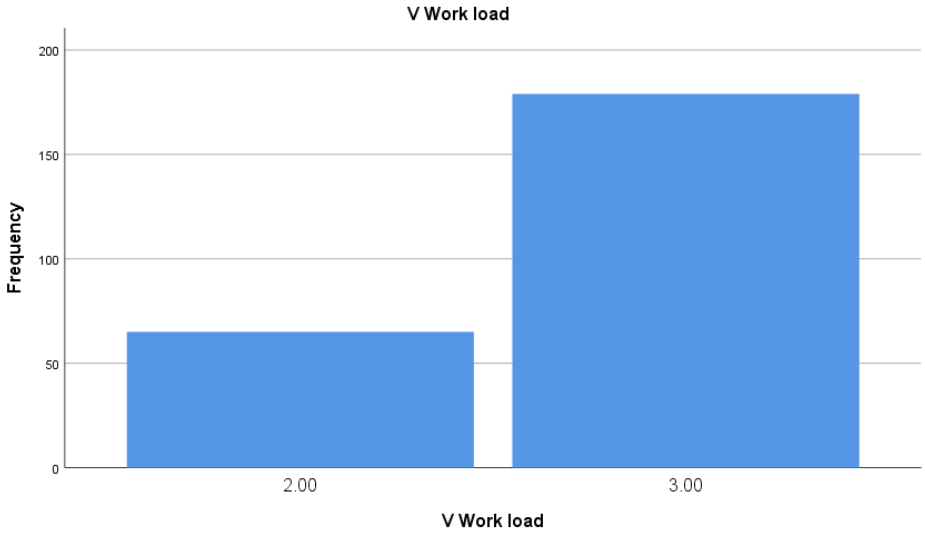
Workload (Male)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	86	33.0	33.0	33.0
	3.00	175	67.0	67.0	100.0
	Total	261	100.0	100.0	



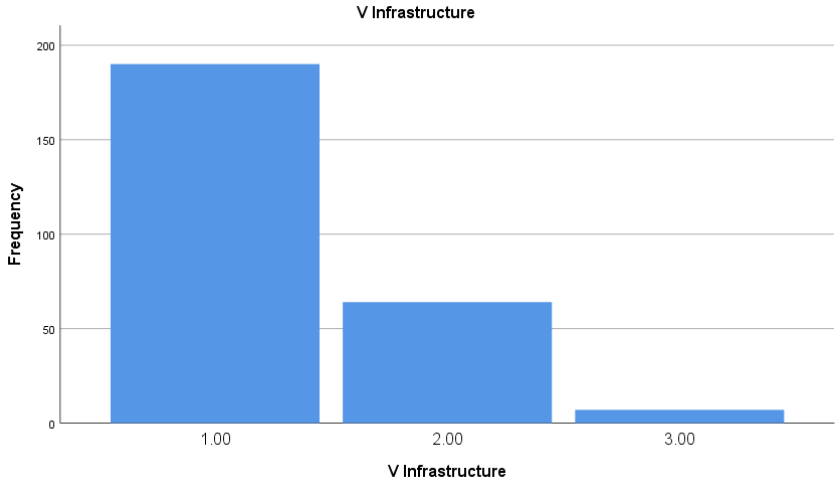
Among male respondents, 86 were experiencing moderate to heavy workload in the WFH situation, and 175 were experiencing extremely heavy workload in the WFH situation.

Workload (Female)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	65	26.6	26.6	26.6
	3.00	179	73.4	73.4	100.0
	Total	244	100.0	100.0	



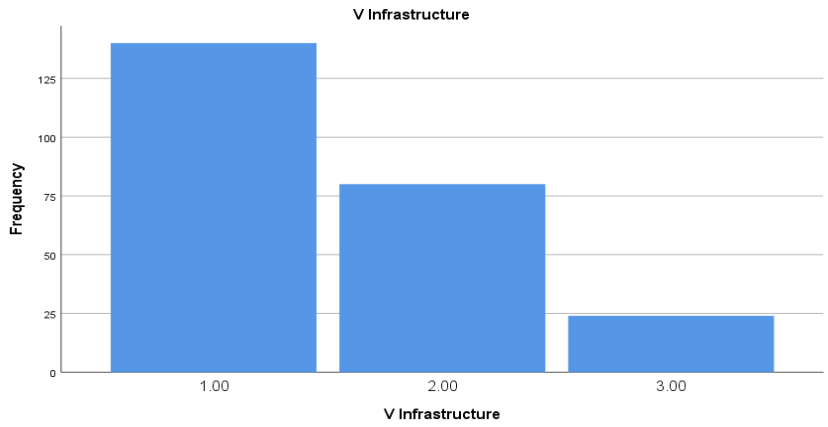
Among female respondents, 65 were experiencing moderate to heavy workload in the WFH situation, and 179 were experiencing extremely heavy workload in the WFH situation.

Infrastructure (Male)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	190	72.8	72.8	72.8
	2.00	64	24.5	24.5	97.3
	3.00	7	2.7	2.7	100.0
	Total	261	100.0	100.0	



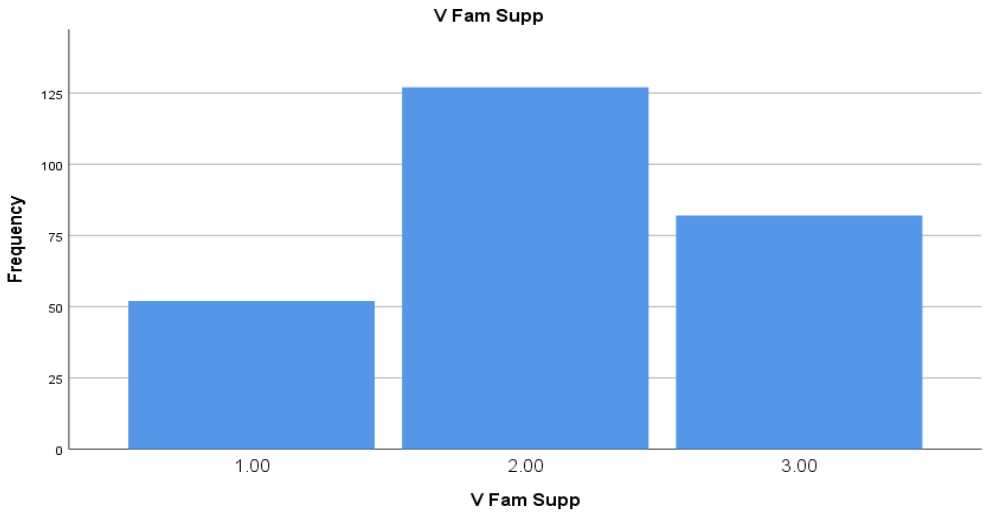
Among male respondents, 190 have adequate infrastructure in the WFH situation, 64 have moderate infrastructure, and 7 reported having inadequate infrastructure availability in the WFH situation.

Infrastructure (Female)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	140	57.4	57.4	57.4
	2.00	80	32.8	32.8	90.2
	3.00	24	9.8	9.8	100.0
	Total	244	100.0	100.0	



Among female respondents, 140 have adequate infrastructure in the WFH situation, 80 have moderate infrastructure, and 24 reported having inadequate infrastructure availability in the WFH situation.

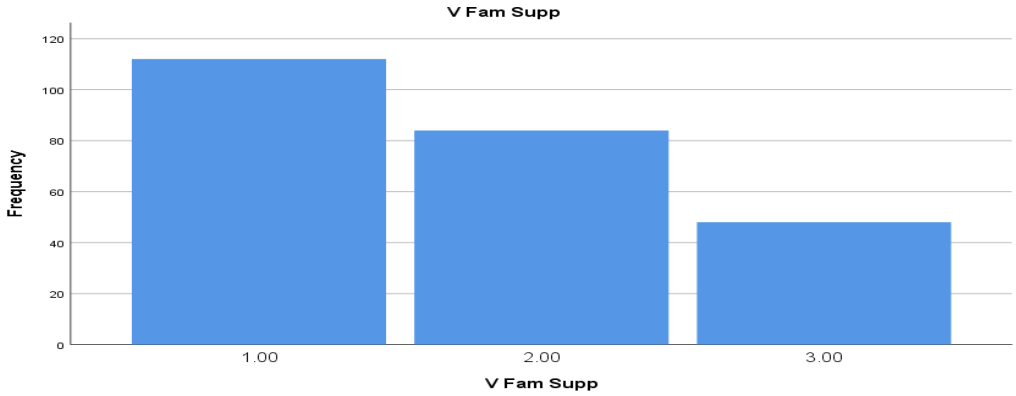
Family Support (Male)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	52	19.9	19.9	19.9
	2.00	127	48.7	48.7	68.6
	3.00	82	31.4	31.4	100.0
	Total	261	100.0	100.0	



Among male respondents, 52 experienced low to moderate family support in the WFH situation, 127 experienced moderate to high family support, and 82 experienced very high family support in the WFH situation.

Family Support (Female)				
	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1.00	112	45.9	45.9	45.9
	2.00	84	34.4	34.4	80.3
	3.00	48	19.7	19.7	100.0
	Total	244	100.0	100.0	



Among female respondents, 112 were experiencing low to moderate family support in the WFH situation, 84 were experiencing moderate to high family support, and 48 were experiencing very high family support in the WFH situation.

5. Major Findings in Male and Female Respondents: Testing of Hypotheses: Comparative Analysis

Set 1 (Male)

H0MP: Performance in WFH situations is not significantly influenced by marital status for male IT professionals.

H1MP: Performance in WFH situations is significantly influenced by marital status for male IT professionals.

Kruskal-Wallis Test

Table 5.1(Ai): Ranks of Male IT Professionals by Marital Status

Ranks			
	Marital Status	**N**	**Mean Rank**
Vp_mean	Married	155	94.27
	Unmarried	106	184.70
	Total	261	

Table 5.1(Aii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Male) by Marital Status

Test Statisticsa,b	
	Vp_mean
Chi-Square	90.899
df	1
Asymp. Sig.	.000
Grouping Variable: Marital Status	

Asymptotic Sig (p-value) is < 0.05, H1MP is accepted. There is a significant difference in the perceptions of work performance among male IT professionals based on their marital status while working from home. Unmarried male IT professionals with a higher mean rank perceive their performance more positively.

Table 5.1(Aiii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Male IT Professionals by Marital Status

Vp_mean			
Levene Statistic	**df1**	**df2**	**Sig.**
22.321	1	259	.000

p-value < 0.05; hence, the variance across the groups is not homogeneous and unequal. So, the Welch ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Table 5.1(Aiv): One-Way ANOVA of Perceived Work Performance (Vp_mean) by Marital Status among Male IT Professionals

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	45.781	1	45.781	160.796	.000
Within Groups	73.742	259	.285		

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	45.781	1	45.781	160.796	.000
Within Groups	73.742	259	.285		
Total	119.523	260			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.1(Av): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Male IT Professionals by Marital Status / Robust Tests of Equality of Means

Vp_mean				
	Statistica	**df1**	**df2**	**Sig.**
Welch	179.784	1	257.510	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Here, it is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1MP is accepted. Marital Status influenced the performance of male IT professionals in Kolkata.

Set 1 (Female)

H0FP: Performance in WFH situations is not significantly influenced by marital status for female IT professionals.

H1FP: Performance in WFH situations is significantly influenced by marital status for female IT professionals.

Kruskal-Wallis Test

Table 5.1(Bi): Ranks of Female IT Professionals by Marital Status

Ranks			
	Marital Status	**N**	**Mean Rank**
Vp_mean	Married	171	90.84
	Unmarried	70	198.50
	Others	3	153.67

Ranks			
	Marital Status	**N**	**Mean Rank**
Vp_mean	Married	171	90.84
	Unmarried	70	198.50
	Others	3	153.67
	Total	244	

Table 5.1(Bii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Female) by Marital Status

Test Statisticsa,b	
	Vp_mean
Chi-Square	116.638
Df	2
Asymp. Sig.	.000
Grouping Variable: Marital Status	

Asymptotic Sig (p-value) is < 0.05, H1FP is accepted. There is a significant difference in the perception of work performance among female IT professionals based on their marital status while working from home. Unmarried female IT professionals with a higher mean rank perceive their performance more positively.

Table 5.1(Biii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Female IT Professionals by Marital Status

Vp_mean			
Levene Statistic	**df1**	**df2**	**Sig.**
5.926	2	241	.003

p-value < 0.05; hence, the variance across the groups is not homogeneous and unequal. So, the Welch ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Table 5.1(Biv): One-Way ANOVA of Perceived Work Performance (Vp_mean) by Marital Status among Female IT Professionals

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	127.038	2	63.519	147.955	.000

Within Groups	103.465	241	.429		
Total	230.502	243			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.1(Bv): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Female IT Professionals by Marital Status / Robust Tests of Equality of Means

Vp_mean				
	Statistica	**df1**	**df2**	**Sig.**
Welch	181.752	2	5.601	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Here, it is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1FP is accepted. Marital Status influenced the performance of female IT professionals in Kolkata.

Set 2 (Male)

H0MP: Performance in a WFH scenario is not substantially affected by support from team members and superiors in male IT professionals.

H1MP: Performance in a WFH scenario is substantially affected by support from team members and superiors in male IT professionals.

Kruskal-Wallis Test

Table 5.2(Ai): Ranks of Male IT Professionals by Nature of Interaction with the team and superiors

Ranks			
	Nature of Interaction with the team and superiors	**N**	**Mean Rank**
Vp_mean	Low Support	29	63.93
	Moderate Support	176	122.94
	High Support	56	191.05
	Total	261	

Table 5.2(Aii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Male) by Nature of

Interaction with the team and superiors

Test Statisticsa,b	
	Vp_mean
Chi-Square	60.716
Df	2
Asymp. Sig.	.000
Grouping Variable: Nature of Interaction with team and superiors	

As the p-value is < 0.05, H1MP is accepted, indicating a significant difference in male IT professionals' work performance based on support and communication. Those receiving high support and communication perform better in WFH than those receiving moderate or low support.

Table 5.2(Aiii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Male IT Professionals by Nature of Interaction with the team and superiors

Vp_mean			
Levene Statistic	**df1**	**df2**	**Sig.**
7.848	2	258	.000

The p-value < 0.05; hence, the variance across the groups is not homogeneous and unequal. So, the Welch ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Table 5.2(Aiv): One-Way ANOVA of Perceived Work Performance (Vp_mean) by Nature of Interaction with the team and superiors among Male IT Professionals

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	24.513	2	12.256	33.282	.000
Within Groups	95.011	258	.368		
Total	119.523	260			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.2(Av): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Male IT Professionals by Nature of Interaction with the team and superiors / Robust Tests of Equality of Means

Vp_mean				
	Statistica	**df1**	**df2**	**Sig.**
Welch	37.719	2	68.198	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

It is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1M is accepted. The support and communication received from their teammates and boss affect the performance of male IT professionals in Kolkata.

Set 2 (Female)

H0FP: Performance in a WFH scenario is not substantially affected by support from team members and superiors in female IT professionals.

H1FP: Performance in a WFH scenario is substantially affected by support from team members and superiors in female IT professionals.

Kruskal-Wallis Test

Table 5.2(Bi): Ranks of Female IT Professionals by Nature of Interaction with the team and superiors

Ranks			
	Nature of Interaction with the team and superiors	**N**	**Mean Rank**
Vp_mean	Low Support	61	54.76
	Moderate Support	159	136.03
	High Support	24	205.00
	Total	244	

Table 5.2(Bii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Female) by Nature of Interaction with the team and superiors

Test Statisticsa,b	
	Vp_mean

Chi-Square	95.221
Df	2
Asymp. Sig.	.000
Grouping Variable: Nature of Interaction with team and superiors	

As the p-value is < 0.05, H1FP is accepted, indicating a significant difference in female IT professionals' work performance based on support and communication. Those receiving high support and communication perform better in WFH than those receiving moderate or low support.

Table 5.2(Biii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Female IT Professionals by Nature of Interaction with the team and superiors

Vp_mean			
Levene Statistic	**df1**	**df2**	**Sig.**
46.960	2	241	.000

It is observed that the p-value < 0.05; thus, the variance across the groups is not homogeneous and unequal. So, Welch's ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Table 5.2(Biv): One-Way ANOVA of Perceived Work Performance (Vp_mean) by Nature of Interaction with the team and superiors among Female IT Professionals

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	79.853	2	39.927	63.872	.000
Within Groups	150.649	241	.625		
Total	230.502	243			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.2(Bv): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Female IT Professionals by Nature of Interaction with the team and superiors / Robust Tests of Equality of Means

Vp_mean

	Statistica	df1	df2	Sig.
Welch	130.576	2	69.010	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Here, it is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1F is accepted. The support and communication received from their teammates and boss affect the performance of female IT professionals in Kolkata.

Set 3 (Male)

H0MP: Performance in a WFH scenario is not significantly affected due to childcare responsibilities for male IT professionals.

H1MP: Performance in a WFH scenario is significantly affected due to childcare responsibilities for male IT professionals.

Kruskal-Wallis Test

Table 5.3(Ai): Ranks of Male IT Professionals by Family Structure

Ranks			
	Family Structure	N	Mean Rank
Vp_mean	Single	15	171.23
	Nuclear with kids	106	82.78
	Nuclear without kids	93	194.93
	Joint with kids	24	52.25
	Joint without kids	23	150.65
	Total	261	

Table 5.3(Aii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Male) by Family Structure

Test Statisticsa,b	
	Vp_mean
Chi-Square	142.774
Df	4
Asymp. Sig.	.000

Test Statisticsa,b	
	Vp_mean
Chi-Square	142.774
Df	4
Asymp. Sig.	.000
Grouping Variable: Family Structure	

As the p-value is < 0.05, H1MP is accepted, indicating a significant difference in male IT professionals' work performance based on childcare responsibilities. Men without children, particularly those in nuclear families, perform better in a WFH situation than those with childcare responsibilities.

Table 5.3(Aiii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Male IT Professionals by Family Structure

Vp_mean			
Levene Statistic	**df1**	**df2**	**Sig.**
4.071	4	256	.003

The p-value < 0.05; hence, the variance across the groups is not homogeneous and unequal. So, the Welch ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Table 5.3(Aiv): One-Way ANOVA of Perceived Work Performance (Vp_mean) by Family Structure among Male IT Professionals

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	69.473	4	17.368	88.837	.000
Within Groups	50.050	256	.196		
Total	119.523	260			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.3(Av): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Male IT Professionals by Family Structure / Robust Tests of Equality of Means

Vp_mean				
	Statistica	**df1**	**df2**	**Sig.**
Welch	100.214	4	60.613	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Here, it is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1MP is accepted. Childcare responsibility significantly affects the performance of male IT professionals in Kolkata.

Set 3 (Female)

H0FP: Performance in a WFH scenario is not significantly affected due to childcare responsibilities for female IT professionals.

H1FP: Performance in a WFH scenario is significantly affected due to childcare responsibilities for male IT professionals.

Kruskal-Wallis Test

Table 5.3(Bi): Ranks of Female IT Professionals by Family Structure

Ranks			
	Family Structure	**N**	**Mean Rank**
Vp_mean	Single with kids	6	144.25
	Nuclear with kids	117	86.32
	Nuclear without kids	69	200.41
	Joint with kids	34	62.13
	Joint without kids	18	165.83
	Total	244	

Table 5.3(Bii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Female) by Family Structure

Test Statisticsa,b	
	Vp_mean
Chi-Square	147.660
df	4
Asymp. Sig.	.000

Test Statisticsa,b	
	Vp_mean
Chi-Square	147.660
df	4
Asymp. Sig.	.000
Grouping Variable: Family Structure	

Asymptotic Sig (p-value) is < 0.05, H1FP is accepted. There is a significant difference in female IT professionals' work performance based on childcare responsibilities during WFH. Women without children, particularly those in nuclear families, perform better than those shouldering childcare responsibilities.

Table 5.3(Biii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Female IT Professionals by Family Structure

Vp_mean			
Levene Statistic	**df1**	**df2**	**Sig.**
4.058	4	239	.003

p-value < 0.05; hence, the variance across the groups is not homogeneous and unequal. So, the Welch ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Table 5.3(Biv): One-Way ANOVA of Perceived Work Performance (Vp_mean) by Family Structure among Female IT Professionals

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	160.551	4	40.138	137.138	.000
Within Groups	69.951	239	.293		
Total	230.502	243			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.3(Bv): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Female IT Professionals by Family Structure / Robust Tests of Equality of Means

Vp_mean				
	Statistica	**df1**	**df2**	**Sig.**

Welch	178.376	4	31.536	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Here, it is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1FP is accepted. Childcare responsibility significantly affects the performance of female IT professionals in Kolkata.

Set 4 (Male)

H0MP: Performance is not influenced by the accessibility to infrastructural facilities for male IT professionals in a WFH scenario.

H1MP: Performance is influenced by the accessibility to infrastructural facilities for male IT professionals in a WFH scenario.

Kruskal-Wallis Test

Table 5.4(Ai): Ranks of Male IT Professionals by Accessibility to Infrastructure

Ranks			
	Accessibility to Infrastructure	**N**	**Mean Rank**
Vp_mean	Adequate	190	157.52
	Moderate	64	65.11
	Inadequate	7	13.57
	Total	261	

Table 5.4(Aii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Male) by Accessibility to Infrastructure

Test Statisticsa,b	
	Vp_mean
Chi-Square	89.709
df	2
Asymp. Sig.	.000
Grouping Variable: Availability of Infrastructure	

Asymptotic Sig (p-value) is < 0.05; H1MP is accepted. There is a significant difference in the perceptions of work performance among male IT professionals based on accessibility to infrastructure in a WFH situation. The highest mean rank shows that male respondents who get adequate infrastructure in the WFH situation perform better than those who get moderate or inadequate infrastructure.

Table 5.4(Aiii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Male IT Professionals by Accessibility to Infrastructure

Vp_mean			
Levene Statistic	**df1**	**df2**	**Sig.**
10.982	2	258	.000

p-value < 0.05; hence, the variance across the groups is not homogeneous and unequal. So, the Welch ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Table 5.4(Aiv): One-Way ANOVA of Perceived Work Performance (Vp_mean) by Accessibility to Infrastructure among Male IT Professionals

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	42.452	2	21.226	71.055	.000
Within Groups	77.071	258	.299		
Total	119.523	260			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.4(Av): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Male IT Professionals by Accessibility to Infrastructure / Robust Tests of Equality of Means

Vp_mean				
	Statistica	df1	df2	Sig.
Welch	147.756	2	21.624	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Here, it is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1MP is accepted. The accessibility to infrastructure influences the performance of male IT professionals in Kolkata.

Set 4 (Female)

H0FP: Performance is not influenced by the accessibility to infrastructural facilities for female IT professionals in a WFH scenario.

H1FP: Performance is influenced by the accessibility to infrastructural facilities for female IT professionals in a WFH scenario.

Kruskal-Wallis Test

Table 5.4(Bi): Ranks of Female IT Professionals by Accessibility to Infrastructure

Ranks			
	Accessibility to Infrastructure	**N**	**Mean Rank**
Vp_mean	Adequate	140	167.51
	Moderate	80	71.39
	Inadequate	24	30.31
	Total	244	

Table 5.4(Bii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Female) by Accessibility to Infrastructure

Test Statisticsa,b	
	Vp_mean
Chi-Square	140.421
df	2
Asymp. Sig.	.000
Grouping Variable: Availability of Infrastructure	

Asymptotic Sig (p-value) is < 0.05, H1FP is accepted. There is a significant difference in the perception of work performance among female IT professionals based on the accessibility to infrastructure in a WFH situation. The highest mean rank shows that female respondents who get adequate infrastructure in the WFH situation perform better than those who get moderate or inadequate infrastructure.

Table 5.4(Biii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Female IT Professionals by Accessibility to Infrastructure

Vp_mean			
Levene Statistic	**df1**	**df2**	**Sig.**
66.769	2	241	.000

p-value < 0.05; hence, the variance across the groups is not homogeneous and unequal. So, the Welch ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	**117.270**	**2**	**58.635**	**124.797**	**.000**
Within Groups	113.232	241	.470		
Total	230.502	243			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.4(Bv): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Female IT Professionals by Accessibility to Infrastructure / Robust Tests of Equality of Means

Vp_mean				
	Statistica	**df1**	**df2**	**Sig.**
Welch	179.668	2	94.140	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Here, it is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1FP is accepted. The accessibility to infrastructure influences the performance of female IT professionals in Kolkata.

Set 5 (Male)

H0MP: Performance is not negatively affected due to long working hours in a WFH situation for male IT professionals.

H1MP: Performance is negatively affected due to long working hours in a WFH situation for male IT professionals.

Kruskal-Wallis Test

Table 5.5(Ai): Ranks of Male IT Professionals by Average Working Hours per day

Ranks			
	Average Working Hours per day	**N**	**Mean Rank**
Vp_mean	1186-1227hours	51	200.40
	More than 10 hours	210	114.15
	Total	261	

Table 5.5(Aii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Male) by Average Working Hours per day

Test Statisticsa,b	
	Vp_mean
Chi-Square	53.912
df	1
Asymp. Sig.	.000
Grouping Variable: Average Working Hours per day	

Asymptotic Sig (p-value) is < 0.05, H1MP is accepted. There is a significant difference in male IT professionals' work performance based on working hours during WFH. Those working 8–10 hours a day perform better than those working over 10 hours, indicating that long working hours negatively affect performance.

Table 5.5(Aiii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Male IT Professionals by Average Working Hours per day

Vp_mean

Levene Statistic	**df1**	**df2**	**Sig.**
82.130	1	259	.000

The p-value < 0.05; hence, the variance across the groups is not homogeneous and unequal. So, the Welch ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Table 5.5(Aiv): One-Way ANOVA of Perceived Work Performance (Vp_mean) by Average Working Hours per day among Male IT Professionals

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**

Between Groups	25.424	1	25.424	69.978	.000
Within Groups	94.099	259	.363		
Total	119.523	260			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.5(Av): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Male IT Professionals by Working Hours per day / Robust Tests of Equality of Means

Vp_mean				
	Statistica	**df1**	**df2**	**Sig.**
Welch	179.982	1	202.953	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Here, it is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1MP is accepted. Prolonged working hours negatively affect the performance of male IT professionals in Kolkata in the WFH arrangements.

Set 5 (Female)

H0FP: Performance is not negatively affected due to long working hours in a WFH situation for female IT professionals.

H1FP: Performance is negatively affected due to long working hours in a WFH situation for female IT professionals.

Kruskal-Wallis Test

Table 5.5(Bi): Ranks of Female IT Professionals by Average Working Hours per day

Ranks			
	Average Working Hours per day	**N**	**Mean Rank**
Vp_mean	1186-1227hours	44	203.00
	More than 10 hours	200	104.79
	Total	244	

Table 5.5(Bii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Female) by Average Working Hours per day

Test Statisticsa,b

	Vp_mean
Chi-Square	70.122
df	1
Asymp. Sig.	.000
Grouping Variable: Average Working Hours per day	

Asymptotic Sig (p-value) is < 0.05; H1F is accepted. There is a significant difference in female IT professionals' work performance based on working hours during WFH. Those working 8–10 hours a day perform better than those working over 10 hours, indicating that long working hours negatively affect performance.

Table 5.5(Biii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Female IT Professionals by Average Working Hours per day

Vp_mean			
Levene Statistic	**df1**	**df2**	**Sig.**
22.542	1	242	.000

The p-value < 0.05; hence, the variance across the groups is not homogeneous and unequal. So, the Welch ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Table 5.5(Biv): One-Way ANOVA of Perceived Work Performance (Vp_mean) by Average Working Hours per day among Female IT Professionals

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	74.132	1	74.132	114.727	.000
Within Groups	156.371	242	.646		
Total	230.502	243			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.5(Bv): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Female IT Professionals by Working Hours per day / Robust Tests of Equality of Means

Vp_mean				
	Statistica	**df1**	**df2**	**Sig.**
Welch	194.936	1	93.669	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Here, it is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1FP is accepted. Prolonged working hours negatively affect the performance of female IT professionals in Kolkata in the WFH situation.

Set 6 (Male)

H0MP: Performance in a WFH situation for male IT professionals is not significantly influenced by family support.

H1MP: Performance in a WFH situation for male IT professionals is highly influenced by family support.

Kruskal-Wallis Test

Table 5.6(Ai): Ranks of Male IT Professionals by Experiencing Family Support

Ranks			
	Experiencing Family Support	**N**	**Mean Rank**
Vp_mean	Low to Moderate	52	72.70
	Moderate to High	127	116.90
	Very High	82	189.81
	Total	261	

Table 5.6(Aii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Male) by Experiencing Family Support

Test Statisticsa,b	
	Vp_mean
Chi-Square	85.750
Df	2
Asymp. Sig.	.000

Test Statisticsa,b	
	Vp_mean
Chi-Square	85.750
Df	2
Asymp. Sig.	.000
Grouping Variable: Experiencing Family Support	

Asymptotic Sig (p-value) is < 0.05, H1MP is accepted. There is a significant difference in the perception of work performance among male IT professionals based on the family support they experience in a WFH situation. The highest mean rank shows that male respondents who get very high family support in the WFH situation perform better than those who get low to moderate or moderate to high family support.

Table 5.6(Aiii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Male IT Professionals by Experiencing Family Support

Vp_mean			
Levene Statistic	**df1**	**df2**	**Sig.**
10.326	2	258	.000

The p-value < 0.05; hence, the variance across the groups is not homogeneous and unequal. So, the Welch ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Table 5.6(Aiv): One-Way ANOVA of Perceived Work Performance (Vp_mean) by Experiencing Family Support among Male IT Professionals

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	35.798	2	17.899	55.157	.000
Within Groups	83.725	258	.325		
Total	119.523	260			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.6(Av): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Male IT Professionals by Experiencing Family Support / Robust Tests of Equality of Means

Vp_mean				
	Statistica	**df1**	**df2**	**Sig.**
Welch	56.865	2	124.376	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Here, it is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1MP is accepted. Family support in the WFH arrangement influences the performance of male IT professionals in Kolkata.

Set 6 (Female)

H0FP: Performance in a WFH situation for female IT professionals is not significantly influenced by family support.

H1FP: Performance in a WFH situation for female IT professionals is highly influenced by family support.

Kruskal-Wallis Test

Table 5.6(Bi): Ranks of Female IT Professionals by Experiencing Family Support

Ranks			
	Experiencing Family Support	**N**	**Mean Rank**
Vp_mean	Low to Moderate	112	61.35
	Moderate to High	84	152.21
	Very High	48	213.18
	Total	244	

Table 5.6(Bii): Kruskal–Wallis Test Statistics for Perceived Work Performance (Female) by Experiencing Family Support

Test Statisticsa,b	
	Vp_mean
Chi-Square	178.925
df	2
Asymp. Sig.	.000
Grouping Variable: Experiencing Family Support	

Asymptotic Sig (p-value) is < 0.05, H1FP is accepted. There is a significant difference in the perception of work performance among female IT professionals based on the family support they experience in a WFH situation. The highest mean rank shows that female respondents who get very high family support in the WFH situation perform better than those who get low to moderate or moderate to high family support.

Table 5.6(Biii): Test of Homogeneity of Variances for Perceived Work Performance (Vp_mean) among Female IT Professionals by Experiencing Family Support

Vp_mean			
Levene Statistic	**df1**	**df2**	**Sig.**
84.837	2	241	.000

The p-value < 0.05; hence, the variance across the groups is not homogeneous and unequal. So, the Welch ANOVA is performed to check sufficiency along with the standard one-way ANOVA.

Table 5.6(Biv): One-Way ANOVA of Perceived Work Performance (Vp_mean) by Experiencing Family Support among Female IT Professionals

Vp_mean					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	168.180	2	84.090	325.174	.000
Within Groups	62.323	241	.259		
Total	230.502	243			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Table 5.6(Bv): Welch Test for Equality of Means of Perceived Work Performance (Vp_mean) among Female IT Professionals by Experiencing Family Support / Robust Tests of Equality of Means

Vp_mean				
	Statistica	**df1**	**df2**	**Sig.**
Welch	776.752	2	135.371	.000
a. Asymptotically F-distributed.				

Level of significance *p<0.05, **p<0.01 and ***p<0.001

Here, it is observed that the p-value is significantly lower than 0.001, which means that the result is highly significant; thus, Hypothesis H1FP is accepted. Family support in the WFH situation influences the performance of Female IT professionals in Kolkata.

6. Relationship between Well-being and Performance of IT professionals of Kolkata in the WFH situation

Hypothesis for Male IT Professionals

H0M: There is no significant relationship between well-being and performance of male IT professionals in Kolkata in a work-from-home situation.

H1M: There is a significant relationship between well-being and performance of male IT professionals in Kolkata in a work-from-home situation.

Table 6.1(Ai): Pearson Correlation between Well-being and Performance (Male)

Correlations			
		Vp_mean	**Vw_mean**
Vp_mean	Pearson Correlation	1	.895**
	Sig. (2-tailed)		.000
	N	261	261
Vw_mean	Pearson Correlation	.895**	1
	Sig. (2-tailed)	.000	
	N	261	261
**. Correlation is significant at the 0.01 level (2-tailed).			
Level of significance *p<0.05, **p<0.01 and ***p<0.001			

p-value is < .001, hence H1M is accepted. There is a significant relationship between well-being and performance of male IT professionals in Kolkata in a work-from-home situation. A positive correlation indicates that the perceived performance of male IT professionals increases with higher levels of well-being. R =.895 indicates that a strong linear association occurs between the two variables.

Table 6.1(Aii): Regression Model Summary of the Effect of Well-being on Performance (Male)

Model Summary				
Model	**R**	**R Square**	**Adjusted R-Square**	**Std. Error of the Estimate**
1	.895a	.801	.801	.30276
a. Predictors: (Constant), Vw_mean				
b. Dependent Variable: Vp_mean				

R-Square is the coefficient of determination. Multiplying it by 100, we get a percentage.

In this case, R-Square = 0.801, which means 80.1% of the variance in male IT employees' performance is explained by their well-being.

Table 6.1(Aiii): Regression Coefficients of Well-being as a Predictor of Performance (Male)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.199	.110		-1.805	.072
	Vw_mean	1.159	.036	.895	32.326	.000
a. Dependent Variable: Vp_mean						

Unstandardized B (Slope) = 1.159, which means for every 1-unit increase on the well-being scale, an employee's performance score is predicted to increase by 1.159 units.

Since $p < 0.05$, well-being significantly influences performance.

Table 6.1(Aiv): ANOVA for Regression Model of Well-being and Performance (Male)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.783	1	95.783	1044.949	.000a
	Residual	23.741	259	.092		
	Total	119.523	260			
a. Predictors: (Constant), Vw_mean						
b. Dependent Variable: Vp_mean						

Since $p < 0.05$, the regression model is statistically significant, indicating that well-being is a reliable predictor of performance.

$F(df_{regression}, df_{residual} = [F - value],$

The overall regression model is statistically significant, $F(1, 259) = 1044.949$, $p < 0.001$

Hypothesis for Female IT Professionals

H0F: There is no significant relationship between well-being and performance of female IT professionals in Kolkata in a work-from-home situation.

H1F: There is signification relationship between well-being and performance of female IT professionals in Kolkata in a work-from-home situation.

Table 6.1 (Bi): Pearson Correlation between Well-being and Performance (Female)

Correlations			
		Vp_mean	**Vw_Mean**
Vp_mean	Pearson Correlation	1	.930**
	Sig. (2-tailed)		.000
	N	244	244
Vw_Mean	Pearson Correlation	.930**	1
	Sig. (2-tailed)	.000	
	N	244	244
**. Correlation is significant at the 0.01 level (2-tailed).			

Level of significance *p<0.05, **p<0.01 and ***p<0.001

p-value < .001, hence H1M is accepted. There is a significant relationship between well-being and performance of female IT professionals in Kolkata in a work-from-home situation. A positive correlation indicates that the perceived performance of female IT professionals increases with higher levels of well-being. R =.930 indicates that there exists a strong linear association between the two variables.

Table6.1(Bii): Regression Model Summary of the Effect of Well-being on Performance (Female)

Model Summary				
Model	**R**	**R Square**	**Adjusted R-Square**	**Std. Error of the Estimate**
1	.930a	.865	.864	.35903
a. Predictors: (Constant), Vw_Mean				
b. Dependent Variable: Vp_mean				

In this case, R-Square = 0.865, which means 86.5% of the variance in female IT employees' performance is explained by their well-being.

Table 6.1(Biii): Regression Coefficients of Well-being as a Predictor of Performance (Female)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.262	.103		-12.208	.000
	Vw_Mean	1.461	.037	.930	39.321	.000
a. Dependent Variable: Vp_mean						

Unstandardized B (Slope) = 1.461, which means for every 1-unit increase on the well-being scale, a female IT employee's performance score is predicted to increase by 1.461 units.

Since $p < 0.05$, well-being significantly influences performance.

Table 6.1 (Biv): ANOVA for Regression Model of Well-being and Performance (Female)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	199.307	1	199.307	1546.159	.000a
	Residual	31.195	242	.129		
	Total	230.502	243			
a. Predictors: (Constant), Vw_Mean						
b. Dependent Variable: Vp_mean						

Since $p < 0.05$, the regression model is statistically significant, indicating that well-being is a reliable predictor of performance.

$$F(df_{regression}, df_{residual} = [F - value],$$

The overall regression model is statistically significant, $F(1, 242) = 1546.159$, $p < 0.001$

7. Discussion

The findings show that in the working environment, in a work-from-home (WFH) situation, both male IT professionals and female IT professionals are impacted. Performance was significantly impacted by the marital status of both male and female IT professionals in Kolkata. The unmarried males and females were found to perform better in a WFH situation. Performance in a WFH situation was also found to be significantly impacted by the support and communication from team members and superiors for both male and female respondents. It was found that for both male and female respondents, those who receive high support and communication from their teammates and boss perform better in a WFH situation than those who receive moderate or low support. It's quite a notable phenomenon that in the WFH situation, both male and female respondents perceive that their performance was impacted by childcare responsibility. It was observed that both male and

female professionals, who do not have kids and live in a nuclear family, perform better in a WFH situation. This finding may reflect a shift in contemporary society, where childcare is no longer viewed solely as the responsibility of women. Instead, both spouses increasingly share childcare responsibilities, indicating a more equitable division of family roles within the modern social structure. In a WFH situation, the performance of the IT professionals was found to be highly impacted by the accessibility of infrastructure to them. The result shows that in the case of both male and female IT professionals, those who get adequate infrastructure in a WFH situation perform better than those who get moderate or inadequate infrastructure. Long working hours also have a significant impact on productivity for both male and female IT professionals in a WFH situation. Respondents who work 1186-1227 hours a day (on average) in a WFH situation perform better than those who work more than 10 hours a day (on average). Hence, performance is negatively affected due to long working hours in a WFH situation for IT professionals in Kolkata. Performance is also influenced by the family support the respondents received in the WFH situation. Results revealed that respondents who get very high family support in the WFH situation perform better than those who get low to moderate or moderate to high family support in the case of both male and female IT professionals.

Moreover, it has been observed that there exists a significant relationship between well-being and performance of male as well as female IT professionals in Kolkata in a work-from-home situation. In the case of both male and female respondents, the r values (Pearson Correlation Coefficient) are 0.895 and 0.930, respectively, which are positive and quite high and depict a strong linear association between well-being and performance.

The simple regression in the case of both males and females was also performed, and the R-squared (Coefficient of Determination) values for male and female respondents are 0.801 and 0.865, respectively. It has been found that the simple regression models were significant for both males and females. The results indicated that well-being is a significant predictor of performance.

8. Conclusion:

The study shows that performance and productivity among IT professionals in Kolkata in WFH situation is shaped less by gender and more by shared situational factors — marital status, childcare responsibilities, family structure, infrastructure adequacy, working hours, and support from teams, superiors, and family — with both male and female professionals showing similar patterns, where unmarried respondents, those without children, and those in nuclear families performed better. Productivity is influenced by job satisfaction, family support, and job autonomy, caregiving duties, infrastructural facilities etc [4]. A gradual transformation in family roles, where childcare is increasingly shared by both spouses rather than being considered a woman's responsibility solely, is also observed from the study. This shift points towards changing social norms and a more equitable distribution of domestic responsibilities in contemporary families. Further, well-being emerged as a strong predictor of performance for both genders ($r = 0.895$ for males, $r = 0.930$ for females; $R^2 = 0.801$ and 0.865, respectively), confirming that psychological and emotional health is central to sustaining productivity in remote work. The findings further emphasise that employee well-being plays a mediating role in determining performance and productivity in the WFH situation, highlighting that favourable working and family conditions contribute to productivity through their positive influence on employees' overall well-being.

Based on these findings, organizations are recommended to prioritize employee well-being through mental health support and wellness programs, strengthen managerial support and communication to reduce isolation, ensure adequate home-office infrastructure through provisions or reimbursements, and enforce reasonable working hours (1186-1227 hours a day) to prevent burnout. A hybrid model can be a provision followed by the introduction of family-friendly policies such as flexible scheduling and childcare assistance, recognizing that caregiving affects both genders, and adopt largely gender-neutral WFH policies that focus on these universal enablers of performance rather than gender specific interventions.

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