# Employee indifference towards workplace: An investigation on extended remote working as an antecedent

Merlin B. Joseph[1], F. J. Peter-Kumar[2], Cris Abraham Kochukalam[3], A. G. Sudha[4], Neethu Jose[5]

[1,2]Karunya Institute of Technology and Sciences, *Coimbatore - India*

[3,5]*Berchmans Institute of Management Studies, Changanacherry - India*

[4]*Coimbatore Institute of Technology, Coimbatore - India*

ORCID: [1]*0009-0004-0333-8434*, [2]0000-0002-7408-787X, [3]*0000-0002-5099-1098*, [4]0000-0002-5080-6884, [5]0000-0002-3590-2296

***Abstract***— One of the most difficult tasks faced by the firms during the COVID19 period is managing work processes while permitting workers to work remotely is indifference, which has rarely piqued the attention of researchers. This research explores the influence of extended remote working on employee indifference to the workplace. A quantitative research approach has been used to accomplish the objectives. The data was obtained through well-structured questionnaires distributed to 369 IT employees in Kerala, India. To test the research hypotheses, regression analysis, and moderator analysis were used. Extended remote working positively correlates to employee indifference to the workplace and gender acts as a moderator for this relationship. This study is likely to lead to research insights in the area of remote working and employee indifference to the workplace. The study explored the existence of indifference to the workplace and also found that extended remote working positively influences indifference to the workplace.

**Keywords**: COVID 19, employee indifference, gender, remote work, work from home, workplace.

# I.  INTRODUCTION

The pandemic caused by Coronavirus has not only sped up but also transformed the manner people work all across the world. It has forced the world to redefine its workplace. The lockdowns, quarantines, and isolations inspired a rethink and redefinition of the workplace, working mode, and even the attitude towards the work. It gave scope for employers, employees, and researchers to critically analyze the extent of investments made in the workplace components and the scope of reimagining it. The world has proved that no pandemic could put a halt to any business/profession, instead, it gave opportunities to explore new and creative ways of doing business optimizing time and returns. Remote working has unwittingly inspired firms to experiment with it, leading up to a global trend [1]. Even when there exists conflicting and contradicting views on this change, it has to be accepted that all sectors, not only overcame this challenging situation but also gave new horizons of approach towards work, work management, and its evaluation [2]. It forced employees of any age, experience or knowledge to adapt to and accept the new mode of working if survival mattered.

Though employees were excited at the beginning of this new work pattern, generally the enthusiasm dropped drastically as remote working shifted from a temporary to a continuing solution. When it became a continuing solution for many organizations it created a slew of challenges for both businesses and employees. Even when productivity has gone higher, employees report feeling worried, burned out and cynic [3]. Also work from home elements which could not

Completely replace the actual workplace environment and the experiences from various conflicting factors contributed to the employee indifference. It led to emotional weariness, burnout and hence cynicism towards one's work and workplace, leading to reduced productivity [4].

Employee indifference (EI) is a state in which an employee is apathetic towards organizational goals and its accomplishment [5]. Previous research on Employee indifference (EI) has focused primarily on indifference management and related issues. There exists very little research on EI pertaining to the Indian context. Remote working is an existing concept. Even though there is research on the psychological factors affecting remote working and its influences on concepts like job effectiveness, employee wellbeing, job satisfaction, and worklife balance [6], [7] the existing literature is not sufficient to generalize results across various sectors. Also, there are very few studies on Extended Remote Working (ERW).  Since the concept of remote working is widely accepted and extensively practiced during this pandemic across sectors, the researchers identified scope for in-depth research on ERW and EI specific to certain areas that are highly affected and influenced by these concepts and scenarios. Also to the best of our understanding, this research is unprecedented by any research to understand the existence of Employee Indifference to the Workplace (EIW) specific to Extended Remote Working (ERW) as its possible cause among IT employees. Hence, reaching the research questions identified from the research gap.

RQ1: Does ERW has a significant influence on EIW?
The job dissatisfaction and cynicism due to prolonged remote working is higher for women compared to men and working mothers are more affected compared to fathers [8]. This led to a call for considering gender as a moderator for the relationship between ERW and EIW. Hence reaching the research question mentioned below.
RQ2: Is the influence of ERW on EIW different for men and women employees?

# II.  LITERATURE REVIEW

## 1.  Extended Remote Working (ERW)

The concept of remote working was primarily introduced by Nilles J M [9] during the early 1970s. Even though it was practiced by only a few segments of organisations [10] like IT before the COVID 19 pandemic, it became the most acceptable and cost effective solution to manage and continue work when the pandemic arose.  Later it turned out to be a "new normal" and an important work pattern factor for many organisations across various sectors. Remote working is often referred to as teleworking, flexible working, telecommuting, or working online [11]. It is defined as a form of flexible work arrangement in which employees do their duties at locations that are physically separated from their company offices or production facilities, and the communication and collaboration are facilitated through the use of technology [12]. Telecommuting is becoming increasingly popular as a way for employees to reduce their carbon footprint and save money while still maintaining employment. It becomes an alternative work arrangement as they use electronic tools to connect with colleagues both inside and outside the organization [13]. It gave opportunities for new business ideas to be explored and developed. "Remote work" [14] is a broader concept that includes working from any part other than the workplace (i.e. not mandatory to be from home), and some professionals who prefer remote working for tasks that involve little interaction with colleagues, and they are also more productive. In remote working employees can work from comfortable workplaces such as home or any other place with the help of technology and perform work responsibilities without fail [13].

Kevin M. Kniffin [15] from Harvard Business School in June 2020 said that work from home (WFH), virtual teams, virtual leadership, and its management are emerging changes in work practices during and post-pandemic. A contemporary investigation by Dingel and Neiman [16] covered that during COVID19 pandemic in U.S. 37 percent of the work could be done from home. Services in the area of finance, business administration, and sciences fall under this category. The disciplines of medicine, farming, and customer service all require face to face interaction with clients and patients, which is not possible from the privacy of one's own home. Many organizations are transitioning to long-term remote working plans, and many people seem to believe that remote work is the new frontier [17]. Remote work has been extended to both the time and space of employees' lives. Now it has become difficult for employees to differentiate between work time and personal time and remote working makes the job get mixed up with one's personal space too. Even though work from home commenced as a transitionary measure to the unanticipated pandemic caused by COVID19, as the outbreak progressed, companies began to look into how they might use it as a cost-effective, win-win solution for both employees and employers. It also resulted in more efficient use of workspace both inside and outside the organization. Employees and organisations have benefited and also suffered as a result of the flexibility that remote working provides in terms of work time, environment, and approach [18], [19].

Recent articles in leading business dailies say that the majority (more than 71 percent) of IT employees preferred to work remotely and were not ready to return to their offices.  They were even ready to turn down promotions for the option of remote work [20], [21] and 10% of

123

Aibi research, management and engineering journal. Volume 12, Number 1, January - April 2024, ISSN 2346-030X PP 122-128.

employees claimed that working from home had affected their mental health. Hence many organisations either choose a hybrid work pattern or develop a phase-by-phase plan to transition employees from an online to an offline mode. The survey also says that women employees are more adversely affected by working from home than male employees in terms of their mental health [21], [22]

An employee's experience with remote work is influenced by various factors. These include both personal and work-related factors. Work-related factors include organisational policies, support, and trust [23], supervision, autonomy at work, the extent of workload/targets [24], and communication [25], [26]. Organisational policies and support refer to the extent of an organisation's efforts to frame policies on the nature of work, policies for new hires, taking employee preferences and operational costs into consideration in order to meet the needs of dispersed employees who experienced an abrupt reactive shift in 2020 [23]. As digital communication proficiency is closely linked to effective performance and happiness, an employee must feel comfortable using ICT-mediated interactions, and their availability and quality also matter. Individual factors include self-discipline, work-home interference, solitude [27], and procrastination [25]. Work-home interference means family interruptions at work can adversely affect the quality of work. Loss of opportunity for social gatherings, which comes with remote work's reduced face-to-face connections with colleagues' increases solitude. Procrastination is the unjustified postponement of work until a deadline. In remote work, this propensity is more prevalent [28].

## 2. Employee Indifference to Workplace (EIW)

Assessing and monitoring the behaviour of employees in an organisation is a vital factor for organisational effectiveness, as the employer's behaviours and actions have a direct impact on their performance. So employers need to pay attention to both the employee's performance evaluation and their attitude and behaviour at work. Even if it is uncommon, employee indifference is one of those behaviours that need immediate attention of the organisation to avoid slow working and the loss of employee engagement and commitment [29]. Organisational indifference is a state, when a person working for an organisation doesn't really care whether or not its goals are met, or whether or not it succeeds or fails. So people who have do same non-challenging and boring tasks over and over again are likely to get burned out and become indifferent. [5]. According to Maslach [30], people who engage in some form of 'people work' are more tend to experience burnout, a syndrome characterised by feelings of emotional tiredness, depersonalisation, and a diminished sense of accomplishment. Burnout is characterised by emotional exhaustion and cynicism. Emotional exhaustion, one of the core elements of burnout, leads to cynicism towards one's work and coworkers as well as reduced efficiency levels [31]. Burnout and eventually indifference towards one's work can result from a lack of interest in one's work. When an individual joins an organisation with a great deal of initial enthusiasm, it is normal for that enthusiasm to wane over time, and the employee may develop and attitude of disinterest in their work. This stage is extremely frustrating since the person has lost all hope of accomplishing his objectives. As a result, the person actively tries to escape from this frustration and adopts an attitude of indifference [5]. Negligent attitude of the organisation towards its employees, insufficient performance management system, lack of developmental perspective and rumors in the organisation are found to be the major causes of organisational indifference [32]. Hence the role of governance has a major impact on creating an indifferent attitude among employees. Ahmadi & Fattahi, further says that laziness, disrespect, fatigue, rumors and negative attitude towards work are the major symptoms of indifference. The research further mentions that workplace, cultural mechanism, management issues, training issues, incentive and welfare, laws and regulations are the causes of indifference. Lack of transparency in organisational processes and the results of their implementation also contributes to the indifference attitude of employees.

According to a study by H. Fard [33] employee indifference can be observed from five different dimensions.

a. Indifference towards Manager – includes maintaining a cold and very formal relationship with the manager, avoiding responding to the manager's instructions properly and ignoring manager and talking bad about him/her in his/her absence.
b. Indifference towards the Workplace – includes being irresponsible during workhours by doing personal and other things in working hours, personal use of corporate resources, irresponsible towards organisational resources, increased absenteeism, unnecessary delaying of work, non-understanding of department mission, vision & goals, ready to leave organisation and organisational dislike.
c. Indifference towards Clients – includes limiting the services to the clients to a specific time, not responding to clients' calls and queries, and unreasonable delaying clients' works
d. Indifference towards Colleagues – includes avoiding team work, keeping cold and formal interaction with colleagues, discussing others in their absence, ignoring colleagues when not in teamwork.
e. Indifference towards Job – includes reduction of work quality, irresponsible working, working for the sake of working, no commitment to the job

Human resource is the prime factor in the development of an organisation. The success of an organization depends mainly on its employees [34]. Since the pandemic has physically distanced employees from their organisations to a greater extent, hence, employers are obliged to guarantee that the remote work arrangement doesn't deter employees from being as motivated and committed as before. Indifference is an inevitable thing in all organisations and no employee is immune to it. But, if they are not addressed properly, then it can influence the behavior and motivation of employees adversely. Hence, employee indifference has become one of the most pressing HR challenges in the modern time [35].

## III. RESEARCH HYPOTHESIS

From the above literature, the following hypotheses were formulated.

H1: Extended remote working significantly influences employee indifference to the workplace
H2: The gender of the employee significantly influences the association between employee indifference towards the workplace and extended remote working.

Hypothesis 1 is formulated to address the research question RQ1 which is identified based on the research gap. Hypothesis 2 is formulated based on the research question RQ2. H2 tries to find out whether the influence of ERW on EIW differs for male and female respondents, like in the previous literature which says the gender gap tends to widen more with respect to burnout and cynicism during the pandemic [36], [37].

# IV. METHODS

### 1. Participants and Procedures

IT Employees working in IT companies in Kerala, India were selected for this cross-sectional research. For those working in the IT sector, remote work is not a novel concept. It is probable that many of them have already experienced this mode of work. Therefore, IT employees are expected to manage remote work efficiently compared to employees of other sectors. The objective of the study is to assess the extent to which workers in this industry would feel disinterested in the workplace, particularly when they are working remotely in an entirely foreign social and psychological environment. A multistage sampling technique was employed to select the 369 employees from the IT sector for the purpose of data collection. The sample includes representations of IT professionals from north, central and south Kerala. The selection of the sample was accomplished by putting the emphasis on the most important IT parks in the state. The sample selection was done by concentrating on the major IT parks in the state which includes Technopark Thiruvananthapuram, Infopark Kochi, Infopark Cherthala, Infopark Thrissur, and CyberPark Kozhikode.

The study carried out combines descriptive and analytical approaches. This research attempts to study the variables of employee indifference to the workplace and extended remote working and its factors. It also analyses the nature and extent of association between these variables and its sub factors and also the influence of gender on the association between these two variables.

The research instrument used for collecting data is an electronic questionnaire. The questionnaire contains three parts: In the first section, basic demographic information of the respondents was collected. In the second section, there were 17 statements on extended remote working and the third section was on employee indifference towards the workplace. The EIW was measured using the instrument developed by [33]. It consists of 8 statements to measure EIW from the perspective of reduction of individual responsibility, unreasonable increase of organizational costs, and attempt to leave the workplace. All the variables were measured using a Likert scale with five points. Employees were asked to rate how much they agreed with the assertions made regarding extended remote working and how indifference they are towards their workplace. The labels on the scale ranged from strongly agree to strongly disagree with the statement. A score of 5 indicates 'Strongly Agree' while a score of 1 indicates 'Strongly Disagree' [38].

The reliability of a method reflects how consistently it produces the same results. The reliability coefficient shows how well it can be relied upon to provide meaningful inferences about the respondent's differences from one another [39]. Cronbach's alpha value (α) was used to check the consistency of the instrument and was found to be 0.771 for ERW and 0.699 for EIW, suggesting that the survey instrument has a good track record of reliability and consistency [40].

Face validity refers to extend to which the items in the measurement instruments accurately assess the intended constructs [41]. In this study, experienced experts were asked to review the questionnaires and provide feedback on how to enhance the instrument's face validity. After receiving feedback, it was revised and send to the intended audience.

The online administration of questionnaires aided in the efficient and effective conduct of the survey during the pandemic. It also helped to have a more geographically diverse population in the sample.

### 2. Data Analysis

To draw inferences and conclusions, appropriate methods of statistics were applied to the data. The demographic profile of the sample was described using descriptive statistical measures. The descriptive measures for the study variables (indifference to the workplace and extended remote working) were also calculated. SPSS Version 24.0 was all data analysis. The association between the dependent and independent variables was determined and analysied using correlation and regression analysis. The moderating effect of the variable gender on the association between employee indifference to the workplace and extended remote working was checked using moderator analysis regression. Since the data met the criteria for normality and homogeneity, parametric tests were used to determine the validity of the hypotheses.

### 3. Data Presentation

The sample's demographic description is presented in Table 1. From the mean percentage score analysis, the level of indifference to the workplace among employees in the IT Industry was found to be 39.17 percent. 79.4 percent of employees prefer to work from home than work from a central office. The main reasons for the preference for remote working were saving time on commutes to work, better handling of home emergencies, and more comfort and freedom to be oneself (Refer to Table 2). Inorder to get a feel of organisational culture, better interaction with peer groups and the opportunity to use facilities/resources and services available at the workplace were the factors that enticed employees to work in offices

Table 1: Demographic Description of the Sample.

| Age (in Years) | In Years | N | Marital Status | | |
|---|---|---|---|---|---|
| Min_Age | 24.00 | 369 | Married | 62 | 369 |
| Max_Age | 46.00 | | Single | 38 | |
| Mean value(Age)_ | 34.1250 | | Working Spouse | | |
| Std. Dev (Age) | 4.23 | | Yes | 81 | |
| Gender | Percentage | | No | 19 | |
| Male | 44 | 369 | | | |
| Female | 56 | | | | |

Source: Primary data.

# V. RESULTS

To check the dependency of ERW on EIW, a regression analysis is carried. The assumptions required to carry out correlation are tested. Shapiro-Wilk test conducted to test normality and both variables indifference to workplace (Shapiro-Wilk P-value 0.109) and extended remote working experience (Shapiro-Wilk P-value 0.073) are found to be normally distributed. Durbin-Watson statistic value 1.717 indicates there is independence of residuals. From the correlation coefficient value R (N=369) = 0.623, it can be inferred that ERW positively correlates with EIW and the same is significant (p=0.004). The adjusted R-square value 0.357 shows that there is a 36% variability in the EIW caused by the ERW (Ref. Table 3 and Table 4).

Table 2: Model Summary of Extended Remote Working and Indifference to Workplace

| Model | R | R2 Value | Adjusted R2 Value | Sig. F Change | Durbin- Watson |
|-------|---|----------|-------------------|---------------|----------------|
| 1 | .623a | 0.388 | 0.357 | .004 | 1.717 |
| a. Predictors: (Constant), Extended Remote Working | | | | | |
| b. Dependent Variable: Indifference to Workplace | | | | | |

Source: Primary data.

Table 3: Regression Co-efficient for Extended Remote Work and Indifference to Workplace.

| Model | Un-Std Coefficients | | Std Coefficients | t | Sig. |
|-------|---------------------|---|------------------|---|------|
| | B | Std. Error | Beta | | |
| (Constant) | 33.359 | 1.871 | | 17.833 | .000 |
| Extended Remote Working | 0.623 | 0.186 | 0.598 | -3.399 | .004 |
| a. Dependent Variable: Indifference to Workplace | | | | | |

Source: Primary data.

To test the role of gender as a moderator for the association between ERW and EIW, a moderator analysis is performed. The results revealed that gender moderates the relationship (B=2.081, p=0.000, t=38.112) (Refer table 5).

Table 4: Moderator Analysis for Gender.

| Coefficientsa | | | | | |
|---------------|---|---|---|---|---|
| Model | Un-Std Coefficients | | Std Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| (Constant) | -3.375 | 1.057 | | -3.192 | .002 |
| Extended Remote Work | -.066 | .032 | -.052 | -2.105 | .037 |
| Gender | 16.284 | .473 | 1.873 | 34.398 | .000 |
| Interaction | .580 | .015 | 2.081 | 38.112 | .000 |
| a. Dependent Variable: Indifference to Workplace | | | | | |

Source: Primary data.

# VI. DISCUSSIONS AND IMPLICATIONS

Human resources are currently the most unstable resources to manage. Employee indifference is determined to be a significant.

Table 5: Ranking of factors for preference to remote working and work from office (MPS –Mean Percentage Score).

| Work from Home | | |
|----------------|---|---|
| Factors | MPS | Rank |
| Save time of travel | 77.45 | 1 |
| Can better manage contingencies at home | 74.5 | 2 |
| More comfortable and free to be myself | 74.5 | 2 |
| can be in casual dress code | 75 | 3 |
| Get extra time for other activities | 71 | 4 |
| Less Supervision/reporting | 63.23 | 5 |
| **Work from Office** | | |
| To be a part of organizational culture | 83.8 | 1 |
| Interaction with peer group | 82.5 | 2 |
| To use facilities/resources and services available at workplace | 80.06 | 3 |
| Compromise in quality of work/be more productive | 75.5 | 4 |
| Better peace of mind to work | 74.5 | 5 |
| Difficult to manage both work -home responsibilities together | 65.2 | 6 |

Source: Primary data.

Concept that must be investigated at the corporate level particularly when designing the new workplace factors post COVID era. The current study conducted to find the influence of ERW on EIW, gave researchers a better understanding of both the COVID pandemic-era notions that contributed to ERW and EIW literature. This study conducted among the employees of the IT industry gave insight into how IT professionals perceive remote working in the modern workplace. According to the study, 79.4 percent of IT sector employees prefer to work from home and also 39 percent are indifferent to their workplaces. This finding indicates that the majority of the employees are reluctant to return to the traditional workspaces pointing to a new trend in the work culture as well as a preference for hybrid modes of working in the future. This result is commensurate with the findings of the previous studies by [20] [21]. This finding justifies the new trend as IT employees are already used to working remotely.

The results of hypothesis 1 indicate that there is a low positive correlation between extended remote working and indifference to the workplace. This result implies that extended remote working has started affecting the mental health and work attitude of employees in the IT sector in a negative manner. This is similar to the previous research finding [18], [20]. Also, the results of hypothesis 2 show that the relationship

between extended remote working and indifference to the workplace is moderated by the variable gender which is also commensurate with the previous literature [21], [22].

A study like this one could explain the advantages and drawbacks of remote employment as well as how it affects workers' pessimistic attitudes. However, remote working is a challenge for employees because of loneliness, work-home interference, absence of work-social interaction, lack of proper feedback from employers, and lack of focus on the job. At the same time, it also has benefits like time-saving in commuting, flexibility in working hours, work-life balance, saving resources like office space cost, and other opportunity costs to both employee and employer. This trend showcases the requirement of new skills for working and also the areas of focus and preparations employers need to take to keep the new generation of employees motivated, engaged, and productive. The findings of the research help employers to design the remote work environment factors effectively that maximise employee commitment and minimise cynicism in the future.

## VII. LIMITATIONS AND FUTURE RESEARCH

This research focuses solely on employee indifference to the workplace, whereas the other dimensions of employee indifference like indifference to the job, managers, clients, and colleagues are not considered. Additionally, a cross-sectional analysis is followed in the study. In order to comprehend the changes in employee perceptions toward remote work and variations in the levels of indifference, a longitudinal study would be beneficial. To fully appreciate the concept of employee indifference, it will be helpful if the other dimensions of the concepts are comprehended.

This study is limited only to the employees of the IT sector. The sample selection was done concentrating the major IT parks in the state of Kerala, India. It is also possible to do a comparative analysis of how this new trend of remote working affects employees in other industries where the idea of remote work is novel. Due to the level of preparedness, IT employees may have an edge in adjusting to the new work style, whilst other industries may need more time. Such research could provide insights on the degree to which employees' preparedness for and exposure to remote work, affects their indifference towards their workplace. The initial excitement of this benefit of remote work gradually fades, and the employees may eventually feel burned-out because, unlike previous remote working periods, there were restrictions during the current pandemic, such as prohibitions on public gatherings, travel, and other common entertainments outside the home. It would be instructive to understand how these changes affect other businesses, like academia, retail and hiring.

## VIII. REFERENCES

[1] K. M. Kniffin and N. J., "COVID-19 and the Workplace: Implications, Issues, and Insights for Future Research and Action," American Psychologist, 2020. [Online]. Available: https://doi.org/10.1037/amp0000716. [Accessed: Aug. 20, 2024].

[2] S. Lund, A. Madgavkar, J. Manyika, S. Smit, K. Ellingrud, and O. Robinson, "The Future of Work After COVID-19," McKinsey Global Institute, 2021. [Online]. Available: https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19. [Accessed: Aug. 20, 2024].

[3] A. D. Andrea Alexander, "What Employees Are Saying About the Future of Remote Work," McKinsey & Company, 2021. [Online]. Available: https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/what-employees-are-saying-about-the-future-of-remote-work. [Accessed: Aug. 20, 2024].

[4] F. Toscano and S. Zappala, "Social Isolation and Stress as Predictors of Productivity Perception and Remote Work Satisfaction During the COVID-19 Pandemic: The Role of Concern About the Virus in a Moderated Double Mediation," Sustainability, vol. 12, no. 23, pp. 9804, Nov. 2020. [Online]. Available: https://doi.org/10.3390/su12239804. [Accessed: Aug. 20, 2024].

[5] M. Ghasemi, S. Sheikh, and A. Mir, "Studying the Extent of Indifference Among the Staff of Zabol University of Medical Sciences in 2015," International Journal of Humanities and Cultural Studies, vol. 2016, pp. 841, Mar. 2016. [Online]. Available: http://www.ijhcs.com/index.php/ijhcs/index. [Accessed: Aug. 20, 2024].

[6] C. A. Grant and L. M., "An Exploration of the Psychological Factors Affecting Remote E-Worker's Job Effectiveness, Well-Being, and Work-Life Balance," Employee Relations, vol. 35, no. 5, pp. 527–546, 2013. [Online]. Available: https://doi.org/10.1108/ER-08-2012-0059. [Accessed: Aug. 20, 2024].

[7] U. Konradt and H. G., "Quality of Management by Objectives, Task-Related Stressors, and Non-Task-Related Stressors as Predictors of Stress and Job Satisfaction Among Teleworkers," European Journal of Work and Organizational Psychology, vol. 12, no. 1, pp. 61–79, 2003. [Online]. Available: https://doi.org/10.1080/13594320344000020. [Accessed: Aug. 20, 2024].

[8] K. Mohring et al., "The COVID-19 Pandemic and Subjective Well-Being: Longitudinal Evidence on Satisfaction with Work and Family," European Societies, vol. 23, pp. S601-S617, Oct. 15, 2020. [Online]. Available: https://doi.org/10.1080/14616696.2020.1833066. [Accessed: Aug. 20, 2024].

[9] J. M. Nilles, "Traffic Reduction by Telecommuting: A Status Review and Bibliography," Transportation Research Part A: General, vol. 22, no. 4, pp. 301–317, 1988.

[10] E. E. Kossek and B. A., "Work–Life Flexibility for Whom? Occupational Status and Work–Life Inequality in Upper, Middle, and Lower Level Jobs," Academy of Management Annals, vol. 12, no. 1, pp. 5–36, 2018.

[11] T. D. Allen and T. D., "How Effective Is Telecommuting? Assessing the Status of Our Scientific Findings," Psychological Science in the Public Interest, vol. 16, no. 2, pp. 40–68, 2015. [Online]. Available: https://doi.org/10.1177/1529100615593273. [Accessed: Aug. 20, 2024].

[12] V. Di Martino and L. Wirth, "Telework: A New Way of Working and Living," International Labour Review, vol. 129, no. 5, pp. 529–554, 1990.

[13] R. S. Gajendran and A. D., "The Good, the Bad, and the Unknown About Telecommuting: Meta-Analysis of Psychological Mediators and Individual Consequences," Journal of Applied Psychology, vol. 92, no. 6, pp. 1524–1541, 2007. [Online]. Available: https://doi.org/10.1037/0021-9010.92.6.1524. [Accessed: Aug. 20, 2024].

[14] Gartner Inc., "Gartner HR Survey," Gartner, Apr. 14, 2020. [Online]. Available: https://www.gartner.com/en/newsroom/press-releases/2020-04-14-gartner-hr-survey-reveals-41--of-employees-likely-to-. [Accessed: Aug. 20, 2024].

[15] K. M. Kniffin et al., "COVID-19 and the Workplace: Implications, Issues, and Insights for Future Research and Action," Harvard Business School, Jun. 5, 2020. [Online]. Available: https://www.hbs.edu/faculty/Publication%20Files/20-127_6164cbfd-37a2-489e-8bd2-c252cc7abb87.pdf. [Accessed: Aug. 20, 2024].

[16] J. I. Dingel, "How Many Jobs Can Be Done at Home?," Becker Friedman Institute, 2020.

[17] E. Courtney, "30 Companies Switching to Long-Term Remote Work," FlexJobs, Mar. 2022. [Online]. Available: https://www.flexjobs.com/blog/post/companies-switching-remote-work-long-term/. [Accessed: Aug. 20, 2024].

[18] E. Eriksson, "Remote Work: Transitioning to Remote Work in Times," UMEÅ School of Business, Economics and Statistics, 2020.

[19] A. Felstead and G. H., "Assessing the Growth of Remote Working and Its Consequences for Effort, Well-Being and Work-Life Balance," Wiley Online Library, 2017.

[20] The Economic Times, "Remote Working Is the New Normal; 82% Employees Prefer Working from Home: Study," The Economic Times, Jan. 29, 2022. [Online]. Available: https://economictimes.indiatimes.com/jobs/remote-working-new-normal-82-employees-prefer-working-from-home-study/articleshow/89201519.cms. [Accessed: Aug. 20, 2024].

[21] Business Line, "IT Employees Prefer Remote Work to Promotions, Says Survey," Business Line, Mar. 11, 2022. [Online]. Available: https://www.thehindubusinessline.com/info-tech/it-employees-prefer-remote-work-to-promotions-says-survey/article65214687.ece. [Accessed: Aug. 20, 2024].

[22] V. Vibha and F. C., "A Comparative Study of Work From Home vs. Work From Office: Preference of Women Employees in IT Industry," Design Engineering, pp. 5763–5775, 2021. [Online]. Available: https://www.researchgate.net/publication/354311654_A_Comparative_Study_of_Work_From_Home_VS_Work_From_Office_Preference_of_Women_Employees_in_IT_Industry. [Accessed: Aug. 20, 2024].

[23] E. E. Makarius and B. Z., "What Is Your Organization's Long-Term Remote Work Strategy?," Harvard Business Review, Mar. 2021. [Online]. Available: https://hbr.org/2021/03/what-is-your-organizations-long-term-remote-work-strategy. [Accessed: Aug. 20, 2024].

[24] O. Turetken and J. A., "An Empirical Investigation of the Impact of Individual and Work Characteristics on Telecommuting Success," IEEE Transactions on Professional Communication, vol. 54, no. 1, pp. 56–66, 2011.

[25] B. Wang and Y. L., "Achieving Effective Remote Working During the COVID-19 Pandemic," Applied Psychology, vol. 70, no. 1, pp. 16–59, 2020. [Online]. Available: https://doi.org/10.1111/apps.12290. [Accessed: Aug. 20, 2024].

[26] Y. Wang and N. H., "Individual Virtual Competence and Its Influence on Work Outcomes," Journal of Management Information Systems, vol. 27, no. 4, pp. 299–334, Apr. 2011. [Online]. Available: https://doi.org/10.2307/41304600. [Accessed: Aug. 20, 2024].

[27] T. A. Bentley and T. S., "The Role of Organisational Support in Teleworker Wellbeing: A Socio-Technical Systems Approach," Applied Ergonomics, vol. 52, pp. 207–215, 2016.

[28] P. Steel, "The Nature of Procrastination: A Meta-Analytic and Theoretical Review of Quintessential Self-Regulatory Failure," Psychological Bulletin, vol. 133, no. 1, pp. 65–94, Feb. 2007. [Online]. Available: https://doi.org/10.1037/0033-2909.133.1.65. [Accessed: Aug. 20, 2024].

[29] H. M. Keshavarz, "Presenting of Employees' Organizational Indifference Management Pattern (Case Study of a Private Bank)," Imam Hossein Public University Seasonal Journal, vol. 4, no. 2, pp. 183–202, 2012.

[30] C. Maslach, S. E. Jackson, and M. P. Leiter, MBI in Evaluating Stress: A Book of Resources, The Scarecrow Press, 1997, pp. 191–218.

[31] S. Cartwright and N. Homes, "The Meaning of Work: The Challenge of Regaining Employee Engagement and Reducing Cynicism," HRM Review, vol. 16, no. 2, pp. 199–208, 2006. [Online]. Available: https://doi.org/10.1016/j.hrmr.2006.03.012. [Accessed: Aug. 20, 2024].

[32] S. A. A. Ahmadi and M. Fattahi, "Investigating Factors of Organisational Indifference and Proper Strategies in Iran Infrastructural Communications Company," International Business Management, vol. 10, pp. 968–973, 2016. [Online]. Available: https://medwelljournals.com/abstract/?doi=ibm.2016.968.973. [Accessed: Aug. 20, 2024].

[33] H. D. Fard, N. Salarieh, and M. R. Noruzi, "Exploring Organisational Indifference: Creating & Validating a Measure," African Journal of Business Management, vol. 5, no. 31, pp. 12381–12391, 2011. [Online]. Available: https://doi.org/10.5897/AJBM11.1819. [Accessed: Aug. 20, 2024].

[34] M. M. Meimand, M. Aidi, A. Shiri, and H. Darabifar, "Effect of Organisational Indifference Dimensions on the Organisational Commitment of Gas Company Employees in Ilam Province," Procedia - Social and Behavioral Sciences, vol. 62, pp. 666–674, 2012.

[35] Z. Kazemi, "The Impact of Organisational Culture on Organisational Indifference," Master's thesis, Allameh Tabatabaei University, Faculty of Allameh Tabatabai Management and Accounting, 2013.

[36] L. Saad, S. Agarwal, and B. Wigert, "Workplace," Gallup, Dec. 27, 2021. [Online]. Available: https://www.gallup.com/workplace/358349/gender-gap-worker-burnout-widened-amid-pandemic.aspx. [Accessed: Aug. 20, 2024].

[37] M. Tomei, "Teleworking: A Curse or a Blessing for Gender Equality and Work-Life Balance?," Intereconomics, vol. 56, no. 5, pp. 271–280, 2021. [Online]. Available: https://doi.org/10.1007/s10272-021-0995-4. [Accessed: Aug. 20, 2024].

[38] R. L. Armstrong, "The Midpoint on a Five-Point Likert-Type Scale," Perceptual and Motor Skills, vol. 64, no. 2, pp. 359–362, 1987. [Online]. Available: https://doi.org/10.2466/pms.1987.64.2.359. [Accessed: Aug. 20, 2024].

[39] L. Cronbach, "Coefficient-alpha and the Internal Structure of Tests," Psychometrika, vol. 16, no. 3, pp. 297–334, 1951.

[40] K. S. Taber, "The Use of Cronbach's Alpha When Developing and Reporting Research Instruments," Research in Science Education, vol. 47, no. 2, pp. 1273–1296, Jun. 2017. [Online]. Available: https://doi.org/10.1007/s11165-016-9602-2. [Accessed: Aug. 20, 2024].

[41] D. M. Hardesty and W. O. Bearden, "The Use of Expert Judges in Scale Development: Implications for Improving Face Validity of Measures of Unobservable Constructs," Journal of Business Research, vol. 57, no. 2, pp. 98–107, 2004. [Online]. Available: https://doi.org/10.1016/S0148-2963(01)00295-8. [Accessed: Aug. 20, 2024].