

EXAMINING THE PROFESSIONALS' EXPERIENCE: BACK TO WORKPLACE POST-PANDEMIC

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Abstract

The COVID-19 pandemic was an extremely unusual human catastrophe that has affected people all around the world. After foregoing the worst phase of this crisis, the world has somehow reestablished itself to the new normal. Organizations have realigned from the 'work-from-home' model to the 'new ways of working at the office'. During the pandemic and working from home, employees experienced unprecedented levels of disruption in their work-life balance. The various anecdote channels indicated that response to change (to the new normal), commute strain, and family-job conflict contributed to post-COVID employee experiences of work life. The present study attempted to throw light upon such experiences by evaluating the contribution of each factor such as commute strain, family-job conflict, and response to change (to the new normal).

The scope of the study was limited to Mumbai and Thane District. By using Stratified Probability Sampling Method, the data was collected from professional employees (N = 166) who returned to service after lifting lockdown restrictions. The study has used the scales developed by Chun, Diehl, & MacInnis (2017) for employees' experiences; Wolter & Cronin (2016) for response to change; Klunger (1998) for commuting strain, and Small & Riley (1990) for family job conflict. The reliability and validity were ensured by performing Cronbach Alpha Test.

Data analysis was done using Descriptive Statistics, and Inferential Statistics such as Pearson Correlation Coefficient Technique to test the hypotheses. Response to change, family-job conflict, and commute strain were independent variables, and employee experience was the dependent variable. The findings of the study indicated that there is a strong, positive, and significant correlation between "Post-Covid employees' experience" and "Response to change" ($r = 0.671$); there is a strong, positive, and significant correlation in "Post-Covid employees' experience" and "Family-job conflict" ($r = 0.619$) and there is a non-significant correlation between the "Post-Covid employee experience" and their "Commuting Strain" ($r = -0.169$). The Multiple Regression Model confirmed that Commuting strain, Response to change, and Family-job conflict explain 54% of the contribution in Post-Covid employees' experience. 'Response to change' (beta 0.476) is making a statistically significant contribution to the prediction of the Post-Covid employees' experience. The rationale of the results was discussed thereafter in light of earlier literature w.r.t

theories such as Douglas McGregor and Kurt Lewin. The findings of the study have theoretical as well as practical implications for HR managers, top management, policymakers, and society at large.

Keywords- Employee experience, Commute strain, Response to change, Family-job conflict, professional employees

1.0 Introduction

The COVID-19 pandemic was an extremely unusual human catastrophe that has affected people all around the world. After foregoing the worst phase of this crisis, the world has somehow re-established itself to the new normal. Organizations have realigned from the 'work-from-home' model to the 'new ways of working at the office'. During the pandemic and working from home, employees experienced unprecedented levels of disruption in their work-life balance.

During the pandemic, most professional employees moved from brick-and-mortar buildings to virtual/remote environments. This created situations in which employees were forced to not only work virtually but to work alone. However, the feelings of professionals returning to work post-COVID varied widely based on individual circumstances, experiences, and perspectives. More so, some common feelings that professionals experienced when returning to work after COVID-19 included, anxiety and fear of catching the deadly disease, passing it on to their loved ones, and also suffering themselves. On the other hand, some professionals felt relieved to return to work after a period of remote work or furlough. For these individuals, returning to work provided a sense of structure, routine, and financial stability. Many professionals also made adjustments to new norms. The pandemic significantly impacted the way professionals worked, with many companies adopting new practices like remote work, the hybrid model of working, staggered schedules, and increased safety measures. As a result, returning to work, post-COVID may have required an adjustment to these new norms and routines. Overall, returning to work post-COVID was likely a complex and nuanced experience for many professionals, with a range of emotions and challenges to navigate like adapting to new safety protocols, rebuilding the lost social connections, dealing with distractions, finding motivation, and managing work-life balance. The work-life balance was more concerned about adoption to new work styles, new work pattern, harmony in family and to face the commuting strain with fear of infection. The present study focuses on these aspects of work-life balance after resuming the duty post covid.

2.0 Review of Literature

Employees' experience can be understood as a total of all interactions taking place between employees and the organization (Morgan, 2017). Three things influence these interactions viz, physical space used by the employee, the culture of the organization and the tools and technology imparted by the employer.

Itam and Ghosh (2020, p. 41) defined employee experience as, "the feelings, perceptions and emotions that an employee experiences through their involvement in work and within the organizational environment, which provides them positive reinforcement to develop, contribute, engage and retain within the organization for good." Experiences are intrinsically personal, it's a result of one's feelings, belief, cognitive perception and emotions about any external stimuli (Belk,

1975; Gardner, 1985; Hirschman & Holbrook, 1982; Zuckerman, 1971). The term employee experience is defined as – ‘A set of perceptions that employees have about their experiences at work in response to their interactions with the organization’ (IBM and Globoforce, 2016, p. 3). The concept of employee experience has been considered a significant practise in the organisation, its purpose is to provide highest level of experience to its workforce through employee engagement.

Large number of researches discussed, how change recipients react and respond to change. According to, Piderit 2000, indicated that three components involved in reactions to change, affective, cognitive and behavioural. Earlier literatures have demonstrated that various change processes can generate change fatigue (Abrahmson 2000,), cynicism (Reichers et al., 1997), or even burn-out (Lee and Ashforth, 1996). Nonetheless, various change processes not only provide a learning experience but also has the possibility to transfer experiences.

Work and family are two very important domains in social studies. Various literatures have revealed on work-family conflict which have depicted well-built relationship between family and work and fragile balance between them. (Namasivayam and Mount, 2016; Mary and Ramesh, 2020) Work family conflict is the resultant of contradictory demands between work and family roles of an individual that makes participation in both roles difficult (Greenhaus and Beutell, 1985). There is a positive relationship between the work -family conflict and the number of hours worked per week (Burke et al. 1980b; Keith & Schafer, 1980; Pleck et al., 1980) and also number of hours worked/commuted per week (Bohen & Viveros-Long, 1981).

Commuting refers to the activities involved in traveling some distance from one’s home to their place of work and back (Koslowsky et al., 1996). Stress as a result of commuting has been well researched (e.g., Novaco, Stokols, Campbell, & Stokols, 1979; Sposato, Röderer, & Cervinka, 2012). In the last decade number of commuters and distance travelled to and from work has been increased (e.g., The Local, 2021).

After 2 years of covid COVID-19 pandemic employees were fearful of commuting as they gradually return to the office (Cohen, 2021; Otte, 2021; Prudente, 2021). Long and stressful commutes were associated with undesirable outcomes (Nie & Sousa-Poza, 2018; Olsson et al., 2013; Ruger et al., 2017) and have extensive, inimical effects on strain and wellbeing (Martin et al., 2014; Wener et al., 2005).

Many researches have recognized commuting as a significant *stressor* in employees’ lives, which suggests negative consequences for individual wellbeing (Koslowsky et al., 1996). Nonetheless, some employees are enjoying shift back to the office as they were missing their commuting habit and the enjoyment of transitional time between their work and personal lives.

2.1) Research Gap

As discussed above few studies have indicated that change in work style and pattern is positively as well as negatively related with experience of the employees. Furthermore, numerous studies have not examined the dimensions of commuters and the distance travelled.

3.0 Research Methodology

3.1) Objectives of the Study

- 3.1.1 To study the experience of professional employees while returning back to their workplace after the pandemic.
- 3.1.2 To determine the degree of acceptance of changes that have occurred in the workplace after lockdown restrictions were totally lifted, particularly in Mumbai.
- 3.1.3 To identify professional employees' opinions about family time and family relationships.
- 3.1.4 To investigate the commuting strain experienced by professional employees.
- 3.1.5 To establish the correlation among these variables 'response to change', 'family-job conflict', 'commuting strain' and 'positive experience'.

3.2) Research Questions

The study attempts to answer the following research questions-

- 3.2.1) After resuming in-person office duty after the lockdown restrictions were lifted, what was the experience of professional employees?
- 3.2.2) What variable contributed to a positive experience - how to respond to change, family-job conflict, or commuting strain?

3.3) Hypothesis of the Study

- 3.3.1) There is no significant correlation between 'positive experience' and 'response to change'.
- 3.3.2) There is no significant correlation between 'positive experience' and 'family-job conflict'.
- 3.3.3) There is no significant correlation between 'positive experience' and 'commuting strain'.

3.4) Research Process

The epistemology of the study embarked on the positivist perspective and adopted the objective inquiry. The study design was deductive and applied survey research by using sampling techniques and questionnaires. Quantitative data have been explained empirically and logically. The study attempts to present an acceptable notion that there is a correlation among positive experience, response to change, family-job conflict and commuting strain.

3.5) Scope of the Study

The Covid-19 pandemic has impacted businesses around the globe. In March 2022, the Government of India lifted all movement restrictions on citizens and corporate homes. Despite this, with the fear of the effects of the virus, professional staff have returned to the workplace almost after two years (from 2020 to 2022). In such a sensitive situation, this study was conducted to examine the experiences of professional employees' post-pandemic in terms of acceptance of change at workplace, family relationship and constraint of time, and commute strain.

The study population consisted of professional employees from diverse industries and age groups in Mumbai. The scope of the study was restricted to professional employees who reverted to the "office work" model after the pandemic in Mumbai.

Operational Definition of Professional Employee:

Although there are multiple definitions in law books for professional employee but it is interpreted as 'A professional employee is someone who has specialized knowledge, skills, and education in a particular field and who typically performs work that requires independent judgment and decision-making.'

3.6) Sampling Description

The study population consisted of close to 55 lakhs professional employees working in Mumbai (anecdotal observation). The Stratified Random Sampling Methods was used for the selection of samples. The study was conducted on professional employees who resumed the ‘work in the office’ model after pandemic-19 in Mumbai. However, those professional employees having ‘hybrid’ or ‘work-from-home’ model were excluded from study. The unit of samples were adopted for tertiary industries; however, government organizations were not considered in the study. Around 250 structured questionnaires were distributed among professional employees and 170 forms were received. For the analysis only 166 forms were accepted.

3.7) Description of the Tool

3.7.1) Variables under Study

- a. Demographic Variables: Age, Gender, Marital Status, Education and Travel Mode and Time.
- b. Continuous Variables: ‘Response to Change’, ‘Family-Job Conflict’, ‘Commuting Strain’ and ‘Positive Experience’.

3.7.1.a) Dependent Variable: Positive Experience:

Bruner & Gorden (2019) mentioned the two scales as ‘Attitude toward the Experience (Affective)’ developed by Chun, Diehl, and MacInnis (2017). The scale measures the degree to which a person liked a particular experience he/she had. Chun, Diehl, and MacInnis (2017) referred the construct as “remembered enjoyment”. This study adopted one scale out of four scales. The Cronbach alpha of the scale was 0.93, however, validity of the scale was not discussed by the Chun, Diehl, and MacInnis (2017). Out of 4 items the researcher has adapted two items with some modifications as follows -

Table No. 01: Variable: Positive Experience

Sr. No.	Original Items	Modified Statement	Cronbach Alpha (For Modified Version)
1	To what extent was your experience enjoyable?	My post-Covid experience of working from the office was pleasant	0.767
2	To what extent was your experience good?	Post Covid 19, returning to work and gaining in-office experience was good	
3	To what extent was your experience fun?	It was an exciting experience to shift from the "work from home" model to "work from office" model.	

Source: Prepared

3.7.1. b) Independent Variable: Response to Change

In the Handbook of ‘Marketing Scale’, Bruner & Gorden (2019) provided a scale as ‘Attitude toward the Organization’s Repositioning’ developed by Wolter and Cron (2016, p. 408). The scale

measures a person’s attitude about the radical change a particular organization is about to make regarding what it stands for. Wolter and Cron (2016) reported the scale’s composite reliability as 0.89 and by using CFA their measurement model adequately fit the data. The discriminant validity confirmed that the scale measuring attitude toward the organization’s repositioning was distinct from the other measures and AVE was 0.68 (Wolter and Cron, 2016). The original scale consisted of four items however, to attain the objectives the study the researchers have modified the items as follows –

Table No. 02: Variable: Response to Change

Sr. No.	Original Items	Modified Statement	Cronbach Alpha (For Modified Version)
1	I would fully accept this change.	I accept the shift in working that has occurred due to the pandemic.	0.766
2	If there was some way to do it, I would resist this change (R).	I don't resist the change in working patterns caused due to the pandemic	
3	This type of change would probably be for the better.	I consider that such changes would probably be for my betterment	
4	This type of change would upset me (R).	Changes in my work excite me	

Source: Prepared

3.7.1.c) Dependent Variable: Family-Job Conflict

This measure was developed by Small & Riley (1990), to assess the extent of spill over of work demands into four non-work roles. There are four roles for employees like leisure, home-maker, parent, and spouse. On the basis of these four roles Small & Riley (1990) provided four scale such as –

- 1) Job Marriage Conflict Scale
- 2) Job Parent Conflict Scale
- 3) Job Leisure Conflict Scale
- 4) Job Home Management Conflict Scale

Taking into account the objectives of the study and the context of the study, the researchers adapted only one scale, that is - Job Marriage Conflict Scale. In addition, the scale was amended and the word "marriage" was deleted and the word "family" was added.

According to Aryee (1993) the coefficient alpha was 0.70 and the Job-Marriage conflict was positively correlated with burnout, time at work, work role ambiguity, and lack of career progress.

Table No. 03: Variable: Family-Job Conflict

Sr. No.	Original Items	Modified Statement	Cronbach Alpha (For Modified Version)
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1	After work I am too tired to spend time with my spouse (R).	I get time to spend with my family after working in the office	0.869
2	My marriage suffers because of my work (R).	Relations with my family don't suffer due to my "work from office" model.	
3	My jobs make it hard for me to have good relations with my family/friends (R).	Despite the fact that I work from the office, my job/profile allows me to maintain positive relationships with my family and friends.	
4	My working hours interfere with the amount of time I spend with my family/friends (R).	My office hours don't interfere with the amount of time I spend with my family and friends.	
5	My job doesn't affect whether I enjoy my free time outside of work	I get free time after my office hours.	

Source: Prepared

3.7.1.d) Dependent Variable: Commuting Strain

This measure was developed by Klunger (1998), to assess the degree to which employees are strained by the length and hassles of their commute to and from work. It taps both the employee's cognitive evaluation of the commute to work and his or her affective reactions to the commute. There are 17 items that indicate the cognitive & affective strain, fear, and cause of worry due to commuting. He indicated the coefficient alpha 0.92 and validated the scale as follows - 'Cognitive and affective commute strain correlated positively with commute length and variability, tardiness, and somatic symptoms. Commute strain correlated negatively with alternatives for commuting and enjoyment of the commute to work (Kulger, 1998)'.

The team of researchers selected only four items based on the suitability of the context and goal of the study. Some items were modified as follows –

Table No. 04: Variable: Commute Strain

Sr. No.	Original Items	Modified Statement	Cronbach Alpha (For Modified Version)
1	Commuting (travel from home to office/office to home) makes me worry about constantly being under time pressure	Not Modified	0.904

2	Commuting (travel) is stressful for me	Not Modified	
3	Commuting (travel) makes me have generic negative feelings	My commute causes me to worry about negative feelings	
4	Daily commuting (travel) affects my mental health	My commute causes me to worry about my mental health	

Source: Prepared

The responses were collected on a 5-point Likert scale ranging from ‘strongly disagree’ (1) to ‘strongly agree’ (5). The scale was considered an interval level of measurement and a continuous variable for the purpose of analysis.

4.0 Data Analysis

In the process of scanning of the forms the missing values were removed. The data analysis was done by using Descriptive statistics, Pearson Correlation for hypotheses testing, and Multiple Regressions for the prediction were used to attain the objectives of the study.

4.1) Demographic Profile

All the respondents were young professionals (79%) residing at Mumbai and Thane district. Most of them were unmarried (79%) with graduate or post graduate degree (97%). There were 52% were male professionals. All the respondents were working with in various industries such as FMCG, BFSI, real estate, hospitals, fashion, IT, and construction. The respondents work as management consultants, human resource managers, branch managers, financial advisors, data analysts, digital marketing executives, and so on. The average commute time from home to office for the sample population is one hour.

4.2) Frequency Analysis for Post Covid Experience

Table No. 05: Dependent Variable – Experience

SR. No.	Statement	Number of Respondents				
	Variable: Experience	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My post covid’s experience of working from office was pleasant	46	60	49	7	4
2	Post-COVID 19, returning to work and gaining in-office experience was good	73	59	28	4	2

Source: Prepared

N=166

It was observed that post-covid nearly 63 % of the respondents had a pleasant experience working from office. Post-COVID 19, returning to work and gaining in-office experience was good for 79% of respondents. It was also noted that shifting from the "work from home" model to the "work from office" model was an exciting experience for 66 % of respondents.

4.3) Descriptive Analysis: Independent Variables

The total sum score, mean and the standard deviation has been worked out for all the independent variables and presented below-

Table No.06:

Sr. No.	Variable (DV)	Sum	Mean	SD	Interpretation
1	Response to Change	2578.00	15.5301	3.05639	High Level
2	Family-job Conflict	2928.00	17.6386	4.73306	Moderate Level
3	Commuting Strain	1972.00	11.7410	4.68515	Moderate Level

Source: Prepared

DV: Dependent variable

From above table it is observed that respondents have accepted new working style and assumed that such changes were made for their betterment. Many of them found excitement in such changes. It is indicated by higher level of mean and 3.05 standard deviation. The moderate level mean indicated that respondents have some concerns about family in terms of time and maintaining positive relationships. The travel to office was moderately stressful for the respondents and affecting their mental health.

4.4) Inferential Statistics: Hypotheses Testing – Pearson Correlation

For testing the hypotheses, the correlation coefficient was computed by using Pearson Correlation technique. It describes the correlation among 'Post COVID experience', 'Response to change', 'Family-job conflict' and 'Commuting strain'. The 'r' values and 'p' (Sig.) values are presented in tabular form. The retention and rejection of the various hypotheses have led for further analysis. Table No. 07: Correlation coefficient among 'Post COVID experience', 'Response to change', 'Family-job conflict' and 'Commuting strain'.

Pearson Correlation N = 166	Independent Variables	r	p value	Significant / No Significant	Null Hypotheses Retained/ Rejected
Post COVID Experience	Response to Change	.671	.000	Significant Correlation	Rejected
	Family-job Conflict	.619	.000	Significant Correlation	Rejected
	Commuting	-.169	.030	Significant	Rejected

	Strain			Correlation	
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Source: Primary Work

The "post-Covid experience" and the employees' "response to change" have a strong, positive, and significant relationship as the p-value is less than 0.05. Similarly, there was also a strong, positive, and significant correlation between "post-Covid experience" and "family-job conflict." However, there was a weak and negative but significant correlation between the employees' "post-Covid experience" and their "commuting strain."

4.5) Predictive Statistics: Multiple Regression

In spite of a significant correlation among all the variables, two questions arise:

4.5.1) How well do the three measures of change, conflict and strain predict post-COVID experience of white-collar employees? How much variance in Post Covid experience scores can be explained by scores on these three scales (RC, FJC, CS)?

4.5.2) Which is the best predictor of Post Covid experience: "Response to Change," or "Family-job Conflict," or "Commuting Strain."?

To counter the above questions, the multiple regression technique was used with the help of SPSS (21) package. **The preliminary analyses were conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity, and homoscedasticity.** The following table presents the R and R Square value.

Table No. 08: Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 ^a	.542	.534	1.67738
a. Predictors: (Constant), Commuting strain, Response to change, Family-job conflict				
b. Dependent Variable: Post Covid Experience				

Source: Prepared

(R Square = .542*100)

The model of Commuting strain, Response to change and Family-job conflict explains 54% of the contribution in post-Covid experience. The following ANOVA table shows the F value and statistical significance -

Table No.09: ANOVA

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	539.786	3	179.929	63.950	.000 ^b

1	Residual	455.804	162	2.814		
	Total	995.590	165			
a. Dependent Variable: Post covid experience						
b. Predictors: (Constant), Commuting strain, Response to change, Family-job conflict						

Source: Prepared

The ANOVA table indicated the significance value is less than 0.05 therefore; the above model reaches to statistical significance. The following table of coefficient explained the variables included in the model contributed to the prediction of the dependent variable.

Table No.10: Coefficients

Coefficients ^a												
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero order	Partial	Partial	Tolerance	VIF
(Constant)	2.700	.836		3.230	.001	1.050	4.351					
Response to change	.383	.051	.476	7.496	.000	.282	.484	.671	.507	.398	.700	1.428
Family-job conflict	.186	.035	.358	5.381	.000	.118	.254	.619	.389	.286	.639	1.565
Commuting strain	-.003	.029	-.007	-.116	.908	-.062	.055	-.169	-.009	-.006	.896	1.116
a. Dependent Variable: Post covid experience												

Source: Prepared

The ‘Response to change’ (Independent Variable) revealed the highest beta coefficient of 0.476 with less than 0.05 sig. value. The employee’s ‘Response to change (RC)’ makes the strongest and the most significant contribution to explain ‘Post-Covid experience’ (Dependent Variable) compared to the variance explained by other variables in the model is controlled for. The beta value for ‘Family-job conflict (FJC)’ is 0.358, which is lower than an employee’s ‘response to change’ with less than 0.05 sig. value. It has a statistically significant contribution to the prediction of the ‘Post-Covid experience’ (Dependent Variable). The beta value for ‘Commuting strain (CS)’

is -0.007, which is the lowest with more than 0.05 sig. value. It did not have a statistically significant contribution to the prediction of the 'Post-Covid experience' (Dependent Variable).

By using Unstandardized Coefficients, the following Regression Equation emerges –

$$(Y = b_0 + b_1x_1 + b_2x_2)$$

$$\text{Post-COVID experience} = 2.700 + (0.383) * x_1 \text{ (RC)} + (0.186) * x_2 \text{ (FJC)} + (-0.003) * x_3 \text{ (CS)}$$

4.5.3) Result of Multiple Regression

The model, which includes three independent variables like Commuting strain, Response to change and Family-job conflict explained 54% of the variance in post-COVID experience (Answer to Question 1).

'Response to change' (beta 0.476) is making a statistically significant contribution to the prediction of the post-COVID experience (Answer to Question No. 2)

5.0 Discussion

After the pandemic, getting back to work physically was a pleasure for professional staff. It was a fascinating experience for them to move from the "work from home" model to the "work from the office" model. Due to the lockdown, people's travel was restricted, so returning to the office was a mental relaxation experience.

Many of them experienced the job stability. In- person work model improves the learning of the employees by minute observation. They develop healthy relationship with peers and colleague, and enjoy the work culture. Due to right people at right time and right place decision making process become fast in Work-from-office model. Many of the employees get satisfaction due to higher productivity and quick problem solving.

Data analysis revealed that professional employees were confronted with various changes in the workplace after they returned to work in person. They were completely preoccupied with addressing the changes imposed by the organization as a result of Covid-19. As a result, higher-level experience has been linked to address unprecedented change within the organization. The majority of employees have experienced changes in their work, work style and work habits. While reacting to these changes, they believed that these changes were meant to improve them.

Nearly 50% of respondents indicated that there was no conflict between work and family balance. The relationship with the family was intact, in the office-based work model. They believe hours of service have not infringed on time spent with family. As a result, they reported a positive experience post resumption of in-person operations.

The study assumed that the respondent may have a negative experience after returning to physical presence on duty due to commuting strain. The study was based on Mumbai and it was observed that Mumbaikars face massive traffic jams on the road and overcrowded local trains. This assumption was entirely true because the study findings showed that returning to the office in person after the pandemic was painful because of travel. To summarize, commuting has been very stressful and cannot provide a pleasant or good experience to respondents.

Although, the Government of India has lifted the restrictions on movement, but there were still fears about Corona. Overpopulated train can transmit the virus easily and long-time trapped in the vehicle increase respiratory problems. This may be one of the reasons respondents were unhappy with travel.

6.0 Conclusion of the Study

The study concludes that returning to in-person work after the pandemic was a pleasurable experience for respondents. The work-from-office model give rise to enthusiasm and excitement. Post-pandemic, there have been a variety of changes in work, work habits and work styles. Responding to such workplace changes has generated an enjoyable experience for professional employees. In addition, these changes have generated a positive sense of improvement. Professional employees can maintain good relations and offer quality time to family members, even after hours. As usual, commuting strain was developed negative experience. In summary, the more changes with the belief of improvement leads to the more enjoyable experience. Plus, time management between work and home generates a positive experience. The greater the commuting stress, the greater the negative experience.

The present study supports the theory given by Douglas McGregor – Theory Y. Moreover, the findings regarding response to change were contrary to the well-known notion of resistance to change provided by Kurt Lewin (1940).

7.0 Implication and Limitations of Study

Although the study was conducted after the pandemic (immediately after the end of the lockdown), the findings of the study will be useful to all stakeholders. Findings such as professional employees appreciate change and office-work model can maintain positive relations with appropriate time management contributed to the body of scientific knowledge.

The study was grounded on contingency theory like post-pandemic. In addition, it was carried out only on professional employees working in Mumbai with travel supposition from home to office. Consequently, the results of the study limit generalizations.

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