

# EFFECTIVENESS OF FAIR PAY AND WORKING HOURS FOR EMPLOYEES WORKING REMOTELY

Rachita Bajaj

Research Scholar, Department of Commerce & Business Administration, TilkaManjhi Bhagalpur University, Bhagalpur, Bihar, India. Email: rachita.bajaj.rb@gmail.com

**Abstract:** The study is aimed at identifying the effectiveness of fair pay and working hours for employees working remotely. The people who are working from home are not getting full pay, as employers are cutting their wages. The research paper uses the primary data collection method and involved human participants to gather the data. Findings indicated that fair pay and working hours play a significant role in motivating workers and boost their productivity as well. The study has applied the random sampling method and 25 managers of manufacturing companies in Bihar participated in this research. Fair pay may make them loyal and they may remain in the business for a longer duration. Fair pay to employees always acts as a tool for the employers through which companies can make their workers positive and can ensure their positive contribution in the success of the business unit. Employees have to work lengthy working hours in remote working, and if they do not receive pay accordingly they may become negative. This may create trouble for the businesses to maintain productivity of employees. Hence, the firms need to ensure timely payment of wages, as per the contribution of the person to the success of the firm.

**Keywords:** Fair Pay, Motivation, Remote Working, Employee Satisfaction, Working Hours, Employee Productivity

## INTRODUCTION

### Background of the Study

Remote working is the kind of practice that allows employees to manage their work from their home, without the need to visit the workplace. People are allowed to work outside of the traditional working environment. Remote working is considered a multi-step process that needs proper planning and a systematic process. Businesses cannot allow their workers directly to work remotely. By looking at the seriousness of the pandemic, many organisations are now allowing their workers to manage their work from home and stay home. Working from home is a facility provided by firms to their workers by looking at the market demand. The people are allowed to manage their complete work from their home. However, many firms do not consider remote working as full-time work; hence, they cut the salaries of workers and do not pay them properly (Ropponen et al., 2018). This has become a major concern point for the employees, as it demotivates them and makes them negative towards the enterprise. Human resource management is the responsible body in the organisation that needs to decide the welfare of staff members. If employees are being pressurised in any manner,

the HR team needs to take immediate action, otherwise they may lose their potential workers soon. Working from home is a new concept that allows people to work the same working hours as they would in an office environment. However, some companies do not consider it as a full-time job. Many IPO and other companies force their staff members to work more than 8 hours for the same pay. These kinds of issues are affecting the performance and productivity of employees to a great extent. They fail to execute their jobs well and this hampers the overall performance of the organisation greatly (Graham et al., 2020).

### Research Aim and Objectives

#### Aim

To analyse the effectiveness of fair pay and working hours for employees working remotely.

#### Objectives

- To understand the conceptual framework of remote working in the modern era.

- To identify the significance of fair pay for employees and organisation.
- To examine the relationship between fair pay and working hours and the performance of employees working remotely.

### Research Questions

- What is the meaning of remote working in the modern era?
- What is the significance of fair pay for employees and the organisation?
- What is the relationship between fair pay and working hours and the performance of employees working remotely?

### Rationale

The main reason for carrying out this research is that the topic is familiar to the scholar. There is vast data available that reflects the actual way of managing fair pay and working hours for the staff members in an organisation. Hence, adequacy of data availability may help in finishing this research properly and reaching the desired outcome (Groen et al., 2018).

### Significance of the Study

This study is significant to the companies that are managing their workers remotely due to the pandemic. This may help in setting their fair pay scale and scheduling adequate working hours to keep their workers motivated. The study is beneficial for other scholars, as they may get the basic knowledge of remotely working employees and can use this study for their future investigation.

## REVIEW OF LITERATURE

### Remote Working

As per the view of Urtasun and Nuñez (2018), remote working can be described as a practice in which employees are allowed to manage their business responsibilities from their home. This is a new concept that allows the firm to modify its operational process in a manner so that employees remain safe and secure. COVID-19 pandemic has allowed the facility to the employees to manage their work remotely.

This is a flexibility, in which staff members are not allowed to visit the office environment, and they may finish their work from home.

Al Mamun and Hasan (2017) stated that before this pandemic, working from home was considered a privilege to the employees. Many times workers take advantage of this facility. This is a phenomenon that helps in improving the work-life balance. In this way, workers may handle their personal and professional responsibilities well. The health of employees is the main responsibility of employers; hence, employers allow their employees to stay home and stay safe. Remote working is considered a privilege to the staff members, however, several times this flexibility is misused by the employer, as they pressure the employees to work more than the allotted hours and earn fewer wages as well.

### Significance of Fair Pay for Employees and Organisation

As per the view of Messenger (2017), fair pay to the employees is considered an effective approach, as this gives satisfaction to the workers. They get paid as per the efforts made to the organisation. If the employees are not getting accurate pay, then this may make them negative towards the brand and they think about leaving their job. It is therefore essential for the companies to set the pay scale as per the industry standards and government norms. No employee can get wages less than the set standards. If such a thing happens, it is considered a violation of human rights. Fair pay makes people feel better and they feel that the company is valuing their work. This motivates the employees and enhances their energy as well. In this way, they work better and contribute well to the success of the business unit.

Celma et al. (2018) declared that fair pay is significant to the employees as they fulfil their desires, and individual stay in the workplace for a longer duration. Money is the major factor that can turn the mind of employees. If the company fails to provide them correct wages, then the company may lose the trust of its staff members. In this manner, people become more productive and they accomplish their job roles properly. This creates a positive image of a staff member in the mind of employers, and managers provide growth opportunities in the workplace.

As per the view of Rasca (2018), fair pay always provides comfortable working space to the employees, where people feel happy and satisfied. This is a great practice that gives benefits to the employers as well. Employers ensure that their skilled people stay in the firm for a longer duration and these fair pay practices motivate these staff members and help retain them in the business. These talented workforces

always support the enterprise to accomplish its goal and to gain a competitive advantage as well.

Ahmed et al. (2020) stated that fair pay is the best practice for the employer, as it develops a positive atmosphere where the firm can attract new talent and can boost the brand name as well. Satisfied employees may serve the consumers well, and businesses can get a chance to raise their profitability and efficiency of operations significantly.

### **Relationship between Fair Pay and Working Hours and the Performance of Employees Working Remotely**

According to Celm et al. (2018), there is a significant relationship between fair pay or working hours and employee performance. In remote working, employers expect their staff members to work more than the standard working hours; hence, they allot work during odd hours as well. This demotivates the staff members and makes them negative towards the brand. Even the employees are not considered full-time workers, because they are managing work from home; hence, they receive a pay cut, which is another major element that demotivates them. This kind of demotivation hampers the working performance of employees. The workers do not pay attention to executing the work with high quality, and therefore, they make mistakes that affect the organisational performance.

Messenger (2017) argued that longer working hours decreases the energy of the people and they fail to pay attention to their family while working remotely. This also enhances the mental and physical pressure on the employees, which affects their working abilities. In this condition, the workers may feel demotivated and would not like to work with the same firm in the future.

## **RESEARCH METHODS**

### **Research Philosophy**

This is the tool of research method that deals with the development of knowledge and nature of the study as well. This is considered as the belief in which scholars gather the data and analyse it to generate a valid outcome. Interpretivism and positivism are the 2 major kinds of philosophies. Interpretivism is the simple philosophy that is used in qualitative studies, where the scholar is required to involve a human being. On the other hand, positivism

philosophy is a highly structured method that uses a large sample to gather the data. This is mainly used in quantitative studies (Bairagi & Munot, 2019). The current investigation has applied the interpretivism philosophy, where a scholar has conducted this entire research from the subjective viewpoint and has involved human participants to share their views on the topic.

### **Research Approach**

The 2 main kinds of approaches of research are inductive and deductive. The inductive approach uses the theories and evaluates these theories or patterns and develops new theories. This is used in qualitative studies, where the scholar is required to use theories to research the problem. On other hand, deductive approach is one that prepares hypotheses and tests these hypotheses (Basias & Pollalis, 2018). Based on the test results, data is analysed and a valid outcome is generated. In this current investigation, the scholar has used the inductive approach, as theories on fair pay, working hours, and remote working are used. Human participants are involved to get a valid outcome. This helped scholars in generating positive results and finding the best answers to the research problem.

### **Data Collection**

The current study has used the primary data collection method. The survey technique is used by the scholar to gather first-hand details about the effectiveness of fair pay and working hours for the employees working remotely. This is a simple method that helps in gathering the highly relevant details about the subject and generating the most effective answers. Secondary sources are also used to develop a better understanding of the subject and understanding the depth of this subject (Li & Chu, 2018). Both these data collection tools have helped the scholar to find the best answers to the research questions.

### **Sampling**

This is the simple framework that helps the researcher to select the right people suitable for the study and can share great knowledge with the researcher to answer the research problems significantly. The study has applied the random sampling mechanism. The 25 managers of manufacturing companies in Bihar are taken into consideration as a sample. They have shared fair knowledge with an investigator that supported in generating the actual outcome.

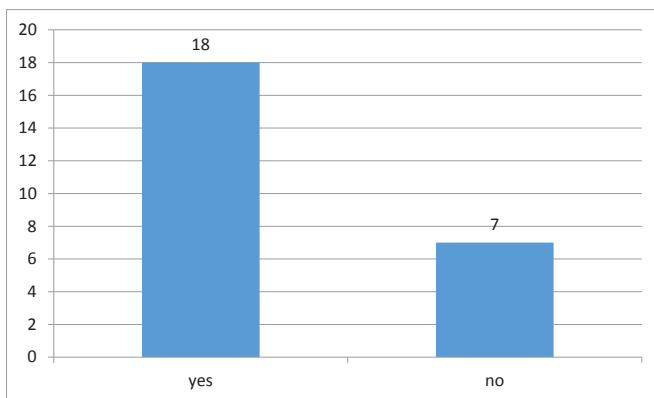
## Data Analysis

The research has used the thematic analysis tool. The scholar has prepared themes based on research objectives and questions, graphs are prepared, and interpretation is done. In this way, data is analysed and the result is generated (Volkova et al., 2018).

## FINDINGS AND ANALYSIS

**Table 1: Do you Think Remote Working is a Great Practice and Must be Applied in the Organisation?**

Yes	18
No	7

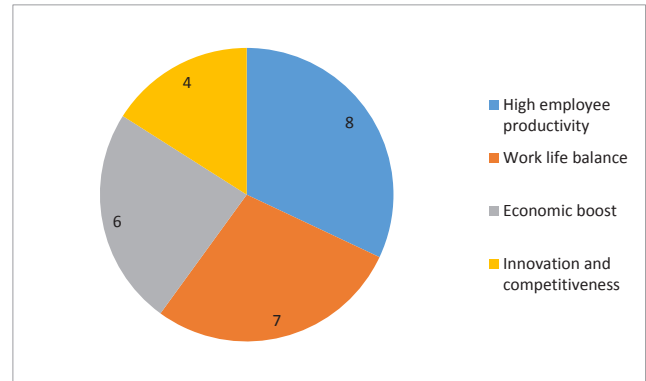


**Fig. 1**

*Interpretation:* From the above study, it is identified that 18 out of 25 respondents believed that working remotely is a great practice for employees. 7 out of 25 participants replied that this is not a good practice. It can be interpreted that working remotely may help employees in finding a balance between personal and professional life, hence this is the best way through which businesses can enhance workplace productivity of the staff members. Therefore, this is a beneficial practice.

**Table 2: What is the Benefit of Fair Pay and Working Hours for Employees Working Remotely?**

High employee productivity	8
Work-life balance	7
Economic boost	6
Innovation and competitiveness	4

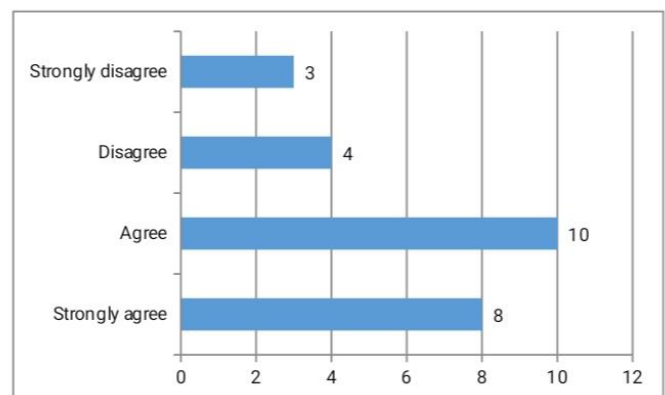


**Fig. 2**

*Interpretation:* From Fig. 2, it is identified that 8 out of 25 respondents believed that fair pay and working hours help in enhancing employee productivity greatly. 7 out of 25 participants believed that it helps in finding work-life balance. From the above analysis, it can be interpreted that fair pay and working hours always help the employees be more productive and manage the work and family responsibilities equally.

**Table 3: Do You Agree that Fair Pay can Boost the Productivity of Employees Working Remotely?**

Strongly agree	8
Agree	10
Disagree	4
Strongly disagree	3



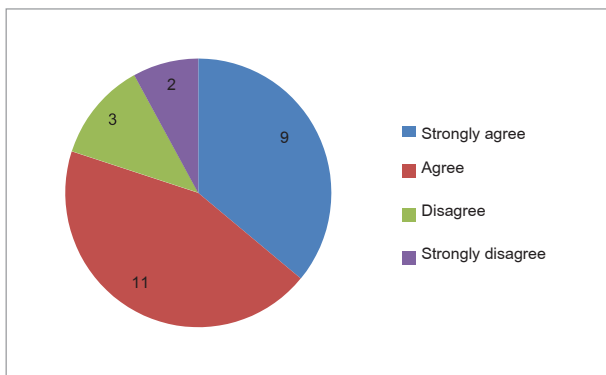
**Fig. 3**

*Interpretation:* From Fig. 3, it is observed that a large number of people believed that fair pay can boost the productivity of employees working remotely. Fair pay always makes the

people feel valued and motivated. In this way, they put their best efforts to accomplish the business goal. These are the practices that can raise the energy of the staff members, and they feel loyal and positive as well towards the firm.

**Table 4: Do You Agree that Long Working Hours in the Remote Working of Employees may Make the Employees Negative?**

Strongly agree	9
Agree	11
Disagree	3
Strongly disagree	2

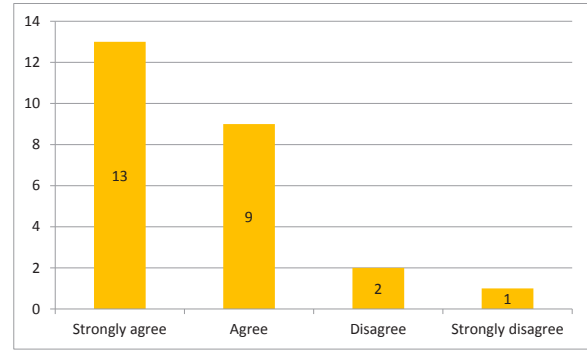


**Fig. 4**

*Interpretation:* From Fig.4, it can be interpreted that a large number of respondents believed that long working hours can make people negative. This may create difficulty for them in managing their family properly as they have to spend long hours on their official work. Hence, this makes them negative and they fail to work better.

**Table 5: Do You Agree that Fair Pay and Flexible Working Schedule can Retain Employees in the Firm for a Longer Duration?**

Strongly agree	13
Agree	9
Disagree	2
Strongly disagree	1



**Fig. 5**

*Interpretation:* From Fig. 5, it can be interpreted that fair pay and flexible working hours always encourage people. In this way, skilled people can be retained in the business for a longer duration. In the absence of this employees may feel overburdened; this generates negative energy and hence, they fail to work better.

## DISCUSSION

From the above study, it can be said that fair pay and working hours are considered essential practices that always motivate the employees and raise their productivity as well. In remote working, employees like to manage their family and professional life properly. However, due to an overburden of work, they have to work extra hours. Employers do not consider their extra hours as eligible for the pay. This may make employees feel a sense of negativity towards the brand and they may consider leaving their job (Messenger, 2017).

If companies aim to retain its talented workforce, then they need to ensure fair pay to the workers, so that the employees put in extra efforts and help the business grow well in the market.

## LIMITATION

The study has focused on employees working in Bihar only, which is the main limitation of this study. Many other workers are dealing with different issues that are not



considered in this research paper. The study has involved limited respondents due to time constraints, which is another major limitation of this study. This study has used only theoretical details; no statistical details are used to generate more authentic answers.

## FUTURE SCOPE

The researcher can conduct the investigation separately on fair pay and working hours, as both these are broad perspectives. Hence, a study can be conducted separately to develop broad knowledge. In the future, the scholar can apply the SPSS to analyse the data and can use the deductive approach so that the hypothesis can be tested.

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## APPENDIX

Do you think remote working is a great practice and must be applied in the organisation?

- Yes
- No

What is the benefit of fair pay and working hours for employees working remotely?

- High employee productivity
- Work-life balance
- Economic boost
- Innovation and competitiveness

Do you agree that fair pay can boost the productivity of employees working remotely?

- Strongly agree
- Agree
- Disagree
- Strongly disagree

Do you agree that long working hours in the remote working of employees may make the employees negative?

- Strongly agree
- Agree

- Disagree
- Strongly disagree

Do you agree that fair pay and flexible working schedule can retain employees in the firm for a longer duration?

- Strongly agree
- Agree
- Disagree
- Strongly disagree