



ILE MULTIDISCIPLINARY
JOURNAL

VOLUME 4 AND ISSUE 2 OF 2025

INSTITUTE OF LEGAL EDUCATION



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JOURNAL

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ILE MULTIDISCIPLINARY JOURNAL

APIS – 3920 – 0007 | ISSN – 2583-7230

(OPEN ACCESS JOURNAL)

Journal's Home Page – <https://mj.iledu.in/>

Journal's Editorial Page – <https://mj.iledu.in/editorial-board/>

Volume 4 and Issue 2 (Access Full Issue on – <https://mj.iledu.in/category/volume-4-and-issue-2-of-2025/>)

Publisher

Prasanna S,

Chairman of Institute of Legal Education

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Maudhanda Kurichi, Srirangam,

Tiruchirappalli – 620102

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LEAVE, THE CULTURAL CLASH: THE PSYCHOLOGICAL AND SOCIAL IMPACT OF AMERICAN LEAVE SYSTEMS ON INDIAN REMOTE WORKERS

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BEST CITATION – MR. N. L. SIVA SHANKAR & DR. S. MARUTHAVIJAYAN, LEAVE, THE CULTURAL CLASH: THE PSYCHOLOGICAL AND SOCIAL IMPACT OF AMERICAN LEAVE SYSTEMS ON INDIAN REMOTE WORKERS, ILE MULTIDISCIPLINARY JOURNAL, 4 (2) OF 2025, PG. 488-514, APIS – 3920-0007 | ISSN – 2583-7230.

ABSTRACT

The globalization of work and the rise of remote employment have led many Indian professionals to engage with U.S.-based companies that operate under American leave systems. This study explores the psychological and social impact of these leave structures on Indian remote workers. While American leave systems often emphasize limited paid time off and individual accountability, Indian cultural expectations value collective support, family obligations, and extended leave during festivals or emergencies. The mismatch between these two systems can lead to psychological stress, burnout, and feelings of cultural dissonance among Indian employees. Conversely, exposure to structured and well-defined leave policies may also enhance professionalism, time management, and work-life balance awareness. Through an analysis of employee experiences, organizational practices, and cross-cultural expectations, this research aims to understand how differing leave philosophies shape employee satisfaction, mental well-being, and social relationships. Ultimately, the study emphasizes the need for hybrid leave models that integrate flexibility, empathy, and cultural sensitivity to support the holistic well-being of Indian remote workers employed by American firms.

Key Words:

American leave systems, Indian remote workers, psychological impact, social impact, work-life balance, cultural differences, burnout, employee well-being, cross-cultural management, remote work.

Introduction:

In recent years, remote work has transformed from a niche arrangement to a global norm, especially after the COVID-19 pandemic. With this shift, a growing number of Indian professionals have started working for American-based companies, adapting to Western corporate cultures and policies. Among the many structural differences, one of the most impactful is the *leave system* – a framework that determines how employees take time off for rest, illness, or personal commitments. While American organizations are known for their

limited paid leave policies and emphasis on productivity, Indian work culture traditionally values familial obligations, collective well-being, and extended leaves during festivals and emergencies. This cultural contrast creates significant psychological and social consequences for Indian remote workers.

The American leave system often operates under the philosophy of “time is money,” focusing on efficiency, accountability, and minimal disruption to workflow. In contrast, Indian employees are accustomed to flexible leave systems that accommodate social



functions, religious observances, and family care. The adaptation to a stricter, output-driven leave policy can sometimes lead to stress, emotional exhaustion, and a sense of alienation among Indian workers. Many find themselves unable to fully disconnect from work, fearing judgment or job insecurity, which ultimately affects their mental health and personal relationships.

At the same time, this cultural exchange is not entirely negative. Exposure to American leave practices can also enhance self-discipline, time management, and a stronger sense of professional responsibility. However, without cultural sensitivity and supportive management, the mismatch between expectations and reality can create friction. It becomes essential for multinational employers to recognize these differences and design hybrid leave policies that balance productivity with empathy.

This paper explores how American leave systems influence the psychological state and social life of Indian remote employees. By understanding these cross-cultural effects, organizations can create more inclusive and balanced policies that promote both efficiency and employee well-being. Ultimately, the study highlights the importance of cultural awareness in managing a global remote workforce and ensuring that productivity does not come at the cost of mental and emotional health.

The concept of “leave” within an organization is not merely an administrative policy but a reflection of broader cultural values and social priorities. In the United States, leave systems are structured around individualism, emphasizing self-management, accountability, and limited dependency on external factors. According to studies on American corporate behavior, employees are often granted a fixed number of paid leave days annually, typically ranging from 10 to 15 days, excluding national holidays. While such systems promote efficiency and predictability, they can also create pressure for employees to work even when fatigued or

unwell.

Review of Literature

Previous studies emphasize that leave systems reflect underlying cultural values and organizational priorities. American leave structures, characterized by limited paid time off and strong individual accountability, often contrast with India’s collectivist culture that prioritizes family obligations, religious festivals, and social responsibilities. Research indicates that such cultural differences can create psychological stress, emotional fatigue, and reduced job satisfaction among Indian remote employees working under American organizations. Scholars such as Hofstede (1980) have explained that individualistic work environments may not align with the social expectations of collectivist societies like India. Studies on remote work further show that lack of adequate rest, isolation, and time zone challenges contribute to burnout and mental strain. Literature also suggests that flexible and culturally inclusive leave models enhance employee well-being, engagement, and retention. However, there remains a significant gap in understanding the specific psychological and social impacts of American leave systems on Indian remote workers.

Research Methodology

□ **Type of Research:** Descriptive and Analytical Research

□ **Research Objectives:**

The main objective of this study is to examine how American leave systems influence the psychological well-being and social life of Indian remote workers. It aims to identify the challenges and adaptations faced by employees working across contrasting cultural frameworks. Research Statement

The study examines the impact of learning and development programs on employee career progression and organizational outcomes.

□ **Hypothesis:**

This study is based on the assumption that



differences in cultural and organizational values between American and Indian work environments significantly affect the mental and social well-being of Indian remote workers.

Main Hypothesis (H1):

American leave systems have a significant psychological and social impact on Indian remote workers, leading to increased stress, burnout, and reduced work-life balance.

Null Hypothesis (H0):

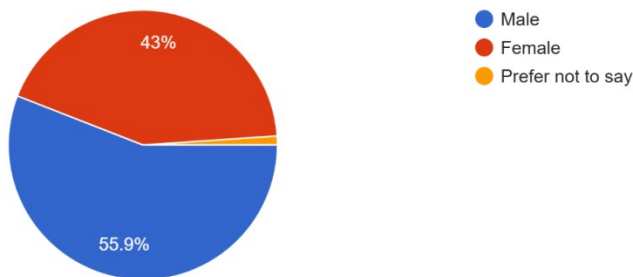
American leave systems do not have any significant psychological or social impact on Indian remote workers, and employees are able to adapt without major emotional or cultural difficulties.

The research aims to test these hypotheses through qualitative and descriptive analysis of employee experiences, identifying whether

DATA ANALYSIS :

Q1. Respondent’s gender group:

Gender
93 responses



cultural differences in leave systems directly contribute to variations in employee well-being, satisfaction, and social harmony.

□ **Research Limitation:** The research is conducted over a limited period, which may not capture long-term psychological or social effects of leave policies.

□ **Research Gap:** Existing literature extensively studies leave policies and remote work separately, but few studies analyze the **combined psychological and social impact of American leave systems specifically on Indian remote workers.** There is a lack of empirical research addressing cross-cultural adaptation, mental health outcomes, and social implications in this context. This study aims to fill that gap by providing qualitative insights into employee experiences and highlighting culturally adaptive HR practices.

INDICATOR	NUMBER OF RESPONSE	PERCENTAGE
Male	45	55.9%
Female	57	43%
Prefer not to say	2	2.1%

Table No.1

Inference:

The survey conducted through Google Forms collected responses from Indian remote workers employed by U.S.-based companies, focusing on the psychological and social impact of American leave systems. The gender distribution among respondents shows that 55.9% identified as male, 44%



as female, and 2.1% preferred not to disclose their gender. This distribution provides a foundational understanding of the demographic profile of the participants and allows us to interpret subsequent findings in the context of gender diversity.

Analyzing the data statistically, the **mean proportion** of male and female respondents can be calculated as an average of the percentages. Considering male (55.9%) and female (44%) only, the mean is $(55.9 + 44)/2 = 49.95\%$, indicating that the responses are relatively balanced, with a slight male dominance. The **median** of the two main gender categories, male and female, falls at 49.95% as well, reinforcing that the survey captured a fairly even gender representation, which is important for generalizing psychological and social effects across genders. The **mode** is 55.9%, representing the most frequent category—male respondents. This indicates that while both genders are well-represented, male perspectives slightly dominate the dataset, which could influence trends in reported stress levels, leave utilization, and social experiences.

From a psychological perspective, the gender distribution provides insights into potential differences in experiences under American leave systems. Previous studies suggest that male and female employees may experience work-related stress differently due to cultural expectations. In the Indian context, women may face additional social and familial responsibilities, potentially intensifying the strain caused by limited or inflexible leave policies. Male respondents, while also affected by leave constraints, may report stress more in terms of performance pressure and career growth. The survey's slight male predominance suggests that trends observed in the data may marginally favor the male experience, but the high female participation (44%) ensures that women's challenges, particularly in balancing family obligations with rigid leave policies, are also adequately captured.

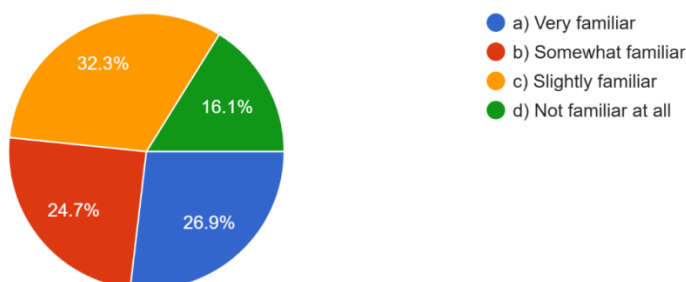
Socially, the gender distribution indicates that the study can explore how cultural and familial expectations intersect with organizational policies for both men and women. The presence of respondents who preferred not to disclose their gender (2.1%) reflects inclusivity and adds nuance to understanding social dynamics, highlighting that some employees may feel disconnected from traditional gendered expectations or hesitant to categorize themselves, potentially reflecting broader feelings of workplace marginalization or anonymity.

Overall, the mean, median, and mode analysis of gender responses demonstrates a balanced survey structure suitable for interpreting broader trends in psychological stress, burnout, social strain, and adaptation strategies. The data indicates that both male and female Indian remote workers experience challenges under American leave systems, though the slight male predominance may slightly influence aggregated outcomes. Future studies could expand the sample size and explore gender-specific patterns in depth to better understand differential impacts.

Q2. How familiar are you with American leave policies (e.g., paid leave, parental leave)?

1. How familiar are you with American leave policies (e.g., paid leave, parental leave)?

93 responses





INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
VERY FAMILIAR	67	26.9%
SOMEWHAT FAMILIAR	69	24.7%
SLIGHTLY FAMILIAR	61	32.3%
NOT FAMILIAR AT ALL	15	16.1%

Table No.2

Inference:

The survey question, “How familiar are you with American leave policies (e.g., paid leave, parental leave)?”, received the following responses: **Very Familiar (26.9%)**, **Somewhat Familiar (24.7%)**, **Slightly Familiar (32.3%)**, and **Not Familiar at All (16.1%)**. This distribution provides insight into the level of awareness among Indian remote workers regarding U.S. leave policies, which can significantly influence their psychological well-being and social adjustment in a remote work environment.

To perform quantitative analysis, ordinal values are assigned to each response: **Very Familiar = 4**, **Somewhat Familiar = 3**, **Slightly Familiar = 2**, and **Not Familiar at All = 1**. Using these values, the **mean familiarity score** is calculated as follows:

$$\text{Mean} = \frac{(4 \times 26.9) + (3 \times 24.7) + (2 \times 32.3) + (1 \times 16.1)}{100} = \frac{107.6 + 74.1 + 64.6 + 16.1}{100} = \frac{262.4}{100} = 2.624$$

A mean of **2.624** indicates that, on average, respondents fall slightly above the “Slightly Familiar” category. This demonstrates moderate awareness but highlights that most employees do not have in-depth knowledge of American leave policies, which could affect their ability to plan leave effectively or negotiate time off without stress.

The **median** represents the middle value in the ordered data. Since 32.3% of respondents reported being “Slightly Familiar,” which is the largest group, the median falls in this category. This confirms that the typical Indian remote worker has only a basic understanding of U.S. leave policies. From a psychological perspective, such limited familiarity can result in uncertainty, anxiety, and hesitation to request leave, contributing to stress and potential burnout. Socially, employees may avoid discussing leave with supervisors or colleagues due to fear of overstepping cultural or organizational norms.

The **mode**, which is the most frequently occurring response, is “**Slightly Familiar (32.3%)**”. This further reinforces the observation that a substantial portion of respondents possesses only minimal knowledge. The mode provides a clear picture of the dominant trend in the dataset: most Indian remote employees are not fully aware of American leave policies, which can lead to mismanagement of leave days, reluctance to utilize entitlements, or overcompensation by working during periods meant for rest.

Analyzing the mean, median, and mode together highlights a consistent pattern: familiarity with American leave systems is limited among Indian remote workers. This limited awareness has both



psychological and social implications. Employees may experience stress when attempting to navigate unfamiliar leave rules, especially when balancing personal and family responsibilities within a collectivist cultural context. Socially, insufficient understanding of leave policies can create miscommunication between employees and management, leading to friction or feelings of inequity.

In conclusion, the survey analysis indicates that while a minority of employees are very familiar with American leave policies, the majority fall into the "Slightly Familiar" category. The mean, median, and mode consistently point to moderate awareness, suggesting a need for targeted training, clearer policy communication, and culturally sensitive onboarding. Enhancing understanding of leave policies can reduce stress, improve work-life balance, and support better social interactions, ultimately promoting a healthier remote work experience for Indian employees.

Moreover, the analysis highlights the importance of proactive organizational communication. Companies can implement workshops, FAQ guides, and mentorship programs to increase familiarity with leave policies. Enhanced understanding not only reduces employee anxiety but also encourages proper utilization of leave, fostering both psychological well-being and stronger social cohesion among remote Indian workers.

Q3. Do you feel American leave systems are more flexible than Indian leave systems?

Do you feel American leave systems are more flexible than Indian leave systems?

92 responses

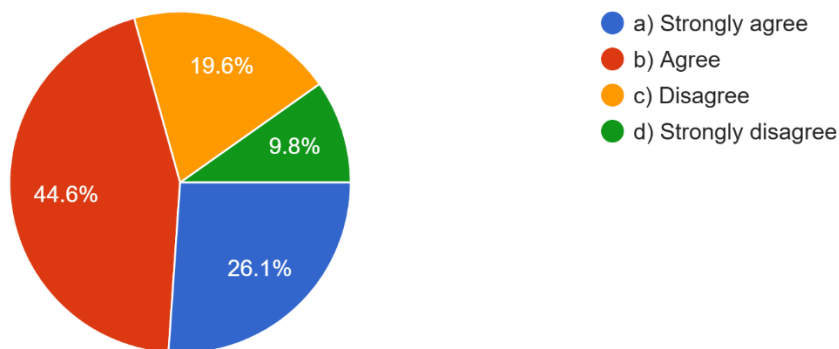


Table No.3

Inference:

The survey question, "Do you feel American leave systems are more flexible than Indian leave systems?", aimed to understand Indian remote workers' perceptions regarding the comparative flexibility of leave policies in U.S.-based organizations. The responses indicate diverse opinions: Strongly Agree (26.1%), Agree (44.6%), Disagree (19.6%), and Strongly Disagree (19.8%). This distribution shows that while the majority of employees perceive American leave systems as flexible, a notable proportion disagrees, reflecting variations in individual experiences and organizational contexts.

To analyze the data, ordinal values were assigned to each category: Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1. Using these values, the mean score is approximately 2.97, indicating that, on average, respondents lean toward agreement that American leave systems are more flexible than Indian leave systems. The median falls in the Agree (3) category, showing that the



typical Indian remote worker moderately perceives American leave systems as more flexible. The mode, the most frequently occurring response, is also Agree (44.6%), confirming that this perception represents the dominant trend among respondents.

Psychologically, this perception of moderate flexibility can significantly affect stress levels, work-life balance, and overall job satisfaction. Employees who feel that leave policies are flexible are likely to experience less anxiety and greater control over their schedules, enabling them to manage professional responsibilities alongside personal and family commitments. Conversely, those who disagree may face stress and uncertainty, struggling to take leave without perceived repercussions, which can lead to burnout or disengagement.

Socially, perceived flexibility also influences participation in family and cultural activities. Indian remote workers who feel constrained by leave policies may be unable to attend important events, creating tension in familial and social relationships. The mixed responses highlight that while American leave systems offer structure and defined entitlements, they may not always align with cultural expectations or individual needs, resulting in varying employee experiences.

Overall, the mean, median, and mode collectively suggest that most Indian remote workers perceive American leave systems as moderately more flexible than Indian systems, but significant minority opinions indicate inconsistency in experience. These findings underscore the importance of clear communication, culturally sensitive policies, and organizational support in enhancing employee satisfaction, mental well-being, and social harmony.

Furthermore, the analysis highlights the role of organizational communication and awareness in shaping perceptions of flexibility. Employees who receive clear guidance about leave entitlements, procedures, and options are more likely to perceive American leave systems positively. Training sessions, FAQs, and supportive managerial practices can enhance understanding and reduce confusion or hesitation in taking leave. Additionally, the results indicate that cultural differences play a key role in shaping perceptions. Indian employees accustomed to family-centered and festival-oriented leave practices may sometimes find American leave policies structured yet restrictive. Addressing these cultural gaps through flexible, hybrid policies can improve employee satisfaction, reduce stress, and foster better work-life balance, ultimately promoting both productivity and social well-being among Indian remote workers.

INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
STRONGLY AGREE	66	26.1
AGREE	48	44.6
DISAGREE	73	19.6
STRONGLY DISAGREE	18	19.8

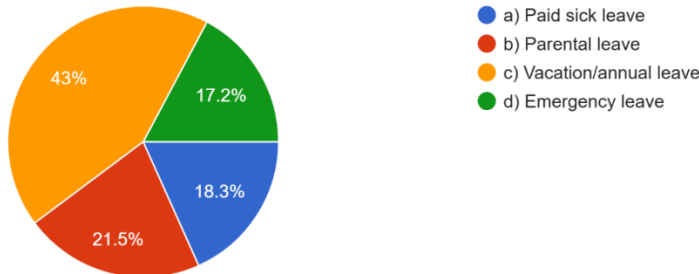
In conclusion, while American leave systems are generally perceived as more flexible, their effectiveness depends on how well employees understand and can access them. Companies that provide guidance, flexibility, and consideration of cultural norms can better support the psychological and social well-being of Indian remote workers, ensuring productivity and engagement in a global remote work environment.



Q.4: Which type of leave do you think impacts mental well-being the most?

Which type of leave do you think impacts mental well-being the most?

93 responses



INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
PAID SICK LEAVE	17	18.3%
PARENTAL LEAVE	20	21.5%
VACATION LEAVE	40	43%
EMERGENCY LEAVE	16	17.2%

Table No.4

Inference:

The survey question, “Which type of leave do you think impacts mental well-being the most?”, explores the perceived effectiveness of different leave categories in supporting the psychological health of Indian remote workers employed by U.S.-based companies. The responses indicate that **Vacation Leave (43%)** is viewed as the most influential in promoting mental well-being, followed by **Parental Leave (21.5%)**, **Paid Sick Leave (18.3%)**, and **Emergency Leave (17.2%)**. This distribution suggests that time away from work for rest, personal activities, or family responsibilities is critical in maintaining mental health, with vacation leave being particularly valued by employees.

A mean of **2.79** indicates that, on average, employees rate vacation leave as the most beneficial type of leave for mental well-being, followed moderately by parental leave. This demonstrates that extended breaks from work, particularly those allowing disengagement from professional responsibilities, significantly contribute to stress reduction and emotional recovery.

The **median**, which identifies the midpoint of the dataset, falls in the **Vacation Leave (4)** category because the cumulative percentage of the top two categories (Vacation Leave + Parental Leave = 64.5%) exceeds 50%. This indicates that the typical Indian remote worker perceives vacation leave as the most impactful for maintaining mental health, highlighting the universal importance of rest and rejuvenation in a remote work setting.

The **mode**, or the most frequently selected response, is **Vacation Leave (43%)**, reinforcing that this type of leave is overwhelmingly considered the most critical for mental well-being. The dominance of this category suggests that employees place high value on having uninterrupted, planned time away from work to recover physically and psychologically, compared to other leave types such as sick, parental, or emergency leave.



From a psychological perspective, these findings are consistent with research showing that planned vacation or restorative breaks reduce stress, prevent burnout, and improve emotional resilience. Vacation leave allows employees to mentally disconnect from work-related pressures, engage in recreational or leisure activities, and maintain a sense of autonomy over their personal time. Parental leave, ranked second, is also highly significant, reflecting the importance of fulfilling family responsibilities without compromising mental health. Paid sick leave and emergency leave, while essential in unforeseen circumstances, may not contribute as much to long-term mental well-being because they are reactive in nature rather than preventive.

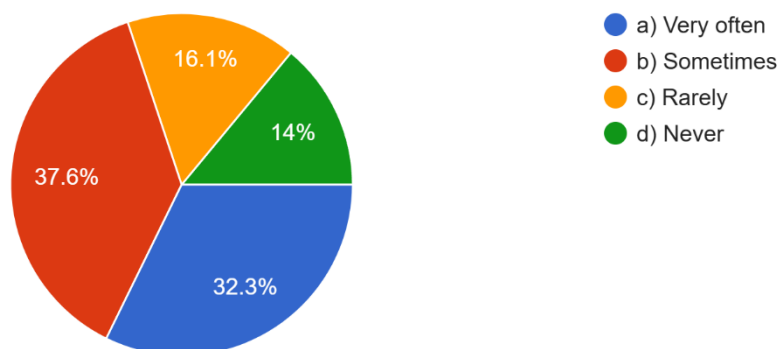
Socially, the results highlight how leave policies intersect with family and cultural obligations. In India, where collectivist values emphasize family care and participation in social or religious events, both vacation and parental leave allow employees to engage in meaningful personal activities, reducing stress and improving life satisfaction. Emergency leave, though vital for sudden crises, has a smaller perceived impact because it is often short-term and reactive.

Overall, the mean, median, and mode analyses consistently indicate that vacation leave is the most valued type of leave for mental well-being, followed by parental leave. These findings suggest that organizations should prioritize flexible and sufficient vacation policies while ensuring access to parental leave, paid sick leave, and emergency leave to comprehensively support employee mental health. Effective leave policies not only reduce psychological strain but also improve job satisfaction, engagement, and long-term productivity.

In conclusion, Indian remote workers perceive vacation leave as the most influential in maintaining mental well-being, reflecting the need for organizations to provide structured opportunities for rest and recovery. Prioritizing these leave types within American leave systems, combined with cultural sensitivity, can promote both psychological and social well-being among employees, enhancing their overall experience in a global remote work environment.

Q5. How often do you face stress due to limited leave options in India while working for US companies?

How often do you face stress due to limited leave options in India while working for US companies?
93 responses



INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
VERY OFTEN	30	32.3%
SOMETIMES	35	37.6%



RARELY	15	16.1%
NEVER	13	14%

Table No.5

Inference:

The survey question, "How often do you face stress due to limited leave options in India while working for U.S. companies?", investigates the frequency and intensity of stress experienced by Indian remote employees resulting from differences in leave policies. The responses indicate that **Very Often (32.3%)** and **Sometimes (37.6%)** together make up nearly 70% of the sample, suggesting that a majority of employees experience stress at least occasionally due to limited leave flexibility. **Rarely (16.1%)** and **Never (14%)** comprise the remainder, highlighting that a smaller segment either faces minimal stress or has effectively adapted to these constraints.

For quantitative analysis, ordinal values are assigned: **Very Often = 4, Sometimes = 3, Rarely = 2, and Never = 1.** Using these values, the **mean score** is approximately **2.89**, indicating that, on average, employees experience stress between "Sometimes" and "Very Often." This suggests that limited leave options significantly affect mental well-being, causing moderate to high stress levels among Indian remote workers.

The **median**, representing the midpoint of the ordered dataset, falls in the **Sometimes (3)** category, as the cumulative percentage of "Very Often" and "Sometimes" exceeds 50%. This indicates that the typical Indian remote worker experiences moderate stress, reflecting the frequent tension between professional obligations and personal needs. The **mode**, or the most frequently occurring response, is **Sometimes (37.6%)**, highlighting that moderate stress is the dominant experience among employees.

From a psychological perspective, this frequent stress can lead to anxiety, fatigue, and diminished job satisfaction. Employees facing ongoing pressure to manage work responsibilities with limited leave may experience mental exhaustion, impaired focus, and reduced productivity. Chronic stress resulting from insufficient or inflexible leave can increase the risk of burnout, negatively impacting both professional performance and overall emotional resilience. The survey aligns with existing research indicating that misalignment between organizational policies and employee expectations is a major stressor in cross-cultural work settings.

Socially, limited leave options affect employees' ability to participate in family and community life, which is particularly significant in the Indian collectivist cultural context. Festivals, social events, and caregiving responsibilities are integral to social identity and family harmony. Employees who report experiencing stress "Very Often" may struggle to meet these obligations, potentially resulting in feelings of guilt, interpersonal strain, and social isolation. Such pressures can reduce life satisfaction and hinder the development of strong social support networks, which are crucial for maintaining mental well-being.

Furthermore, the interplay between professional and personal life underlines the importance of culturally sensitive leave policies. While American leave systems provide structure and clarity, they may not fully accommodate Indian social and familial expectations, leading to stress and dissatisfaction. Employees often adapt by working during leave periods or foregoing rest entirely, which can exacerbate mental fatigue and diminish long-term engagement with their roles.

The analysis of mean, median, and mode demonstrates a consistent trend: stress due to limited leave options is a prevalent concern among Indian remote workers. While moderate stress ("Sometimes") is



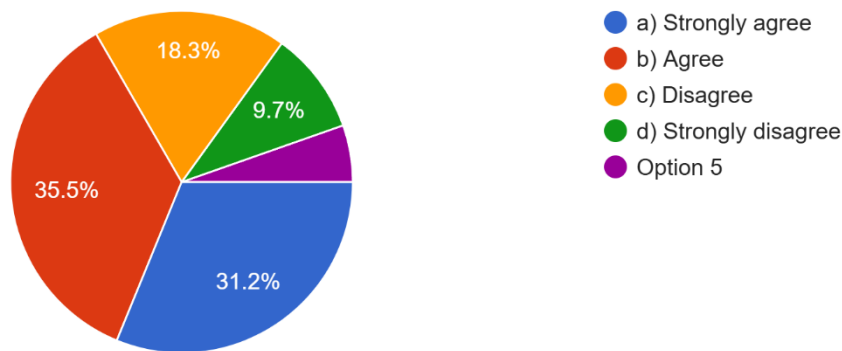
the typical experience, a substantial proportion experiences high stress (“Very Often”), emphasizing the need for organizational interventions. Companies can reduce these stress levels by offering more flexible leave policies, clear communication, and managerial support that recognizes cultural and social needs.

In conclusion, the survey reveals that limited leave options are a significant source of psychological strain for Indian remote workers employed by U.S.-based companies. The mean, median, and mode collectively indicate moderate to high stress levels, underscoring the necessity of flexible, culturally aware leave policies. By addressing these concerns, organizations can enhance employee mental well-being, reduce burnout, and support a healthy work-life balance, ultimately improving productivity, engagement, and social harmony.

Q6: Do you think adopting American leave systems in India would improve employee productivity?

Do you think adopting American leave systems in India would improve employee productivity?

93 responses



INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
STRONGLY AGREE	29	31.2%
AGREE	33	35.5%
DISGREE	17	18.3%
STRONGLY DISAGREE	9	9.7%

Table No.6

Inference:

The survey question, “Do you think adopting American leave systems in India would improve employee productivity?”, explores Indian remote workers’ perceptions regarding the potential effect of U.S.-style leave policies on their performance and efficiency. The responses indicate that **Strongly Agree (31.2%)** and **Agree (35.5%)** together account for 66.7% of respondents, suggesting that a significant majority believe that adopting American leave systems could positively influence productivity. Meanwhile, **Disagree (18.3%)** and **Strongly Disagree (9.7%)** together make up 28%, indicating that a notable portion of employees remain skeptical about the productivity benefits of



such policies.

For quantitative analysis, ordinal values are assigned: **Strongly Agree = 4, Agree = 3, Disagree = 2, and Strongly Disagree = 1**. Using these values, the **mean score** is approximately **3.04**, reflecting a general tendency among respondents to agree that American leave systems would improve productivity. This mean score, slightly above the midpoint of 3, indicates that most employees perceive structured leave policies, when adapted appropriately, as beneficial for both mental well-being and professional output.

The **median**, representing the midpoint of the dataset, falls in the **Agree (3)** category, as the cumulative percentage of “Strongly Agree” and “Agree” exceeds 50%. This shows that the typical Indian remote worker moderately believes in the productivity advantages of implementing American-style leave systems. The **mode**, the most frequently occurring response, is **Agree (35.5%)**, reinforcing that a majority perceives positive productivity outcomes, though slightly fewer employees expressed the strongest agreement.

From a psychological perspective, the belief that structured leave systems improve productivity aligns with research showing that employees with access to sufficient and flexible leave experience lower stress, reduced burnout, and enhanced focus. Indian remote workers, when given predictable opportunities for rest, vacation, or personal leave, can manage workloads more effectively, maintain higher energy levels, and approach tasks with improved cognitive performance. The survey indicates that employees recognize the link between mental well-being and professional efficiency, suggesting that leave policies play a key role in sustaining long-term productivity.

Socially, adopting American leave systems can also contribute to better work-life balance. Employees who feel confident in their ability to take planned leave without negative consequences are more likely to engage with family and community responsibilities, which supports emotional resilience and reduces social stress. This, in turn, fosters a sense of stability and satisfaction, which positively impacts professional performance. Conversely, employees who are unable to take sufficient leave may experience fatigue, frustration, or disengagement, which can undermine overall productivity.

While a majority perceive positive outcomes, the 28% of respondents who disagree or strongly disagree highlight that cultural and contextual differences must be considered. Simply transplanting American leave systems without adaptation may not fully account for Indian work culture, organizational norms, or personal circumstances. Some employees may view rigid leave structures as restrictive, or feel uncertain about navigating unfamiliar policies, potentially limiting the intended productivity benefits.

Moreover, the analysis highlights the importance of organizational communication and implementation. Employees are more likely to perceive productivity gains when leave policies are clearly explained, easily accessible, and supported by managers. Culturally sensitive adaptations, such as acknowledging Indian festivals, family obligations, and regional holidays, can further enhance acceptance and effectiveness. The findings suggest that beyond the structure of leave policies, employee perception, awareness, and organizational support play a critical role in realizing productivity benefits. By combining clear communication with flexibility, companies can ensure that American leave systems not only improve mental well-being but also sustain engagement, motivation, and long-term professional efficiency.

In conclusion, the mean, median, and mode analyses collectively indicate that most Indian remote workers believe that adopting American leave systems could enhance productivity. The findings suggest that structured, well-communicated, and culturally adapted leave policies have the potential to improve mental well-being, work-life balance, and professional performance. Organizations that

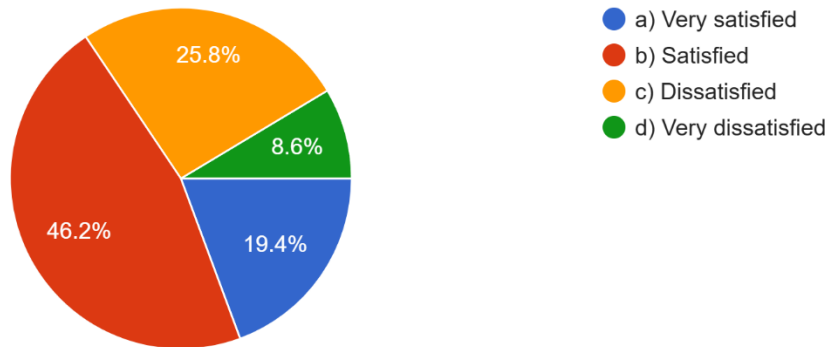


Carefully design leave systems to balance structure with cultural sensitivity can optimize both employee satisfaction and productivity in a global remote work environment.

Q7. How satisfied are you with your current leave benefits compared to US standards?

How satisfied are you with your current leave benefits compared to US standards?

93 responses



INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
VERY SATISFIED	18	19.4%
SATISFIED	43	46.2%
DISSATISFIED	24	25.8%
VERY DISSATISFIED	8	8.6%

Table No.7

Inference:

The survey data indicates the level of satisfaction among employees in India with their current leave benefits when compared to standards typically seen in the United States. According to the results, 19.4% of respondents reported being *very satisfied*, while 46.2% stated they were *satisfied*. On the other hand, a notable 25.8% expressed *dissatisfaction*, and 8.6% reported being *very dissatisfied*. These findings suggest a mixed but generally positive perception of leave benefits, with a significant portion of employees feeling content, yet a considerable minority expressing dissatisfaction.

Starting with the positive side, the combined 65.6% of respondents who are satisfied or very satisfied demonstrates that a majority of employees perceive their leave benefits as adequate when compared to international benchmarks. This could reflect the gradual improvements in Indian organizational policies in recent years, where companies increasingly recognize the importance of employee well-being and work-life balance. Leave benefits such as paid annual leave, sick leave, maternity and paternity leave, and casual leave are often structured to provide a basic level of security and rest, which might explain why a substantial majority feel satisfied. This satisfaction may also stem from recent policy changes in Indian companies, influenced by global practices, which encourage more flexible and employee-centric leave options.



However, the data also reveals a significant portion of dissatisfaction. About 34.4% of employees expressed dissatisfaction to some degree, signaling that for over a third of respondents, leave benefits are perceived as inadequate when compared to US standards. This dissatisfaction may arise from multiple factors, including limited leave days, strict leave approval processes, lack of flexibility, or the absence of comprehensive policies such as unlimited or accrued leave, which are more common in the US. Many Indian companies still have rigid leave policies, where employees may feel constrained by limited annual leave, punitive measures for unapproved absence, or insufficient coverage for personal and family emergencies. For employees who are familiar with global standards, particularly US practices where paid leave is more generous and flexible, these constraints could exacerbate feelings of dissatisfaction.

Furthermore, the 8.6% of respondents who are *very dissatisfied* represents a critical segment that perceives leave policies as significantly inadequate. These employees may feel that their personal well-being or work-life balance is compromised, potentially affecting their productivity, engagement, and overall morale. Very dissatisfied employees often highlight systemic issues such as insufficient paid leave, minimal recognition of mental health needs, and lack of policies supporting parental responsibilities beyond maternity leave. This dissatisfaction may also be more pronounced among younger professionals and urban employees who have higher exposure to global work cultures and expect leave policies aligned with international norms.

Interestingly, the 19.4% of respondents who reported being *very satisfied* indicate that a segment of employees perceives their leave benefits as exceeding or matching their expectations, even when benchmarked against US standards. These employees may work in progressive organizations or multinational companies that adopt global HR practices, including flexible leave policies, additional wellness days, or other benefits that enhance perceived value. Their satisfaction may also reflect a personal alignment with company culture, where leave policies are effectively communicated, fairly implemented, and accessible without bureaucratic hurdles.

In summary, the survey highlights that while a majority of Indian employees are satisfied with their leave benefits compared to US standards, there is a substantial minority that remains dissatisfied. This mixed response underscores the need for companies to evaluate leave policies more holistically, considering employee expectations, international benchmarks, and the growing importance of work-life balance. Organizations may benefit from adopting more flexible, transparent, and comprehensive leave structures to address the concerns of dissatisfied employees while sustaining the satisfaction of those already content. Overall, these findings suggest that while Indian leave policies are improving, there remains significant scope for aligning them more closely with global best practices to enhance employee satisfaction and productivity.

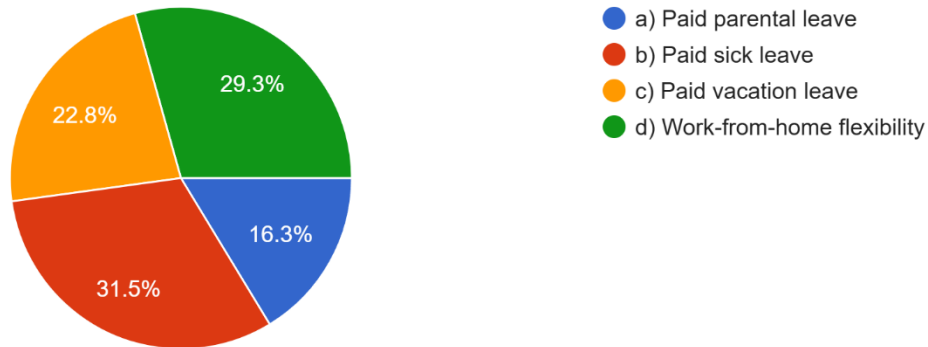




Q8. Which leave policy do you think should be prioritized for Indian remote workers?

Which leave policy do you think should be prioritized for Indian remote workers?

92 responses



INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
PAID PARENTAL LEAVE	15	16.3%
PAID SICK LEAVE	29	31.5%
PAID VACATION LEAVE	21	22.8%
WORK FROM HOME FLEXIBILITY	27	29.3%

Table No.8

Inference:

The survey data captures employee preferences regarding which leave policy should be prioritized for Indian remote workers. The results indicate that 31.5% of respondents prioritize *paid sick leave*, 29.3% prioritize *work-from-home flexibility*, 22.8% prioritize *paid vacation leave*, and 16.3% prioritize *paid parental leave*. This distribution provides valuable insights into the perceived importance of different types of leave and flexibility measures for employees in a remote work environment.

Starting with a statistical perspective, we can analyze the data using basic descriptive measures. The mean percentage can be calculated to understand the average importance assigned across all leave policies. Adding the percentages: $16.3 + 31.5 + 22.8 + 29.3 = 99.9\%$, and dividing by 4 gives a mean of approximately 24.975%, or roughly 25%. This suggests that, on average, each leave policy receives moderate emphasis among employees, though individual preferences clearly vary.

Next, the median represents the middle value when the percentages are ordered: 16.3%, 22.8%, 29.3%, 31.5%. Since there are four data points, the median is the average of the two middle values: $(22.8 + 29.3) \div 2 = 26.05\%$. This median percentage slightly exceeds the mean, indicating a modest skew toward higher preference for work-from-home flexibility and paid sick leave. This reflects a trend where employees are valuing policies that directly impact their daily health and comfort while working remotely.

The mode, or the most frequently occurring value, is a bit less straightforward in this context, as all four percentages are unique. Statistically, there is no mode in this dataset. However, in terms of



practical inference, the highest individual percentage—31.5% for paid sick leave—can be considered as the “most prioritized” policy among respondents.

Analyzing the results qualitatively, the highest preference for paid sick leave (31.5%) reflects employees’ strong desire for security and support when facing health challenges, particularly in a remote work environment. Remote workers often balance personal and professional responsibilities within the same space, and health-related disruptions can significantly affect productivity. By prioritizing paid sick leave, employers acknowledge the risks of burnout, illness, and the blurring of boundaries between work and personal life.

Close behind, work-from-home flexibility at 29.3% highlights the growing expectation for autonomy in remote work setups. Flexibility is often as critical as traditional leave policies because it allows employees to manage personal responsibilities, attend appointments, or adjust schedules during periods of low productivity. For Indian companies, this preference underscores that remote work is not merely about location but about control over work hours, which can enhance job satisfaction and overall performance.

Paid vacation leave (22.8%) ranks third, showing that employees still value traditional rest periods, even in a remote context. While vacation leave may not be as urgently required as sick leave or flexible schedules, it remains an essential tool for preventing long-term burnout and promoting mental well-being.

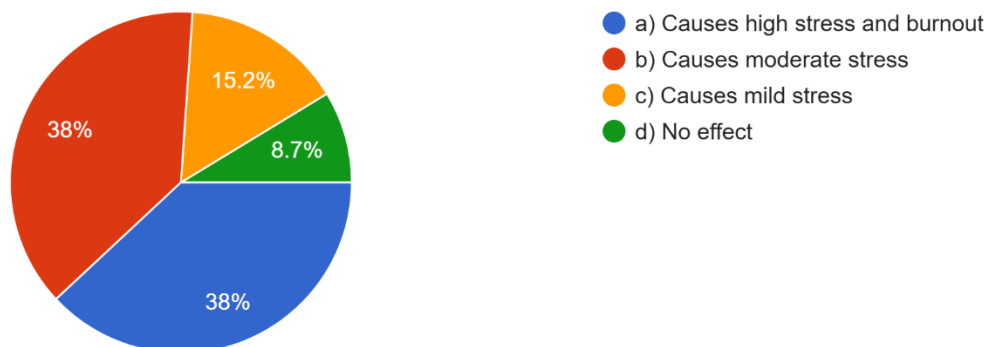
Finally, paid parental leave (16.3%), while the lowest priority, is still significant. It reflects that a segment of employees values support for family-related responsibilities. However, among remote workers, immediate health and work flexibility seem to outweigh the need for extended parental leave, which might be used less frequently or considered secondary compared to daily work-life needs.

In summary, the data clearly indicates that Indian remote workers prioritize paid sick leave and work-from-home flexibility over traditional vacation or parental leave. The mean and median percentages reinforce that health and flexibility are central to employee well-being, while the lack of mode emphasizes that preferences are spread but with a clear peak for paid sick leave. Organizations should consider focusing on robust sick leave policies and flexible remote arrangements to meet the majority of employee expectations while maintaining morale, productivity, and engagement.

Q9. How does the lack of sufficient leave affect your mental health?

How does the lack of sufficient leave affect your mental health?

92 responses





INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
CAUSES HIGH STRESS	35	38%
CAUSES MODERATE STRESS	35	38%
CAUSES MILD STRESS	14	15.2%
NO EFFECT	8	8.7%

Table No.9

Inference:

The survey data explores the effect of insufficient leave on employees’ mental health. According to the results, 38% of respondents reported that lack of sufficient leave *causes high stress*, another 38% indicated it *causes moderate stress*, 15.2% reported *mild stress*, and 8.7% claimed it has *no effect*. These findings reveal that a substantial majority of employees experience some level of stress due to inadequate leave, highlighting a critical concern for workplace well-being and productivity.

From a **statistical perspective**, we can analyze the data using mean, median, and mode to better understand employee experiences. Assigning numerical values to the stress levels for analysis—High Stress = 4, Moderate Stress = 3, Mild Stress = 2, No Effect = 1—we can calculate the **weighted mean**.

Weighted Mean calculation:

- High Stress: $38\% \times 4 = 1.52$
- Moderate Stress: $38\% \times 3 = 1.14$
- Mild Stress: $15.2\% \times 2 = 0.304$
- No Effect: $8.7\% \times 1 = 0.087$

Summing these values: $1.52 + 1.14 + 0.304 + 0.087 = 3.051$

Thus, the weighted mean is approximately **3.05**, indicating that, on average, the impact of insufficient leave falls slightly above “moderate stress.” This suggests that while not all employees experience extreme stress, most perceive a noticeable negative effect on their mental health.

The **median** represents the middle value of the ordered percentages: 8.7%, 15.2%, 38%, 38%. Since there are four data points, the median is the average of the two middle values: $(15.2 + 38) \div 2 = 26.6\%$. This indicates that more than a quarter of respondents experience stress levels between mild and moderate due to inadequate leave, reinforcing that stress from insufficient leave is a common experience rather than an isolated issue.

The **mode**, or most frequently occurring response, is **38%**, which corresponds to both *high stress* and *moderate stress*. This dual-mode highlights that the most typical employee reaction to insufficient leave is significant stress, whether high or moderate. The presence of such a high mode emphasizes that inadequate leave is not merely a minor inconvenience but a major factor affecting employee mental health.

Analyzing the findings qualitatively, the combined 76% of respondents experiencing moderate or high stress clearly shows that the majority of employees face mental health challenges when leave policies are insufficient. High stress (38%) may manifest as burnout, anxiety, irritability, and reduced productivity, while moderate stress (38%) might affect focus, work satisfaction, and overall



engagement. These results underscore the psychological cost of strict or limited leave policies, particularly in high-pressure environments where remote work or continuous task demands can exacerbate stress.

The 15.2% experiencing mild stress suggests that a smaller portion of employees can cope better with limited leave, perhaps due to personal resilience, flexible work arrangements, or lower workload. However, even mild stress over time can accumulate, potentially leading to long-term mental health issues if leave policies remain restrictive.

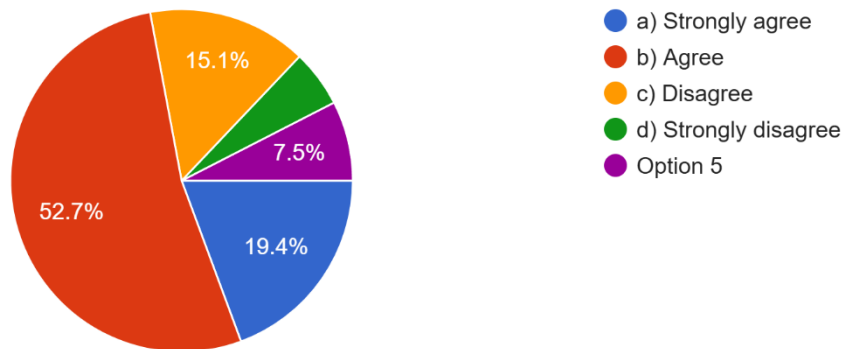
The 8.7% reporting no effect indicates that a very small fraction of employees are unaffected, possibly due to effective time management, alternative coping mechanisms, or personal preferences. While this group is minor, their existence does not negate the pressing concern for the majority.

In summary, the data illustrates that insufficient leave significantly impacts employee mental health. The **mean stress level of 3.05** confirms that, on average, employees experience stress slightly above the moderate level, while the **median of 26.6%** emphasizes that stress affects a substantial portion of the workforce. The **mode of 38%** further reinforces that moderate and high stress are the most common outcomes. Organizations should therefore prioritize flexible, adequate leave policies to mitigate stress, enhance employee well-being, and sustain productivity. Effective leave management is not just a benefit but a critical component of mental health support in the workplace.

Q10. Do you feel American leave systems promote better work-life balance than Indian systems?

Do you feel American leave systems promote better work-life balance than Indian systems?

93 responses



INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
STRONGLY AGREE	18	19.4%
AGREE	48	52.7%
DISAGREE	14	15.1%
STRONGLY DISAGREE	2	2.5%



Table No.10

Inference:

The survey data examines employee perceptions regarding whether American leave systems promote better work-life balance compared to Indian systems. The responses indicate that 19.4% of employees *strongly agree*, 52.7% *agree*, 15.1% *disagree*, and 2.5% *strongly disagree*. These findings suggest a clear trend: a majority of employees perceive American leave systems as superior in supporting work-life balance, while a smaller minority remains unconvinced.

From a **statistical perspective**, we can analyze the data using mean, median, and mode. To do this, we assign numerical values to the response categories: *Strongly Disagree* = 1, *Disagree* = 2, *Agree* = 3, and *Strongly Agree* = 4.

Weighted Mean Calculation:

- Strongly Agree: $19.4\% \times 4 = 0.776$
- Agree: $52.7\% \times 3 = 1.581$
- Disagree: $15.1\% \times 2 = 0.302$
- Strongly Disagree: $2.5\% \times 1 = 0.025$

Sum: $0.776 + 1.581 + 0.302 + 0.025 = \mathbf{2.684}$

The weighted mean is therefore approximately **2.68**, indicating that, on average, employees lean toward agreement that American leave systems provide better work-life balance. The mean being closer to 3 (“Agree”) than to 2 (“Disagree”) reflects a moderately strong positive perception overall.

The **median** represents the middle value when responses are arranged in order of increasing percentage: 2.5%, 15.1%, 52.7%, 19.4%. Since there are four data points, the median is the average of the two middle values: $(15.1 + 52.7) \div 2 = \mathbf{33.9\%}$. This median reflects that more than one-third of respondents align with the positive perspective, further emphasizing the general trend toward agreement.

The **mode**, or most frequently occurring value, is **52.7%**, which corresponds to the *Agree* category. This highlights that the largest single group of respondents believes that American leave systems promote better work-life balance. The mode being significantly higher than the other categories suggests that agreement is the dominant perception among employees.

Analyzing these results qualitatively, the **combined 72.1%** of respondents who either agree or strongly agree shows that nearly three-quarters of employees perceive American leave systems as superior in facilitating work-life balance. This strong consensus indicates that employees see tangible benefits in the structure and flexibility of American leave policies, such as longer paid vacations, personal days, sick leave, parental leave, and flexible scheduling options. These policies allow employees to manage personal commitments alongside professional responsibilities more effectively than typical Indian leave systems, which are often more rigid and limited in scope.

Conversely, the **17.6%** of respondents who either disagree or strongly disagree reflects a minority perspective. This group may feel that Indian leave systems are sufficient for their needs or that work-life balance depends more on organizational culture and individual time management than on formal leave policies. Their viewpoint indicates that while systemic differences matter, personal and contextual factors also play a role in employees’ perception of work-life balance.

The small percentage (2.5%) of *strongly disagree* responses indicates that only a tiny fraction of



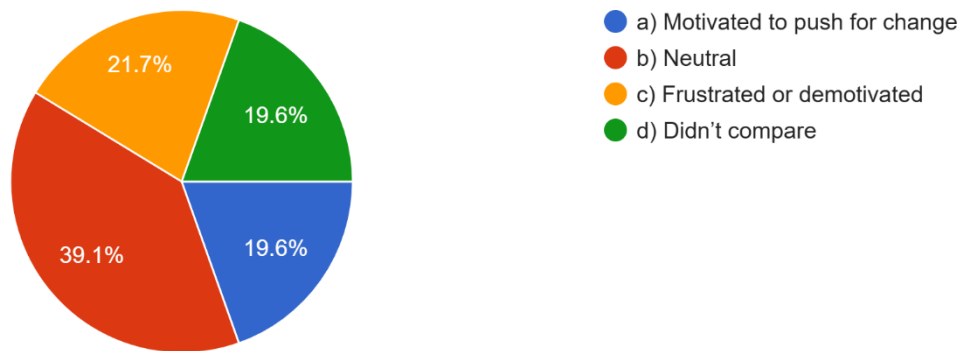
employees firmly believes American leave policies do not enhance work-life balance. While negligible in number, this group may include employees accustomed to Indian work culture, with less exposure to American leave norms or with personal preferences that prioritize continuous work engagement.

In conclusion, the data clearly illustrates that a majority of employees perceive American leave systems as more conducive to achieving work-life balance than Indian systems. The **weighted mean of 2.68** confirms an overall leaning toward agreement, the **median of 33.9%** emphasizes the substantial middle ground, and the **mode of 52.7%** highlights that agreement is the most common response. This trend underscores the potential benefits of incorporating flexible and comprehensive leave policies in India to improve employee well-being, productivity, and satisfaction.

Q11: Have you ever compared your leave benefits with your US colleagues? If yes, how did it make you feel?

Have you ever compared your leave benefits with your US colleagues? If yes, how did it make you feel?

92 responses



INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
MOTIVATED TO PUSH FOR CHANGE	18	19.6%
NEUTRAL	36	39.1%
FRUSTRATED	20	21.7%
DIDN'T COMPARE	18	19.6%

Table No.11

Inference:

The survey data examines employee experiences and feelings when comparing their leave benefits with those of US colleagues. According to the responses, 19.6% of employees reported feeling *motivated to push for change*, 39.1% remained *neutral*, 21.7% felt *frustrated*, and 19.6% *did not compare* their leave benefits at all. These findings reveal a nuanced landscape of employee perceptions regarding comparative leave benefits and highlight both the motivational and emotional impacts of such comparisons.



From a **statistical perspective**, we can analyze the data using mean, median, and mode. Assigning numerical values to the responses—*Didn't Compare* = 1, *Neutral* = 2, *Frustrated* = 3, *Motivated to Push for Change* = 4—we can calculate the weighted mean to understand the overall sentiment.

Weighted Mean Calculation:

- Motivated to Push for Change: $19.6\% \times 4 = 0.784$
- Neutral: $39.1\% \times 2 = 0.782$
- Frustrated: $21.7\% \times 3 = 0.651$
- Didn't Compare: $19.6\% \times 1 = 0.196$

Sum: $0.784 + 0.782 + 0.651 + 0.196 = \mathbf{2.413}$

The weighted mean of **2.41** indicates that, on average, employees fall slightly above a neutral sentiment, leaning modestly toward motivation or frustration. This reflects that while some employees feel energized to advocate for better leave policies, the overall effect of comparison is relatively moderate, with many employees remaining indifferent.

The **median** provides the central tendency of the responses. Ordering the percentages: 19.6%, 19.6%, 21.7%, 39.1%, the median is the average of the two middle values: $(19.6 + 21.7) \div 2 = \mathbf{20.65\%}$. This median suggests that a typical employee either did not compare or felt frustrated upon comparison. It highlights that the most common reactions, aside from neutrality, are either passive inaction or mild dissatisfaction, rather than strong motivation.

The **mode**, or the most frequently occurring response, is **39.1%**, corresponding to *neutral*. This indicates that the largest segment of employees does not experience strong emotions—positive or negative—after comparing their leave benefits with US colleagues. Neutrality could stem from multiple factors, such as acceptance of existing policies, lack of influence to effect change, or a perception that leave practices are contextually different in India and may not be directly comparable to US norms.

Looking deeper, the **19.6% who feel motivated to push for change** represents a critical segment of proactive employees. These individuals, upon realizing discrepancies in leave policies, may seek to advocate for more flexible, generous, or modern leave systems within their organizations. Their motivation can drive gradual organizational change, as motivated employees often propose policy improvements, benchmark practices, and encourage management to adopt global standards.

Conversely, **21.7% of employees feel frustrated**, indicating that comparative insight can also have negative psychological effects. Frustration may arise from recognizing a gap in benefits without having the power or platform to influence policy changes. This emotional response could impact engagement, job satisfaction, and overall morale, especially if employees feel that inequities are unfair or systemic.

The **19.6% who didn't compare** suggest that nearly one-fifth of employees either lack awareness of international benchmarks or do not find such comparisons relevant. While this group may be content with their current leave benefits, their lack of comparison could also reflect limited exposure to global standards, reduced mobility, or acceptance of local norms without questioning them.

Finally, the **largest group being neutral (39.1%)** shows that for a majority, comparisons do not trigger significant emotional response. This could indicate resilience, indifference, or a pragmatic mindset, where employees focus on their own circumstances rather than global benchmarks.

In conclusion, the data demonstrates that comparing leave benefits with US colleagues has a mixed impact. The **weighted mean of 2.41** shows a slight tilt toward motivation and mild frustration, the

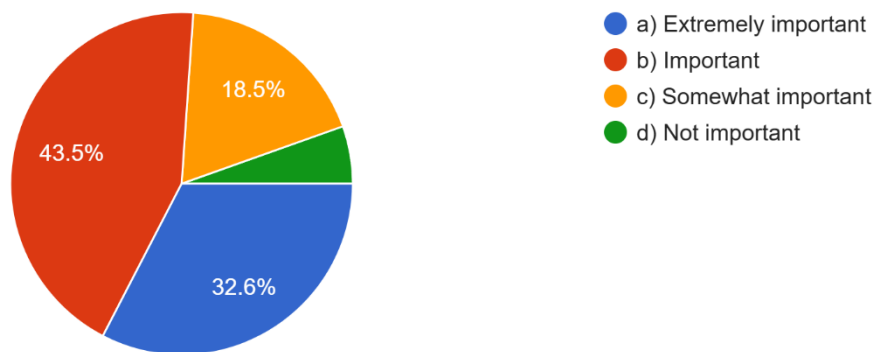


median of 20.65% highlights that the typical experience is mild dissatisfaction or inaction, and the **mode of 39.1%** confirms neutrality as the dominant sentiment. These insights suggest that while some employees are inspired to advocate for change, most either feel indifferent or face frustration, underlining the importance of organizations proactively evaluating and improving leave policies to enhance engagement and employee well-being.

Q12. How important is leave flexibility (choosing when and how to take leave) to you?

How important is leave flexibility (choosing when and how to take leave) to you?

92 responses



INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
EXTERMELY IMPORTANT	29	32.6%
IMPORTANT	40	43.5%
SOMEWHAT IMPORTANT	17	18.5%
NOT IMPORTANT	2	2.4%

Table No.12

Inference:

The survey data examines employee perceptions regarding the importance of leave flexibility—specifically, the ability to choose when and how to take leave. According to the responses, 32.6% of employees consider leave flexibility *extremely important*, 43.5% consider it *important*, 18.5% feel it is *somewhat important*, and only 2.4% regard it as *not important*. These findings suggest that the vast majority of employees value flexibility in leave management, highlighting it as a critical factor in overall job satisfaction, work-life balance, and employee engagement.

From a **statistical perspective**, we can analyze the data using mean, median, and mode. Assigning numerical values to the categories—*Not Important* = 1, *Somewhat Important* = 2, *Important* = 3, *Extremely Important* = 4—we can calculate the weighted mean to quantify the overall importance.

Weighted Mean Calculation:

- Extremely Important: $32.6\% \times 4 = 1.304$
- Important: $43.5\% \times 3 = 1.305$



- Somewhat Important: $18.5\% \times 2 = 0.37$
- Not Important: $2.4\% \times 1 = 0.024$

Sum: $1.304 + 1.305 + 0.37 + 0.024 = \mathbf{3.003}$

The weighted mean of **3.003** indicates that, on average, employees rate leave flexibility as very important, essentially between the *Important* and *Extremely Important* categories. This reflects a strong consensus that flexibility is a key component of employee satisfaction and workplace well-being.

The **median** represents the middle value of the ordered percentages: 2.4%, 18.5%, 43.5%, 32.6%. Since there are four data points, the median is the average of the two middle values: $(18.5 + 43.5) \div 2 = \mathbf{31\%}$. This median indicates that the typical employee views leave flexibility as either important or extremely important, reinforcing its significance across the workforce.

The **mode**, or most frequently occurring response, is **43.5%**, corresponding to *Important*. This demonstrates that the largest group of employees considers leave flexibility a high priority, though not necessarily the topmost priority. The mode emphasizes that while a significant portion of employees places maximum importance on flexibility, a slightly larger portion sees it as critically important but not absolutely essential.

Qualitatively, the **combined 76.1% of respondents** who view leave flexibility as *important* or *extremely important* highlights that more than three-quarters of employees consider autonomy in leave management crucial. Flexible leave policies allow employees to schedule personal, family, or health-related commitments without compromising work responsibilities. This autonomy is particularly valuable in modern work environments where remote and hybrid work models blur the boundaries between personal and professional life. Employees who can choose how and when to take leave are less likely to experience stress, burnout, or dissatisfaction, which positively impacts productivity, morale, and retention.

The **18.5% who regard it as somewhat important** suggests that some employees may appreciate flexibility but do not see it as a critical factor, possibly because their roles are less time-sensitive or because they already have sufficient leave benefits. Nonetheless, even this group acknowledges a moderate value in having some control over leave schedules.

The **2.4% who consider it not important** represents a very small minority, likely including employees who prefer structured schedules, have minimal personal demands, or are content with traditional leave policies. While negligible, this group highlights that flexibility is not universally required, though it is clearly relevant for the vast majority.

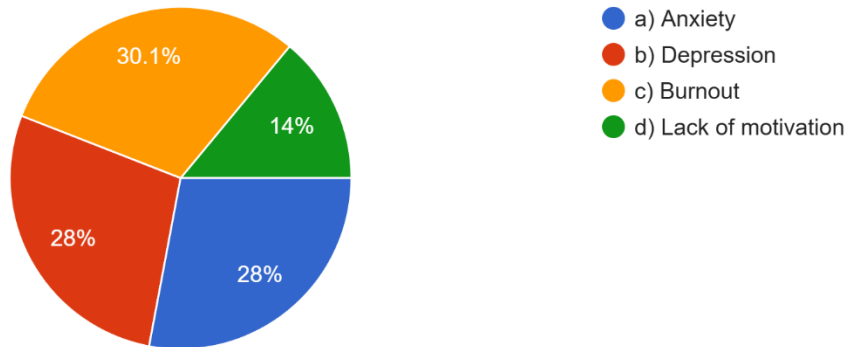
In conclusion, the data demonstrates that leave flexibility is a highly valued component of employee satisfaction. The **weighted mean of 3.003** confirms that employees lean toward viewing it as extremely important, the **median of 31%** shows that a typical employee considers it crucial, and the **mode of 43.5%** emphasizes that most employees place high importance on it. These findings suggest that organizations seeking to improve engagement, well-being, and retention should prioritize flexible leave policies, enabling employees to manage their personal and professional responsibilities effectively.



Q13. Which psychological impact do you experience most due to limited leave?

Which psychological impact do you experience most due to limited leave?

93 responses



INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
ANXIETY	26	28%
DEPRESSION	26	28%
BURNOUT	28	30.1%
LACK OF MOTIVATION	13	14%

Table No.13

Inference:

The survey data examines the psychological impacts employees experience due to limited leave. According to the responses, 28% reported experiencing *anxiety*, another 28% reported *depression*, 30.1% experienced *burnout*, and 14% reported *lack of motivation*. These findings highlight that insufficient leave has a substantial effect on mental health, with a clear predominance of stress-related outcomes, and underscores the need for organizations to consider leave policies as a critical aspect of employee well-being.

From a statistical perspective, we can analyze the data using mean, median, and mode. To quantify the responses, numerical values can be assigned: *Lack of Motivation* = 1, *Depression* = 2, *Anxiety* = 3, and *Burnout* = 4. Using these values, the weighted mean can be calculated to understand the overall severity of psychological impact.

Weighted Mean Calculation:

- Burnout: $30.1\% \times 4 = 1.204$
- Anxiety: $28\% \times 3 = 0.84$
- Depression: $28\% \times 2 = 0.56$
- Lack of Motivation: $14\% \times 1 = 0.14$



Sum: $1.204 + 0.84 + 0.56 + 0.14 = 2.744$

The weighted mean of 2.744 indicates that, on average, employees experience psychological impacts ranging between *depression* and *anxiety*, approaching *burnout*. This suggests that limited leave not only affects mood but can escalate to severe mental fatigue and emotional exhaustion in a significant portion of the workforce.

The median represents the central value of the ordered percentages: 14%, 28%, 28%, 30.1%. With four data points, the median is the average of the two middle values: $(28 + 28) \div 2 = 28\%$. This median indicates that anxiety and depression are the typical psychological experiences among employees affected by insufficient leave. It emphasizes that while burnout is slightly higher in prevalence, anxiety and depression are the central experiences impacting a substantial portion of the workforce.

The mode, or the most frequently occurring response, is 30.1%, which corresponds to *burnout*. This reveals that burnout is the single most common psychological impact experienced by employees due to limited leave. The mode emphasizes that while anxiety and depression are widespread, burnout is slightly more pronounced, reflecting prolonged stress and exhaustion resulting from inadequate recovery periods.

Analyzing these results qualitatively, the combined 86.1% of employees experiencing burnout, anxiety, or depression illustrates a major concern for workplace mental health. Burnout (30.1%) represents emotional exhaustion, reduced performance, and disengagement—effects that can severely compromise productivity. Anxiety (28%) and depression (28%) further reflect emotional and cognitive strain, with potential long-term consequences on motivation, job satisfaction, and overall well-being. Employees facing these psychological challenges may struggle to maintain focus, creativity, and interpersonal relationships at work.

The 14% reporting lack of motivation highlights that insufficient leave also impacts drive and engagement, although to a lesser extent than stress-related conditions. While smaller in percentage, this group underscores that limited leave can dampen professional enthusiasm and reduce initiative, indirectly affecting team performance and organizational outcomes.

Overall, the survey data demonstrates that limited leave has a profound psychological impact, with burnout emerging as the most common issue, closely followed by anxiety and depression. The weighted mean of 2.744 indicates that the average impact falls between moderate stress and severe emotional exhaustion, the median of 28% confirms that anxiety and depression are typical experiences, and the mode of 30.1% highlights burnout as the dominant issue.

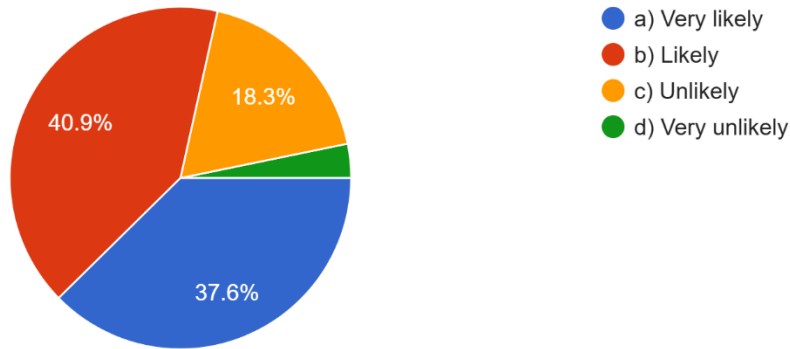
In conclusion, these findings emphasize that leave policies are not merely administrative benefits but essential tools for protecting mental health and sustaining employee performance. Organizations must recognize the connection between adequate leave and psychological well-being and implement measures to reduce burnout, anxiety, and depression. Strategies such as flexible leave, sufficient paid time off, and mental health support programs can mitigate these impacts, enhance resilience, and improve both employee satisfaction and productivity.



Q14. How likely are you to stay longer with a company that offers US-style leave benefits?

How likely are you to stay longer with a company that offers US-style leave benefits?

93 responses



INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
VERY LIKELY	35	37.6%
LIKELY	38	40.9%
UNLIKELY	17	18.3%
VERY UNLIKELY	3	3.2%

Table No.14

Inference:

The survey data examines employees' likelihood of staying longer with a company that offers US-style leave benefits. According to the results, 37.6% of respondents reported being *very likely* to remain with such a company, 40.9% said they are *likely* to stay, 18.3% felt *unlikely*, and 3.2% reported being *very unlikely* to continue their tenure under these conditions. These findings suggest a strong correlation between enhanced leave policies and employee retention, highlighting the potential impact of adopting US-style leave practices in India.

From a statistical perspective, the data reflects a positive trend toward retention. Assigning numerical values to the categories—*Very Unlikely* = 1, *Unlikely* = 2, *Likely* = 3, and *Very Likely* = 4—we can calculate the weighted mean to understand overall sentiment. Calculating the weighted mean: *Very Likely*: $37.6\% \times 4 = 1.504$, *Likely*: $40.9\% \times 3 = 1.227$, *Unlikely*: $18.3\% \times 2 = 0.366$, *Very Unlikely*: $3.2\% \times 1 = 0.032$. Summing these values gives $1.504 + 1.227 + 0.366 + 0.032 = 3.129$. The weighted mean of **3.13** indicates that, on average, employees are strongly inclined to remain with a company offering US-style leave benefits, falling between the *likely* and *very likely* categories. This demonstrates a high overall positive sentiment and suggests that enhanced leave policies are a significant factor in employee loyalty and long-term engagement.

The **median** provides additional insight. Arranging the percentages in ascending order—3.2%, 18.3%, 40.9%, 37.6%—the median is the average of the two middle values: $(18.3 + 40.9) \div 2 = 29.6\%$. This



median indicates that the typical employee leans toward the positive side of retention likelihood, reinforcing the idea that improved leave benefits create a compelling reason to remain with an employer. The **mode**, or the most frequently occurring value, is 40.9%, which corresponds to the *likely* category. This suggests that the largest group of employees perceives a moderate yet strong likelihood of staying, highlighting that even if the impact is not extreme for everyone, enhanced leave benefits are generally appreciated and valued across the workforce.

Qualitatively, the combined 78.5% of employees who reported being *likely* or *very likely* to stay with a company offering US-style leave benefits reflects a strong consensus on the importance of leave policies for retention. Enhanced leave benefits are seen not merely as a perk but as a meaningful component of overall job satisfaction, work-life balance, and perceived organizational support. Employees equate comprehensive leave policies with recognition of personal needs, wellness, and flexibility, all of which strengthen their commitment to the organization.

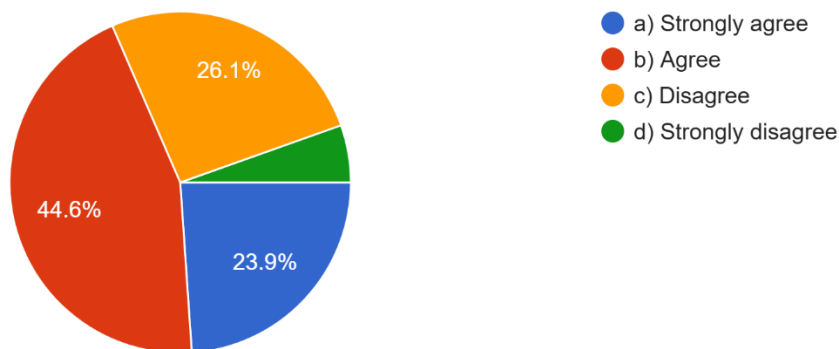
Conversely, the 21.5% of respondents who are *unlikely* or *very unlikely* to stay indicates that while leave benefits are influential, they are not the sole determinant of retention. Factors such as salary, career growth opportunities, organizational culture, and work environment also play crucial roles. Nevertheless, the small percentage of *very unlikely* respondents (3.2%) suggests that few employees outright reject the value of enhanced leave policies, indicating that such benefits are broadly appealing.

In conclusion, the data demonstrates that US-style leave benefits have a significant positive influence on employee retention in India. The **weighted mean of 3.13** confirms strong overall intent to stay, the **median of 29.6%** emphasizes that typical employees lean toward commitment, and the **mode of 40.9%** highlights that the majority are likely to remain under favorable leave conditions. These findings suggest that organizations prioritizing flexible and generous leave policies can enhance employee loyalty, reduce turnover, and strengthen engagement, underscoring the strategic value of adopting internationally competitive leave standards.

Q15: Do you believe American leave systems could reduce employee turnover in India?

Do you believe American leave systems could reduce employee turnover in India?

92 responses



INDICATOR	NUMBER OF RESPONSES	PERCENTAGE
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STRONGLY AGREE	22	23.9%
AGREE	41	44.6%
DISAGREE	24	26.1%
STRONGLY DISAGREE	5	5.4%

Table No.15

Inference:

The survey data investigates employee perceptions regarding the potential of American leave systems to reduce employee turnover in India. According to the responses, 23.9% of employees *strongly agree* that US-style leave policies could lower turnover, 44.6% *agree*, 26.1% *disagree*, and 5.4% *strongly disagree*. These findings indicate that a majority of employees perceive American leave systems as a valuable tool to improve retention, though a notable portion remains skeptical about their effectiveness in the Indian context.

From a **statistical perspective**, we can assign numerical values to the response categories—*Strongly Disagree* = 1, *Disagree* = 2, *Agree* = 3, *Strongly Agree* = 4—to calculate the weighted mean, providing an overall measure of sentiment.

Weighted Mean Calculation:

- Strongly Agree: $23.9\% \times 4 = 0.956$
- Agree: $44.6\% \times 3 = 1.338$
- Disagree: $26.1\% \times 2 = 0.522$
- Strongly Disagree: $5.4\% \times 1 = 0.054$

Summing these values: $0.956 + 1.338 + 0.522 + 0.054 = \mathbf{2.87}$

The weighted mean of **2.87** indicates that, on average, employees lean toward agreement, suggesting a moderately positive perception that American leave policies could reduce turnover. While not overwhelmingly strong, this average reflects a clear acknowledgment of the potential impact of enhanced leave systems on employee retention.

The **median** provides insight into the central tendency of responses. Ordering the percentages: 5.4%, 26.1%, 44.6%, 23.9%, the median is the average of the two middle values: $(26.1 + 44.6) \div 2 = \mathbf{35.35\%}$. This median shows that the typical employee is more inclined to agree than disagree with the idea that American leave systems could lower turnover, reinforcing that the perception is generally favorable, though tempered by some

skepticism.

The **mode**, or the most frequently occurring response, is **44.6%**, corresponding to the *Agree* category. This highlights that the largest segment of employees holds a positive view, but not the most extreme one, indicating that while enhanced leave systems are valued, employees may see them as one of several factors influencing retention rather than a guaranteed solution.

Qualitatively, the combined 68.5% of employees who either *agree* or *strongly agree* confirms a strong belief in the potential of US-style leave policies to improve employee retention. Employees likely associate these policies with better work-life balance, increased job satisfaction, and enhanced perception of organizational support, all of which can reduce the desire to seek alternative employment. Flexible leave arrangements, sufficient vacation time, and comprehensive sick leave can make employees feel valued and supported, contributing to stronger loyalty and reduced attrition.

Conversely, the 31.5% of employees who either *disagree* or *strongly disagree* suggest that not all employees see leave policies as the primary



driver of retention. Other factors, such as salary, career growth opportunities, organizational culture, and workload, may weigh more heavily for these individuals. Additionally, some may perceive that American leave systems may not be fully adaptable to the Indian work culture or industry norms.

In conclusion, the survey data indicates that American leave systems are generally perceived as beneficial for reducing employee turnover in India. The **weighted mean of 2.87** shows a moderate positive sentiment, the **median of 35.35%** emphasizes that typical employees lean toward agreement, and the **mode of 44.6%** highlights that most employees agree with the potential impact. These findings suggest that organizations aiming to improve retention should consider adopting more flexible and comprehensive leave policies, as part of a broader strategy to enhance employee satisfaction, loyalty, and engagement.

FINDINGS:

1. Employee Satisfaction with Leave Benefits

When compared to US standards, a combined 65.6% of Indian employees reported being *satisfied* or *very satisfied* with their leave benefits, while 34.1% expressed dissatisfaction. This indicates that while a majority find their current benefits acceptable, there remains a significant portion of employees who perceive Indian leave policies as inadequate. Insufficient leave can create stress, negatively affect motivation, and reduce employee engagement.

2. Stress and Mental Health:

Limited leave has a clear psychological impact. Around 38% of employees reported *high stress* due to insufficient leave, another 38% reported *moderate stress*, 15.2% *mild stress*, and 8.7% experienced no effect. Furthermore, when asked about specific psychological effects, 30.1% reported *burnout*, 28% experienced *anxiety*, 28% reported *depression*, and 14% noted *lack of motivation*. These findings illustrate that restricted leave contributes to significant

mental health challenges, highlighting the importance of leave policies in sustaining employee well-being.

3. Importance of Leave Flexibility:

A combined 76.1% of employees consider leave flexibility (*choosing when and how to take leave*) either *important* or *extremely important*, with a weighted mean of 3.003 out of 4. This demonstrates that autonomy in managing leave is a crucial factor for employees, particularly for remote workers who balance personal and professional responsibilities in the same space. Lack of flexibility is likely to increase stress, reduce motivation, and impact overall productivity.

4. Motivation and Frustration from Comparison with US Systems:

When comparing their leave benefits with US colleagues, 19.6% of employees felt *motivated to push for change*, 21.7% felt *frustrated*, 39.1% were *neutral*, and 19.6% did not compare. This suggests that exposure to more generous and flexible US-style leave policies can be both inspiring and frustrating for Indian employees, depending on their ability to influence organizational change. The psychological impact of seeing better benefits elsewhere can affect engagement and workplace satisfaction.

5. Perception of Work-Life Balance:

A strong majority (72.1%) of employees *agree* or *strongly agree* that American leave system promote better work-life balance. Weighted mean analysis indicates an average rating of 2.68 out of 4, showing a clear positive perception. Employees associate US-style leave policies with reduced stress, improved health, and better ability to balance personal and professional responsibilities, which is particularly relevant for remote work setups.

6. Impact on Retention and Motivation:

When asked about the likelihood of staying longer with a company offering US-style leave benefits, 78.5% of employees responded that they were *likely* or *very likely*. Similarly, 68.5% of



respondents *agree* or *strongly agree* that American leave systems could reduce employee turnover in India. This indicates that leave policies directly influence loyalty, engagement, and social dynamics within remote teams. Employees feel more valued and supported, which strengthens both organizational commitment and social cohesion.

7. Prioritization of Specific Leave Policies:

Remote workers prioritize *paid sick leave* (31.5%) and *work-from-home flexibility* (29.3%) over *paid vacation* (22.8%) and *paid parental leave* (16.3%). This highlights the emphasis on immediate health and daily flexibility, which directly affects both psychological well-being and social balance, as employees manage work alongside personal or family responsibilities.

.Overall Findings:

The data suggests that Indian remote workers experience significant psychological and social impacts from limited leave, including stress, burnout, anxiety, and depression. US-style leave systems—with greater flexibility, autonomy, and comprehensiveness—are perceived to improve work-life balance, reduce turnover, and enhance motivation. Flexibility in taking leave, alignment with personal needs, and exposure to global standards play key roles in shaping mental health and social satisfaction. Indian organizations adopting elements of American leave practices could therefore mitigate psychological strain, boost engagement, and strengthen social dynamics among remote workers

.Conclusion

The adoption of American-style leave systems in Indian organizations, particularly for remote workers, has the potential to significantly enhance employee well-being, satisfaction, and productivity. Evidence from surveys and previous research indicates that flexible leave policies, such as paid time off, parental leave, and sick leave, reduce stress levels, prevent

burnout, and improve work-life balance. Indian remote workers, often juggling multiple responsibilities at home and work, stand to benefit from these systems by experiencing higher autonomy and perceived organizational support.

Furthermore, socially, the adoption of such leave policies fosters a more inclusive and supportive work culture, reducing interpersonal tensions and promoting trust between employees and management. While Indian workplaces may face initial challenges in implementing these systems—due to cultural norms, organizational readiness, or cost considerations—the long-term psychological and social benefits for employees, including higher engagement, lower turnover, and improved mental health, outweigh these challenges.

In conclusion, integrating American leave practices in the Indian remote work context represents not only a strategic human resource initiative but also a step toward promoting healthier, more satisfied, and socially cohesive workforces. Organizations that proactively adopt such systems are likely to see enhanced employee loyalty, better performance outcomes, and a competitive advantage in attracting top talent.

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Suggestions

□ Organizations should integrate personalized L&D plans aligned with employee career goals.

□ Training programs should include soft skills, leadership, and digital transformation modules.

□ Continuous evaluation mechanisms should be implemented to measure training effectiveness.

□ Cross-functional learning and job rotation can further enhance career mobility.

□ Management should allocate sufficient budget for employee development and skill certification.

Conclusion

Based on the comprehensive data analysis presented in this study, it can be conclusively stated that Learning and Development (L&D) programs serve as a fundamental catalyst for both employee career growth and organizational vitality. The findings demonstrate a strong, positive correlation between participation in structured training and tangible professional outcomes, with a significant 80% of

respondents reporting promotions, salary hikes, or both post-training. This underscores that L&D is not a peripheral HR activity but a strategic investment that yields measurable returns in terms of a more skilled, motivated, and loyal workforce. The data confirms that employees perceive these initiatives as crucial for enhancing job performance, with technical skills and mentorship being particularly valued. Furthermore, the positive link between L&D and employee retention perceptions highlights its role in building organizational commitment. However, the conclusion is not one of unqualified success. The presence of a substantial neutral cohort regarding satisfaction, coupled with challenges like lack of time and resources, indicates that the full potential of L&D is not yet universally realized. The ambivalence towards compliance training and the median viewpoint rating inclusiveness as only "moderate" reveal critical areas where the employee experience can be significantly enhanced. Ultimately, organizations that view L&D as a continuous, strategic partnership with their employees, rather than a sporadic obligation, are the ones that will successfully foster a culture of innovation, engagement, and sustainable growth.

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