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Ensuring Employees' Occupational Wellbeing and Engagement in Remote Work

DEGREE PROGRAMME IN INTERNATIONAL BUSINESS
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Degree Programme in International Business

The objective of this work was to research remote working, work engagement and work wellbeing, the connections between these concepts and then apply the theory to create a survey to gather data.

The survey was aimed at young adults that worked remotely during the peak of the COVID-19 pandemic. This group was chosen for the primary data collection as the younger age groups are more likely to have started working during the pandemic and thus have only experienced this remote work or have less experience of working on-site and this would give a different insight into the matter.

Many of the practices and theories considering work engagement and work wellbeing and their interconnected nature seemed to hold true to many of the respondents of the survey.

It was concluded that even if the situation was unfortunate, good things were found about working from home and that using a hybrid model would present many great opportunities if utilized even after the COVID-19 pandemic has calmed down. Work wellbeing and engagement can be supported even in remote work using personalized methods and understanding the needs of the employees.

Keywords
COVID-19, occupational wellbeing, remote work, work engagement

CONTENTS

1 INTRODUCTION

The global COVID-19 pandemic has impacted the way we work, as remote work became more common to prevent the spread of the virus. This report focuses on the relatively sudden change that happened in the working life and how those changes have affected the operations of companies and the workers. It has been found that in the pandemic time, the increased stress and workload as well as making difficult decisions can have huge negative impacts on the mental health of the workers (Pappa et al., 2020). In this report it is investigated how the company higher ups could help their employees stay motivated and keep their work wellbeing high, as well as how to promote work engagement and ensure employee satisfaction in a remote working situation.

The purpose of the study is to help company superiors further understand their employees and breach the communication gap there might be between higher-ups and the lower branches. This report will give insight into the way employees have felt their wellbeing was handled by employers in the pandemic-remote work situation. As communication between different levels of the company can be difficult, help with compiling the answers and drawing conclusions from them can be useful. Using those conclusions, employers can be provided valuable data on how they have handled the matters so they can possibly change what is not seen as adequate, as well as be given suggestions on how to go on from there. The final purpose of the report is to conclude on good practices from the data gathered that can be used by employers in handling their employees.

2 RESEARCH DESIGN AND METHODS

2.1 Research Methods

To start off a research, it must be decided which kinds of methods the researcher is looking to use for the information gathering as well as analyzing. The different options for methods are quantitative, qualitative, and mixed method, and one or more of them can be used. The distinction between quantitative and qualitative is not clear, and they are usually used combined (Saunders et al., 2019, p 174, 175).

For this report, a sequential mixed method is used. Information can be found online in various articles, books and other sources that will be used to create the theory part for this study. This part includes literature review.

After the theory part, the next part of the research is a mixed method data collection using partly qualitative and partly quantitative methods. Collecting primary data for the report is done by conducting an online survey where questions of qualitative nature are presented to the respondents. Primary data is information that is gathered by the researcher themselves by using surveys, interviews or direct observation, and the advantage is that when gathered, the questions can be defined by the researcher themselves, and thus very specific data just for the study is obtained (Institute for Work and Health, 2017).

Primary data collected for this report includes background information on the respondents: age, which work sector they work in, how they have felt the effects of COVID-19 and remote work. Using the Utrecht Work Engagement Scale, respondents are presented with statements to measure their work engagement levels numerically. At the end, an open-ended question are included, where respondents can give their ideas on how they would have liked their employer or management to take better care, if possible, of the situation and the occupational wellbeing or workers.

Asking these questions from the respondents gives us data on the relations between occupation, or the sector they work in, and the level of work engagement. As other

jobs have been more affected by remote work than others, comparisons can be drawn from this data. The question of age is important, as this report is to focus on a younger audience of people of the ages under 35. The focus on young adults is chosen to narrow down the scale of the research and have a more specifically defined group we are looking into, as well as the nature of younger employees: the younger age groups are more likely to have started working during the pandemic and thus have only experienced this remote work or have less experience of working on-site. Another reasoning is that young adults are more likely to have newer jobs and thus a less "secure" feeling towards their job, less connections within the workplace and are still more so finding their footing in the working life in comparison to perhaps 40+ olds. From the replies to the open-ended question, inspiration for the final conclusion and recommendations can be drawn.

To find the information needed for this report, different sources are reviewed, and this information is used to make a conclusion on the current situation. This can then be used to formulate appropriate survey questions to ensure that what is asked is helpful and relevant to the study. From the research of data and well as data collected from the survey, conclusions can then be drawn, and a guideline of exercises can be created.

As seen below (Figure 1), the work will begin with the theory part and review of the different terms and concepts that are relevant to the thesis. Based on the earlier review of earlier research of the subject the information gathered will be analyzed and the survey questions formulated for primary data collection. Finally, to finish the thesis report a conclusion is written where the results are compiled and sectioned to map out the best ideas for helping out employees' wellbeing and engagement in remote work.
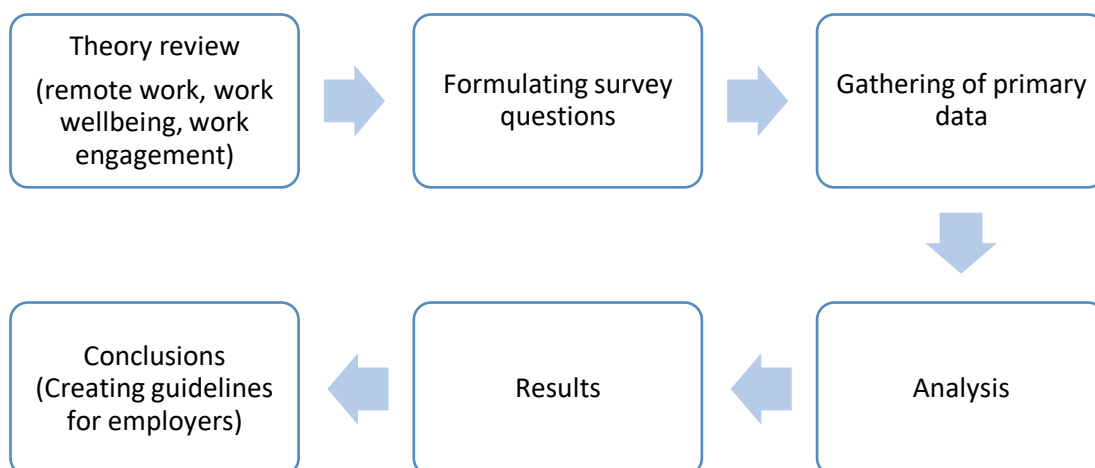
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Figure 1: Conceptual framework

2.2 Reliability and Validity

The quality of a research is dependent on its reliability and validity. These factors by oneself are not sufficient to make a research good quality, so they are used together. Reliability comes through consistency and replication, so if the same results can be achieved at a later point in time again with the same research design, it can be considered reliable. Validity refers to the accuracy and appropriateness, and the possibility to generalize the findings (Saunders et al., 2019).

Regarding the validity and reliability of the data collected for this report as well as the response rate are both dependent largely on the design of the questions and the structure of the survey. Respondents' honesty as well as willingness to answer truthfully is also an issue. For the survey questions to be valid, they must be written in a way that they are specifically aimed to collect very detailed and accurate data important for the report but remain neutral in nature. It must also be consistent, to ensure the reliability. It is crucial to make sure the questionnaire has clear instructions for the respondent and that the questions are understood in a way it is intended (Saunders et al., 2019).

For this research, the questionnaire was formulated with the aforementioned factors in mind to ensure reliability and validity: it was kept simple and short enough to keep respondents intrigued to improve response rate which then improves accuracy of data. The limitations of the research were kept in mind when analyzing the results.

Another aspect related to validity is related to the Utrecht Work Engagement Scale (UWES), the most popular tool used in measuring work engagement. Some discussion has been around the validity between the two different factorial structures, UWES-17 and UWES-9, and whether the other one should be considered superior over the other. Studies around this have been conducted to measure if the UWES should be considered valid at all due to the inconclusive results. Despite the "imperfect nature" as considered by some, UWES will be used in this research and reporting as it is the most widely used and its validity has been confirmed to be sufficient (Kulikowski, 2017).

So, in conclusion, the nature of this report being focused on wellbeing at work measured by work engagement, information on the matter might not be a hundred percent representative of the reality of the situation. People might find it hard to disclose their issues in full, and this might skew the data despite the anonymity of the survey.

2.3 Research Ethics

When designing the research, the ethics of the strategy and data collection methods should be kept in mind. The research should not cause harm, embarrassment, pain, or any other disadvantage to the people that are researched and keeping the research ethical helps with the validity of the data (Saunders et al., 2019).

For this report, to ensure the ethical collection of accurate data the mentioned aspects were kept in mind during research design. In the beginning of the survey, it was made clear to the respondents that it is anonymous and that the participants are free to quit any time they wish. Information on the thesis subject and an email-address for any further questions was provided as well, and information on the author of the thesis.

3 OCCUPATIONAL WELLBEING

A smart employer cares about their workers and makes sure the workplace provides the support each individual needs, as without the labor force the labor does not get done efficiently. In a company, the employer should be aware of its employees' wellbeing regarding not only physical but also mental health. According to a poll done by Mind in March 2013, 60 per cent of employees reported they would feel more motivated to work if the employer supported mental wellbeing actively (Mind, n.d.).

To improve work wellbeing, a new approach of putting an emphasis on the positive aspects employees have has been implemented in the recent years. In the future, hard work and being dutiful alone will not be enough, but being creative, proactive as well as excited are important. That is one of the reasons employers have to put more focus on the wellbeing of their workers, and this "positive psychology" approach helps with maintaining occupational satisfaction and engagement at work (Manka & Manka, 2016).

3.1 Mental Health

Good mental health is defined by the ability to cope with the good and the bad things in life, work efficiently and bring something to one's community. The loss of mental health, on the other hand, is the loss of the ability to do these things and decreased ability to cope. Mental illness is prevalent in 18,8 per cent of the population in Finland, which is the highest rate of mental disorders in the EU. Anxiety disorders and depressive disorders are ranked as the most common, and in comparison to the average in EU, drug and alcohol use disorders are more common as well. Poor mental health affects everyone at some point in their life, but for some people it is prevalent for the whole course of their life (OECD, 2020).

This report will not be measuring the underlying mental health issues that might and can contribute to the occupational wellbeing and work engagement levels of individuals, but acknowledging the possibility of the existence of them is important.

The mention of the stigma is an important factor for this report, as the stigma is one of the factors that contribute a lot to the data without being visible. The term is defined as "a mark of shame or discredit" by Merriam-Webster dictionary (Merriam-Webster, 2018). Having mental health issues can result in the individual feeling shame and thus feeling as though they must hide these problems from the general public to avoid being stigmatized. The issue lies in the societal and cultural aspects and not on the individual, but the burden of the stigma is eventually shouldered by the individual. There has been a recent increase in awareness of mental disorders, but they are still ranked low on the list of illnesses with public acceptance (Bharadwaj et al., 2015). The talk about mental health has increased in OECD countries, of which Finland is part of, which is a good step toward decreasing the stigma. When the negative connotations of mental disorders are reduced, it is easier for individuals to get the courage to ask for the help and support they deserve (OECD, 2020).

3.2 Work Engagement

Work engagement is the opposite of the state of a burnout. Engaged employees are energetic, feel connected to their activities effectively, and feel confident in their abilities to dealing with the demands of their job. It is a positive and fulfilling state of mind related to work. The traits that are measured are vigor, dedication, and absorption, as can be seen below in Table 1 (Schaufeli et al., 2006).

In 2017, it was reported that only 15% of employees globally are engaged in their job. This "engagement" to one's job means that they are invested in committing their time, talent, and energy and willing to add value to their organization. This low score adds up to major monetary losses for companies, as productivity is lost (Gleeson, 2017).

Table 1: Work Engagement Characteristics defined (Schaufeli et al., 2006).

Characteristic	Vigor	Dedication	Absorption
Defining traits	High levels of energy	Strong involvement in work	Full concentration on work, difficulty to detach from it

	Mental flexibility Want to invest into the work Persistency even when faced with difficulties	Sense of significance and challenge Enthusiastic Inspired Proud	

In comparison to the total state of burnout's core traits of exhaustion and cynicism, vigor and dedication are seen as the complete opposites of them. The last trait of burnout (professional efficacy) is not something that can be considered a direct opposite of absorption, and therefore a correlation between them cannot be made (Schaufeli et al., 2006).

From this, the conclusion could be drawn that the state of engagement is not only beneficial for employees but to workers as well, as it supports good wellbeing: feeling like their work is valuable, they feel motivated to work, and have the energy to work then reflects on to their wellbeing being boosted. If there is no engagement in the workplace, wellbeing is compromised. For example, an employee waking up to feel excited about going to work starts their day off feeling happy and motivated, whereas an employee disliking their job and finding it hard to engage in it will wake up feeling discouraged and exhausted, mentally not feeling well. Though this might be true in some cases, it might also prove to become a burden to work even in an engaging job if the workload is too heavy. Junker et al. did a study in 2020 on the relationship between exhaustion and engagement, and they found that a higher initial engagement is related to increased exhaustion over time, but also that a higher initial exhaustion resulted in higher levels of engagement as time passed (Junker et al., 2020). Whilst engagement is good for the employee and their wellbeing, going overboard can also harm them. Everything should be done in moderation and wellbeing needs to be supported on its own, separate aspect.

Considering these findings, it can be concluded that there is big potential in making employees engaged even if they are initially not feeling very much so, so putting effort to help them helps improve those individuals' engagement and wellbeing at work. On the other hand, the highly engaged individuals are at greater risk to become exhausted,

so care needs to be taken when handling those employees, for example enforcing them to take breaks or stay home when sick. In this report, rather than putting focus on burnout or exhaustion and employees not enjoying their work, the focus will be on how to engage employees more, making sure they are satisfied with their situation at remote work and thus increasing their occupational wellbeing, but the mention of exhaustion and its relation to engagement is important due to the interconnected nature of the two elements.

3.3 Utrecht Work Engagement Scale UWES-9 for Measuring Work Engagement

The Utrecht Work Engagement Scale is a way of analyzing and measuring the work engagement levels numerically and it is based on the three different characteristics mentioned before; vigor, dedication and absorption. The scale includes a three-dimensional survey that is available in 21 different languages. The original UWES-17 questionnaire includes 17 questions, but it has also been shortened to a 9-part version, UWES-9. It is used to measure the already mentioned items: Vigor, Dedication and Absorption on a 7-point frequency scale, from 0 "never" to 6 "always" (Bakker & Leiter, 2010).

The claims included in the UWES-9 questionnaire are as seen below, with modifications done to the questionnaire to suit the concept of remote work. The questions can be shortened to represent the number of the question and the characteristic, for example "VI01" for the first question regarding Vigor, and so forth, and that method will be used to refer to the questions in the empirical part of this report.

Claim	Characteristic
1. I feel bursting with energy when working remotely.	Vigor (VI01)
2. I feel energetic and capable when working remotely/from home.	Vigor (VI02)
3. I am enthusiastic about my job.	Dedication (DE01)
4. My work inspires me, even when I must work remotely.	Dedication (DE02)
5. When I get up in the morning, I feel like working.	Vigor (VI03)
6. I feel happy when intensely working remotely.	Absorption (AB01)
7. I am proud of the work I do.	Dedication (DE03)

| 8. I am immersed in my work when working remotely. | Absorption (AB02) |
| 9. I get carried away when working remotely. | Absorption (AB03) |

(Carmona-Halty et al., 2019).

3.4 How To Promote Work Engagement

When employees' motivation is high, engagement is higher as well. The Self-Determination Theory created by Deci & Ryan is a theory that suggest that motivation comes naturally from people themselves after their three innate psychological needs - autonomy, competence, and relatedness - are met (Deci & Ryan, 1985). When employees can make their own choices, learn and develop, as well as build relationships with others in a team, their work motivation quality is high (Schaufeli, 2021).

So naturally as an employer, you want your employees to be motivated to keep them engaged and feeling well for better performance, and as the SDT suggests, it also matters what kind of motivation they have. An engaging leader, whether it is the employer, manager or HR, takes the three SDT needs, puts them into action, adjusts their behavior accordingly and makes sure they are met in a good manner. Making sure your employees' occupational wellbeing is high, and promoting the positive aspects, too. Occupational wellbeing is not just the lack of negative symptoms, but also the upkeeping and managing of positive things (Manka & Manka, 2016). The positive psychology approach was created by Dr Martin Seligman in the 90s, and it is important for this report, as we want to put focus on how to improve engagement and thus promote occupational wellbeing (Seligman, 2016).

Seligman created this approach of focusing on the positive resources of individuals, rather than focusing on feeling depressed and useless. From this approach, the term "psychological capital" was created. It is defined as "an individual's positive psychological state of development" and is often shortened to PsyCap, and this term as well as the theory surrounding it were created by Fred Luthans. Promoting a good psychological capital has been shown to be related to higher levels of work engagement, so we can relate it to this report. Psychological capital has four aspects,

that are confidence in oneself, hope, realistic optimism, and resilience (Luthans et al., 2007).

Self confidence in working life is the feeling that one's skills are adequate and enough to manage even challenging tasks. It is defined by the feeling of control in one's work (Manka & Manka, 2016). As an employer, making sure to give tasks within the levels your employees can manage is important: too easy becomes boring fast and makes your employee feel unappreciated, but too challenging brings out frustration and disappointment in oneself. When your employee feels confident in their work, their motivation becomes more high quality as they feel competent at what they do. We can thus consider that there is a link between the SDT aspect of competence, psychological capital confidence and both of those relation to work wellbeing.

Hope is the internal want to progress towards the presented goals and the ability to find alternative ways to make it (Manka & Manka, 2016). To keep your employees hopeful, making sure the goals they are working towards are tangible, have set deadlines, are easy to measure as well as presented clearly to the workers. Making small milestones or mid-way goals and acknowledging when they are met is a good way to keep the hope levels high and workers engaged (Ohlin, 2017).

Optimism in a realistic scale is the employees' feeling that they will be successful now but also continue to do so in the future (Manka & Manka, 2016). To develop realistic optimism, changing the focus to accepting the possible mistakes in the past and turning them into a chance to improve and see an opportunity: what might have been done inadequately in the past will not be done so in the present as we now have increased knowledge of the subject (Ohlin, 2017). This optimism is related to the SDT's competence as well, but perhaps overlaps with autonomy too. Of course, the possibility to make decisions on their own is not always possible for employees, for example when working in a team, but feeling like their opinions are heard and there is room to make mistakes helps with creating the environment for good PsyCap.

Resilience is the ability to recover when faced with difficulties and obstacles. Instead of becoming discouraged, the individual grows stronger from them and starts over. This is also called the "growth mindset" (Manka & Manka, 2016). As an employer,

you are a role model for resilience to your employees. Facing reality as it is, and not losing hope even when it lasts, helping employees to find and/create meaning, and improvising are ways to strengthen resilience (Ohlin, 2017).

From this information, the conclusions can be drawn that to promote and improve employees' work engagement, as an employer you must take note of the value of your employees and let them know you appreciate them. The employer/HR personnel/leader should know their workers well to know their strengths and know how to make them feel motivated. Creating a work environment that is a realistic level of challenging and honest is important. The higher-ups need to be aware of the value, or the psychological capital their employees possess. All of the above have traits relating to the Self-Determination Theory about the quality of motivation, so conclusions on the relationships between SDT and PsyCap can be made here. Good quality of motivation promotes work engagement as well as focus on the psychological capital does, both of them are useful in upkeeping occupational wellbeing.

3.5 Work Wellbeing in Remote Work

Remote work, or telecommuting, is defined as "a type of flexible working arrangement that allows an employee to work from remote location outside of corporate offices" by Gartner, an advisor and objective resource for executives (Gartner, n.d.). While remote work has been widely discussed as something negative, it has been noted to have some positive aspects to it in individual, social, as well as organizational level. Some benefits of remote work mentioned on individual level are things such as independence, convenience, improvements in personal time management, reduced work-costs, fewer disruptions to work and the ability to combine work and home/family. On an organizational level, positive things found are better quality of employee-employer relationships, reduced costs (office space, equipment), decreases in absences and less late arrivals, positive creation of organizational image and increased income. On a societal level, the positive aspects are decreased traffic jams, the positive effect of less traffic to environment (reduced carbon footprint), more job opportunities for people

with disabilities, and once again like in both aforementioned sectors, monetary savings (infrastructure, energy, real estate) (Prodanova & Kocarev, 2021).

After considering the positive aspects, we must look at the other side of things and make note of the drawbacks that remote work has brought. Many individuals feel lonely and isolated when working from home, have a lack of relationships and social interaction, miss face-to-face communication, need to practice harsh self-discipline to be able to focus, and have different types of difficult home environments making working hard. For organizations, communication becomes more difficult in remote work, which results in loss of knowledge sharing and creativity, managers have less control and there is a possible lack of sufficient technology. On a societal level, remote work creates a detached society (Prodanova & Kocarev, 2021).

There are both good and bad aspects to remote work, as we can see, and the effects of having to work from home are unique to everyone. It might even be so that in the beginning, the change was viewed by an individual in a way that has completely changed as time has progressed, and their mindset changed.

Many companies' switch to working remotely due to the COVID-19 pandemic in succession brought forward new challenges regarding mental wellbeing, from the sudden shift in the way of working but also changes in everyday life as it was known prior. The American Psychiatric Association (APA) has written guidelines for maintaining one's wellness during the times of the pandemic and remote work. On their website they list things such as keeping a regular schedule and staying connected to your peers, family and friends, for example. These are things that employers are encouraged to enforce and remind their employees of to ensure the mental wellbeing stays high within the company employees (American Psychiatric Association, n.d.). According to CoCoDigi's research conducted in 2020 on COVID-19 and remote work in Finland, the numbers of people satisfied with working from home and adjusting to the changes has kept on increasing during the pandemic. The initial shock of having to change up the norms has worn out, and the new norm has been adopted quite successfully (Blomqvist et al., 2020).

In an article written by Donati et al. in 2021, there are five different dimensions mentioned that are related to the remote workers' acceptance and adaptation to the new situation. The dimensions are:

Organizational size: larger companies put more attention on remote work programs and spent more resources on them.

Previous experience of remote work: employees with previous remote work experience naturally has better knowledge on how to manage it.

Amount of remote workdays: alternating days between working from home and working at the office, also called "hybrid working formula" is the most effective in maintaining a positive relationship and keep employees' vigor up.

Whether or not they have children: having children at home while trying to work makes the environment more crowded and thus can potentially add stress on the employee.

Working in a team: increased social isolation and lack of face-to-face interaction can be hard, but remotely interacting with team members seems to increase positive attitude and acceptance of remote work.

(Donati et al., 2021).

Another aspect that possibly factors into remote work wellbeing is the sudden adaptation that employees have had to make in their lives regarding the COVID-19 protocols and guidelines. Not only did they have to move to working from home and adapt to new and/or different job-related demands, but other areas their life (hobbies and leisure time, for example) were affected too. The changes may have lead to issues such as social isolation, decline in mental wellbeing outside of work, stress, depression, and feelings of anxiety (Donati et al., 2021).

In this report, the occupational wellbeing will be looked at from the positive approach, meaning that the focus will be on what the employees have felt were the supporting factors of wellbeing and engagement, and less on the negative sides such as being burnt out from work. Work wellbeing can be backed up in different ways, and one way is improving work engagement levels. Work engagement has a somewhat mutually supportive relationship to occupational wellbeing, which will be discussed further next.

After looking into work engagement and ways to improve it, we must apply the information now to fit into the situation of remote work. There are a lot of simple things to find that might have big impact on motivation to work. These include things like decluttering your working space, changing your outfit before beginning to work, taking breaks regularly, going outside or rewarding yourself after completing a big task (Castrillon, 2021). As an employer, considering giving these concrete tips to your employees can be a good idea. Even if the tips seem a bit obvious or general, it might help with making employees feel cared for to have their higher up contact them and express their concern for them. While that can be helpful and considerate, as an employer you need to make sure your employees have the resources (especially time) needed to take care of these basic things, so that the mention of self-care tips does not come off as insensitive. Another thing to consider is to make sure you do not just give out tips, but rather take the time and make the effort to make implementing your ideas possible. As mentioned before, communication and a close-contact team helps keep employees motivated in remote work and has a big impact on their work morale and engagement. Keeping in touch and making sure your employees are content is valuable.

Adjusting the normal ways of promoting occupational wellbeing and thus promoting engagement to the remote working situation is quite straightforward. Instead of taking care of the positive approach face-to-face, it must be done remotely. Keeping up with the employees' wellbeing might be a bit more challenging when tracking their working is not possible. The employee needs to make sure communication works well both ways, and that it is upkept. The rules of communication need to be made clear and all employees taught the same things. Utilizing instant messaging platforms and chat groups helps keep everyone up to date at the same time as well as gives the option for the employees to engage in the conversation if they so desire.

When working remotely, making the workers feel "a part of something" and having a stronger sense of team is a lot more challenging. In the article published in Collector by an anonymous writer in 2021, two leaders of their respective companies were interviewed on the challenges of working remotely. Both put a heavy emphasis on making employees feel connected to their peers as well as feeling supported. Having

your superior easily accessible in a chat to be able to ask for help, or perhaps the superior monitoring online meetings and pitching in when necessary is reassuring. Even if normally team meetings are not as common, remotely they are more valuable. Having a meeting with extra time for just catching up and sharing some daily life chat is good for building team morale. Usually, these chats would naturally occur during breaks at the office, but as that is not possible in remote work, taking the extra time to just have your workers bond and have more personal relationships help with making them feel engaged in the company (Anonymous, 2021). Hosting a mandatory "online coffee break" for all employees once a week could be a way for all staff members to interact, share their work week ideas and challenges as well as daily life occurrences to strengthen the interpersonal relationships between staff.

That being said, as all of the experiences are individual, some might not find difficulty in adapting to remote work. Occupational wellbeing can be measured in the levels of work engagement, and work engagement is defined by vigor, dedication, and absorption. Never does it mention that having a close-knit team is a necessity for all: some might find it even more enjoyable to be able to work on an engaging work assignment from the comfort of their home, and in this case any unnecessary social interaction might seem forced and uncomfortable. This brings us back to the point mentioned before, that a good employer also needs to know their employees well to be able to adjust behavior to suit their needs.

Finding the balance between engagement and well-being is something the employer and the company as a whole needs to map out to know how to support each in the appropriate way. As we have found, the two elements are very closely tied together so it might be easy to just consider them as a whole or view them collectively. This is to point out that the well-being of the employees is important and in succession can improve engagement and vice versa, but both aspects still need to be individually concerned. As mentioned before in the report, high engagement levels can end up resulting in exhaustion, so the employer needs to put resources and time into both separately and in a reasonable amount, and then the relationship between the two elements can be supportive towards each other.

4 EMPIRICAL DATA

For the collection of primary data, a survey of questions related to work and especially remote working was conducted. The survey was aimed at young adults aged 18-35 to best represent the younger workforce this report focuses on. The survey was anonymous and only required the participants to disclose their age, field of work and length of employment for personal information. Google Forms was used to make the survey and it was available both in English and Finnish. Questions were gathered throughout the month of August 2022 and in total 37 people participated. The target group was reached by spreading the Google Forms link to different organizations, friends and family, as well as with the help of people close to the author of this report, to find the target people. In total, there were 20 mandatory questions in the survey, and one optional question at the end where the participant could freely say anything if they would like to add anything.

As the group observed for this data collection consists of only 37 people, it can not be generalized that the results gathered here are the absolute truths of every adult aged 18-35. The results vary from individual to individual even within this questionnaire, so it is important to remember that we are only viewing a relatively small sized group working from specific fields of work. To be able to gather a completely accurate primary data, every single existing 18–35-year-old young adult that has worked remotely would need to be asked this same set of questions. Another thing to keep in mind is that these questions are formulated to best find answers to the questions related to the subject of this thesis, and thus the extensiveness of this survey was limited to that area. This survey also did not measure the possible differences in replies between different genders and geographical locations, for example. The things that were excluded from the questionnaire were considered not to be relevant to the subject of this report.

The questions were formulated in the most neutral way possible, to keep the results valid and accurate. When writing the set of questions, it was kept in mind to have them written in the type of language that does not try to persuade the participant to feel a certain way. The statements in the survey were written with this in mind as well, so

the adjectives used in it try to reflect everything in a very neutral manner. The questions were also formulated to be clear and only to be understood in the way that is intended, with no vague concepts or adjectives to be used to ensure the results to be considered valid. The questions on the questionnaire in entirety can be found in the appendices for this report.

4.1 Questionnaire

The survey consisted of six pages, with the first one having the information on the survey and the thesis project it is for etc., and the rest of the pages having the questions. This part of the report will go over the questions page-by-page.

First the participants were asked background information questions formulated to best get an overall idea on the age, type of work and how long they have been working in this job. The questions were multiple choice, with the work sector related question having an option of "other", where the participant could then write it down. The question on length of employment was an open question, as it was the easiest for the participant to give the specific number of months and/or years that way. These aspects were then used to assist in analyzing the results.

The next section asked about the general feelings towards one's job. In this section the participant was asked if they generally like their job, or not. The participant was also asked to rate how they usually feel while working remotely. These two questions were answered from a scale of 1-5, with 1 being "Not at all/Very bad" and 5 being "Very much/Very good".

After that, two sections consisting of set of statements was presented and the participant could answer from a scale of 0-6, where 0 is "not true at all" and 6 being "very true". These statements were related to remote working, the feelings about it, work motivation and engagement as well as communication between coworkers and the superior. These questions gave concise numerical data and scores on the statements, calculating the average score as well as the mode, or the most frequently occurring score, is great for analyzing the overall results altogether. These questions

were formulated with the UWES-9 scale kept in mind and inspiration drawn from it. The questions of the UWES-9 scale were not used as they are, as the focus of this research was in remote work and thus they needed to be modified to fit this.

The next section included open questions where the participant could explain the biggest challenges in remote work, the best thing in remote work, specific routines, things that affect engagement in remote work, and if they prefer remote working or working on site. It was stated that the participant can answer them as short or long as they would like to. These questions gave a lot of valuable data, as the participants had written answers of an adequate length and gave a lot of information on their feelings. From these open-ended questions, it can be seen what works best for this specific group of people interviewed. These results can be compared to the theory part of this report, and we can see if they have similarities or are very different. We can also draw new inspiration from the answers of participants and suggest these as things the employers can focus on to improve employees' engagement and wellbeing at work.

After this the participant could send their answers and was shortly thanked for their participation in the survey. All the questions asked in the survey can be found in the appendices portion of this report.

4.2 Research findings

The answers will be gone over in a more general manner, and common themes from answers will be looked at more closely. The analysis was done by first looking at the overall results through the charts and figures, and then reading through all the responses one-by-one. Notes were made from all the findings that were deemed relevant, and those were then used to make the final findings. The open answers were gone through in a manner that similar words and phrases were marked, to see what was repeated often by different individuals, and from those the general theme would be easy to deduct. Other than this, positive replies were grouped as one, negative as one, and then the longer explanation to the "why" part of the question were explained. If some individual reply was deemed interesting enough, for example because of

confirming a theory mentioned before, it was noted by the author and added separately into the analysis.

Three responses were excluded from the third question as those answers were invalid and not able to be utilized for this analysis. The invalidity was due to unclear numbering, as the question stated to give answer "in months and/or years", and only a numerical answer was given. For further research, this is a good thing to keep in mind to make sure the question is stated clearly and asks the participant to define which value they are referring to.

To start up the findings, we should look at the general information received from participants of the survey. As we can see from Figure 2, the people who took part were all over the age of 18, with 21 of the respondents being in the age group 25-30, and the second biggest group being 12 people of ages 31-35. We can thus see that the people participating here were not freshly turned legally adult, but that most of them were in the older half of the target group for the survey.

Ikäsi vuosina? / Your age in years?
37 vastausta

- 18 tai alle / 18 or below
- 19-24
- 25-30
- 31-35

32,4%
10,8%
56,8%
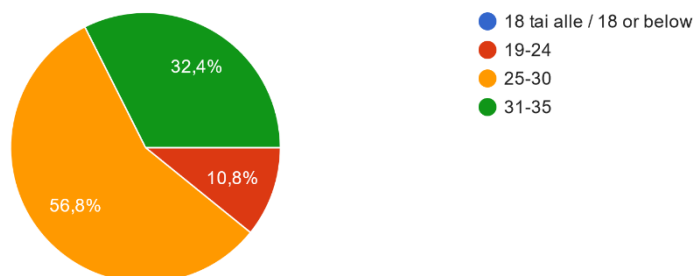
Figure 2: Survey results

There were 34 answers to the length of employment in total, as three of the answers given were given unclearly and thus can not be utilized as it cannot be confirmed what was trying to be said with them. Nonetheless, the shortest period of employment reply received was 2 months, and the longest 10 years. Over two thirds of the responses were stating the length to be over a year. The average amount of months calculated from all the replies is 25,5 months, which is a bit over two years and a month. Below (Figure 3) we can see that a big majority of respondents' time at their current job is under 40

months, so less than or around three years. Only a couple of individuals have employment length that exceeds 3 years.
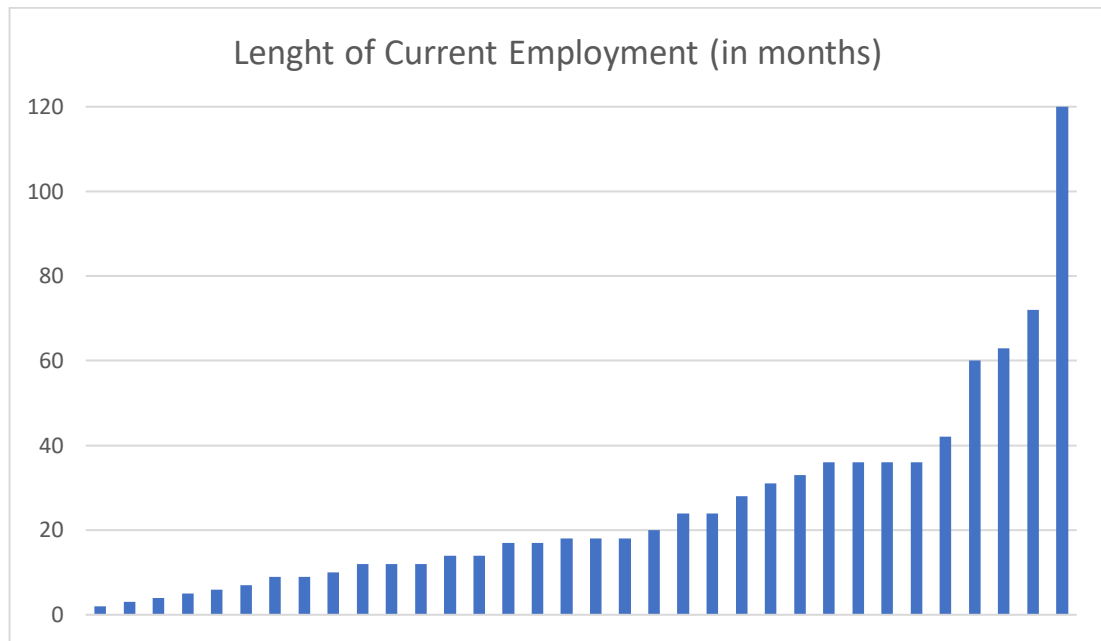

Figure 3: Survey results

The general consensus of liking or disliking one's job (Figure 4) showed that over 50% of the participants like their job, by scoring it 4 on a scale form 1 being "not at all" and 5 being "very much". There were no answers that would have scored their job a 1, making 2 the lowest score on this question. The results were similar for the question regarding one's mood when working remotely (Figure 5): on a scale from 1 their mood being "very bad" and 5 "very good", 43% of the participants gave the score 4, and almost 30% scored their mood at the highest score 5. Again, no one scored this question at 1, so overall the mood in remote work from the participants is good.

Yleisesti ottaen, miten paljon pidät työstäsi? / In general, how much do you like your job?
37 vastausta
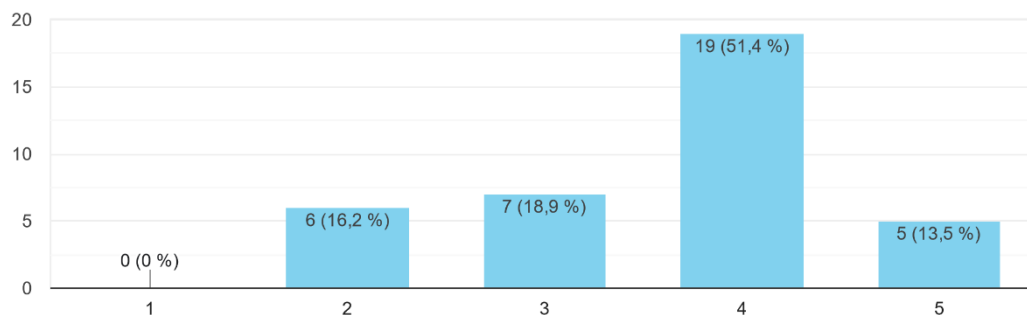
Figure 4: Survey results

Miten arvioisit yleisen olotilasi kun työskentelet etänä? / Overall, how would you rate your mood when you are working remotely?
37 vastausta
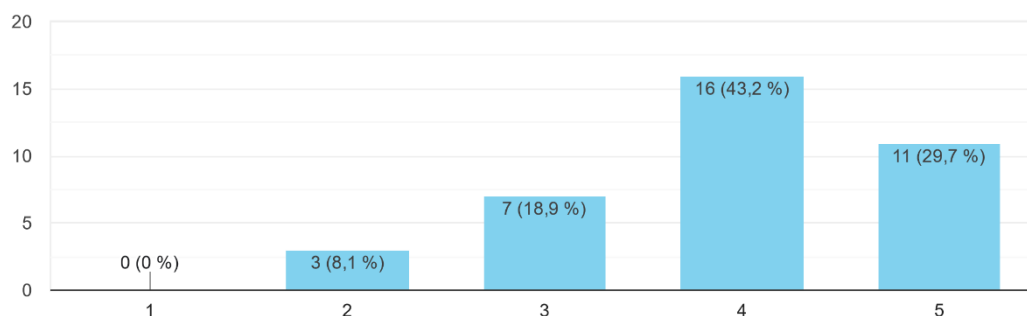
Figure 5: Survey results

4.2.1 Statements on Remote Working

The following questions were all statements that used the same scaling from 0 to 6 as mentioned before, so 0 being "not true at all" and 6 being "very true". The participant was asked to rate on how much they agree with the statement given. This applies to all the following questions until otherwise stated.

All in all, the participants had mostly positive feelings about remote work. Many felt that the changes brought by remote work were not too overwhelming; almost half of them scored the question the highest score, 6. The majority of replies in this question

were scored 4 or over (Figure 6). The score on being able to see positive aspects in remote work was also high on agreeing, with 25 scoring it a 6, and 9 scoring it a 5 (Figure 8). The only discrepancy here is one score of 2 and two scores of 4, so it can be seen here that the participants in general find it easy to see the bright side. The participants found their superior to be readily available to assist when working remotely at an average score of 4,6 out of 6, most votes on score 4 and the lowest scoring being one vote at 2 (Figure 9).

The question regarding one's satisfaction with their superior appreciating one's effort in remote work was where a bit of discrepancy can be seen (Figure 7). The score on average is at 4,6 out of 6 but score 3 has 7 out of 37 of the votes which is notable as it is the middle option, or "neutral" so to say.
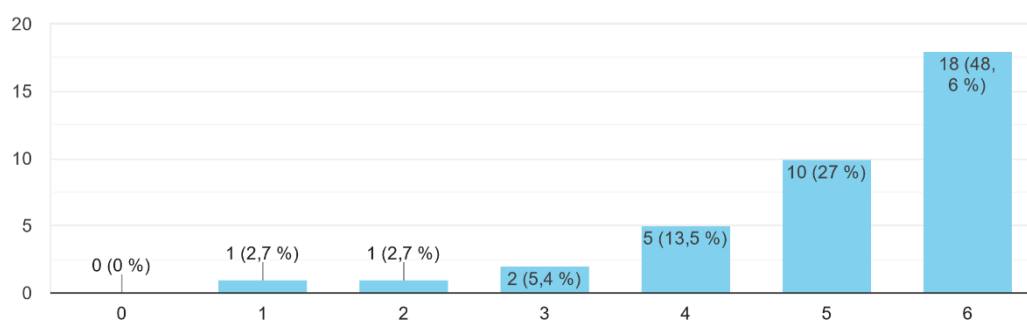
Figure 6: Survey results

Tunnen, että esimieheni arvostaa panostani etätyössä / I feel that my superior appreciates my efforts in remote work
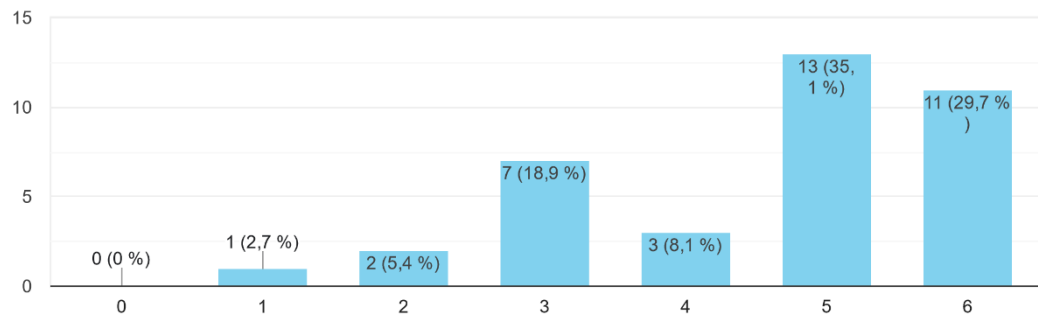
37 vastausta

Figure 7: Survey results

Voin nähdä hyviä puolia etätyöskentelyssä / I can see positive aspects in working remotely
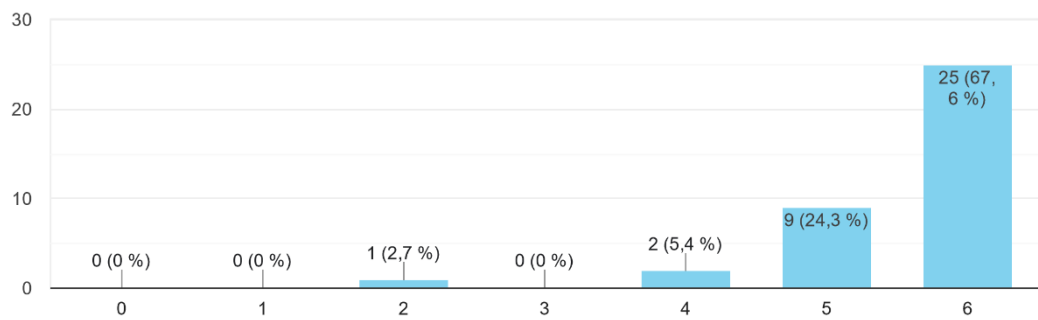
37 vastausta

Figure 8: Survey results

Esimieheni on helposti saavutettavissa auttamaan työasioissa etänä / My superior is readily available to assist with work-related issues remotely
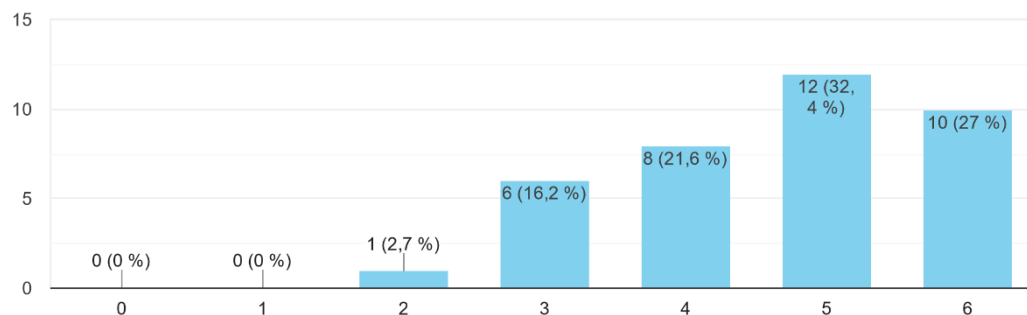
37 vastausta

Figure 9: Survey results

The next question asked if the participant feels energetic and motivated to work remotely when they wake up. This had votes on every score, with the most votes at 11 people scoring 4. If you look at the graph for the scores on this question (Figure 10), you can see how the scores are in the shape of the bell curve, with the top not on the middle but one score to the right. The participants' opinions on finding getting immersed and focused on work remotely not too challenging were at an average of 3,97 (Figure 11).

Tunnen oloni energiseksi ja motivoituneeksi etätyöskentelyyn, kun herään aamulla / I feel energetic and motivated to work remotely when I wake up in the morning
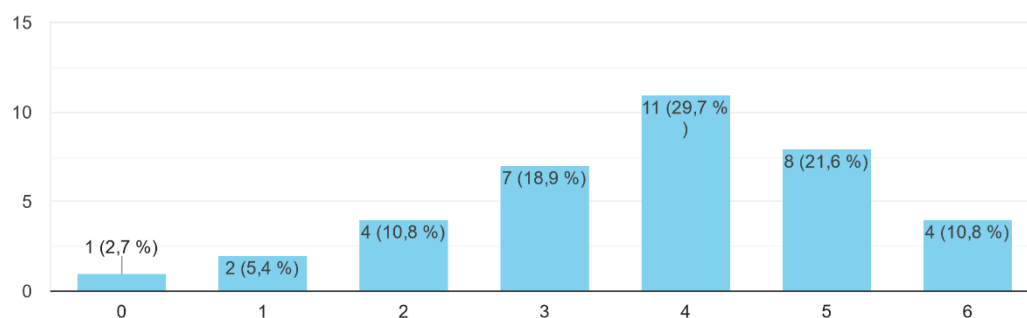
37 vastausta

Figure 10: Survey results

Työhön uppoutuminen ja keskittyminen etänä ei ole liian vaikeaa / Getting immersed and focused on my work remotely is not too challenging
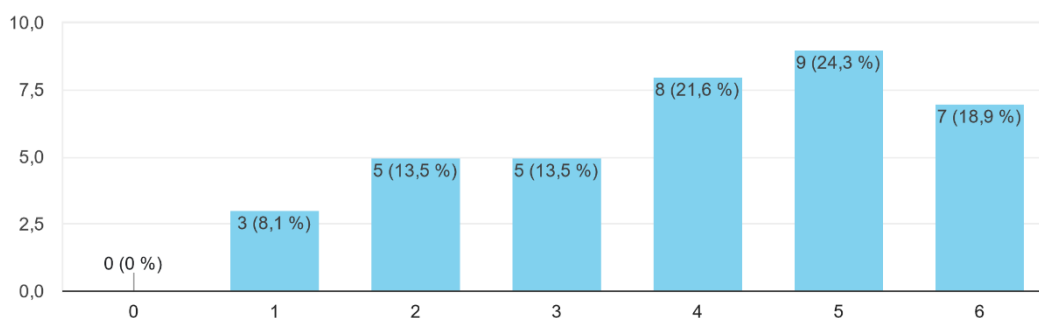37 vastausta

Figure 11: Survey results

The next two statements, "When working remotely, my superior has kept contact with me in an amount that feels good for me" and "I have the tools and methods available that I feel like work the best for me in remote work" had similar scorings and graphs, both having the highest amount of score 4 at fourteen each (Figures 12 and 13).

Etätyön aikana esimieheni on pitänyt minuun yhteyttä minulle hyvältä tuntuvan määrän / When working remotely, my superior has kept contact with me in an amount that feels good for me
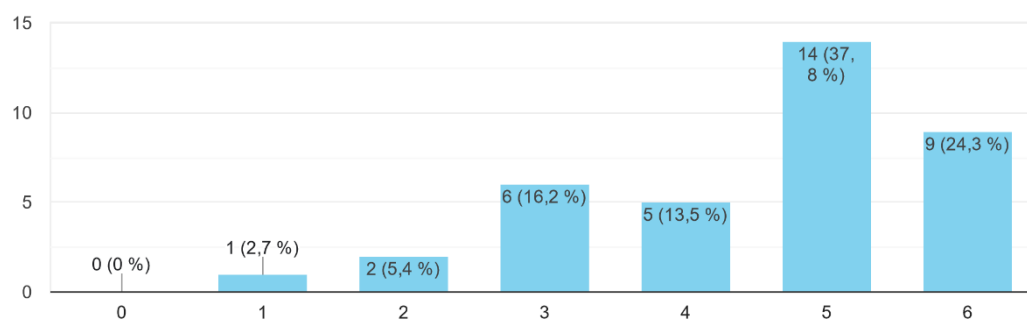37 vastausta

Figure 12: Survey results

Minulla on käytettävissäni työkalut ja keinot, jotka koen toimivan parhaiten minulle etätyöskentelyssä / I have the tools and methods av...at I feel like work the best for me in remote work
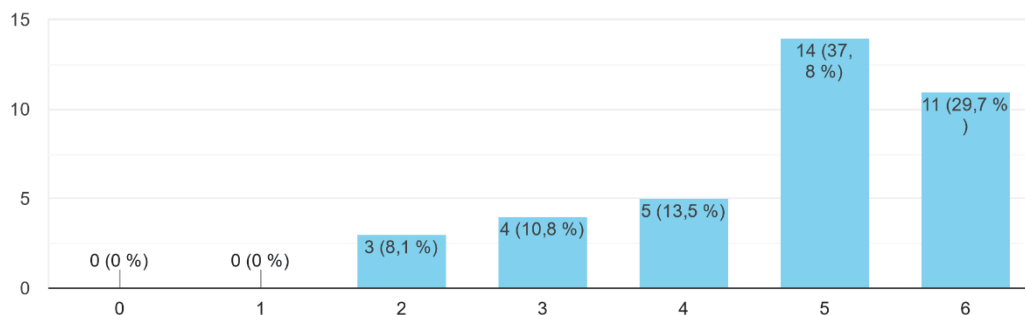37 vastausta

Figure 13: Survey results

In the next question the scorings were more even, as scores 2 to 6 all had six to eight votes, and 2 had three (Figure 14). This statement was about feeling as though one has an adequate amount of socialization with coworkers in remote work. It seems that there is no clear opinion here, which can be reflective of the word "adequate" being subjective, or the differences between individuals' personal preferences. The last statement was on feeling confident in one's skills when working remotely, and the majority voted at score 5. All in all, the majority of scorings were in the higher side, 4-6 (Figure 15).

Minulla on sopiva määrä sosiaalista kanssakäymistä kollegoitteni kanssa etätyössä / I have an adequate amount of social interaction with my coworkers in remote work
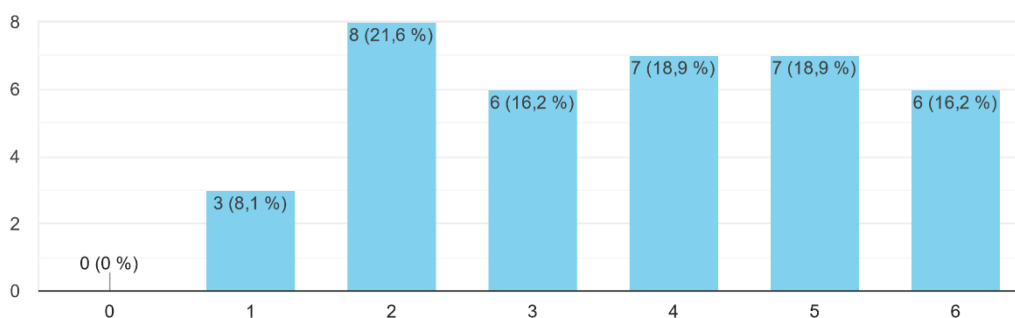37 vastausta

Figure 14: Survey results

Olen itsevarma taidoistani etätyöskentelyssä / I feel confident in my skills when working remotely
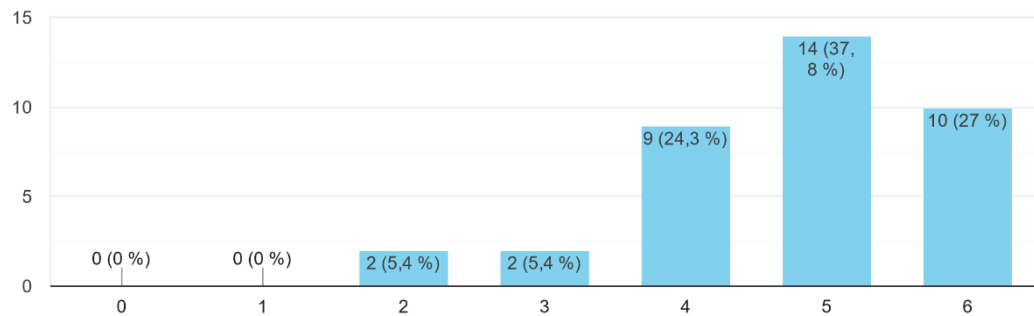
37 vastausta

Figure 15: Survey results

4.2.2 Open Questions on Remote Working

After the general questions and then the statements, the survey switched to open questions where the participant could write down their own thoughts and ideas on the questions presented.

The biggest challenges in remote working according to the participants were mostly similar things to what was discussed in the theory part of this report: social problems, such as lack of community, no social moments together such as coffee breaks; balance in working such as finding the motivation, upkeeping routine and breaks; communications related to work such as comments, advice, and help from peers as well as other communications; and external factors affecting working such as ergonomy issues or the home environment making focusing at work harder.

As for the best things in remote working, flexibility was mentioned multiple times. The lack of commute, and through that, the additional ability to sleep in more and have more free time, the ability to go out for a walk, take care of children, do household chores, cook lunch at home, be close with one's family, having everything close to oneself at home, and being able to work on their own pace if the current projects so allowed. Clearly the ability to impact one's workday and personalize it to their own wants and needs on a daily basis, is something that is valued by the participants. This can be related to the aspect of the Self-Determination Theory and especially autonomy.

One answer stated that as an introvert, they like the fact that they do not have to leave home. This, again, is another example of the fact that people are different and thus prefer different kind of things and is something the superior needs to remember when thinking of ways to assist workers in remote work. This can also be seen in some contradictory replies in the survey: whereas one mentioned their ergonomy to have worsened in remote work, another individual mentioned it as being improved when working from home. Some mentioned the lack of physical contact as a negative, but some as a positive, and similarly whereas some saw it harder to be able to focus remotely from home, some found it easier as there would be no noise from the other workers or someone peeking from behind your shoulder. These replies both being mentioned as the best but also the most challenging aspect further proves the idea of the individual being important when considering how to adjust and help in remote work.

A common theme in many of the replies for routines was employees wanting to separate work life from their home life even when working at home. Having a separate working area was a popular answer, as at least 18 individuals mentioned having an office room, a dedicated space for work-related things, or at least only using one spot in their apartment for work-related tasks. One individual said that they try to leave their desk after the workday ends, as they still do not have a separate room dedicated just for working. To further separate work life from home life, one answer mentioned changing clothes in the morning as though they would be going to the office. The attempt is also visible in individuals mentioning having their work laptop out of sight off-hours, having their desk further away from the kitchen, or turning the computer off right when the hours are full, so that work does not stretch on.

The major thing that stood out from the answers is the mention of breaks in many of them: sixteen individuals mentioned breaks in their answer. Some mentioned that they try to have them always around the same time or the same time they would at office, whereas some mentioned only having one break and no more. These things can be related to wanting to keep remote work feeling as close as possible to on-site working so that the changes are minimal and easier to digest.

Other things that were brought up were: turning the work laptop on before starting the usual morning routines; having an online coffee break in the morning with one's team, which is another example of wanting to have the social aspect despite working remotely; making coffee right after waking up and then sitting down to work; starting the workday at the same time despite having a flexible hours, which is something that upkeeps the same kind of schedule as one would have in on-site working, and thus is related to keeping the changes minimal where it is possible.

Multiple participants also mentioned liking to exercise or go for a walk during their workday on their break, specifically around lunch time was a popular answer. Some would like to change spots throughout the day from the desk to the couch or the bed for example. These things are, again, related to the autonomy of the employees. Lastly, six individuals said they have no routines related to remote working. This might be due to the inability to recognize one's routine, or maybe the fact that these individuals just like to change things up every day.

One common theme from the answers on what has had a negative impact in remote work on their engagement and wellbeing was the social aspect, as the first thing to stand out is the amount of mentions of loneliness, lack of social interaction and loss of work community. Twelve individuals in total mentioned these things in their answer. One individual said that at first it felt okay not to have to interact with others, but in the long rung it becomes mentally draining. Lack of positive communication, passive aggressiveness from peers, and feeling lazy when there is a lack of pressure from coworkers were mentioned as well, and these all relate to the social aspect.

Another theme that can be seen in the answers are the external factors and resources. Interruptions, breaks, different things at home that need to be done or would be more fun, having more difficulty pushing personal matters out of one's mind when working from home, or having insufficient equipment at home, for example a bad desk and chair. Considering the self-confidence aspect of SDT, some negative effects were mentioned where the lack of confidence in oneself can be seen, as insecurity in one's job and how it should be done was mentioned. This could be also due to the lack of communication and positive feedback, thus related to the social aspect again as well.

The inability to separate working life from free time was mentioned as having a negative impact in work engagement and wellbeing: having to be "plugged in" constantly. Physical wellbeing was compromised also through the switch to remote work, as things like forgetting to take breaks, backpains, lack of exercise, and less moving around were mentioned. These things cause strain on one's health and like mentioned before, a healthy worker works the best, so it is only natural that engagement becomes more difficult.

Lastly, eight individuals in total said that they have had no negative effects on their work wellbeing or engagement caused by remote working. One individual added that they might have a slightly lower feeling of belonging to their work community, but that it is not only a bad thing. Another one out of these eight individuals did mention that they have been able to visit their job on-site and have had many Teams meetings within their job, and that might have helped with coping.

As seen below (Figure 16), out of the 37 people participating, sixteen said they prefer remote work, eleven that they prefer working on site, and the remaining ten respondents said they would most prefer a hybrid approach.
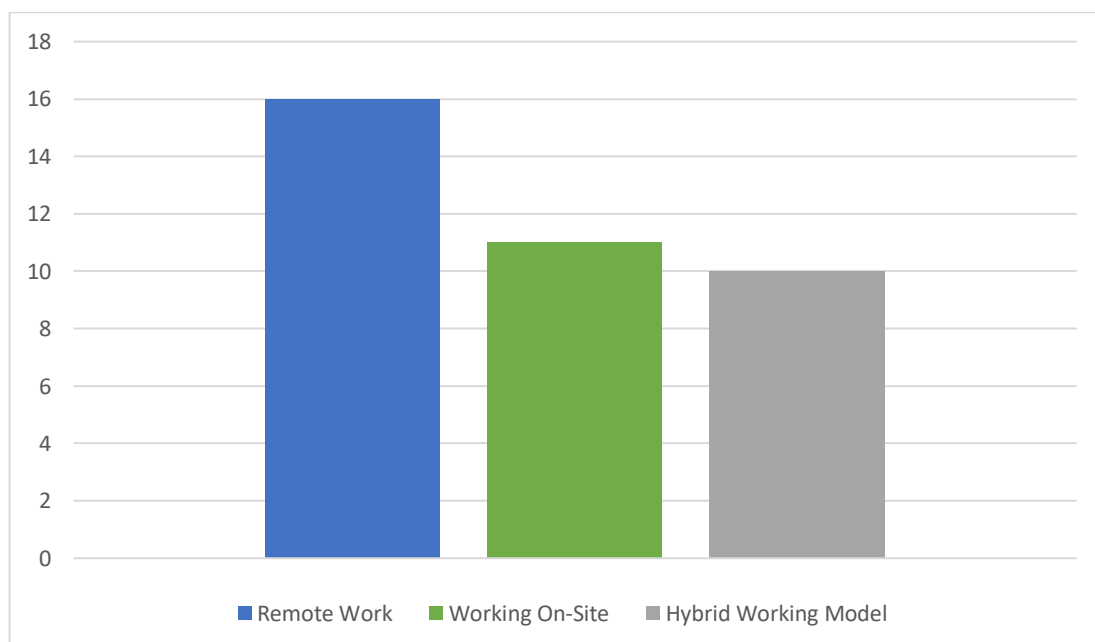

Figure 16: Survey results

In the end the results for which model of working the individuals prefer are almost even. Most of the reasons given as to why the individuals prefer remote work over working on-site were related to flexibility. Those who would prefer on-site working gave answers with common themes in their reasoning being the social aspect as well as resources.

Those who said they would like the hybrid model of working the most mostly gave the reasonings of having good things in both ways of work, so they would like to be able to have access to both and/or the freedom to choose their preferred method of working on a day-to-day basis. This, again, boils down to flexibility and the ability to influence one's workday to make it the best suiting on a day-to-day basis.

Finally, there was an opportunity to say whatever the participant wished to the author of this report or to add something. Out of the answers given, two had something that is noteworthy and were something that should be mentioned here. One individual said that they find it interesting, how the technology that would enable remote working has existed for a long time, but it took a serious pandemic for it to become a common option. Another individual said that different age groups have different views on remote work, and that older colleagues seem to think that working remotely is not really working.

5 DISCUSSION

All of the results of the survey in general gave a pretty positive outlook on remote work, for example many of the respondents found good things in remote working. All of this, of course, is dependent on the individuals' personalities and other prior experience, but in general it seems that the respondents all handled remote working quite well. These results might be reflective of the younger generation, so perhaps it could be something to consider as an employer to implement. The option of hybrid working and the ability to decide one's method of working, on-site or remotely, on a day-to-day basis could be a smart idea and could improve work wellbeing through

creating a mutual trust between the employer and employee. Being able to decide for oneself could reduce absences as well as improve engagement and fulfils the autonomy aspect of the discussed three innate psychological needs of SDT that when met, improve motivation.

As the results showed that remote work is quite popular within the participants, it is something to consider as an employer as to why this could be and if it is something badly within the site, atmosphere, tools, or something else. Maybe it could be something within the work site that can be easily changed that would improve motivation to work within site, increasing work wellbeing and improving engagement through that. As an employer, it could be a good idea to conduct anonymous surveys within the workplace, where employees could voice their opinions and ideas with less pressure. Like mentioned before, vigor is usually quite high in the hybrid-model of working, so there are a multitude of reasons to consider the switch from complete remote work and/or complete on-site work to some format where the employees have the power to influence their method of work.

Considering the beginning of remote work due to the COVID-19 pandemic in the spring 2020, it would be around 30 months ago that the employment would have had to start for the person to have worked there before the switch happened. Around two thirds of the responses given were over this limit, but the rest would have started in their new job while remote work was already in action. This might affect the results in a way, as the worker might never have experienced this certain job or work field on site as they would only have worked remotely. It could also influence work wellbeing, as going into a new job remotely might hinder from making friends at work, make the socialization harder, and learning new things and skills might also be harder when you must do everything through the screen. But as mentioned before, the social aspect of work is important to some, but not all.

From the survey results we can see that people participating generally like their jobs, which then probably affects their mood while working, whether it be on-site or remotely which was asked. The correlation between these two is visible in the score for mood while working remotely, which is 3,95/5, with five being "very good". It is good to hear that the participants enjoy their work, but it must be kept in mind by the

employer that the group in the survey does not reflect the opinions of the entire population and the situation within companies can wary a lot.

It is also probably the ages of the participants, the younger workers aged 18-35, that affected the results for adapting to remote working: it was not found too overwhelming by a big part of the respondents. This could be due to the digitalization and younger people being more familiarized with new technology in comparison to older people. It might be that the younger people actually had it easier in that sense, or even the people who only worked remotely and never on-site, as they had less things to "change" and to adapt to. Being comfortable and familiar with technology and more adaptable are traits generally associated with younger people rather than the older generations. Thus, it can be concluded that more support in this area is probably not necessary to be given as an employer, but of course it is not something that can be completely ignored and forgotten about. Checking on employees is important on this area as well, but support only should be added if issues seem to arise.

The results on the feelings of participants' superior appreciating their effort were not the highest, which could be due to the individuals preferring to have more of it, or then the superior in question simply lacking in the area. As an employer, you could ask yourself what level of support and feedback you would personally like to have, and then make sure to at least give the same to your workers. It is a good idea to make yourself available through some form of communication and making it clear which way the employees can contact you the easiest and quickest. Maybe a weekly meeting online is something to consider, where everyone can share how their week has gone and you can give compliments to the employees that have performed well. It is a good idea to give the compliments in front of others, as this boosts confidence of those who did well, and makes the rest of the workers strive to work harder to also gain compliments. Other forms of feedback, more negative ones, are better to be given one-on-one.

In the results we saw that the energy levels of participants in remote work varied, and one even scored the question at 0, "not true at all". The differences in the responses might be unrelated to the work and completely be due to the personalities or other factors that were not considered in the survey. Nevertheless, it is worth keeping in

mind that individuals might have different levels of energy when waking up, and some might have more motivation and vigor if they are able to go work on site. To keep your employees feeling well even in remote work, you can help them get engaged with tasks good for their level, maybe always start the morning with something lighter or for example by giving a piece of interesting news of the day. Offering flexible working hours in remote work is a great idea to consider, as then employees can get started on the time that suits them the best. This option could also help with the difficulties in getting immersed, which did score quite well in the sense that the participants did not have trouble getting immersed, but on an individual level those who struggle might enjoy being able to work when they feel best. Some people are naturally more active in the morning whereas some are in the afternoon and evenings, and if focus is lost easier at home, being able to work at one's own pace and time might improve engagement and immersion.

The results for the participants' happiness with the amount of social interaction with peers was scored on the low side, and the score "2" had the most votes, indicating that they did not feel like there was enough of it. This, of course, is again subjective as to what an individual considers to be "adequate" to them. As an employer, you could consider conducting a survey within your company and the workers and ask them if they personally think there is enough interaction between workers. It could also help if online hangouts could be arranged during work hours, for example an "online coffee break" which was mandatory to participate in. Those who would like to converse, could, and everyone could share their feelings and casual conversation could occur. Asking your workers directly on what they would like to do to improve this, setting up a workplace chat for non-work-related conversation and encouraging, starting, and leading the conversation as the employer could help the workers feel like there is the possibility to socialize more within themselves.

Considering engagement, it is good to remember that some employees find it more distracting if they have constant messages coming in and questions regarding their work. Some prefer to work alone and in their own peace, be it in office where it is more difficult, or remotely. It must be remembered by you, the superior, that too much communication and care can backfire and hinder the worker from engaging in their work.

The bottom line that can be concluded from the results, however, is that it is not possible to find a solution that would always be the best for every individual, even if there are similarities and common themes that can be seen in the results. The suggestion on what to do in this kind of situation is simple but requires more effort from the employer: communication. It must be clearly communicated what is done, when it is done, and why it done the way it is. If the employees are left out of the loop, they are more likely to become dissatisfied. It is also important to make sure communication is working both ways and that the employees know where to reach others and you, the superior, and who to contact depending on what they have to say or ask. From the open questions of the survey ideas can be utilized as these are the thoughts of people directly related to the issue. Also to keep in mind is that the group of people that these ideas and discussions are for is the younger workers ages 18-35. Supporting different people can be dependent on their age group, so remembering which generation you are trying to keep engaged and feeling well is key, and that this research and ideas were all related to the younger one.

In conclusion, there were common themes to be found within the answers, and a lot of the data corresponded to the theory collected for the report. Good conclusions could be drawn, and it is helpful to any employer to consider the results. After conducting the survey, it would be possible to conduct a more concise and detailed one if further study of the matter is something one wishes to do, as the lacks are easier to spot now. The limitation of the survey is largely the number of participants, as with a larger pool of participants the answers could be generalized more easily, and common themes would be even easier to spot.

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1. Ikäsi vuosina? / Your age in years?

   18 tai alle / 18 or below

   19-24

   25-30

   31-35

2. Työsektorisi? / Work sector?

   Teverydenhuolto / Healthcare

   Toimistotyö / Office work

   Asiakaspalvelutyö / Customer service

   Opiskelija / Student

   (Free space to add one's sector if "other")

3. Työsuhteen pituus tähän mennessä vuosina ja/tai kuukausina? / Length of employment thus far in years and/or months?

4. Yleisesti ottaen, miten paljon pidät työstäsi? / In general, how much do you like your job?

En ollenkaan / Not at all 1   2   3   4   5 Todella paljon / Very much

5. Miten arvioisit yleisen olotilasi kun työskentelet etänä? / Overall, how would you rate your mood when you are working remotely?

Todella huono / Very bad 1   2   3   4   5 Todella hyvä / Very good

Merkitse väittämät asteikolla 0 (täysin eri mieltä) - 6 (täysin samaa mieltä) / Mark the statements from 0 "not true at all" to 6 "very true"

6. Etätyöskentelyn tuomat muutokset eivät tuntuneet ylivoimaisilta / The changes that remote work brought did not feel too overwhelming to me

7. Tunnen, että esimieheni arvostaa panostani etätyössä / I feel that my superior appreciates my efforts in remote work

8. Voin nähdä hyviä puolia etätyöskentelyssä / I can see positive aspects in working remotely

9. Esimieheni on helposti saavutettavissa auttamaan työasioissa etänä / My superior is readily available to assist with work-related issues remotely

10. Tunnen oloni energiseksi ja motivoituneeksi etätyöskentelyyn, kun herään aamulla / I feel energetic and motivated to work remotely when I wake up in the morning

Merkitse väittämät asteikolla 0 (täysin eri mieltä) - 6 (täysin samaa mieltä) / Mark the statements from 0 "not true at all" to 6 "very true"

11. Työhön uppoutuminen ja keskittyminen etänä ei ole liian vaikeaa / Getting immersed and focused on my work remotely is not too challenging

12. Etätyön aikana esimieheni on pitänyt minuun yhteyttä minulle hyvältä tuntuvan määrän / When working remotely, my superior has kept contact with me in an amount that feels good for me

13. Minulla on käytettävissäni työkalut ja keinot, jotka koen toimivan parhaiten minulle etätyöskentelyssä / I have the tools and methods available that I feel like work the best for me in remote work

14. Minulla on sopiva määrä sosiaalista kanssakäymistä kollegoitteni kanssa etätyössä / I have an adequate amount of social interaction with my coworkers in remote work

15. Olen itsevarma taidoistani etätyöskentelyssä / I feel confident in my skills when working remotely

Voit vastata kysymyksiin niin laajasti tai suppeasti kuin itse haluat / You can answer the questions as short or as long as you want to

16. Mikä on ollut isoin haaste etätyöskentelyssä? / What has been the biggest challenge in remote work?

17. Mikä on ollut paras asia etätyöskentelyssä? / What has been the best thing in remote work?

18. Onko sinulla tiettyjä rutiineja kotona työskentelyyn liittyen? (esim.: tauot tiettyihin aikoihin, työskentely vain tietyssä huoneessa/paikassa kotona, yms.) / Do you have specific routines related to working from home? (for example: taking breaks at specific times, only working at a specific room/place at home, etc.)

19. Millä asioilla etätyöskentelyssä on ollut negatiivinen vaikutus työn imuun* ja työhyvinvointiisi? / What are the things in remote working that have had a negative impact on your work engagement* and wellbeing?

Työn imulla tarkoitetaan positiivista tunne- ja motivaatiotilaa työssä. Työ koetaan mielekkääksi, töihin lähtö on mukavaa ja työstä nautitaan, kun työn imu on hyvä. / Work engagement is a positive emotional and motivational state in working. The work is felt to be pleasant, going to work is nice, and the work is enjoyed, when work engagement levels are good.

20. Kummasta pidät enemmän, työskentelystä etänä vai paikan päällä? Miksi? / Which do you prefer, working remotely or working on site? Why?

21. Optional: Jotakin muuta mitä haluaisit lisätä tai sanoa kyselyn tekijälle? / Anything else that comes to mind that you would like to add here or say to the maker of the survey?