

How Remote Working Impacts the Performance, Motivation, and Well-Being of  
the Irish Recruitment Industry.

Lauren Martin

Master of Arts in Human Resource Management

National College of Ireland

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## **Abstract**

### How Remote Working Impacts the Performance, Motivation, and Well-Being of the Irish Recruitment Industry. Lauren Martin

The purpose of this paper is to investigate how remote working influences performance, motivation, and well-being of the Irish recruitment industry. To this end, this research paper explores the significant difference between remote employees working environment and their performance and motivations levels, performance levels of remote workers and their employment type and gender, well-being and work-related stress and the work/life balance of individuals working from home and their ability to meet deadlines and their distraction levels.

This study adopted a quantitative research approach using a questionnaire as the quantitative method. The questionnaire consisted of 80 participants, of which 69% were female and 31% were male between the ages of 19 – 65 who have been working remotely during COVID-19 and prior. The sampling methods best suited to this research is non-probability sampling, the two non-probability sampling methods used for this study were a purposive sampling approach and a snowball method.

Data analysis is performed with hypotheses supported that there is a relationship between remote employees working environment and their performance and motivations levels, performance levels of remote workers and their employment type and gender, well-being and work-related stress and the work/life balance of individuals working from home and their ability to meet deadlines and their distraction levels.

The researcher carried out 3 binary logistic regression models, the first one on the relationship between remote workers performance levels and their gender and employment type, the second on, the relationship between an individual who's working remotely well-being and work-related stress, and the third logistic regress carried out was on the relationship between work / life balance and the remote workers struggle to meet deadlines and their distraction levels. At the 5% level of significance, the 3 logistic models conducted found statistical significance between all the relationships. By conducting 2 ANOVA tests this study also showed a significant relationship between the working environment and the performance and motivation levels of a remote worker.

Findings point towards a positive relationship between the working environment of remote worker and their motivation levels with just 8 participants struggling to stay motivated working remotely. The study also showed a positive relationship between the working environment and the performance levels of individuals working remotely with 61.3% of respondents acknowledging their performance levels are enhanced working from home. A negative relationship was identified between an employee working from home and work-related stress. A negative relationship was also found between the relationship of a remote worker and how their work/ life balance is impacted, as 72.5% of participants stated their work /life balance has been affected since working remotely.

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## **Chapter 1. Introduction**

### **1.1 Introduction**

The aim of this research is to examine the impact remote working has on the performance, motivation, and well-being of workers in the Irish recruitment industry. The purpose of this chapter is to give an understanding of the focus and the background of this study. The researcher will also outline the aims and objectives of the research along with the research approach used to conduct the study, ethical considerations will also be explored in this chapter. Lastly, the structure of the study will be explored with a summary of each chapter.

### **1.2 Research Context**

The culture of an organisation, the working environment and diverse values and attitudes are changing the demographics of an organisation (Dhaliwal, 2020). Modernised environments' due to the rapid developments in information and communication technology (ICT) have resulted in work being undertaken in a variety of locations which has started to replace the conventional work environment such as the traditional office (Cole et al, 2014). Madlock (2018) defines remote working as an agreement between employers and employees which allows employees to carry out their work from home or other locations rather than in the office.

Organisations all over the world have implemented flexible working arrangements for many reasons including to attract and retain their employees, to eliminate the daily commute and to give employees a better work life balance but more so in the last 2 years based on government advice organisations have implemented remote working options for staff due to the COVID – 19 pandemic (CIPD, 2019 ; Dhaliwal, 2020). Previous research has carried out studies on remote workers in relation to job effectiveness and productivity but there are several gaps in literature for research on the performance, motivation, and well-being of individuals working remotely (Anderson, D. and Kelliher, C, 2020).

### **1.3 Research Aim**

This study is being conducted for the purpose of aiming to provide an insight of how employees' working from home prior to the COVID – 19 pandemic and during, feel their performance levels, motivation levels and their well-being have been influenced and impacted since they engaged in working remotely.

The researcher has found a scarcity of research on the influence working remotely has on the performance, motivation, and well-being of employees. Therefore the focus on this research is to address the identified gaps in the literature and investigate how remote working impacts the well-being, motivation, and performance levels of the Irish recruitment industry.

### **1.4 Research Question**

The following research question has been identified with the intention of answering this study. This research question will expectantly contribute a clear understanding and indication as to how working remotely impacts the performance, motivation and well-being of employees who work from home in the Irish recruitment industry.

***“How does working remotely impact the overall performance, motivation and well-being of Irish employees?”***

## **1.5 Research Objectives**

- To explore how remote working impacts the performance levels of employees working from home.
- To investigate how remote working impacts the motivation levels of employees working from home.
- To examine how remote working impacts the general well-being of employees working from home.
- To research how remote working impacts the work-life balance of employees working from home.

## **1.6 Research Design**

To carry out this research study, a quantitative research approach was chosen as the most suitable method as the data required to be obtained was in relation to employees in the Irish recruitment industries experiences with working remotely prior and throughout the COVID – 19 pandemics, regarding their performance, motivation, and well-being has been influenced by working remotely a questionnaire was used to produce numerical data based on hard and information. Qualitative research would still be suited to this study if the researcher wanted information which can be classified into categories and is mainly visual or linguistic data based on meanings expressed (Saunders et al, 2016: Quinlan, 2011).

A positivist paradigm and a deductive research approach was adopted in this study to explore individuals' social reality and gain an understanding of their behaviour while testing a theory. This will allow the researcher to gather data regarding working remotely and the influence it may have on performance, motivation, and well-being of individuals working remotely. The target audience for this study and the individuals who were selected to par-take in the quantitative study was individuals working remotely in the recruitment sector.

The sampling methods best suited to this research is non-probability sampling, the two non-probability sampling methods used for this study were a purposive sampling approach and a snowball method. Purposive sampling was utilized in this study as the researcher selected the sample of participants focused on the recruitment industry based on remote workers in the recruitment industry being key subjects in this research and due to personal experience and knowledge of working in the industry. A snowball sampling also known as chain-referral sampling method was carried out which involved finding a couple of willing participants to conduct the research and then being recommended or referred to their circle of people for the next participants (Quinlan, 2011).

## **1.7 Research Ethics**

At all stages throughout this study ethical considerations were considered. Ethical concern regarding the storage of participants data following the collection was considered by the researcher, all respondents were informed in writing in the first section of the questionnaire that the researcher would strictly follow the National College of Ireland's guide on ethics and data collection and all Data Protection Act regulations and legislation.

Other ethical considerations the researcher considered were that all respondents engaging in the questionnaire were completely briefed in the following areas, anonymity, privacy, data protection, sensitivity and the confidentiality regarding the answers provided. The consent form ensured participants were aware it was a voluntary process and they could withdraw at any time throughout the questionnaire with no consequences but that after their response was submitted it was impossible to withdraw due to the anonymity of the questionnaire. It also ensured the participants were aware they would not directly benefit from participating in the research, they were aware of the time commitment of 10 – 15 minutes to complete the study and lastly, they understood their data would be treated confidentially (Appendix 10.3). The researcher took further ethical considerations when phrasing the questions for the questionnaire to avoid offending or discriminating against any of the participants.

## **1.8 Outline of the Study**

**Chapter 1** – Chapter 1 of the study outlines the background and framework of the research, including the aims and objectives, the ethical considerations, and the chosen research design.

**Chapter 2** – Chapter 2 is the Literature review, this chapter explores previous research and studies and forms the basis of the research, while also highlighting any gaps in literature.

**Chapter 3** – The research question, aims, and objectives are outline in chapter 3 of the study.

**Chapter 4** – Chapter 4 is the methodology section of the research, this chapter explores the research method chosen to conduct the study, including, pilot study, sampling method, research design, data analysis and data collection, sample, ethical considerations, and limitations.

**Chapter 5** – Analysis and findings is chapter 5 of the study, in this chapter the findings from the questionnaire are analysed.

**Chapter 6** – Chapter 6 is the discussion section of the research; the findings of the study are explored with relation to previous literature.

**Chapter 7** – Chapter 7 is the conclusions section of the study, this chapter offers recommendations for future research, limitations of the study are outlined and the implications of findings and costs are explored.

**Chapter 8** – A personal learning statement is offered in chapter 8.

**Chapter 9** – Chapter 9 is a list of references used to conduct the research of the study.

**Chapter 10** – Chapter 10 is a list of Appendix.

## **1.9 Conclusion**

In this chapter, the researcher reviewed the rationale for the study and explored the research question, aims, and objectives, the research design was explored along with the ethical considerations which must be ensured at all stages of the study. Lastly, an outline of the study was provided.

## **Chapter 2. Literature Review**

### **2.1 Introduction**

The aim of this chapter is to provide a profound and comprehensive review of research previously conducted by researchers and academics around remote working, performance, motivation and well-being. The following literature explores the changing nature of work and remote working with a focus on the history of remote working and the challenges and benefits of it, while also examining previous studies on how remote working impacts employee performance, motivations levels and well-being and what the advantages and disadvantages of remote working for employers, lastly, previous research on the impact working remotely has on work life balance will be explored.

To achieve the purpose of this research study, it is important to explore, evaluate and critique previous studies and highlight gaps in the research. This chapter will present an understanding of remote working with an exploration of employee performance, motivation and well-being in the workforce.

### **2.2 How the Nature of Work is Changing**

There are many factors contributing to the way the workplace is changing today, some of these factors include increased competition, globalisation, diverse generations and developments in technology such as the internet, smartphones, smart watches and laptops allow people to be connected at any time of the day or night no matter where they may be (Amit & Sarma, 2018 ; Dhaliwal, 2020).

The culture of an organisation, the working environment and diverse values and attitudes are changing the demographics of an organisation (Dhaliwal, 2020). Modernised environments' due to the rapid developments in information and communication technology (ICT) have resulted in work being undertaken in a variety of locations which has started to replace the conventional work environment such as the traditional office (Cole et al, 2014).

Wilkinson (2017), highlights that technology and the recent developments is one of the primary drivers of the changing workplace, as it pressures businesses to keep up to date with new technological changes and keep an eye on their competitors. Technology is of vital importance when remote working, for the employer and the employee. Virtual communication and collaboration tools are crucial to the success of a remote working strategy. Collaboration and communication tools such as Google Meet, Zoom, Microsoft Teams, SharePoint, Google Drive and project management tools such as Asana and basecamp are also of vital importance to ensure clear communication of deliverables and tasks (Altman, J., 2021; PossibleWorks., 2020).

The economic changes and all the developments in technology are creating organisations to expect the unexpected, adjust to changes immediately, to become more agile while also enhancing connectivity. Other factors which contribute to the changing nature of work are organisations focusing on well-being, technological changes, working styles and flexibility (Harris, 2015). Flexibility explores changes regarding the amount of working hours, the type of employment and the location of employment (Rubery, 2015).

Organisations all over the world have implemented flexible working arrangements for many reasons including to attract and retain their employees but more so in the last two years based on government advice organisations have implemented remote working options for staff due to the COVID – 19 pandemic (CIPD, 2019 ; Dhaliwal, 2020).

## **2.3 The History of Remote Work**

Working remotely was the normal long before commuting and offices existed. Before the Industrial Revolution, everyone was working out of their households. Carpenters, skilled blacksmiths, leather workers and potters each set up in their home and sold their products and services (Butler, H., 2021).

There was a need for automation and the construction of factories with the Industrial Revolution. Big machinery and huge productions allowed workers to be present at home to complete their tasks (Butler, H., 2021).

After WW2 the economy strengthened which led to the rise in larger office spaces and corporate headquarters, during this time the 8 hour workday was born. With the economic expansion advancements in technology and computers came after which paved the way for remote workers today. Operating from a home office, a laptop at a cafe, or even a smartphone, the internet has provided workers with access to software that enables them to do all they could in their workplace outside the office (Weworkremotely.com., 2018 ; Butler, H., 2021).

These innovations have improved opportunities for workers who work particularly in the conventional workplace environment as well as people who work remotely. It is also a work system in which employees work from home or flexible places, instead of switching to a head office, using information and communication technology to communicate with employees and customers (Gajendran., 2016).

After work from home orders came into practice as a result of COVID-19 in March 2019, Irish workers have significantly moved to working remotely, only 7% of the workforce worked from home pre-pandemic to almost two-thirds of workers today. With current technology resources and facilities, businesses have been able to sustain their employees working and manage their activities. The abrupt transition has not been unchallenged, from changes in communication styles to home disturbances (Luban., 2020).

During COVID-19, organizations have been tasked with prioritizing safety and managing employee and team expectations, while ensuring operations are successful (Luban., 2020).

For businesses that have substituted working in the same physical environment by working remotely, this change clearly shows agility and adaptability, 2 qualities that undoubtedly make the company stronger. For certain employers, the past year has been successful enough to make remote work a more common choice to go forward. A number of major firms, including Twitter and Shopify, have confirmed that they are encouraging workers to work permanently from home (Luban., 2020).

Some businesses are going to offer workers a hybrid option: a mixture of a couple days at the workplace and some days working remotely. The hybrid choice represents what many employees desire as according to Global Workplace Analytics, eighty-three percent of staff have expressed a willingness to work remotely at least one day of the week (Luban., 2020).

## **2.4 The Benefits of Remote Working**

Many remote working options also have flexible working schedules, this means employees can start and end their day when they please as long as they still maintain strong outcomes and complete all the work they have to do. When it comes to attending the needs of personal life this type of control over the work schedule is invaluable (Courtney, 2020).

The time spent commuting to and from work each day and sitting in rush hour traffic can really add up, other than the time wasted spent commuting, research shows that more than 30 minutes of daily commuting can be associated with increased levels of anxiety and stress and can also be associated with health issues such as increased risk of depression, elevated blood sugar and higher cholesterol. By getting rid of the daily commute to and from work it can help support your physical and mental health and the time saved can be used to focus on other priorities such as exercising, spending time with family or getting some extra sleep in the mornings (Courtney, 2020).

By working remotely there is access to a broader range of work opportunities which aren't limited by geographic location. This is extremely beneficial for people living in small towns or rural communities where there may not be many work opportunities. Having location independence also opens up opportunities to travel and still work full-time. Working remotely is also a great way to avoid high-mortgage and high-rent areas especially for position which may require living in a city with a high cost of living (Spawn, 2020).

Remote work provides organisations with the opportunity to embrace inclusion and diversity by recruiting people from different cultural, geographic and socioeconomic backgrounds, this can be difficult to accomplish when recruiting is restricted to a specific location (Spawn, 2020).

Working remotely can also have a major impact on savings. Employees can save money on parking fees, petrol, a professional wardrobe, buying lunch, buying coffee and transport costs. All of these can be either eliminated or reduced from an employee's spending (Spawn, 2020).

A major benefit of working remotely is increased performance and productivity due to less office politics, less and more efficient meetings, fewer interruptions and a quieter noise level. When in an office environment with other colleagues it can be very easy to get caught up with small talk in the mornings or when getting a coffee throughout the day in the shared canteen, or seeing someone in the corridor which can lead to lengthy conversations catching up and it can be very hard to get back into the work mode which can result in time wasted and being less productive (Murray, 2020).

Remote working can lead to a healthier and happier work life, working from home has been shown to lower stress levels and provides more time for interests and hobbies such as going for a walk on your lunch break, doing a yoga class or simply relaxing on your break (Murray, 2020).

A research carried out reported that 72% of employers stated that allowing employees to work remotely has had a high impact on employee retention. Manager and co-worker relations can be more positive without workplace politics and distractions that come from working in an office environment (Courtney, 2020).

Statistics gathered by Forbes from some of the world's leading research institutions such as Stanford University, Global Workplace Analytics, Harvard University and Gallup have showed that by organisations introducing workplace flexibility it will boost their bottom line in the following 5 categories, engagement, productivity, retention, profitability and performance (Farrer, 2021).

## **2.5 The Challenges of Remote Working**

There are many variables that can account for one's efficiency shift as their workspace changes, working at home may lead to a new collection of distractions: children in the house, pets, other relatives working in the same area, or the lack of psychological distinction between working and not working. At the workplace, the physical environment is full of visual and other sensory stimuli that you identify with your

job. In the absence of these work-associated indicators and, at the same time, in the presence of rest-associated triggers of the household, it can be more difficult to get into the work-mind (Luban., 2020).

According to PwC, 28% of staff described experiencing less productive while working remotely, while 29% of workers felt more productive remote working. Employers stated that 44% of workers were much more productive in working remotely, which is surprising given the percentages of productivity that employees felt were considerably lower (Faccio., 2021).

Maintaining a cohesive team and organizational communication is of vital importance at any time. This is particularly true in the midst of transition or when staff are distributed between different workplaces. If there is little or no communication between the employees or employers it can severely impact the performance of employees (Larson., 2020). It is critical to understand the common challenges with communication when it comes to working remotely. Operating remotely still has a detrimental effect on staff. One of the difficulties they may experience is feeling isolated. Feelings of loneliness can occur for workers due to lack of contact with their colleagues and clients. An employee can start feeling alone and socially alienated due to lack of face-to-face encounters (Busch., Nash., Bell., 2011).

Employers can support their employees who are remote working by structured, regular check-ins, by having multiple communication options such as a work group chat, email, phone calls and zoom meetings. Another way employers can support people working remotely is by giving ongoing emotional support and encouragement, also any opportunities for social interaction is a great way to boost the communication levels (Larson., 2020).

The United Nations International Labour Organisation issued a report in 2017 which showed that workers are more efficient when they work outside the traditional office, but that they are often more exposed to longer working hours, a more demanding pace of work, work-home interruption and, in some situations, increased pressure (Coleman, Jennings, and Hennigan., 2020). According to a survey commissioned by Mental Health First Aid Ireland, due to the shift in working remotely, there are considerable and varied difficulties. Survey respondents identified negative physical consequences as a result of working remotely, as well as mental health and well-being challenges. Roughly a third of the respondents indicated that they were not comfortable with their work-life balance (Coleman, Jennings, and Hennigan., 2020). When the lines between work and life are distorted, employees can find it impossible to sign off, mostly due to the elimination of travel to a physical workplace location (Coleman, Jennings, and Hennigan., 2020).

As stated before, working remotely, with little to no real life communication opportunities with co-workers, may mean employees feel alone and socially disconnected. Employers have a duty of care under Irish law to provide workers with a safe place to work and secure work systems, including psychological protection during remote work. The Irish EAP services have provided a critical lifeline for employers and staff to sustain their health and well-being at home. Many resources are remotely available, with yoga, exercise and other wellness checks being given online (Coleman, Jennings, and Hennigan., 2020).

There are some drawbacks organisations can face with remote work opportunities for employees. The first one being, finding the right employees. It can be a challenge to find members who are able to thrive in a remote work environment. Candidates without any remote work experience may find it difficult working remotely and can often end up feeling forgotten about, directionless or lonely. Working remotely doesn't suit all employees, as it requires a person to be self-disciplined, self-motivated and very organised in order to be productive. It can be difficult for an organisation to assess these skills in the recruitment process, therefore, implementing a mock assignment or a trial period before hiring them would be beneficial for the organisation (LawDepot, 2020).

With limited in-person contact when working remotely it can ensure employees are being efficient, which in return can enhance performance and productivity, it can allow employees to juggle their work and household or life responsibilities, however, this can also bring additional challenges and chaos for some people. It can be difficult for employees to work from home with distractions, and also it can be difficult for workers to build relationships with co-workers and managers. It can be difficult for employers to ensure employees are not being left out of conversations or decisions happening on site when a team is divided between remote workers and co-located. Employers can expect more advanced problem solving and more creativity from a team that is personally connected, therefore using tools such as Zoom, Microsoft Teams and Work Vivo can be exceedingly useful for collaboration, project management and also social aspects as it is easy to share articles, videos and create a messaging channel (LawDepot, 2020).

## **2.6 Employee Performance**

For many years, flexible working arrangements have been viewed as an aspect of contributing to a more efficient work life balance as employees have more control over where and when they work (Hill et al., 2008). When the global pandemic hit in 2020 remote working became a requirement for people who could reasonably be expected to work from home as the majority of workplaces were closed down with no idea of when they would be re-opened. Not only were workplaces closed down but also schools, creches and essentially everything else, therefore the majority of people were not only trying to juggle their work commitments but also had other practical commitments such as supervising their children and their online schooling (Anderson, D. and Kelliher, C, 2020).

There were many challenges of the sudden change to remote working including ensuring there was access to the equipment needed, finding a suitable space to work, the internet connectivity together with the fear of the unknown, anxiety about the health of self and loved ones, potential job losses, economic recession and increased social isolation. All of these aspects factor into how an employee's performance is affected when remote working during the COVID – 19 pandemic (Hochschild and Machung, 1989).

Working remotely was often connected with those in professional roles who work with a greater autonomy but suddenly working remotely was encouraged and become possible for many roles. The result of this was changes in how work was conducted, such as face to face meetings were no longer an option for several months and had to be shifted to other forms of communication (Anderson, D. and Kelliher, C, 2020).

Looking at employee performance working remotely from before the global pandemic, Martin and MacDonnell (2012) links remote working with enhanced employee productivity, however other studies look into the potential outcomes of remote working which could have detrimental impacts on employee performance such as creativity, team collaboration, knowledge sharing and curtailing employee interactions (Thorgeirsdottir and Kelliher, 2017; Allen et al., 2015). Other studies which have examined alternative outcomes which may influence performance have identified a positive link between working remotely and job satisfaction and have found that this can be mediated by experience of remote working, gender and perceived autonomy (Gajendran, R.S. and Harrison, D.A., 2007).

There're various considerations which contribute to the drop in an employee's performance in a remote working environment, anxiety and stress being at the top (PossibleWorks., 2020). Lack of communication between co-workers and team members is one of the factors which can impact a performance when working from home. Communication is one of the most important aspect of a team, employees need to have clear instructions of what is to be expected of them, what tasks they have to do and what the objective of the task is. It is critical for team members working towards a common goal or objective to have proper and frequent avenues of communication as if not it would be difficult to ensure the necessary

levels of collaboration in their work and as a result their performance levels could drop (PossibleWorks., 2020).

Any health issues of employees and their family members would add stress to the general day to day of their lives and may even lead to anxiety and depression if not handled correctly. This could result in a loss of focus in work and in turn affect the productivity and performance in work (Altman, 2021). A lack of access to workspace tools can greatly impact an employee's performance and hamper the progress of their work. To ensure the organisations processes are facilitated and to continue to ensure the growth of the business it can be essential to build a collaborative workspace for employees working from home (Altman, J., 2021).

There are many ways an organisation can aid remote working employees with performance and productivity, including keeping the teams productive and engaged, by fostering a sense of empathy and connection between team members and holding short but frequent meetings in sync with the agenda can help employees maintain their energy, attention and focus. When employees and teams are engaged and more interactive it has been found to enhance employee performance and productivity levels (Gurchiek, K., 2020).

Technology is of vital importance when remote working, for the employer and the employee. Virtual communication and collaboration tools are crucial to the success of a remote working strategy. Collaboration and communication tools such as Google Meet, Zoom, Microsoft Teams, SharePoint, Google Drive and project management tools such as Asana and basecamp are also of vital importance to ensure clear communication of deliverables and tasks (Altman, J., 2021; PossibleWorks., 2020).

Remote work can promote a healthier work life balance for caring for children or other family members. If the line between personal responsibilities and work is beginning to merge it could be easy for employees to lose track of time and end up over working and burning themselves out. An employer can help employees working from home in this aspect by helping to create a work schedule and ensuring employees are able to stick to it (Gurchiek, K., 2020).

Social isolation can have severe consequences on an employee's mental health and a poor mental state can have a major impact on an employee's performance and productivity. It's important for organisations to note that employees working remotely may need additional support, providing mental health discussions or counselling from an expert can help to enhance an employees feeling of isolation. Scheduling work social events where remote workers can attend is also important for employees to feel connected with their colleagues (PossibleWorks., 2020).

## **2.7 Employee Motivation**

Motivation can be a complex driver that governs our behaviour and is a factor in multiple disciplines such as educational and social psychology, organisational behaviour and management (Keogh, 2020).

According to the Bureau of Labour Statistics, before the COVID – 19 pandemic only fourteen percent of employees were working remotely, this is due to the fact employers believed remote work would negatively affect communication, productivity, motivation and teamwork. During lockdown these statistics drastically increased and even though restrictions have lifted, they still remain high (Laker, 2020).

The Martec Group surveyed around 1,500 participants across multiple different demographics, seniority levels and industries to identified the affect working from home has had on these individuals. The results

were varied as some individuals excelled working remotely while others had a significant decline in job motivation and job satisfaction. Only 16% of the individuals thrived working remotely while the remaining participants disliked and struggled working from home. The individuals reported that working in an office environment to working remotely their job motivation levels dropped from 57% to 32% (Laker, 2020).

McGregor and Doshi (2020) surveyed over 20,000 employees around the world between 2010 and 2015 and analysed over 50 well-known companies to analyse what motivated employees who are working from home, they found that working from home was less motivating than working in an office environment. The interesting aspect of this study was they found that employees who had no choice in where they worked both in the office or at home, the motivation levels dropped enormously.

The 3 negative motivators found which lead to a decreased motivation were inertia for work was increasing as employees wondered if there was a point in trying, economic pressure due to employees being concerned about bills or losing their jobs and emotional pressure due to mental health deuterating or work and personal lives blurring into one (McGregor and Doshi, 2020).

However, research carried out by Rupiatta and Beckmann (2016) found that individuals with the opportunity to work remotely have an enhanced autonomy in scheduling and organising their work and therefore are have a higher intrinsic motivation. The results of their research found that the more often employees work remotely the higher their motivation regarding their work is and there is also a significantly positive influence on the work effort.

Some practical tips employers can implement to boost employee motivation levels are the follow, being a part of and actively supporting employee wellbeing and health, including encouraging exercising every day. Encouraging employees to have more personal discussions about the situations they're facing whether with a co-worker, a manager or a councillor. Ensuring employees have very clear and reachable goals and objectives set, both personal and work related, this will give employees a sense of reward and accomplishment and praise people for small accomplishments as this can motivate employees to go the extra mile (Solomon, 2020).

Encouraging and helping employees develop a daily routine and schedule. Ensuring all employees are blocking slots on their calendar for work and break times. Implementing and creating fun non work related activities for employees to come together and socialise outside of the work environment. This can include starting a ruby or football team, having game nights, quizzes or a book club. Implementing an early finish on a Friday if all targets are met each week is also an excellent way of motivating employees (Daunt, 2021).

## **2.8 Employee Well-being**

Mental health includes social, psychological and emotional well-being. It can impact how employees act, feel and think and can also determine how individuals make choices, relate to other and handle stress. Behaviours, moods and the way of thinking can all be affected with mental health issues (Walters, 2020). According to Suff (2021), promoting employee wellbeing is beneficial for the organisation and for the individuals. Fostering wellbeing can create a positive working environment and can help prevent stress and good wellbeing and health can act as a core enabler of organisation performance and employee engagement. Wellbeing initiatives can fall short of their full potential if isolated from everyday business. In order for an organisation and employees to benefit from health and wellbeing initiatives they need to be embedded in the company culture, integrated throughout the business, people management and the leadership. An effective health and wellbeing programme should include the following, a supportive and

open management style, flexible working, health promotion, positive relationships, a good working environment and opportunities for career development (Suff, 2021).

A study published by Oracle and Workplace Intelligence was carried out on over 12,000 managers, employees, C-level executives and HR leads across 11 countries found that since the majority of employees have been working from home due to the COVID – 19 pandemic, there has been a record level increase in workplace burnout, stress and anxiety. The results of the study demonstrated that 76% of employees feel their employers need to be doing more in support of their employees mental health (Aviet, 2021).

The pressure to be ‘always on’ and boundaries between personal and work life are the factors contributing to the increase in stress, anxiety and burnouts in remote workers (Aviet, 2021). One of the biggest contributing factors for the decline in employee wellbeing while working remotely is the distractions that associate with working from home (Walters, 2020). The results of research carried out by IPSOS Mori found that two thirds of employees working remotely don’t have a private workspace. Interruptions and distractions not only cause employees to waste time and lose focus but also can cause heightened stress and anxiety (Aviet, 2021).

The younger generation of employees who may be living in shared accommodation or living with parents having a private workspace could entail working from their bedroom. Sleeping and working in the same space is detrimental for mental health as it can all merge into one and can cause employees to experience sleep disorders and insomnia (Walters, 2020).

There are some practical steps employees who are working remotely can implement to take care of their well-being and mental health such as, creating a dedicated work space, dedicating a specific space, room, desk and peripherals for work use only. This will ensure it is easier to separate work and personal life (Walters, 2020). Taking regular breaks, giving yourself time to take a break is very important to let your body and brain relax (Loubier, 2021). A study carried out by Selig (2017), showed that an individual’s ability to focus and their productivity levels significantly improves after taking breaks. Engaging with support tools the organisation offers such as Employee Assistance Programmes (EAP) (Walters, 2020) or consider downloading mindfulness practice apps such as Calm or Headspace can also be a benefit to de-stressing. Maintaining good physical health, by doing this an individual’s mental health will also benefit (Loubier, 2021). Ensuring to get up and move around the house periodically will increase endorphins and alleviate or reduce stress levels and managing a routine and structure, planning a schedule and ensuring to stick with it, working designated hours and stopping when the hours are up. This will give the brain time to work and time to rest (Willink, 2021).

Employers can prioritise the wellbeing of their team by practising and implementing the following steps and tools, when working in an office environment employees benefit from tools such as noise cancelling headsets, dual screens, work phones, back support and ergonomic keyboards (Walters, 2020). The same tools should be available to employees working remotely. By an employer offering what they can to their employees who work from home it will ensure they have the necessary tools to perform their roles to the best of their ability while also raising morale, boosting productivity and ensuring the individuals are comfortable (Enterprise.gov.ie., 2021). Keeping team members in the loop with what is going on within the organisation will minimise any uncertainty they may be feeling (Willink, 2021). One to one personal conversations with employees to get a sense of how they are feeling and can keep the collective team spirit alive. This can also be used as an opportunity to intervene at an early stage if a team member seems to be disconnecting from group communications as this could be a red flag that the individual may be struggling (Walters, 2020).

Remote working can begin to feel isolated and disconnected from the rest of the team so it is important for employers to take advantage of the technology available, instead of constantly emailing back and forth, it may be beneficial for employers to use video conferencing software such as Zoom, Microsoft Teams or Skype (Enterprise.gov.ie., 2021) Encouraging participation in the video calls can be a method of collaborating and for employees to feel connected while also being productive (Willink, 2021). During the video calls employers should encourage employees to give feedback about aspects which may improve their working experience and feel more engaged with the company.

## **2.9 Current Policy**

In recent years, the world of work has changed profoundly in relation to technological advances. With technology constantly improving it has resulted in individuals always being accessible and contactable (Fagan, 2021). Due to this it is important for workplaces to implement and follow procedures and policies to ensure that an employers and employees working relationship is mutually beneficial and balanced, that work is safely conducted, that both employees and employers adhere to statutory obligations and that employees' rights are being preserved (Kelly, 2021).

The Irish government have requested that the Workplace Relations Commission (WRC) develop guidance around the area of working remotely for employers and employees including a Code of Practice on the Right to Disconnect for employees (Gov.ie., 2021). The Right to Disconnect refers to a workers right to be able to disconnect and disengage from work related activities and refrain from having to engage in electronic communications outside of work hours which relate to work, such as messages, phone calls, video requests and emails (Workplacereleations.ie., 2021) (Fagan, 2021).

The code has been designed to support employees and employers in planning and navigating for the changes to working landscape and the increasing digital work environment and support and complement both employers' and employees' obligations and rights under the Terms of Employment (Information) Act 1994 – 2014, the Organisation of Working Time Act, 1997 (OWTA 1997), the Employment (Miscellaneous Provisions) Act 2018 and the Safety, Health and Welfare at Work Act, 2005 (SHWWA 2005) (Workplacereleations.ie., 2021) (Fagan, 2021). This code has been designed to apply to all categories of employment, whether an employee is working in an office environment, working remotely or are mobile (Kelly, 2021).

In the new plans, a constitutionally compliant code of conduct for the ability to withdraw from work will be enforced this year – covering phone conversations, e-mails and time-limits. The state will also encourage hybrid employment – making it possible for people to have the flexibility to choose where and when they work (Finn., 2021).

Hubs where people can work remotely are to be invested in to ensure that they are situated in areas that suit commuters but are situated convenient to childcare services. With more people set to opt to remain and work at home, the government will also discuss the prospect of speeding the rollout of the National Broadband Programme (Finn., 2021).

Tánaiste and Minister for Enterprise, Trade and Employment Leo Varadkar published Ireland's first National Remote Work Plan to make remote work a guaranteed alternative (Finn., 2021). The National Remote Work Strategy's objective is to ensure working remotely will be a permanent feature in Ireland and can therefore maximise environmental, social and economic benefits (Enterprise.gov.ie., 2021). The plan entails introducing legislation regarding employees having the right to request working remotely (Wall, 2021). The current situation in Ireland regarding remote work is, all employees can request to work remotely but there is no legal framework to support how the request can be made and how the employer should deal with it (Gov.ie. 2021) (Wall, 2021).

According to Leo Varadkar TD, Tánaiste and Minister for Enterprise, Trade and Employment, the National Remote Work Strategy will be implemented and driven by the Department of Enterprise, Trade and Employment and the main actions the plan will entail are the following, developing a code of practice for the right of employees' to disconnect, reviewing the treatment of working from home for the purposes of expenditure and tax in the next Budget, legislating for employees' to have the right to request remote working opportunities, mandating that remote working should be the new way forward for twenty percent of public sector employment, ensuring all parts of Ireland have the provision of high-speed broadband and investing and mapping a network of hubs across the country for working remotely (Enterprise.gov.ie., 2021).

## **2.10 Literature Gaps and Shortcomings**

Grant et al (2013) conducted a qualitative study by carrying out semi-structured interviews in 5 companies and 3 industries, exploring the impact of remote working has on employees' well-being, work-life balance and efficiency. The results of this study were interesting as it was suggested that working remotely positively influences employee well-being as a result of no commute times. A gap was identified following this study on how practices regarding remote working influence health and well-being (Grant et al, 2013).

The researcher came across studies while carrying out research regarding working remotely and employee well-being and performance in the business industry for individuals who are self-employed and working from home (IPSE., 2020). This identified a gap in research for how remote working affects employee well-being and performance in the recruitment industry.

There is a shortcoming in literature regarding remote working and employee motivation. In recent years, research conducted on employee motivation when working from home have all consisted of aspects relating to the COVID-19 pandemic, for example studies carried out by Laker (2020) and McGregor and Doshi (2020) both had the same results consisting of a decrease in motivation when working from home. Research carried out prior to the global pandemic relating to working remotely and employee motivation are very scare, Rupietta and Beckmann (2016) was a study found and the results were that employee motivation increased while working from home. This identified a research gap regarding if the recent studies showed a decrease in motivation in employees working remotely due to the COVID\_19 pandemic and not working remotely specifically.

From researching the information above, the researcher found a gap in studies exploring remote working being conducted by a quantitative analysis approach, as the majority of studies found were carried out using an interview process and a qualitative approach for example studies carried out by Laker (2020), McGregor and Doshi (2020) and Rupietta and Beckmann (2016). This is why the researcher decided to conduct the research using a questionnaire and a quantitative analysis approach.

While carry out the research for the literature review, the researcher noticed a severe gap regarding research concerning remote working and the recruitment industry, therefore, when narrowing the research scope it was decided to focus on how remote working impacts performance, motivation and well-being of the Irish recruitment sector.

There has been very scare research carried out in recent years regarding the performance, motivation and wellbeing of employees who work remotely which doesn't concern the COVID – 19 pandemic, which resulted in the questions for the questionnaire being based on remote working in general and not solely on working from home during the pandemic.

## **2.11 Conclusion**

Throughout this literature review the concepts of working remotely and the impacts it can have on employees' performance, motivation and wellbeing have been explored and contrasted from multiple academics. Exploring the history of remote working and the constant changing nature of work, it is clear remote working will play a monumental key factor in the future of the working environment.

It is evident there are many benefits and challenges of remote working for both the employer and the employee and it is clear previous studies are very conflicting. There is a gap in research regarding individuals working remotely and how their performance, motivation and well-being is impacted and connected.

Therefore, this study will explore the influence remote working has on overall performance, motivation and well-being of employees, specifically regarding the Irish recruitment industry using the data collection from the questionnaire carried out, which was answered by eighty respondents.

## Chapter 3. Research Question and Aims of Study

### 3.1 Introduction

Based on the research provided in the Literature Review above, it is evident that there are unanswered questions and gaps in literature surrounding the area of how remote working influences and affects employees' performance, motivation, and well-being. This study is being conducted for the purpose of aiming to provide an insight of how employees' working from home prior to the COVID – 19 pandemic and during, feel their performance levels, motivation levels and their well-being have been influenced and impacted since they engaged in working remotely.

The following research question has been identified with the intention of answering this study. This research question will expectantly contribute a clear understanding and indication as to how working remotely impacts the performance, motivation and well-being of employees who work from home in the Irish recruitment industry.

### 3.2 Research Question

*“How does working remotely impact the overall performance, motivation and well-being of Irish employees?”*

### 3.3 Research Objectives

- **To explore how remote working impacts the performance levels of employees working from home.** This objective was established as the literature suggests contradictions between previous studies regarding if remote working results in an increase or decrease in employees' performance levels.
- **To investigate how remote working impacts the motivation levels of employees working from home.** This objective was developed to explore how working remotely influences an employee's motivation levels as previous research prior to the COVID-19 pandemic suggests motivation levels in employees working from home increased, however, research during the pandemic suggests a decrease in motivation levels of employees working from home.
- **To examine how remote working impacts the general well-being of employees working from home.** This objective was established as the literature proposes further research is needed as significant gap in research exists regarding employee well-being working remotely in the recruitment industry.
- **To research how remote working impacts the work-life balance of employees working from home.** This objective was developed to investigate how remote working influences and affects the boundaries of an employee's work life balance when working remotely as it will be interesting to identify and see the results.

These objectives informed the questions in my research instrument, a questionnaire (Appendix 10.4). The researcher sought suitable participants willing to spend 10 minutes to complete the survey. Suitable participants were classified as employees working remotely during and prior the COVID-19 pandemic in the Irish Recruitment Sector.

### **3.4 Hypotheses**

This study posits to discover the impact working remotely has on the performance, motivation, and well-being of the Irish recruitment industry. Using primary data obtained from a quantitative research approach, this study examines the following hypotheses to achieve the overall research aim –

***Hypothesis 1*** – There will be a relationship between a remote workers environment and their performance levels.

***Hypothesis 2*** – There will be a relationship between a remote workers environment and their motivation levels.

***Hypothesis 3*** – There will be a relationship between a remote workers well-being and work-related stress.

***Hypothesis 4*** – There will be a relationship between a remote workers work/ life balance and their ability to work efficiently.

## **Chapter 4. Methodology**

### **4.1 Introduction**

This study is exploring how remote working impacts the overall performance, motivation, and well-being of the Irish workforce in the recruitment industry. This chapter on methodology will focus on the philosophy for research and the different types of research methods, including qualitative and quantitative approaches to research, one of which will be used further on in this study to identify the method of data collection most appropriate for the study. The research design will be outlined and discussed containing the research approach preferred to conduct this study. The sample for the study and the type of research approach selected will be explored alongside the data analysis process, any limitations to the study and the ethical considerations which must be considered while carrying out the research.

### **4.2 Research Philosophy**

Research philosophy is concerned with the nature, source, and development of knowledge. It is a thinking about the ways in which data regarding an anomaly should be used, analysed, and collected (Bajpai, 2011). According to Saunders et al (2012), the identification of the research philosophy is found on the outer layer of the 'research onion' and is among various other factors to consider when conducting research.

The two main research philosophies which need to be considered when carrying out research is ontology and epistemology (Horn, 2009). Ontology is associated with the nature of existence and is also considered objectivism. Objectivism proposed social occurrences are independent and external of any social factors (Collis & Hussey, 2014). Constructivism position, is also regarded as an ontological perspective and this proposes that social occurrences are constructed from the behaviours and beliefs of social factors (Bryman & Bell, 2011).

Epistemology is concerned with the knowledge and how it is developed and created (Horn, 2009). Epistemology has two outlooks, interpretivism and positivism (Quinlan, 2011). Interpretivism enables the researcher to comprehend alternatives among individuals instead of objects (Saunders et al, 2012). Positivism on the other hand is involved with quantitative research and is concerned with natural sciences (Bryman & Bell, 2011).

The research philosophy approach to be used in this research, due to the nature of the study obtaining employees' who are working remotely views and experiences of working from home in the recruitment industry, is the epistemology approach. After considering the aims and objectives for the study it was clear an epistemology approach would be the best fit for the study.

The next aspect to be considered was either using an interpretivist or a positivism perspective. An interpretivist perspective was selected due to the aim of the study of obtaining and understanding individuals views and opinions of remote working and their experiences regarding working from home. This approach will assist the knowledge in being open to each individuals experience and interpretation of working remotely and its impact on their performance, motivation, and well-being.

### 4.3 Qualitative Vs Quantitative Methods

The two primary methods of research to be undertaken when conducting research is qualitative or quantitative research methods.

Saunders et al (2016) defines quantitative research as utilising statistics or a questionnaire which produces numerical data. This type of research method is mainly used in testing a hypothesis as it uses statistical analysis to measure multiple variables by applying a deductive approach (Park & Park, 2016). The Quantitative approach is primarily conducted when examining hard and factual data in contrast to qualitative which is conducted to explore a deeper insight of feeling and opinions (Barnham, 2015). Quantitative research develops knowledge and determines new information based on previous insights, whereas the qualitative research approach develop a new hypothesis by providing insights (Bansal, et al., 2018).

Some of the reasons why the researcher chose to conduct a quantitative study is based on some of the advantages of a quantitative approach, which is the results from the method are reliable, valid and generalizable to a large population (Dowd, 2018). Quantitative research can remain anonymous and based on the questions of the study being in relation to the well-being of employees the researcher thought it was important for the participants to feel they were protected and could be open and honest with their answers. Another advantage is the accuracy of the results and the impartiality (Rahman, 2017). Disadvantages to this research approach include, quantitative research is based on numbers and many topics can be too complex to quantify numerically (McClain, and Madrigal, 2012). Another disadvantage to quantitative research is survey instruments can be more vulnerable to errors such as flawed sampling techniques and mistakes in measurement (Rahman, 2017).

Similar studies conducted by Adisa et al (2021), Maguire (2019), and Ward (2017) all used a qualitative research method approach. The researcher found it very difficult to find a similar study with a quantitative research technique, therefore this gap in literature and the reasons mentioned above are the reasons the researcher chose to conduct a quantitative research approach.

In contrast, the qualitative research approach is information which can be classified into categories and is mainly visual or linguistic data based on meanings expressed, it explores a phenomena based on perspectives, beliefs, opinions and feelings (Saunders et al, 2016: Quinlan, 2011). When a study requires a comprehensive knowledge and understanding of behaviours, views and attitudes, the qualitative approach is better suited (Barnham, 2015). According to Williams and Moser (2019), qualitative research centres on creating a hypothesis from the data gathered and utilising an inductive approach. Observation, interviews, and focus groups are the main sources of qualitative research (Mills & Birks, 2014).

An advantage to qualitative research is the ability to obtain descriptive data and probe deeper with questions (Dowd, 2018). Qualitative research encourages discussions when carrying out the study (Rahman, 2017). A disadvantage to this type of research method is it takes considerably more time than quantitative research and the research is difficult to generalise or replicate to the general population (McClain, and Madrigal, 2012). Another disadvantage to this research topic is the researchers conclusions can be unconsciously or consciously biased (Rahman, 2017).

According to Park and Park (2016), quantitative techniques usually require a large sample of participants and tend to be very structured and qualitative techniques is mainly semi-structured or structured in nature and only require a small sample size. Combining the two methods to form a mixed research methods approach is known as triangulation (Saunders et al, 2016).

## 4.4 Research Design

The research design of a study refers to the overall strategy the researcher decides to integrate the different components of the study in a logical and coherent method. The research design constitutes the blueprint for the analysis, measurement and collection of the data ensuring the researcher effectively addresses the research problem (De Vaus, 2006). The aim of this study is to explore how remote working can impact the performance, motivation, and well-being of the Irish workforce in the recruitment industry.

Saunders et al (2016) defines quantitative research as utilising statistics or a questionnaire which produces numerical data. This type of research method is mainly used in testing a hypothesis as it uses statistical analysis to measure multiple variables by applying a deductive approach (Park & Park, 2016). The Quantitative approach is primarily conducted when examining hard and factual data in contrast to qualitative which is conducted to explore a deeper insight of feeling and opinions (Barnham, 2015). Quantitative research develops knowledge and determines new information based on previous insights, whereas the qualitative research approach develop a new hypothesis by providing insights (Bansal, et al., 2018).

Therefore, to carry out this research study, a quantitative research approach was chosen as the most suitable method as the data required to be obtained was in relation to employees in the Irish recruitment industries experiences with working remotely prior and throughout the COVID – 19 pandemics, regarding their performance, motivation, and well-being has been influenced by working remotely a questionnaire was used to produce numerical data based on hard and factual information. Qualitative research would still be suited to this study if the researcher wanted information which can be classified into categories and is mainly visual or linguistic data based on meanings expressed (Saunders et al, 2016: Quinlan, 2011).

An advantage of using a quantitative research approach was the researcher could ask closed-ended questions resulting in the accuracy of the results and the impartiality of the participants (Rahman, 2017) (Appendix 10.4). Individuals participating in the questionnaire were able to remain anonymous throughout the study enabling them to answer the questions openly and honestly (Saunders et al, 2016). In contrast, qualitative would of required the research to implement open-ended questions in an interview situation, which may lead to inaccuracy of data collected due to participants over sharing or not being completely truthful due to the nature of qualitative studies being difficult for participants to remain anonymous (McClain, and Madrigal, 2012).

Based on method and purpose, Jovancic (2020), distinguished a quantitative research design method, known as descriptive research design, also known as a theory-based design method. The research is mainly focused on describing the area that is the subject of the study. It can be applied to questionnaires, natural observations, and case studies. This approach can include presentation, analysis, and data collection. The research clearly identifies the research question and as a result it allows individuals to understand the need for the study. A descriptive research approach was used in this study and was applied to the questionnaire in the research.

The positivist paradigm is one of the quantitative research methods paradigms. It explores social reality based on the concept that through reason and observation a researcher can best gain an understanding of an individual's behaviour (Park et al, 2020: Intgrty.co.za., 2021) Positivist researchers rely strongly on generality, determinism, parsimony, and empiricism (Park et al, 2020).

A deductive research approach is associated with quantitative research as the researcher reads through previous research and theories of the research they are conducting, studies what individuals have done and tests hypotheses which emerge from the existing theories (Soiferman, 2010). A positivist paradigm and a deductive research approach was adopted in this study to explore individuals' social reality and gain an understanding of their behaviour while testing a theory. This will allow the researcher to gather data regarding working remotely and the influence it may have on performance, motivation, and well-being of individuals working remotely.

#### **4.5 Sampling Method**

The overall objectives and aim of this research are to examine how remote working impacts the performance, motivation, and well-being of the Irish workforce in the recruitment industry. Therefore, the target audience for this study and the individuals who were selected to part-take in the quantitative study was individuals working remotely in the recruitment sector.

There are two types of sampling methods, non-probability sampling includes a non-random selection of individuals where the members of the selected for the sample cannot be calculated (McCombes, 2021). Non-probability sampling relies on convenience, the subjective judgement of the research and other criteria (Wisniowski et al., 2020). In contrast, probability sampling includes random selection, allowing the research to make strong statistical inferences regarding the entire sample (McCombes, 2021).

The sampling methods best suited to this research is non-probability sampling, the two non-probability sampling methods used for this study were a purposive sampling approach and a snowball method. Purposive sampling also known as subjective, selective, or judgemental sampling, is a selection of intentional individuals based on their capability to elucidate a particular phenomenon, theme, or concept (Robinson, 2014). According to Schutt (2006), researchers frequently employ a purposive sampling approach to select individuals based on their experience and knowledge of the focus of the empirical inquiry. This sampling technique was utilized in this study as the researcher selected the sample of participants focused on the recruitment industry based on remote workers in the recruitment industry being key subjects in this research and due to personal experience and knowledge of working in the industry.

Advantages of purposive sampling include the following: it is extremely cost and time effective compared to other sampling methods (Saunders et al, 2012), this benefited the researcher carrying out this study as there was a deadline which had to be met for the research to be completed. Purposive sampling is one of the most versatile research techniques as it can be tailored to enhance a questionnaires influence (Benoot et al, 2016). A disadvantage to purposive sampling is it can be highly prone to researcher bias, due to the researcher making generalised or selective assumptions when selecting individuals to participate (Sharma, 2017), this disadvantage can be true, based on the researcher choosing participants from the Irish recruitment industry.

A snowball sampling also known as chain-referral sampling method was carried out which involved finding a couple of willing participants to conduct the research and then being recommended or referred to their circle of people for the next participants (Quinlan, 2011). Due to the researcher having connections in the recruitment industry this facilitated the researcher's study being recommended to other suitable and willing participants in the industry. This advantage was very useful to the researcher as it led to being introduced to suitable participants in the recruitment industry who were working remotely prior and during the global pandemic through other participants who were remote working also in the recruitment industry and this is how the sampling pool of participants grew.

An advantage of snowball sampling is it is very time effective as referrals make it easy and quick to find participants as the study, and in this research the questionnaire, has come from a trusted and reliable source (Dudovskiy, 2020). A disadvantage of snowball sampling is margin of error, the researcher may only reach a small number of individuals, and this will result in the study having inconclusive results (Moss et al, 2020).

Although remote work has been around for a long time, it has only really increased in popularity since the COVID – 19 pandemics, due to this the researcher was hopeful that there wouldn't be any issues finding participants to complete the study. To expand the pool for participants the researcher decided to expand the sample selected to all types of remote workers, including full-time and part-time remote employees. The sample included eighty participants who were remote workers across the recruitment industry in Ireland. The sample was comprised of fifty-five female participants, twenty-four male participants and one participant who preferred not to say. The age range of the sample size ranged from 19 – 65 years olds all of which are currently working remotely in the recruitment sector. Once the pilot study was complete for the questionnaire and the questions were altered following the feedback, the researcher posted the questionnaire on LinkedIn, due to many connections with individuals in the recruitment industry on the professional platform, it was also posted on Facebook for family and friends to share with their connections and lastly, as the researcher is currently employed in an Irish recruitment company, verbal permission from senior management was given to post the questionnaire on Workvivo, a strictly professional social platform for employees of the organisation. The first section of the questionnaire was an introduction to introduce the researcher and the study being carried out, and an information sheet to inform participants of the purpose of the research, to clear up any concerns in relation to the anonymity of the survey and to confirm participants understood the research, contact details were also provided in this section. The first section of the questionnaire is an information sheet (Appendix 10.2) and the second section of the survey was a consent form (Appendix 10.3).

#### **4.6 Pilot Study**

A pilot study is one of the more important aspects in carrying out research, it is a small-scale study to test the questions qualitative or quantitative research project (Hassan et al, 2006), in this study it was utilised to test the questions of the questionnaire prior to publishing it. A pilot study eliminates any potential risks prior to publishing the survey such as, spelling mistakes, repeat questions, wrongly worded questions, grammar mishaps, unnecessary questions unrelated to the study and questions which would prove difficult to analyse (Nunes, et al., 2010). An advantage of employing a pilot study is it can prevent any unwanted surprises, reduces problems later in the research, it can avoid the researcher seeming unprofessional with incorrect grammar and/or spelling mistakes and provided the research with an opportunity to consider any subsequent learning in the finalised questionnaire (In, 2017).

The researcher carried out the pilot study on three individuals working remotely and the researcher's supervisor for the project (Appendix 10.1). The pilot study found, two similar questions in the study and this allowed the researcher to easily change and adopt the repeat questions. Spelling mishaps and wrongly worded questions were also identified in the pilot study. The researcher had scale questions in the pilot study questionnaire with no verbal correspondence on the different levels of the scale apart from the first and last scale point. It was brought to the researcher's attention that this type of scale question may prove difficult to analyse further on in the study and therefore, the researcher was able to make simple changes and prevented a problem which may have occurred.

## 4.7 Data Collection

The data for this study was gathered by establishing a questionnaire and seeking suitable participants willing to spend 10 minutes to complete the survey. Suitable participants were classified as employees working remotely during and prior the COVID-19 pandemic in the Irish Recruitment Sector. As the data obtained was from original sources it is known as primary data. According to Ajayi (2017), primary data is classified as unique and original data, in which a researcher directly collects from a source, for example, questionnaires, interviews, observations, surveys and case studies.

### 4.7.1 Questionnaire

As mentioned above the research method chosen for this study was a questionnaire. A questionnaire is an instrument used by researchers consisting of an array of questions for the purpose of gathering data or information from willing participants (McLeod, 2018). Questionnaires provide an efficient, cheap, and quick way of gathering a large quantity of data from a medium to large sample of individuals (Lavrakas, 2008). They can be carried out by phone, post, online or face to face (McLeod, 2018). For this research the questionnaire was carried out online, this was mainly due to COVID-19 pandemic and to ensure it reached as many respondents as possible in the time frame set. This type of research instrument was suitable and chosen for this study as the main objective and aims for this research involved gathering information regarding how working remotely impacted employees from the Irish recruitment industry's performance, motivation, and well-being while remote working.

The researcher chose a questionnaire as the method of research due to the respondent anonymity, when anonymity is provided in a study it can encourage participants to answer the questions honestly knowing there will be no repercussions and it can provide respondents with a sense of ease (Cleave, 2021). A questionnaire was also chosen due to the flexibility for the participants. Online questionnaires provided the participants with the flexibility to complete the questionnaire when and where they had the time, which was an aspect the researcher was conscious of, due to people having jobs, children, pets, and many other responsibilities. The questions in the questionnaire as seen in Appendix 4, were based on employees who were working remotely with emphasis on how this could influence their performance, motivation, and well-being.

### 4.7.2 Questionnaire Format

The following questions were established to achieve the four objectives of this study, mentioned below and to answer the research question "*How does working remotely impact the overall performance, motivation and well-being of Irish employees?*". The questionnaire format was classified into the following 6 sections –

1. Information Sheet
2. Consent Form
3. Demographic
4. Performance and Motivation
5. Well-Being
6. Closing

The researcher developed the following questions to achieve the research objectives -

**Objective 1 - To explore how remote working impacts the performance levels of employees working from home.**

1. What is your remote working environment like?
2. How would your performance levels be impacted if working remotely was no longer an option for you?
3. Do you find yourself getting easily distracted when working remotely?
4. Do you feel more productive working from home or working from the office?

**Objective 2 - To investigate how remote working impacts the motivation levels of employees working from home.**

1. Can you rank the following statement "I am less motivated working from home"?
2. Working remotely do you struggle to meet work related deadlines?
3. Where do you work from when working remotely?
4. How do you stay motivated working from home?

**Objective 3 - To examine how remote working impacts the general well-being of employees working from home.**

1. Do you struggle to switch off from work?
2. How have your stress levels been impacted since working from home?
3. Do you feel isolated from your colleagues when working remotely?
4. Do you miss the social aspect of working in an office environment? (Going for lunch, social drinks, chatting in the morning etc.)
5. How do you communicate with your colleagues?
6. Do you feel your relationship with your colleagues has been negatively impacted by working remotely?
7. Please rank the following statement "Communication and interaction levels with colleagues have been lower since working remotely"?
8. Do you feel you are getting enough support from your organisation?
9. Do you think your well-being has been negatively or positively affected since working from home?

**Objective 4 - To research how remote working impacts the work-life balance of employees working from home.**

1. Has your work/ life balance been affected since working remotely?
2. Would you say your work/life balance has been affected in a negative way?
3. Do you find yourself working longer hours than if you were in an office environment?

The questions for this study were established and deemed important and relevant to this research based on the findings of the researcher while conducting the literature review. While carry out the research for the literature review, the researcher noticed a severe gap regarding research concerning remote working and the recruitment industry, therefore, when narrowing the research scope it was decided to focus on how remote working impacts performance, motivation and well-being of the Irish recruitment sector. There has been very scare research carried out in recent years regarding the performance, motivation and wellbeing of employees who work remotely which doesn't concern the COVID – 19 pandemic, which resulted in the questions for the questionnaire being based on remote working in general and not solely on working from home during the pandemic. There is a gap in research regarding individuals working remotely and how their performance, motivation and well-being is impacted and connected.

## 4.8 Data Analysis

According to Jansen and Warren (2020), quantitative data analysis involves analysing numerical and categorical data using statistical techniques, the two main types of statistics are inferential and descriptive statistics. Inferential statistics can include t-tests, correlation, ANOVA, and regression analysis which make predictions about what may be found in the population; however, descriptive statistics methods can include standard deviation, median, mean and skewness and mainly describe the sample (Bhatia, 2018).

Once the data had been gathered by conducting an online questionnaire using Google Doc, the researcher was able to see the summary of the responses to each question in graph or pie chart format provided by Google Doc. By reading through the summary of the responses the researcher was able to grasp an idea of the outcome of the responses of the questionnaire. The data was downloaded to excel format to simplify the beginning of the data analysis, the researcher read and examined the data multiple times to become immersed and familiar in the research.

Conducting descriptive statistics was the first step in the process of data analysis the researcher chooses. The first section of the questionnaire was a demographic section (Appendix 10.4), this section was analysed by transforming the data into pie charts, graphs, bar charts and pivot tables for the researcher to see the outcome of the questions more clearly (Appendix 10.5). The second step the researcher took was to code the relevant data for descriptive statistics to be conducted on the selected questions (Appendix 10.5).

The next step the researcher took was to conduct inferential statistics by carrying out multiple ANOVA analysis on questions relating to the respondents' environment and how it impacted their performance and motivation.

The last stage in the data analysis, was using the data set collected from the questionnaire, the researcher examined the association between the performance levels of remote workers with gender and employment type (full/part time), remote workers well-being and the association of stress levels were explored. Lastly, the participants work/life balance was examined with the association of struggling to meet deadlines and whether they were easily distracted when working from home. To explore these relationships 3 binary logistical regression were performed. The researcher made the variables dichotomous for the purpose of testing the data in SPSS and the researcher also re-coded all the answers to the questions in the questionnaire to perform the regression analysis due to the answers from the questionnaire being categorical.

Before using binominal logistic regression, the researcher had to ensure the data from the questionnaire could be analysed and ensure it passed the assumptions required for binominal logistic regression. These assumptions are the following –

- The researcher's dependent variable had to be measured on a dichotomous scale.
- The researcher needed one or more independent variables, continuous or categorical.
- the dependent variable needed a mutually exclusive and exhaustive category and an independence of observations is required.
- Lastly, there should be a linear relationship between the logit transformation of the dependent variable and any continuous independent variables.

(Statistics.laerd.com., 2021).

## **4.9 Limitations of Research Design**

Some of the limitations to quantitative research the researcher came across while carrying out the study was firstly, the difficulty with data analysis. Quantitative studies require a thorough statistical analysis (Chetty, 2019). Due to the researcher not coming from a statistical background it was difficult to perform the statistical analysis necessary for the quantitative research method.

The second limitation the researcher identified was a lack of willing respondents. With quantitative research a large sample size is required (Science, 2001), but unfortunately, even after trying multiple resources, the researcher was unable to acquire the desired number of participants for the study. The researcher was hopeful to require one hundred and fifty to two hundred respondents but only managed to source eighty willing participants.

The last limitation identified by the researcher following the quantitative research method is the zero follow-up with respondents (Layne, 2021). The questionnaire allowed the participants to submit answers anonymously, therefore there is no scope for the researcher to seek clarifications on answers provided in the questionnaire.

## **4.10 Ethical Considerations**

According to Kaiser (2019), the ethical considerations which must be considered when carrying out a research study include the right of access to data for the respondents, the way in which the data will be stored, anonymisation, requirements for informed consent and honesty.

Ethical concern regarding the storage of participants data following the collection was considered by the researcher, all respondents were informed in writing in the first section of the questionnaire that the researcher would strictly follow the National College of Ireland's guide on ethics and data collection and all Data Protection Act regulations and legislation (Appendix 10.2)

Other ethical considerations the researcher considered were that all respondents engaging in the questionnaire were completely briefed in the following areas, anonymity, privacy, data protection, sensitivity and the confidentiality regarding the answers provided. The first two sections of the questionnaire were the information sheet and the consent form. In these sections all participants had to agree before moving onto the questionnaire that they had read and understood the information sheet provided regarding the purpose of the study, who would have access to information about the respondents, contact information for the researcher in case of any concerns regarding an aspect of the study (Appendix 10.2). The consent form ensured participants were aware it was a voluntary process and they could withdraw at any time throughout the questionnaire with no consequences but that after their response was submitted it was impossible to withdraw due to the anonymity of the questionnaire. It also ensured the participants were aware they would not directly benefit from participating in the research, they were aware of the time commitment of ten to fifteen minutes to complete the study and lastly, they understood their data would be treated confidentially (Appendix 10.3).

The researcher took further ethical considerations when phrasing the questions for the questionnaire to avoid offending or discriminating against any of the participants.

## **Chapter 5. Analysis and Findings**

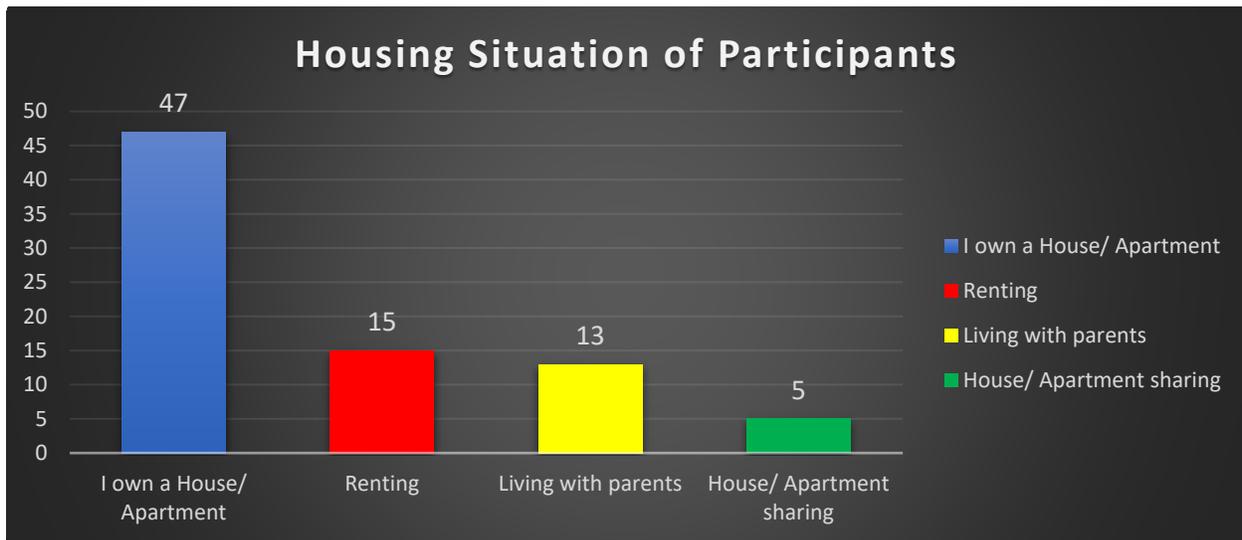
### **5.1 Introduction**

This chapter will explore the data obtained from the questionnaire and an examination of the findings from the data analysis, using descriptive statistics, an ANOVA test, and a regression. A questionnaire was carried out with 80 participants who are all currently working remotely in the Irish recruitment sector. The following analyses were conducted for the researcher to be able to achieve the key objectives and address the research question.

### **5.2 Demographics**

The sample for the questionnaire was composed of 80 participants' who are currently working remotely in the Irish recruitment industry. The sample was a mixed age group of respondents' ranging from 19 to 65, with most participants in the 30 to 39 age brackets (Appendix 10.5.1). The gender of the respondents was female dominated, with 69% of the study completed with female participants and 31 completed with male participants (Appendix 10.5.1). This gender imbalance may indicate the study being bias if the researcher had any control over if males or females took part in the research but as the questionnaire was online, the researcher had no control over the gender of the respondents.

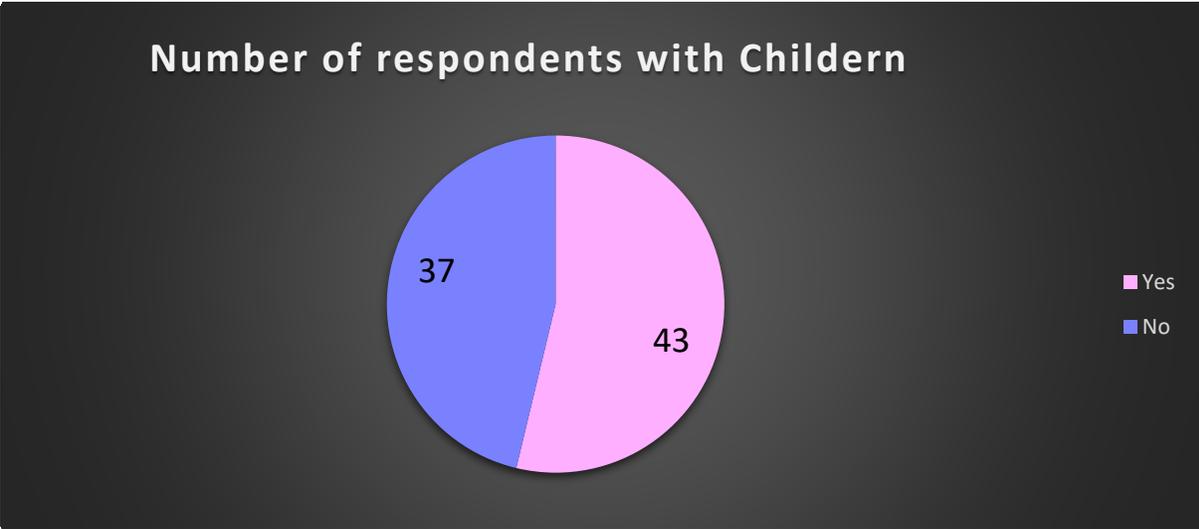
Out of the 80 participants who filled out the questionnaire, 47 own a house or apartment, 15 are renting, 13 are living with parents and the remaining 5 are house/apartment sharing.



***Figure 1 – Participants Housing Situation***

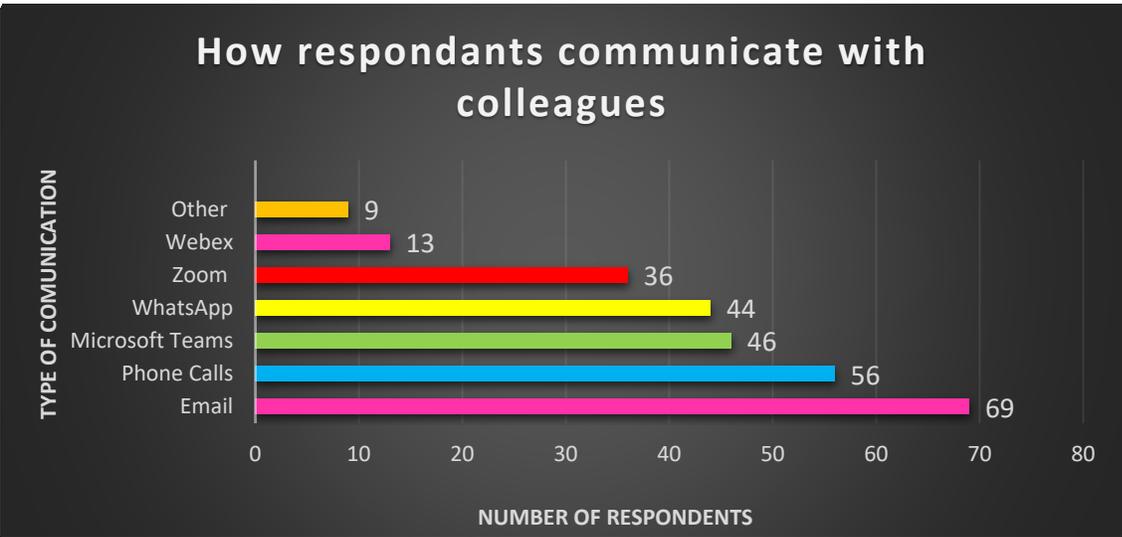
The respondents of the study were mainly dominated by participants who were married with 34 being married and participants who are in a relationship with 30 respondents in a relationship. The remaining participants were comprised of single, separated, divorced, and widowed respondents (Appendix 10.5.1).

Out of the participants 43 have children and thirty-seven do not have children and this could be a contributing factor as to if the participants performance, motivation, and well-being have been impacted by them working remotely as if employees have children at home while working remotely their attention may not be fully focused on working.



**Figure 2 – Number of respondents with Children**

The researcher asked the respondents an open question of their main methods of communication with colleagues while working from home, giving the respondents the opportunity to name more than 1 method of communication and as seen in figure 10, with 69 participants using email as one of their main methods of communication with colleagues is the most popular method, with the second most popular being phone calls, with 56 participants still using phone calls as one of their main methods of communication with colleagues. As mentioned in the Literature review, remote working can begin to feel isolated and disconnected from the rest of the team so it is important for employers to take advantage of the technology available, instead of constantly emailing back and forth, it may be beneficial for employers to use video conferencing software such as Zoom, Microsoft Teams or Skype (Enterprise.gov.ie., 2021) Encouraging participation in the video calls can be a method of collaborating and for employees to feel connected while also being productive (Willink, 2021). During the video calls employers should encourage employees to give feedback about aspects which may improve their working experience and feel more engaged with the company.



**Figure 10 – Communication**

Another open-ended question the researcher included in the questionnaire was in relation to how remote workers stay motivated working from home. The answers with the fewest number of respondents included, wages, a routine, music, team meetings, meeting deadlines and exercise. The most popular answers the researcher identified were, regular breaks, having a checklist and setting targets to hit. The answer which took the researcher by surprise was given by 8 participants and that was they struggle to stay motivated working from home. This took the researcher by surprise as mentioned in the Literature review a researcher carried out by Rupietta and Beckmann (2016) found that individuals with the opportunity to work remotely have an enhanced autonomy in scheduling and organising their work and therefore have a higher intrinsic motivation. The results of their research found that the more often employees work remotely the higher their motivation regarding their work is and there is also a significantly positive influence on the work effort.

<b>How do you stay motivated working remotely?</b>	<b>Total</b>
Setting Targets	18
Checklist	11
Regular Breaks	11
Exercise	9
Struggle to	8
Deadlines	7
Team meetings	5
Music	5
Routine	4
Wages	2
<b>Grand Total</b>	<b>80</b>

*Figure 11 – Staying motivated working remotely*

### Crosstabulation Graphs

#### Age Group \* Weekly Hours Crosstabulation

		Weekly Hours Worked			Total	
		30 – 40	40 – 50	50+		
Age Group	19 – 29	Count	10	9	2	21
		Weekly Hours	21.7%	32.1%	33.3%	26.3%
30 – 39		Count	17	8	1	26
		Weekly Hours	37.0%	28.6%	16.7%	32.5%
40 – 49		Count	13	5	3	21
		Weekly Hours	28.3%	17.9%	50.0%	26.3%
50 – 59		Count	6	3	0	9
		Weekly Hours	13.0%	10.7%	0.0%	11.3%
60 – 65		Count	0	3	0	3
		Weekly Hours	0.0%	10.7%	0.0%	3.8%
Total		Count	46	28	6	80
		Weekly Hours	100.0%	100.0%	100.0%	100.0%

*Figure 9 – Crosstabulation Graph, Age\*Weekly hours*

As seen in Figure 9 above, the bulk of participants' work between 30 – 40 hours weekly with 46 respondents working these hours, between the ages of 19 – 59 and 28 participants work between 40 – 50 hours weekly, between the ages of 19 – 65. Only 6 respondents out of the 80 works over 50+ hours weekly, between the ages of 19 – 49. All the participants in the 60 -65 age group work 40 – 50 hours weekly, However, the rest of the age groups working hours are dispersed between the weekly hour groups. The highest number of respondents come from the 30 – 39 age group with the majority (17) of them working 30 – 40 hours weekly.

### 5.3 ANOVA Test

A one-way analysis of variance, also known as an ANOVA test, can be used to determine if there are any statistically significant differences between the means of 2 plus unrelated (independent) groups. The researcher conducted 2 ANOVA tests, the first test was conducted to explore if there were any statistically significant differences between the performance levels of remote workers and their working environment, model 1. The second ANOVA test was conducted to examine whether there was a statistically significant difference between the respondent's motivation levels and their working environment, model 2.

#### Model 1

Descriptives								
How has remote working impacted your performance levels P/N/N								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Peaceful	33	1.24	.435	.076	1.09	1.40	1	2
Average	37	1.46	.558	.092	1.27	1.65	1	3
Disruptive	10	1.80	.632	.200	1.35	2.25	1	3
Total	80	1.41	.544	.061	1.29	1.53	1	3

ANOVA					
How has remote working impacted your performance levels P/N/N					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.538	2	1.269	4.686	.012
Within Groups	20.850	77	.271		
Total	23.388	79			

#### Post Hoc Tests

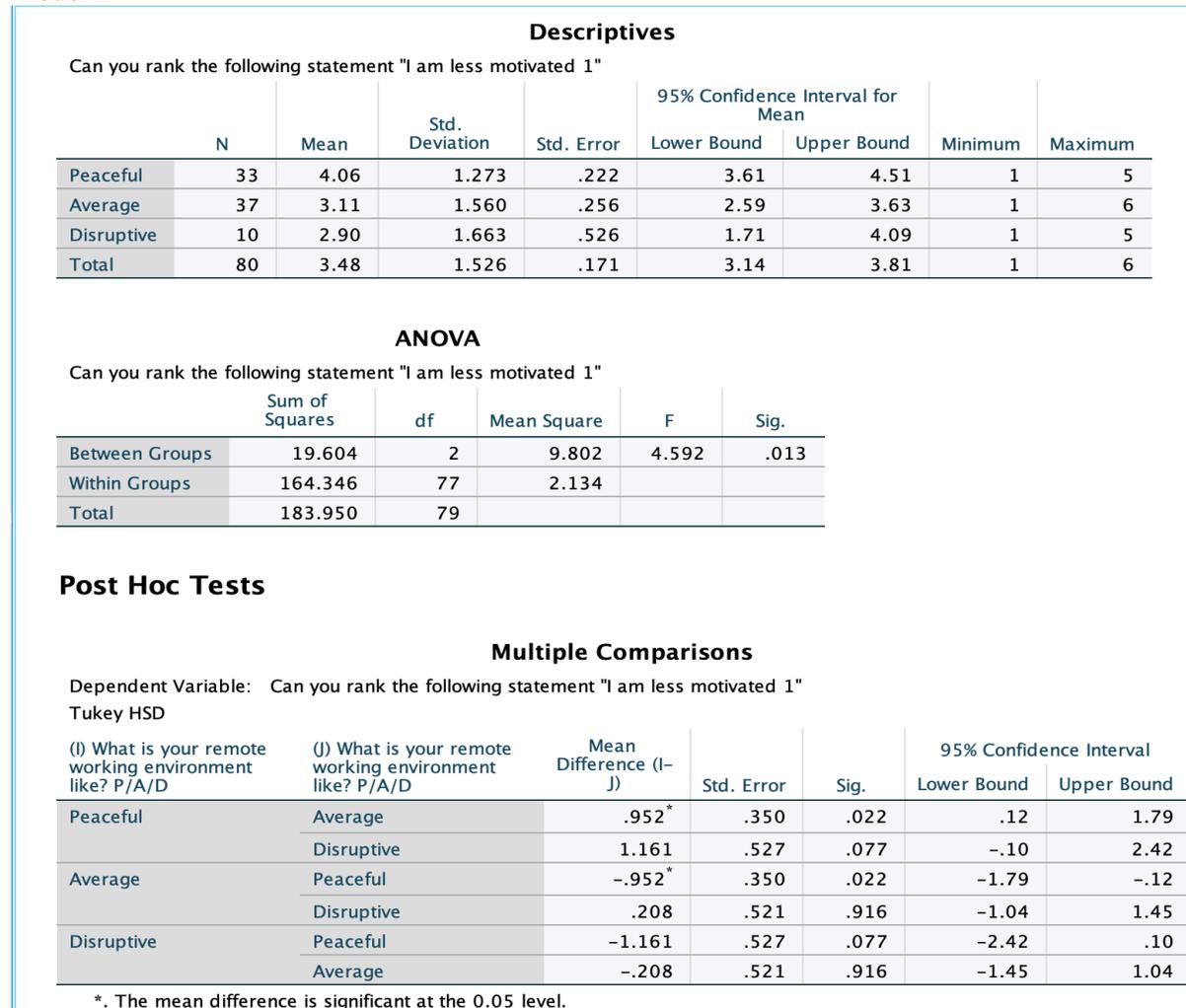
Multiple Comparisons							
Dependent Variable: How has remote working impacted your performance levels P/N/N							
Tukey HSD							
(I) What is your remote working environment like? P/A/D	(J) What is your remote working environment like? P/A/D	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
					Lower Bound	Upper Bound	
Peaceful	Average	-.217	.125	.196	-.51	.08	
	Disruptive	-.558*	.188	.011	-1.01	-.11	
Average	Peaceful	.217	.125	.196	-.08	.51	
	Disruptive	-.341	.185	.165	-.78	.10	
Disruptive	Peaceful	.558*	.188	.011	.11	1.01	
	Average	.341	.185	.165	-.10	.78	

\*. The mean difference is significant at the 0.05 level.

Figure 3 – ANOVA Test – Performance and Working Environment

There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(2,77) = 4.686, p = .012$ ). A Tukey post hoc test revealed the mean difference is significantly  $< 0.05$  level between the performance levels and the participants who found their working environments peaceful and disruptive ( $p = .011$ ). There was no statistically significant difference between the performance levels and the participants who found their working environments average.

## Model 2



**Figure 4 – ANOVA Test – Motivation and Working Environment**

There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(2,77) = 4.592, p = .013$ ). A Tukey post hoc test revealed the mean difference is significantly  $< 0.05$  level between the motivation levels and the participants who found their working environments peaceful and average ( $p = .022$ ). There was no statistically significant difference between the motivation levels and the participants who found their working environments disruptive.

## 5.4 Reliability and Validity

The quantitative research approach used for this study was a questionnaire. This questionnaire was a 'self-created' questionnaire and as this is the case, the issues of reliability and validity are significant to the

overall study. The researcher conducted a Cronbach Alpha Test in SPSS to determine the reliability of the questionnaire. The alpha coefficient is greater than 0.8, which means there is sufficient evidence that the internal reliability of the study is acceptable.

### Reliability Statistics

Cronbach's Alpha	N of Items
.808	34

*Figure 8 – Reliability Statistics*

As seen in Appendix 10.5.3, the researcher conducted a validity test using Pearson Product Moment Correlations on SPSS to find out whether the questionnaire they made is valid or not. All the questions in the questionnaire labelled x001 – x034 on the validity results, obtained a significant value by the Sig. (2-tailed) of  $<0.05$ , so it can be included all the questions used in the questionnaire are valid. The count value obtained of the researchers' questions, were  $>$  than Pearson Correlation table product moment 0.232, so it can be concluded that the questions in the questionnaire were valid. The researcher identified the Pearson Correlation table product moment by the following, sample size is  $80 = N$ ,  $DF = N - 2$ ,  $(80 - 2 = 78)$ ,  $78 DF (0.05) = 0.232$ .

## 5.5 Logistic Regression

Using the data set collected from the questionnaire, in model 1, the researcher examined the association between the performance levels of remote workers with gender and employment type (full/part time) in model 2, remote workers well-being and the association of stress levels were explored. Lastly, in model 3, the participants work/life balance was examined with the association of struggling to meet deadlines and whether they were easily distracted when working from home. To explore these relationships 3 binary logistical regression were performed. The researcher made the variables dichotomous for the purpose of testing the data in SPSS.

## 5.6 Logistic Regression Results

Binary logistic regression was first performed to predict whether gender and contract type has an effect on performance levels of remote workers among 80 participants. There were 0 missing cases (0.0%) in the processing summary report and 80 participants (100.0%) were accounted for in total.

I coded positive performance as 1 and negative performance as 2. **Model 1** has a chi square distribution that is  $< .05\%$  meaning overall, the model is predicting an individual's performance levels better than it was with only the constant included. My results also show a 2LL value of 109.878. The Hosmer and Lemeshow test are not statistically significant ( $p = 1.000$ ), indicating that the model is a valid fit. Of the 2 predictor variables, none had a statistically significant impact.

The model correctly classifies 53.8% of cases overall. In this model, 97.7% of individuals performance levels were negatively impacted by working remotely, were also predicted by the model to be negatively impacted. 2.7% of participants whose performance levels were positively impacted were correctly predicted by the model.

<i>Model 1</i>	<i>Cox and Snell R2</i>	<i>Nagelkerke R2</i>	$\beta$	<i>Wald</i>	<i>P</i>	<i>Exp (<math>\beta</math>)</i>
<i>Performance</i>	0.007	0.010				
<b><i>Predictors</i></b>						
<i>Gender</i>			0.368	0.558	0.455	1.444
<i>Employment Type</i>			-0.038	0.001	0.979	0.693

**Figure 5 – Binary Logistic Regression - Performance**

Another binary logistic regression was performed to predict whether stress influences an individual who is working remotely well-being among 80 participants. There were 0 missing cases (0.0%) in the processing summary report and 80 participants (100.0%) were accounted for in total.

I coded an increase in stress levels as 1 and a decrease in stress levels as 2. **Model 2** has a chi square distribution that is  $< .05\%$  meaning overall, the model is predicting an individual's well-being is better than it was with only the constant included. My results also show a 2LL value of 85.276. The Hosmer and Lemeshow test are not statistically significant ( $p = 1.000$ ), indicating that the model is a valid fit. Of the 2 predictor variables, 1 had a statistically significant impact.

The model correctly classifies 71.3% of cases overall. In this model, 97.6% of individuals well-being were negatively impacted by working remotely as 97.6% of the respondents had an increase in stress levels working remotely, were also predicted by the model to be positively impacted. 43.6% of participants whose well-being were positively impacted were correctly predicted by the model.

<i>Model 2</i>	<i>Cox and Snell R2</i>	<i>Nagelkerke R2</i>	$\beta$	<i>Wald</i>	<i>P</i>	<i>Exp (<math>\beta</math>)</i>
<i>Well-being</i>	0.274	0.365				
<b><i>Predictors</i></b>						
<i>Stress</i>			0.000	13.076	0.001	0.000
<i>Increase in stress</i>			0.981	2.932	0.087	2.667
<i>Decrease in stress</i>			0.223	7.975	0.005	0.047

**Figure 6 – Binary Logistic Regression – Well-being**

The last binary logistic regression was performed to predict whether getting easily distracted and struggling to meet deadlines influences an individual who is working remotely work/ life balance among 80 participants. There were 0 missing cases (0.0%) in the processing summary report and 80 participants (100.0%) were accounted for in total.

I coded the participants whose work/ life balance was affected as 1 and the participants whose work/ life balance was not affected as 2. **Model 3** has a chi square distribution that is  $< .05\%$  meaning overall, the model is predicting an individual's work/life balance is better than it was with only the constant included. My results also show a 2LL value of 93.748. The Hosmer and Lemeshow test are not statistically significant ( $p = 1.000$ ), indicating that the model is a valid fit. Of the 2 predictor variables, none had a statistically significant impact.

The model correctly classifies 72.5% of cases overall. In this model, 100% of individuals whose work/ life balance was impacted by working remotely were also predicted correctly by the model. 0.0% of participants whose work/ life balance was not impacted were correctly predicted by the model.

<i>Model 3</i>	<i>Cox and Snell R2</i>	<i>Nagelkerke R2</i>	<i>β</i>	<i>Wald</i>	<i>P</i>	<i>Exp (β)</i>
<i>Work/ Life Balance Predictors</i>	0.004	0.006				
<i>Easily Distracted</i>			-0.156	0.054	0.816	0.855
<i>Struggle to meet deadlines</i>			-0.223	0.077	0.782	0.800

**Figure 7 – Binary Logistic Regression – Work/Life Balance**

## **Chapter 6. Discussion**

### **6.1 Introduction**

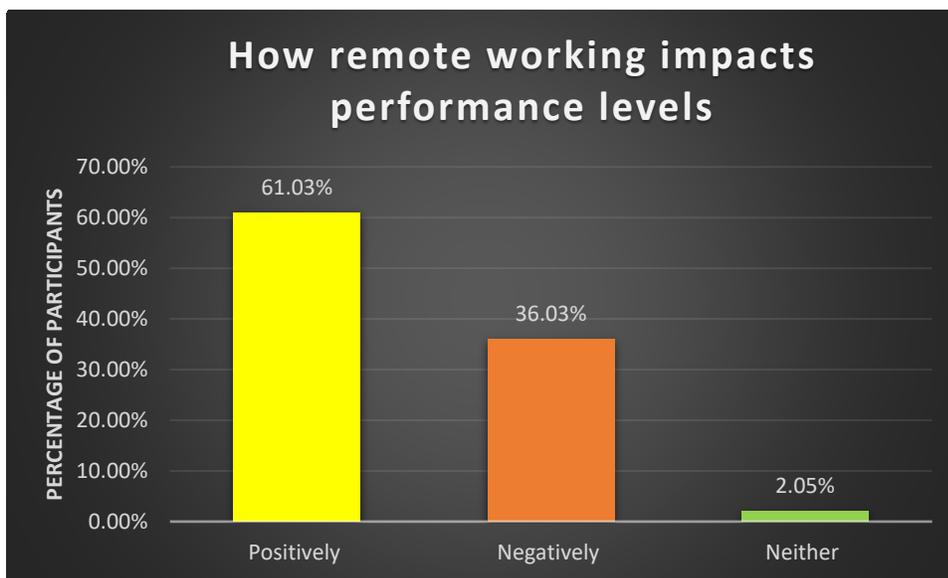
In this chapter the researcher will link the findings of the study to academic literature on remote employees' performance, motivation, and well-being. This chapter will link academic research with the key findings of the results of the analysis and findings chapter of the research. Costings based on secondary research completed, recommendations and limitations of this study will follow to conclude.

### **6.2 Discussion of Findings and implications of costings**

The researchers' hypotheses reached significance level and found a significant relationship between remote working and the chosen dependent variables. The researchers first key finding was a relationship between an employee's remote working environment and their motivation levels. The relationship between motivation levels and working remotely was investigated by the Martec Group, they surveyed around 1,500 participants across multiple different demographics, seniority levels and industries to identify the affect working from home has on employees. Only 16% of the individuals thrived working remotely while the remaining participants disliked and struggled working from home. The individuals reported that working in an office environment to working remotely their job motivation levels dropped from 57% to 32% (Laker, 2020). This links to an investigation carried out in 2010 – 2015 by McGregor and Doshi (2020) who surveyed 20,000 plus employees they found that working from home was less motivating than working in an office environment. According to Solomon (2020), there are some practical assets employers can implement to boost employee motivation levels at a very low to no cost for the organisation, which are the following, being a part of and actively supporting employee wellbeing and health, including encouraging exercising every day. Creating a sports team or a running club is a simple and low cost way an organisation can encourage employees to exercise, also seeing if the local gym is willing to discount employees of the organisations memberships is a cost effective way or a company to encourage fitness and exercise. Encouraging employees to have more personal discussions about the situations they're facing whether with a co-worker, a manager or a councillor. Ensuring employees have very clear and reachable goals and objectives set, both personal and work related, this will give employees a sense of reward and accomplishment and praise people for small accomplishments as this can motivate employees to go the extra mile. Implementing an early finish on a Friday if all targets are met each week is also an excellent way of motivating employees with little cost to the company (Daunt, 2021). These are implementations the organisation can implement that won't take up much time and with little cost.

The second key finding the researcher identified was a relationship between a remote employees working environment and their performance level. This relationship was explored by Martin and MacDonnell in 2012, and the resulted of their investigation were remote working enhanced an employee's performance, in contrast, more recent studies carried out by Thorgeirsdottir and Kelliher (2017) and Allen et all (2015), found that working remotely has detrimental impacts on employee performance specifically in the areas of team collaborations, creativity, curtailing employee interactions and knowledge sharing. However, as seen in figure 12, the results from the researchers study found that 61.3% of employees feel their work performance levels are enhanced when working remotely rather than in an office environment. There are many ways an organisation can aid remote working employees with performance and productivity, including keeping the teams productive and engaged, by fostering a sense of empathy and connection between team members and holding short but frequent meetings in sync with the agenda can help employees maintain their energy, attention and focus and is no cost for the organisation. When employees and teams are engaged and more interactive it has been found to enhance employee performance and productivity levels (Gurchiek, K., 2020). Technology is of vital importance when remote working, for the

employer and the employee. Virtual communication and collaboration tools are crucial to the success of a remote working strategy and for employees performance levels. Employees need to be able to communicate effectively with colleagues and managers while working from home, work phones, desktops, computers, laptops, the accessories such as desks, noise cancelling headphones, ensuring the workers have proper lighting, back support and ergonomic keyboards (Walters, 2020). This will cost the organisation but it will ensure the employees of the company are set up with everything they need to succeed, they will feel valued and looked after by the organisation. By having the proper tools to carry out their daily tasks while working from home and being in an environment fit to work effectively, this will enhance employees performance levels. These are implementations the organisation can implement that won't take up much time and with little cost.



**Figure 12 – How remote working impacts performance levels**

The third key finding the researcher found was a relationship between work related stress and remote workers well-being. The results of research carried out by IPSOS Mori found that two thirds of employees working remotely don't have a private workspace. Interruptions and distractions not only cause employees to waste time and lose focus but also can cause heightened stress and anxiety (Aviet, 2021). A study published by Oracle and Workplace Intelligence links to this and was carried out on over 12,000 individuals working remotely and found that there has been a record level increase in work related stress and anxiety. The results of the study demonstrated that 76 percent of employees feel their employers need to be doing more in support of their employees mental health and stress (Aviet, 2021). There are some practical steps employees who are working remotely can implement to take care of their well-being and mental health such as, creating a dedicated work space, dedicating a specific space, room, desk and peripherals for work use only. This will ensure it is easier to separate work and personal life (Walters, 2020). Taking regular breaks, giving yourself time to take a break is very important to let your body and brain relax (Loubier, 2021). A study carried out by Selig (2017), showed that an individual's ability to focus and their productivity levels significantly improves after taking breaks. Employers can prioritise the wellbeing of their team by practising and implementing the following steps and tools and as a result it will give employees the necessary tools to perform their roles to the best of their ability while also raising morale, boosting productivity and ensuring the individuals are comfortable (Enterprise.gov.ie., 2021). Keeping team members in the loop with what is going on within the organisation will minimise any uncertainty they may be feeling (Willink, 2021). One to one personal conversations with employees to get a sense of how they are feeling and can keep the collective team

spirit alive (Walters, 2020). Employers setting realistic deadlines for their employees and ensuring they are managing their workload effectively will help with reducing work related stress. Setting up a training session with an expert who deals with stress and metrics to deal with stress is a low cost measure an organisation can introduce for employees. These are all low cost initiatives an organisation can implement to help reduce the stress of their employees and help foster positive well-being. These are implementations the organisation can implement that won't take up much time and with little cost.

The fourth key finding the researcher identified was a relationship between a remote working work/ life balance and their ability to work efficiently. The researcher found a relationship between remote employees struggling to meet deadlines and finding themselves getting easily distracted with how their work/ life balance is being impacted when working from home. The results of the study showed that 56.3% of participants find themselves working longer hours when remote working than if they were in an office environment and 72.5% of the respondents acknowledged their work/ life balance has been impacted since working remotely (Appendix 10.6) Out of the 80 participants, 81.3% struggle to meet work related deadlines and 63.7% find themselves getting easily distracted while working remotely (Appendix 10.6). A study by Turcotte (2010) concluded that employees working remotely for over 10 hours per week were dissatisfied in terms of their work/life balance. Taking regular breaks as an employee would when working in the office, is crucial when working from home, this will help employees stay focused when working and will result in meeting work deadlines. Ensuring there are set working hours when working remotely is important to ensure the employees have a healthy work/ life balance (Ardill., 2021). When the line between personal responsibilities and work is beginning to merge it could be easy for employees to lose track of time and end up over working and burning themselves out. An employer can help employees working from home in this aspect by helping to create a work schedule and ensuring employees are able to stick to it (Gurchiek, K., 2020). These are implementations the organisation can implement that won't take up much time and with little cost.

## **Chapter 7. Conclusions**

### **7.1 Recommendations**

Conducting a study of this scale looking at the impact remote working has on the performance, motivation, and well-being of the Irish recruitment industry in a quantitative research approach could provide extremely valuable data regarding understanding the relationship and providing some useful insights for employers and employees on the affect remote working can have on an individual's performance, motivation, and well-being. Due to the sample size of this study, the researcher didn't have an appropriate representation of the remote working individuals of the Irish recruitment industry and therefore for future studies the researcher would recommend a wider scale of study to gain more conclusive findings. This study was conducted using a quantitative research approach, for future research, a qualitative research approach may be beneficial to capture more personal and open-ended responses from the respondents. Remote working has become increasingly popular in the last year, mainly due to the COVID-19 pandemic, from conducting research it is evident there is a gap in literature surrounding specially how COVID-19 impacts the performance, motivation, and well-being of remote workers, this is an area future researchers can focus on to fill the gap in literature.

### **7.2 Limitations**

All research will have some limitations, the first limitation of this study was the sample size, the researcher was originally looking for a larger sample size to conduct the study but unfortunately after doing everything that could be done to get more participants and due to the deadlines associated with the research the researcher had to settle with 80 respondents.

The second limitation the researcher identified throughout the study was the use of questionnaires in the research method which mainly produce categorical results and very little continuous results. This restricted the researcher immensely when it came to analysing the data and the type of tests which could be used. It required the researcher to put massive amount of time and effort into re-coding the data set.

The third limitation the researcher found was the logistical regression model indicates a high degree of variance which may be unaccounted for, this as a result can be influencing the results of the regression. For future research the use of a different model with additional variable may be beneficial.

The last limitation the researcher identified throughout the study was choosing a quantitative method with little to no experience analysing quantitative research, this in turn required the researcher to learn how to analyse the data on excel to only must re-do the analysis using SPSS. This took a lot of time from the researcher as it required the researcher to learn how to use the SPSS tool before re-analysing the data.

### **7.3 Conclusions**

This study explored the influence remote working has on the performance, motivation, and well-being of the Irish recruitment industry. The study examined the significant difference between remote employees working environment and their performance and motivations levels, performance levels of remote workers and their employment type and gender, well-being and work-related stress and the work/life balance of individuals working from home and their ability to meet deadlines and their distraction levels was found at the 5% level on all models the researcher carried out. The researcher carried out 3 binary logistic regression models, the first one on the relationship between remote workers performance levels and their gender and employment type, the second on, the relationship between an individual who's working remotely well-being and work-related stress, and the third logistic regress carried out was on the

relationship between work / life balance and the remote workers struggle to meet deadlines and their distraction levels. At the 5% level of significance, the 3 logistic models conducted found statistical significance between all the relationships. By conducting 2 ANOVA tests this study also showed a significant relationship between the working environment and the performance and motivation levels of a remote worker. A crosstabulation graph showed out of 80 participants in the study the highest number of respondents came from the 30 – 39 age group with the majority (17) of them working 30 – 40 hours weekly. The research also provided insight into the main factors of motivation for remote workers in the Irish recruitment industry which were setting targets, keeping a checklist, taking regular breaks, and exercising. Future research could focus on remote workers during COVID-19 specifically and how their performance and well-being were impacted with schools and colleges being off and working remotely and maybe focus on the teaching industry and how they adapted to working from home as it is a majorly timely topic currently. However, this study has explored how remote working impacts the performance, motivation, and well-being of the Irish recruitment industry.

## **Chapter 8. Personal Learning Statement**

To complete my master's in human resource management from the National College of Ireland I was required to conduct research of my choice in relation to Human Resources. This is a topic I thoroughly enjoy and have spent 5 years studying, 1 year in a Management HND, 3 years in a human resource management undergraduate, and 1 year studying the master's in human resource management. I chose to conduct my research on the area of remote working as this topic is majorly timely at the present due to the COVID-19 pandemic, but also as it is a topic which has always interested me.

From completing the dissertation study, I have gained vast knowledge around working remotely and the performance, motivation, and well-being of the Irish recruitment industry. I have always enjoyed college and conducting projects and was looking forward to conducting this study for many months prior to starting the research, but overall, I believe this project was the most challenging project I have undertaken so far.

From the commencement of this project to completion was a significant learning experience as I had to use research and analytical skills I had not yet used in my studies to date. Exploring and analysing previous research in the areas related to my topic in great depth, enhanced my research skills which will be beneficial to me for future projects and careers.

I chose to conduct a quantitative research approach and gained much valuable experience in this research method. A questionnaire was my chosen approach to gather the data required to conduct my research as in the current global pandemic, I was concerned people would be unwilling to take time to carry out an interview.

The biggest challenge I faced with this study was analysing my questionnaire. I struggled with understanding the correct tests to run on my data and the amount of time it took me to figure this out as I am usually a quick learner, but this task tested me. By conducting research on the various tests possible, confiding in my supervisor and some family and friends, writing out a plan and remaining as organised and on schedule as I could I got through this rough patch of the project. This challenge upskilled me in analytical skills, time management skills and thought me that when I have reached my limited with a situation to put it away and start fresh the next day.

Another challenge I faced with this project was starting a new job throughout and balancing working full-time and conducting this research. I didn't imagine I would struggle with this as I have always worked part time throughout college, although this project proved to be more complex and time consuming than I had originally imagined. I had to learn to prioritise the project over other aspects of my life and use any free time I had very efficiently. My planning, organisation and time management skills were very beneficial to me with this challenge and I learned to balance and organise my time more effectively.

Overall, this project has helped me gain many skills I will use in my life and has been very beneficial to me. I believe I have developed my time management, planning, research, and analytical skills from conducting this study. I feel my findings on this research are an area of research for many individuals and I hope they will benefit remote employers and employees in the Irish recruitment industry.

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## **Chapter 10. Appendix**

### **Appendix 1 – 10.1**

#### **Pilot Study Questions**

1. What gender do you identify with?
2. What age group are you in?
3. Are you employed full time or part time?
4. How long have you worked for the organisation?
5. How long are you in your current role?
6. How long have you been working from home?
7. How many days a week do you work remotely?
8. What are your reasons for working remotely?
9. What is the level of your role?
10. Do you work in multiple locations while working remotely?
11. Is it important for you to have remote working options in the future?
12. What is your remote working environment like?
13. How is your work/life balance affected since working from home?
14. Do you prefer the office environment or working from home?
15. If remote working was no longer an option for you would your performance levels be impacted positively or negatively?
16. Rate your communication and interaction levels with other colleagues?
17. Rate your motivation levels while working remotely?
18. Do you feel you are getting enough support from your organisation?
19. What could they do more of?
20. Do you feel you get more distracted working remotely?
21. Does working remotely impact your ability to meet work deadlines?
22. Do you find yourself working longer hours working from home than in the office?
23. Do you struggle to switch off?
24. Do you feel everyone should have remote working opportunities in the future?
25. Out of the points below what is your biggest challenge working remotely.
26. Can you see yourself ever being based full time in the office environment again?
27. Limitations of working remotely.
28. How do you stay motivated working from home?
29. How have your stress levels been impacted since working remotely?
30. Do you miss the social aspects of working in an office environment?
31. How do you communicate with your work colleagues?
32. Working in the recruitment industry, has working remotely negatively or positively impacted your role?
33. Do you feel your well-being has affected since working from home?
34. In a negative or positive way?
35. Do you find yourself working outside of your work hours?
36. How has remote working helped you regarding working in recruitment?
37. Do you feel more productive working from home or working from an office environment?
38. Where do you work when working remotely?
39. How do you feel the relationship with work colleagues has been impacted?

## Appendix 2 – 10.2

### Section 1 - Information Sheet

#### *Introduction –*

My name is Lauren Martin, I am a full-time master's student in the National College of Ireland, and as part of this post graduate degree I am required to complete a dissertation, of which this questionnaire is a core component. This questionnaire should take between 10 - 15 minutes to complete. I would like to thank you for taking interest in participating in this questionnaire, it is greatly appreciated.

#### *Purpose of the Research –*

Remote working has been around for a long time but has become more popular in the last year and a half due to the COVID - 19 Pandemic. This project seeks to explore the impact working remotely has on the Irish Recruitment Industry regarding their overall performance, motivation, and well-being. The aim of this study is to see whether working remotely has a positive or negative impact on the overall performance, motivation and well-being levels of employees working within the recruitment industry and to identify whether working remotely

Remote working is a style of work which allows professionals to carry out their work outside of a traditional office environment. It is based around the concept that work can be executed successfully wherever it is carried out and doesn't have to be done in any specific place.

#### *Who will have access to information about you –*

Privacy and data protection are key ethical considerations of this study. The data collected will be confidential and will be kept anonymous and will only be used for the purpose of this study. Participants' confidentiality will be safeguarded throughout and after the study by ensuring the following -

- The identities of any participants' will be kept anonymous,
- Any data collected will be stored securely on a password protected laptop,
- The disposal of data collected will be done thoroughly and securely.

#### *Any concerns –*

If you wish to review the completed paper or have any concerns regarding an aspect of this study, please contact me with any queries or feedback, at x18107133@student.ncirl.ie or you can contact my research supervisor, at Michelle.Ahern@ncirl.ie.

Thank you for showing an interest in my research and for taking the time to read through this information sheet.

Please confirm that you have read and understood the information sheet provided.

I have read and understood the information sheet provided.

## Appendix 3 – 10.3

### Section 2 - Consent Form

Please read this consent form carefully and tick all the boxes accordingly before participating in the study.

I confirm that I have read and understood the information sheet on the previous page for the above study and have been provided with contact details for any concerns or queries I may have.

Agree

By clicking agree, I understand I am voluntarily agreeing to participate in this research study.

Agree

I understand that even if I agree to participate now, I can withdraw at any time throughout the questionnaire and can refuse to answer any question without any consequences of any kind.

Agree

I understand that once I submit my survey response, I cannot withdraw permission to use data from my questionnaire due to the confidential nature of the survey.

Agree

I understand that participation involves completing a questionnaire of approximately 50 questions which should take 10 - 15 minutes to complete.

Agree

I understand that I will not benefit directly from participating in this research.

Agree

I understand that all information I provide for this study will be treated confidentially.

Agree

I understand that in any report on the results of this research my identity will remain anonymous.

Agree

I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Agree

## **Appendix 4 – 10.4**

### **Survey Questions**

#### **Section 3 – Demographic Questions**

1. What gender do you identify with?
2. What age group are you in?
3. What is your relationship status?
4. What is your highest education level?
5. Do you have children? (optional)
6. Which accommodation best describes your situation?
7. Are you employed full or part time?
8. How many hours do you usually work per week?
9. How long are you in your current role?
10. How long have you been working remotely?
11. How many days a week do you work from home?
12. What are your reasons for working remotely?
13. Can you see yourself ever being based full-time in the office environment again?
14. Is it important for you to have remote working options in the future?
15. What is your remote working environment like?

#### **Section 4 – Performance and Motivation Questions**

1. How does working remotely impacted your performance levels?
2. Can you rank the following statement ‘I am less motivated working from home’?
3. Do you find yourself getting easily distracted when working remotely?
4. Working remotely do you struggle to meet work related deadlines?
5. Do you feel more productive working from home or working from the office?
6. Where do you work when working remotely?
7. How do you stay motivated working from home?

#### **Section 5 – Well-being Questions**

1. Has your work/ life balance been affected since working remotely?
2. Would you say your work/life balance has been affected in a negative way?
3. Do you find yourself working longer hours than if you were in an office environment?
4. Do you struggle to switch off from work?
5. How have your stress levels been impacted since working from home?
6. Do you feel isolated from your colleagues when working remotely?
7. Do you miss the social aspect of working in an office environment? (Going for lunch, social drinks, chatting in the morning etc.)
8. How do you communicate with your colleagues?
9. Do you feel your relationship with your colleagues has been negatively impacted by working remotely?
10. Please rank the following statement ‘Communication and interaction levels with colleagues have been lower since working remotely’?
11. Do you feel you are getting enough support from your organisation?
12. If you answer ‘No’ to the above question, what do you think your organisation could do more of to support you?

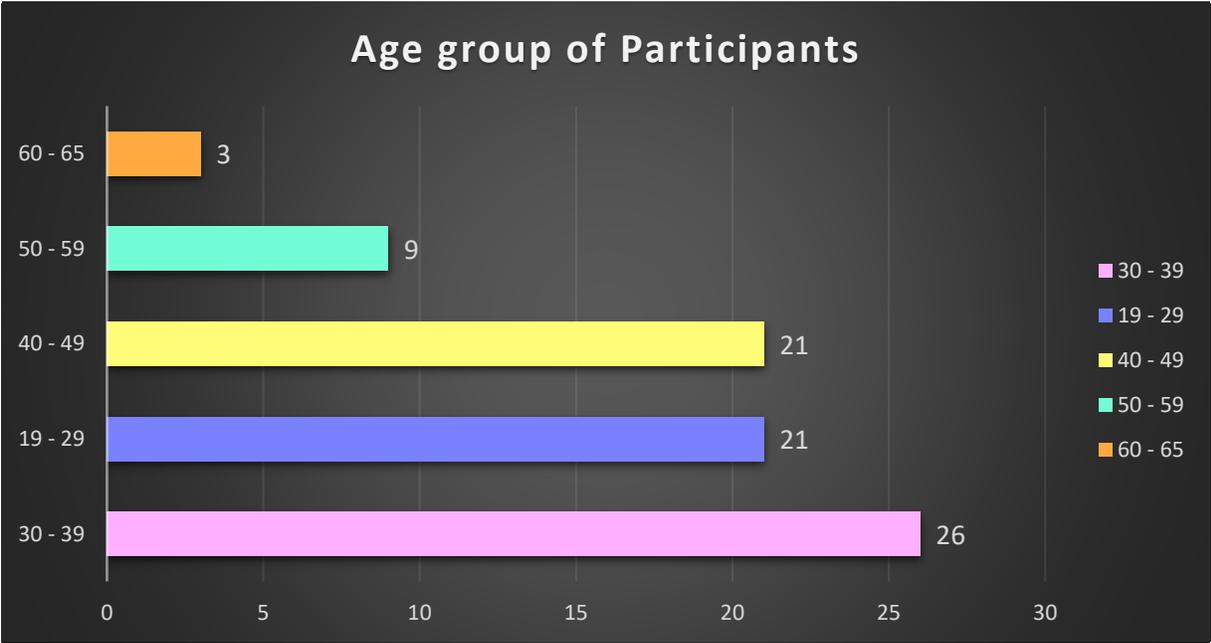
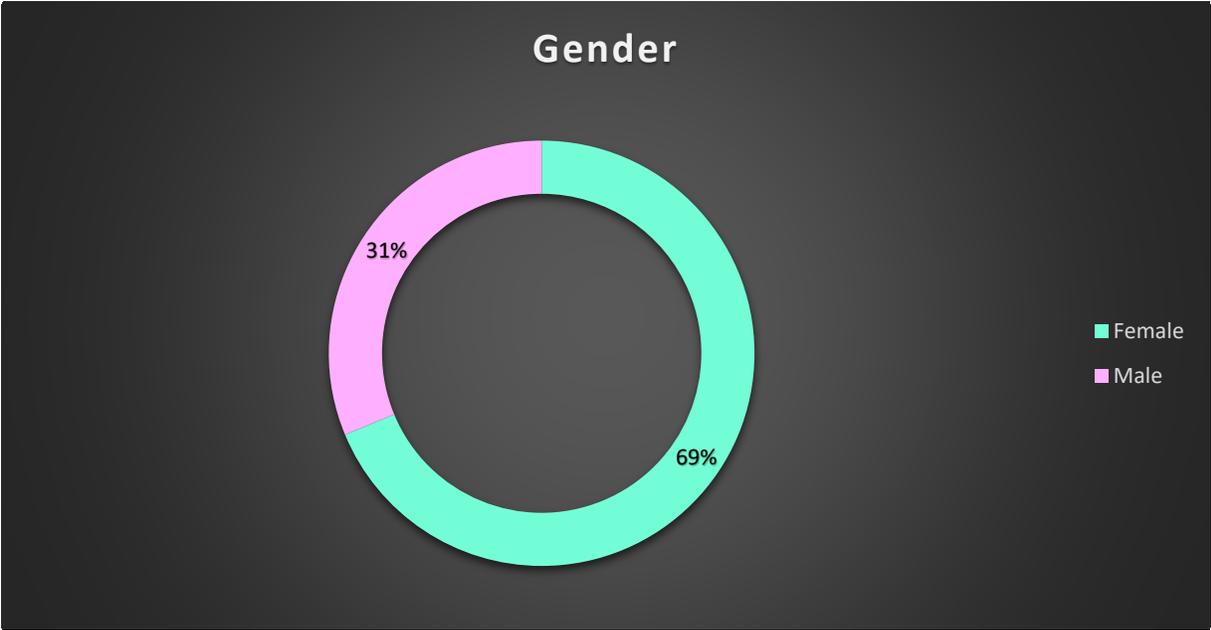
13. Do you think your well-being has been negatively or positively affected since working from home?

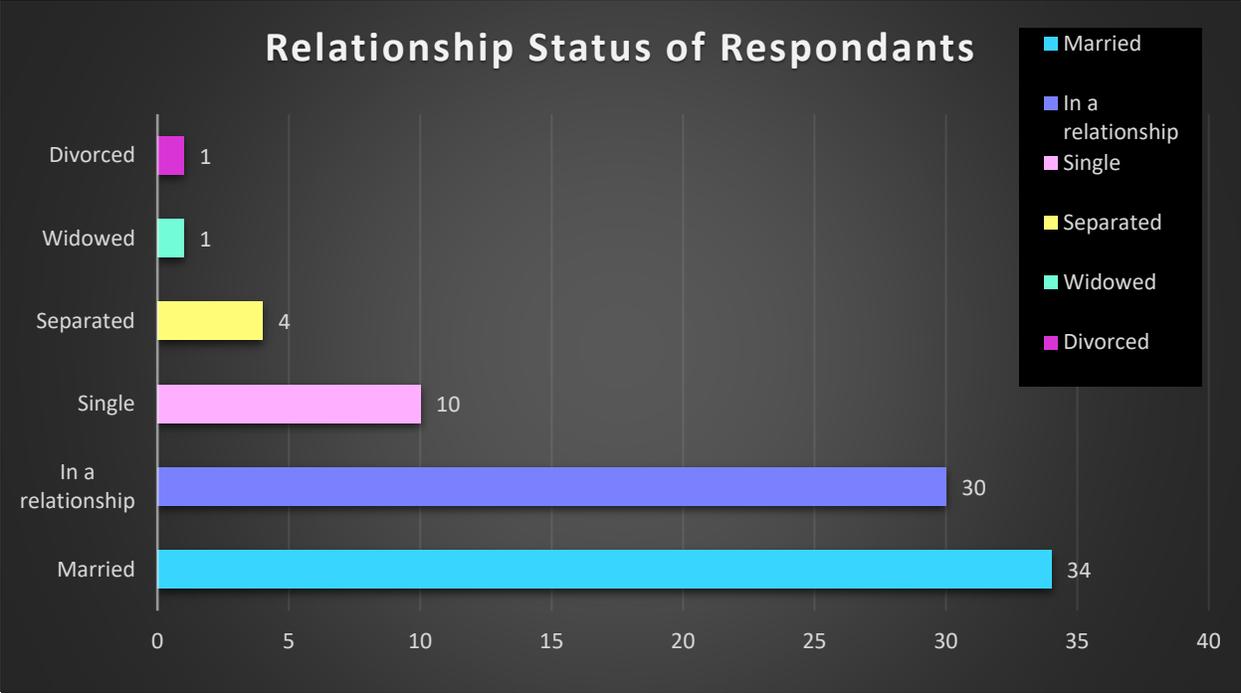
**Section 5 – Closing Section**

1. Advantages of remote working?
2. Disadvantages of remote working?
3. Would you consider yourself to have a good relationship with your management?
4. Working in the recruitment industry, do you feel working remotely has had a negative or positive impact on your role?

Appendix 5 Findings – 10.5

10.5.1 Demographics





**10.5.2 Logistics Regression**

**Model 1**

**Classification Table<sup>a,b</sup>**

Observed	Predicted		Percentage Correct
	1	2	
Step 0	How has remote working impacted your performance levels P/N/N		
1	0	37	.0
2	0	43	100.0
Overall Percentage			53.8

- a. Constant is included in the model.
- b. The cut value is .500

## Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	.575	2	.750
	Block	.575	2	.750
	Model	.575	2	.750

## Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	109.878 <sup>a</sup>	.007	.010

- a. Estimation terminated at iteration number 3 because parameter estimates changed by less than .001.

## Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	.000	1	1.000

## Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
								Lower	Upper
Step 1 <sup>a</sup>	What gender do you identify with? F/M	.368	.492	.558	1	.455	1.444	.551	3.789
	Are you employed full or part time?	-.038	1.441	.001	1	.979	.963	.057	16.214
	Constant	-.292	1.687	.030	1	.862	.747		

- a. Variable(s) entered on step 1: What gender do you identify with? F/M, Are you employed full or part time?.

## Model 2

**Classification Table<sup>a,b</sup>**

Observed	Predicted		Percentage Correct
	1	2	
Step 0 Do you think your well-being has been 2 or 1 affected since 1? P/N/N	1	0	39
	2	0	41
Overall Percentage			51.2

a. Constant is included in the model.

b. The cut value is .500

## Omnibus Tests of Model Coefficients

Step		Chi-square	df	Sig.
Step 1	Step	25.578	2	<.001
	Block	25.578	2	<.001
	Model	25.578	2	<.001

## Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	85.276 <sup>a</sup>	.274	.365

a. Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.

## Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	.000	1	1.000

### Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
Step 1 <sup>a</sup> How have your stress levels been impacted since 1? I/D			13.076	2	.001			
How have your stress levels been impacted since 1? I/D(1)	.981	.574	2.923	1	.087	2.667	.866	8.210
How have your stress levels been impacted since 1? I/D(2)	-3.056	1.082	7.975	1	.005	.047	.006	.393
Constant	.223	.335	.443	1	.506	1.250		

a. Variable(s) entered on step 1: How have your stress levels been impacted since 1? I/D/N.

### Model 3

### Classification Table<sup>a,b</sup>

Observed		Predicted		Percentage Correct
		1	2	
Step 0 Has your work/ life balance been affected since working remotely? Y/N	1	58	0	100.0
	2	22	0	.0
Overall Percentage				72.5

- a. Constant is included in the model.
- b. The cut value is .500

## Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	.359	2	.836
	Block	.359	2	.836
	Model	.359	2	.836

## Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	93.748 <sup>a</sup>	.004	.006

a. Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.

## Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	.000	1	1.000

## Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
Step 1 <sup>a</sup> Do you find yourself getting easily distracted when working remotely? Y/N	-.156	.673	.054	1	.816	.855	.229	3.200
Working remotely do you struggle to meet work related deadlines? Y/N	-.223	.806	.077	1	.782	.800	.165	3.885
Constant	-.314	1.142	.075	1	.784	.731		

a. Variable(s) entered on step 1: Do you find yourself getting easily distracted when working remotely? Y/N, Working remotely do you struggle to meet work related deadlines?Y/N .

### 10.5.3 Validity Results

#### Correlations

		Total
x001	Pearson Correlation	.432
	Sig. (2-tailed)	.000
	N	80
x002	Pearson Correlation	.385
	Sig. (2-tailed)	<.001
	N	80
x003	Pearson Correlation	.260
	Sig. (2-tailed)	.020
	N	80
x004	Pearson Correlation	.265
	Sig. (2-tailed)	.038
	N	80
x005	Pearson Correlation	.290
	Sig. (2-tailed)	.009
	N	80
x006	Pearson Correlation	.345
	Sig. (2-tailed)	<.001
	N	80
x007	Pearson Correlation	.341
	Sig. (2-tailed)	.011
	N	80
x008	Pearson Correlation	.319
	Sig. (2-tailed)	.025
	N	80
x009	Pearson Correlation	.393
	Sig. (2-tailed)	<.001
	N	80
x010	Pearson Correlation	.483
	Sig. (2-tailed)	<.001
	N	80
x011	Pearson Correlation	.294
	Sig. (2-tailed)	.035
	N	80

#### Correlations

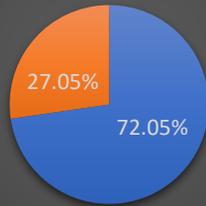
		Total
x012	Pearson Correlation	.356
	Sig. (2-tailed)	.027
	N	80
x013	Pearson Correlation	.423
	Sig. (2-tailed)	.017
	N	80
x014	Pearson Correlation	.476
	Sig. (2-tailed)	.019
	N	80
x015	Pearson Correlation	.418
	Sig. (2-tailed)	.026
	N	80
x016	Pearson Correlation	.244
	Sig. (2-tailed)	.029
	N	80
x017	Pearson Correlation	.522
	Sig. (2-tailed)	<.001
	N	80
x018	Pearson Correlation	.423
	Sig. (2-tailed)	<.001
	N	80
x019	Pearson Correlation	.347
	Sig. (2-tailed)	.002
	N	80
x020	Pearson Correlation	.334
	Sig. (2-tailed)	.002
	N	80
x021	Pearson Correlation	.345
	Sig. (2-tailed)	.002
	N	80
x022	Pearson Correlation	.268
	Sig. (2-tailed)	.042
	N	80

## Correlations

		Total
x023	Pearson Correlation	.509
	Sig. (2-tailed)	<.001
	N	80
x024	Pearson Correlation	.239
	Sig. (2-tailed)	.035
	N	80
x025	Pearson Correlation	.269
	Sig. (2-tailed)	.041
	N	80
x026	Pearson Correlation	.246
	Sig. (2-tailed)	.028
	N	80
x027	Pearson Correlation	.234
	Sig. (2-tailed)	.037
	N	80
x028	Pearson Correlation	.354
	Sig. (2-tailed)	.001
	N	80
x029	Pearson Correlation	.254
	Sig. (2-tailed)	.023
	N	80
x030	Pearson Correlation	.417
	Sig. (2-tailed)	<.001
	N	80
x031	Pearson Correlation	.346
	Sig. (2-tailed)	.026
	N	80
x032	Pearson Correlation	.390
	Sig. (2-tailed)	.028
	N	80
x033	Pearson Correlation	.308
	Sig. (2-tailed)	.019
	N	80
x034	Pearson Correlation	.310
	Sig. (2-tailed)	.013
	N	80
Total	Pearson Correlation	1
	N	80

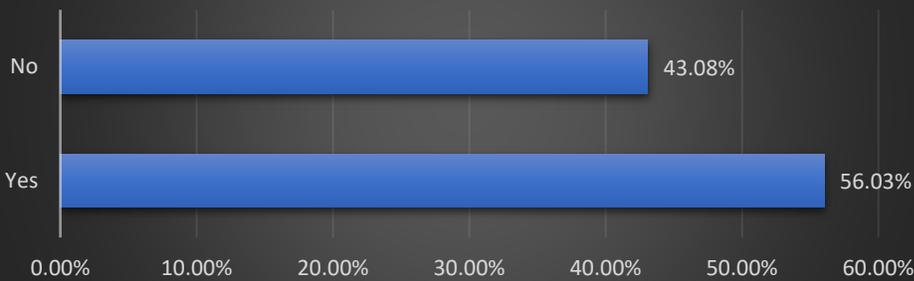
## 10.6 Discussion

Has your work/ life balance been affected since working remotely?



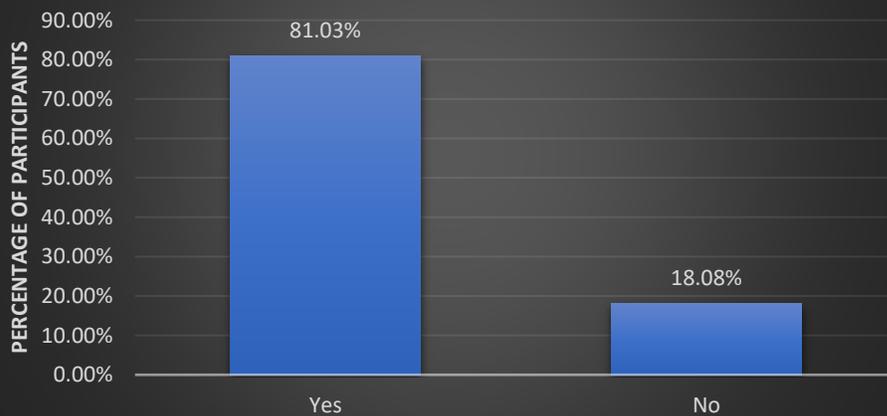
■ Yes ■ No

Do you find yourself working longer hours when working remotely?

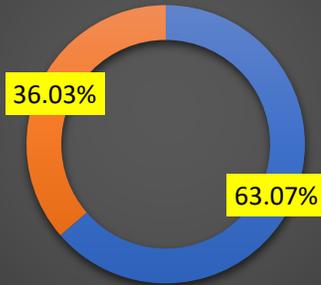


PERCENTAGE OF PARTICIPANTS

Do you struggle to meet deadlines working remotely?



Do you get easily distracted working remotely?



■ Yes ■ No