

**A case study on the impact of COVID-19
on the motivation of customer services employees
engaged in remote working in Company-X1**

Jose Luis MonDragon Martinez

Master of Arts in Human Resource Management

National College of Ireland

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Abstract

The following research recapitulates different ways that have been designed to improve employee motivation, satisfaction, happiness, and efficiency, from Maslow's pyramid, Conley's levels, flexible structure, remote work, and remote work during work. COVID-19 pandemic. Remote working is becoming a work practice that is increasingly penetrating all organizations due to the enormous benefits it brings to both the organization and employees. With the authorization of the Manager of the Customer Service group of the Company-X1, the following study focuses on carrying out an investigation with the quantitative method, to know how remote work affects during the Covid-19 Pandemic.

It is important to know the laws that apply in Ireland regarding remote work in times of COVID-19. Upon learning of the impact of COVID-19 on the motivation of customer service employees who work remotely at Company-X1, some questions were asked through an online survey, this was conducted anonymously since the results will be shared with the Customer Service manager in the Company-X1 Team. With this it is known, how remote work influences the employees of the Customer Service team of the Company-X1, if the effects of this are positive or negative for the employees, as well as knowing what activities Human Resources (HR) are carrying out to encourage remote work.

After the analysis of the survey, all this information will be obtained, with the aim of having the bases and foundations to multiply the good results of the Customer Service team of the Company-X1 in other areas in the teams of the same company, in on the other hand, if the effects are negative, a list of actions will be developed that can improve the effects on employees in Remote Work during the pandemic and ensuring that people who work actively are properly trained and have the developed skills necessary to fulfil this task, will be able to ensure the success in the fulfilment of the objectives and goals of the Company-X1.

Declaration

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Chapter 1 Introduction

1.1 Introduction

The years 2020 and 2021 have marked humanity in personal, scientific, economic, political, and social aspects, among others. All this due to a pandemic, the World Health Organization (2021) confirms that more than 4,000,000 people have lost their lives due to COVID-19.

COVID-19 has had a wide impact on the labour market around the world. For Ireland this has not been an impediment to continue generating economic income, since Dublin.Ie (2021) mentions that the main industries in Ireland are technology, financial services, professional services, logistics, life sciences and arts and recreation. A term known in the workplace in Ireland is remote working, which in the search for a sustainable and pleasant world to inhabit and enjoy, remote work is a consequence of the COVID-19 pandemic that can contribute to achieving this goal.

Now, companies and employees face new problems due to not being in face-to-face mode, indefinite hours, bad habits of employees, increased mistrust among employees, elimination of labour integration as well as the pause between work and life. The Government of Ireland department enterprise (2021) considers that the adoption of remote working was already increasing in Ireland, but the COVID-19 pandemic greatly accelerated this trend by making remote working a central part of the workplace today and in the future.

Consequently, the home office topic is not a new topic, for the technology industry it is a common way to offer employees a “structural flexibility” of work. For a long time, remote working has been the great spectrum or ghost of companies with traditional and conservative cultures where keeping a strict schedule was synonymous with “responsibility and discipline” this is deepened later. Although, with the onset of the Covid-19 pandemic, it became an invaluable tool to protect the well-being of workers, the community and keep companies afloat. Remote working is undoubtedly the protagonist of 2020 and 2021. This new modality has helped to update the labour laws in Ireland.

The following research is based on different literatures on remote working, for example Human Resources books, the CIPD page, Google Scholar, Citizen Information, research magazines, the Irish government page, and online newspapers, all this helps to know how remote working performs.

This research shows a perspective of “structural flexibility,” the beginnings of remote work, as well as the foundations of Maslow's hierarchy and Conley's version in which research is developed to understand the needs of employees in terms of well-being and happiness at work.

1.2 Problem Statement

Currently one of the problems that HR tries to reduce is employee turnover, which Maxwell (2021) defines as the proportion of employees who leave an organization during a given period (often from one year to another), expressed as a percentage of the total number of workers. Currently it is not enough to retain employees, it is necessary that employees are motivated, so that they can perform better.

The Company-X1 organization was forced to send its customer service personnel (English, French, German, Italian, Portuguese, Russian & Spanish) to work remotely, due to the COVID-19 pandemic. This leads to not knowing if employees are motivated to work from home.

1.3 Research Questions

The next part explains the objectives and purposes of the present research. The present research aims to examine the correlations between how remote work affects the motivation of the Customer Service’s staff, what activities HR does and how we can improve it. Therefore, the main research question of the thesis is:

What has been the impact of COVID-19 on the motivation of customer service employees engaged in remote working in Company-X1?

Specifically, to know this answer, it is intended to carry out an investigation in the organization Company-X1, this name is fictitious for reasons of confidentiality of the company. The area where the research will be applied is with the Customer Service team, to find out how they are working in remote working and what HR is doing to promote work motivation. Company-X1 is an expert provider in consulting, strategy and outsourcing of employees for more than 20 years, this company encourages the development of its clients through a group of financial, technological, gamble and services. At the end of the research,

it will be known what activities can be applied in other companies to reproduce the effect if it is positive. On the other hand, if the effect is negative, the investigation will offer options for Company-X1 to improve this stage of its employees. At the end of it, the results will be shared with the team leader of the Customer Service Team and an improvement proposal will be shared (if it is necessary).

Employees and employers in Ireland have new laws regarding COVID-19 that have been quickly created and published. In these laws published from "Citizen Information" you can find out the rights and restrictions between them. "The main objective of the Living with COVID-19 plan is to support employees and invite them to lead a daily life as normal as possible, as long as the pandemic is controlled" (Citizens Information, 2021). Clearly, in the current scenario in the management of HR in modern companies in Dublin Ireland, specifically in Company-X1 it is not easy, so the following research is intended to help promote remote working as an important part of a flexible structure.

1.4 Objectives of the Research

The most important purpose of this research is to examine the motivation of the employees of Company-X1 (customer service), as well as to understand the role of HR in supporting it. Cotton (2020) considers work motivation as a proactive way to influence the behaviour of employees in an organization and the success of a motivation is not always found in a bonus or incentive scheme, some individuals may respond differently to it stimulus.

This research is worth studying, since if the effects on staff are positive or negative but HR is carrying out activities to keep it positive, this research can serve as a guide for future companies that find themselves in this situation and want to improve the effects of work remote in times of COVID-19. On the other hand, if the effects are negative or positive and HR cannot improve the effects on personnel with its actions, the investigator will list some actions to help Company-X1 in this process.

In addition to knowing if employees are motivated to work from home or if the company should create or reinforce this action, the general objectives of this study are specified below:

- To identify the impact of remote working on employee motivation in Company-X1 during COVID-19.

- To investigate the activities of HR in supporting and promoting remote working in Company-X1.
- To investigate the positive impact, of supports provided by HR in Company-X1 for remote working during COVID-19.
- To investigate what additional supports could be provided by HR in Company-X1 for remote working during COVID-19.

Chapter 2 Literature Review

2.1 Introduction

This chapter will provide a review of relevant literature in the area of remote working and its links to motivation, in particular it will explore this area in the context of the current global pandemic, COVID-19. Motivational theories such as Maslow's Hierarchy of Needs will be explored in this context.

Remote working has become a reality for 20% of government employees in Ireland since the onset of the pandemic in March 2020 (CIPD, Remote Working Strategy, 2021) and 95% of the private sector labour market is working from home (Kenny, 2021). With the development of technology companies in Ireland, IDA Ireland (2021) mentions among other companies the following Intel (Kildare 1600 jobs), Hewlett Packard Enterprises (Kildare 150 jobs), Accenture (Cork 500 jobs), among others. The increase in employees who are in remote working becomes a reality every day.

This has prompted the Irish government to look at the implementation of a National Remote Work Strategy to support remote working becoming a permanent option for workers in Ireland (Department of Enterprise, 2021). It has also prompted companies to review their internal policies and ways of working. While remote working was adapted by some organisations pre pandemic the onset of COVID-19 has ultimately led to a review in the ways of working for organisations both domestically and internationally.

2.2 Context of Work in 21st Century

Throughout life the human being must "work", this action of doing an activity outside the home, where a person moves from his home to a place to perform different activities and with this receive a payment. In years of presence, the international economy and distance interaction has been accelerating in this 21st century. CIPD (2017) describes that unemployment in Ireland fell to 6.2% in 2017 compared to a peak of more than 15% five years ago, all due to a shortage of skills in organizations. CIPD (2020) considers the progress of the world of work in Europe in this 21st century, to the evolution at all levels that HR have had with the use of new tools and also to new policies, which support diversity and inclusion in sexes or sexual preferences, age, among others. One of the labour problems faced in the 21st century is Absenteeism, CIPD (2020) mentions that to improve this point

it is important to develop new techniques to attract talent and retain it. A well-known topic currently in companies is remote working, this was quickly positioned in the year 2020 when the COVID-19 pandemic began. Each company faces its problems in different ways, with different tools, policies, and benefits.

CIPD (2020) states that the year 2020 had one of the greatest changes in political, emotional, social and labour aspects, the latter being affected in the workplace, each profession has faced risks, challenges and decision-making like never before, especially when it comes to remote work, technology and diversity and inclusion. Currently, technology allows remote working and the automation of processes with the use of advanced technologies and the intervention of artificial intelligence are the allies in companies for the performance of work.

2.2.1 Flexible Working including Remote Working

“Flexible working options may include the possibility of starting or finishing work at different times, of doing compressed hours, of having access to flexi-time, of being able to work remotely or having the right to disconnect outside work hours” (Justice, 2020) Companies are currently a topic of debate on flexible working, in the search for solutions to improve labour productivity, work and personal life of employees. CIPD (2019) proposes a combination of 13 variants in flexible work. The following figure made by the researcher based on CIPD (2019) and (2019) shows the 13 variants with the benefits that flexible working provides to companies.

<i>Variants of Flexible Working</i>	<i>Benefits of flexible working for organisations</i>
Zero-hours contracts	Retention and recruitment
Remote Working	Employee engagement and loyalty
Term-time working	Enhanced work performance
Career breaks	Diversity and inclusion
Job-sharing	Avoiding negative employee outcomes
Commissioned outcomes	Employees going ‘above and beyond’
Part-time working	Positive work culture
Flexitime	Creating buzz around the brand
Annual hours	Workforce in line with needs
Four days week	
Mobile working/teleworking	

Figure 1: Variants & Benefits, by researcher with based on CIPD (2019), and CIPD (2019)

Until not long ago, finding a balance between the interests of the person and the company was very complicated, but now with these variants of flexible work, added value

can be given by the company and the employee. Currently, for employees, being able to combine personal, family and work life has ceased to be an option to become a priority for companies. In fact, in recent years, conciliation has generated many legal texts with different objectives, to know the rights and obligations of both employees and employers. In Ireland, the implementation of these types of new laws is no exception as the Department of Justice and Equality (2020) is conducting a public consultation to inform the development of a national flexible work policy. One of the priorities is to achieve adequate legal labour flexibility that protects employees.

2.3 Employee Motivation

The motivation represents “those psychological process that cause the arousal, direction, and persistence of voluntary actions that are goal oriented” (Mitchell, 1982, p. 81). Kreitner (1998) defines the term of motivation is derived from the Latin word movere, meaning to move.

For Gifford & Young (2021), work motivation is defined as "work engagement", this is shown as a mental state in which the employee, instead of being tired or annoyed with their work activity, shows the following characteristics:

- 1) Vigour (the employee looks more energetic, is resilient and strives to achieve his goals).
- 2) Dedication (for example, the employee is happy, excited, inspired, and proud to be a part of the organization).
- 3) Absorption (the employee is immersed and focuses and concentrates better at work).

If the employees are happy by showing their dedication, how can the company develop happiness in the employees? Carr (2011) mentions that to generate happiness it is necessary to develop a positive affectivity that is associated with 4 important points: regular physical activity, having an adequate sleep, regular socialization with close friends and striving to achieve valuable goals.

Hoggard (2005) states that happiness is an emotional state that is considered fundamental to human well-being, also mentions that finding an accurate definition of happiness remains one of the greatest philosophical challenges and has imposed on great thinkers from Aristotle and Plato to the Dalai Lama.

If companies require the Vigour, Dedication and Absorption of employees and one way to achieve this is by generating happiness for employees, then it is necessary to know the following motivational theories.

Herzberg (2008) two-factor theory mentions that the elements that produce satisfaction in a work team are different from those that cause dissatisfaction, in other words, people have a double system of needs: Factor A is the one destined to avoid suffering or pain; Factor B is oriented to emotional and intellectual growth. Herzberg (2008) formulated his theory of two factors to explain the behaviour of people at work, which are Hygiene Factors and Motivational Factors, the following table shows the points that influence each factor:

Table 1: Motivational Factors, Herzberg (2008)

<i>Motivation Factors</i>	<i>Hygiene Factors</i>
Advancement	Interpersonal relationship
Work itself	Salary
Possibility of growth	Policies and administration
Responsibility	Supervision
Recognition	Working conditions
Achievement	

Table 1 shows that, within the work environment, there are different needs of people that demand different incentives from companies. Hertzberg's two factor theory proposes a flexible remuneration, the realization of conciliation policies and the concern for the well-being of the workers helps to ensure the hygiene factors, on the other hand the recognition programs, as well as the training and development plans of career, can contribute to enhance motivational factors.

Hertzberg's Two Factor Theory is widely applied, but there are some specific problems with this theory. One problem is that human beings tend to seek happiness, Hoggard (2005) mentions that happiness cannot be bought for the reason that once a person can afford it, less and less difference will make in his sense of well-being. So, basing a theory in two parts that by not covering one, there is a 50% probability of error, is not an option for carrying out this research. In contrast to this theory there is one that opened the doors for the study of motivation, this theory will be developed below.

2.3.1 Maslow's Hierarchy of Needs

However, these actions have changed over time, laws, obligations and rights of both employees and employers have been created, there are salaries and benefits. Now it is important to evolve at work, this is not new a great American psychologist known as Abraham Harold Maslow mentions the following “By definition, self-actualizing people are gratified in all their basic needs (of belongingness, affection, respect, and self-esteem)” (Maslow, 1993, p. 289). This Maslow defined as Theory of Metamotivation.

So the Metamotivation Theory, applied in a company that wants to create happy employees, where they through their work can provide their needs as human beings (remember that almost all things that are consumed, all objects that provide comfort are creations man and nature), and that work requires results (on the one hand, quality products and services with profitability and, on the other, personal achievements of those who collaborate to obtain those results), with this seeking the continuation of continuous improvement where the importance of helping each employee become motivated, proud and satisfied with himself and his contribution to the company. This sounds easy, but how is it done?

Harding (1998) mentioned that Maslow's hierarchy assumes that all people have different needs and these can be grouped into 5 levels Figure 2; Physiological needs (biological requirements for survival, for example, food, air, a place to live, drink, warmth, clothing, sleep), security needs (people want order, predictability and control in their lives), Love needs and belonging (refers to an emotional need generated by the human being for interpersonal relationships, affiliation, connection and being part of a team), Esteem needs (desire to have reputation, prestige or respect from other members of society) , and the needs of Self-actualization (Obtain the improvement of the potential of the person, personal fulfilment, as well as the search for human development and the maximum experience).

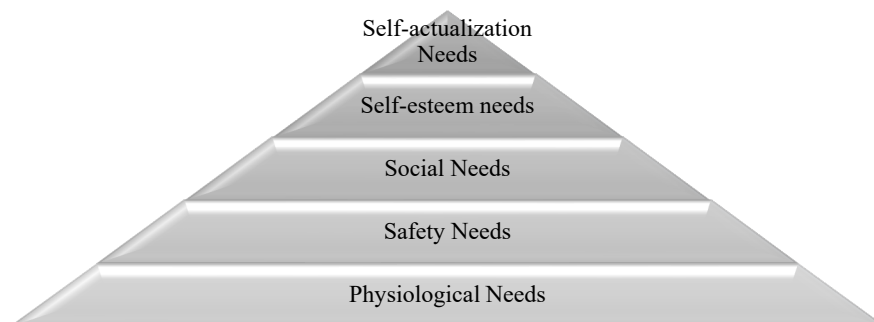


Figure 2 Maslow's Hierarchy, by researcher based on (Harding, 1998).

Maslow's study gave rise to more studies, Conley's being a very interesting one, by grouping some needs and continuing with the pyramid or hierarchy. Conley (2007) refers to three levels of how companies can get their “mojo from Maslow” through Money, Recognition, and Meaning as illustrated in Figure below.

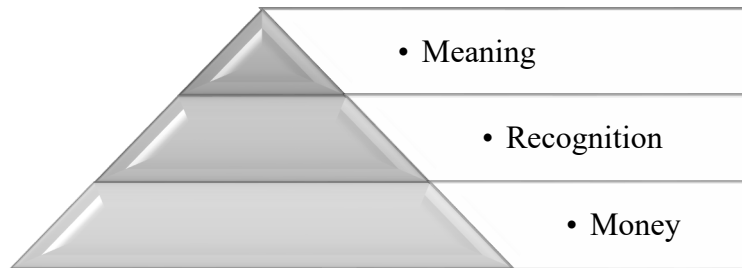


Figure 3 Conley's Levels, By researcher based on (Conley, Peak: how great companies get their mojo from Maslow, 2007).

Money: It is important to reward the work of employees in an economical way, with benefits such as health insurance, discounts in other companies, automobile, among others. “Work is about daily meaning as well as daily bread; for recognition as well as cash; in short, for a sort of life rather than a Monday-through-Friday sort of dying” (Conley, Peak: how great companies get their mojo from Maslow, 2007, p. 47).

Recognition: Human beings have the need to feel in a society that accepts us and recognizes us as an important part of the team, when an employee knows their place and the importance of their work, they also need to know that their employer and team know it. Now the important thing is not only to recognize by recognizing, to apply it must be regulated, knowing that there are rules and a strong culture, through a training program where being evaluated has a value, this is in other words “Compensation is a right ; recognition is a gift” (Conley, Peak: how great companies get their mojo from Maslow, 2007, p. 64).

Meaning: Motivating a person is not only based on the economic or the demonstration of the affection of the team. The employee must know the meaning, that is what is important to him. “In the end, it is impossible to have a great life unless it is a meaningful life. And it is very difficult to have a meaningful life without meaningful work” (Conley, Peak: how great companies get their mojo from Maslow, 2007, p. 81). So, by feeling purposeful at work, this can develop satisfaction at the top of Maslow's Hierarchy.

2.4 Employee Motivation in a Remote Working Context

“About 25 per cent of workers spend their work life feeling unsatisfied with their lot. That's one in every four people who really don't like going to work every day” (Rowan,

2008, p. 1). This title has a double purpose, to understand that a happy person can perform better and achieve easier the obtaining of challenges or goals, achieving greater personal and professional development is not a secret, for Sophie Rowan (2008) happiness is achieved by through a plan, this explains that it must be carried out in a conscious and effective way, for this we must clarify our goal. The relationship of the realization of happiness with work is simple, if the company is smart enough to introduce the employee in an environment designed to be happy and produce more, the employee will do it perfectly. Therefore, the company must clarify the goal or objective as follows: “Specific, Measurable, Achievable and Results-oriented” (Rowan, 2008, p. 63).

For an employee to stay longer in the job he must be happy, but how could we define this point at work? for an American psychologist “Abraham Maslow published a paper called A Theory of Human Motivation, in which he said that people had five sets of needs, which come in a particular order” (Kremer & Hammond, 2013). It is not new that HR seeks, in its desire to have the personnel with better productivity, to recommend them in the best way. Based on a text by Maslow “It's about fulfilment - doing the thing that you were put on the planet to do” (Kremer & Hammond, 2013). If the staff who work know the importance of their position and enjoy doing it, they will be with the company longer. Therefore, meeting the needs of employees is one of the functions of HR. The human being must meet their different needs (based on Maslow's hierarchy). How can HR apply an innovative process for employee retention?

Applying this like an answer to the previous question, Table 2 teamwork is the best solution. “In any cooperative venture my selfish interest is clear: you should do the work and I should take it easy, reaping the fruits of your labour. In other words, I would like to have a free ride. But if you also took the same approach, nothing would get done” (Layard, 2011, p. 96).

Table 2: Possible Outcomes of the hunt, (Layard, 2011, p. 97)

Possible Outcomes of the hunt			
Behaviour		Takings	
I	You	You Get	I Get
Cooperate	Cooperate	2	2
Cooperate	Cheat	3	0
Cheat	Cooperate	0	3
Cheat	Cheat	1	1

Then HR must develop a strategy where the ability to work as a team is a fundamental point and provide training where each employee knows that they are not alone, that they are an important part of a team. But if teamwork is part of the solution, a combination should be sought where the use of a Structural Flexibility support it, CIPD defines the structure “Nevertheless, people think they know it when they see it, and as a result certain working patterns or ways of working, such as flexi-time, working part-time hours, or working from home are regarded as types of Flexible working” (Beatson, 2019).

Some companies before 2020 associated the functional flexibility of the company in a positive way, to the relationship with capacity innovation of the company. We could talk about Part-time work, Shared work, Flexible hours, Compressed hours, Annual hours, Home Office, mobile work / telework, professional breaks, commissioned results and zero-hour contracts. While for Melissa Gregg (2011) he mentions that the remote working “show how love, romance, and friendship are each reconfigured in the convergence of online technology and the long hours of the professional workplace. Experiences shared in interviews highlight the complexities of maintaining relationships amidst lengthening work schedules” (Gregg, 2011). Positive and negative points of remote working in normal times, it is usually a subject of study for application in different companies, but now in times of quarantine, this was not an option, it was a necessity, which can tip the balance to one side.

In Labour Force Survey, April–June (2018) mentions a 1.2% increase between 2012-2017, a slow but constant increase throughout each year in the proportion of employees who say they work primarily at or from home.

“The work of HR, L&D and OD influences and is influenced by organisational culture for every organisation is made up of human relationships and human interactions. Culture is therefore central to the role of the profession and must be managed and developed accordingly” (Young, 2020).

Organizational culture is one of the fundamental pillars for support all those companies that want to become competitive. The problem that occupies the interest of this study is linked to several points, one of them is to know how the remote working affects employees, as well as what actions HR is doing to promote it. So remote work is the Holy Grail of organizational culture, if this is so for the reason that great philosophers and economists, how Karl Marx said “The worker therefore only feels himself outside his work, and in his work feels outside himself. He is at home when he is not working, and when he is working, he is not at home” (Gregg, 2011, p. 39).

When conducting the research, these responses will be known and with it will know if there are actions, if they work and how they affect employees. In case of negative effects on staff, “Unstable and fluctuating employment conditions have been shown to affect "the time of life" for young workers, leading to excessive workloads that rarely gain appropriate recognition or compensation” (Gregg, 2011, p. 67) In this context solutions will be proposed in terms of theoretically and empirically testable hypotheses. The remote working in times of COVID-19 is one of the fundamental pillars to support all those companies that want to become competitive. “More employers reporting increased productivity benefits from homeworking compared to last summer, new CIPD research finds” (McCartney, 2021). This occurs in a survey conducted in the UK where 71% of the surveyed employers mention this point.

2.5 Remote Working in the context of Ireland Pandemic

The economy in Ireland after the Second World War has shown sustained growth although with some moments of recession, perhaps due to its moments of political and social upheaval; However, the Irish have found a way to overcome these obstacles thanks to their tenacity and entrepreneurship, based on their support systems for investors or entrepreneurs that make them a country at the forefront. The following table shows the results of the investment 2020 vs 2021.

Table 3: 2021 vs 2020 by researcher based on (Ireland, 2021)

	2021	2020	%
Investments	142	132	8
Jobs	12,530	9,560	31
New Names	62	53	17

The COVID-19 pandemic has caused a rebound in remote work around the world, in Ireland this has not been the cause of losing investors or new jobs. Now it is common to hear more people working from home (remote working), but remote working is nothing new. The 70's in the UK started a new concept named remote working but based Nickson (2004, p. X) highlight “the travelling sales representative has been around for hundreds of years”.

On the other hand, Montesano (2010) mentioned to the company JALA International Inc. (a consultancy focused on teleworking consulting at an international level, co-founded by Jack Nilles) defined in 1973 a concept and synonym for Home Office or remote work for the first time. “Telecommuting: moving the work to the workers instead of moving the workers to work; periodic work out of the principal office, one or more days per week either

at home or in a telework centre” (Nilles, 2011). Almost 50 years away, when Montesano mentions the creation of the concept of remote working, today with the point of view of Latvia University (2018) It could be defined as a modality where using Information and Communication Technologies are aimed at generating a balance between work and personal life of employees, to increase their quality of life and positively impact their efficiency and effectiveness at work.

Even though remote working has good points in its favour, for Marissa Mayer CEO of Yahoo (2012) she did not have the same idea when on 24th September 2012 she released the following memorandum “announcing that Yahoo was ending its long-standing work-from-home policy. According to the memo, all Yahoo employees working remotely had a few short months to begin daily commutes to Yahoo offices” (Goudreau, 2013). This decision was made for the reason that some confidential communications were posted publicly. According to CIPD (2021), among the points mentioned with priority, it can be summarized in three variants for remote work to be a success, there must be three important factors: communication, coordination, and culture.

Through the years the concept of remote working is more popular day by day. An unexpected increase reached the world in March 2020, when the onset of an unprecedented pandemic entered all countries, causing the confinement of millions of people. The World Health Organization details about “Coronaviruses (CoV) are a large family of viruses that cause illness ranging from the common cold to more severe diseases. A novel coronavirus (CoV) was identified on 07/01/2020 and was temporarily named 2019-nCoV. It was subsequently named the COVID-19” (WHO/Europe, 2020).

With the new Ireland's lockdown extended until 5 March 2021, more and more companies are developing the Home Office as a regular activity, “CIPD Ireland survey on the impact of COVID-19, found that over half of organisations, 52%, had more than 75% of employees working remotely, and in total, 64% of organisations reported that over 50% of employees were working remotely” (CIPD, CIPD, 2020).

In Summary not only the pandemic and the lockdown increase, so do the rights and obligations on the Home Office, on the one hand the companies and their internal policies on the other hand the government and its actions. Speaking a little bit of history “In 1998 the National Advisory Council on Teleworking was established by Government. It was charged with the task of advising the Minister for Enterprise on telework and related employment opportunities” (Commission & Galway, 2020, p. 13). The Irish government through its Citizen Information page, has published a series of rights for employees and employers

“During Level 5 restrictions you should work from home unless it is essential for you to go to work in person. Only essential workers can travel to work and only essential retail and essential services can remain open” (Citizens Information, 2021).

Consequently, in Ireland, the first action taken during “The period from March 2020 to late August 2020 can, in the context of working from home, be termed the emergency COVID-19 period” (Commission & Galway, 2020, p. 15). As a result of this time, most companies have implemented mandatory and accelerated as their only option.

Analysing this part, we could say the solutions and advice to the inconveniences and / or problems that can occur when trying to implement remote working already exist. But in reality, it is observed around that it is not like that. We all know a relative, friend or acquaintance who is under the modality of remote working, for some people it is easy to carry out the work, for others it is complex. We must bear in mind that each company is different, and we could have years and years of remote work, but even so, we are still looking for the perfect formula to make it work forever.

Some of the positive actions generated by the remote working are promoting a happier, loyal, and productive workforce, this helps both employees and employers, with this action sick days can be reduced. Before 2020 a company with remote working showed a progressive company that listens to the needs of its staff, after March 2020 this situation changed radically.

2.6 Conclusions

The conclusions derived from the literature review regarding the different subtopics and theories presented in this chapter of the research are the following:

- In the context of work in the 21st century, companies seek how their employees can produce more, how to reduce absenteeism as well as retention of employees in the company. In the search for improvements to employees, companies and the government have gone through the discussion of a Flexible working, where with different variants they can offer benefits to employees such as flexible hours, part-time, permanent, or temporary contracts, among others. One highlight is remote work.
- There is a significant and positive relationship between motivation and happiness. Several scholars have dedicated their work to address the motivation of the human being. This has helped these theories to be applied

in the workplace, of course each of them is adapting to the environment, Harding (1998) mentions that one of the most relevant scholars is the American psychologist Frederick Herzberg, who at the end of the sixties showed one of the most widespread motivation theories that has survived to this day: the theory of the two factors, or, as it is also known, "theory of motivation and hygiene", this theory is based on the behaviour of the human being and the search for their satisfactions, the problem with this is that humans always look for their happiness and Hoggard (2005) mention this cannot be bought, therefore it is necessary to know another theory.

- With respect to another studios Maslow (1993), he proposes a pyramid or hierarchy of 5 levels, Self-actualization Needs, Self-esteem needs, Social Needs, Safety Needs and Physiological Needs. This theory gives rise to Conley (2007) proposing his three-level theory: Meaning, Recognition and Money, where Conley groups Maslow's levels together and becomes an ideal model for research.

The year 2020 has witnessed a global COVID-19 pandemic, where the concept of quarantine was understood, and companies seeking to continue generating income and keeping their employees safe, began a well-known concept, remote work. In Ireland, a large part of its population works from home during the pandemic, many companies applied this work model to continue in the market. A clear example is Company-X1 "Trusted outsourcing partner for leading organizations worldwide." This company that for confidentiality policy issues, its name has been changed, but the results and turn of the same will be respected for the investigation.

Chapter 3 Research Methodology

3.1 Introduction

This chapter will outline the research methodology used for this study, which has been designed to address the research question and supporting research objectives.

The comparison between quantitative and qualitative methodology will be discussed and a rationale provided for the research approach chosen for this study. In addition, the research tool used will be outlined, the sampling technique for obtaining results and an outline of the sample population for the primary research conducted. In addition, the limitations of this research will be highlighted, and the ethical considerations outlined.

3.2 Research Paradigm

The research methodology is an integral part of a dissertation or thesis, Saunders (2009) highlighted that for this reason it helps to guarantee a coherent way between the tools, techniques and the underlying philosophy chosen for the realization. Below is a system of beliefs and philosophical assumptions that shape the understanding of the questions in this research and support the choice of research methods used.

The focus of this part is based on the theoretical concept of Melnikovas (2018) which in turn compiled in the concept of the onion created by Saunders (2009), outlines the main layers or stages in research that must be fulfilled to formulate a methodology effectively which is known as the research onion. When considering the research paradigm there are two distinct options which are positivism and interpretivism.

According to Mothersill (2020) when considering positivism, only phenomena and knowledge that can be measured and observed by the senses can be considered valid. The research carried out must have no value. In other words, this ontology is based on objectivist assumptions that entities, atomistic events, and measurable points are observed.

Interpretivism on the other hand “rejects a sole focus on scientific methods. Acknowledges the differences between people and the objects of the natural sciences - focuses on the subjective meaning of social action” according to Mothersill (2020). This means that the acquired knowledge and the facts are relative and subjective.

In the following figure 4 made with information from Melnikovas (2018) and Saunders (2009) the main differences between Positivism and Interpretivism can be seen.

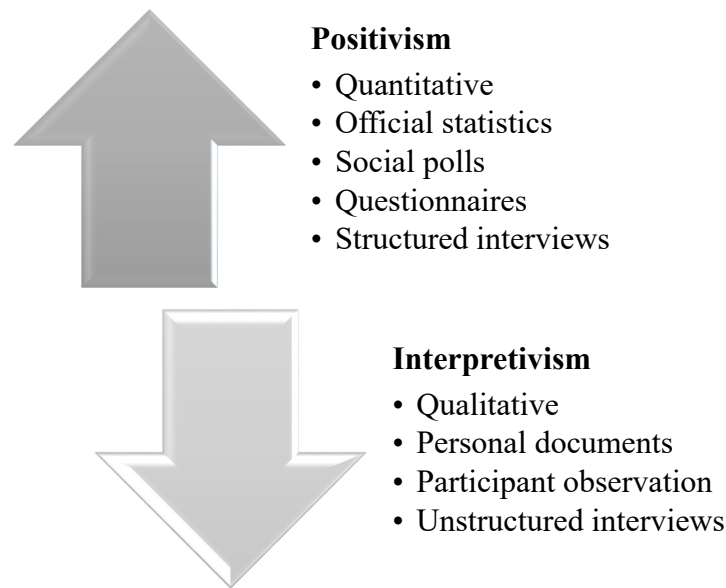


Figure 4: Comparative Positivism vs Interpretivism, by Researcher whit based on Melnikovas (2018) and Saunders (2009).

The research is based on the paradigm of positivism for according to Saunders (2009) it must carry out a collection of theoretical and practical data, where theory is fundamental for the development of research, but at the same time it is a source of new problems and hypotheses, of so keeping the focus on the triggering question is a priority. Even though the interpretive paradigm conceives the theory in an opposite way to positivism, this approach simply aspires to make explicit the subjective meanings assigned by the social actors and this research shows objective results, where there is no place for the assumptions. Using figure 4 Comparative Positivism vs Interpretivism, the paradigm of positivism in this research, where prioritize in the observation, classification, and systematization of reality data, where the answers have the purpose of discovering, verifying, or identifying causal connections of the results obtained from research.

3.3 Research Strategy

In order to provide a better description of the options in relation to the title of this point, it is important to mention that the information collected by CIPD studies, reports from the Western Development Commission, reports from different newspapers to understand the effects of the work Remote information in other companies and also information from Gov.Ie (laws, dates, and guidelines) and Citizens Information for the knowledge of the development of COVID-19 in Ireland is updated and they are sources of verdict. Likewise,

to obtain the answer related to the research question, other surveys or statistics were not taken into account, therefore the literature review is based on Maslow's theory (1993), but the research is developed on Conley's theory (2007) in which he divides Maslow's 5 points into 3 (Money, Recognition and Meaning).

In addition, when investigating in the company Company-X1, there is no access to internal surveys with these characteristics since the company handles this with great secrecy and confidentiality. If the research was carried out in several companies, it would be possible to have access to materials to make comparisons, but being a specific company limits the search.

3.4 Research Methods

There are three methods of investigating data: Quantitative, Qualitative and Mixed analysis. Quinlan (2011) defines qualitative data as non-numerical data or information that can originate in any way such as beliefs, perspectives, opinions, images, and histories, etc. in other words he describes it as the expression of human experiences and opinions.

The qualitative research approach according to Monique, Inge & Ajay (2020), they mentioned that it is an approach in which the researcher adopts different techniques so that the opinions, ideas, and memories or experiences in a deep and specific way. The research is quantitative, since it has the purpose of statistically analysing the data collected through research instruments, such as in this case the survey that will show us a parameter on the satisfaction of the employees of Company-X1 during remote work in Pandemic. Although the third research method is mixed, Gilbert & Stoneman (2016) described this study based on a mixed methodology, in other words, it is a research with a qualitative and quantitative technique. Providing real and reliable results is the characteristic of this methodology.

Despite the fact that, the method applied to this research is quantitative. Where the population are employees of Company-X1 from the Customer Service team. A sample of the population will not be applied, as it will be applied to all personnel in this area, the voluntary participation of employees and the immediate boss is agreed to obtain improvement results.

Likewise, the design of the research is descriptive and correlational since it is about analysing the relationship between two or more variables such as employee satisfaction in Company-X1, if HR is carrying out activities to promote remote work, happiness, and well-being at work in the Company-X1.

3.5 Data Collection Method

Goddard & Melville (2007) highlight that researcher must measure the information obtained in some way and that any device used for this measurement is called an instrument. According to Dawson (2009) when considering as collection instruments the methods of interview, focus groups, questionnaires, and participant observation.

For the measurement of this research, the instrument used was a survey: Saunders (2009) suggest a survey is the best way to collect information as each respondent is asked the same set of questions with the same answer options using a fixed technique. The questionnaire survey to answer the research question is 100% carried out for the same, with the characteristics of the Maslow's Hierarchy (1993), but with the Conley (2007) approach. Current research on Remote working focuses on the same survey of the Customer Service employee population.

For the application of the analysis, the answers will be based on the Likert scales, Quinlan (2011) explains on the one hand, which is a technique of rating scales and is used to question a person about their level of agreement or disagreement with a statement, on the other hand, the next part applies open questions, in order to allow employees to express their ideas.

The survey is in the form of an online questionnaire which will be completed anonymously by employees of as Company-X1. This is to encourage employees to be as open and honest as possible in their responses. Company-X1 have requested a copy of the survey results once the research has been completed.

Therefore, for the purposes of this dissertation the company will be referred to as Company-X1. Company-X1 being an organization with a diverse team of innovators and achievers, based in Ireland and 6 other countries, with 20 years of being an outsourcing partner in leading companies in the world, I request an online process and 100% anonymous, to give your employees the freedom to respond honestly, in addition Company-X1 will obtain the results.

The unit for the analysis is 0-5 as it is required to know the level of satisfaction of the employees, if they are motivated, satisfied and / or happy with remote working and what is the most important reason for it. The questionnaire itself will be structured in answers such as "yes or no" and "0-5", with this information an analysis will be carried out to define why employees respond to its effects and their perception of whether Human Resources is promoting the Headquarters or not. The questions are divided among the five levels of

Maslow's hierarchy, and these are divided into the three levels of Conley, shown below in the following table.

Table 4 Division of questions in Maslow's Hierarchy and Conley's 3 Levels.

CONLEY	MASLOW'S HIERARCHY	No.	QUESTION
MONEY	Physiological Needs	2	Which of the following currently applies to your work situation? (Chose one option only)
MONEY	Physiological Needs	3	What aspects of working remotely appeal to you? (Chose as many options as you wish from the list below)
MONEY	Safety Needs	4	What are the TWO biggest challenges you currently face when working from home?
MONEY	Physiological Needs	5	Do you have all the necessary equipment to carry out your work from home?
MONEY	Physiological Needs	6	Do you have a dedicated space to work remotely from?
MONEY	Physiological Needs	12	Are you comfortable communicating with your team (Telephone, Zoom, Email, WhatsApp) in a remote working context?
MONEY	Physiological Needs	15	What type of content would you find helpful for the company to provide at this time?
MONEY	Physiological Needs	16	What else could the company do so that you can complete your projects and work tasks properly while working remotely?
RECOGNITION	Social Needs	8	Do you have the support of your manager to work remotely?
RECOGNITION	Social Needs	9	Does the changing COVID-19 context affect your productivity?
RECOGNITION	Social Needs	10	Does your work team support you when you do telework?
RECOGNITION	Social Needs	11	How often do you communicate with your work team?
RECOGNITION	Social Needs	14	What socialization activities would you like the company to organise?
MEANING	Esteem Needs	1	Does the company where you work encourage you to work remotely?
MEANING	Self-Actualization Needs	7	How often do you follow a regular work schedule at home?
MEANING	Self-Actualization Needs	13	In general, how do you prefer to work?
MEANING	Self-Actualization Needs	17	How motivated do you feel when working remotely?
MEANING	Esteem Needs	18	In general, the regulations that the company has implemented during the pandemic seemed correct to me.
MEANING	Self-Actualization Needs	19	What recommendations do you have to modify Remote Working in the company where you work?
MEANING	Self-Actualization Needs	20	Given the choice, once there is the opportunity to return to work in the office which of the following would you prefer (chose one option only):
MEANING	Self-Actualization Needs	21	How much do you like working from home?

3.6 Sampling Strategy

Fals (2009) considers sampling the first and most important step when starting the process of a practical investigation, as the identification of a specific sample who can provide correct and precise information by answering the questions posed and developed is key to the research process.

Quinlan (2011) highlights that the sample should be made up of individuals, groups, or organizations. For this research, the target sample are employees working in the customer service department of Company-X1. The survey was sent to a total of 143 employees in the customer service department. These employees were based in teams that look after customer service in the following seven languages: English, French, German, Italian, Portuguese, Russian, and Spanish. Figure 5 provides an outline of the division of numbers per language grouping. All employees completed the survey in English.



Figure 5: Customer Service (Division Languages).

3.7 Data Analysis Method

Analysing data is a challenge, Quinlan et al (2011, p. 218) outline that “The data collection methods are designed in such a way as to ensure that they will produce the required data”. As mentioned above, for the survey design, an online questionnaire will be applied, which will be completed anonymously. The online survey makes it easy to collect responses from employees as they are not office based.

In order to provide the exact measures of the research questions, the analysis is carried out on motivation, reward and recognition, job satisfaction, work environment and socialization practices, while Company-X1’s work from home during the COVID-19 pandemic. For the elaboration of the survey, a scale is taken that represents a set of verbal response options, which we will transform into numbers in the analysis. Quinlan (2011) mentions that using a Likert scale (named in honour of its creator, the American social scientist Rensis Likert) is the best option, the questions that use a scale of 5 or 7 points, which in this case the survey has 5. This scale goes from one extreme attitude to another.

Each question of the survey with the Likert scale includes a neutral option, this helps the research to know where the participant is heading.

Hussain (2013) mentions that the survey with a scale of disagreement to agree, this is applied when the respondents are instructed to provide their opinions or personal perceptions on an ordinal Likert scale. The unit of analysis is 0-5 (in the survey it will be detailed with words that will be converted to this parameter) therefore it is required to know the level of satisfaction of the employees, if they are motivated, satisfied and / or happy with remote work and which is the most important reason for it. The questionnaire itself will be structured in responses such as "yes or no" and "0-5", plus two open questions that each response will be divided into one of the five Maslow levels and subsequently into the 3 levels of Conley. With this information, an analysis will be carried out to define why employees respond to its effects and their perception of whether HR is promoting support or not.

3.8 Reliability & Validity

This chapter examines the reliability and validity as well as the applicability of these concepts to the evaluation of instruments in the present evidence-based remote work investigation. According to Roberts & Priest (2006) research processes and the reliability of research results are demonstrated and communicated through reliability and validity. LoBiondo-Wood & Haber (2014) define reliability as the ability of an instrument to measure a variable and validity is a measure in which an instrument measures the attributes of a concept with precision. Graziano and Raulin (2009) state that one of the main concerns of the research is the reliability and validity of the procedures and conclusions.

The analysis of the employees is descriptive for the findings and results of the data collected, this information is presented by means of pie charts, numerical tables and a classification table made by the researcher. Descriptive analysis is used for the findings and results of the information collected, these data are presented by means of pie charts, numerical tables and a classification table made by the researcher.

For the correct measurement of the survey responses, as explained in the previous section, the researcher uses precise scales according to their validity and reliability. To measure quantitative facts this scaling technique is widely used. According to Trizano-Hermosilla, and Jesús M. Alvarado (2016), Cronbach's alpha " α " is the most widely used method to estimate the reliability of internal consistency, which is where we will focus for the information review. Cronbach (1990) considers that validation is to inquire about the

solidity of the proposed interpretations for test scores, which is why it is important to carry out the process.

This method helps to obtain a validation coefficient called α , through the items, this coefficient goes from 0 to 1. This will be explained with the following formula:

$$\alpha = \frac{K}{K - 1} \left[1 - \frac{\sum Vi}{Vt} \right]$$

Figure 6: Alpha Cronbach (Trizano-Hermosilla & Alvarado, 2016)

- α = Alpha
- K = Items Number
- Vi = Variance of each Item
- Vt = Total variance

Cronbach (1990) mentions that stable measurements are important for scales and the alpha value: $> .70$ indicates an acceptable consistency within the research, in other words, a value higher than 0.7 will show a great relationship between the questions, on the other hand if a lower value reveals a weak relationship between them. Even so, the following table shows the exact numbers on the scale.

Table 5: Cronbach's Scale (Cronbach, 1990)

<i>Cronbach's Alpha Score</i>			<i>Level of Reliability</i>
	0.00	0.20	Less Reliable
>	0.20	0.40	Rather Reliable
>	0.40	0.60	Quite Reliable
>	0.60	0.80	Reliable
>	0.80	1.00	Very Reliable

3.9 Ethical Considerations

Graziano & Raulin (2009) state that both the company and the participants must have reasonable knowledge about the study in which they participate, and in the same way they must be protected against damages that participation in the research could cause, therefore they must be able to give their informed consent and should be free to refuse or withdraw at any time. To understand some ethical considerations, it is important to name two definitions that apply in this research Dawson (2009) exposes as: Anonymity how to offer the participants and the company the freedom to decide whether or not they want their names to

appear in this research. Aside from confidentiality is to grant the confidence of not directly disclosing the information to third parties.

For the application of this online survey, permission was requested from the manager of the Customer Service area, who verbally accepted the invitation, and made clear from the outset the anonymity of the company was required and requested a strict confidential treatment of the information collected, being for the exclusive use of the National College of Ireland. In addition, the company requested a change of company name to maintain confidentiality. In the same way, the manager of Company-X1 requested the application of the surveys anonymously, since the company requested a copy of the results obtained and wanted employees to feel free to answer questions in the online questionnaire honestly.

This was decided on the basis of Dawson (2009) who stated that the researcher must do everything possible to guarantee the anonymity and confidentiality of both the participants and the company.

3.10 Limitations

All research has great challenges to overcome and according to Graziano and Raulin (2009), research methods are not the exception, although they are a valuable tool in science, they have significant limitations, such as poor representativeness, poor replicability, causal interference and low restriction research, limitations of the observer, and finally going beyond the data.

The following research has attempted to offer an understanding of the customer service employees who are remote working during the COVID-19 pandemic. The main limitation is that the company could not match its 2019-2020 employee productivity results, this would have provided a numerical analysis on the convenience of remote working for Company-X1.

5 days for the application of the survey is a limitation (from 07/26/2021 to 07/30/2021), the time to apply the survey was proposed by Company-X1, the reason is that the employees are in that week working and a week before and after some are on holidays, this becomes an advantage, due to the support of Company-X1 to apply the survey to all employees.

The confidentiality of Company-X1 (by not being able to expose its real name) is a limitation to be able to expose more information about this company and give the reader a better context of the company.

Company-X1 was unable to share its productivity reports for the year 2019 and 2020, this could help the investigation regarding whether there is a change in employee productivity from working in office or remotely.

3.11 Summary

In order to address the research question posed and meet the research objectives, this chapter has outlined the research methods proposed to gather primary data for this study, how the findings will be analysed, both the data collection method and sampling strategy, as well as the reliability and validity of the tool used to gather data with the respective ethical considerations for both Company-X1 and the survey participants. The following chapter will present an analysis for the findings from this primary research.

Chapter 4 Analysis and Findings

4.1 Introduction

This chapter describes the quantitative data collected from employees of Company-X1, and how the data are analysed along with the findings, with the purposes and objectives of the research being the basis. The application of the online survey in Google Forms helped to quickly collect data. In the preparation of the survey, no questions were applied to obtain demographic and / or geographical results, for the reason that the surveys were applied to the entire target of participants, therefore all had the same possibility of being selected in this sample and therefore be included in the study. But Company-X1 shared the number of men and women who work in its customer service department, shown below in the table.

Table 6: Customer Service Language.

<i>CUSTOMER SERVICE LANGUAGE</i>	<i>NO.</i>	<i>Men</i>	<i>Woman</i>
ENGLISH	30	11	19
FRENCH	15	8	7
GERMAN	20	8	12
ITALIAN	15	9	6
PORTUGUESE	20	7	13
RUSSIAN	20	12	8
SPANISH	23	9	14
TOTAL	143	64	79

The total population was 143 people, and this was divided into 64 men and 79 women, which represents that 44.75% are men and 55.25% are women (Table).

Validating the questionnaire with the Cronbach method of a total of 21 questions, 2 questions are open, 19 closed-ended questions (of which 7 evaluate options, 6 yes or no, and 6 for scales). In any way, only 12 questions can be evaluated with this method (6 Yes or No, and 6 of Scales). Reliability is demonstrated below:

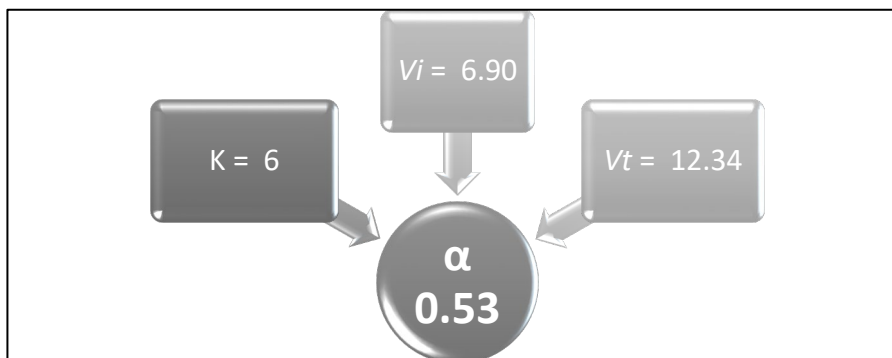


Figure 7: Cronbach's method (6 scale questions).

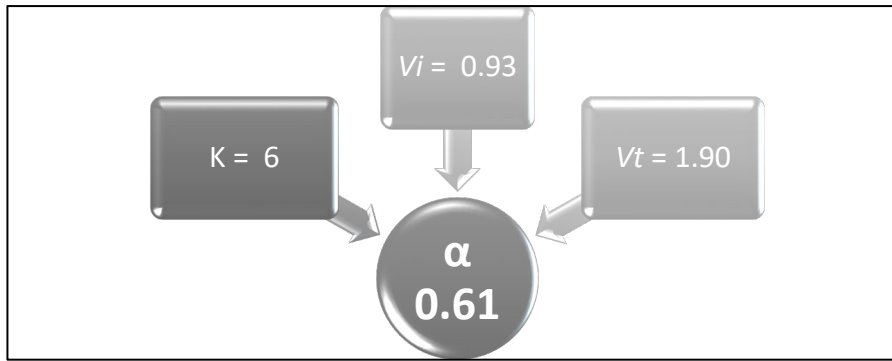


Figure 8: Cronbach's method (6 Yes or No questions).

The tables above show a Cronbach's alpha of 0.53 and 0.61. Previously it was mentioned that this scale evaluates the questions of the questionnaire and thus know the reliability of the questionnaire. The results are of Fairly reliable and Reliable respectively. These results were obtained from Appendix 1 and Appendix 2 for a reference. These results are 12 questions, out of a total of 21, the 9 additional questions cannot be evaluated with this system because 7 are multiple choice (there are no correct or incorrect answers) and 2 questions are open, the total of these 9 Questions will be better defined on Maslow's hierarchy or on the three Conley scales.

4.2 Money

In adopting and utilizing on Conley's levels, Money is the first step to cover the needs of employees. With these answers obtained, the tendency of employees to focus only on the financial or material part is known. In order to answer the research questions 2, 3, 4, 5, 6, 12, 15 and 16 are shown below in the following table.

Table 7: Money's Questions.

CONLEY	MASLOW'S HIERARCHY	No.	QUESTION
MONEY	Physiological Needs	2	Which of the following currently applies to your work situation? (Chose one option only)
MONEY	Physiological Needs	3	What aspects of working remotely appeal to you? (Chose as many options as you wish from the list below)
MONEY	Safety Needs	4	What are the TWO biggest challenges you currently face when working from home?
MONEY	Physiological Needs	5	Do you have all the necessary equipment to carry out your work from home?
MONEY	Physiological Needs	6	Do you have a dedicated space to work remotely from?
MONEY	Physiological Needs	12	Are you comfortable communicating with your team (Telephone, Zoom, Email, WhatsApp) in a remote working context?
MONEY	Physiological Needs	15	What type of content would you find helpful for the company to provide at this time?
MONEY	Physiological Needs	16	What else could the company do so that you can complete your projects and work tasks properly while working remotely?

The following graph shows us the real situation of the Company-X1 Customer Service employees, where 55.9% work 100% remotely, 29.4% work some days a week in the office and some days work remotely, and for the last 14.7% work in the office (these data changed from March 2020 to July 2021), the reason for the change in the official provisions regarding the pandemic and its restrictions, even so it is observed that more than half of the employees have worked since home more than a year.

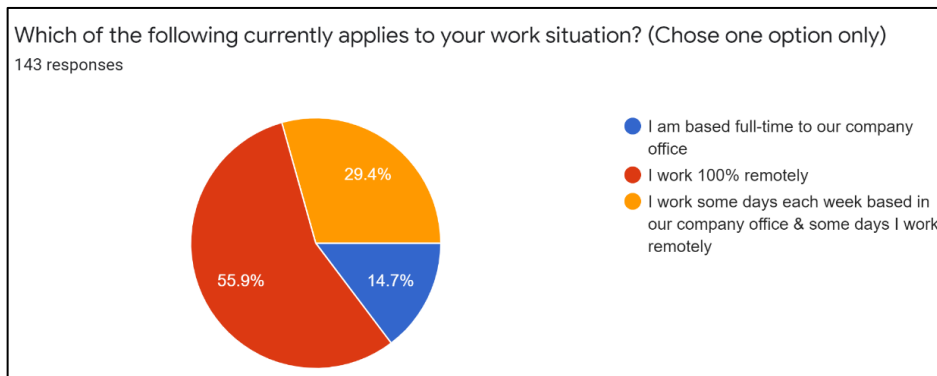


Figure 9: Question 2.

Question 3, to know the aspects of telework that attract employees, the results are favourable, first because they were asked to list everything they wanted, out of 9 points the employees listed a total of 5, the remaining four were listed by one person and only one employee marked the option score of none, in other words this person is not interested in the points made. Being the highest that employees have a better work-life balance, the second place was for the shortest travel time, this point is understood when working remotely during the pandemic and the travel restrictions that exist in Ireland. The third place is for the freedom to choose where to work. It is a fact that the advantages of working from home are shown and recognized by employees, however the restrictions of working in the middle of a pandemic make a big difference.

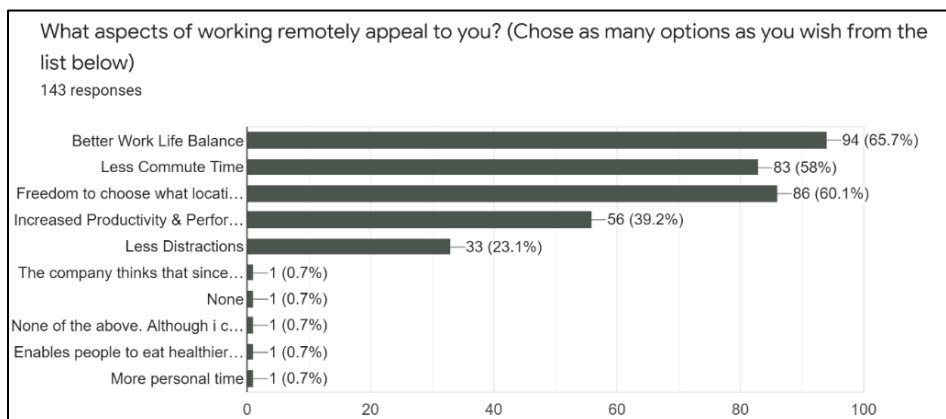


Figure 10: Question 3.

The following figure shows the two biggest challenges Company-X1 employees face working from home. The four factors with the highest eigenvalues, as shown in the figure 11 on the screen graph, social isolation was number one along with feeling disconnected, this is followed by knowing when to stop working and the distractions that are at home. These factors are the highest, therefore it does not apply directly to the Money level, it would enter the second level of Conley Recognition. This part of the survey is interesting, not always the answers will guarantee the level at which it was initially catalogued.

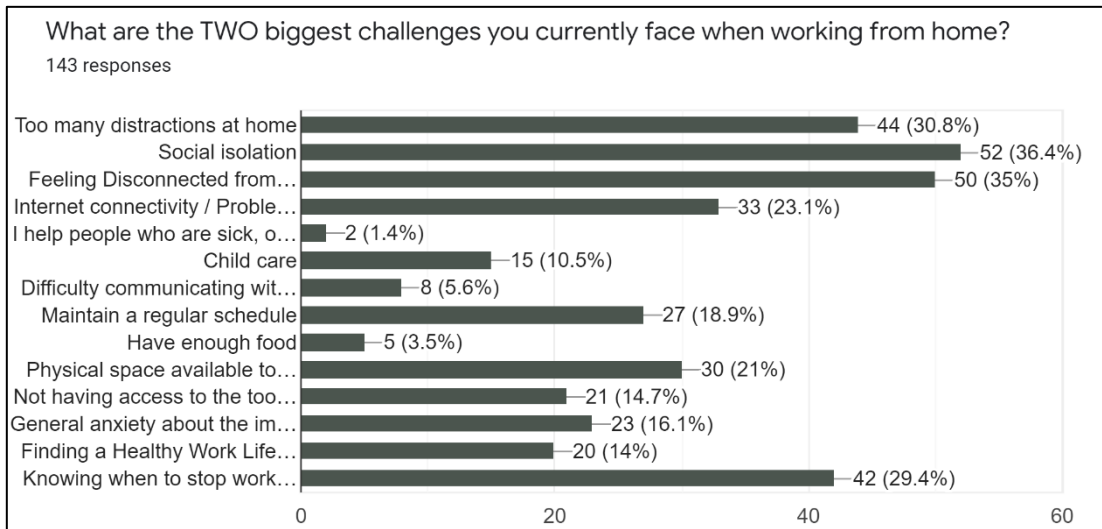


Figure 11: Question 4.

Based on the answer to whether the employees of Company-X1 have all the necessary equipment to carry out your work from home, 79% of the employees consider yes and only 21% think no. The level of Money is endorsed in these responses as positive by Company-X1.

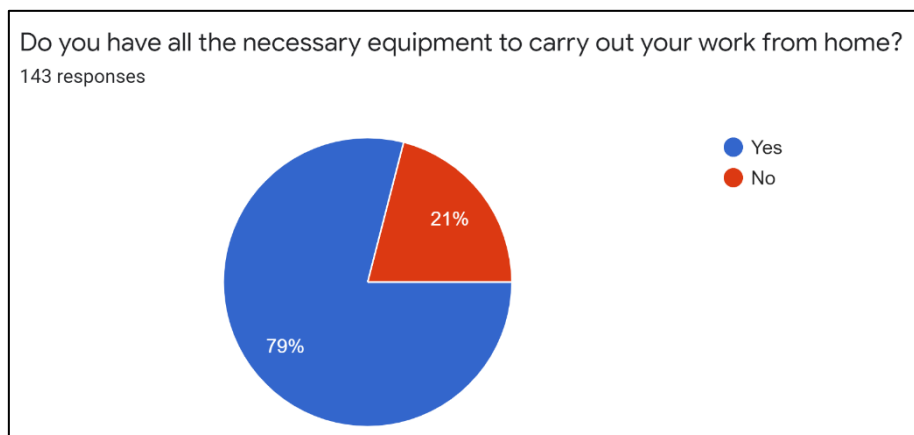


Figure 12: Question 5.

The pie chart below shows that 66.2% of employees have a dedicated space to work remotely, while 33.8% do not. The interesting point is that in the previous question 79% mentioned having everything they need to work remotely. 12.8% of employees have the tools to work, but not a place to work.

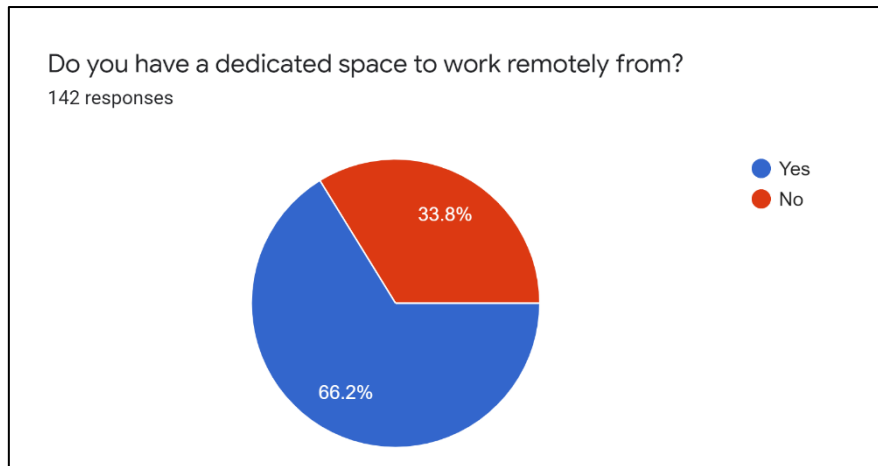


Figure 13: Question 6.

The result shown in figure 14 regarding whether employees feel comfortable communicating with their team via remote means, 84.6% are, while 15.4% are not. This raises a new question, regarding how Company-X1 might motivate employees to be remotely connected.

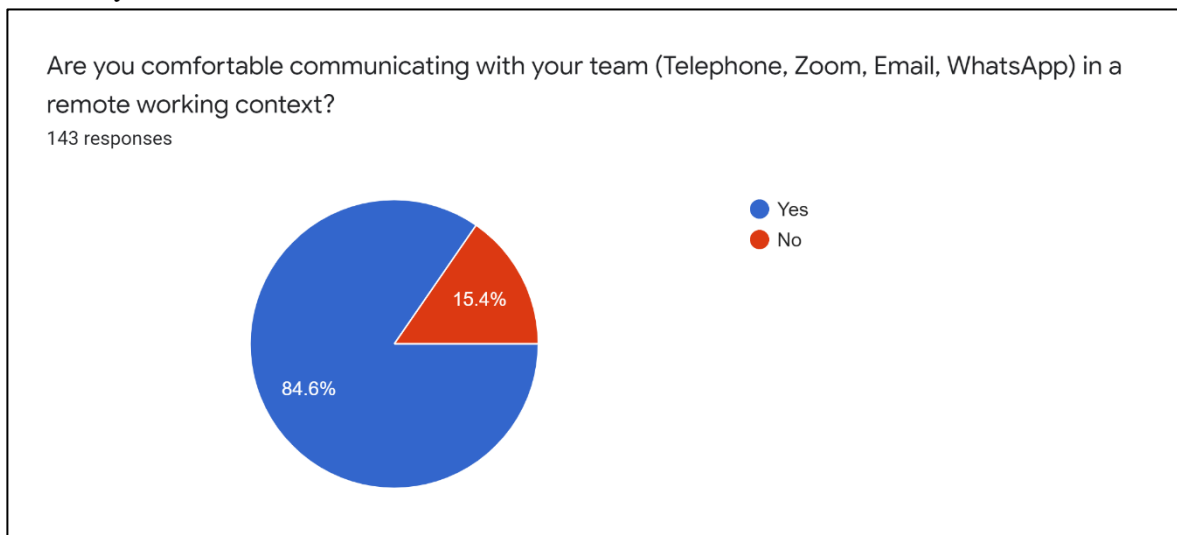


Figure 14: Question 12.

It became known with the following figure 15, that the employees of Company-X1 the type of content that would seem useful for the company to provide at this time that they are working remotely, this in order to improve and support them, then 29.4% require Events / Webinars / Courses on different topics that may be of interest to them, in second place 28.7% want to know more about Mental challenges / Games, in third place they find 22.4% On well-being and work habits at home This indicates that independent work is not something easy for employees and they require topics on how to develop this skill, 14.7% want to improve their productivity and learn about time management during Home Office but 4.9% do not want to know more about Updates on COVID -19 & its impact on the business, this must be because such information can be found in all communication and social media.

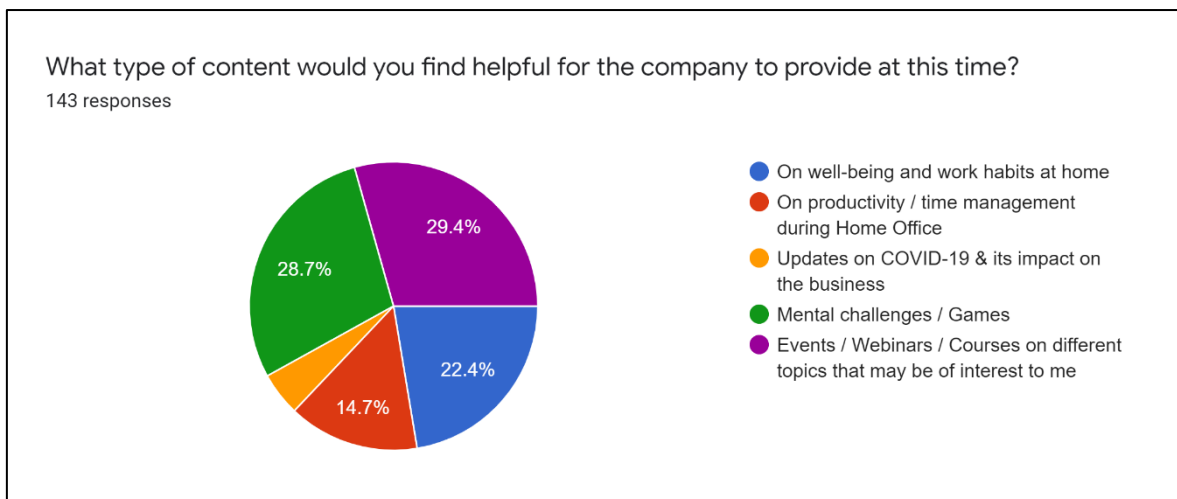


Figure 15: Question 15

The following analysis of the result shown in table number 8 to two open questions regarding what else the company could do economically so that employees can complete their projects and what recommendations they have to modify remote working, the results grouped in 3 are as follows , the first point is about economic support (to pay for electricity and Internet purchase of ergonomic furniture), second support with snacks to avoid wasting time and money obtaining this during working hours and third that the company is more flexible with deadlines for completing tasks.

Table 8: Money, Question 16 & 19

MONEY

<i>What else could the company do so that you can complete your projects and work tasks properly while working remotely?</i>	<i>What recommendations do you have to modify Remote Working in the company where you work?</i>
1 Support with extra money to get a big place to live	Tools could be improved, but that was true of work from the office as well
2 They should absorb the cost of the internet at least, while saving the rent payment for the office	Availability of funding for new office equipment if needed
3 Give a food allowance so I can order prepared meals instead of cooking them. That time could be used for work.	Improved technology - meeting software/embrace cloud tech
4 Rise salary	Equipment availability
5 Better equipment	Equipos de cómputo más rápidos
6 Whiteboard	More equipment
7 Help with support	Help with course and support
8 Financial appreciation	Rise salary, so people will be more motivated
9 Provide office equipment	Provide desk and chair
10 More money	Apoyar con el equipo necesario
11 Desk and chair	Get extra money for snacks, I got it in the office free, and I'm spending extra money on electricity
12 adjust the vpn so that we can download everything that we need.	Buy me the equipment
13 Incentives	Pay for internet bills
14 Being more flexible with time frames to complete tasks.	Could use an office space sometimes
15 Provide some bonuses like vouchers , paid Internet	Provide equipment or budget towards
16 increase salary	Support to pay electricity and WiFi bills
17 Give me a rise	Get my job's chair
18 Pay for internet bills and provide a monitor	Kit of tooth to be in home
19 Provide an incentive / bonus to pay part of the electrical and internet Billing	Support bills (WiFi, electricity)
20 Provide a second monitor	Extra money
21 Buy me a better desk and chair	I'm not sure about new employees get the same money than me, when I am training them
22 Ensure remote workspace is ergonomic and will not cause back issues	Extra pay to get a big place
23 Provide equipment like docking stations, monitors, etc	Extra money when I'm training a new employee
24 Help me with a comfortable chair and desk	Extra money, to get snacks and pay of electricity
25 Get extra money if i get my goals	Support with WiFi and electricity
25	25

50

4.3 Recognition

The next section looks at Colney's second level, which covers Recognition. Table 9 are the questions for this level and are critically explained below along with the data and findings collected from each of the responses.

Table 9: Recognition's Questions.

CONLEY	MASLOW'S HIERARCHY	No.	QUESTION
RECOGNITION	Social Needs	8	Do you have the support of your manager to work remotely?
RECOGNITION	Social Needs	9	Does the changing COVID-19 context affect your productivity?
RECOGNITION	Social Needs	10	Does your work team support you when you do telework?
RECOGNITION	Social Needs	11	How often do you communicate with your work team?
RECOGNITION	Social Needs	14	What socialization activities would you like the company to organise?

The result shown in figure 16 below, on whether the employees have the support of their boss to work remotely, the support from the leaders of Company-X1 is 84.5% that the employees consider having the support from their boss, while 15.5% do not think the same, this finding shows that 22 employees need to feel more supported in their remote work. It is not ruled out mentioning to the company that a small percentage of its direct managers would need training to improve their motivation and support techniques.

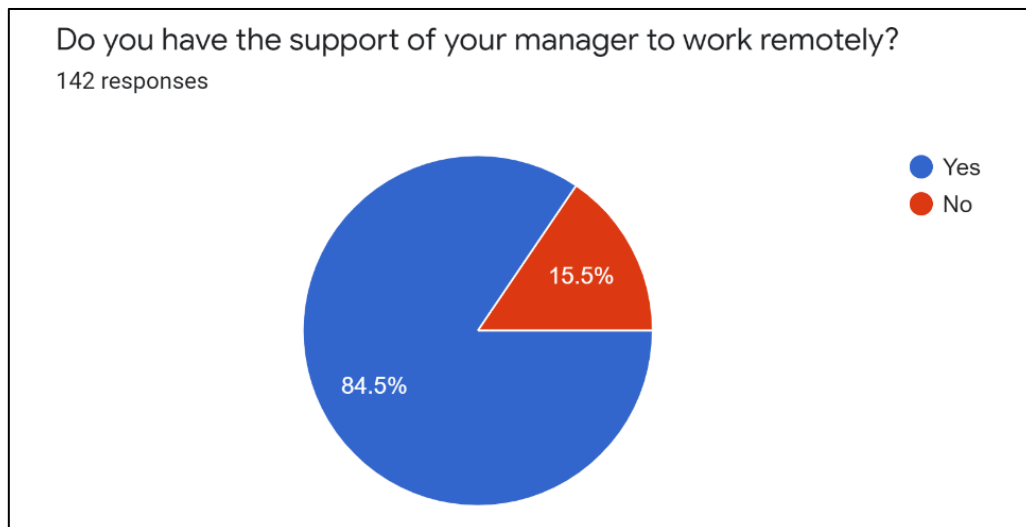


Figure 16: Question 8.

It is important to know if employees recognize that the changing context of COVID-19 affects their productivity and keep in mind that the productivity results could not be obtained to make the comparison. 34.3% Sometimes their productivity is affected, 29.4% Rarely affected, 16.1% Never, 14% Usually, 6.3% always. Analysing the results, it is concluded that the sum of Always and Usually gives 20.3% of the employees who consider

that it does affect, but the sum of Never and Rarely is 45.5% that are not affected, but a third of the employees 34.3% sometimes are affected and sometimes not. This can tip the balance from side to side.

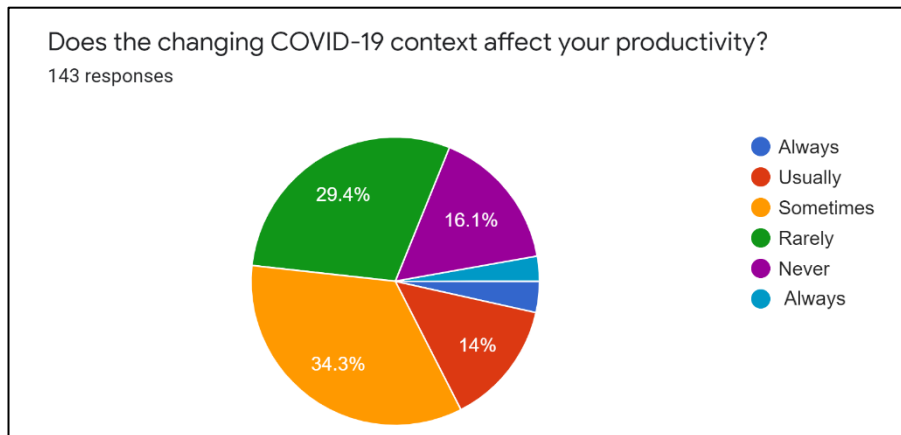


Figure 17: Question 9.

The next question shown in Figure 18, which refers to whether employees think that their work team supports them when they do remote working, 90.2% believe this, while 9.8% do not believe they have the support of their colleagues. Here the research has a strength on the part of the employees to their work.

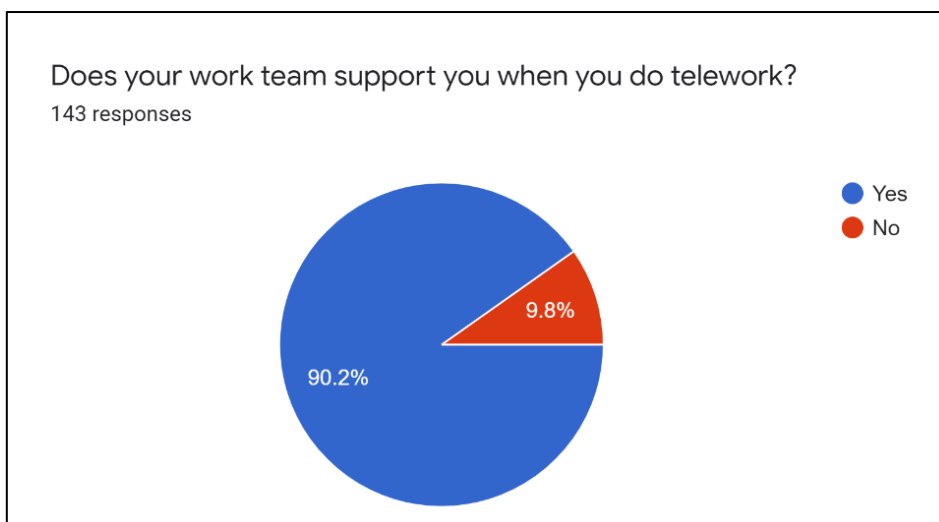


Figure 18: Question 10.

In question number 11 (see Figure 19), the frequency with which employees communicate with their work team was asked, giving the following results, 53.1% Always, 28.7% Usually, 13.3% sometimes, 4.2% Rarely and 0.7% Never. Analysing these results, the support between employees is positive, this being a strength.

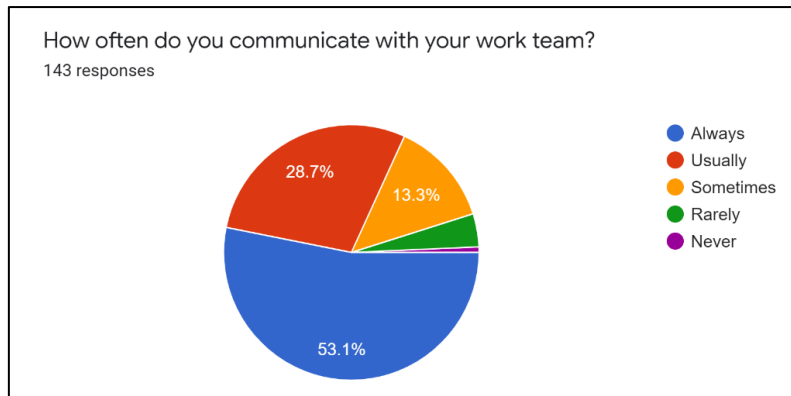


Figure 19: Question 11.

The element with the highest score in question 14 regarding what socialization activities that employees would like the company to organize is Mentoring and Coaching with 38.5% as can be seen in Figure 20, followed by 37.8% by Team Activity Time and 16.8% of Photography competition decorating their place, etc. Socialization between people is one of the needs that must be covered.

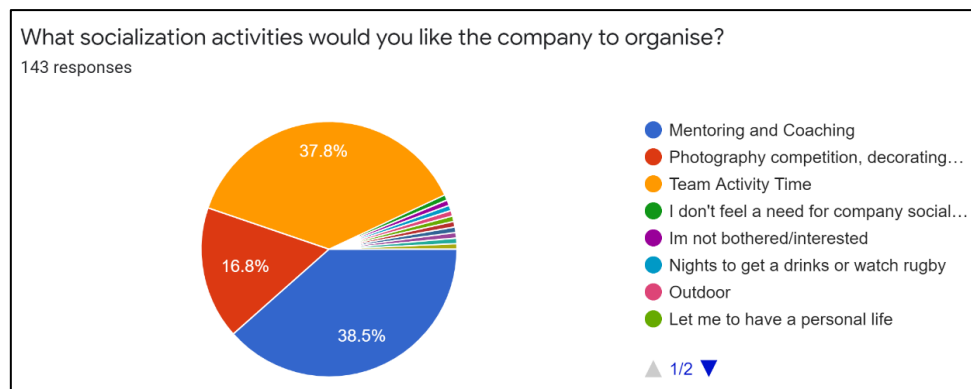


Figure 20: Question 14.

Table 9 shows questions 16 and 19, which in addition to the previously closed questions, 2 open questions were developed, which depending on the response were channelled into the 3 levels of Conley. In question 16 regarding what else could the company do so that the employee can complete their projects and perform tasks correctly while working remotely and question 19 regarding what recommendations they have to modify Remote Working in the company, it was obtained the following results: They recognize that they see an increase in productivity since they have scheduled events and methods to report progress. The improvement of communication between employees and direct manager must be constant. Being clear about the goals (recognition of the productivity of each one is important) and respect for working time is essential for employees. Fewer meetings are

zoomed in, they are not objective, and time is wasted. They propose the application of short breaks to disconnect a bit from the computer. But that the company offers stretching exercises to avoid being sedentary in front of the computer.

Table 10: Question 16 & 19 Recognition.

RECOGNITION

<i>What else could the company do so that you can complete your projects and work tasks properly while working remotely?</i>	<i>What recommendations do you have to modify Remote Working in the company where you work?</i>
1 We've seen an increase in productivity since we wfh 2 I think that communication with each other and the mentor's check should be done well.	More scheduled events and methods of reporting progress A great focus on clarity and timing of intra-company communication
3 greater interaction so that communication flows correctly	More calls and simplifying management
4 Ask about if I'm comfortable working home 5 activities or events of any kind	To My BOSS doesn't like work remotely Flexible timesheet to home office, because I have to start at time, but sometimes I'm working after my schedule finish.
6 To have goals 7 Better communication	Time work that we have more contact with our work team meeting and weekly results to measure productivity
8 A meeting just for talk about work remotely problems 9 Support their employees	Limits on schedules about WhatsApp messages
10 Less meetings on zoom, we spent spend a lot time	Provide more engaging activities
11 Mentoring	Publish a right to switch off policy
12 Hire more team leaders	More trainings
13 Darnos cursos para la gestión de proyectos 14 Separate teams into smaller groups, enabling staff to have a more flexible shift where applicable	More communication with the staff
15 Support and didn't over abuse their workers to be online 24/7	Trust more in the employees
16 More effective team building activities 17 wellbeing activities	Effective team building activities
18 Give it short breaks to disconnect a bit from the computer. And in those moments, it offers stretching exercises so as not to remain sedentary in front of the computer. Provide free online psychological counselling for employees.	Fewer meetings Some presence meetings would be better for me
19 Presence training but work remotely 20 Support for office supplies Sometimes I worked a lot and I supposed that I got my goal, I should finish my work and log off, but I need to be connect	More contact with administration personnel
21 Mentoring and coaching	Increase communication activities, mentoring, feedback. Agile methodologies implementation, hire a scrum master.
22 Daily meetings (scrum agile methodology type)	Make meetings more often
23 Recognition about productivity	It's here, allow staff to choose. Not force then back
24 Recognition about my productivity	Social hour once in a month
25	Better collaboration tools
25	Get a gift per month
	25
	50

4.4 Meaning

By linking the findings of this study and adapting them with the Conley levels in the third level of Meaning, these are linked with the responses obtained, with which the tendency of employees to focus only on the personal part is sought. To answer the research questions 1,7,13,17,18,19, 20 & 21 are shown below in the following table.

Table 11: Questions Meaning.

CONLEY	MASLOW'S HIERARCHY	No.	QUESTION
MEANING	Esteem Needs	1	Does the company where you work encourage you to work remotely?
MEANING	Self-Actualization Needs	7	How often do you follow a regular work schedule at home?
MEANING	Self-Actualization Needs	13	In general, how do you prefer to work?
MEANING	Self-Actualization Needs	17	How motivated do you feel when working remotely?
MEANING	Esteem Needs	18	In general, the regulations that the company has implemented during the pandemic seemed correct to me.
MEANING	Self-Actualization Needs	19	What recommendations do you have to modify Remote Working in the company where you work?
MEANING	Self-Actualization Needs	20	Given the choice, once there is the opportunity to return to work in the office which of the following would you prefer (chose one option only):
MEANING	Self-Actualization Needs	21	How much do you like working from home?

The next question shown in Figure 21, which refers to whether the company where employees work motivates them to work remotely, 74.8% believe this, while 25.2% do not believe that the company has the motivate. Here the investigation has a strength on the part of the employees to their work.

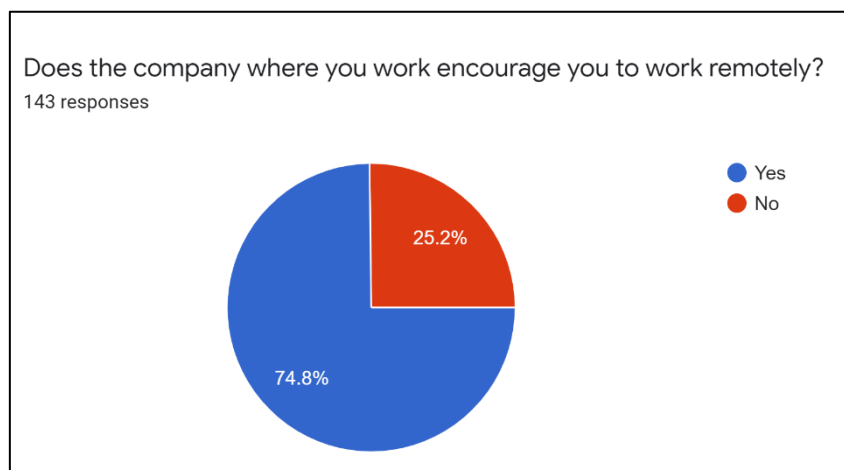


Figure 21: Question 1.

Figure 22 shows the results of question number 7, where the frequency with which employees follow a regular work schedule at home was asked, giving the following results, 30.1% Always, while 33.6% Usually, 23.8% sometimes, 9.1% Rarely and 3.5% Never. Performing an analysis of these results, 66.7% of the employees respect their working hours usually, while 12.6% rarely, but 23.8% are not defined, in any case the employees respect their working hours for the most part, this it does not leave aside the need to improve this point in the recommendations.

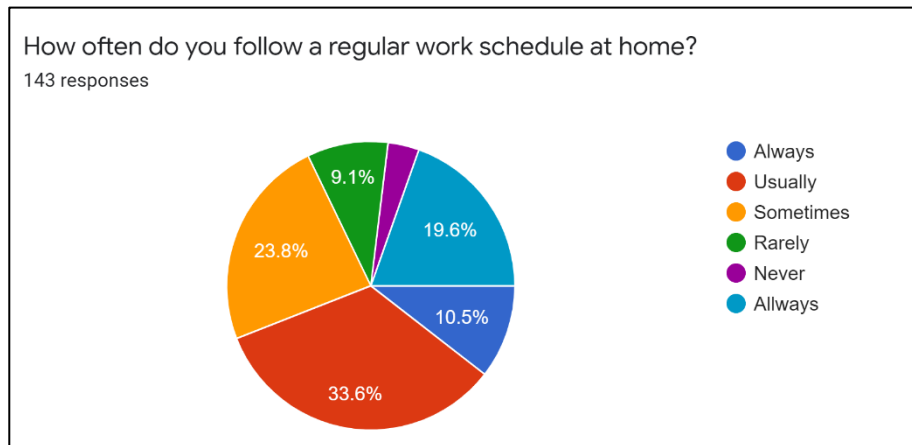


Figure 22: Question 7.

The element with the highest score in question 13 (Figure 23) regarding how employees prefer to work in the company is 64.3% Combination of office & Remote working, with 22.4% Remote Working, followed by 11.9% by Office and 1.4% Does not matter. The combination of remote work and office is shown as a reality and a strong advantage of Company-X1 before the needs of the employees.

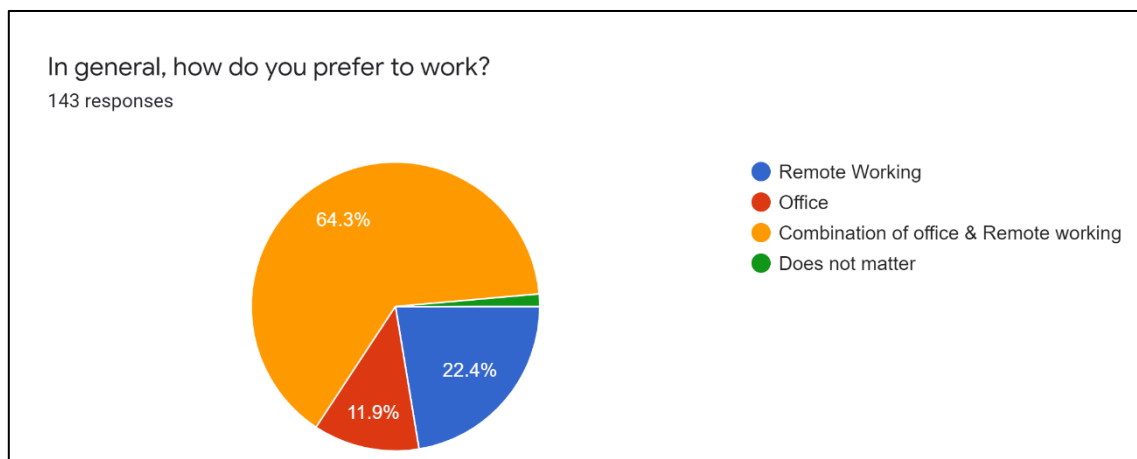


Figure 23: Question 13.

In question number 17 (see Figure 24), it was asked about how motivated employees feel when they work remotely, giving the following results, 42.7% of employees feel Positive, 27.3% Neutral, 23.1% Very Positive, 4.9% Negative and 2.1% very negative. 66.8% feel positively motivated, while 7% are negatively motivated to work. The interesting data is about 27.3% of people neutral to motivation.

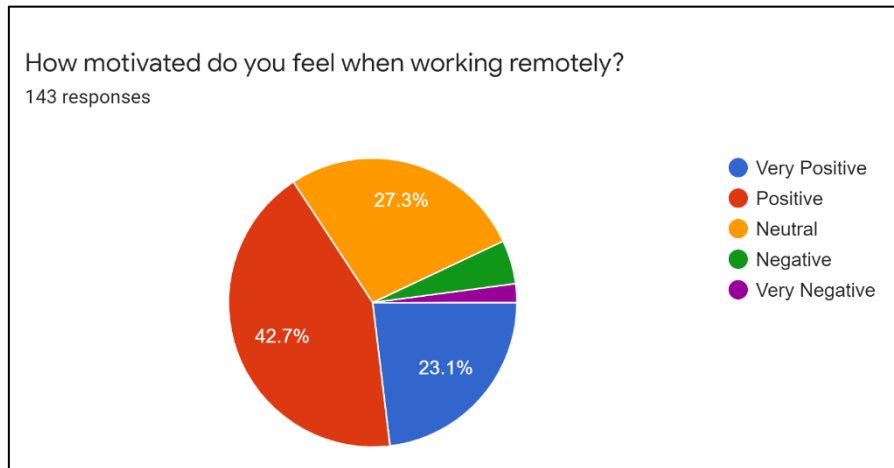


Figure 24: Question 17.

Knowing whether employees understand and recognize that the regulations that the company has implemented during the pandemic seemed correct or not is important to the investigation. The results are 42% Agree, 23.8% Strongly agree, 20.3% Neutral, 11.2% Disagree and 2.8% Strongly disagree. 63.8% agree, while 14% do not. The 20.3% that are neutral give the research fundamentals to be able to generate a recommendation.

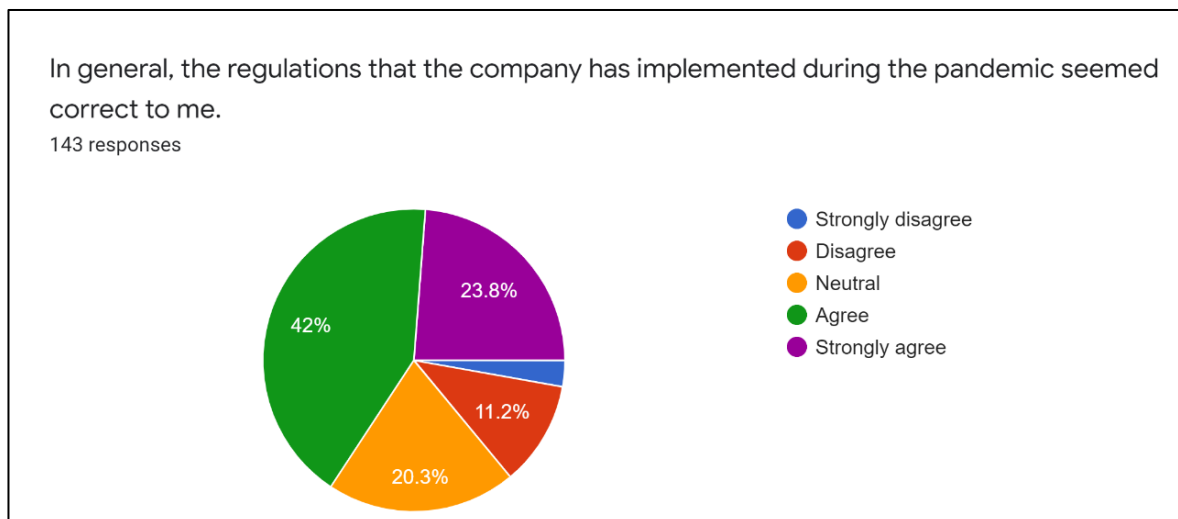


Figure 25: Question 18.

To obtain a result, an analysis of questions 16 and 19 shown in table 12 must be carried out, the evaluation of two open questions about what else the company could do so that employees can complete their projects and what recommendations they have for modify remote job. With these open questions, employees are expected to feel heard and that what they do matters. One of the recurring points is to be able to continue working remotely, not only during the pandemic, but this generates another recommendation, Apple Flex time More flexible hours. Increased training for employees in different areas such as motivation, leadership, time management, etc. The implementation of work plans and lists of weekly activities, in order to know what and how they do it.

Table 12: Question 16 & 19 Meaning.

	<i>MEANING</i>
What else could the company do so that you can complete your projects and work tasks properly while working remotely?	What recommendations do you have to modify Remote Working in the company where you work?
1 Let me WFH full time	Some people could go to work in office
2 Apple Flex time	More flexible hours
3 Clear goals	Allow more of it after the pandemic.
4 Its fine	To allow staff to continue to work remotely
5 Courses	I am happy
6 Yes	None I'm ok
7 less emails and meetings	No, so far so good
8 More training for new people	Motivational activities for the team
9 They're doing good	more empathy from the direct boss
10 Reduce the amount of meetings	More flexibility
11 I can work equally as well at home or in office	You dont have to modify anything
12 the implementation of work plans and weekly activity lists	Help with course and support
13 Provide more support via perks	LESS TIME OF WORKING MEETING
14 Management my time, I need to improve about it	Be able to work sensitive content when WFH
15 Nothing	To understand that we have a personal life
16 I can't think of anything else	None at all.
17 Change area leader	Specific and short hours for online meetings, punctual.
18 Companies should provide a mental check up with a licensed psychologist/therapist at least once a month	Regularly change who is chairing weekly meetings.
19 Accept the home office	Being more flexible
20 Freedom to choose what location to work from	I don't want to work from home so no recommendations.
21 Have a check list and keep tracking them	More flexible hours
22 They already provide everything necessary when we are working online.	When we return to office, allow us to choose when we work from home and in the office
23 not much, my company is very proactive and supportive of my needs	Work from anywhere in Europe (at least) without restrictions... But I'm not sure this is a company duty since I think it's government related
24 Clear objectives	return to an hybrid program, maybe
25 The meetings at 10 am too longs	make it official and have established schedules
26 Should be more flexible	Las medidas tomadas me parecen adecuadas

27	it's ok like it is	Coaching
28	Encourage taking time off, and how to webinars on how to handle excess work	Half office and half remotely
29	More motivation to do my work	neutral
30	Less meetings	Respect the working/office hours
31	Know company goals	Flexible place to work, sometimes in home and office
32	training	I don't have any as we can work remotely or from thr office if we like
33	Nothing	Improve schedules
34	Honestly don't know	Certainty and structure and flexibility
35		None
36		Schedule
37		que nos permitieran trabajar remotamente en casa nos permitiría sentirnos mas seguros
38		I can't think of anything else
39		Respect times of work, so we can enjoy our personal space and time
40		100% satisfactory
41		As the lines between work and home are blurred, I would want my company to create a strict log out time for employees
42		Only allow remote work
43		All Recommends *Company-X1"
44		Implementation the home office
45		offer the oppportunity to work in a hybrid way for employees who require it
46		Freedom to choose what location to work from
47		Making a week calendar with a strong planification of the activities and goals of every work team, just to be right on schedule
48		Be more flexible
49		Allow us to work from different countries
50		Be more flexible
51		My career is hands on so it does not need this technique as much
52		Flexible hours
53		When covid restrictions end, allow for more rural working hubs to decentralise offices
54		not much, some processes could be streamlined
55		Keep mixed home off you
56		it's ok like it is
57		Have a space where you work, separate to an area where you relax. I deleted all work apps (emails ect) from my phone so I can disconnect post 6pm and when I'm on annual leave.
58		Choose my hour for work

34

58

92

The following graph shows us the real situation of the Company-X1 Customer Service employees (Figure 26), responding to the fact that they had the opportunity to choose the way of working they would prefer, the answers are 72% Have a hybrid approach where some days each week can be office based & some remote working, 21% Continue working 100% remotely and finally 7% Return full-time to the office.

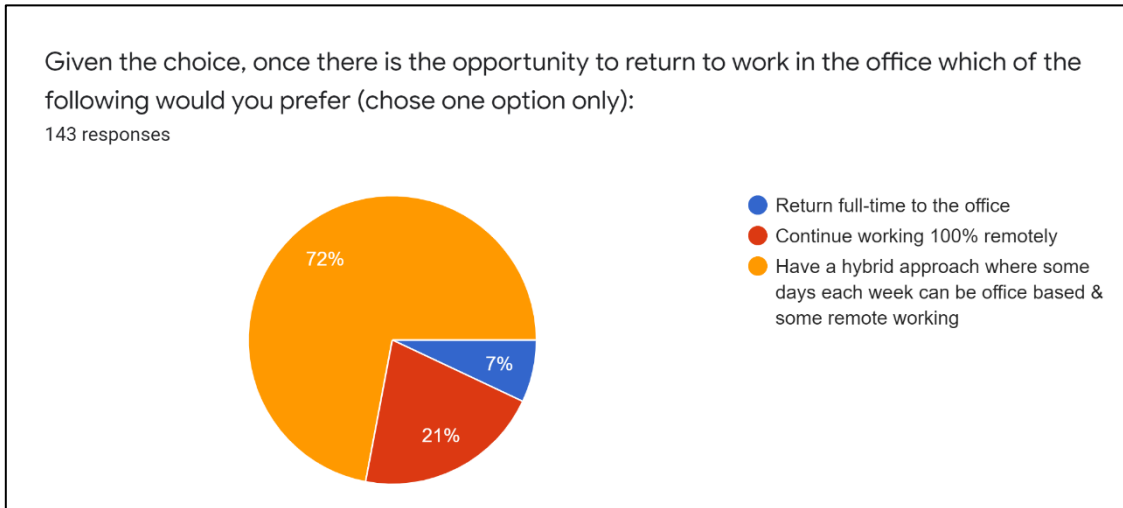


Figure 26: Question 20.

The result shown in figure 27 below, about how much employees like to work from home, the scores from highest to lowest are as follows: 38.5% Very likely, 33.6% Likely, 16.1% Neither likely nor unlikely, 6.3 % Very unlikely and 5.6% Unlikely. With these data it is concluded that 72.1% like remote working, 11.9 do not like it and 16.1% are neutral.

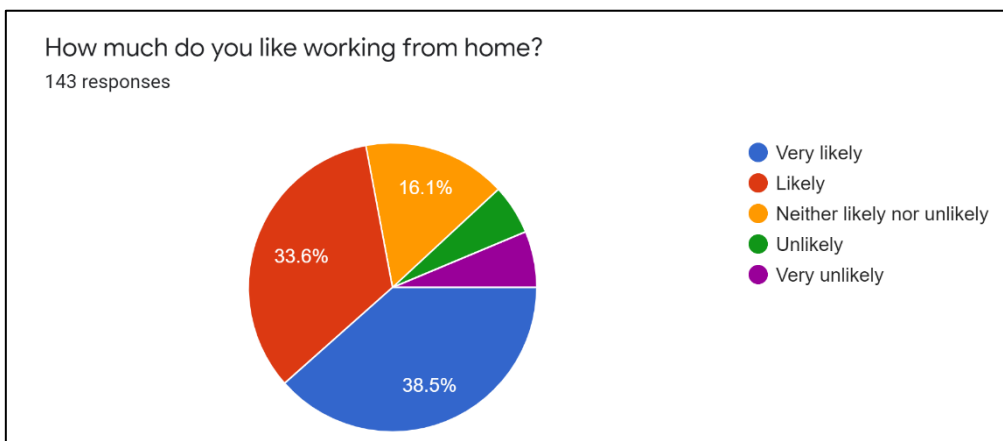


Figure 27: Question 21.

4.5 Conclusion

In this chapter, the results of 21 questions were presented, 19 closed and 2 open in order to listen to the voice of the employees. Each of the questions was catalogued in one of the 3 levels of Conley (Money, Recognition and Meaning).

With the information collected, a discussion of each of these three levels can be carried out, through a summary. Not necessarily when listing the questions in a level, this means that the answer goes within it, question 16 and 19 (open questions) their answers were divided into the 3 levels therefore the same questions appeared but with different approaches, this will provide material for an information analysis in the next chapter.

Money: Seventy percent of the employees consider having good benefits, even so, thirty percent consider that these can be better, this point will help us for the recommendations section, where some of the solutions will be reflected to increase the approval of the employees at this level.

Recognition: Employees consider having the support of their boss and their co-workers to work remotely, they also consider having good communication with each other. The changing context of COVID-19 does not affect their productivity in the majority, since only 20% accept this, 45% never or rarely, the point to analyse later is 35% that sometimes they do and sometimes they do not say be affected. Employees are open to having socialization activities organized by the company.

Meaning: 74% of employees consider that the company encourages them to work remotely, the remaining 26% is an area of opportunity to be covered in the recommendations. More than 70% of employees respect their work schedule and keep them motivated by working remotely. In general, employees consider the regulations that the company implemented during the COVID-19 pandemic to be correct.

The importance of using these levels is to have the theoretical foundations to base the recommendations, proposals and recognize the good actions that Company-X1 has been doing during the COVID-19 Pandemic between 2020 and 2021.

Chapter 5 Discussion

5.1 Introduction

The main objective of this study was to identify the impact of COVID-19 on the motivation of customer service employees who telecommute at Company-X1. The following analysis illustrates the main points arising from the effects and causes of remote work on Company-X1 workers. A critical analysis of the responses obtained will be shown below, it will end with the knowledge of the Strengths, Weaknesses, Opportunities and Threats (SWOT) that according to Sarsby (2016) is a popular framework for analysis and development of 4-box strategies. This analysis will help the research to know mainly its implications on the motivation of employees during remote work in the COVID-19 pandemic.

5.2 Money

Currently more than half of Company-X1's employees are working remotely more than a year after the COVID-19 Pandemic started, with one three working in a hybrid way. During remote working, employees responded that they have a better balance between work and personal life, but in contrast they consider having less travel time (these are provisions governmental). The third high point is the freedom to choose where to work, it could be defined as the choice to work from anywhere in the world, for a certain time.

Although not everything is a happy world in remote work, the 4 biggest challenges that Company-X1 employees face were collected, the first being social isolation that according to Victor, Scrambler & Bond (2009) in isolation and loneliness, people are particularly prone to negative experiences. This added to the feeling of disconnection, in addition to losing track of time, and sometimes not knowing when to stop working, plus all the distractions at home. These factors do not apply to the Money level, so there are other priorities for employees.

Employees consider that they do have the necessary tools to work remotely, but a minority think not, perhaps because they are only considering work tools, usually a person when entering an office to work, has a computer, telephone, printer, office supplies, etc. When an employee is hired, having a chair, a desk, or a space where one works in silence or with respect is something implied when entering a place to work. This is revalidated with

66.2% of employees who have a dedicated space to work remotely, while 33.8% do not. A day working with the laptop on your lap, or working from the bed does not sound bad, being in the armchair in the living room in winter sounds comfortable, but doing this for more than a year can be exhausting, for Douglas, Gordon & Webber (2020) this depends on the type of worker because regardless of the economic benefits, one thing is certain in a remote work environment, more work will be done.

The communication between employees is not a problem, on the other hand, it is an advantage, but a way to improve must be found. According to Fahey (2021) remote working continues to mature with new ideas, strategies, and tools to better prepare throughout the remote work journey. A good solution is to apply the results where employees require Events / Webinars / Courses on different topics that may be of interest to them, improve and learn about Mental health / Challenges / Games, in addition to courses on well-being and work habits at home.

The first point is about financial support (to pay for electricity, internet, and the purchase of ergonomic furniture), the second support with snacks (so as not to waste time and money obtaining this during working hours) and third that the company is more flexible with the deadlines for finish the tasks. These answers are a part of the 3 levels.

5.3 Recognition

The purpose of this section is to discuss Conley's second-level research findings, with special reference to whether the findings are similar or different between the levels. Three-quarters of the employees consider having the support of their immediate boss, a quarter still has to be improved and analysing this point it is considered that one hundred percent of anonymity may not be entirely beneficial, for that reason it is unknown which of It is the leaders of the Customer Service groups (English, French, German, Italian, Portuguese, Russian, and Spanish) that should improve support. Another positive point that employees expressed is that their work team supports them when they do remote work. This is reaffirmed with the frequency with which employees communicate with their team, support and cooperation is important for employees.

45.5% of employees consider that remote work does not affect their productivity. But more than half consider that they can be affected, and this situation will probably occur because of the COVID-19 situation and its restrictions.

It is important to consider that in the collection instrument two open questions provided the research with data where employees recognize that their current system should reduce the number of meetings, employees consider that meetings are not objective, and time is wasted. On the other hand, employees see an increase in productivity when working from home and there is an improvement in communication, support, and empathy between employees and manager. Although the previous point is positive, it is known that the objectives of Company-X1 are not clear, in any case it is considered that respect for employees' working time is important. Additionally, they propose the application of short breaks to disconnect a bit from the computer. As well as that the organization could offer stretching exercises to avoid being sedentary in front of the computer. In addition to recognizing the collaborators who achieve the objectives to motivate others. The author's research findings are in line with Conley (2007) who pointed out in his research that recognition helps generate employee loyalty to the organization.

5.4 Meaning

This study was established to examine the impact of COVID-19 on the motivation of customer service employees who remote working at Company-X1. Meaning proves to be one of the most important levels for this reason, according to Conley (2013), people strive to make sense of their place in the world, especially as it becomes more complex. In other words, the more complicated or problems they have in their lives, the more important it is to pay attention to what all of this means.

Throughout this study, a number of key findings were uncovered, such as, three-quarters of employees believe that Company-X1 motivates them to work remotely, the rest do not believe that the company is motivate it. This is reaffirmed in that a high percentage of employees feel positively motivated, while 7% are negatively motivated to work, this gives an opportunity to provide recommendations later.

Remote working during the COVID-19 Pandemic has not been a reason why employees do not like working from home, it is concluded that 72.1% like working remotely and additionally the data collected indicates that employees respect their day work habitually (time of start and finish). Employees endorse, respect, recognize and understand the regulations that the company has implemented during the pandemic. Now it can be summarized that the meaning of employees is to keep working from home in a hybrid system and with more flexible hours.

5.5 Conclusion

Overall, in this research, the comparisons, and contrasts regarding the impact of COVID-19 on the motivation of customer service employees who work remotely at Company-X1 has been very interesting. More than a three-quarter of employees consider themselves motivated and in agreement with remote working as well as respecting their entry and exit times.

Concluding that the differences between the 3 levels of Conley, shows that both Money, Recognition and Meaning is a perfect triad, where the responsibility cannot be in one of these, it must be equitable. In the open responses, the importance that employees give to the level of Meaning is noticeable, this is shown with the request to increase the training of employees in different areas such as motivation, leadership, time management, etc. This result reflects the initial goal of the research to explore potential comparisons and contrasts of the impact of COVID-19 on employee motivation.

Chapter 6 Conclusions & Recommendations

6.1 Overall Conclusions

Remote working has been an efficient and effective work response to the COVID-19 crisis by 2020, with the goal of maintaining confinement and avoiding contacts and mobility to reduce and eradicate the spread of the virus in all cities.

In the previous chapter it was discussed about Money, Recognition and Meaning, the three levels of Conley, where applied to the elaboration of the questions and classifying the answers a SWOT analysis was made for an easy and simple understanding for the realization of the conclusions, this Comparative table of the data obtained in this investigation can be found in the Appendix 3.

In summary, the objective of this study is interrelated with three important topics, COVID-19, Human Resources and Motivation, it was observed how this last point helps to attract and retain the best talents to achieve competitive advantages within an organization. form to achieve a good organizational performance through the fulfilment of the strategic objectives of the company, in this case of Company-X1. Chapter two mentioned a breakdown of points to achieve greater productivity among current and potential employees is a challenge for the entire life of any company. The main points that were discussed in order of appearance in this work are:

Context of Work in 21st Century: Currently, companies seek employees work fewer hours but are more efficient and productive, as well as those employees have a healthy balance between their work and personal life. According to CIPD (2021) mentions in a report, that it is difficult for employees to report that it is difficult for them to relax in their personal time after work, as this does not apply within work.

Flexible Working including Remote Working: Structural flexibility (be flexible when offering schedules, types of contract, workplace), Home Office (its beginnings in the 70's, advantages of this scheme and their needs to carry it out), the World Health Organization COVID-19 (What is COVID-19 and how does it affect working life) and how the Irish Government, through its Citizen Information page, has published a series of rights for employees and employers who are using the Home Office in this time of pandemic. “The number of teleworking Americans increased by seventeen percent in 2001. Currently, one in five American employees regularly teleworks” (Dutrow, 2002).

Employee Motivation: According to Lauby (2004) defines motivation as a psychological force that determines the direction of a person's behaviour. This is important to carry out in the workplace since for Lauby (2004) some employees yearn for power, while others want an economic improvement, but others need constant praise or be recognized for their activities, while others prefer to work individually or in a team for these reasons it is important that managers find out what the motivation of each employee is.

Maslow's Hierarchy of Needs: Returning to Walker & Miller (2010) that mentions these needs of individuals such as the ego and the needs for self-realization as a personal goal, to the idea of applying in any job in a harmonious way to the needs, goals, or objectives of the organization.

Employee Motivation in a Remote Working Context: As a result of the change in motivational factors, we also learned from previous research that currently one of the problems that occupies the interest of this study is linked to several points, one of them is knowing how telework affects employees. When employees are motivated or in other words develop high trust, support and endorsement by the company, remote working is well received with the trust towards Company-X1 of the customer service employees.

When carrying out the quantitative methodology in the Company-X1 in the Customer Service group, the positive or negative results on the effects of remote working and if the actions that HR are effective or not, It will give us the bases to develop a plan to do the same in other Company-X1 groups or these results will give us the opportunity to develop a guide to improve employee satisfaction within the Customer Service group.

It is a fact that remote working is positively impacting employees. They are satisfied with their work environment on their project, their direct manager's management style, their relationship with the workmates, their current lateral policies and procedures, and the welfare measures implemented at their side but not with their current training.

6.2 Recommendations

A total of 3 new theories were extracted throughout this study. These have served as fundamental bases for subsequent theories and recommendations as the research has developed. With this information, 3 recommendations have been developed that to become a reality should be further evaluated and tested with a larger and more specific sample, to know what each Company-X1 Customer Service team needs.

6.2.1 Recommendation Money

Money: Next, some recommendations will be made to increase employee motivation, with respect to the MONEY level, according to Conley's levels. The company must check with each of the employees if they have a designated work space, in case of not having a space, the company will provide employees with an area in the offices with sufficient healthy distance or separate space to work (in the survey only 30% said they do not have a specific area), these employees would have the priority to return to work in offices and be able to have a place where they can concentrate on their activities without being distracted (see Appendix 4 & 5).

Each employee will get a kit with everything he needs for a normal working day: computer (efficient), telephone, stationery, papers, etc.

The company could offer a reliable and secure Internet connection provider any necessary files, hardware and software, remote access to your company network, and most importantly, knowledge of how to get IT support.

Economic support for electricity payment.

Offer a snack on Fridays using a food app.

6.2.2 Recommendation Recognition

Recognition: Apply a system that shows the productivity of each employee and each team. Development of Mentors to apply coaching with employees, giving projects by section and elaborated for the streamlining of processes and continuous improvement. Employees must agree that once their work hour is over, they will walk away from their desk. The team in general must agree on internal work rules, to ensure that they know the rights, obligations, goals, and objectives. The daily virtual meeting will have a specific one, where good news, bad news and project follow-up will be mentioned. This meeting should not exceed 10 minutes, keeping the team connected helps to generate greater well-being and have a fluid work (see Appendix 4).

6.2.3 Recommendation Meaning

Meaning: Creation of a training development plan, where they train from the director to the weakest link of service, in order that mentors know how to guide their pupils, these

courses will help to develop employees in a professional, social, and human. Company-X1 is recommended to offer a hybrid mode, where some days you work from home and other days in the office. Give employees the freedom to choose from which place to work, that is, employees can be in another city for a certain time and carry out their work from there. Carrying out motivational activities for the team, such as competitions, is something that would generate a feeling of achievement in each employee. The leaders of each team will not only establish clear expectations about goals, but they must also communicate them to each member of their team. Support short breaks to motivate the team and stay active in their day-to-day activities. Finally, open a communication channel with employees to listen carefully to needs and improve organizational culture (see Appendix 4).

6.3 Timeline and Costings

The financial implications of this study applying the previous recommendations is an investment that will result in a greater number of motivated people working remotely. The training process does not generate an investment, because Company-X1 has a training and development department, which will be in charge of the analysis, design, development, implementation, and evaluation. For better clarity, review Appendix 5. Implement a program for employees that will develop and support managers and supervisors in the first phase, for later they will be the mentors and coaches of the 143 employees of the customer service area. Accommodating frequent meetings with trainees will be an activity of the mentors, who will also need to have free time in their work schedules for the execution of this.

Company-X1 is currently in the process of restructuring, where the restrictions of the COVID-19 pandemic are easing, but in order to apply the recommendations of the hybrid program, there must be an investment. For a better understanding, check appendix 4 & 5. The development is made up of phases and each phase will have a different cost.

6.4 Personal Reflections

Carrying out the thesis during the COVID-19 pandemic was an exhilarating challenge, the path of this research was a great learning journey as an international student. The satisfaction of having completed this master's thesis in Human Resources is gratifying. Motivating more colleagues through this study to learn about motivation and apply remote working in a practical way is one of my personal goals.

Work motivation is not a new topic, but the application of the theory in practice is not easy to digest for most managers and human resources personnel. Remote working is an option that has been known for years but is handled as an open secret, where only some companies could risk carrying it out. Working from home is a dream that the genius of the Aladdin lamp could fulfil, but the secret of the application in reality is in the fine print, those rules not established until they are in the moment of truth.

In the labour, economic and social sphere, there is a great void to fill during the COVID-19 restrictions period, showing society how invulnerable it can be in this situation. Remote working came to challenge the great advantages that were awarded years ago, now working from home is not only living in harmony with your family, flatmates or with yourself, it is a challenge to be 24/7 in the same place. At the beginning this research was based on Maslow's Hierarchy, but fortunately the supervisor of this work mentioned other theories, which were added, highlighting the Conley levels. This point helped the researcher to adapt to new circumstances and theories.

Since the beginning of this research, the conviction for human resource management and the application of an organizational culture consistent with what he says, with what he does, has been reaffirmed. Giving as reflecting on this research that it is not possible to support a single cause, such as Money, Recognition or Meaning. This triad must be on par, balanced, or balanced, to be applied in any organization. Each company is different; therefore, it needs different solutions, but it is important to have the theory to support the practice.

Appendices

Appendix 1: Yes or No Questions (6)

Yes or No questions							
	Does the company where you work encourage you to work remotely?	Do you have all the necessary equipment to carry out your work from home?	Do you have a dedicated space to work remotely from?	Do you have the support of your manager to work remotely?	Does your work team support you when you do telework?	Are you comfortable communicating with your team (Telephone, Zoom, Email, WhatsApp) in a remote working context?	
1	1	1	1	1	1	1	6
2	1	0	0	0	0	0	1
3	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0
5	0	0	1	0	0	0	1
6	1	0	1	0	0	0	2
7	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0
9	1	1	0	1	1	0	4
10	0	0	0	0	0	0	0
11	1	0	0	0	0	0	1
12	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0
14	1	0	0	0	0	0	1
15	0	0	0	1	1	0	2
16	0	0	0	0	0	0	0
17	0	0	0	0	0	0	0
18	0	0	0	0	0	0	0
19	0	0	0	0	0	0	0
20	0	0	1	1	0	0	2
21	0	0	0	0	0	0	0
22	0	0	0	0	0	0	0
23	0	0	0	0	0	0	0
24	1	0		1	0	0	2
25	1	0	1	0	0	0	2
26	1	1	1	1	0	1	5
27	0	1	1	0	0	0	2
28	0	0	0	0	0	0	0
29	0	1	0	0	0	0	1
30	0	0	0	0	1	0	1
31	0	0	0	0	0	0	0
32	0	0	0	0	0	0	0
33	1	0	0	0	0	0	1
34	0	0	0	0	0	0	0
35	1	0	1	1	0	1	4
36	1	1	1	0	0	0	3
37	1	0	1	1	0	0	3
38	0	1	0	0	0	0	1
39	0	0	0	0	0	0	0
40	0	1	0	1	0	0	2
41	1	0	1	0	0	0	2
42	0	0	0	0	0	0	0
43	0	0	0	0	0	0	0

44	0	0	0	0	0	0	0
45	1	0	0	0	0	1	2
46	0	0	1	0	0	0	1
47	0	0	0	0	0	0	0
48	1	0	0	0	0	0	1
49	0	1	0	0	0	1	2
50	0	0	0	0	0	0	0
51	1	0	0	0	0	0	1
52	1	0	1	0	0	0	2
53	0	1	1	0	0	0	2
54	0	0	1	0	0	0	1
55	0	0	0	0	0	0	0
56	1	1	1	0	0	0	3
57	0	0	1	0	0	0	1
58	1	0	0	1	0	0	2
59	0	0	0	0	0	0	0
60	0	0	0	0	0	0	0
61	0	0	1	0	0	0	1
62	1	0	0	0	0	0	1
63	0	0	0	0	0	0	0
64	0	0	0	0	0	0	0
65	1	0	0	1	1	1	4
66	1	0	0	0	0	0	1
67	1	1	1	0	0	0	3
68	0	0	0		0	0	0
69	0	0	0	0	0	0	0
70	0	0	0	0	0	0	0
71	0	0	0	0	0	0	0
72	0	0	0	0	0	1	1
73	0	0	1	1	1	0	3
74	0	0	0	0	0	0	0
75	1	1	1	0	1	0	4
76	0	0	1	0	0	0	1
77	0	0	0	0	0	0	0
78	0	0	1	0	0	0	1
79	0	0	0	0	0	0	0
80	1	1	0	1	1	1	5
81	0	1	0	0	0	0	1
82	0	0	0	0	0	0	0
83	0	0	1	0	0	1	2
84	0	1	1	0	0	0	2
85	1	0	1	1	0	0	3
86	0	1	0	0	0	0	1
87	1	0	0	1	0	0	2
88	0	0	1	1	1	0	3
89	0	0	0	0	0	0	0
90	0	0	0	0	0	0	0
91	0	0	0	0	0	0	0
92	0	0	0	1	0	1	2
93	0	0	0	0	0	0	0
94	0	0	0	0	0	0	0
95	0	0	0	0	0	0	0
96	1	0	1	1	0	0	3
97	0	0	0	0	0	0	0
98	0	0	0	0	0	0	0

99	0	0	0	0	0	0	0
100	0	0	0	0	0	0	0
101	0	0	0	0	0	0	0
102	1	0	0	0	0	0	1
103	0	0	1	0	0	1	2
104	0	0	0	0	0	0	0
105	1	0	0	1	0	0	2
106	0	0	0	0	0	1	1
107	0	1	1	1	1	1	5
108	0	0	0	0	0	0	0
109	0	0	0	0	0	0	0
110	0	1	0	0	0	0	1
111	0	0	0	0	0	0	0
112	1	0	0	0	0	0	1
113	1	1	1	1	0	0	4
114	0	0	0	0	1	0	1
115	1	0	1	0	0	0	2
116	0	0	0	0	0	0	0
117	0	0	0	0	1	0	1
118	0	0	0	0	1	0	1
119	0	0	0	0	0	0	0
120	0	0	0	0	0	0	0
121	0	0	0	0	0	0	0
122	0	0	1	0	0	0	1
123	1	0	1	0	0	0	2
124	0	0	0	0	0	0	0
125	0	0	0	0	0	0	0
126	0	0	0	0	0	0	0
127	1	0	1	1	1	0	4
128	0	0	0	0	0	0	0
129	0	1	1	0	0	1	3
130	0	1	1	0	0	1	3
131	0	0	1	0	0	1	2
132	0	0	1	0	0	0	1
133	0	0	0	0	0	0	0
134	0	1	1	0	0	1	3
135	0	0	1	0	0	1	2
136	0	1	1	0	0	1	3
137	0	1	1	0	0	1	3
138	0	1	1	0	0	1	3
139	0	1	1	0	0	0	2
140	0	1	1	0	0	1	3
141	0	1	1	0	0	0	2
142	0	1	1	0	0	0	2
143	0	0	0	0	0	0	0
V	0.189697626	0.16694573	0.225352113	0.13185496	0.08893923	0.131094258	

Appendix 2: Scales 6

Scales							
	How often do you follow a regular work schedule at home?	Does the changing COVID-19 context affect your productivity?	How often do you communicate with your work team?	How motivated do you feel when working remotely?	In general, the regulations that the company has implemented during the pandemic seemed correct to me.	How much do you like working from home?	6
1	4	2	5	3	4	3	21
2	5	5	5	5	5	5	30
3	3	5	5	4	5	4	26
4	4	4	4	3	5	5	25
5	5	4	4	5	5	4	27
6	4	1	4	3	4	4	20
7	5	2	5	4	4	5	25
8	4	4	5	4	4	5	26
9	4	2	1	3	4	3	17
10	3	1	3	2	4	1	14
11	3	4	5	4	5	4	25
12	3	2	5	4	1	5	20
13	3	2	3	3	4	3	18
14	5	2	5	3	4	5	24
15	5	5	5	4	4	5	28
16	5	4	5	5	5	5	29
17	3	2	5	5	5	5	25
18	3	4	5	4	3	4	23
19	5	4	3	3	5	3	23
20	3	3	5	3	3	3	20
21	5	4	4	5	4	5	27
22	4	5	5	3	3	4	24
23	4	2	5	4	4	4	23
24	5	3	5	5	3	5	26
25	5	2	5	4	3	4	23
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27	2	2	3	4	3	4	18
28	3	4	5	5	4	5	26
29	5	5	5	3	2	4	24
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33	4	5	5	5	3	5	27
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35	5	4	4	3	3	4	23
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38	3	3	5	4	3	5	23
39	4	3	4	3	4	4	22
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50	5	2	5	4	4	3	23
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52	2	5	5	5	5	5	27
53	4	4	5	2	3	1	19
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56	2	4	3	5	4	2	20
57	5	4	5	4	5	3	26
58	5	4	5	3	4	5	26
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65	3	3	3	3	2	4	18
66	4	2	5	3	4	4	22
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73	4	3	2	3	2	4	18
74	5	4	5	5	5	5	29
75	2	2	4	2	2	2	14
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78	2	4	3	4	5	3	21
79	5	4	5	3	4	3	24
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81	3	2	5	4	4	5	23

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84	2	2	3	2	4	3	16
85	5	4	3	4	3	4	23
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88	3	3	3	4	2	4	19
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94	3	5	5	4	5	4	26
95	3	4	3	5	5	5	25
96	4	2	5	3	5	1	20
97	3	5	3	5	3	5	24
98	3	2	4	3	4	1	17
99	4	5	3	4	4	5	25
100	4	2	5	4	4	4	23
101	3	2	5	3	3	5	21
102	1	3	5	5	2	1	17
103	4	2	3	2	4	4	19
104	4	4	3	4	2	4	21
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106	5	3	4	4	5	4	25
107	4	2	2	3	3	3	17
108	5	4	5	5	4	5	28
109	5	2	3	5	5	5	25
110	5	2	3	3	3	2	18
111	4	4	5	4	4	5	26
112	5	5	4	4	4	3	25
113	3	4	3	3	2	2	17
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122	3	4	5	4	4	5	25
123	5	5	5	4	3	5	27
124	3	2	3	3	5	4	20
125	5	2	5	4	4	4	24
126	3	4	5	4	5	5	26

127	4	1	4	2	2	1	14
128	3	4	5	4	4	5	25
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136	4	4	2	4	4	4	22
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138	1	1	4	4	4	5	19
139	2	3	3	4	4	5	21
140	4	3	3	4	4	3	21
141	2	3	3	4	4	5	21
142	2	2	2	3	4	5	18
143	5	5	3	5	5	5	28
V	1.219738008	1.520535802	1.036639417	0.711119866	1.072983355	1.339111593	

Appendix 3:SWOT Analysis

<i>Strengths</i>	<i>Weaknesses</i>
<p>Better work-life, life balance. Employee have tools. Employees are Motivated. Employees having the support from their boss. Team support them. Good communication btween team. The employees respect their working hours The regulations that Company-X1 has implemented during the pandemic are correct to employees. Employees are very likely to remote working.</p>	<p>Social insolation. Flexible with deadlines. Only 45% never or rarely are affectedtheir productivity . Increase socialization activities, such as mentoring, Team activity time, between others. Explain the goals all the team. More presence training. Publish a right to switch of policy. Less time of working meeting. Improve shedules.</p>
<i>Opportunities</i>	<i>Threats</i>
<p>Develop Events, Webinars Economic Support (money topay electricity and internet). Provide office equipment. Continue with remote working after COVID-19 restrictions. Have a hybrid approach (office and remote working).</p>	<p>Restrictions in the face of the COVID-19 pandemic. Worsening of the COVID-19 pandemic (deaths and illnesses). Decrease in contracts with Company-X1 clients could decrease the workforce. Some employees could become ill and more staff would have to be hired.</p>

Appendix 4: Timeline Activities

Timeline Activities																
Task	Week 01		Week 02		Week 03		Week 04		Week 05		Week 06		Week 07		Week 08	
	30/08/2021		06/09/2021		13/09/2021		20/09/2021		27/09/2021		04/10/2021		11/10/2021		18/10/2021	
	Who	Done	Who	Done	Who	Done	Who	Done	Who	Done	Who	Done	0	Done	0	Done
Meaning Section																
Design of Training	L&D	✔ Done	HR	✔ Done												
Implementation Training					L&D	✔ Done										
Mental Health					L&D	✔ Done										
Be Positive									L&D	✔ Done						
Manage your Time													L&D	✔ Done		
Mentor's Programme					L&D Managers	✔ Done										
How can I be a Mentor?					L&D Managers	✔ Done										
Implementation Training							Manager Employees	Session 1			Manager Employees	Session 1			Manager Employees	Session 1
Recognition Section																✔ Done
Develop of activities			HR	✔ Done												
Productivity competition					HR Employees	Start							HR Employees	✔ Done		
Productivity award															HR Managers employees	✔ Done
Money Section																✔ Done
Budget preparation	HR- Director	✔ Done														
Conditioning of Offices 30% of capacity (40 people)			Managers	✔ Done												
Office opening					Employees	✔ Done										
Snack delivery once a week for 70% (100 people) Crisp, Gatorade, fruit, yougurt, peanuts, almonds and popcorn.							HR	✔ Done	HR	✔ Done	HR	✔ Done	HR	✔ Done	HR	✔ Done
Support of 30.00 per month for 70% of employees and 10.00 for 30%											HR	✔ Done				
Shipping of Home Office kit (thermal glass, mug, notebook, pen, mause holder)													HR	✔ Done		
Support of up to 40 euros for the purchase of a chair and 30 for the purchase of a desk.					HR	✔ Done										

Appendix 5: Budget Employees

Action	Sept	Oct	Nov	Dec	
Snack delivery once a week for 70% (100 people) Crisp, Gatorade, fruit, yougurt, peanuts, almonds and popcorn. (5.00 per Employee, Inc. delivery)	€2,860.00	€2,860.00	€2,860.00	€2,860.00	Budget 2021
Support of 30.00 per month for 70% of employees and 10.00 for 30%	€2,400.00	€2,400.00	€2,400.00	€2,400.00	
Shipping of Home Office kit (thermal glass, mug, notebook, pen, mause holder)	€650.00				
Support of up to 40 euros for the purchase of a chair and 30 for the purchase of a desk.	€10,010.00				
143 Employees	€15,920.00	€5,260.00	€5,260.00	€5,260.00	€31,700.00
Budget per Employee (4 moths)					€221.68

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