

Dissertation for MBA 2021 by Peter Bolger

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Introduction

This thesis aims to determine if being forced to work from home during the Covid 19 pandemic affects employee wellbeing, employee motivation, and employee engagement.

I. Aims & Objectives.

The overall question being asked for this research is “Has enforced working from home during the Covid 19 pandemic impacted Employee Wellbeing, Employee Engagement or Employee Motivation?”.

Working from home is not new but being forced to work from home is. Under the current circumstances, due to Covid 19, many employees now have to work from home. This thesis aims to identify the impact on employee performance, changes in their attitudes, motivation, and/or wellbeing because of having to work from home. The author makes a comparative assessment on having to work from home between supervisor/team leader positions and employees reporting to them to see if the experience has a similar or different effect on the individuals in both situations. Another objective is to identify any patterns that emerge, discuss these concerning any impact, positive and negative, that may occur to both the individual and organisation, and offer some recommendations if needed to remedy any emerging themes.

II. Chronology of Research

The researcher conducted a detailed literature review on relevant literature to illustrate how further analysis is needed to help answer the overall question. The discussion begins with how significant the current situation is, the problems and challenges being faced on an international stage, both socially and economically. The conversation then moves to the challenges we have encountered to date to try living with the pandemic while striving to overcome the obstacles it has presented, trying to adapt and survive in this "new" normal.

From here, the reader will get a short history of work, showing how working from home is not a new phenomenon but something that we may be heading back to again if the choice and conditions allowed it. For years employees have looked for the option to work from home. Working from home is discussed, along with how employees try to

strike a good work-life balance by working from home and highlighting some of the benefits.

Although there are many benefits to working from home, relationships and the effects of working from home may have one area where a more detailed discussion is needed. Along with legal implications and how employers must adhere to them regardless of the circumstances, keeping an eye on relationships is critical and deserves to be part of the conversation.

Employee wellbeing, motivation, and engagement are considered next. A very detailed discussion will show how important these three dimensions are and how any influences, positive or negative, on an individual will have the same impact on their organisation.

Next up is the deliberation on whether to choose qualitative research over quantitative research as the preferred methodology for this paper. The result was a questionnaire that included both - a hybrid - that delivered the results discussed below. The process, including who, what, when and where, is next to be debated. Closed-ended questions have been mainly used throughout. The researcher will be observant in identifying any additional relevant themes that may emerge, which could make the research more interesting.

Literature Review

The overall aim here is to clarify how we got here and highlight some of the current problems and how they came about. From here, a couple of paragraphs will then define coronaviruses and a brief history of their origins. We then move on to explaining how employees have ended up working from home. Working from home is not new to today's society; research has highlighted why there may be a negative impact on the employee now "having" to work from home with specific attention focused on General Wellbeing and how that influences both the engagement and motivation of employees.

i) What has happened here?

In February 2020, the world began to change because of a pandemic, Covid-19. The virus was identified in Ireland at the end of February, and within weeks, cases had been confirmed in all countries (World Health Organisation). What occurred next was a sequence of events that resulted in the closure of business premises, schools, and offices which meant that people who had not experienced what it was like to work from home were now having to do so under government directive.

According to the Guardian newspaper, some of the events that took place due to the arrival of the virus are

- US Unemployment soars to 14.7%
- UK sees the biggest fall in GDP since record-keeping started.

The significance of these two references is that as industry kept falling and unemployment kept rising, governments promoted that working from home was a strategy to help slow these two negative economic indicators. Not everyone was in favour of this, but it was seen as the least worst option to try to keep trade moving. This was a very significant unseen unplanned event that meant that hundreds of thousands of people had to work from home without any warning, having never worked from home before.

Countries reacted differently to this international health emergency by introducing different measures to combat and counteract the spread of this disease. One of the significant measures was the instruction to organisations by governments to ensure that any employee who worked from home did precisely this – work from home. The

beginning of the work from home program began in late March 2020 and is still in operation today.

In addition to having to work from home, people now had to do so under challenging and demanding circumstances. Before the pandemic, those who worked from home had the support of all the other services such as child care and schools and access to amenities like gyms and clubs. But these were now all closed because of Covid, and having to work from home now meant that you had to share with others who are in the same situation while taking care of childcare and homeschooling children who now occupied the same space at the same time.

The rapid spread of the disease, Covid 19, led to the enforced closure of business and educational facilities, which meant that the people who were now having to work from home were doing so under various strenuous circumstances. Four people working from home are not the same four people who were working in an office environment, and managers need to be aware that the environmental changes may have a significant effect on those who have had to adapt.

In contrast to those having to work from home, the closure of many other businesses where employees were unable to work from home has resulted in many more hundreds of thousands of people forced into non-working situations but still having to stay at home.

Along with the rest of the world, Ireland has been in this battle too. Although supported by the government, social and economic changes are yet to be clear and won't be until several years after this pandemic.

ii) Coronaviruses

Honigsbaum concludes the chapter on the SARS pandemic of 2002 with, when reading today, a chilling cautionary tale:

'At a post-mortem at the Royal Society in London, Roy Anderson, the rector of Imperial College and an internationally renowned epidemiologist was similarly cautious. Although the WHO's handling of SARS had restored faith in the UN, the world has also been 'very lucky,' he wrote. It was only thanks to the low transmissibility of SARS and the fact that China and other Asian countries had been able to introduce 'fairly draconian' public health measures, such as home isolations and mass quarantines, that disaster had been averted. He predicted such measures would have met with

greater resistance in North America, where people tended to be more litigious, and to a lesser extent in Western Europe. The persistence of SARS in animal reservoirs meant that further outbreaks were inevitable. In the meantime, the real global threat came from the emergence of an antigenically novel influenza virus. 'One of the major dangers arising from the effective control of SARS is complacency,' Anderson concluded. 'Sentiments of the type, "we have been successful once – we will be again," may be far from the truth.' (Honigsbaum, 2020: 194)

The global experience of dealing with SARS has meant that governments have been warned that complacency was a significant factor when dealing with the threat of a global pandemic. Covid 19 is a severe acute respiratory syndrome coronavirus and the virus responsible for a disease outbreak in China in late 2019. The official name given by the WHO, World Health Organization, of the disease caused by the virus is coronavirus disease 2019, or COVID-19. Coronaviruses are a large family of viruses that can cause illnesses in both humans and animals. The extremes of these illnesses range from mild cases such as the common cold to potentially fatal respiratory diseases. Although it is not 100% certain, health experts believe the source of COVID 19 can be traced back to a live animal market in central China. It is documented that the virus originated in animals and jumped to humans. Within a few months, COVID-19 had spread globally and affected almost every country in the world, thus prompting the WHO to issue an international public health emergency (Sheposh, 2020).

ii) Covid 19 and Employees Working from Home.

Death and severe respiratory problems are the known effects of the Covid virus, leading to additional health problems such as stress, anxiety, depressive symptoms, insomnia, denial, anger, and fear globally. Individual concerns influence daily behaviours and decision-making, impacting mental health needs globally (Torales et al., 2020). This is then magnified and probably made worse by those who must stay home, sometimes for seven days a week, and eliminate workplace social interaction. Although there are benefits to working from home (Bloom et al., 2014), these may now be irrelevant because working from home is not a choice this time but an instruction that is now beginning to take its toll on employees after this length of time.

iv) History of Work

Working from home is not new. Before the industrial revolution, where mass production came into play, working from home was the norm. Blacksmiths, cobblers, carpenters, and weavers are just some of the skilled people who worked and sold their wares from home long before Tim Berners-Lee gifted the internet to the world in the 1980s. The introduction of massive machinery and the factory floor creation resulted from the Industrial Revolution, where employees had to commute and travel to their place of work. After the last world war, WW2, economies in the western world got stronger, companies grew more prominent, and bigger office became the norm. Commuting to work and occupying a boring cubicle for at least 8 hours a day was the next step in the evolution of work.

Fast forward to the introduction of personal computers and the world wide web. These are the two significant advances that would allow the idea of working from home to become the force it has become today and will continue to be in the future. It has become so easy now that you can work on the bus, in a coffee shop or waiting to collect the children from school, thanks to mobile phones, tablets and Wi-Fi access. This is one reason why working from home, as a choice, is so appealing to many employees today. Another is cost. Video conferencing software and mobile communication through cellular communications networks are very competitive today, thanks to tech advancement and tech innovation being key to strategic management in organisations (Kang et al., 2019; Strauss, 2011; Crosbie and Moore, 2004). Interestingly, we seem to have gone full circle in the history of work now that many choose to work from home again like the blacksmiths and cobblers once did.

v) Work-Life Balance and Working from Home

Striking the right balance between life and work is a common area for discussion today among those aiming to work to live rather than living to work. The aim to spend more time with the family resulting from working from home has highlighted a reality that more hours spent working when at home (Mahapatra, 2020).

There are both benefits and difficulties to working from home, and these are different depending on skill levels, income, workspace, and gender (Crosbie & Moore 2004). However, at the time of their research, Crosbie and Moore never envisaged a global pandemic where having to work from home meant sharing workspaces with school-

going children and multiple adults living under the same roof and unable to go out to work.

According to the CIPD Ireland 2020, they say that remote working can help employee wellbeing and productivity. Still, no mention is of the obstacle's employees may face mentioned in the article above 17 years earlier. Boundaries that once existed in an unwritten context are crossed when those forced to work from home are doing so without any prearranged agreement that may result in the environment potentially becoming a little hostile (Kubicek & Tement, 2016). Tensions due to homeworking are pushed by sharing spatial resources (Bulos & Chaker, 1991).

Another factor for consideration is gender when discussing roles when traditional families forced to work from home. In their study on working from home, Kumar and Marhesh (2020) highlight that females took fewer breaks and worked longer than their male counterparts. This they felt was not only down to their time management, but also influenced by the fact they felt to need to work longer to get the same recognition. Working from home and any conflicts that may arise can be brought back, and its foundations identified in the traditional roles which were occupied before being forced to work from home. For example, traditionally, men work longer hours during the early years of childcare and stay to do overtime. Women do not focus on work during the same period, so both may be programmed with a subconscious bias of what they perceive the other person's role to be during this enforced period (Fahlen, 2014).

vi) Benefits of Working from Home

Companies that offer family-friendly work policies are very high in the thoughts of those looking to start a family. Flexible work arrangement, particularly the option to work from home, can make or break an employee's decision to stay with an organisation. Outside of the commuting and travel benefit associated with flexible working, flexible work arrangements favour the work-life balance of employees if they want to be involved in their family life by enabling more time spent with the family (Mokhtarian and Salomon, 1997). More importantly, employees with caregiving responsibilities like parents and or a sick child would benefit from flexible work arrangements. It is easier for them to be at home if an incident occurs with the person they care for (Mokhtarian and Salomon, 1997; Noonan and Glass, 2012).

On the other hand, being forced to work from home when having to deal with these circumstances of childcare and caregiving when you are not in favour of doing so, the

opposite effect may happen, resulting in low levels of employee wellbeing and drops in productivity. The LRA, Labour Relations Agency, (2020), recommends that employers provide childcare provisions for parents of children under the age of 3 who are forced to work from home. How this is possible when there are no facilities allowed to open during this period is something organisations must consider when weighing the pros and cons of employees working out of office.

vii) Impact upon Relationships

The emotional impact these changes have upon all relationships that involve the employee can harm both the domestic environment and the organisation. According to the Irish Times, there has been a sharp increase in women and children fleeing their homes due to domestic violence. Partner, work colleagues, and supervisory interactions sometimes need to be monitored closely. Management within all organisations needs to be made aware of this new environment. The element of trust plays a fundamental role in any relationship that depends upon collaboration and advice in helping yourself and others to work well together. However, trust can be fragile and easily broken. For example, research suggests that trust can be broken by actual misbehaviour, by simple accusations, and even by imagined transgressions (Cooper et al., 2013). According to Kim et al. (2018), 'perceived mistrust and mistrust justification can lead to emotional exhaustion, withdrawal at work, conflict at work, withdrawal at home, and conflict at home'.

As a result of this, monitoring close relationships when individuals placed in a new, uncommon, and potentially stressful situation should be high on the watchlists of employers trying to operate "as-normal" during the pandemic.

viii) Sufficient Resources and Legal Implications

As organisations require their employees to work from home, they must provide the resources necessary to do the job professionally and within employment law guidelines. Under the Organisation of Working Time Act, 1997, employee working hours and rest periods are stated clearly as not to be more than 48 hours per week unless in exceptional circumstances. Also, under the Safety, Health and Welfare at Work Act, 2005, employees are entitled to the correct tools and environment to conduct their work. It is quite possible that providing a table, chair, laptop and making contributions to the Wi-Fi payment may not be enough to satisfy a Rights

Commissioner should any individual or Trade Union challenge the validity of meeting the legal requirements sufficiently to do so. And likewise, employers may adopt a similar stance toward employees to challenge the new laws introduced in January 2021, which gives employees the right to request to work from permanently, by highlighting the above two Acts, and making a similar argument that says the home is not the correct place to satisfy the legal requirements sufficiently to do so.

ix) Employee Wellbeing

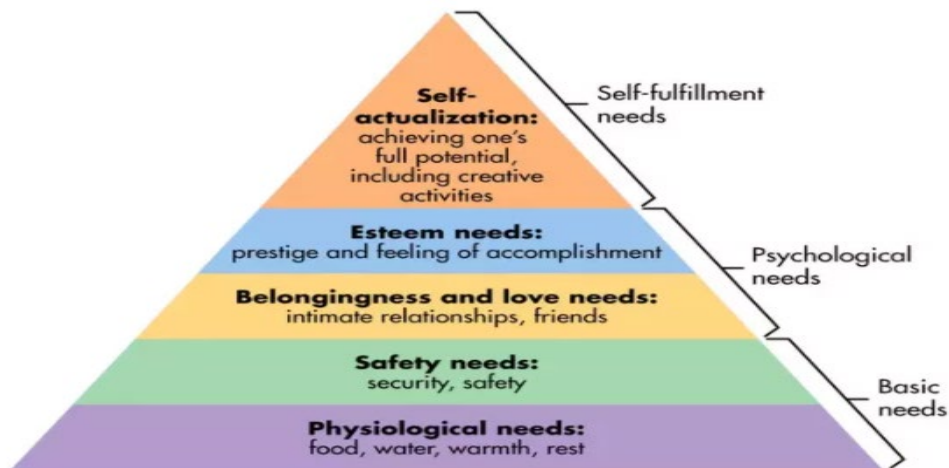
Additional factors that need to be explored during this period are employee welfare and mental wellbeing. For instance, during travel restrictions and postponement and cancellation of religious, sports, cultural and entertainment events, people who are in quarantine may experience anger, loneliness, boredom and anxiety, and symptoms of cough, fever, and fatigue may cause emotional distress and feelings of fear of contracting COVID-19 (Xiang et al., 2020). These illnesses can be directly correlated to motivation and engagement. I believe they will directly impact many organisations in the future unless adequate supports are made available to those presenting with symptoms.

Researching motivation and employee engagement is not new and has been a topic of in-depth discussion for thousands of students worldwide. However, due to the impact of the global pandemic, I believe that there is room for more research in this area. Worsening social and emotional wellbeing takes its toll on productivity (willistowerswatson,2021). Those unable to distance themselves from work while at home all day may show an increase in mental health challenges. Being able to distance yourself from work and occupy one's mind with other positive cognitive influences such as physical exercise 'has the power to moderate the links between job demands and detachment on the one hand, and mindfulness at work and home detachment and wellbeing on the other hand', Baur et al., (2018). Employees who can continue doing something they believe has a purpose can empower the employee to explore more networks and thus increase motivation and engagement.

x) Motivation

Below is a picture of Maslow's 5 tier pyramid on motivation (McLeod, 2020). It is a well-documented work that sets about the foundation on the discussion about the

theories of motivation. Maslow's pyramid sets out five levels where an employee's needs are met in stages before moving on to the next one. The concept of the pyramid, Hierarchy of Needs, is that individual needs must be met or satisfied from the bottom layer of the pyramid first and move upwards to the next level. Once this happens, it is perceived that we automatically move on to Maslow's next level (1954).



In this study, we will assume that the basic needs of the pyramid are being met due to employees being paid while they are working from home. The following three tiers, belonging, self-esteem, and achieving potential, where our focus will be, and questions will be raised and discussed honestly to reflect how working from home has impacted those who have had to endure it since March 2020. Questions on psychological welfare, lack of social interaction with others, are things still being accomplished or do they feel outside the loop? Are they operating at a level where their potential is challenged and acknowledged? These are the areas that directly impact whether an individual is fully engaged in what they are doing.

The most important gauge for a healthy work environment is not a robust external framework but whether individuals can foster internal motivation (Brafford, 2020). 'Keeping the motivation levels of employees high during a crisis is important. Here is where a combination of internal as well as external motivation comes into play. Currently, there is no one good universal theory that can reliably predict what will keep people motivated' (Laheef, 2020). For many employees today, one of the primary Intrinsic motivators is to have what they believe is a career with a real purpose that they can connect with. Is this being taken from them by having to work from home?

xi) Employee Engagement

An employee's attitude towards their work can determine how engaged they are in doing their job, treat customers, and add to an organisation's overall culture and bottom line. Kahn (1990) states that if employees are engaged, then they "are positive about their work being meaningful, their workplace being safe and the availability of sufficient resources for completing tasks". Howard Schultz, the CEO of Starbucks, echoed this view: "[Employees] are the true ambassadors of our brand, the real merchants of romance and theatre, and as such the primary catalysts for delighting customers" (Kessler, 2012).

According to Kumar and Pensari (2014), there are five dimensions to employee engagement. These are employee satisfaction, employee identification, employee commitment, employee loyalty and employee performance.

- Satisfaction – when an employee is satisfied, they tend to be more committed to their work and adopt the organisation's overall values and see themselves as a part of it.
- Identification – this is where the employee has an emotional tag with the organisation. For example, if they heard something negative about the organisation, they would take it personally and not react too kindly.
- Commitment – an employee who is fully committed to an organisation is more likely to go above and beyond what their actual job description says.
- Loyalty – creates an attitude with the motivation that this is the place where I want to be. Having loyal employees allows organisations to plan to know that they will not lose good employees.
- Performance – this can be seen in the employee's output, and where it is deemed positive, it automatically impacts the customer's perception of the organisation.

Knowing the benefits of having a highly engaged and motivated workforce is essential for any organisation to achieve its objectives. Understanding the factors that can influence and contribute to an individual's general wellbeing, either positively or negatively, give the organisation a better chance of success. That is why this research aims to see if any of these factors are being affected by working at home. If yes, offer

solutions to help reduce or eliminate anything negative for both the employee and the organisation.

2. Research Methodology

This paper uses a combination of three common research approaches, qualitative, quantitative, and mixed methods. Creswell (2002) highlights that quantitative research collects, analyses, and writes the study results. Qualitative research is the approach to data collection, analysis, and report writing that differs from the traditional, quantitative methods. For this research, a self-completion questionnaire using a hybrid of both qualitative and quantitative questions was used. Williams (2007) goes on to state, "While the quantitative method provides an objective measure of reality, the qualitative method allows the researcher to explore and better understand the complexity of a phenomenon".

Qualitative research may be deemed more suitable for this study; this type of research makes it possible to get very specific, detailed, and valuable information. By adding the quantitative questions to the questionnaire allows the participants to respond to those questions quicker. According to Yin (2003), conducting qualitative research is an excellent way to obtain a deep understanding of the research problem. Using the hybrid questionnaire eliminates monomethod analysis, carrying out one qualitative research in a short period. A monomethod study is based on either qualitative or quantitative research (Creswell and Plano Clark, 2007).

The main difference between inductive and deductive reasoning is that inductive reasoning aims to develop a theory, while deductive reasoning seeks to test a current view. The deductive approach allows the researcher to establish a hypothesis using theory (Saunders et al., 2009). In contrast, inductive research involves condensing the data by applying categories and themes based on inference and interpretation (Wildemuth and Zhang, 2009). The research approach for this study is mainly inductive, as it intends to identify themes and patterns which may emerge during the interview process. According to Boyce and Neale (2006), the main advantage of in-depth interviewing is that it allows the researcher to gather detailed information about the topic while creating a relaxed atmosphere between the researcher and the interviewee.

i) Participants

Due to the circumstances presented by Covid, the research boundaries were highly restricted. Unable to leave our homes to pursue a bigger pool of participants, I was

fortunate that this organisation allowed me access to the group. The participants were anonymous to the author, but it is a small group from a department within a large financial services organisation. The twelve participants consisted of four team leaders and eight team members working from home for over 12 months before completing the questionnaire. All the participants have been sent a participation information sheet (see Appendix 4). Next, they received a discussion template, used as the base for the discussion, before receiving a copy of the questionnaire. Nobody was coerced in any way to discuss anything they felt uncomfortable with and were able to terminate the interview at any time they wished. Following discussions with some group members, a detailed questionnaire (see Appendix 2) was more suitable for the participants than taking part in a telephone interview.

ii) Ethics

Due to the questionnaire being disseminated to participants via their manager, the aspect of total anonymity was no longer an option. All participants were voluntary and were of their right to withdraw at any time and without giving a reason. All participants were made aware of my completed consent form (See Appendix 1), confirming they had understood the ethical principles underlying the research. All participants were fully debriefed. Data collected was initially supposed to be recorded anonymously, but due to the overwhelming circumstances that Covid has us in, this was the only way possible to access the participants. It was agreed with the unit manager that the researcher remained anonymous to the participants and vice-versa. However, it must be noted here that the unit manager has access to the completed questionnaires and the participants' names. It is perfectly correct to assume that completing the questionnaires was not 100% unbiased, with a minor element of bias tilted the responses favouring the organisation due to the managers' access to the questionnaires.

iii) Experiential Design

How individuals feel or react to their environment, change of environment, and new work practices are relevant and appropriate. The intimacy of completing a questionnaire rather than participating in a one-to-one conversation may allow the participants freedom to be open and honest. According to Austin & Sutton (2015), "The role of the researcher in qualitative research is to attempt to access the thoughts and

feelings of study participants". A thematic response with some potential patterns emerging is the overall aim here.

The participants also received a small questionnaire called a GAD 7 (see Appendix 3) in addition to the discussion template. The GAD 7 & questionnaire was devised and used by Pfizer concerning anxiety and stress, has a proven history, and a Likert scale measuring system (strongly agree – 6, down to strongly disagree - 0) that determines a participant's emotional state concerning stress at that given time. The participants were under no obligation to discuss the GAD 7 questionnaire, and those who did so did it of their own free will.

iv) Procedure

The initial approach used to gather the information was a telephone interview with all the participants having the option for discussing and offering up opinions on the same discussion template used for all. However, after some trial and error, which involved collecting phone numbers and preferable times for participation, it was agreed that phone calls were not suitable for all and that a detailed hybrid questionnaire survey was the preferred choice for all the participants.

To put the questionnaire together, I used a combination of both qualitative and quantitative questions. I also added the GAD SEVEN questionnaire from Pfizer to add some credence to the research.

I emailed the questionnaire to the unit manager, who forwarded it to the agreed participants. All participants continued to remain anonymous to the author and still are. The questionnaire was completed by the participants and emailed back to the unit manager. The unit manager then emailed all completed questionnaires to me, highlighting who the team leads and who the team members were. Although it was not ideal due to having the questionnaires go through the unit manager, under the circumstances, this was the only way possible for me to gather the information required as stated in the aims and objectives.

Analysis of the completed questionnaires followed to identify any themes or patterns that have emerged, which will allow us to determine if the question of being forced to work from home has had any impact on an employee's general wellbeing, engagement, and motivation.

Findings

Research can be used for exploration, explanation, and description purposes. According to Pinsonneault and Kraemer (1993), exploration helps to become familiar with an overall topic. It gives a clearer understanding of the current situation, which is what this study aims to do. "Qualitative data refers to all non-numeric data or data that have not been quantified and can be a product of all research strategies" (Saunders et al., 2009). There are several methods to analyse data, but our focus will be on thematic analysis. Thematic analysis is a method for identifying, analysing, and reporting patterns within data and is a foundational method for qualitative analysis, which is flexible while providing a valid detailed and rich account of data.

The questionnaire was designed to engage the participants to elicit as much information as possible to answer the overriding questions. To make the participants more relaxed and encourage them to give more details of their work environment, questions 1-4 and questions 7-10 on the questionnaire were designed to be inclusive, supportive and engaging whilst identify any themes worth discussing further. Questions 5 and 6 ask questions specific to motivation and engagement, two of the three articles from the thesis objective. And finally, the GAD 7 questionnaire addresses the final article of the theses, employee well-being. By breaking down the questionnaire into three sections, we get a clear answer to the overall question, as stated on page 3, and a chance to identify any trends that may emerge from the research.

For blank questionnaire, see Appendix 2, and for completed questionnaires, see Appendix 5, at the rear of the thesis.

1. General attitude towards working from home, including resources and possible challenges, Q1 – Q4, findings worth noting.

	TEAM LEAD 1	TEAM LEAD 2	TEAM LEAD 3	TEAM LEAD 4
Q1	Extremely Satisfied	Fairly Satisfied	They are fine	Quite Satisfied
Q2	Managing a team remotely & not seeing them	Home Schooling and not being beside my team	Two people working from home	Separating work and personal life No Communication with Colleagues
Q3	Bank Provided	YES	YES	Yes
Q4	Spare Room	Works from kitchen	Space Restricted	No dedicated work space

	TEAM MEMBER 1	TEAM MEMBER 2	TEAM MEMBER 3	TEAM MEMBER 4
Q1	Very Satisfied	Fairly Satisfied	They are fine	Quite Satisfied
Q2	Social Aspect with friends and unable to bounce off	Work-life balance and IT issues	Lack of face to face and unable to discuss complex issues	Sitting down too long and waiting too long for answers
Q3	YES	YES	YES	Yes
Q4	Yes	Yes	Yes	Not at present

	TEAM MEMBER 5	TEAM MEMBER 6	TEAM MEMBER 7	TEAM MEMBER 8
Q1	Very Satisfied	Satisfied	Happy	Completely Satisfied
Q2	Being alone & not seeing colleagues	Social Interactions and not being creative	Long time sitting and lack of exercise	No Human interaction and IT issues
Q3	Yes	YES	YES	Yes
Q4	Yes	Spare room	Sometimes I do	Yes but lost a room as a result

2. The following two questions, Q5 and Q6, ask directly how the participant feels towards engagement and motivation.

	Team Lead 1	Team Lead 2	Team Lead 3	Team lead 4
Q5	Very Engaged	Levels Same	Very Engaged	Very Engaged
Q6	Very Motivated	Same as office	No difference	Slight Drop

	Team Member 1	Team Member 2	Team Member 3	Team Member 4
Q5	Very Engaged	Very	Same as office	Engaged
Q6	Very Motivated	Very	No difference	Motivated

	Team Member 5	Team Member 6	Team Member 7	Team Member 8
Q5	Very Engaged	Same as Office	80% Engaged	Same as office
Q6	More Motivated	Same as office	Still Motivated	Back to normal

3. Q7 – Q10 leading questions in building a picture of the participants work schedule and their interpretation of support while working from home.

	Team Lead 1	Team Lead 2	Team Lead 3	Team Lead 4
Q7	No	Yes	Yes	Yes
Q8	Yes	Yes but lucky husband is WFH	Not while my husband is around	Not a bit
Q9	No Commute & Save Money...interruptions and colleagues	No Commute and collect kids...Miss people and am too busy	No Commute & flexibility for kids...Being at home all day & no breaks	More energy by not having to commute
Q10	8-9	9.45	8	7

	Team Member 1	Team Member 2	Team Member 3	Team Member 4
Q7	Most of the time	Yes	Yes	Yes
Q8	At times	Yes	Yes	Not really
Q9	No Commute & less stress...chats and colleagues	No Commute....lack of variety	Not having to wear makeup not being rushed...jokes and craic in office	Flexibility....no interaction with team
Q10	6-7	7	7	7

	Team Member 5	Team Member 6	Team Member 7	Team Member 8
Q7	Yes	Yes	Yes	Yes
Q8	No	Sometimes Yes	Yes	No
Q9	Love WFH and no dislikes	No Commute and collect kids...Miss people and ideas to bounce off team	No Commute & flexibility for kids...Lack of interaction and hard to swirth off	No commute & saving money not having other people to talk to
Q10	7-8	Too many at times	7	7

From the tables above, we can see that Team Leaders and Team Members are very similar in their responses to the first 10 questions. The following section will look at the implications of this when the analysis is completed.

4. Finally, we have a Likert scale GAD 7 questionnaire that identifies the participants' overall wellbeing over two weeks while working from home.

GAD SEVEN

1	Feeling nervous, anxious or on edge	Not at all	Several Days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all	Several Days	More than half the days	Nearly every day
3	Worrying too much about different things	Not at all	Several Days	More than half the days	Nearly every day
4	Trouble Relaxing	Not at all	Several Days	More than half the days	Nearly every day
5	Being so restless, it is hard to sit still	Not at all	Several Days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all	Several Days	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all	Several Days	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult	Somewhat difficult	Very Difficult	Extremely Difficult

Team Leads:

The scores here were low for three of the team leads, but we had a score of nine, which is high and needed further attention.

Team Members:

The majority of the team members had low scores here, but two team members scored above ten, 11 & 12, respectively, and needed further attention.

Analysis

The overall aim of the survey was to answer the question on page 3 concerning employee wellbeing, motivation, and engagement by having to work from home. Also, although not clearly stated initially, the researcher put together the hybrid questionnaire to identify any themes or patterns that may have evolved. For complete transparency and honesty, clarity around the circumstances involved in outing the research needs the reader's attention. Not to be used as an excuse, but the mitigating circumstances around putting this research together is unprecedented. Covid 19 intervened in the writer not having enough time and no direct access to the participants. The most crucial restriction was zero access to the college library that would have been fundamental to expect when putting a thesis like this together. The situation and circumstances have made it very difficult for everyone by putting constraints on what would have been a more in-depth body of work.

The approach used on the questionnaire was to break it down into four sections which covered:

The 12 completed questionnaires consist of four team lead and eight team members, and I will look at these in 2 different batches, team leads and team members. The idea behind this is to see what the emerging themes are. Then these results compared to each other to confirm if there are any significant differences based upon the role the participants occupy.

i) Team Leads

Below the reader will first find the questionnaires completed by the team leads who participated in the survey. From these four questionnaires, the consensus for section 1 is that they are all satisfied by having to work from home and have sufficient resources to do the job well. However, in this section, when asked about challenges, we see how the family is starting to impact here with one team lead saying, "Homeschooling my 8 yr. old while trying to get a day's work completed. Live Zoom calls that can be interrupted by the children, it's not very professional then I get distracted". Another common theme among the team leads here is "Managing a team remotely" and "not communicating face-to-face with colleagues".

Section two relates directly to motivation and engagement. Here all the team leads express little or no change in their motivation and engagement. One team lead says

that "My motivation has dropped slightly", and another making a comment about having "less downtime" and that she would "find it harder to log off to take a lunch break and in the evenings, so she does a lot of extra hours", as the main points to identify in this section.

Working too many hours that constitutes any breaches of employment legislation is not evident in section 3, and only one person has a problem contacting their direct manager, stating the "no face-to-face conversation" as the reason for this. Concerning feeling isolated when working from home, we find that the emergence of the family is a positive constant here. Simultaneously, one team lead does at times make us aware of the lack of interaction with colleagues. The most significant benefit to emerge from the likes and dislikes part of the section is that everyone is happy with not commuting and doing more with the kids. The main dislike is the lack of "banter", with colleagues being the most prevalent point emerging here.

Concerning the GAD7, General Anxiety Disorder, questionnaire it found that 3 of the team leads were coping very well, with only 1 of the 3 getting a score of 5. The other team leader got a score of 9, which is borderline to needing to be evaluated further. The GAD-7 score is calculated by assigning scores of 0, 1, 2, and 3 to the response categories of 'not at all', 'several days', 'more than half the days', and 'nearly every day', respectively, and adding together the scores for the questions.

Scores of 5, 10, and 15 are taken as the cut-off points for mild, moderate, and severe anxiety, respectively. When used as a screening tool, further evaluation is required when the score is 10 or greater.

So, concerning the team leads completing the survey, we have found that all 4 to be fully motivated and engaged while having to work from home, and 1 team lead to be feeling the pressure enough that their situation was brought to the attention of their direct line manager as something that needed to be monitored from here.

ii) Team Members

In addition to being very satisfied with working from home and having all the necessary equipment to do their jobs effectively, the biggest issue highlighted in section 1 is the lack of interaction with colleagues and being on their own for too long. This is brought up by 5 participants with quotes such as, "being alone every day and

not getting to see or chat to my colleagues face to face" and "Little to no human interaction".

Section 2 of the survey shows how ALL the participants have no difficulties doing their work while maintaining sufficient motivation and engagement levels.

While having access to direct team leads is not a problem here in section 3, isolation while working from home seems to be an issue among over 50% of the participants, ranging from "at times" to "Yes, over the last couple of weeks I have felt very isolated". In addition to this isolation being an issue, there is also a consistent mention of not being around work colleagues and "not having people to chat to", adding to the negative feelings the participants are beginning to show. On a good note, what the participants found positive in section 3 was the "not having to commute" being the most significant benefit.

Section 4, the GAD 7 questionnaire, has brought up some interesting findings that require further attention. According to the scoring mechanism used for calculating the scores, and that any score above 10 requires further evaluation, two participants scored above this. With scores of 11 and 12, respectively, this was brought to the attention of the unit manager, who has said she would investigate this further with the two participants and offer any additional assistance needed to help them.

iii) Team Lead Vs Team Members

After analysing the information on both the Team Lead and Team Member surveys, there is little or no difference in the responses of both groups. The question of whether having to work from home has affected motivation and engagement is a "No". But concerning employee wellbeing and the results from the GAD 7, it has indicated that 3, 25% of the respondents are being affected by having to work from home and need further support from the organisation. This survey represents a minimal number of employees within the organisation. Suppose this 25% acts as an indicator. In that case, we could have 30 people in every 120, or 300 in every 1200, being affected by the same issues, and the long-term effects of numbers as bad as these sure to have a detrimental impact on the overall business strategy.

However, we also found the emergence of some themes among the respondents, which are worth highlighting. Some are positive, but the negatives far outweigh the positive benefits. These are:

- Commute – By not commuting to and from work being the single most popular benefit of having to work from home.
- Family – Although battling for space with their partner, this is outweighed by having their partner at home as it alleviates isolation at times. Being at home helps some to spend more time with their kids too.
- Colleagues – How they miss the interaction, banter, and face to face exchanges.
- Disconnect – The inability of being able to switch off the computer.

iv) Recommendations

Not having to commute to work is the most positive benefit for those who have been forced to work from home. Every participant pointed this out as being what they are benefitting from due to the current circumstances. However, what is equally prevalent is the lack of social interaction that comes with not making that commute and physically go to work. The biggest problem that has emerged from this survey, although one that was not asked about, is interaction with colleagues in both the workplace and from a social aspect. This was probably something taken for granted before the pandemic but is now something that is to the fore 12 months on as almost 100% of the respondents refer to it in one way or another. Zoom, Skype, Teams and Whatsapp are great ways to communicate and have been utilised by all over the last 12 months but are no longer enough. Government restrictions require us to stay away, but there are some solutions available for consideration by organisations and should be encouraged, especially by an organisation as big as this one, over 10,000.

Encouraging employees to reach out within their local community to other employees, not just team or department members, to meet for walks or chats within social distancing rules is one way to help with this in the short term until these regulations change.

Long term, what will be required is a hybrid of both remote and office work. It is compulsory to get into the workplace at times for meetings deemed necessary by employers and social interactions that are badly missing based upon this survey.

The government's new Code of Practice that highlights an employee right to disconnect and switch off outside of working hours is a step in the right direction for those who feel they cannot. Knowing that this is not just a problem for the individual concerned and is a big issue for many people working from home will bring awareness and attention to this issue. For an organisation to be proactive in this area and communicate its message to employees to switch off, going a step further by adding a timer showing the maximum time per day allowed to the remote access link would be a solution. This would work very simply and can be done with very little expense to the organisation. Like any countdown clock, this would start when the employee logs on remotely; it remains when the employee is logged on remotely and automatically shuts down when the employee reaches the maximum time allowed, set on the countdown clock. Access is regained to the platform at the same point when the countdown clock expired when the employee is due to start work the next day.

Conclusion

The objective of this survey was to find out if having to work from home during the covid 19 pandemic influenced employee wellbeing, employee motivation, and employee engagement.

This began with a detailed literature review on several topics, which was conducted to show why the further analysis was needed to help answer the overall question. Pandemics are rare, so the literature review began by giving the reader a brief insight into its general origins and how we have ended up in the current Covid 19 coronavirus, and how this forced many employers to make employees work from home until they are allowed back to work in the office.

From here, we gave the reader a short history of work, showing how working from home is not a new phenomenon but something that we may be heading back to again if the choice and conditions allowed it. For years employees have looked for the option to work from home, and it was then shown how trying to strike a good work-life balance by working from home, which was followed by highlighting some of the benefits of doing this.

Although there are many benefits to working from home, relationships and the effects of working from home may have on them is one area that more detail was needed. Along with legal implications and how employers must adhere to them regardless of the circumstances, keeping an eye on relationships is critical and deserves to be part of the conversation.

Employee wellbeing, motivation, and engagement were next to be brought into the mix. A very detailed discussion shows how important these three topics are and how any influences, positive or negative, on an individual will give the same result to their workplace.

Next up was the deliberation on why a combination of qualitative and quantitative research was the chosen methodology for this paper. The process on how the data, along with the participants, was then the next point to be shown. Although there was a simple answer of "yes or no" available, the identified additional themes made the survey more interesting.

The overall survey findings were then broken down in three separate ways: team leads, team members, and a mix of both together to answer the underlying question of the survey, which was very clear. However, the themes emerged from the study that was next to be highlighted and briefly discussed, and some recommendations were then made on how best to utilise the findings that came from the survey.

So the answers to the overall question in this research of has enforced working from home during the Covid 19 pandemic impacted Employee Wellbeing, Employee Engagement, and Employee Motivation have been discussed here. Engagement and motivation received a resounding "No" from the participants. Employee Wellbeing, on the other hand, has been affected. 25% of the participants have harmed their overall wellbeing by having to work from home to the extent that they need additional support from their employer, who has been informed. Due to the clarity of the "yes" and "no" replies on the survey, more detail went into its analysis which identified four different themes, commuting-disconnecting-family-interactions. Although these themes were not part of the original question, the information garnered from this survey indicates that these four themes may warrant further investigation based on their own merits.

For decades, employees have been asking employers for more flexibility in the workplace and working from home. Almost universally, the answer to this question has been a resounding "NO". This is mainly due to a lack of faith and trust in their workforce, thus insisting that employees remain in the office. However, Covid may have now changed all of this. Out of necessity, the pandemic has made those who could work from home continue to do so. Some businesses may have fallen on their feet as a result of the pandemic restrictions.

Organisations that continued to operate with employees working from home for over 12 months may now offer this new way of working. Cost savings such as office rental and utility costs could be passed on to employees choosing to work from home. At the same time, others organisations will try to insist on their employees returning to the office when they are allowed to do so. Insisting on getting employees back into the office after working successfully at home for over 12 months will be a big challenge and be subjected to a high degree of resistance. In January 2021, the Irish government published its National Remote Work Strategy, which provides legislation to employees

to “work from home where possible” to support those who have been working from home for the last 12 months.

The pandemic has indeed been very challenging for all. Still, it has allowed us to see which organisations can operate from home successfully and what type of employee has enjoyed doing so. We have had the opportunity to test something that had never been tested before, and as a result, we will now be able to look at the structure of work and how it fits into the work-life balance for the future. Finding the right balance is the aim of most people, with some more than happy to swap the additional costs of working from home, utility bills against the cost of the time it takes to travel to the office.

So to conclude. There is “no one size fits all” solution here. No two industries are the same, and even within these industries, no two organisation are the same. When lockdown is gone, to avoid spending an eternity in the WRC, organisations will need to evaluate the impact on their business of having people working from home and carefully choose their strategy for going forward in the future.

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Appendix 1

**National College of Ireland
Human Participants Ethical Review Application Form**

All parts of the below form must be completed. However in certain cases where sections are not relevant to the proposed study, clearly mark NA in the box provided.

Part A: Title of Project and Contact Information

Name

Peter Bolger

Student Number (if applicable)

19147422

Email

X19147422@student.ncirl.ie

Status:

- Undergraduate
Postgraduate
Staff

Supervisor (if applicable)

Title of Research Project

The impact of COVID-19 on employees in Ireland: how have the levels of motivation and engagement towards their jobs evolved for employees having to work from home?

Category into which the proposed research falls (see guidelines)

Research Category A

Research Category B

Research Category C

Have you read the NCI Ethical Guidelines for Research with Human Participants?

- Yes
No

Please indicate any other ethical guidelines or codes of conduct you have consulted

Has this research been submitted to any other research ethics committee?

- Yes
No

If yes please provide details, and the outcomes of this process, if applicable:

Is this research supported by any form of research funding?

- Yes
No

If yes please provide details, and indicate whether any restrictions exist on the freedom of the researcher to publish the results:

Part B: Research Proposal

Briefly outline the following information (not more than 200 words in any section).

Proposed starting date and duration of project

January 2021 and complete May 2021

The rationale for the project

To see if being forced to work from home has any effect on employees

The research aims and objectives

Aims to identify if employee motivation and mental wellbeing has been affected by the COVID pandemic

The research design

The research design will be a questionnaire targeting employee who have been forced to work from home

The research sample and sample size

Please indicate the sample size and your justification of this sample size. Describe the age range of participants, and whether they belong to medical groups (those currently receiving medical treatment, those not in remission from previous medical treatment, those recruited because of a previous medical condition, healthy controls recruited for a medical study) or clinical groups (those undergoing non-medical treatment such as counselling, psychoanalysis, in treatment centres, rehabilitation centres, or similar, or those with a DSM disorder diagnosis).

Sample size of up to 10 who will have no known medical conditions

If the study involves a MEDICAL or CLINICAL group, the following details are required:

- a) Do you have approval from a hospital/medical/specialist ethics committee?

If YES, please append the letter of approval. Also required is a letter from a clinically responsible authority at the host institution, supporting the study, detailing the support mechanisms in place for individuals who may become distressed as a result of participating in the study, and the potential risk to participants.

If NO, please detail why this approval cannot or has not been sought.

- b) Does the study impact on participant's medical condition, wellbeing, or health?

If YES, please append a letter of approval from a specialist ethics committee.

If NO, please give a detailed explanation about why you do not expect there to be an impact on medical condition, wellbeing, or health.

The nature of any proposed pilot study. Pilot studies are usually required if a) a new intervention is being used, b) a new questionnaire, scale or item is being used, or c) established interventions or questionnaires, scales or items are being used on a new population. If no such study is planned, explain why it is not necessary.

A new questionnaire asking questions about how working from home has affected employees

The methods of data analysis. Give details here of the analytic process (e.g. the statistical procedures planned if quantitative, and the approach taken if qualitative. It is not sufficient to name the software to be used).

Likert style questionnaire that will aim to rate employee engagement to the organisation whilst working from home

Study Procedure

Please give as detailed an account as possible of a participant's likely experience in engaging with the study, from point of first learning about the study, to study completion. State how long project participation is likely to take, and whether participants will be offered breaks. Please attach all questionnaires, interview schedules, scales, surveys, and demographic questions, etc. in the Appendix.

Questionnaire will take approx. 10 mins to complete on line

Part C: Ethical Risk

Please identify any ethical issues or risks of harm or distress which may arise during the proposed research, and how you will address this risk. Here you need to consider the potential for physical risk, social risk (i.e. loss of social status, privacy, or reputation), outside of that expected in everyday life, and whether the participant is likely to feel distress as a result of taking part in the study. Debriefing sheets must be included in the appendix if required. These should detail the participant's right to withdraw from the study, the statutory limits upon confidentiality, and the obligations of the researcher in relation to Freedom of Information legislation. Debriefing sheets should also include details of helplines and avenues for receiving support in the event that participants become distressed as a result of their involvement in this study.

N/A

Do the participants belong to any of the following vulnerable groups?

(Please tick all those involved).

- Children;
- The very elderly;
- People with an intellectual or learning disability
- Individuals or groups receiving help through the voluntary sector
- Those in a subordinate position to the researchers such as employees
- Other groups who might not understand the research and consent process
- Other vulnerable groups

How will the research participants in this study be selected, approached and recruited? From where will participants be recruited? If recruiting via an institution or organisation other than NCI please attach a letter of agreement from the host institution agreeing to host the study and circulate recruitment advertisements/email etc.

Voluntairily through the internet

What inclusion or exclusion criteria will be used?

Only those working from home because of COVID 19 need participate

How will participants be informed of the nature of the study and participation?

By Email

Does the study involve deception or the withholding of information? If so, provide justification for this decision.

No

What procedures will be used to document the participants' consent to participate?

A tick box on an email before getting access to the questionnaire

Can study participants withdraw at any time without penalty? If so, how will this be communicated to participants?

Yes..information will be outlined in contact email

If vulnerable groups are participating, what special arrangements will be made to deal with issues of informed consent/assent?

N/A

Please include copies of any information letters, debriefing sheets, and consent forms with the application.

Part D: Confidentiality and Data Protection

Please indicate the form in which the data will be collected.

Identified Potentially Identifiable De-Identified

What arrangements are in place to ensure that the identity of participants is protected?

No questions will relate to their identity or gender

Will any information about illegal behaviours be collected as part of the research process? If so, detail your consideration of how this information will be treated.

No

Please indicate any recording devices being used to collect data (e.g. audio/video).

N/A

Please describe the procedures for securing specific permission for the use of these recording devices in advance.

N/A

Please indicate the form in which the data will be stored.

Identified Potentially Identifiable De-Identified

Who will have responsibility for the data generated by the research?

Peter Bolger

Is there a possibility that the data will be archived for secondary data analysis? If so, has this been included in the informed consent process? Also include information on how and where the data will be stored for secondary analytic purposes.

No

If not to be stored for secondary data analysis, will the data be stored for 5 years and then destroyed, in accordance with NCI policy?

Yes No

Dissemination and Reporting

Please describe how the participants will be informed of dissemination and reporting (e.g. submission for examination, reporting, publications, presentations)?

By email

If any dissemination entails the use of audio, video and/or photographic records (including direct quotes), please describe how participants will be informed of this in advance.

N/A

Part E: Signed Declaration

I confirm that I have read the NCI Ethical Guidelines for Research with Human Participants, and agree to abide by them in conducting this research. I also confirm that the information provided on this form is correct.

Signature of Applicant PeterBolger

Date 16th December 2020

Signature of Supervisor (where appropriate):

Date _____

Any other information the committee should be aware of?

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Appendix 2

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

What are the two biggest challenges you face when working from home?

Do you have all the necessary equipment for you to work from home?

Do you have a dedicated workspace where you can work from home?

How engaged in your work do you feel while having to work from home?

How motivated do you feel while having to work from home?

Do you have sufficient access to your direct line manager when working from home?

Do you feel isolated when working from home?

What do like and dislike about working from home?

When working from home how many hours a day do you spend working at your computer?

--

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all	Several Days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all	Several Days	More than half the days	Nearly every day
3	Worrying too much about different things	Not at all	Several Days	More than half the days	Nearly every day
4	Trouble Relaxing	Not at all	Several Days	More than half the days	Nearly every day
5	Being so restless it is hard to sit still	Not at all	Several Days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all	Several Days	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all	Several Days	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult	Somewhat difficult	Very Difficult	Extremely Difficult

Appendix 3

Since you began working from home have you suffered from any of these symptoms

- Insert GAD 7 survey table here.

Over the **last 2 weeks**, how often have you been bothered by any of the following problems?

Over the last 2 weeks, how often have you been bothered by any of the following problems?		0	1	2	3
1	Feeling nervous, anxious or on edge	Not at all	Several days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all	Several days	More than half the days	Nearly every day
3	Worrying too much about different things	Not at all	Several days	More than half the days	Nearly every day
4	Trouble relaxing	Not at all	Several days	More than half the days	Nearly every day
5	Being so restless that it is hard to sit still	Not at all	Several days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all	Several days	More than half the days	Nearly every day
7	Feeling afraid as if something awful might happen	Not at all	Several days	More than half the days	Nearly every day

Below is a GAD 7 form, general anxiety disorder. The GAD-7 form is from Pfizer, utilised frequently, and free to use.

Psychometric properties

Property	Definition	GAD-7
Internal consistency	<i>Whether several items that propose to measure the same general construct produce similar score.</i>	Research indicates the GAD-7 shows excellent internal consistency (Spitzer, Kroenke, Williams, & Löwe, 2006)
Test-retest reliability	<i>Degree to which the same respondents have the same score after a period when a trait should not have changed.</i>	The GAD-7 shows good test-retest reliability (Spitzer et al., 2006)
Criterion validity	<i>Extent to which a measure is related to an outcome</i>	The GAD-7 is a useful tool with strong criterion validity for identifying possible cases of GAD (Spitzer et al., 2006)
Construct validity	<i>Degree to which a test measures what it claims, or purports, to be measuring</i>	Löwe et al. (2008) substantiated the 1-dimensional structure of the GAD-7 and its factorial invariance for gender and age.
Concurrent validity	<i>If a measure correlates well with a measure that has previously been validated</i>	The GAD-7 yielded significant intercorrelations with the PHQ-2 and the Rosenberg Self-Esteem Scale (Löwe et al., 2008)
Convergent validity	<i>Degree to which two measures of constructs that theoretically should be related, are in fact related.</i>	Higher GAD-7 scores correlate with disability and functional impairment (in measures such as work productivity and health care utilization) (Spitzer et al., 2006; Ruiz et al., 2011)

Scoring

The GAD-7 score is calculated by assigning scores of 0, 1, 2, and 3, to the response categories of "not at all," "several days," "more than half the days," and "nearly every day," respectively, and then adding together the scores for the seven questions. GAD-7 total score for the seven items ranges from 0 to 21. **Interpretation:** Scores of 5, 10, and 15 represent cut-points for mild, moderate, and severe anxiety, respectively. When used as a screening tool, further evaluation is recommended when the score is 10 or greater. Normative data for the GAD-7 were generated for boys and girls, and different age levels (see Löwe et al., 2008).

Participant Information Sheet

Title of the Research Study

Has enforced working from home during the Covid 19 pandemic had an impact on Employee Wellbeing, Employee Engagement or Employee Motivation?

My name Peter Bolger and am currently doing an MBA in the National College of Ireland. The overall aim of the study, titled above, is to see if being forced to work from home has had any effects on the participants in the areas of wellbeing, motivation, and engagement.

Taking part in this study will involve completing a small questionnaire, 10 – 12 questions, which you will receive by email. The reason why you have been invited to take part is that you are an employee who has been forced to work from home during the Covid 19 pandemic.

Under No circumstances is participation in this survey compulsory, in fact it is the complete opposite, and you can withdraw from the survey and/or refuse to answer any question without any consequences.

The possible benefits to taking part in this survey is that if any trends, particularly negative, are identified from the participants completion of the questionnaire I may be able to make recommendations to remedy these.

Participation and completion of the survey is done totally anonymously, and under no circumstances will the survey and its findings be published.

The overall results of the study will be disseminated to identify any trends which are emerging from the completed surveys, and to highlight them, positive and negative, and make recommendations to my supervisor on how best to use the findings, if any, on how to try eliminating the negatives, and foster the positives.

For any questions in relation to this or anything else you may have please do not hesitate to contact me on x19147422@student.ncirl.ie .

Appendix 5

Below are the 4 Team Lead Completed Questionnaires.

Team Lead 1

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

Quite satisfied as employer has provided with equipment for working for home and we have tools which can be used to communicate with colleagues and customers .

What are the two biggest challenges you face when working from home?

Separating Work and personal Life.
Not being able to communicate face to face with colleagues

Do you have all the necessary equipment for you to work from home?

Yes , chair, table, laptop , IT equipment is made available by employer.

Do you have a dedicated workspace where you can work from home?

No , there is no dedicated space. Kitchen / Living room is being used as workspace.

How engaged in your work do you feel while having to work from home?

Very engaged but not the same as working from office as the environment at home is different from work in many ways.

How motivated do you feel while having to work from home?

Very Motivated

Do you have sufficient access to your direct line manager when working from home?

No, due to no face to face conversation at times it hard to get hold of manager/colleagues.

Do you feel isolated when working from home?

In some ways yes as there is no interaction with colleagues

What do like and dislike about working from home?

Like

No need to travel to work

Saving money on fuel

More flexible in term of work timing

Dislike

Being at home all day long

Not being able to separate personal life and work life at times

Not being able to move away from work at times to take breaks

When working from home how many hours a day do you spend working at your computer?

8 hours – 9 hours

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge		Several Days		
2	Not being able to stop or control worrying		Several Days		
3	Worrying too much about different things		Several Days		
4	Trouble Relaxing				Nearly every day
5	Being so restless it is hard to sit still	Not at all			
6	Becoming easily annoyed or irritable			More than half the days	
7	Feeling afraid as if something may happen	Not at all			
8	How difficult have these problems made it for you		Somewhat difficult		

Team Lead 2

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

Fairly satisfied.

What are the two biggest challenges you face when working from home?

Home schooling my 8 yr old while trying to get a day's work completed
Live Zoom calls that can be interrupted by the children, it's not very professional then I get distracted. Not being beside my team, harder to manage from home.

Do you have all the necessary equipment for you to work from home?

Yes, we have been supplied with everything

Do you have a dedicated workspace where you can work from home?

Yes, I have taken over a spare room

How engaged in your work do you feel while having to work from home?

I am very engaged when I am left alone to do my work but constant interruptions from the children are distracting.

How motivated do you feel while having to work from home?

My motivation has dropped slightly as there are other things that require my attention during the day now as well as work and sometimes it's just about getting things marked off the list as opposed to feeling really motivated.

Do you have sufficient access to your direct line manager when working from home?

Yes that's not a problem, she is available by phone, email, Instant messaging

Do you feel isolated when working from home?

I don't feel isolated as my husband is also WFH so there is another adult around.

What do like and dislike about working from home?

I like that I don't have to commute,
I like the flexibility of being able to drop and collect from school (when they are open)
I don't like all the interruptions, the pressure of trying to be colleague, teacher, mum all at once
I miss the banter in the office and it is easier to get some tasks done in the office eg; sign offs

When working from home how many hours a day do you spend working at your computer?

8

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all	Several Days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all	Several Days	More than half the days	Nearly every day

3	Worrying too much about different things	Not at all	Several Days	More than half the days	Nearly every day
4	Trouble Relaxing	Not at all	Several Days	More than half the days	Nearly every day
5	Being so restless it is hard to sit still	Not at all	Several Days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all	Several Days	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all	Several Days	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult	Somewhat difficult	Very Difficult	Extremely Difficult

Team Lead #3

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

Extremely satisfied. I am able to fully carry out all aspects of my workload and without the requirement to spend in excess of 2.5 hours daily commuting to do so.

What are the two biggest challenges you face when working from home?

I have no challenges.

Do you have all the necessary equipment for you to work from home?

Yes.

Do you have a dedicated workspace where you can work from home?

While I have an office in the house this is being used by another household member. I work from the kitchen but this is not a problem.

How engaged in your work do you feel while having to work from home?

I have not experienced any difference between working from home/working in the office. Engagement levels are the same.

How motivated do you feel while having to work from home?

As with above question – no difference to working in the office.

Do you have sufficient access to your direct line manager when working from home?

Yes. Again, there is no difference to working in the office.

Do you feel isolated when working from home?

Not a bit. I still have the same level of interaction with colleagues albeit by video call/phone call.

What do like and dislike about working from home?

I dislike nothing.

When working from home how many hours a day do you spend working at your computer?

7 hours approximately which is up roughly 50/60 minutes when compared to time on the computer when in the office

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all			
2	Not being able to stop or control worrying	Not at all			
3	Worrying too much about different things		Several Days		
4	Trouble Relaxing		Several Days		
5	Being so restless it is hard to sit still	Not at all			
6	Becoming easily annoyed or irritable	Not at all			
7	Feeling afraid as if something may happen	Not at all			
8	How difficult have these problems made it for you	Not at all difficult			

Team Lead #4

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

They are fine. The Bank have offered to provide additional equipment to make it more comfortable.

However, with two people working from home in a household, it can be difficult to assign a specific space for WFH only and other living spaces have to be used instead.

What are the two biggest challenges you face when working from home?

1. Managing a team remotely- face to face interactions are easier.
2. People not factoring in that you may be busy at something else as they cant see you and as a result your instant message is going, your phone is going, your email is going etc. at the same time which can be sometimes a bit much.

Do you have all the necessary equipment for you to work from home?

The Bank have provided an allowance for us to avail of what we need.

Do you have a dedicated workspace where you can work from home?

I'm working from the living room and my husband is working from the kitchen – therefore our living spaces for relaxing are also our workspaces. But we use the same workspace area each day. So they are dedicated... somewhat !!

How engaged in your work do you feel while having to work from home?

Very engaged. I feel there is less down time. The time goes so fast. I often found I was so glued to the computer working that the room would go dark around me and I wouldn't have realised. I would have to get up and turn on a light 😊 Find it harder to log off to take a lunch break and in the evenings so do a lot of extra hours.

How motivated do you feel while having to work from home?

Same as the office – although different dynamic as there are no people around.

Do you have sufficient access to your direct line manager when working from home?

Yes – IM, Email or phone call

Do you feel isolated when working from home?

Although I am speaking to people constantly during the day, its not the same as working side by side with people. When you are in the office, you can turn around for 5 minutes let of steam and keep going which can refocus you again. There is no let up. Although I am lucky to have my husband in the house also.

What do like and dislike about working from home?

Like

- No commute
- Can do stuff at lunch time locally
- Can get to my child quicker to pick him up for crèche.
- Should be able to log off on time and then be home straight away...

Dislike

- Miss the finality of switching off the computer at work and you're finished for the day
- Miss people around me.
- People cannot see how busy you are and therefore keep trying to grab your time – its far busier because of this.

When working from home how many hours a day do you spend working at your computer?

Varies !!!!!

I work 4 days a week 7-4.45, I rarely switch off at 4.45 and don't usually take a lunch break.

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all	Several Days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all	Several Days	More than half the days	Nearly every day
3	Worrying too much about different things	Not at all	Several Days	More than half the days	Nearly every day
4	Trouble Relaxing	Not at all	Several Days	More than half the days	Nearly every day
5	Being so restless it is hard to sit still	Not at all	Several Days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all	Several Days	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all	Several Days	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult	Somewhat difficult	Very Difficult	Extremely Difficult

Below are the questionnaires for the 8 Team Members

Team Member #1

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

I am happy with current arrangement as I can work from home.

What are the two biggest challenges you face when working from home?

Long time sitting in front laptop and lack of excising on daily base.

Do you have all the necessary equipment for you to work from home?

Yes. I do.

Do you have a dedicated workspace where you can work from home?

Sometimes I do.

How engaged in your work do you feel while having to work from home?

I am 100% engaged in my work.

How motivated do you feel while having to work from home?

I feel more motivated as WFH keeps work and life balance.

Do you have sufficient access to your direct line manager when working from home?

Yes I do.

Do you feel isolated when working from home?

No. I don't.

What do like and dislike about working from home?

I like work from home. I don't have anything to dislike about WFH.

When working from home how many hours a day do you spend working at your computer?

7-8 hours.

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all-- Y	Several Days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all--- Y	Several Days	More than half the days	Nearly every day
3	Worrying too much about different things	Not at all--- Y	Several Days	More than half the days	Nearly every day
4	Trouble Relaxing	Not at all--- Y	Several Days	More than half the days	Nearly every day
5	Being so restless it is hard to sit still	Not at all--- Y	Several Days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all--- Y	Several Days	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all--- Y	Several Days	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult --Y	Somewhat difficult	Very Difficult	Extremely Difficult

Team Lead #2

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

Very – It is fantastic not having to do the hour commute each way each day

What are the two biggest challenges you face when working from home?

Not seeing colleagues to be able to bounce questions off
Social aspect of being with colleagues

Do you have all the necessary equipment for you to work from home?

Yes

Do you have a dedicated workspace where you can work from home?

Yes

How engaged in your work do you feel while having to work from home?

Very – The benefits outway the negatives so you make it work

How motivated do you feel while having to work from home?

Very as again the benefits outway the negatives

Do you have sufficient access to your direct line manager when working from home?

Most of the time

Do you feel isolated when working from home?

At times

What do like and dislike about working from home?

Like – less commute , when finished work Im home – less stress organising kids – better family life as don't have to get kids up at 6am. More present in home life

Dislike – Miss colleagues and being able to chat and bounce things off them both work related and personal – interacting with people

When working from home how many hours a day do you spend working at your computer?

6-7

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all	Several Days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all	Several Days	More than half the days	Nearly every day
3	Worrying too much about different things	Not at all	Several Days	More than half the days	Nearly every day
4	Trouble Relaxing	Not at all	Several Days	More than half the days	Nearly every day
5	Being so restless it is hard to sit still	Not at all	Several Days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all	Several Days	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all	Several Days	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult	Somewhat difficult	Very Difficult	Extremely Difficult

Team Member #3

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

Very Satisfied

What are the two biggest challenges you face when working from home?

Work-Life Balance and occasional IT/connectivity issues

Do you have all the necessary equipment for you to work from home?

Yes

Do you have a dedicated workspace where you can work from home?

Yes

How engaged in your work do you feel while having to work from home?

Very engaged as there are no distractions in my dedicated workspace

How motivated do you feel while having to work from home?

Very, I would say no change as to when working from the office

Do you have sufficient access to your direct line manager when working from home?

Yes

Do you feel isolated when working from home?

Not particularly as I can contact colleagues and my team very easily and I have other family members working from home.

What do like and dislike about working from home?

Like: I have been able to move back home so I enjoy the flexibility of it which allows me to not have to remain based in Dublin near the office

Dislike: The lack of face to face interaction with my team

When working from home how many hours a day do you spend working at your computer?

7 hours

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all	Several Days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all	Several Days	More than half the days	Nearly every day
3	Worrying too much about different things	Not at all	Several Days	More than half the days	Nearly every day
4	Trouble Relaxing	Not at all	Several Days	More than half the days	Nearly every day
5	Being so restless it is hard to sit still	Not at all	Several Days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all	Several Days	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all	Several Days	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult	Somewhat difficult	Very Difficult	Extremely Difficult

Team Member #4

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

Completely satisfied. I had a long commute to the office sitting in traffic and now that I am WFH it's much easier.

What are the two biggest challenges you face when working from home?

- Little to no human interaction, it can be difficult not having face to face interaction with team members.
- IT issues.

Do you have all the necessary equipment for you to work from home?

Yes, I have all the necessary equipment to work from home.

Do you have a dedicated workspace where you can work from home?

Yes, although I had to lose a bedroom in my house to facilitate this.

How engaged in your work do you feel while having to work from home?

I feel my engagement is the same as if I was in the office. However, it can be easier to loose engagement and it's something you need to be aware of and monitor.

How motivated do you feel while having to work from home?

In the beginning I struggled to keep myself motivated while working from home. Due to having more distractions. However, as it has become the norm I feel my motivation is now back to normal and again it's something you need to be aware of and monitor.

Do you have sufficient access to your direct line manager when working from home?

Yes, my line manager is always available whenever I need her.

Do you feel isolated when working from home?

Sometimes yes. It can be a long day WRH alone, it's an isolating situation we are currently in. It's more important than ever to ensure that we communicate with people regularly.

What do like and dislike about working from home?

Likes:

- No commute
- More personal time
- More work flexibility
- Save on expenses
- Work/Life Balance

Dislikes:

- Lack of human interaction and Team Work
- Hard to Switch Off

When working from home how many hours a day do you spend working at your computer?

7 hours

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all	Several Days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all	Several Days	More than half the days	Nearly every day
3	Worrying too much about different things	Not at all	Several Days	More than half the days	Nearly every day
4	Trouble Relaxing	Not at all	Several Days	More than half the days	Nearly every day
5	Being so restless it is hard to sit still	Not at all	Several Days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all	Several Days	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all	Several Days	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult	Somewhat difficult	Very Difficult	Extremely Difficult

Team Member #5

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

OK. Would prefer a mix of WFH and office (once restrictions are lifted).

What are the two biggest challenges you face when working from home?

Spending too long sitting down, not moving.

Waiting too long for responses to queries either via phone/email or IM from other colleagues in the team. In the office it is much easier to just ask a question out loud and someone will answer you!

Also if you have system problems in the office, someone will often have a solution or can offer a quick fix. Whereas WFH, unless you raise a specific query, you might never know the answer.

Do you have all the necessary equipment for you to work from home?

Yes – I bought a table and chair and got a laptop riser and extra screen from work.

Do you have a dedicated workspace where you can work from home?

Not at present, was working from the kitchen table but am now working from the sitting room.

How engaged in your work do you feel while having to work from home?

I feel engaged.

How motivated do you feel while having to work from home?

I am motivated but am spending longer hours working than when I was in the office. I do not need to leave as early now WFH to collect my daughter from childcare. I have shorter breaks (coffee/toilet/lunch) so am working a longer day.

Do you have sufficient access to your direct line manager when working from home?

Yes however, her internet access can be poor and call quality can often be unstable.

Do you feel isolated when working from home?

Yes, although I have a very good working relationship with my other colleague on the team, when she is on holidays, it can be very isolating. Communication can be poor on the team for bank and staff updates.

What do like and dislike about working from home?

I like that the morning at home is not as rushed as before. No make-up needed! I dislike the long hours spent sitting and possibly not talking to anyone for ages – missing human interaction in the office.

Missing the jokes/craic in the office, cake sales/fundraising activities etc and also hearing about peoples personal lives.

When working from home how many hours a day do you spend working at your computer?

At least 7 hrs.

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all	Several Days	More than half the days YES	Nearly every day
2	Not being able to stop or control worrying	Not at all	Several Days	More than half the days YES	Nearly every day YES
3	Worrying too much about different things	Not at all	Several Days	More than half the days YES	Nearly every day
4	Trouble Relaxing	Not at all	Several Days	More than half the days YES	Nearly every day
5	Being so restless it is hard to sit still	Not at all	Several Days YES	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all	Several Days YES	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all	Several Days YES	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult	Somewhat difficult YES	Very Difficult	Extremely Difficult

Team Member #6

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

Pretty satisfied as I have everything I need to carry out my role.

What are the two biggest challenges you face when working from home?

Lack of face to face interaction with my colleagues and not being able to easily discuss complex queries with the entire team

Do you have all the necessary equipment for you to work from home?

Yes

Do you have a dedicated workspace where you can work from home?

Yes, but I have changed my workspaces to not feel stuck in one place.

How engaged in your work do you feel while having to work from home?

I feel as engaged as I would be at the office and sometimes it can be very easy to stay logged in after work hours.

How motivated do you feel while having to work from home?

I don't feel any less motivated than I would have while working at the office

Do you have sufficient access to your direct line manager when working from home?

Yes

Do you feel isolated when working from home?

Yes, sometimes as the colleague interaction is the aspect of working from the office is what I miss most.

What do like and dislike about working from home?

I like not having to commute.

I dislike the lack of variety as sometimes days can feel the same and the only difference between a work week and weekend is not logging into the laptop.

When working from home how many hours a day do you spend working at your computer?

7 hours

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all	Several Days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all	Several Days	More than half the days	Nearly every day
3	Worrying too much about different things	Not at all	Several Days	More than half the days	Nearly every day
4	Trouble Relaxing	Not at all	Several Days	More than half the days	Nearly every day
5	Being so restless it is hard to sit still	Not at all	Several Days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all	Several Days	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all	Several Days	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult	Somewhat difficult	Very Difficult	Extremely Difficult

As these two surveys from Team Members #7 & #8 came in as PDF's, I used snipping tool to create some JPEGS.

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?
 I am very satisfied with my current working at home arrangements.

What are the two biggest challenges you face when working from home?
 At the beginning there was a few system issues but these have all been resolved. Other than that I just find the biggest challenge is being alone every day and not getting to see or chat to my colleagues face to face.

Do you have all the necessary equipment for you to work from home?
 Yes I have all the necessary equipment to work from home.

Do you have a dedicated workspace where you can work from home?

Yes I have a desk and work chair.

How engaged in your work do you feel while having to work from home?

I feel just as engaged in the work as I would be in the office

How motivated do you feel while having to work from home?

I feel just as motivated as I would in the office.

Do you have sufficient access to your direct line manager when working from home?

Yes we would talk on a daily basis (either by phone or in the whatsapp work group)

Do you feel isolated when working from home?

No I don't feel isolated but I do miss seeing my colleagues and having a catch up in the office in person

What do like and dislike about working from home?

What I like:

No Commute
More flexibility
Better work life balance
Saving money eg. petrol/lunchs etc

What I dislike:

Not having other people to talk to

When working from home how many hours a day do you spend working at your computer?

7 hours a day

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all ✓	Several Days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all ✓	Several Days	More than half the days	Nearly every day
3	Worrying too much about different things	Not at all ✓	Several Days	More than half the days	Nearly every day
4	Trouble Relaxing	Not at all ✓	Several Days	More than half the days	Nearly every day
5	Being so restless it is hard to sit still	Not at all ✓	Several Days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all ✓	Several Days	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all ✓	Several Days	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult ✓	Somewhat difficult	Very Difficult	Extremely Difficult

Some of the questions can be a simple yes/no answer, but I would really appreciate a couple of sentences per question giving details of "why" if possible.

How satisfied are you with your current work from home arrangements?

I am satisfied. I have a separate room to work in, while the kids are at school.

What are the two biggest challenges you face when working from home?

1. I'm creative person that comes up with ideas to solve issues myself or my team is working on, when on the office you can swing around on your chair to ask your peers for their view on your idea or chat with someone over a coffee or use a white-board to draw out the idea that you have, I am a visual learner so I find this a challenge working from home and over zoom.
2. I miss the social interactions with my team working in the office, to build relationships outside of my core role

Do you have all the necessary equipment for you to work from home?

Yes, I am lucky as I have 3 screens & my internet is really fast.

Do you have a dedicated workspace where you can work from home?

Yes I have a spare room that we have turned into an office

How engaged in your work do you feel while having to work from home?

I feel 80% engaged while working from home, I feel that I am more productive as I have less distractions (once the kids are in school)

How motivated do you feel while having to work from home?

I still feel motivated, but would like a mix of the office and working from home a few days a week

Do you have sufficient access to your direct line manager when working from home?

Yes, I am on the leadership team within my organisation so we will meet up 4 times a week to discuss different topics

Do you feel isolated when working from home?

Yes, over the last couple of weeks I have felt very isolated

What do like and dislike about working from home?

I feel lucky that I have a spare room to work from and I use Zoom on each of my meetings so I can read the room.

I'm lucky that I work in tech so my team are used to using all different types of software to engage within myself and their customers.

I don't have a long commute to work and I can drop and collect my children from school each day.

I dislike not having human contact and having a coffee or lunch with my team or peers to build relationships.

I dislike not having the opportunity to bounce ideas off people. Slack and Zoom are great but nothing compares to sitting in a room and feeding off peoples energy.

When working from home how many hours a day do you spend working at your computer?

My first meeting kicks off at 9.15 and I break at 2.15 to collect my son from school.

I get back online at 3pm-4.30pm I leave to collect my other son,

Then I get back online at 5-6.30 or it depends if I have called with the US or APAC team, some days I might not need to log back on after 4.30 and some nights I am working past 10pm.

Over the last 2 weeks how often have you been bothered by the following problems due to working from home?

1	Feeling Nervous, anxious or on edge	Not at all	Several Days	More than half the days	Nearly every day
2	Not being able to stop or control worrying	Not at all	Several Days	More than half the days	Nearly every day
3	Worrying too much about different things	Not at all	Several Days	More than half the days	Nearly every day
4	Trouble Relaxing	Not at all	Several Days	More than half the days	Nearly every day
5	Being so restless it is hard to sit still	Not at all	Several Days	More than half the days	Nearly every day
6	Becoming easily annoyed or irritable	Not at all	Several Days	More than half the days	Nearly every day
7	Feeling afraid as if something may happen	Not at all	Several Days	More than half the days	Nearly every day
8	How difficult have these problems made it for you	Not at all difficult	Somewhat difficult	Very Difficult	Extremely Difficult

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