Investigation into the link between worker motivation and socialization. A study of millennials working from home during Covid 19

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Abstract

This research explores if there is a link between isolation levels and intrinsic versus intrinsic levels of motivation. The research will be focused on millennials who are currently working from home due to the Covid19 pandemic. The aim of the research is to seek if the reduced human contact we experience when working from home will influence the motivation levels of millennials.

The literature review will create a conceptual framework which is based on discourse surrounding the areas of motivation, and isolation. The different elements of the conceptual framework will all tie together and form a basis for the research. Using a positivist, deductive, quantitative study of 69 millennials currently working home temporarily due to Covid19. As well as capturing demographic information about the sample population, the research will measure six different variables;

- Intrinsic motivation
- Identified regulation
- Introjected regulation
- External regulation
- Colleague Isolation
- Company Isolation

The data collection will allow the researcher to test various hypotheses which were formulated based on existing literature surrounding motivation and isolation levels, as well as allowing the researcher to observe other findings outside the research objectives.

National College of Ireland

Research Students Declaration Form

(Thesis/Author Declaration Form)

Name: Cathal Lavelle

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Degree for which thesis is submitted: MA in Human Resources Management

Title of Thesis: An Investigation into the link between worker motivation and socialization. A study of millennials working from home during Covid 19

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Acknowledgements

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Chapter 1: Introduction

Rationale

According to the Economic and Social Research Institute of Ireland, it is estimated that 6% of essential workers are now working from home, along with 16% of non-essential workers (Redmond & McGuinness, 2020). This figure is primarily due to the Covid19 pandemic, as Ireland implements new restrictions to curb the spread of the virus. Given the news that working from home may be the new normal moving into the future, it is important that employers and employees learn to understand the nuances between working on site and working in the office. Studies are now showing that the majority of people currently working from home would be keen in doing so after the Covid19 pandemic, in some capacity (Carr, 2020). It is important that we as a society, and as an economy can adapt to the change in the external environment that working from home poses for each individual worker. Working from home can differ on a micro level from person to person, and thus it is important to focus on broader themes of motivation when it comes to working from home, as the experience is unique for every worker.

Research Objectives

Given that the main area of focus of this research is on the different types of motivation and isolation levels present in millennials working from home, the main aims and objectives of the research will centre around these two themes. The main research objectives are listed below:

Overall research objective: To examine whether or not there is a link between worker isolation levels and worker motivation levels. This research will focus on a sample of millennials working from home during the Covid19 pandemic. One of the key changes that working from home poses to ways of working is that it limits our physical proximity to our coworkers, and also at times our clients. The researcher seeks to understand whether the decrease of socialisation that millennials working from home are exposed to, will have an effect on motivation levels.

Sub Objective 1: Will working from home lead to levels of isolation among millennials? When your coworkers are not in close proximity and all communication is done via messaging, emailing, or calling, all forms of communication become increasingly deliberate in nature and there is less casual communication. Will this move towards deliberate communication, and the possible decrease in casual communication among colleagues lead to an increase in isolation levels among millennials working from home.

Sub Objective 2: Will working from home among millennials lead to significantly different levels of motivation when examining the four different types of motivation presented in this study. The four different forms of motivation (discussed in more detail in chapter 2) are all born out of varying factors which can be internal or external to the subject. Will a change in socialisation be perceived within the sample, and if so, will it be treated as internal or external motivation.

Chapter Layout

Based on literature and discourse in the area of motivational theory, working from home, and isolation at work, chapter two will seek to form a conceptual framework which the research will be based on. The conceptual framework will set out the

determinants of motivation among millennials, the potential isolation considerations that working from home could bring, and the results achieved when these are combined together.

Chapter three will then set out hypotheses for the research. These will be born out of the existing literature in the area of motivation as outlined primarily by Tremblay et al. (2009), and combined with studies on motivation in line with Gagné et al. (2010). The four hypotheses will be clearly defined and these will provide as a guide for the subsequent stages in the research process.

Chapter four will outline the methodology followed in the collection and analysis of data. This section will follow Saunders et al. (2009) in its attempt to define the methodology from the basic philosophy down to the research design and finally to the finer details like sample size. The path chosen will be heavily influenced on the philosophy, approach, and strategy of previous seminal works which have attempted to understand motivational levels, or levels of isolation in different environments.

Chapter five will lay out the results of the research and the principal findings of the study. This will take the form of quantitative analysis and will move from descriptive statistics to inferential statistics. While the research is based upon existing discourse and the hypotheses outlined in chapter three, this chapter will also examine information which may emerge outside the intended scope of the study.

Chapter six will be based on the discussion of any information that was found in chapter five. This chapter will dive into the statistics at a deeper level and examine the implications of the figures. It will attempt to assign reason and theory to any findings that may have emerged outside the initial scope of the study, and it will examine the hypotheses originally drawn up and examine if they can be confirmed or rejected.

Chapter seven will conclude the research. It will draw conclusions from the data that has been analysed, and will also seek to make recommendations for the future based on the implications that could arise from the information the research has shown.

Chapter 2: Literature Review

Motivation has been studied for almost two centuries, with various academics, business people, and psychologists purporting to have found out how humans are motivated. People and their preferences have also evolved over time, and so many prolific theories of motivation do not account for millennial motivations. This literature will firstly examine the different definitions that exist of motivation. The review will then explain the conceptual framework which has been applied to this piece of research. The main body of the literature review will go through the different elements of the conceptual framework.

While there isn't consensus on the productivity levels of remote working, there are certain observations which are widely accepted. When remote working, social interactions do not occur organically, they occur deliberately and this needs to be factored into each worker's day. This results in an increase in formal communication and a decrease in casual conversation when working remotely (Dignen, 2020). Given that many of the determinants of motivation outlined below are dependent on socialisation either directly or indirectly (social opportunities, recognition, learning and growth and working conditions), the link between the changed nature of social interactions and extrinsic versus intrinsic motivation must be considered.

The study of motivation has many directions, and can be differently applied in different environments. This literature review will review discourse on traditional motivational theories, and considerations that need to be afforded to these theories in the context of millennials working from home.

Definitions of Motivation

"Motivation is a desire to do something" (Kim and Lee, 2008, p. 46). This definition of motivation is part of a larger group which describes motivation in the sense that it

is an impetus to achieve a certain outcome. A similar definition is put forward by Resnick (2007) who states that motivation is defined as "the urge that moves or prompts", (p.41). This view of motivation is mainly mechanical and is largely focused on the desire of the individual. Cheng & Cheng (2009) postulate that motivation is "the power that triggers action that follows" (p. 427).

As motivational theory began to develop, people started to concern themselves more with the object of the desire, and why we have a desire to act. This led to a number of theorists linking motivation to the satisfaction of needs. Thijs (2011) says that 'motivation is dependent on the fulfillment of fundamental, innate psychological needs' (p.125). Similarly, Pavey et al. (2011) state that "motivation suggests there are unsatisfied needs' (p.906). Theories of motivation that focus on our needs, or the objects of our desire are often referred to as Content theories of motivation (Hitt et al., 2014). Prolific content theories of motivation include Maslow's Hierarchy of Needs (Bridgeman et al., 2019), Herzberg's Two Factor Theory (Ewen at al., 1966), Aldefer's ERG theory (Arnolds & Boshoff, 2002), and McClelland's Human Motivation theory (1987). One critique of content theories of motivation is their ethnocentric nature. Gelert Hofstede, a renowned academic in the realm of culture posits that many content theories are ethnocentric in nature. Different demographics and cultures have different values and therefore many of the "needs" or "objectives" highlighted in these theories are relevant in Western contexts (Hofstede, 1984).

A further grouping of definitions exist surrounding motivation, looking at motivation as an overall process and how a person gets motivated. Definitions of motivation as a process focus less on the object or the trigger. They are more concerned with the "why" and 'how' as opposed to the 'what' aspect of motivation. Mitchell and Daniels (2003) define motivation as a 'set of psychological processes' (p.227). Pintrich & Schunk (1996) also view motivation as a process but focus also on the end -goal in postulating it is the process in which humans attempt to target a specific outcome. While Pintrich and Schunk are tying motivation to the achievement of goals (a popular category of motivation theories), others tie motivation to the concept of expectation or fairness. Vroom states that motivation is a product of the expected outcome of a certain course of action/inaction (Huseman et al., 1987). Johnson and Johnson (2003) define motivation in line with the notion of expectancy in viewing motivation as "the degree

to which individuals commit effort to achieve goals that they perceive as being meaningful and worthwhile" (p. 137). This definition is based on the outcomes that individuals expect to achieve from a certain input. Chung and Ross (1977) define motivation as being "goal oriented" (p. 116), similar to Mayer (2011) who states that "Motivation is generally considered to be an internal state that initiates and maintains goal directed behavior" (p. 302). These are just a few views on the process of why and how people are motivated.

Motivation among Millennials

Millennials have often been branded as spoilt or entitled by their preceding generation, Gen X. Millennials (Gen Y) refers to anybody born approximately from 1980 until 1995 (Migliaccio, 2019). Given that the bulk of motivational theories were conceived before this generation were born, it is understandable that these theories might not denote importance to factors or needs that are very important for millennials. A summary of factors that distinguish millennials from preceding generations, which are relevant in the area of worker motivation are as follows (DeVaney, 2015);

- Millennials tend to be very civic-minded, and place great importance on what is going on in their wider community. They like to feel that their work matters.
- Millennials tend to be team oriented, and less individualistic than Gen X.
- Millennials work to live, where preceding generations lived to work. As a result they place a great deal of importance on work life balance.
- Millennials are very concerned with their identity. Caraher (2016) quotes a recruiter saying "It's not a question of whether or not they are right for the job, it's a question of is the job right for them". (p.27).
- Millennials want to be happy in work, and so job satisfaction is extremely important to them.
- Millennials are very entitled and impatient. They are always seeking the easiest route to get to their goals, and expect to be rewarded for good work.

In reviewing literature pertaining to worker motivation, this research will focus primarily on the areas which are most pertinent to millennials.

Intrinsic versus Extrinsic Motivation

In motivational discourse, motivation is often divided into two categories; intrinsic and extrinsic.

When discussing motivation in the workplace, intrinsic motivation relates directly to the action of doing one's job. It is "engaging in an activity for its own sake and the experience of pleasure and satisfaction derived from performing activities" (Basu & Bano, 2016, p. 498). Jihae & Grant citing Ryan and Deci, define motivation as "the doing of an activity for its inherent satisfactions rather than for some separable consequence" (2019, p.416). Self Determination Theory states that intrinsic motivation generates from inside oneself, and that the more autonomy we have to choose our own behaviour will increase our levels of intrinsic motivation (Locke & Schattke, 2019). Job satisfaction, autonomy, feedback, and recognition are all important determinants of intrinsic motivation. Millennials are typically very intrinsically motivated as they place a high degree of importance on the enjoyment or their job, the importance/outcome of their job, and the opportunity for growth (Wood, 2019).

Extrinsic motivation is defined as "engaging in an activity as a means to an end rather than for its intrinsic qualities" (Basu & Bano, 2016, p.498). Ryan and Deci (2000) phrase it as "doing something because it leads to a separable outcome" (p.54). The focus or outcomes of extrinsic motivation are typically less easy to control as they tend to originate from outside oneself (Locke & Stattke, 2019). In relation to worker motivation, this relates to being motivated by secondary enjoyment such as monetary compensation, benefits, renown, avoiding punishment. Based on the value system of most millennials, extrinsic motivation is of less concern to them. They don't place gravity on material reward, as they are more concerned with their own self and their values (DeVaney, 2015).

Intrinsic motivation and extrinsic motivation are often viewed on a continuum, as many people criticised this theory for being too simple. It is possible that while some people are motivated by internal values, they are ultimately motivated by an external outcome. It is therefore rare that a form of motivation can be considered purely intrinsic or extrinsic, as there is usually a mix of internal and external factors (Locke & Schattke, 2019). The various forms of extrinsic and intrinsic motivation are visualised below.
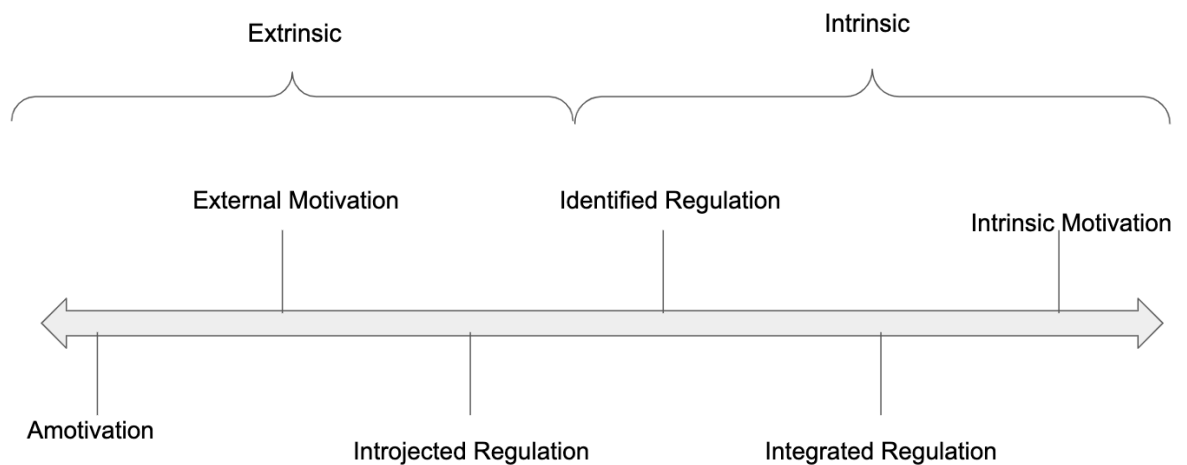
Source:(Tremblay et al., 2009).

In line with this continuum of intrinsic versus extrinsic motivation, the different stages are briefly outlined below (Tremblay et al., 2009);

1. Amotivation: This is seen as purely extrinsic. There is no internal interest, or gain perceived from doing a task. This is something that can affect millennials easily if they are working in a job that they don't enjoy. It also typically demonstrates a lack of link between inputs and outputs, as well as a lack of control. This is typical of disengaged workers.

2. External Regulation: This is extrinsic motivation in its most simple definition, which is being motivated to act in order to receive a reward (working for wages purely). Millennials are not typically motivated by such rewards.

3. Introjected Regulation: The decision to act based on a sense of personal obligation which is externally imposed, such as doing something for self

esteem reasons, or out of guilt. This be in an attempt to try to foster a certain image of yourself, which can be relevant to millennials.

4. Identified Regulation: The desire to act because you have consciously told yourself that it will be of benefit, such as doing something to help the environment, or other forms of altruism. Millennials are very civic minded and often have strong values in the workplace.

5. Integrated Regulation: Motivation based on ingrained values, and is thus not a conscious decision. A millennial being motivated to do a job because it gives them work life balance is an example of this

6. Intrinsic motivation: This is the desire to act purely born out of interest or curiosity in the task itself. This form of motivation is very prevalent amongst millennials.

For the purpose of this research and to avoid overlap, this research will not examine amotivation and integrated regulation, but instead focus on the other four forms of motivation.

Conceptual framework

A conceptual framework is simply a tool where different ideas are examined together in an attempt to better understand the different factors that might influence a certain topic. This conceptual framework will identify certain determinants of worker motivation , as well as discussing some prolific process theories of motivation. The determinants of worker motivation will be chosen based on those which are most pertinent to millennials. The conceptual framework can be found below. The purpose of the framework is to provide a structure to the study, and to see which determinants of worker motivation, are most relevant when it comes to a worker moving from working on site, to working from home. The different elements of the framework will help to mould the main research objective, as well as leading to the formation of different sub objectives. The different areas of the framework will also help to develop

the questionnaire content, as these questions will be used to test the validity of the literature.

Learning and Growth

Millennials are postulated to be heavily motivated by challenging work. Personal development is very important to them and they often based the relative success on their career on what knowledge they possess, versus what their job title or salary might be (Mutjaba et al., 2018). It is also proven that Generation Y (millennials) are more concerned with finishing their work to a high standard, and are very interested in the way their work is being perceived and the results that it might have on other parts of the business (Martin, 2005). This desire to better themselves is one of the purest forms of intrinsic motivation. There are some people who feel that this motivation is not purely intrinsic however, as people might only be interested in learning and improving at their job as they think this might result in other external rewards (Jihae & Grant, 2019). Whether it is purely intrinsic or not, opportunities for learning and development are a strong determinant of motivation for Gen Y.

Job Satisfaction

Most definitions of job satisfaction relate to the positive attitude that a worker holds in relation to their job. Locke (1976) describes job satisfaction as a "pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences" (p.1300). Brief (1998) simply states that job satisfaction is the attitude that a worker has towards his job and daily tasks. There is a general consensus amongst academics that have studied job satisfaction that there is a significant positive correlation between job satisfaction and job performance. This means that employees will actively promote their own job satisfaction, and typically don't have a passive stance on their job satisfaction based on their peers. Individual workers will each foster their own view on job satisfaction (Osbourne, 2015). In 1932, Elton Mayo developed his theory on social psychology and human relations, which was based around two assumptions. His first assumption is that "most men are impelled by their own natures to seek some

bases for social alliance and productive cooperation with one another" (Sarachek, 1968, p.189). His second assumption linked improved social relations to increased group harmony and productivity (Sarachek, 1968). Job satisfaction is one of the most important determinants for job satisfaction among millennials (Wood, 2019). For preceding generations, work is typically viewed as a means to an end, and a way in which to make money. For millennials, work plays a substantial role in their identity, and as such it is very important to a millennial that their work is a positive contributing factor to the formation of their identity (Ross et al., 2019).

Working Conditions

Jung and Kim (2012) highlighted the importance of the work environment and working conditions in worker motivation. They claim that favourable working conditions can lead to increased job satisfaction and increased commitment to an organisation. Working conditions combine a mix of physical and psychological factors that can vary from one working environment to another. One aspect of the working environment that can have a big effect on motivation is access to social opportunities. Most modern motivational theories talk about how people are motivated by relationships with others, or the need to have a certain image amongst their peers (Gällstedt, 2003). One's ability to do so will depend upon the environment where they work, but this will be discussed in more detail at a later stage. Herzberg also talks about the importance of working conditions in his seminal theory, "Two Factor Theory". Herzberg states that while working conditions do not directly motivate a worker, poor working conditions can lead to decreased job dissatisfaction (Ewen et al., 1966). While workplace conditions typically refer to physical conditions (office furniture, facilities etc.), a very important factor of working conditions revolves around the people in their working environment. Millennials enjoy teamwork, they enjoy learning from others and receiving feedback on their work, and they expect to receive recognition for their good work. In order for millennials to maintain motivation levels, the social environment in which they work needs to be carefully considered (DeVaney, 2015).

<u>Social Opportunities</u>

McClelland (1987) put forward his human theory of motivation is his book whereby he distills all human needs into three categories; Power, Affiliation, and Achievement. Affiliation needs relate to the needs that humans have to affiliate themselves with others, to be part of a social group, and to form meaningful relationships with others. One reason for this drive for affiliation is because people seek out benchmarks when they attempt to define their success/performance. When people are aware of others performing better/worse than them, it can shift their perspective and effort levels (Steers et al., 2004). Mayo's assumptions of human motivation are also relevant here in his belief that humans will naturally seek out alliances and relationships with others, and that group harmony leads to increased productivity (Sarachek, 1968). Alderfer's ERG theory is another prolific content theory of motivation which places emphasis on the social aspects of motivation. The R in ERG stands for relatedness needs, referencing human's desire to create relations. Ryan and Deci (2000) also have relatedness as one of their three groups of needs relating to motivation. Our ability to create relations at work will largely depend on our place of work, and how many humans we are able to communicate with (Steers et al., 2004). Millennials are interested in knowing that their work has meaning, and is having a positive impact on either the environment or other parts of the business. Interactions with colleagues is often a validator for millennials that their work is important, and being respected by their colleagues (NG et al., 2016).

<u>Achievement</u>

McClelland states that one of the three core needs of humans is the need for achievement. Steers citing McClelland, defines the need for achievement as "behavior directed toward competition with a standard of excellence" (Steers, 2004, p.381). One criticism of the need for achievement under McClelland's theory is that the need - along with the other two needs - is subconscious and it is therefore not easy to measure (Robbins et al., 2009). Desire for achievement skirts the line between intrinsic and extrinsic motivation. Achievements can be related to the job itself and therefore intrinsic, but if the goal is a promotion, this could be viewed as extrinsic (Wilson et al., 2008). In Maslow's Hierarchy of Needs, he states that the most elite need is the

need for self actualisation, which is the need for self improvement and a personal sense of achievement (Bridgeman et al., 2019). Millennials are primarily motivated by achievement in a personal sense, akin to the achievement one feels when having climbed Everest, as opposed to an achievement in the form of a salary increase, or a free lunch (Wood, 2019). Receiving feedback and detailed performance management is also highlighted as a major motivating factor for millennials, mainly due to the fact that millennials seek to be able to quantify "success" in their role, so that they can therefore reward themselves with the feeling of achievement (DeVaney, 2015).

Recognition

Need for recognition can be seen as a consequence of Carrot and Stick theory. Carrot and Stick theory talks about how people will be motivated to do work if there is enough pleasure involved in the work, or if there will be a reward for the work (De Geest & Dari-Mattiacci, 2013). However, once a worker has received a reward for doing something well, they will start to expect to receive a reward for each time they replicate the action, or achieve something else with a similarly favourable outcome. Worker perception of rewards then shifts from bonus to entitlement. Recognition has often been used to replace physical rewards to good effect. The lauding of a worker's results can have a powerful motivating effect (Eisenberg et al., 1999). One of McClelland's three categories of needs is Power. This is penned as a need "to have control over one's environment" (Steers et al., 2004, p.381). Power can take different forms. It can be legitimate (based on position), but it can also be referent, which is perceived power based on one's social position or esteem (Drea et al., 1993). Recognition and esteem is important as it affords us a form of power and social influence which can be leveraged in the workplace. One noteworthy critique on rewarding is the danger of over-rewarding. Ryan and Deci outline in their theory of Self Determination (2000) that when somebody is rewarded too much, they can sometimes feel their motivations shifting from being originally intrinsic, to increasingly extrinsic. This can lead to an undermining of a worker's sense of autonomy and can actually at times decrease worker motivation. While millennials want to feel they receive fair recognition for their work, over rewarding can be perceived as insincere and unappreciated.

<u>Work-Life Balance</u>

Work-Life balance is difficult to define, particularly the true meaning of "balance". As it is not easy to define, work-life balance has many different definitions depending on one's own perceptions, as well as the importance one denotes to work and their personal life. It is loosely defined as the splitting up of time between work-life and private life (Rey-Martí et al., 2015), or "as an individual's perception of how well his or her life roles are balanced" (Mihelič & Aleksić, 2017, p.398). Generation Y has a strong sense of identity and is typically entitled. This means that while they consider their work to be part of their identity, they have other components of their identity which are important. They also feel that they are entitled to be treated with respect, and not overworked or mistreated in the workplace (Mihelič & Aleksić, 2017). One aspect of WLB (work-life balance) which is very important to millennials is flexibility. With millennials, great importance is given to the work being done, and not necessarily to the time spent doing it. Tying in with the sense of entitlement, many millennials believe that as long as their work is done to a high standard, it should not matter how the work is done, how long it took, or where (Capnary et al., 2018). With the emergence of new technologies and the ability for many workers to work from home, this aspect of worker motivation has become increasingly important.

While the determinants of motivation among millennials are varied, one commonality that can be observed across the different determinants is the human factor. None of these items exist in a vacuum, and none of them are purely intrinsic in nature. The next stage of the conceptual framework will examine the role of people, and the importance of the social context in the motivation process.

The Role of People in the Motivational Process

As highlighted earlier in this chapter, motivation can be generally intrinsic or extrinsic. Motivation that is not purely intrinsic is dictated by social factors in the external environment of the subject (Locke & Schattke, 2019). The main seminal works on content theories of motivation all give strong considerations for social factors (Arnolds

& Boshoff, 2002; Maslow & Lewis, 1987; McClelland, 1987; Ewen et al., 1966). This section will explore the important role that people play in the motivational process.

Equity Theory

Equity theory revolves around the notion of fairness, where people perceive fairness based on the balance between their inputs and outputs with their referent other (Bolino & Turnley, 2008). The main premise of this theory is that humans strive for equity and a sense of balance in their world. The benchmark of equity is based on other people, and accepts that we don't operate in a vacuum (Black et al., 2014). When viewed in the context of Generation Y, Equity theory has one large limitation which is linked to high levels or individualism, narcissism and entitlement among millennials . This results in a disconnect between their own inputs and outputs, as they often view their own performance as having far more worth than the rewards they have received (Queiri et al., 2014). While this observation is valid, it is important to remember that the premise of equity theory is based on one's perceptions of equity (Bolino & Turnley, 2013), and not pure equality.

Expectancy Theory

Another motivation theory which highlights the importance of a referent other is Expectancy theory. Vroom penned this theory in the 1960s. Expectancy theory focuses on the belief that people are free to make their own choices and they will typically make the choice which they believe will result in the greatest personal gain (Behling & Starke, 1973). In determining what outcomes they expect to achieve in the undertaking of a task, people will base the decision on what others have received, or what they have previously received for a similar task. Similar to equity theory, the premise of this theory can only work in the presence of socialisation. Referent others and benchmarks are therefore an important aspect of the process of motivation. Proponents of intrinsic motivation assert that workers will be motivated if they "find their work inherently interesting" (Jihae & Grant, 2019, pp.415), but Vroom postulates the importance of inclusion of the "social context" in the theory of motivation (Lloyd & Mertens, 2018, pp.24). In relation to the applicability of Expectancy theory as a tool in predicting worker behaviour among millennials, the criticism is very similar to the

limitation which is linked to Equity theory, and relates to a millennials sense of entitlement, or inflated sense of self-esteem. Generation Y typically have a high level of expectancy, which can often result in the belief that the rewards received are not substantial enough for their effort. They can often base their expected rewards on those of a coworker whose inputs are much higher than theirs, but their own perception of the situation creates a sense of expectation (Queiri et al., 2014).

Worker Isolation

In the age of working from home, study on worker isolation has begun to emerge. Marshall et al. (2007) postulates that worker isolation typically promotes stress or anxiety as people are naturally drawn to one another. People, like animals, seek affiliation and have the desire to be a part of a group (Sarachek, 1968). Nielsen et al. (2000) also posit the importance of relationships in the workplace, and the behaviours that such relationships can influence. Friendships are positively correlated with job satisfaction, job involvement, organisational commitment. In viewing worker isolation, Marshall et al. (2007) class isolation into two forms;

1. Company Isolation: This refers to the degree of alienation a worker perceives in relation to their employer. This typically develops when an employee no longer sees the purpose of their own work, or doesn't understand or agree with the goals of their manager/organisation. For millennials who like to align themselves with a job/employer who has similar goals and values to them, company isolation is something that millennials could be more susceptible to, in contrast to preceding generations.

2. Colleague Isolation: This form of isolation is more related to friendships, and the relationships that one has with their teammates or peers. Colleague isolation can typically be caused by weak or non-existent relationships being formed inside the workplace, or personal friendships formed at work. This can lead to a decreased level of visibility of one's work. Both Equity and Expectancy theory talk about how people motivate themselves relative to

others. If there is a lack of comparators available, it is possible that colleague isolation can affect the motivational process of millennials working remotely.

Figure 1 : Conceptual Framework

Learning and Growth		Intrinsic motivation
Job Satisfaction		
Working Conditions	Company Isolation	Identified regulation
Social Opportunities		
Achievement	Colleague Isolation	Introjected regulation
Recognition		
Work-Life Balance		External Regulation
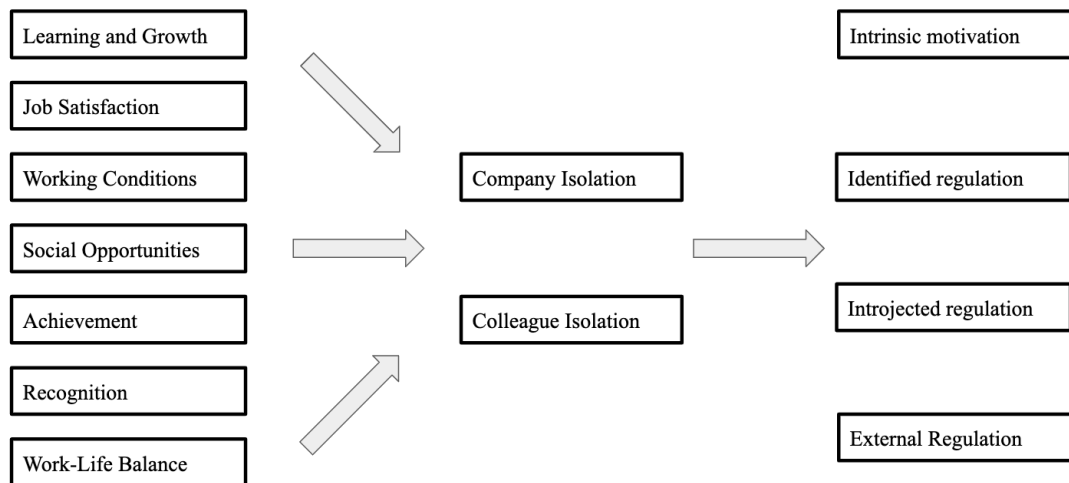
Motivational Considerations for Remote Working

If we are to examine the above determinants of worker motivation among millennials, we must examine their effectiveness or relevance when working from home. The primary change for millennials when working from home is the physical separation from their team and wider colleagues. This can culminate is a decrease in social interactions directly pertaining to work, but also refers to "water cooler chat" and ancillary social interactions. There are distinct advantages to working remotely, such as increased autonomy, fewer distractions, and reduced commuting times. The setup does however bring disadvantages relating to the lack of social interactions, such as worker isolation, and lack of visibility (KŁOPOTEK, 2017). Marshall et al. (2007) support this view in stating that perceived isolation is a major disadvantage of remote working, and can lead to job dissatisfaction. Christian (2020) states that the primary concern among employees working from home is anxiety, while the primary concern for managers is keeping workers motivated. While there is a lot of academia on millennial motivation, and motivational challenges when working from home, there is little discourse when it comes to overlapping these two areas. The gap in the literature

is something that this researcher will attempt to delve into examining the role of isolation.

Conclusion

Research regarding motivation levels when working from home, and specific considerations that need to be afforded in this setting remain a recent development, and research that is specifically targeted at millennials in this setting is largely unexplored. While we can see that high levels of intrinsic motivation are associated with millennials, is this still the case when remote working? Our values and what we consider important are often a product of our environment, and thus it would make sense that a change in environment can result in a shift in mindset when it comes to motivation. As underpinned by Marshall et al. (2007), working from home typically leads to a level of social disengagement which can eventually lead to feelings of isolation. The power of isolation can vary depending on the social preferences of any given worker, but a big change in the working environment of millennials cannot be understated. Based on the literature available on millennial motivation, and recent discourse on social opportunities when working from home, more research needs to be developed on the implications of working from home and motivational levels from the point of view of Generation Y. Due to Covid 19, it is likely that the practice will endure and become the new normal, and therefore more research on the topic is required.

Chapter 3: Research Aims and Objectives

The research that will be explored is on the topic of socialisation and motivation levels when working from home. The title of the research project is as follows;

The link between isolation levels on intrinsic versus extrinsic motivation. A study of remote working millennials during the Covid 19 pandemic

This research is born out of a prevalent theme which is present in most motivational theory discourse, which is the importance of relationships, reputation, and numerous other factors relating to other people. Due to the Covid 19 pandemic, the ways in which a large portion of the population are now working has changed drastically. For many people, this now involves working from home as opposed to working on site. People are motivated in different ways, and millennials specifically denote importance to factors which are not fairly represented in traditional motivational theory. The objective of this research is to test a variety of hypotheses, exploring the possible links between worker isolation and intrinsic versus extrinsic motivation.

It is worth highlighting that contrary to their names, the Colleague & Company Isolation scale questions are asked so that answering a 5 indicates low levels of isolation and answering a 1 indicates high levels of isolation. This is the opposite to the motivation scales where five indicates high motivation and one indicates low motivation. It is therefore useful to think of the isolation scales as measuring closeness or strength of bonds as opposed to a lack thereof.

H1 There is no correlation between colleague isolation and intrinsic motivation

Intrinsic motivation is defined as being compelled to act based out of the pleasure of doing the act alone. While the working environment may have changed for millennials as they move to work from home, their role and responsibilities have not. If a millennials job and tasks have not changed, isolation levels should not yield a correlation to intrinsic motivation.

H2 There is a strong positive correlation between company isolation and external regulation

External regulation arises from a non-regulated working environment where a worker doesn't see value between his inputs and outputs, and also exhibits no real interest in the work he is doing. Given that environments are more difficult to police and regulate

when working remotely, the researcher hypothesizes that there is a strong positive correlation between these two variables.

H3 There is a medium positive correlation between company isolation and introjected regulation

Introjected Regulation occurs when we are motivated to act in a certain way based on the wider perception of the correct course of action, even if it is not aligned with the values of the individual (Tremblay et al., 2009). If company isolation increases and one's work and values are less visible, there will be less of an external drive to pursue a certain act.

H4 There is a weak positive correlation between colleague isolation and identified regulation

Identified regulation revolves around being motivated by concepts or values which we have consciously deemed as important, and these values may not necessarily be reflectie of the wider population. If workers are more isolated from their colleagues, they will be less interested in values that their colleagues might view as important, and will focus more on values that they themselves deem important.

Chapter 4: Methodology

The structure of this chapter will be guided by the Research Onion by Saunders et al. (2009).

Figure 2 : Research Onion

The diagram shows concentric circles labeled from outer to inner:
- Philosophies (Positivism, Realism, Interpretivism, Pragmatism)
- Approaches (Deductive, Inductive)
- Strategies (Experiment, Survey, Case study, Action research, Grounded theory, Ethnography, Archival research)
- Choices (Mono method, Mixed methods, Multi-method)
- Time horizons (Cross-sectional, Longitudinal)
- Techniques and procedures (Data collection and data analysis)

Research Philosophy

Research can be described as a systematic, methodological investigation which is used to gain new information or perspectives (Collis & Hussey, 2009). Saunders et al. (2009) support this claim but they also say that it is equally important to know what to do with the results of any investigation, and what we can learn from it. When we talk about the world of research, it can often be viewed as a paradigm. This philosophical framework suggests that we can divide research into different categories (Saunders et al., 2009);

- Positivism: Positivism can be seen as the belief that people are shaped by society, and that behaviour exhibited by individuals is often controlled by social norms. Positivist research is typically based on empirical data across large sample sizes (Collis & Hussey). In positivist research, the researcher is less concerned with the responses of each individual, but it seeks to find trends in the answers of all of the collective respondents, using their responses as an indicator of the population as a whole (Saunders et al., 2009). Positivist research typically takes the form of quantitative analysis, and seeks to find

trends or correlations between different variables. This research will adopt a positivist stance is it will examine how the behaviours of millennials will shift when working from home.

- Interpretivism: This approach can be seen as the opposite to positivism as it is based primarily on perceptions, and less on hard data. This type of research is based on the belief that reality and different social contexts are highly complex, and this research seeks to explore different specific perceptions that exist (Collis & Hussey, 2009). As this research philosophy is more exploratory, and doesn;t start by making any assumptions on the sample size, it is not appropriate for this research.

Two other philosophies that are commonly used are pragmatism and realism. Pragmatism is focused on the research question, and denotes little importance to style. Realism is focused mainly on objective reality. These philosophies are not relevant to this study.

Assumptions within the Research Paradigm

While the research paradigm was originally a dichotomy of positivism and interpretivism, newer approaches have emerged over time, and this can given rise to different assumptions and how the researcher may carry our their research (Collis & Hussey, 2009);

- Ontological Assumption: This concerns assumptions we make about reality. With positivist research (primarily concerned with reality and facts), the research may be biased based on their assumptions of the reality that they exist in. It has been postulated that all research will come down to a single ontological perspective (Scotland, 2012). While the hypotheses of this research are born out of discourse on motivational literature, the choice of the chosen hypotheses will be influenced by the researcher's perceptions of isolation, and working from home.

- Epistemological Assumption: These assumptions are based on the validity of data in the researcher's mind, and what information they consider as valid/important, or what they consider as irrelevant. The fact that this research has chosen to study isolation and motivation levels in a work from home setting, could be indicative of a high value of importance being placed on this area by the researcher.

- Axiological Assumptions: Axiological assumptions are based on the impact of the researchers values on a piece of research. In positivism, the belief is that a researcher's values should not in any way interfere with the data, and that if the data collection tool is correct, the researcher's value will not be able to influence the data. In this research, any data extracted will be numerical in nature which means it is taken at face value, but the way in which the researcher interprets the data might not be the same as another researcher.

While I do believe there is more than one way to measure worker motivation, in the context of my research, I am most drawn to a positivist research philosophy. The research will seek to determine if there is a correlation between isolation and different types of motivation levels. This will follow in the footsteps of others to have studied motivation levels in different settings (Basu & Bano, 2016; Curtis et al., 2009; Eisenberg et al., 1999; Gagné et al., 2010). The study will be operationalised by using isolation as a proxy to measure socialisation levels that millennials experience when working from home.

Research Approach

There is no one best way to do research. Depending on the information you are trying to find out, as well as other varying factors about the context, different approaches must be used in the undertaking of sound research (Collis & Hussey, 2009). When it comes to research, there are two main approaches that tend to be followed; deductive and inductive.

- Deductive approach: In simple terms, deductive can be seen as going from big to small in terms of data. In this approach, the researcher will develop a hypothesis which is based on existing theories or research. The hypothesis will normally be stated in a way that postulates the possible correlation between two variables. Then research will be carried out to test the hypothesis, which may lead to its confirmation or refusal. The original hypothesis will then either be upheld, modified, or completely disproved. This can often lead to the researcher starting over from scratch if this happens, and will put forward an alternative hypothesis. Given that deductive research is normally seeking to establish correlations, the research design is normally positivist and quantitative in nature so it can be numerically measured (Saunders et al., 2009). Tremblay et al. (2009) and Gagné et al. (2010) both adopted this approach in their approach to measuring motivation and isolation respectively.

- Inductive approach: Inductive research can be viewed as the direct opposite to a deductive approach in that it works in the reverse order. While deductive research goes from theory to data, inductive research goes from data to theory. When conducting inductive research, the researcher is usually a lot more open minded and unsure about what the results of the data collection phase may be (Collis & Hussey, 2009). This researcher has crafted hypotheses based on prevailing themes in motivational discourse, and thus an inductive approach would not be appropriate in this repearch, as it would be much too broad and exploratory.

This researcher will seek to determine if there is a link between changes in socialization levels when working from home, and worker motivation levels. Given that the research will measure variables relating to isolation and motivation levels, a deductive view is most appropriate. The hypotheses and variables for this study are based on discourse surrounding motivation and isolation, as well as literature on motivational considerations when working from home.

Research Design

When conducting research, it is important to understand the purpose and reasoning behind it. The nature of the topic that will be hypothesised, and the manner in which the question is posed will determine the design that is implemented in the research. Research will typically be exploratory, descriptive, or explanatory in nature. This research will be an explanatory study.

- Exploratory studies: These studies usually cover something that is new, or unknown. It often seeks to understand a problem which is not yet understood. This can be done by examining existing literature, interviewing experts, or conducting focus group studies. One criticism of exploratory research is that it takes a long time to be ratified. There is a rigorous peer review process, and responding to criticisms. The researcher will invariably steer their research in an attempt to appease critiques and gain a stamp of approval. This can result in shortcuts being taken in research in the name of publication (Dirnagl, 2020).

- Descriptive studies seek to portray the actions/behaviours of a person, place, or situation at a given point in time. It is said to "describe the existing phenomena as accurately as possible" (Atmowardoyo, 2018, p.198). A key word in the above definition is 'existing', which states that you are researching something which is already observable or measurable without having to manipulate the environment. In this research, the target population (millennials working from home) has occurred naturally as opposed to through controlled design. Observing levels of motivation and isolation in this population will therefore be descriptive in design.

- Exploratory studies: This study seeks to explain links between variables. It typically involves primary and secondary data, and it will examine links between them. Quantitative research is appropriate for an exploratory study as it provides the researcher with comparable data which will allow them to ascertain if links exist between the chosen variables (Saunders et al., 2009).

Research Strategy

Similar to the research approach, there is no research strategy which is superior to others and the strategy employed is dependent on what the researcher is seeking to measure/discover. It is often said that the research strategy is the servant to the research question (Silverman, 2010). There are multiple research strategies which can be employed and it is important to view each strategy with a critical eye in determining which strategy will yield data that will lead to the testing of the main hypothesis of this research. The main research strategies which can be pursued are; experiments, surveys, case studies, action research, grounded research, ethnography, archival research (Saunders et al., 2009). Two of these strategies which could be used in this researcher are;

- Experimental Research: Experimental research typically involves having an experimental group, and one control group. If all conditions between the groups are kept constant except for one variable, it is then possible to infer that any difference in results of behaviours can be linked to the variable. Due to the fact that there needs to be a high degree of control in both the participants and the environment, this form of research can be very time consuming and difficult to plan. The advantage being that it can be very easy to identify causal relationships (Saunders et al., 2009). While this form of strategy could be useful in this research context, it would not be possible to control the environment as each person is working from a different location. Also when research is being carried out on perceptions or people's feelings, this strategy cannot be used as people will react and feel differently in the exact same situation.

- Surveys: Surveys involve a sample of people responding to a list of standardised questions, where the answers are preset (multiple choice, or answering on a scale). Surveys are advantageous in the sense that they make it easy to compare data as there is a select set of answers to each question. It also allows for quick dissemination. One drawback of this method is that you are relying on a lot of different respondents which can elongate the data collection

time. Another drawback is that the scope of your findings is limited to the content of the questions asked, meaning secondary learnings are unlikely, meaning that if it is found there is no correlation between isolation and motivation levels, this researcher will be unable to ascertain other variables which might influence motivation levels (Pecáková, 2016).

Given the parameters of this research, and the positivist, inductive nature, this researcher will adopt the use of surveys as his research strategy. This method will allow him to examine if there is a correlation between worker motivation, and socialization when working from home. This form of research strategy has been used in previous methodologies where academics try to understand differing factors relating to motivation (Tremblay et al., 2009; Rakes & Dunn, 2010; Rothbart, 1968). As motivation is such a broad area, this researcher felt a survey would be most pertinent as it would allow the measurement of both motivation levels, and isolation, and to determine if there is a correlation between them.

This research strategy (survey) will also be mono-method in nature. This means that there will be one form of primary data collection (Saunders et al., 2009). The form of data collection that will be used is quantitative research in the form of an online questionnaire with preset answers. This research strategy is most appropriate for this research because the researcher is seeking to understand if there might be a link between motivation levels when working from home, and socialization, which is a relatively narrow approach. If the scope of the study was larger, it might be more appropriate to utilise mixed methods strategy, whereby the researcher would use multiple forms of data collection (quantitative and qualitative for example). This would allow qualitative data to be analysed quantitatively, and vice versa.

Time Frame

A very important factor in any research design is the time frame of the study. A researcher may seek to investigate something which is happening at specific time,

which is known as cross-sectional research. Alternatively, the researcher may seek to follow how a certain variable changes overtime, also known as longitudinal research. This involves collecting data from the same sample size in the same environment at regular time intervals over a set period of time (Collis & Hussey, 2009).

This research will be cross-sectional in nature for a few important reasons;

- Given the circumstance for the target population to be currently working from home (Covid19), longitudinal research would not have been practical. The move to remote working was sudden which means that no data was collected before the population began working from home. There is also no specified end-point so it would be difficult to calculate relevant time intervals for extra data collection stages
- Different employers are stopping working from home at different times, which means that maintaining a consistent sample would not be possible across a time period in longitudinal research
- Cross-sectional research allows for more variables to be measured. With this type of research, the researcher can view differences in isolation levels as well as motivational levels and be able to make more meaningful links between them
- One shortcoming of cross-sectional research is that while it can detect correlation, it cannot prove causation (Loughnane, 2019).

Sampling

Sampling in research is important when a researcher does not have access to the entire population in order to conduct their research. Sampling is the act of selecting a sample group from their target population. The group from the target population, or sample, will take part in the research. The results of the research can then be used to make assumptions based on the greater population (Saunders et al., 2009).

The sampling frame for this research consists of millennials who are currently working from home due to the Covid19 pandemic. As there is no official list containing all members of the population, the sample frame will consist of millennials working from home in the researcher's personal network.

When selecting a sample size, it is important to consider the population size that you are trying to represent and the margin for error you want to your data. As this research will involve the collection of non-parametric data, a sample size of 30 will be sufficient.

The sampling technique employed will be random sampling. This means that participants will be selected at random from the sample frame, and not singled out. As participation is voluntary and the researcher cannot force people to participate at random, the access to the information will be shared with the sample frame in an online forum, and then it will be up to the individual members of the sampling frame to decide to fill it in. There is also a risk of snowball sampling occurring, where participants forward the information from the online forum to other participants (Collis & Hussey, 2009). To combat any possible inaccuracies that might come from this, the researcher has included questions in the survey to ensure that each person who participates is part of the target population. This will lead to homogenous sampling.

The Questionnaire

When using surveys as a research strategy, it is important that the questions asked will lead to data that is relevant to the research question. Saunders et al. (2009) postulate that one of the biggest weaknesses of using a questionnaire format is the possibility of disseminating a poor questionnaire. The questionnaire is comprised of four sections.

1. Information Sheet: The first page of the questionnaire gives the participant some information on the background of the research and the researcher. It also informs them on their involvement in the research and numerous other factors

relating to the research. The information sheet can be founded in the appendices.

2. Demographic Scale: This section will seek to extract information on the demographic of each participant. It will also ask them to verify that they are currently working from home due to Covid 19, and that they are also a millennial. This section will contain five multiple choice questions.

3. Worker Motivation Scale: This section is based on an existing peer reviewed scale called the MAWS (motivation at work scale), which seeks to measure worker motivation. It consists of 12 items, which are split into four sections of three items. Each section represents a different form of motivation; intrinsic, identified regulation, introjected regulation, and external regulation. They are measured on a 5 point Likert scale (Gagné et al., 2010).

4. Worker Isolation Scale: This section is based off of an existing peer reviewed scale by Marshall et al., (2007). It contains two sections of six items. One section pertaining to colleague isolation, and the other to company isolation.

Data Collection

For ease of analysis and distribution, the surveys will be distributed via a weblink, hosted by google forms. This will record all responses digitally. The survey will be published in an online forum containing the sample frame.

Reliability and Validity

The researcher has ensured that the research carried out is deemed reliable and valid. Reliability of research means that the data collection, and/or data analysis procedure would yield consistent results. This can be statistically calculated using Cronbach's alpha coefficient. The results of these calculations are displayed in chapter five, table three. Some factors that might impact reliability in this study are outlined below;

- Participant Error: A participant may misunderstand or a question, or answer one incorrectly. A pilot study was used to verify the clarity of the questionnaire

- Participant Bias: A participant may answer a particular question in a way which they want to answer it, but it might not be representative of the truth. It is stated in the questionnaire information that participants should answer based on their personal preference, but there is ultimately no way a researcher can eliminate this from the research.

- Research Error: It is possible that the researcher might make an error when analysing the data post collection

- Researcher Bias: A researcher might misinterpret a certain piece of data in comparison to another. Given this research is quantitative in nature, it should limit the possibility of this occurring.

The validity of a questionnaire is concerned with whether the findings and data collected during the research is really about what the researcher postulates. Threats to validity are as follows (Saunders et al., 2009);

- History: An event that has occurred in the recent past may influence the participants outlook on a certain aspect of the research. In this research ,the fact that the respondents are all currently working from home, and many without choice, might have an effect on the survey responses.

- Mortality: This refers to the percentage of participants who drop out of the research during the process. This can be an indicator of poor research design, or unclear research strategy.

- Ambiguity and Causal Direction: With many forms of research, it is not always easy to ascertain whether correlation equals causation, and this is something that the researcher needs to view with a critical eye when analysing the data.

- Generalisability: Can the results of this research be replicated in a different setting? If this same sample of workers had returned to working on site, would their levels of motivation, and socialisation have changed?

Ethical Issues

Ethical responsibility is concerned with a methodological and moral soundness of a given piece of research (Saunders et al., 2009). This encapsulates many different aspects of the research, such as research design, research access, data collection, data storage, data processing, and the publication of data. Some ethical considerations for this research are as follows:

- Virtual Access: The researcher may have had a direct line of communication to many of the participants
- Voluntary basis: All participants were made aware that their participation is voluntary
- Consent: Participants are informed that by participating in the research, they are consenting to their data from being analysed and used in the research.
- Confidentiality: The researcher has highlighted to each participant about the confidential nature of their participation, and this must be observed by not collecting identifiable data.
- Sampling: Due to COvid19 pandemic, the researcher will rely on an existing network of contacts to form his sample frame, as restrictions on social gathering and events make networking impractical at this time.

Data Analysis

With research, the most important learnings are derived from what the researcher can do with the data which he has extracted (Saunders et al., 2014). Subsequent to data cleaning, this researcher will analyse the data he has gathered using SPSS, a software that is used for analysing quantitative data. The data collected in this research could be classed as numerical, ration data. This is because it is possible to describe a numerical value to the motivation levels or socialisation levels of workers in a relative sense, but not in an absolute sense. The process of analysing the data went as follows;

- Each day, responses received to the survey were inputted into SPSS manually by the researcher. This took approximately 5 minutes per response

- Once a sufficient number of survey responses were received and recorded, the survey was closed so no new responses were received.
- Coding of the data was not applied as the responses were already numerical in nature (Likert Scale). There is also no need to code for missing data as all questions in the questionnaire are mandatory.
- A wide range of statistical tools will then be used to show correlations, links, ranges, high and low values etc.

Limitations

The researcher is aware of several limitations that might apply to the survey. One of which is linked with the current social climate. Given the research is seeking to measure motivation levels when participants move to work from home, it might have been more practical to conduct longitudinal research whereby participants were surveyed before they began working from home, followed by a few months later. Due to the unexpected move to working from home, this was not possible. Another limitation of this study is external validity, meaning that if this research was replicated at a different time, it might yield different results. However given the transient nature of motivation, this will always be a limitation for motivational research.

Chapter 5: Research and Findings

After gathering a satisfactory number of survey responses the researcher proceeded with further data analysis, which is presented in this chapter. The data was analysed in SPSS to firstly calculate descriptive statistics, such as mean and standard deviation. Secondly, confirmatory factor analysis was conducted to test the reliability and validity of the model. Finally, using bivariate correlation statistics, the researcher will examine if there appears to be links between the different variables within the research.

Descriptive Statistics

There were 69 respondents to the survey, however 8 respondents were not in fact working from home and thus were removed in the process of data cleaning, this leaves us with 61 valid responses to the questionnaire to be examined.

Sample information

Figure 3 : Sample Population by gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	23	37.7	37.7	37.7
	Female	38	62.3	62.3	100.0
	Total	61	100.0	100.0	

Figure 4 : Sample Population by management level

Manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	24.6	24.6	24.6
	No	46	75.4	75.4	100.0
	Total	61	100.0	100.0	

Figure 5 : Sample Population by household size

Number_of_Habitants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	3.3	3.3	3.3
	2	22	36.1	36.1	39.3
	3	17	27.9	27.9	67.2
	4	14	23.0	23.0	90.2
	5 or more	6	9.8	9.8	100.0
	Total	61	100.0	100.0	

Figure 6 : Sample Population by age

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	24–27	32	52.5	52.5	52.5
	28–31	18	29.5	29.5	82.0
	32–35	8	13.1	13.1	95.1
	36+	3	4.9	4.9	100.0
	Total	61	100.0	100.0	

The gender representation of the sample is majority female at 62.3% versus 37.7% male (38 versus 23 respondents). The number of people managers among the sample remains very low at just 24.4% (15 out of 61 respondents). The distribution based on the number of habitants is right skewed. It shows very few people living alone, most people live with one other, and then the frequency decreases as habitants increase thereafter. The distribution of age range is heavily right-skewed in its distribution with the frequency of respondents decreasing as the age range increased, with over 50% of respondents belonging in the first age bracket (24-27), decreasing to just 4.9% belonging to the upper age range (36+).

Figure 7 : Mean distribution by household size
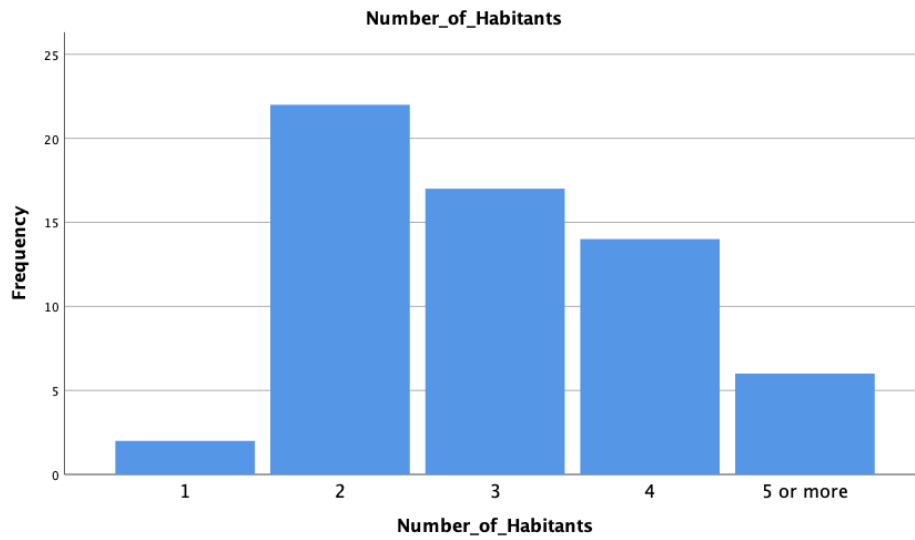
Figure 8 : Mean distribution by age
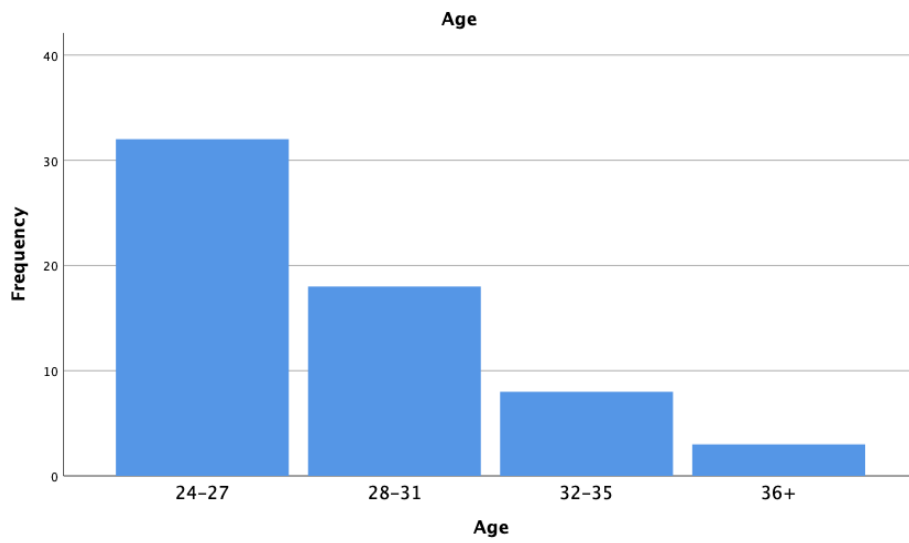
Descriptive statistics of sample

Table 1 : Measure of questionnaire items

Constructs	Sample	Mean	Standard Deviation
Intrinsic Motivation			

Intrinsic1	61	3.3607	1.00055
Intrinsic2	61	3.0984	0.92565
Intrinsic3	61	3.0328	1.13970
Identified Regulation			
Identified1	61	4,1803	0.78546
Identified2	61	4.0984	0.78962
Identified3	61	3.3770	1.15706
Introjected Regulation			
Introjected1	61	3.0000	1.25167
Introjected2	61	2.4426	1.08819
Introjected3	61	2.7049	1.17394
External Regulation			
External1	61	4.1148	1.08164
External2	61	3.3115	1.16248
External3	61	3.3607	1.30426
Colleague Isolation			
Colleague1	61	4.1639	0.96920
Colleague2	61	4.2459	1.02723
Colleague3	61	4.2623	0.91107
Colleague4	61	4.1639	0.96920
Colleague5	61	4.0820	1.15895

Colleague6	61	4.1803	0.97482
Company Isolation			
Company1	61	4.1803	1.08794
Company2	61	4.2623	0.94695
Company3	61	3.8689	1.10265
Company4	61	3.8033	1.12279
Company5	61	3.7377	1.35280
Company6	61	4.0656	1.16717

We can see that for the items relating to colleague isolation, the means lie between 4.0820 and 4.2623 with standard deviations of 0.9 - 1.15. This indicates that most respondents feel low levels of isolation from their colleagues and very few feel completely isolated. We can see that among the four types of motivation, introjected regulation has the lowest means of 2.4426 - 3.0000. We can also see the item with the highest standard deviation is Company5. Furthermore we can see that the means for intrinsic motivation ranges from 3.0328 - 3.3607, indicating neutrality or ambiguity in intrinsic motivation levels.

Confidence Intervals

In order to further test the reliability of the data, the researcher determined the confidence intervals of the scales to 95%. The results are shown in the below table.

Table 2 : Confidence intervals by variable

	Mean	Lower Bound	Upper Bound
Intrinsic	3.1741	2.9588	3.3894

Identified	3.8607	3.6955	4.0258
Introjected	2.6567	2.4108	2.9027
External	3.5174	3.2822	3.7527
Colleague	4.1493	3.9399	4.3586
Company	3.9428	3.7185	4.1671

Reliability and Validity of the Construct

In order to test the reliability and validity of the questionnaire, the researcher used confirmatory factor analysis. This will firstly measure the reliability, and the constructive validity of the questionnaire.

Reliability refers to the degree of consistency of the items in a scale reflecting a certain construct. It is important that each subscale is reliable in measuring the desired behaviour. This researcher will adopt the same approach as previous academics in the same field in using Cronbach's alpha to measure the reliability of each subscale. An alpha score of at least 0.7 is desired to ensure reliability in findings. As you can see from the table below, five of the six subscales have a value of at least 0.7. Identified Regulation displays an alpha score of 0.338. One limitation of this scale is the small number of items (three items) in each scale, this can lead to a much higher degree of variation between answers which can result in a lower alpha.

Table 3 : Measures of reliability

	Cronbach's Alpha	Average Variance Extracted
Intrinsic Motivation	0.853	0.545
Identified Regulation	0.338	0.183

Introjected Regulation	0.838	0.066
External regulation	0.715	0.029
Colleague Isolation	0.917	0.652
Company Isolation	0.893	0.107

In measuring the convergent validity of the questionnaire, the researcher calculated the average extracted variance (AVE) of the subscales. This checks to verify that different indicators of a construct are converging, and that the different factors measuring a behaviour are related to one another. The AVE for each subscale is shown in the table above. The AVE for each subscale should be above a 0.5 to show sufficient convergence. A limitation of the subscales used in this research are the size. Four subscales contain only three items which make it difficult to achieve high degrees of reliability.

Inferential Statistics

The researcher then measured the correlation between the different variables using the mean value for each individual subscale. Given the researcher has collected non-parametric data, the spearman coefficient will be used when exploring if there is a correlation between any of the subscales. The researcher will also examine different frequency distributions among specific demographics to see if there are any meaningful findings.

Intrinsic Motivation

Figure 9 : Correlation between intrinsic motivation and isolation

			Mean_Intrinsic	Mean_Colleague	Mean_Company
Spearman's rho	Mean_Intrinsic	Correlation Coefficient	1.000	.062	.283[*]
		Sig. (2–tailed)	.	.620	.020
		N	67	67	67
	Mean_Colleague	Correlation Coefficient	.062	1.000	.554[**]
		Sig. (2–tailed)	.620	.	.000
		N	67	67	67
	Mean_Company	Correlation Coefficient	.283[*]	.554[**]	1.000
		Sig. (2–tailed)	.020	.000	.
		N	67	67	67

From the above figure, it can be seen that there is no correlation between Intrinsic motivation levels and and colleague isolation (0.062) and a very weak positive correlation between intrinsic motivation and company isolation (0.283). This indicates that intrinsic motivation levels are independent of isolation levels. Hypothesis 1 theorised that we would not perceive a correlation between intrinsic motivation and colleague motivation. This hypothesis was born out of the literature that already exists about intrinsic motivation. Intrinsic motivation is described as being prompted to act purely out of the enjoyment of the action itself (Ryan & Deci, 2000). Based on this definition of intrinsic motivation, it makes sense that intrinsic motivation levels would not adjust to changes in the external environment, or with any changes not relating to the specifics of the job.

Figure 10 : Intrinsic motivation by household size

Mean_Intrinsic * Number_of_Habitants

Mean_Intrinsic

Number_of_Habitants	Mean	N	Std. Deviation
1	4.1111	3	.19245
2	3.2933	25	.56372
3	3.1481	18	1.03040
4	3.2857	14	.99449
5 or more	2.1905	7	.69007
Total	3.1741	67	.88260

Another interesting observation which emerged on the intrinsic motivation levels of the sample was that intrinsic motivation levels were much higher among people living

alone, compared to with others, and significantly higher than people living in a household of five people or more.

Identified Regulation

Figure 11 : Correlation between Identified regulation and Isolation

			Mean_Colleague	Mean_Company	Mean_Identified
Spearman's rho	Mean_Colleague	Correlation Coefficient	1.000	.554**	.039
		Sig. (2-tailed)	.	.000	.754
		N	67	67	67
	Mean_Company	Correlation Coefficient	.554**	1.000	.208
		Sig. (2-tailed)	.000	.	.092
		N	67	67	67
	Mean_Identified	Correlation Coefficient	.039	.208	1.000
		Sig. (2-tailed)	.754	.092	.
		N	67	67	67

The researcher found that there is no correlation between identified regulation and colleague isolation, and a weak positive correlation with company isolation (figure 11). Hypothesis 4 of this research theorised that there would be a weak positive relationship between Identified Regulation and Colleague Isolation. A correlation score of 0.208 would confirm the hypothesis, but not by a convincing margin.

Figure 12 : Identified regulation by household size

Mean_Identified * Number_of_Habitants

Mean_Identified

Number_of_Habitants	Mean	N	Std. Deviation
1	4.4444	3	.50918
2	3.9067	25	.69735
3	4.0370	18	.62506
4	3.5476	14	.59351
5 or more	3.6190	7	.75593
Total	3.8607	67	.67706

Similarly with intrinsic motivation levels, levels of identified regulation seem to be highest with members of the sample who live alone, decreasing steadily to those who live with five people or more (figure 12). Levels of identified regulation remained constant across age ranges, gender and managers, with means differing all within a range of 0.1 of each other.

Introjected Regulation

Figure 13 : Correlation between introjected regulation and isolation

			Mean_Collea gue	Mean_Comp any	Mean_Introje cted
Spearman's rho	Mean_Colleague	Correlation Coefficient	1.000	.554**	.015
		Sig. (2-tailed)	.	.000	.905
		N	67	67	67
	Mean_Company	Correlation Coefficient	.554**	1.000	.094
		Sig. (2-tailed)	.000	.	.447
		N	67	67	67
	Mean_Introjected	Correlation Coefficient	.015	.094	1.000
		Sig. (2-tailed)	.905	.447	.
		N	67	67	67

The researcher found that there is no correlation between introjected regulation and both company and colleague isolation (figure 13). When viewed across different demographics of the sample population, levels of introjected regulation remain low across almost all demographics. The only section of the sample population to exhibit a mean of +3 for introjected regulation are members of the sample who live alone (fig.14). The mean for all other groups is between 2 - 3. There is a difference in levels of introjected regulation between managers and non-managers. Managers had a mean score of 2.23 versus 2.8 for members of the sample who were not managers (figure 15).

Figure 14 : Introjected regulation by household size

Mean_Introjected * Number_of_Habitants

Mean_Introjected

Number_of_Habitants	Mean	N	Std. Deviation
1	3.6667	3	1.15470
2	2.4800	25	1.01871
3	2.8889	18	.99673
4	2.5476	14	.83315
5 or more	2.4762	7	1.18411
Total	2.6567	67	1.00833

Figure 15 : Introjected regulation by management status

Mean_Introjected * Manager

Mean_Introjected

Manager	Mean	N	Std. Deviation
Yes	2.2353	17	1.08503
No	2.8000	50	.95000
Total	2.6567	67	1.00833

Hypothesis 3 of the research stated that there would be a medium positive correlation between introjected regulation and isolation levels. From the data collected, this hypothesis is rejected as the coefficient for colleague and company isolation were 0.015 and 0.094 respectively (figure 13).

External Regulation

Figure 16 : Correlation between external regulation and isolation

			Mean_Colleague	Mean_Company	Mean_Extrinsic
Spearman's rho	Mean_Colleague	Correlation Coefficient	1.000	.554**	-.074
		Sig. (2-tailed)	.	.000	.554
		N	67	67	67
	Mean_Company	Correlation Coefficient	.554**	1.000	-.105
		Sig. (2-tailed)	.000	.	.398
		N	67	67	67
	Mean_Extrinsic	Correlation Coefficient	-.074	-.105	1.000
		Sig. (2-tailed)	.554	.398	.
		N	67	67	67

There is a very weak negative/no correlation between external regulation and the isolation scales (figure 16). This does not support hypothesis 2 which postulated a strong positive correlation between external regulation and company isolation. There is however a strong positive correlation between external regulation and age (figure 17.). Another interesting observation is the mean score for external regulation among females is higher than it is for males (figure 18).

Figure 17 : External regulation by age

Mean_Extrinsic * Age

Mean_Extrinsic

Age	Mean	N	Std. Deviation
24-27	3.3431	34	.94454
28-31	3.6667	18	.85559
32-35	3.5278	12	1.15870
36+	4.5556	3	.19245
Total	3.5174	67	.96449

Figure 18 : External regulation by gender

Mean_Extrinsic * Gender

Mean_Extrinsic

Gender	Mean	N	Std. Deviation
Male	3.3704	27	1.14105
Female	3.6167	40	.82535
Total	3.5174	67	.96449

Colleague Isolation

When looking specifically at levels of isolation among colleagues, it was observed that there was a link between age and colleague isolation, as there was a strong negative correlation between age and colleague isolation levels (figure 19).

Figure 19 : Colleague isolation by age

Mean_Colleague * Age

Mean_Colleague

Age	Mean	N	Std. Deviation
24–27	4.3922	34	.84674
28–31	4.1574	18	.64543
32–35	3.6389	12	.78442
36+	3.3889	3	1.45615
Total	4.1493	67	.85828

Conclusion

This chapter laid out the findings of the research undertaken in attempting to examine the links between levels of isolation and levels of motivation among millennials working from home. From the data analysis conducted in the chapter, two of the four hypotheses were confirmed, but two hypotheses were rejected.

We can conclude from the data collected that there is very little correlation between any form of motivation and isolation levels in this sample, we did however see that motivation levels varied to a much greater degree when demographic variables were taken into consideration. Two such factors which seemed to influence motivation levels more than isolation levels were age and number of habitants. While the data collected may not have confirmed what it sought out to explore, the data did reveal many other interesting findings which will be discussed in the next section.

Chapter 6 Discussion and Analysis

While positivist research is typically undertaken to try and prove or disprove specific hypotheses based on existing literature, it is possible that upon analysis of data that other information will emerge which the researcher had not been looking for specifically. Scriven (1991) talks about the goal-free approach to research in which the researcher must collect data organically and allow without imposing and preconceived results. This chapter will initially go through each hypothesis which was set out in chapter three, before then exploring some other themes which emerged from the data analysis.

Discussion of Hypotheses

> *H1 There is no correlation between colleague isolation and intrinsic motivation*

Hypothesis 1 was confirmed after analysis of the data. The data showed that there was no correlation between intrinsic motivation and colleague isolation, as well as company isolation. This hypothesis was born out of numerous studies on intrinsic motivation. Given that intrinsic motivation is relating directly to the task itself, this researcher correctly assumed that changes in the external environment, or the absence of colleagues in a physical sense would not lead to any change in intrinsic motivation levels. One consideration to note here is that most people who are in a position to work from home are able to do so because their job does not require them to be face to face with a particular person or group of people in order to do their job. Millennials who work as nurses or other healthcare professionals are not in a position to work from home. It has been said that one of the main motivations of nurses is helping people

(Toode et al., 2015). If a nurse was not able to be in contact with people during work, their levels of intrinsic motivation might decrease as this is something that directly relates to their job. It is important to note that this research did not collect information on the career area of participants, which might have yielded different results for different sectors.

H2 There is a strong negative correlation between company isolation and external regulation.

Hypothesis 2 was not confirmed by the research. It was shown that there was no correlation between company isolation and external regulation. On prior reflection, this result was not surprising. External regulation is focused solely on the outputs on their work, and therefore it is understandable that a change in working conditions would not have an effect on external regulation as long as the outputs did not change. The researcher thought that if a member of the sample population became increasingly estranged from their employer while working from home, that they might be more motivated by the outputs than normal, but this was not proven to be true. One thing to consider here is the variety to which each member of the sample might define the "outputs" of their work. Some people consider status and image as an output of their job (Locke & Schattke, 2019). Could this reflect the way in which millennials view their relationship with their employer. Literature shows that millennials are highly concerned with their employer and the image that being employed by an employer affords them (Klimkiewicz & Oltra, 2017). This might indicate that status and image afforded to a millennial by their work is something that they view as intrinsically linked with the job, and not a separate output.

H3 There is a medium positive correlation between company isolation and introjected regulation

This hypothesis was disproved in the research. It was shown that there was no meaningful correlation between these two variables. Introjected regulation is motivation that is derived out of a socially constructed sense of obligation, such as out of guilt or out of desire to fit in with societal values (Tremblay et al., 2009). The researcher assumed that societal pressure would decrease proportionally with levels of isolation from our employer. It is worth considering technological advancements in the discussion of this hypothesis, as it is possible that these have an effect in the determination of introjected regulation. While the sample population is a group of millennials who are all working from home, that does not mean that the visibility of their work, or the amount of time they spend interacting with their employer or manager has changed. Thanks to the ability to video call, it is still possible for millennials working from home to maintain a level of closeness with their employer. This also means that employees might not be as anonymous as originally postulated by the researcher (Duta et al., 2020).

H4 There is a weak positive correlation between colleague isolation and identified regulation

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This hypothesis that there is a weak positive correlation between colleague isolation and identified regulation was confirmed. Identified regulation is often described as largely intrinsic, but the motivation is derived from values present in the external environment that the target inherently agrees with (Tremblay et al., 2009). Given that identified regulation is primarily intrinsic and only mildly extrinsic in nature, it was postulated that the positive correlation would be weak at 0.208. Identified regulation was seen to be the highest scoring form of motivation among the four, with a mean of 3.8607, compared to intrinsic motivation which was at 3.1741. This would further support the point made in regard to H3 that members of the sample population were possibly not as isolated as initially postulated by the researcher.

Emerging Areas for Discussion

As already underpinned by Scriven (1991), when it comes to research and analysing research data, it must be approached with an open mind to allow patterns and facts to emerge which might be outside of the original aims of the research. This section of the chapter will examine findings which emerged from the research which were not inline with the research objectives.

Motivation Level versus Household size

One interesting finding of the research with that there seemed to be a strong negative correlation between motivation level and household size. The means for each motivational scale are outlined in the below table, compared against household size.

Household Size	Intrinsic	Identified	Introjected	External
1	4.1111	4.4444	3.6667	3.5556
2	3.2923	3.9067	2.4800	3.6133
3	3.1481	4.0370	2.8889	3.4259
4	3.2857	3.5476	2.5476	3.5476
5 or more	2.1907	3.8607	2.6567	3.3333

We can see from the data that members of the sample who live alone manifest higher motivation levels than people who share their place of residence with other people, with the exception of external regulation where the motivation level doesn't differ significantly with household size. One possible explanation for this correlation could be based on income levels. Chen (2019) states that motivation and effort levels are positively correlated with income levels. This would make sense in a cause and effect sense that people who experience high levels of motivation will tend to work harder, and people who work harder would be expected to earn more money. Given the higher relative cost with living alone, this theory would explain the strong negative

correlation between household size and motivation levels. Conversely, if we focus on the group of people who live in a household of five or more, as we move left to right across the above table, we can see the gap in mean between 1 person households and 5+ person households decreases, moving from intrinsic motivation towards external regulation. It would make sense that people who experience higher levels of extrinsic motivation versus intrinsic motivation would be motivated by social links and would therefore gravitate towards households with other people in them.

In terms of future recommendations or implications based on this correlation, it might not be something which is easy for an employer to combat. An employer doesn't have control over the living situation of an employee, and it seems as though the living situation is not the cause for the change in motivation levels. One possible learning or recommendation from this could be about the setup of a designated work space when working from home. One common cited challenge regarding working from home is the separation of work and leisure. It is possible that a reason for the higher levels of motivation among people who live alone is because it minimises the amount that work is spilling into their personal life as they don't have roommates or family members who are beginning to mix in with their work (Clement, 2020). Certain employers who recruit for WFH (work from home) roles pre-covid such as ebay or Amazon, specify that the candidate must have a room or space which they can dedicate to their work. It could be argued that employers should try to have some say in the work environment when working from home in an attempt to create a better line between work and leisure, which could lead to an increase in motivation levels on all fronts, particularly intrinsic motivation.

Colleague Isolation versus Age

The researcher noticed that when it came to colleague isolation, that people in the lowest age bracket experienced the lowest levels of isolation, and isolation levels increased with age. See below;

Mean_Colleague * Age

Mean_Colleague

Age	Mean	N	Std. Deviation
24–27	4.3922	34	.84674
28–31	4.1574	18	.64543
32–35	3.6389	12	.78442
36+	3.3889	3	1.45615
Total	4.1493	67	.85828

The decreasing score on the colleague isolation scale indicated increasing levels of isolation among older millennials in the sample population. The mean score for age 24-27 is 1 point higher than for people aged 36 or over, on a 5 point Likert scale. One difference that is often highlighted between millennials and the preceding generation (gen x), is that generation x is a lot more independent, whereas millennials are much more group orientated (Seaman et al., 2018). This could explain why feelings of colleague isolation decrease as the age range tends towards generation x. It is also worth considering if the increased levels of isolation as age increases are due to personal preference or if they are engineered. It is possible that older members of the sample population simply have less interest in forming colleague relationships than their younger counterparts, but it might also be possible that it is more difficult for these members to maintain friendships remotely. Rudert (2020) talks about the levels of ostracism that adults experience throughout their lives and postulates that adults tend to experience more and more ostracism as they age, as well as in the workplace. This could have large implications for working from home strategies in the future as it could mean more effort is required on the part of the employer in ensuring older workers are not pushed out of social groups.

Limitations

One limitation of this research is the situational aspect to its conception. The inspiration for this research was born out of the Covid19 pandemic which is currently changing society all around the world, and not just the way in which we work. With each day, the rate of infection of the virus changes and this means that legislation and

restrictions are changing on a weekly basis. These restrictions are also geographically specific, and this research did not implement geographic location as an factor in determining the sample frame. It is possible that certain members of the sample population were located in areas with much tougher restrictions, or in areas in much deeper recession. There are limitations when research is being carried out on a sample population who are not all operating in the same environment, and at the time of writing, the external environment and society are currently seeing very significant and quick changes happening on a regular basis.

A further limitation of the research is the cross-sectional time frame which it employed. It was not possible to collect data before the sample moved to working from home, and it is therefore not possible to infer if the levels of motivation or isolation experienced by the population are affected in any way by working from home. It is therefore just as likely that any change in motivation or isolation found was due to demographic factors (age, gender, household size), as it is linked to working from home.

Chapter 7: Conclusions and Recommendations

The research conducted sought to understand if there was a link between motivation levels and isolation levels in millennials working from home during the Covid19 pandemic. A positivist, deductive, quantitative study was undertaken. The study looked at motivation across four scales; intrinsic motivation, identified regulation, and external regulation. These were there correlated with two forms of isolation in the workplace; colleague isolation and company isolation.

A literature review was then conducted on existing discourse in the areas of motivation theory, isolation at work, as well as millennial characteristics. Motivational theory has

been developing for centuries now, with wildly varying theories in circulation by academics from a diverse range of backgrounds. While there is a depth of academia on motivational theory, the research looked to address a gap in literature in targeting motivation levels when working from home among millennials.

A conceptual framework was built, which was based upon motivational determinants which are pertinent to millennials. These determinants were then examined in light of the importance that traditional motivational theory denotes to socialisation and relationships. This framework then provided a clear focus for the research to take place. We will now examine the conclusions the research has drawn based on the original research objectives

Research objective 1: To examine whether there is a link between motivation and isolation levels among millennials working from home during Covid19. The short answer to this question based on the research is no. We could not see any apparent correlation between the four different forms of motivation, and generally it seemed that the sample size felt they had adequate social links to both their colleagues and their employer. That being said, levels of intrinsic motivation were average for the given sample of millennials. For a generation which is postulated as being highly passionate about their careers and who value personal development, this was surprisingly low . It was also slightly unexpected that levels of extrinsic motivation were relatively high for a generation that is not supposed to be focus on external rewards (DeVaney, 2015). This may be possible due to the technological capabilities that exist in 2020, which allow workers to stay connected with their employers and colleagues seamlessly. Maybe millennials are not concerned with friendships in the workplace, or creating relationships with their employer as they will likely not stay in their employment for a substantial amount of time. While there is still a dearth of motivational academia surrounding working from home, it seems that isolation levels are not a key factor. Future research of a longitudinal nature would help further the literature in this area, so relative motivation levels can be captured, and this might also bring isolation back into the frame as it develops overtime.

Sub Objective 1: Will working from home lead to increased isolation levels among millennials. The research was only able to capture data at a specific moment in time,

and it does not support that working from home is causing increased isolation levels. The correlation found between household size and motivation level would directly reject this claim. It is of course still possible that worker motivation may suffer among millennials when working from home, but further studies would be needed to see what the cause might be. It could be the fact that the lines between work and leisure are more blurred when working from home, which could compromise work-life balance (Clement, 2020).

Sub Objective 2: Will working from home lead to differing levels across the four different aspects of motivation. The answer to this question based on the findings was inconclusive, but it is possible it does affect different types of motivation. Based on stereotypes of millennials, it would be expected that the levels of intrinsic motivation would have been much higher than external regulation, but this was not found to be the case (Wood, 2019). In a time where a lot of leisure activities have been halted due to Covid19, and that there is a threat of a recession looming, it would make sense that people are more motivated by money at this time. It is unclear whether this is as a result of working from home, or if this is linked to the societal situation at the time of the research.

Recommendations for Employers

Below are some recommendations for employers to explore which could help to aid motivation levels of millennials while working from home, or to prevent isolation;

1. Be more defined on work times: When working from home, the line between work and leisure time is not as easily defined and many millennials can slip into doing overtime. Set clear expectations with your team about working hours, and make sure management is making a conscious effort to ensure people are logging off on time, and any paid overtime should be abolished.

2. Invest in home-office equipment: Employers still have a duty of care to provide suitable work conditions for their employees. Employers should offer a quarterly stipend for employees working from home to be spent on office supplies/furniture. This can increase comfort levels, reduce variance in the

external environment of workers, and also create a stronger bond between employer and employee.

3. Create time for casual chats: Employers need to account for the fact that when working from home, most discussions and social interactions are deliberate and purposeful. Employers should try to still include more casual social interactions. This could take the form of a group video call within the team for social purposes, or a virtual happy hour on a Friday.

4. Increase transparency: Motivational discourse has proven that people use other people as benchmarks in determining their own performance and motivation levels. In order for workers to feel more motivated, it is important that workers can see where they are in relation to their teammates.

Implication of Findings

1. Defined working hours: This has a relatively low implementation cost and will require low levels of effort. Managers need to be clear on work hours with their teams, and police any overtime actively for the first few weeks in order to form habits. There may be an opportunity cost associated if the number of hours worked per team is decreasing, but this should increase productivity per hour of the team as workers will have more energy. This initiative is inexpensive and requires little effort and should be prioritised.

2. Home-office equipment: This should equate to approximately €250 per quarter for a period of three quarters. This should be sufficient to ensure that every employee can equip themselves with the tools they need to succeed when working at home. This cost can be offset from the amount of utilities expenses that are saved on having a remote workforce. This should be implemented as a payroll expense, to ensure that employees are not taking advantage. The implementation of this is not complex, and would only involve processing power by payroll, making it easy to prioritise. Also employers should be seeking to improve working conditions early on when working from home, so this should be heavily prioritised.

3. Schedule a weekly happy hour: Social time should be implemented on a weekly basis and should take place during work time to ensure attendance. This should be treated as an "outside work" activity and employees encouraged to partake and socialise. This requires very little implementation time. Cost is one hour of payroll per employee in opportunity cost.

4. Increase transparency: All employers should seek to establish some form of public forum within their teams/departments. This will help decrease each employee feeling like they are working in a vacuum. Something as simple as this can be an extra added motivation for workers to try and increase effort and productivity in the workplace. There may be an implementation cost depending on the technical capabilities of the organisation. This can all be done on a team management software such as Asana. An Asana business subscription costs approximately €25 per user per month. With chosing a supplier, implementation and training, this could take two to three months to implement.

Conclusion

There is great support for the importance of socialisation and relationships in motivational discourse, but whether working from home creates a sense of isolation among millennials remains inconclusive. This research called the situational validity of classical motivational theories into question, and as the environment of work continues to change, this is something that will continue to happen in the near future.

Theories of motivation have been around for hundreds of years and the slant or emphasis which they take continues to evolve thematically, from content theories to process theories, and from operational theories to humanistic theories. I hope this research contributes to a spike in curiosity about motivation levels when working from home, and I trust other HR practitioners and academics to further question the determinants of motivation, so that we can further our understanding on how to manage working from home in the twentieth century.

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Appendices

Appendix 1: Questionnaire Information Sheet

Exploring the link between Worker Isolation on Intrinsic versus Extrinsic Motivation. A study of millennial remote-workers during the Covid19 pandemic.

I would like to invite you to take part in a research study. Before you decide you need to understand why the research is being done and what it would involve for you. Please take time to read the following information carefully. Ask questions if anything you read is not clear or if you would like more information. Take time to decide whether or not to take part.

My name is Cathal Lavelle and I am a Masters student at the National College of Ireland where I am studying Human Resources Management. I am currently undertaking research to investigate the effects of worker isolation on intrinsic versus extrinsic motivation among remote-working millennials.

Taking part in the research will involve the filling out of a short questionnaire. The questions will be predominantly multiple choice. The questionnaire will take approximately five minutes to complete. The questionnaire can be filled out in your own time as it is an online questionnaire, and it can also be submitted online. The questions will seek to understand your personal opinions and perceptions, so please answer the questions based on your own personal experience.

You have been selected to take part in the research as you have recently moved from working "on site" to working from home, and are a millennial.

Participation in the research is completely voluntary. You have the right to refuse to take part in the research, or withdraw during the research process at any stage, without any consequence.

The benefit of taking part in this research is that it can help to further develop the research on the topic of working from home, and its long term feasibility.

The research will not collect any information about you that would lead to your identification (name, email address, employer, IP address etc.).

Questionnaire responses will be kept on file until the conferring of my Masters degree, after this point all data collected will be destroyed. Under the freedom of information act, you have a right to request access to any data you have submitted at any time during the research process.

If you have any questions on the process, you can email me at x18143253@student.ncirl.ie, or you can also contact my supervisor Corina Sheerin at csheerin@ncirl.ie.

Thank You

Appendix 2: Questionnaire Questions

1. Are you a millennial (born 1980-1995)? Y/N
2. Are you currently working from home due to the Covid19 pandemic? Y/N
3. What is your gender? M/F
4. What is your age range?
   a. 24-27
   b. 28-31
   c. 32-35
   d. 36+
5. Are you a people manager? Y/M
6. How many people are in your household (including yourself)
   a. 1
   b. 2
   c. 3
   d. 4
   e. 5+

The subsequent questions are all answered on a 5 point likert scale ranging from strongly disagree to strongly agree

1. Because I enjoy this work very much
2. Because I have fun doing my job
3. For the moment of pleasure this job brings to me
4. I chose this job because it allows me to reach my life goals
5. Because this job fulfils my career plans
6. Because this job fits my personal values
7. Because I have to be the best in my job, I have to be a "winner"
8. Because my work is my life and I don't want to fail
9. Because my reputation depends on it
10. Because this job affords me a certain standard of living
11. Because it allows me to make a lot of money
12. I do this job for the paycheck

1. I have friends available to me at work.

2. I have one or more co-workers available who I talk to about day-to-day problems at work.

3. I have co-workers available whom I can depend on when I have a problem.

4. I have enough people available at work with whom I can talk about my job.

5. I have people around me at work.

6. I have people I can turn to at work.

7. I am well integrated with the department/company where I work.

8. I am kept in the loop regarding company social events/functions.

9. I am part of the company network

10. Upper management knows about my achievements

11. My supervisor communicates my achievements to upper management

12. I am regularly part of my company's social group events.

Appendix 3: Personal Learning Statement

This has definitely been the most challenging academic assignment I have ever undertaken. I have honed my skills of critical analysis and become much more adept at viewing information with a critical eye and to not be subject to my own biases. I learned how to conduct primary research and all of the aspects of this research that

occur behind the scenes. I have also learned a lot about discipline as conducting research of this nature requires a steady approach over a long period of time.I also learned a lot about myself and the ways in which I work best. This experience has been very challenging, but it has also been incredibly rewarding.