

**REMOTE OR HYBRID WORK AFTER EFFECTS OF COVID  
CHANGING THE FUTURE WORK STRUCTURE-A CASE  
STUDY OF AMAZON**

**By**

**Germano Oreofeoluwa Martins**

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## **ABSTRACT**

The Covid-19 pandemic saw a change in the way businesses are being conducted globally. This necessitated a change in the work structure in many organisations. In Amazon, there was a transition to a remote work structure to accommodate continued operations. However, how the employee handles the transition was not founded on literature. Hence, this study aims to assess the remote or hybrid work in Amazon after the effects of Covid changing the future work structure of the company. Guided by qualitative research methodology, this study engaged the management and employees of Amazon Inc in the Republic of Ireland. Through purposive sampling, a sample of 25 participants was used. The interview method of data gathering was employed. With the involvement of 12 participants, it was ascertained that Amazon remote workers in the republic of Ireland accepted the transition to hybrid or remote work without complaint but with an openness of the heart and a willing desire to comply. Also, with an enthusiastic and positive attitude, Amazon employees enjoyed a temporary \$2-an-hour raise, double pay for overtime, and unlimited unpaid time off. In the same vein, it was discovered that the disadvantage of remote or hybrid work was distractions and work overload. The study concluded that the way transition to hybrid work was handled was uncovered and the advantages and disadvantages of hybrid work for Amazon and its employees. Therefore, it was recommended that the management of Amazon Inc in the republic of Ireland and other similar companies are urged to regulate the setting of the remote workplace of their workers to avoid home distraction.

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# DECLARATION

## Submission of Thesis and Dissertation

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Research Students Declaration Form

*(Thesis/Author Declaration Form)*

**Name:** Germano Oreofeoluwa Martins

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

**Thesis Title:** Remote or Hybrid Work After Effects of Covid 19 Changing the Future Work Structure- A Case Study of Amazon.

Date: 17th August 2022.

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

The concept of work has gained more attention as the industrial revolution gained prominence in recent years (Thorpe and Gordon 2012). The growth of technology in the last two decades has necessitated an unavoidable revolutionary like work (Smith et al. 2019). For instance, the outburst of social media and its acceptance by millions of people as a means of communication (Smith et al. 2019). The rise in network connectivity from 2G to 4G network connectivity capabilities (Tleuken *et al.* 2022). In recent years, 5G network connectivity capability was found to be ten times faster than the widely used 4G network launched in a few countries. It has now become sought after for homes and businesses (Trede et al. 2019a). These and many other technological developments have reshaped the nature of work and the structure of organisations. Hitherto, there is a growing expulsion in technological infrastructures and capabilities (Appel-meulenbroek *et al.* 2022). Organisations were not asleep in their pursuit of harnessing the powers of technology in their operational activities, thereby amassing resources to be able to implement changes as a result of the technological shift (Wijngaarden et al. 2020). Consequently, this development has reshaped the qualifications, skills and experience of employees in many organisations (Smith et al. 2019). Therefore, organisations are continually experiencing the need to reshape their policies, procedures, and processes (Green 2022).

Before 2019, many organisations as a result of the changes in technological developments, have almost rendered some job descriptions obsolete (Thorpe and Gordon 2012). For instance, the arrival of massive interest in artificial intelligence and machine learning has predicted some jobs to be obsolete in years to coming (Newman and Ford 2021). The claim supporting this was the development of certain positions requiring less and less human involvement owing to the adoption of artificial intelligence and machine learning, among other trends (Wijngaarden et al. 2020). During these times, many companies are yet to contemplate full-scale implementation of remote working systems. Yet, only a few organisations practised remote working techniques at a very small scale (Trede et al. 2019b). It is to be noted that the remote work system was in place before the arrival of the COVID-19 pandemic but was not patronised as much as it is today (Tleuken *et al.* 2022). Many organisations were firmly bent on operating fully at the company's premises and

offices. This gave no room for employees to make decisions on how, where, and when to perform their daily tasks (Teebken and Hess 2021). Suffice to say, employees were confined to the four walls of their offices, and no thought whatsoever was given to voluntary changing work structure (Levin and Butler 2022).

Late 2019 witnessed a change in global peace that affected humanity in ways unanticipated (Trede et al. 2019a). This was the appearance of the Coronavirus known as COVID-19 in Wuhan, China. Forward to 2020, and several cases were registered, which involved the death of numerous people, which increased daily (Cadenas 2022). By March 11 2020, the disease was announced as a global pandemic (World Health Organisation 2020). As a result of these announcements, the government-imposed several restrictions such as social distancing, border closure, lockdowns, and limitations on business and public gatherings (Tleuken *et al.* 2022). Business limitations involve regulated hours for business time activities for some industries, while other companies in other industries, like the entertainment industry, were ordered to cease operation for a designated time (Wijngaarden et al. 2020). During these periods of hullabaloo, many organisations feared the reduction or curtailment in their operations and were forced to provide a solution to the situation (Teebken and Hess 2021). Amazon is not an exception as they were forced to cease operations in all of their offices, and employees were mandated to remain at home (Pisal 2021).

Research showed that some organisations that were ordered to cease operations eventually laid off staff in the following months as they were unable to continue to pay for dormant periods of business (Teebken and Hess 2021). The quest for a working structure to prevail over the restrictions imposed by the arrival of COVID-19 began, and before long, remote work structure came into the limelight (Levin 2022). Amazon directed that some positions in the organisations can resume work remotely for an indefinite period starting on Monday, October 11, 2021 (Kantor et al. 2021). At the time, only tech and corporate workers could continue working remotely as their circumstances permitted (Feitosa and Salas 2021). Online retail giants were unable to work remotely as their operations involve more physical activities such as transportation, etc. (Pisal 2021).

In response to the growing demand to resume office activities, Amazon was focused on trying to provide flexibility in life and work environments to their employees (Teebken and Hess 2021). This helped them resort to a more flexible approach to a remote work structure (Boewe and



Schulten 2021). According to the policy their official statement, it is crucial for each individual to determine whether or not they will work at home or commute to the office (Zamri *et al.* 2020). This change empowered Amazonians to be the decision-maker on the style of work structure they will adopt (Pisal 2021). However, some units were left with little or no choice but to continue the traditional system of work, mainly due to the nature of their work. For instance, employees in the data centre, transportation, etc (Kantor *et al.* 2021; Pisal 2021).

Going by the disruption, it remains to be seen what the future hold for work structure. Hitherto, it has been over six months since employees resumed remote or hybrid work structure, and to some extent, workers have experienced what it is to engage in a hybrid work system. Therefore, the understanding of the remote or hybrid work in Amazon after the effects of Covid changing the future work structure of the company is worth assessing.

### **1.1 Statement of the problem**

Remote or hybrid work is a topic of increasing interest in the academic field (Smith *et al.* 2019). Since the outbreak of the Covid-19 pandemic, thousands of workers blend through a cosmic system that transit from the traditional method of physical presence in office premises to a relatively remote system (Tleuken *et al.* 2022). This transition affects almost all companies in the world, and Amazon is not an exception (Teebken and Hess 2021). Companies such as Apple and Google turned to allowing staff in their office for parts of the week for a few periods to mitigate against the effects of the pandemic (Wijngaarden *et al.* 2020). However, it occurred that this practice metamorphoses into a rather preferred solution for organisations and some employees were instructed to work from home (Feitosa and Salas 2021). In the case of Amazon, office spaces were reduced to accommodate a shift from the conventional office setting (Lund *et al.* 2021). However, little was discovered from literature about the eventualities of this transition. More questions remain, fortunately, about how the transition from a traditional working system to a hybrid working system was handled during the Covid 19 era, which changed the future work structure. (Boewe and Schulten 2021). Consequently, there is a dire need to assess the remote or hybrid work in Amazon after the effects of Covid changing the future work structure of the company.

Before the emergence of the COVID-19 pandemic, employees often needed training to get used to the introduction of the new system (Thorpe and Gordon 2012). For instance, the introduction of

computing to storage system into the working system of Amazon Inc (Trede et al. 2019b). At the time, Mansor et al. (2016) reported that workers usually encounter issues completing their daily tasks. Now, the world is facing the deadliest viruses, and many companies have implemented the work-from-home strategy (Tleuken *et al.* 2022). In June 2021, Amazon Inc. officially permitted the work-from-home culture to start in October same year 2021 (Teebken and Hess 2021). With this new culture, some employees were permitted to work remotely for two days a week, while some, especially many tech and corporate workers, were not allowed to work on the premises of the office (Appel-meulenbroek *et al.* 2022). These sets of employees were placed on an indefinite condition of working remotely (Boewe and Schulten 2021). This calls for the enquiry into understanding how employees react toward remote work. Hence, it remains to be seen the reactions of Amzon Inc. employees toward remote or hybrid work systems.

Employees and organisations at large have witnessed the beginning of working remotely, but as enumerated earlier, the reactions of employees remain to be seen (Feitosa and Salas 2021). Fairly, Kantor et al. (2021) appraised some organisations that experience both the advantages and disadvantages of the remote working system. According to some authors, some organisations accounted for the increase in productivity (Tleuken *et al.* 2022), a rise in the mobility of talents, and job satisfaction (Kantor et al. 2021). On the other hand, some employees who are familiar with physical and interpersonal relationships find it hard to cope with a fully remote work system and thus are not motivated to work (Wijngaarden et al. 2020). This result, however, has not been tested in the system of Amazon. Suffice to say that whether or not the hybrid work system in Amazon is beneficial or otherwise for both employees and the organisation is yet to be seen. Therefore, this calls for an enquiry into the identification of the advantages and disadvantages of remote or hybrid work for both employees and the organisation.

The strike of the COVID-19 pandemic probes companies' ability to deal with change (Boewe and Schulten 2021). More importantly, finding a way out of the unplanned situation. Having established a pattern for the implementation of remote work, organisations have been researching the workability of the hybrid work system (Feitosa and Salas 2021). Before Covid-19, Cutter (2019) reported that Amazon was committed to helping its workers advance in new skills, including but not limited to an adequate use of computing systems and other sophisticated technologies. However, since the advent of the hybrid working system in the organisation, the

company have been bent on implementing instructions for the success of the remote work system (Zamri *et al.* 2020). Thus, the quest for implementing successful remote or hybrid work in the future is not a day job (Zhang and Chen 2022). Most importantly cannot be achieved without investigating the employees and the organisation at large to be able to recommend practices that enhance the successful implementation of remote or hybrid work in the future.

### **1.3 Rationale of the Study**

The traditional working structure is undergoing a monumental shift due to the emergence of Covid-19 (Wijngaarden *et al.* 2020). This calls for a revamp in the work structure of companies and calls for a choice between remote or hybrid work systems (Trede *et al.* 2019a). Despite the mercy of employees' safety, Amazon's directive to work from home has been met with a somewhat unfavourable response from some employees who prefer to perform their daily tasks physically at the office premises (Tleuken *et al.* 2022). Many others, in contrast, chose to work from home for a long time even after it is declared to work at home two days a week (Zhang and Chen 2022). In this regard, there is certainly a difference in the quality of work, either positive or negative. Kłopotek (2017) reports that before COVID-19, some Amazonians find it difficult to adapt to changes in the technological development of their job description. In the same vein, the shift to remote or hybrid working structures came at a time no one expected (Green 2022).

Given that some workers deal with changes from technology-induced development (Smith *et al.* 2019), they sounded the alarm to understand how pandemic-induced changes in the work system can affect employees. More so, Amazon has almost formalised the permanence of the remote work system, and this raises concerns about the future of the work structure (Boewe and Schulten 2021). Hence, it is of great concern to add to the literature the understanding of the aftermath of the COVID-19 pandemic induced hybrid or remote working system in Amazon.

### **1.4 Aim of the Research**

The broad aim of this study is to assess the remote or hybrid work in Amazon after the effects of Covid changing the future work structure of the company.

### **1.5 Objectives of the Study.**

1. To evaluate how abrupt transition to hybrid work was handled during the covid 19 changing the future work structure.
2. To examine the attitude of employees towards remote or hybrid work.
3. To identify and describe the advantages and disadvantages of remote or hybrid work for both employees and the organisation.
4. To investigate and recommend the practices that companies need to implement for successful remote or hybrid work in the future.

### **1.6 Research Question**

How did Amazon handle the abrupt transition to hybrid work during the covid19 pandemic?

#### **Research sub-questions**

1. What benefits and disadvantages are associated with hybrid work for Amazon employees?
2. What advantages and disadvantages are associated with hybrid work for Amazon company?
3. What was the attitude of employees towards hybrid work?

### **1.7 Research Methodology**

Research methodology is the totality of the approach, mechanism, and methods through which data is collected, organised and analysed (Saunders et al., 2012a). Research methodology reflects an orderly way through which research is carried out (Novikov & Novikov, 2013). Bearing in mind the nature of this study, this study employs the Qualitative research method. Qualitative research methods provide a non-numeric means of collecting and analysing data. It allows the use of observation to get the details and context of a phenomenon. These non-numeric details will help to achieve the aims and objectives of the study. The research participants will be the employees and management of Amazon Inc, in the Republic of Ireland. The purposive sampling technique will be used to include 20 participants in the study. The study will employ virtual or online

interviews to engage the participants in a discussion that relates to the aims and objectives of the study. As a result, the interviews will serve as the primary method of data collection for this study. Moreover, secondary data like literature, journals, books, etc will also be employed to provide contextual material for the researcher's primary data. Such use will prove to add quality, reliability, and a wide range of information from previous relevant findings. Finally, the thematic analysis will be adopted to analyse the data.

### **1.8 Scope of the Study**

This study seeks to assess the remote or hybrid work in Amazon after the effects of Covid changing the future work structure of the company. Amazon Inc. is a multi-national company and has many branches. According to Clement (2020), Amazon has over 600 thousand employees across the world. Given that there is a vast composition of units of Amazon in the world, Amazon Inc in the Republic of Ireland will be selected as a case study for this study. Hence, the study takes into consideration employees and management of Amazon in the Republic of Ireland to assess the remote or hybrid work in Amazon after the effects of Covid changing the future work structure of the company.

### **1.9 Structure of the Thesis**

**Chapter 1** – This chapter contains the Introduction, background of the study, statement of the problem, the rationale of the study, research aim and objectives, the broad and specific research questions, the scope of the study and a brief description of the research methodology.

**Chapter 2** – This chapter will consist of the review of relevant literature in an understanding of the concept of remote or hybrid work, the benefits and risks of hybrid work system, hybrid work model or social network structure, and future workplace.

**Chapter 3** – this chapter will comprise an in-depth elaboration of the research methodology.

**Chapter 4** - This chapter will contain the presentation, analysis, and discussion of the results.

**Chapter 5** – This chapter will discuss the recommendations resulting from the findings and conclusions. It would also speak on areas further Research can be carried out.

## **CHAPTER TWO LITERATURE REVIEW**

### **2.0 Introduction**

This chapter presents the literature review as they relate to the core concepts of the study. The concept of remote working, teleworking, and hybrid work systems were examined in this chapter. Provided this study focuses on remote or hybrid work in the Amazon work structure, this chapter provides a review of literature on Amazon before, during, and post-Covid-19 pandemic period. The chapter also peered into the Irish remote work system and associated legislation. Finally, the chapter provides a theoretical understanding of the remote work system and adopted the self-development theory.

### **2.1 Remote Work**

Muhammad et al. (2021) pointed out that a remote work system involves the use of the internet. Freelancers' services are being employed by organisations, and their output often becomes an essential part of the organisation. However, remote workers are devoted to working in the comfort of their home or a designated workplace dissociated from an organisation's primary workplace. Similarly, Hermann and Paris (2020) identified bloggers, creative writers, designers, and content producers as the perfect examples of remote workers. These individuals work anywhere in a remote location in work. Remote working, otherwise referred to as homeworking by Feldstead (2022), is a system of working where people stay at home and work from home. Bell and Blanchflower (2020) found that homeworking or remote working is also referred to as teleworking. The authors claimed in their study that research into remote working is still in its infancy.

Darby et al. (2022) pointed out that remote work or homeworking is escalated by the public health restrictions that started in March 2020. It was reported by Palumbo (2020) that the introduction of restrictions in public gatherings necessitates the interest of organisations in a means of working without using the physical office premises. Taneja et al. (2021) emphasised that the pandemic provided an unprecedented increase in work-at-home systems. In contrast to Bell and Blanchflower (2020), Taylor et al. (2021) added that remote work had established itself as an essential feature of the labour market. Hence, research into remote working or teleworking has grown considerably over the last three years.

## **2.2 Hybrid work System**

The hybrid system of work is a common concept in the business world today (Proto and Zhang 2021). This is because digitisation has become more normalised across every industry in the global world. Another substantial wave drew many to hybrid systems. Yu and Hafner (2020) argued that the COVID-19 pandemic brought a new wave to the rise of the hybrid work system. The COVID-19 pandemic brought about the temporary lockdown of physical relationships in the workplace for quite a period, expressed Haskel (2020). This heightened the need for a hybrid work system.

Muhammad et al. (2021) opined that the concept of “hybrid” is an infusion of technology into the lifestyles of human beings. Given that, according to Newman and Ford (2021), a system' is required for human endeavour to exert governance, systems are created for the organisation of people for a specific purpose. Similarly, every organisation has a system of operation for their workforce. Such a system, identified by Eberly et al. (2021) orbits around the location of work, chain of command, reporting standard, working days and hours, and nature of work. Generally, each position's workflow requirements are different and form the bedrock of formulating the dominant system in any workplace.

Up until the occurrence of COVID-19, many organisations operate a physical work system. However, the fact that most organisations practice a physical work arrangement does not dispute the existence of a hybrid system (Wilson 2013). However, as noted earlier, the emergence of COVID-19 fastened the rising need for a hybrid work system. Cook et al. (2020) defined a hybrid work system as one that unites a physical work structure with a remote system. Muhammad et al. (2021) also defined a hybrid system as a blended system that is utilised to balance the differing demands of an organisation. Trede et al. (2019a) explained that a company employs a hybrid system in the workplace by leveraging the benefits of the remote working system.

### **2.2.1 The Need for a Hybrid Work System.**

#### **Digitization**

As earlier noted, digitisation has become more normalised across every industry in the global world. Several companies are on the verge of expanding their reach across nations and, as a result, have leveraged digitisation. Of notable importance is the application of digital marketing. Dingel and Neiman (2020) also contend favourably, similar to Bick et al. (2020) that digitisation has enhanced the entrepreneurial skills of many businesses. In line with the findings of Buchheim et al. (2022), digitisation has been an instrument of making the impossible possible. For instance, a company in Africa can sell its products across North America with the use of the right channel of digital tools such as social media and digital marketing, among others (Xhema 2020).

### **2.2.2 Benefits of Hybrid Work**

In the opinion of Teebken and Hess (2021), the application of hybrid systems in workplaces has been very effective, especially in the wake of the COVID-19 pandemic. In comparison with the traditional approach to workplace arrangement, Adams-Prassl et al. (2022) comment that the standard work system has not been the most effective. This made scholars examine the arguments for hybrid work and companies considering the mix of traditional and remote work systems. In light of this, the following are the identified benefits of a hybrid work system.

#### **Health Wellbeing of Employees**

Admittedly, Mongey et al. (2021) posit that the COVID-19 pandemic has caused severe damage to the health of those infected. Literature was saturated on the Irish government's procedures to order a lockdown of all organisation's physical facilities. However, it is important to stress the fears of employees returning to work during the pandemic. Barrero et al. (2021) expressed that many employees of organisations were afraid to resume work when things were unsafe. Others press concerns for their family who may be affected, while Haskel (2020) reported that some employees were terrified of the vicious consequences of contracting the virus from the workplace.

Barrot et al. (2021) found that resuming work was a very complicated decision for some employees as they were mainly concerned about the security of their health. All in all, it was considered that



the resumption to work during the pandemic calls for a more secure approach that can guarantee the safety of the employees at the workplace. Mehdi and Morissette (2021) appraised the hybrid work system as one that provides security to employees from contracting the virus since they would not necessarily need to converge at their workplace. The hybrid work system also hedged against employees contracting the virus. Taneja et al. (2021) opined those employers and organisations considered the move to a hybrid work system for its promised increase in the well-being of their employees.

### **Improved Productivity**

Pieper (2021) reported an increase in employee motivation instead of their engagement in a hybrid work arrangement. Employees were often inspired to work at the venue of their choice and thus, increasing their motivation to work. Mateyka et al. (2012) argued that where employee motivation is increased, it is possible to expect an increment in employee productivity. However, the study was conducted on employees working in a physical work arrangement. Felstead (2022) lauded the significance of work at home during the pandemic. The author discovered that since the pandemic, hybrid work has become.

### **2.2.3 Risks of Hybrid Work**

From the findings of Bloom et al. (2021) and Taneja et al. (2021), many organizations deliberated the switch to a hybrid work system as a response to the restrictions imposed by the pandemic. However, there are concerns raised by authors in the pre-Covid era that some organizations were wary about the productivity of their employees. These include but are not limited to communication (Battiston et al. 2021), feelings of isolation, concerns for self-discipline for remote workers, monitoring, and drive for promotions.

For instance, (Dutcher 2012) feared that there might be negative returns to work as a result of workers working away from the premises of the organization. That was associated with a reduction in employees' 'learning by participation' which is absent in a teleworking environment (Dutcher 2012, p. 8). Beatson (2019) highlighted the negative impacts that hybrid working can cause. It

was stated that a worker may be conflicted by the environment and may thereby lose focus and concentration.

From the findings of Felstead and Reuschke (2021), it was discovered that although most employees in the United Kingdom (UK) reported an increase in productivity while teleworking, some employees were not suitable for teleworking and reported negative impacts on tasks. It should be noted that Etheridge et al. (2020) claimed that there is a reduction in productivity of selected tasks, but the organization runs the risk to fall in overall productivity where most tasks carried out by remote workers were ‘dull tasks’ (Etheridge et al. 2020, p. 12).

### **2.3 Amazon Workforce**

In recent years, Amazon.com Inc has been the focus of many pieces of literature (Douglas and Lodder 2017; Fried and Hansson 2020; Benke et al. 2021; Mikell 2021). The Company, established in 1994, has become a leading force in the book and online e-commerce retail business (Fuentes 2018). At the onset, Amazon.com was primarily operating in the book retailing business. This was borne out of the founder, Jeff Bezos’ initiative to solve the problem of traditional bookstores (Ahmed and Farooqi 2020). It was reported that Bezos identified the issue of the conventional bookselling in the business as “highly fragmented, complicated, and prone to inventory and return problems” (Guo and Seitzl 2021, p. 14). Thus, he devised a means to eliminate this problem by creating a medium to reduce the return problems by leveraging on major chain stores in the United States.

Thereafter, Amazon.com Inc entered the eCommerce industry (Zamri *et al.* 2020). Cutter (2019) posits that Amazon.com Inc is now one of the leading companies in the online retail business. Amazon.com Inc became a public company in May 1997 at \$18 per share, valued at \$438 million. The acquisition of the Internet Movie Database (IMDB) in 1998 made Amazon.com Inc the leading company in the online video retailer industry (Boewe and Schulten, 2021). It was argued that the success of Amazon in this category is partly owed to the company’s ability to make its website more attractive to shoppers than any other website on the internet (Pisal 2021). In addition, Boewe and Schulten (2021) credit the company’s innovative offers to shoppers as a critical tool that makes the difference in making Amazon the leader in the category.

By the year 2000, Amazon had amassed more strength in distribution and warehousing infrastructure, operating eight (8) different centres in the US and 2 in Europe, i.e., one in the UK and one in Germany (Fuentes 2018). Also, the company has six customer service centres across the US, UK, and Germany (Douglas and Lodder 2017). Not only that, Li and Liu (2016) reported that vendors on the platform were allowed to sell new and used items alongside Amazon products with the Amazon marketplace, the newly launched feature. According to O'Connor (2015), the Amazon marketplace contributed up to 5 per cent of the total units sold for the year 2000. Orders over \$100 were also accorded free shipping charges. Consequently, Amazon had grossed more than five times its 1999 revenue for \$10 billion in sales at the end of 2000 (Kantor and Streitfeld 2015).

Shortly, Amazon.com Inc began restructuring as a result of pressures faced across industries. As a result, the entirety of the company's operations were classified under four segments: U.S. Books, Music, and DVD/Video, U.S. Electronics, Tools and Kitchen, Services Segment, and the international segment (Fuentes 2018). In time, segment reporting only covers North America and International. Thereafter, new segments were added. The 'apparel and accessories' segment was added in 2002, while Sports and Outdoor and Health and Personal Care were added the following year. Amazon thus strengthens itself by amassing more categories of products and building wealth (Cutter, 2019).

The massive expansion was initialised by acquiring companies to a series of online retailers in the key product categories. For instance, Fuentes (2018) reported that the acquisition of Shopbop in 2006 increased Amazon.com Inc's market share in the Apparel and Accessories segment. Fabrics.com, a dealer in a craft supply, and Zappos, an online footwear retailer, were purchased in 2008 and 2009, respectively. This bold move cost the company an estimated \$1.1 billion (Zamri *et al.* 2020). This helped to bolster the position of the company in the market, and in 2011, MyHabit was launched as the company's medium of selling discounted fashion products (Guo and Seidl 2021). However, MyHabit was discontinued in 2016 and a year after, a series of market integrations led Nike to begin to sell apparel on Amazon (Ahmed and Farooqi 2020). Wingfield, Thomas and Jan (2018) reported that Nike's involvement in selling on Amazon made the latter "the largest apparel retailer in the United States" (Wingfield et al. 2018, p. 9).

According to Kantor and Streitfeld (2015), while restructuring in 2001, Amazon fired 1300 of its workforce. This marks the first time about 15% of its employee base was laid off. To bolster its workforce, Amazon.com Inc set up a plan to attract high-quality workers. Instead of this, Wingfield, Thomas and Jan (2018) found out that Amazon offered to pay 95% of the fee to learn in-demand courses for its employees. With this, willing employees were encouraged to apply for in-demand courses in a bid to empower them to improve in their career paths (Kantor, Weise and Ashford 2021). This effort saw Amazon hire about 130,000 new employees in 2017 and tally up their total employee base to a total of 566,000 working in both full-time and part-time (Lee 2018). However, the Pay to Quit policy was also adopted as a means of encouragement. Pay to Quit is a program to encourage dissatisfied employees to quit. The pay is calculated based on the number of months of employee engagement in the firm (Fuentes 2018).

Long before the pandemic arose, Amazon pioneered the Virtual Contact Centre to support its innovative spirit in encouraging remote work. The programme allows employees to work from home in the pursuit of the company's "big, innovative, ground-breaking" ideas (Johnston, 2018). Peck (2015) opened up on the need for Work from home. The author identified that Amazon received more customer demands, prompting flexible working requirements from workers bent on delivering. This was deduced by the founder, Jeff Bezos, who realised that more could be done with a remote working system for their employee. Chen et al. (2016) provided an update on the situation that there was a 4-week intensive, physical onboarding process for Amazon employees to create a culture of remote working. During the process, explained by O'Connor (2015), employees were provided with communication devices, internal networking knowledge, and remote work organisational culture. Before the pandemic, Li and Liu (2016) appraised innovation as very crucial and productive. It was further revealed that the virtual workforce program was more effective in growing Amazon's virtual customer service centres at a faster rate compared to their physical centre's (Douglas and Lodder 2017).

Forward into the pandemic, Lee (2018) contend that Amazon's resolution to kick back against lockdown restrictions was not borne out of a new idea to implement remote working but was a mere reinforcement of an already understood program. However, given the novelty of the pandemic, it took the company some period to return to their remote program after due consideration of health matters (Kantor et al. 2021).

## 2.4 Irish Remote Work Legislation

In the first quarter of 2021, the Ireland Minister for Enterprise, Trade and Employment published the nation's first National Remote Work Strategy (Coker 2021). The regulation covers the employment code for remote and physical work. The code of practice, according to the Minister, embraces work-life balance for all types of employment (Green 2022). The Irish government, through the regulation, lauds their passion for promoting a hybrid work system in the country (Leonardelli 2022). According to Pisal (2021), the regulation voiced the presence of flexibility in choosing whether an employee decides to work remotely or not. White (2021) in their work, noticed that the regulation recognised the impact of the Covid-19 pandemic in having a “terrible health and economic toll on people’s livelihood” (White 2021, p. 12)

It was gathered that the fact that there is a Covid-19 pandemic has made some employers in Ireland override their employees on personal time and often got them on calls even after standard operating hours (Butler 2022; Levin and Butler 2022). This practice has blurred the line between work and home, and many remote workers in Ireland were displeased. Besides, the quality of home life has been reduced given that work often intrudes with personal home time (Delanoije and Verbruggen 2019; Taylor *et al.* 2021). Guo and Seidl (2021) add that some family man often finds themselves very occupied that they do not have personal time to spend with their family, all in the name of the remote working system. As against this practice, Head 6(1) reads:

*“For the purposes of this Act, an employee shall be entitled to submit a request for remote working when the employee concerned has completed at least 26 weeks continuous service with the employer from whose employment the employee is seeking the arrangement to work remotely.”* (Irish Ministry for Enterprise 2022, sec. 6)

The above stressed the need to embrace the further recognition of employees’ rights and freedom. Dryselius and Pettersson (2021) recognised that the Workplace Relations Commission (WRC) was a keen observer of this phenomenon, and the regulation thus takes up the issue with a probable solution to allow for personal time and to clear the cloud to enable remote workers their right to personal time. Furthermore, Bamieh and Ziegler (2022) comment that the new rule gives the employee the right to “disconnect from work” (Bamieh and Ziegler 2022, p. 7). This means that employees can switch off calls and emails relating to work *after* working hours. This arrangement

was credited with making remote work a permanent aspect of Ireland's economy (Belfi *et al.* 2022).

In terms of personal expenses incurred by remote workers in the course of performing their duties at home, it was reiterated that “a new package of tax incentives and expenses to encourage people to work from home” (Coker 2021, p. 3) was proposed. The new package saw an upward revision in the current wage of \$ 3.20 per day for employees working away from the office. While employees have the right to request remote work, employers have the right to refuse to state cogent reasons. Among these, as contained in the new law, are if the work cannot be remotely performed, creation of excess financial burden for the employer, concerns for data protection, etc. Where a request for remote work was denied by employers, an employee can appeal to the Workplace Relation Commission. The law also encourages all employers in the Irish jurisdiction to have a ‘Remote Working Policy.’ (Coker, 2021).

## **2.5 Theoretical Framework**

This study adopts the self-determination theory as laid forth by Deci and Ryan (2002). The theory attempts to assess the motivation of remote workers to perform their organisational duties (Croucher 2015).

Self-determination theory is a theory concerned with intrinsic and extrinsic motivation (Collins, 2016). Intrinsic motivation, according to Miller et al. (2013) refers to the internal drivers that inspire a worker to perform effectively and efficiently. Self-esteem and self-actualisation are the core metrics of intrinsic motivation (Ahmed and Farooqi 2020). On the other hand, Delanoeije and Verbruggen (2019) extol that extrinsic motivation refers to drivers that affect employers in discharging their responsibility. The authors of self-determination theory, Deci and Ryan (2002) acknowledged feedback and oral appraisal as examples of extrinsic motivations.

Mikell (2021) opined that self-determination theory reflects the beneficial effects of intrinsic motivation while mitigating the harmful impact of extrinsic motivation. Thus, the theory exalts the importance of one's internal control of engagement more than the external influence. However, Collins (2016) posits that external rewards such as oral appraisal and reactions from a supervisor can trigger improvement in intrinsic motivation. Staples et al. (2019) summarised the essence of

the theory in their own words. They comment that the fundamental theme of self-determination is that rewards and deadlines diminish motivation if people see them as coercive. Austin-Egole, Iheriohanma and Nwokorie (2020) were in support of the comment of Staples et al. (2019) and they suggest that employees who devote their lot to the organisation to attain intrinsic rewards are generally more productive and satisfied with their work. Their satisfaction owes to employees feeling a sense of belongingness in the organisation and they enjoyed their organisational duties (Kelliher and Anderson 2020).

The theory, in line with the thoughts of Cooper and Robertson (2018), proposed that employees are concerned about the level of control they have in performing a task irrespective of the location of the actions. Employees are known to prefer tasks over which they feel they have control over their discharge, even if the job may be difficult, over jobs that weaken their motivation. (Rozlan and Subramaniam 2020). In essence, self-determination theory proposes that employee motivation is driven by autonomy.

Parallel to the view of Collins (2016), self-determination theory implies that employees derive genuine reward for their actions through self-fulfilment of the work they love to do. This imbibed the principles of self-actualisation and self-esteem in motivating individual workers' actions, competence, and fulfilment (Dryselius and Pettersson 2021). In addition to being driven by autonomy, the theory further adds that employees often devise ways to attain competence and establish connections with others (Rupietta and Beckmann 2016). Among the methods devised are freelancing and part-time working (Bydén 2016). In their work, Atkinson and Hall (2011) add that remote working or teleworking is another means through which employees device to attain competence and create a relationship with others.

The theory is very much influential in the discussion of remote or hybrid work. Given that employees were internally motivated to achieve higher productivity, it is essential to ascertain the motivation behind Amazon's workforce drive for productivity. Furthermore, it is crucial to employ this theory to understand how the abrupt transition to hybrid work affected employees during the covid 19. The theory has also established the reason for the change in the employee's attitude in determining the extent to which they will discharge their work. Fittingly, this theory proves fruitful in examining the perspective of employees toward remote or hybrid work.

## **2.6 Conclusion**

The review of literature has helped in understanding remote working systems, hybrid working systems, and the need, benefits, and risks of hybrid work systems. It has also provided the study with insight from extant literature on Amazon, its workforce, the Irish workforce, and legislation regulating remote work. In conclusion, the review of literature has provided the study with theoretical underpinnings through which the study can rest for scholarly insight.



## CHAPTER THREE RESEARCH METHODOLOGY

### 3.0 Introduction

Research methodology outlines methods and techniques used to comprehend a study's general and specific research questions (Denzin and Lincoln 2018). Hence, this chapter covers the research methodology utilized in this study.

This academic investigation utilized the principles called ‘research onions’ (see Figure 3.1) enumerated by Saunders et al. (2012, p. 34). Similar to the research onion, this chapter contains the research philosophy, research strategy, research design, the administration of the research instrument, research ethics, and limitations.

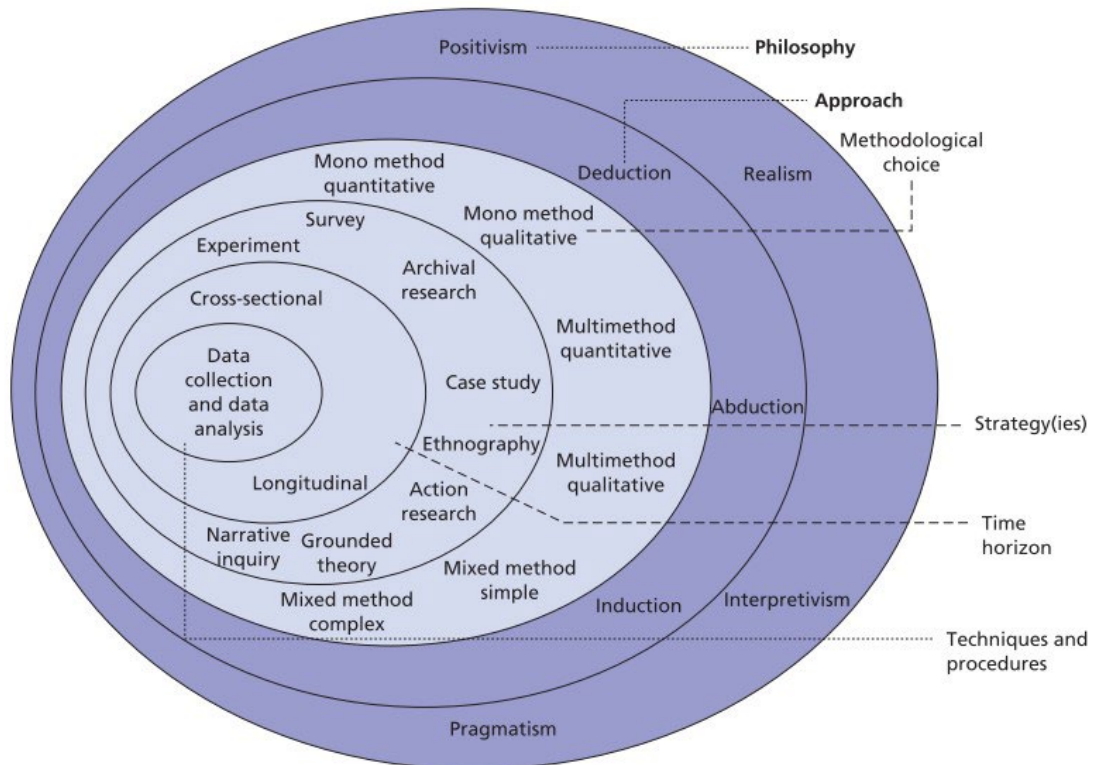


Figure 3.1: The Research Onion (Saunders et al. 2012, p. 34)

### **3.1 Research Philosophy**

Research philosophy refers to the way a body of knowledge is developed (Moustakas 1994). A researcher begins research to contribute knowledge to a particular topic. Research philosophy guide a researcher on the beliefs and canons that form the base for the scientific investigation to be carried out (Smith et al. 2009). Research philosophies are sets of assumptions that a researcher makes in the view of how the world works (Tracy 2013). According to Saunders et al. (2012), there are choices between the four research philosophies, and a researcher decides on the most suitable of the philosophies as seen in Figure 3.1. Given that this study seeks to assess the remote or hybrid work in Amazon after the effects of Covid-19 changing the future work structure of the company, the positivism research philosophy was adopted.

Positivism philosophy of research centres on the observation and exploration of relationships that exist in the world (Kumar 2011). It allows a researcher to see the world from an objective standpoint where the biases and doubts are evened out (Creswell and Poth 2018). Positivism emphasises that in understanding the external world, real information is derived from observation (Saunders et al. 2012). Also, it stresses the independence of the researcher by being neutral in the examination of measurable facts in the world (Mitchell and Jolley 2010). Positivism philosophy offers “the promise of important revelations for collective thinking” and deductions (Berg 2001, p. 34). It helps to have a “clear, verifiable, and credible meaning” from a set of data in an academic undertaking (Miles et al. 2014, p. 26).

The overarching aim of this study is to assess the remote or hybrid work in Amazon and uncover its post-Covid effects on the changing the future work structure of the company supports the choice of positivism. Similar to the core teachings of the philosophy, the researcher believed that the abrupt transition to remote or hybrid work during the covid changed the future work structure in Amazon, and the attitudes of employees and the company are worthy of exploration. More so, remote or hybrid work structure in Amazon has implications on the employees and the company, which is yet to be observed. Hence, this study seeks to understand remote or hybrid work in Amazon and the effects it had on the employees and the company under the purview of the positivism research philosophy.

Other philosophies like pragmatism, interpretivism, and critical realism were overlooked because positivism allows a more independent, objective, highly structured scientific method to provide causal explanations and predictions to knowledge (Saunders et al. 2019).

### **3.2 Research Strategy**

Research strategies are methods or procedures to identify fundamental findings in a study (Holden and Lynch 2018). According to Saunders et al. (2012), a researcher can choose between a qualitative or quantitative research method. Mixed methods can be adopted by a researcher consisting of both methods (Creswell 2014). The quantitative methodology requires the use of numerical data while qualitative data uses non-numeric data (Holden and Lynch 2018). For the sake of this study, a qualitative methodology was adopted.

The study of remote or hybrid work in Amazon after the effects of Covid changing the future work structure of the company requires the use of qualitative as it speaks to the employees' attitudes, which is difficult to quantify. This is because the study's main aim is to understand the state of affairs as the abrupt transition to remote or hybrid work in Amazon during the covid-19 occurred. In addition, the qualitative method allows the use of observation to get the details and context of a phenomenon (Leavy 2017). Hence, through observation which is in line with positivism research philosophy, this study seeks to achieve its aims and objectives by using the qualitative method.

The quantitative methodology was rejected as it is inadequate to capture the non-numeric data needed to understand the attitude of employees towards remote or hybrid work. More so, Wingfield et al. (2018) found out that the intrinsic advantage and disadvantages resulting from the transition to hybrid work in Amazon cannot be measured numerically. Hence, the adoption of the qualitative research method.

### **3.3 Research Design**

Creswell (2014) defined research design as the process of gathering data, evaluating data and analysing data to tackle a research problem. Given (2008) identified research design as the road map to achieving the requirement of a study. Similarly, the narrative inquiry method was considered for the study. This is because the research design helps to capture the opinion and viewpoint of the subjects of a study (Mitchell and Jolley 2010). In deciding the research design, the researcher seeks to answer the question: “how?” (Sekaran and Bougie 2016, p. 73). As a result, the narrative inquiry research design is fitting as it helps understand the attitudes of the employees during the transitions to remote or hybrid work (Leavy 2017). However, it helped peer into understanding the changes as well as understanding the advantages and disadvantages associated with hybrid work for Amazon and its employees.

The population of the study refers to the unit of analysis specified for a particular study (Lewis 2015). According to Tracy (2013), research population refers to the unit that shares similar characteristics for the conduct of a study. Since the study involves Amazon, a multi-national company, there is a need for a specified population. Recall that Amazon Inc, as a multi-national company has many branches (Wingfield et al. 2018). According to Clement (2020), Amazon has over 600 thousand employees across the world.

Given the vast composition of Amazon's branches in the world, Amazon Inc in the Republic of Ireland was selected for this study. Hence, the study population involves all the employees and management of Amazon in the Republic of Ireland. This identification helps to assess the remote or hybrid work in Amazon after the effects of Covid changing the future work structure of the company as a close-knit group.

Yin (2018) opined that the population of a study might contain units too big to engage every individual in a study, and this might deny individuals in the population representations. Consequently, sampling was considered to provide a probability of being recognised as the element of a population (Lewis 2015). There are many sampling techniques in the field of research (Holden and Lynch 2018) but the convenience or purposive sampling technique was adopted. The sampling technique allows a researcher to select a sample that is most appropriate for the study. Lapan et al. (2012, p. 44) argued that the purposive sampling technique is “inexpensive, rapid, and

simple” for a researcher to employ in achieving the result of the study. Sequel to this, a sample size of twelve (12) experienced participants were considered for the study. These individuals were chosen due to the convenience of reaching them, and it offers the researcher the opportunity of acquiring thoughts, personal views, and experience fundamental to assess the remote or hybrid work in Amazon after the effects of Covid changing the future work structure of the company.

### **3.4 Research Administration**

This study acquires its data using a primary source. However, there are primary and secondary streams of the data (Creswell and Poth 2018). Primary data has the benefit of answering research questions immediately as it is current, accurate, and gotten for that purpose (Creswell and Creswell 2018). This includes questionnaires, focus group discussions, interviews, etc. A secondary data source includes journals, books, newspapers, etc (Holden and Lynch 2018). Both sources were used for this study.

In addition to the above, the interview method of sourcing primary data was selected to gain first-hand data peculiar to the study. Each interview session is between 30 - 60 minutes conducted using an electronic medium. The Google Meet online video conferencing software was used as it was intended to be used being a predominant video tool in common in Ireland. However, most of the participants did not agree to a video interview. Hence, the use of the audio interview.

Only employees who have worked for Amazon for at least three (3) years or have been an employee since 2019 were considered for the study. Any employee who meets either of the criteria was considered for an interview. The satisfaction of these criteria is crucial for the development of the study. This criterion helps to engage employees who are knowledgeable and experienced in the work structure of Amazon.

An interview guide was prepared for the interview session. The interview guide was formatted as a semi-structured interview to provide for a friendly conversation between the researcher and the study participants. Also, the interview session was recorded with permission for further processing and saved in a Google Drive folder for proper management. The interview guide and the recordings serve as the research instrument for this study.

In determining the interview questions, the review of extant literature informed the researcher in drafting the questions based on key themes of the research aims. The interview questions comprised of themes such as: productivity, preference for onsite or remote work, financial incentives, consequences of remote working, social responsibilities, and future improvement to future work. Exhibit 1 in Appendix One contains the full list of the interview questions.

Reliability of a research instrument refers to the degree to which predictable outcomes were achieved from a research instrument (Creswell and Poth 2018). The interview guide was subjected to a pilot test to ascertain the extent to which the questions contained in the interview guide can proffer answers to the research questions. Hence, 5% of the sample size was used to ascertain the reliability of the research instrument.

The validity of a research instrument refers to the extent to which an instrument measures what it is expected to measure (Edmonds and Kennedy 2017). The interview guide was subjected to a validity test by discussing the content of the guide with randomly selected researchers to determine whether the construct of the questions was relevant and significant to the research questions.

Data analysis for a study refers to the method through which the data collected was synthesised and evaluated to extract the information needed (Edmonds and Kennedy 2017). In this vein, the data collected through interviews were transcribed and analysed using the thematic analysis method of data analysis. The principles outlined by Braun and Clarke (2006) were utilised.

### **3.5 Research Ethics**

The researcher is aware and observant of the ethical issues in research. Hence, the researcher has privately reached out to the staff of Amazon Inc in Ireland to schedule interviews. Also, each study participant was given a written request to be part of the study. Also, it was made known that participation in the study was not coercive but optional and there is the freedom to quit any phase of the interview. Moreover, the data gathered from the interview are purely confidential and were used for the purpose of this study only.

### **3.6 Methodology Limitations**

The researcher faced a huge problem in seeking out participants to engage in the interview. This presents the study with limited access to data from the participants. Furthermore, the research is also limited in terms of the sample size. The sample size of 12 limits the research from enabling generalization in the industry.

### **3.7 Chapter Summary**

This chapter detailed the methodology used for carrying out the research. It explains the research philosophy, strategy, design, ethics, and how the research instrument is administered. In addition, the limitations of methodology were also explained.

## CHAPTER FOUR

### ANALYSIS AND DISCUSSION

This chapter contains two sections. The results and the discussion of findings. The former contained the data analysis, while the latter was the discussion of findings. The study's findings were expressed in themes, and each theme was subsequently analysed in subsections. The chapter also presents the similarities in the results with the research objective and previous studies in the discussion of the findings section.

#### 4.1 Results

Guided by the principle of thematic analysis by Braun and Clarke (2006), the study's findings showed four different themes related to the study's objectives. Below is the highlight of the themes. Each theme was subsequently analysed with supporting findings from the interview transcript.

- i. Theme One: **A willing and accepting outlook.**
- ii. Theme Two: **Inviting incentive.**
- iii. Theme Three: **Home distraction and work overload.**
- iv. Theme Four: **Waste of organisational resources.**
- v. Theme Five: **Ideal practices for Successful Hybrid Work Culture.**

##### 4.1.1 A willing and accepting outlook.

This subsection arose to encapsulate the attitude of employees on the transition to hybrid work. It is noted from findings that 9 out of 12 employees were enthusiastic and glad about the announcement to begin remote working on the terms of a hybrid work structure. Some of the Amazon employees who participated in the study had opinions similar to the ones expressed below.

*“While the pandemic was still on the rise, there is no way that I wanted to try to go to work. Now that they called us to work remotely, yes, it’s nice to work from home.” (Participant 11).*



*“In the face of the pandemic, I was petrified about me losing my job, but when I heard about the initiative to work from home, I was overjoyed. It meant everything to me.” (Participant 3).*

*“For me, I was very delighted hearing the resumption to work. The fact that I got to work at home, made me extremely happy” (Participant 9).*

*“The announcement which came late 2020 gave me goosebumps. As a single lady, it was as if I received a valuable gift.” (Participant 10).*

Comments from participants 3, 9 and 10 indicated signs of extreme happiness felt by quite a high number of the participants on the transition to hybrid work. While some were full of joy, some simply saw it as an avenue to resume work in a different environment (participant 11). Comments of participant 11 also showed that some Amazon workers feared retrenchment of staff due to the ongoing pandemic, and the call to hybrid work worked the wonder of restoring their work.

However, the ecstasy of the workers was met with doubts which prompted concerns for personal, family, and environmental safety. Accordingly, the selected employees expressed that:

*“I feared contracting Covid-19. So, so I kind of panicked when I heard the call to work.” (Participant 11).*

*“My husband suffered the deadly effect of the pandemic. Although, I did not test positive for the virus, I feared that if I resume work, I might be endangering others at work.” (Participant 12).*

*“I started asking myself maybe there will be a social distancing rule at work because an official memo on the policy was not available at first. I feared for my health and that of others because I know the dangers of being exposed to the virus.” (Participant 10).*

*“It is not safe to assume someone is not positive for COVID-19. So, that thought alone made me not accept the call to work at first. I have two children and a loving wife, but the thought that they might test positive alone made me sick. So, remote work arrangement made me rethink because I was happy.” (Participant 9).*

Another important factor that births positive reactions to working remotely by most Amazon employees is the fact that it means survival from current economic conditions. Comments from 8 out of 12 participants cemented this point that the transition to remote work meant an improvement in economic circumstances for most Amazon workers. The opinion of the following respondents showed that the COVID-19 pandemic affected the economic well-being of most Amazon workers, perhaps, like other workers in Ireland. Like participant 9 commentaries, economic hardship had dealt with many Amazon workers before resorting to working remotely. Similar to comments from participant 1, some employees were in debt, perhaps because they could not work for many months owing to the restrictions of the pandemic.

*“My family was in dire need of money, and there is nothing I could do as I was not allowed to work. Transitioning to a hybrid work system meant that the economic hardship I was experiencing as a result of COVID-19 will be relieved.”*

*(Participant 9).*

*“It is like a dream come true for me. I often like to think of how I will survive without working onsite at the company, but the announcement made my day”*

*(Participant 7).*

*“I was so glad as it means that I will get to work and make more money to cater for my needs” (Participant 2).*

*“I think the transition came in due time as I had been looking for a way to my debt arising because I could not work some month. It is just so fitting that I will experience an upturn in my economic condition.” (Participant 1).*

*“This job is essential because people need deliveries, but it’s also essential for me because I need the money to feed my family.” (Participant 5).*

All the comments from participants 1, 2, 5, 7, and 9 above indicated that the transition to hybrid work was seen as a relief from the economic hardship experienced as a result of the COVID-19 pandemic. That informed the decisions of many employees to accept the transition to hybrid work.

Therefore, it was ascertained that the relief from the economic hardship imposed by COVID-19 coupled with the level of extreme happiness recorded by respondents, as well as the overcoming of the concerns for personal, family, and environmental safety indicated that Amazon employees received the transition to hybrid work system with an open heart and readiness to comply. Hence, many of the Amazon employees had a keen desire to accept remote or hybrid work structures initiated by the company. Therefore, it can be said that Amazon employees were receptive to the transition to a remote or hybrid work structure.

#### **4.1.2 Inviting incentives**

All 12 of the participants admitted that they were enticed by the advantages attached to the prospect of working from home. Some mention personal benefits that convince them to flow with the transition to remote or hybrid work. 8 out of 12 employees showed that the transition resulted from the personal advantage that remote working offered. The extracted comments of participants 2 and 7 below showed that remote work eliminates the high cost of transportation that comes with physical work. Also, the comments unveil other benefits such as eliminating travelling stress and fatigue (*Participant 7*) and reduced cost of fuelling a personal car (*Participant 2*). In addition, with remote working, distractions from fellow workers are reduced in a remote workspace. Not only that, but noise pollution from the factory is also absent in a remote setting, as emphasised by participant 1 comment below. However, the following extracts contribute to the findings.

*“Working from home saves me 10 gallons of gas, over 170 miles of wear and tear on my car, and most importantly, about 8-10 hours weekly. Plus, there are fewer distractions from loud co-workers on the phone, so I’m more productive. I would love to permanently work from home 3 or 4 days a week.” (Participant 2).*

*“Daily commuting to work has brought me fatigue in the past. At a point, I became sick of going to work because it was a very stressful endeavour for me. With the pandemic, I have enjoyed staying at home and am very reluctant to go to work. But then, Amazon did what I needed. I just decided to work from home because it saves me from stress.” (Participant 7).*

*“I saved a huge amount of money from daily transportation to work. I mean, deciding to work from home has its benefits and, on my part, I can say it saves me more money in the long run.” (Participant 1).*

*My number 1 benefit of working remotely is the absence of noise. “The noise, from conveyor belts whipping around packages, was like the roar of an oncoming subway train. Now, because I work from home, I was freed from thinking about conveyor belts.” (Participant 1).*

3 out of 12 employees refused to comment on the financial benefit offered by the company on the condition of confidentiality, but the comments extracted below showed that Amazon provided financial benefits for their employees committing to remote or hybrid work.

*“Without mincing words, I have gained financially from working at home because Amazon often gives us incentives for working from home. I knew that because I asked my friends who are also working from home, and they confirmed that to be true” (Participant 8).*

*“For us to be effective and committed, Amazon offered us a temporary \$2-an-hour raise, double pay for overtime and, for the first time, unlimited unpaid time off. Of course, I was a recipient of some of these and I benefitted.” (Participant 6).*

*“There are bonuses and financial incentives, I would have been more specific, but confidentiality is what I hold dear.” (Participant 4).*

From the above, Amazon provided both financial and non-financial incentives for their remote workers. Among these incentives were increased hourly wages, a doubling of overtime payment, and unlimited work time off.

Additionally, employees confessed to their absence that remote working had saved them from excessive thinking about contracting COVID-19, and it has been very relaxing for them to work at home. The expressions conveyed below indicate that the safety of personal health and the health of co-workers is a huge advantage of working at home.

*“Before, I used to think of how I will not contract COVID-19 at work. Now, working remotely saved me from such thoughts and imagination (Participant 8).*

*“News of people contracting COVID-19 hit hard on me and I could not deal with going to work anytime soon. However, it is relieving working at home.”*  
(Participant 10).

Culminating from the above, it is known that Amazon employees enjoyed freedom from fear of contracting COVID-19 and that helped them concentrate on their work at home. Not only that but many employees benefit from remote work because the adverse work environment remains distant to them, and they can concentrate on working at home. Hence, remote work eliminates distraction. More so, employees admitted that there are financial incentives attached to working at home, which Amazon provided them with. It is fitting to say that Amazon employees enjoyed financial rewards associated with remote or hybrid work.

#### **4.1.3 Home distractions and work overload.**

Amid the enumerated benefits of remote work, 5 out of 12 employees isolated some disadvantages of remote working. This disservice was seen in two ways. First, it was recorded that some employees experienced work overload. Also, family responsibility hindered some employees from total concentrating on work. Examine the following comments

*“Occasionally I will have to go in to work on boards in the lab, but 90% of my job is done on the computer, mostly alone. This is because, as a family woman, I have kids I tend to. So, I had to do little work at home and report to organisation premises to do more.”* (Participant 11).

*“I often cannot concentrate at home because of how I set up my home. This is such a disservice of remote working.”* (Participant 3).

The above indicates that the environment of the home where an employee works impacts the remote work. Some could not concentrate because of demanding family responsibilities. Also, some were not equipped with the proper home setup to function effectively while working at home. In the end, it was discovered that some employees could not function effectively while working from home. In a way, this is a disadvantage to Amazon as it reduces the performance of employees.

Similarly, some employees suffered from work overload while working remotely. The comments of participants 5, 7, and 9 below succinctly summarised the experience of employees who suffers from work overload.

*“Because I work from, my supervisor often thinks I have all the time in the world. He often bombards me with tasks” (Participant 5).*

*“I could not cope with remote work because I was overloaded with tons of work. It is disheartening that I could not enjoy my me-time at home.” (Participant 7).*

*“I think only the strong can work remotely successfully. I did work remotely, but it seems that I do more at home than on the premises of the organisation. I burn out easily” (Participant 9).*

There were other five (5) Comments similar to the submission of participant 9. All are trails leading to burnout. Essentially, it could be deduced that some employees experienced burnout. However, the degree to which each employee experienced burnout was not established.

#### **4.1.4 Waste of organisational resources.**

Employees’ disservice to remote work was not the only disadvantage to transitioning to a hybrid work structure. It was also discovered that there is a wastage of resources on the part of Amazon. As the following participants put it, it is not voluntary to see that organizational-provided resources were not fully utilised.

*“I was not in the office, and none of my friends was there, do you think Amazon would see people use the facilities? No way, I am certain they also lost resources because no employee was there to use them” (Participant 2).*

*“We used to have a company restaurant where we enjoy ourselves. But since most people were home working, the restaurants have suffered over the past 18 or 19 months, not having folks down there. I know there is no premeditation to waste resources, but it is a serious resource waste.” (Participant 6).*

*“By now, I think Amazon has seen that there’s no point in investing in a glorious cafeteria or daily yoga classes if 80 per cent of your workforce has never set foot in the office. I think resources are wasted because fewer people visit the facility.”*  
(Participant 5).

From the preceding, it is seen that a hybrid work system has resulted in the waste of resources initially meant for the physical work environment. Although the degree to which the wastage of resources occurred was not established, any actions were not affirmed against the wasting of the resources by the company. Hence, the participants confirmed that the waste of the transition to hybrid work has resulted in the wastage of organisational resources on few members using the business premises. Suffice to say, this is a disadvantage of the transition to the hybrid work system for Amazon as a company.

#### **4.1.5 Ideal practices for Successful Hybrid Work Culture.**

Regarding other findings, study participants provided recommendations for future hybrid work, but the most relevant was extracted and presented in this subsection. It was deduced that their advice was based on things they thought ought to be. Regardless the employee showed a willing heart to engage in remote work, it was seen that 3 out of 12 participants related that remote work could be improved through proper and adequate ratification of the remote work environment. In their opinion, there should be a standard of operation in remote work. A standard requirement for the remote work environment was hinted to increase employee productivity.

*“I think adequate oversight of home workspace will eradicate distraction at home and improve employee productivity.”* (Participant 12).

*“It could have been better if a regulation oversees how a remote environment should be. This way, I think, will consolidate the effort of a remote worker, and increase the productivity of an employee.”* (Participant 4).

*“It would have been ideal to have all necessary gadgets and infrastructure at home to be able to carry out the task without hindrance. That is only possible if there is a general standard of what a remote workplace should be. So, I think adequate infrastructure should aid working from home.”* (Participant 8).

It should be noted that the above comments were claims for a standard regulation for the remote work environment. Similarly, participant 11 pointed out below that it is not enough to have a standard requirement for the home workspace, but there should be proper monitoring. Balancing the earlier comment of participant 3 under distraction and work overload, participant 11 commented that ...

*“There should be proper work monitoring from home. Some employees always vibe at home instead of working simply because no one is watching them.” (Participant 11).*

This shows that loss of concentration at remote work offices is a significant problem as more than one participant identified that a remote monitoring system can foster a high concentration level at remote offices. Suffice to say, the emphasis points to the need for a remote monitoring system to complement the presence of a standard requirement for the remote work environment.

Moreover, there are several other comments on thrusting financial incentives to a hybrid work structure. Although a good number of the participants stated earlier that they benefitted from the financial incentives that attracted them to stay on course with the hybrid work system, the respondents also suggested that there is a need to drive a hybrid work structure with financial rewards. 10 out of 12 respondents stated that there is a need for financial incentives, while only 7 out of 12 participants enumerated the importance of non-financial remunerations. In the words of Participant 7, as briefed below, understanding that humans are not machines will drive employers to motivate employees accordingly.

*“Area managers must understand that associates are more than just numbers. We are human beings. We are not tools used to make their daily/weekly goals and rates.” (Participant 7).*

As a suggestion, participants’ 12 and 6 comments below indicated that proper motivation is necessary for a hybrid work structure to thrive in the future.

*“We should be given proper motivation to encourage us to embrace remote work. Lack of motivation hindered my productivity and I think that should be considered in the nearest future as more work will be done remotely.” (Participant 12).*



*“Just as working at home as its peculiarity. I think it is of utmost essence to reward remote workers more often to stimulate their motivation and encourage more people to work freely at home.” (Participant 6).*

In the words of participants 10 and 5 below, social benefits or non-financial incentives should be within the motivation toolbox for remote or hybrid workers. It was stated that providing non-financial incentives for remote workers such as job security, recognition, and appreciation of the efforts employee discharge at remote offices was a way to motivate employees.

*“If only there can be more social benefits to working at home, it will further improve the conditions of employees working remotely.” (Participant 2).*

*“As I am, I often want a working system that sees me as an important workplace feature. Regardless of working away from the office, I think hybrid work can get to a whole new level for remote workers who can be given the appreciation and recognition they deserve. It is a sign that they matter. And I think it will help sustain the future of work.” (Participant 10).*

*“There should be no threat of job loss to remote workers. I think I experienced it at some point when I had not complied with working at home. Therein, it is beneficial to have job security for employees who work remotely.” (Participant 5).*

Parallel to the extracted comments of participants 5 and 10, the financial incentive is another crucial motivator. According to the comments below, proper financial rewards for remote workers will help improve the status of hybrid work in the future.

*“Handsomely rewarding hybrid workers is a way I see remote work can go to the next level.” (Participant 3).*

*“We all know that employees respond to financial rewards. One of such is an increase in bonuses and wages and special incentives. If there is something similar, I think the future of hybrid work is bright.” (Participant 4).*

From the above, it has been deduced that proper motivation, financial and non-financial, is necessary for a hybrid work structure to thrive in the future. However, there should be a standard for remote office layout to facilitate employees' concentration and commitment to work. More so,

it was sieved that remote workers should be given proper monitoring to enhance remote work output.

## **4.2 Discussion**

In this section, the research objective of the study was restated as a sub-section under which the findings were summarised for comparison with previous studies in the literature.

### **4.2.1 How abrupt transition to hybrid work was handled during the covid 19.**

The findings show that Amazon employees are accepting toward the transition to hybrid work. Although there were varying degrees of concern for personal, health and organisational health welfare, the transition to hybrid work was embraced with an open heart and eagerness to resume work. The findings have also shown that the transition was seen as a bailout from difficult economic conditions. With the work environment being at home, enthusiasm grew towards accepting the transition as it meant saving transportation time and cost, among other benefits examined. Bearing from the work of Peck (2015), remote work was not entirely a new phenomenon for Amazon employees. However, the findings of Chen et al. (2016) showed that there had been a flexible working arrangement in place before the pandemic. Perhaps, during the COVID-19 pandemic, this informed employees about the need to transit and thus, the transition was accepted without too much friction.

### **4.2.2 Attitude of employees towards remote or hybrid work**

From the findings, the employee was excited to work at home. Given that many of the Amazon employees had a keen desire to accept remote or hybrid work structures initiated by the company, it can be said that there is a positive attitude to remote working. This finding is commensurate with previous studies (Johnston, 2018; Mongey et al. 2021; Barrero et al. 2021) that there is a positive attitude to remote working as employees saw it as a safety measure to working without falling victim to COVID-19 nor endangering fellow workers. Kantor et al (2021) found that the decision to transit to hybrid work after due consideration of health matters made it more acceptable for Amazon employees to exhibit a positive attitude towards remote work. Hence, the study was in harmony with the cited literature.

#### **4.2.3 Advantages and disadvantages of remote or hybrid work for both employees and the organisation.**

On the benefits of hybrid work to both Amazon and its employees, it was deduced that the latter benefited from a reduction in overhead cost, stress, and fatigue. Also, employees were recipients of a temporary \$2-an-hour raise, double pay for overtime, unlimited unpaid time off, and non-financial incentives. On the other hand, Amazon benefitted from the dedication of over 5000 employees (Clement, 2020) throughout Ireland who are carrying on their job as assigned. Critically examining the findings, it was clear that more financial incentives were provided by Amazon, and these were beneficial elements of remote work to interested employees. This move is common in stimulating human resources, and Susilo (2020) reported that it is an effective employee motivating strategy in the history of Amazon. Dutcher (2012) argued that there might be negative returns to work as a result of workers working away from the premises of the organisation, but the objective of this study was not to examine the level of productivity. Hence, this finding is indifferent to the result of Etheridge et al. (2020), which affirmed that there is low productivity.

On the contrary, findings revealed that Amazon somehow suffered from wastage of resources budgeted initially physical work structure while its employees were burdened with work overload and home distraction. About this finding, the works of Beatson (2019) affirmed that it is likely that workers may be conflicted by the remote environment and may thereby lose focus and concentration. In the organisation's human resource management, Mehdi and Morissette (2021) argued that working away from home may mean distraction for remote workers because the office premises of an organisation is not used. Similarly, this finding complements Mehdi and Morissette (2021). In addition, this finding could not ascertain whether or not remote workers were engaged in 'dull tasks' as Etheridge et al. (2020) discovered that it is the reason for distraction. However, it was found that work overload is a disadvantage of hybrid work which lauded previous studies like Butler (2022) and Levin and Butler (2022) conducted in Ireland.

#### **4.1.4 Practices for successful remote or hybrid work in the future.**

Per the findings, it was suggested that there should be a standard regulation for the remote working environment, an adequate remote monitoring system, and organisational interest to increase the motivation of employees through financial and non-financial measures. In line with Mateyka et al. (2012), the presence of a regulated working environment increases the probability of a successful hybrid work system. Furthermore, this finding augments the findings of Pieper (2021) and Feldstead (2022) that remote employees were often inspired to work with promise and deliver financial non-financial mechanisms.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Conclusion.**

This study was conducted to assess the remote or hybrid work in Amazon after the effects of Covid changing the future work structure of the company. Rooted in the qualitative research methodology, this study achieved its broad aims and four specific objectives.

The findings uncovered that Amazon remote workers in the republic of Ireland accepted the transition to hybrid or remote work without complaint but with an openness of the heart and a willing desire to comply. This shows that the objective to evaluate the abrupt transition to hybrid work was handled during the covid 19 was achieved with the findings.

Having seen that the abrupt transition was not met with rejection, the findings showed that Amazon employees agreed to remote or hybrid working with an enthusiastic and positive attitude. Thus, being premeditated by Amazon Inc as a safety measure to work without falling victim to COVID-19 or endangering fellow workers, employees who agreed to remote or hybrid work structure exhibited a positive attitude to remote or hybrid working structure. Suffice to say, the objective to examine the attitude of employees towards remote or hybrid work was ascertained.

Moreover, a temporary \$2-an-hour raise, double pay for overtime, and unlimited unpaid time off, as well as some undisclosed non-financial incentives, were advantages enjoyed by Amazon remote employees. At the same time, they faced the consequences of being exposed to distractions and burnout. On the other hand, Amazon has been seen in the findings benefiting from numerous committed remote workers who add value to the organisation through what they did remotely. On the other side, waste of organisational resources was perceived as the disadvantage suffered by Amazon Inc. The third objective was to identify and describe the advantages and disadvantages of remote or hybrid work for both employees and the organisation.

Finally, it was recommended that there should be a standard regulation for the remote working environment, an adequate remote monitoring system, and organisational interest to increase the motivation of employees through financial and non-financial measures. This result marks the ascertainment of the study's fourth and final specific research objective to investigate and

recommend the practices that companies need to implement for successful remote or hybrid work in the future.

## **5.2 Recommendations for Practice**

1. The management of Amazon Inc in the republic of Ireland and other similar companies are urged to regulate the setting of the remote workplace of their workers to avoid home distraction.
2. Remote workers in Amazon and other similar enterprises are enjoined to communicate work status and capacity to their supervisor to avoid the negative consequence of burnout.
3. The management of Amazon Inc in the republic of Ireland should examine the motivating factor of each remote worker to determine whether to motivate with the use of financial or non-financial means.
4. The authorities of Amazon Inc are encouraged to provide a monitoring system for an adequate understanding of the factors that lead to the distraction of remote workers.
5. The management of Amazon Inc are encouraged to peer into the provision of resources for hybrid workers as budgeting for a higher number than needed result in waste of valuable resources.

### **5.2.1 Further details regarding recommendation two and implementation.**

It is highly recommended that the human resource management department in organisations like Amazon and other top organisations in Ireland engage their staff in Wellness workshops or wellbeing seminars . The transition to hybrid work has led to most workers reorganising their homes into a workspace. The execution of this recommendation can lead to a surge in Employees health wellness.

**1. Timeline:** It's recommended that these workshops or seminars are organised periodically , e.g. Every four months. This could lead to the revitalisation of workers lacking motivation or provide a break for workers struggling to create a work-life balance due to overexerting themselves at work, considering it was being done from home.

**2. Delivery system:** The mode of delivery for workshops or seminars chosen by the Human Resource department also plays a massive role in the successful attendance of workers.

Most online webinars have a higher chance of worker attendance than physical attendance at seminars. On the other hand, well-being fitness activities require physical attendance and are highly favourable amongst workers who, since switching to hybrid work, have seen a drop in their daily physical activities.

**3. Costing:** Considering most workers are out of the office, funds typically used in the day-to-day running can be reallocated to workers' well-being development. Organisations can partner up with gyms and other wellness centres to cover the cost of their employees using their facilities. Organisations with a large number of workers can instead agree to a discounted price with the fitness centres to reduce costs for both workers and the organisation.

**4. Limitations of suggestion:** The limitations to this suggestion are simply negligence from organisations and lack of allocation. Negligence is company profits being prioritised over employee wellness and lack of fund allocation.

### **5.3 Limitation of the Study**

There are several limitations to the study. First, there was an insufficient amount of literature in the build-up of the framework of the study. It is disheartening that as common as the area of study (remote working) is, there is still a wide deficit in the research into the hybrid work structure of Amazon. Given that this is an academic piece of work, there was little literature to look up to in the pursuit of evidence to explore the hybrid work structure of Amazon. Instead, news articles, columnar posts in online magazines, and various online articles provide minute details that are not a quality ingredient in building a literature review. In essence, the continued search for peer-reviewed journals was a quest that consumed time but spewed little result. This resulted in frailty in the strength of the literature review.

The researcher also experienced disappointment in selecting participants for the study. Although the freedom of choice to participate was maintained and no one was coerced into engaging in the study, there was a minimal number of participants who showed a willingness to participate in the study. In an unsurprising turn of events, many willing participants did not consent to a video or audio interview. In the same vein, a significantly reduced number of participants eventually agreed to participate in the interview. This limitation was addressed in the methodology, but it impacted

the study. It is a frustrating process but not entirely disappointing as the study lacked many participants. From an established 25 sample size, only 12 participants responded to the interview. In essence, the reduction in the number of participants limits the study in gaining insights from many people who could have provided valuable data for the benefit of the study.

During the selection of participants for the interview, it was made known to the researcher that the company prohibits express communication of company-specific details to an outsider (i.e., the researcher). During the interview, some respondents had to refrain from providing necessary data, such as the details of the financial benefits offered by Amazon and the non-financial elements. The reasons provided were company policy and respect for confidentiality, among others. The study could have benefitted immensely from such data, which was withheld. However, the provided data were used to achieve the study's objective. Suffice to say, more detailed and specific data could have strengthened the result of the study.

#### **5.4 Suggestions for Further Study**

It is surprising that as fulfilled as the objective of this study was; there are still some areas of focus that this study did not cover. It is, then, worth mentioning that further research could be done to explore the productivity of Amazon remote workers in Ireland to assess the findings of Etheridge et al. (2020) on productivity. Not only that, but the role of financial and non-financial incentives in stimulating remote workers can also be investigated to provide insights into the future of work structure.

#### **5.5. Reflective Statement**

My curiosity about Hybrid work inspired my goal for this study topic. As an aspiring Human Resource Management practitioner, I had hoped to understand the effects of the global pandemic and how it brought about a swift change in the day-to-day operations of organisations and why those changes weren't in place before the pandemic.

The process of Embarking on this research has led me to believe that many of these measures recently put in place by organisations after the global pandemic could have been in place earlier and warranted a seamlessly accessible transitional period. Thereby preventing the high turnover of jobs initially faced by workers in the early stages of the global pandemic.



My mental health was shaken during this period due to the loss of a dear family member, which hit me pretty hard, coupled with having to work a summer job and other issues I faced. Still, I'm happy to say I conquered through it all, almost like how Amazon found a way to rise above and beyond others during the pandemic.

Regarding my case study being Amazon, I faced significant difficulties in finding participants willing to partake in the interview process, possibly because of fear of it being traced back to them. Thankfully, I was able to get a breakthrough when a staff I reached out to reached back to me, informing me that my struggles were familiar and they were willing to participate in the interview and rally some more workmates.

Last but not least, I can't do without reflecting on my supervisor's impact and the sessions we had concerning this research. The knowledge shared and feedback I received helped me a lot in conducting this research.

Overall it was an enlightening experience conducting this research, gathering information and conducting interviews.

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## APPENDIX

### Interview Questions

**Title:** A research proposal on Remote or Hybrid work after the effects of Covid changing the future of work structure-A Case Study OF Amazon

A study to be conducted on the employees and management of Amazon in the Republic of Ireland using Microsoft teams software.

#### Introductory questions

1. How has your experience been working at Amazon?

#### Interview Questions

1. How do you feel when Amazon began remote working?
2. Do you think your productivity is affected?
3. Regarding work structure in Amazon, do you prefer to work onsite or remotely?
4. What do you benefit from Hybrid work? (financial incentives)
5. Do you experience any side effect of hybrid work?
6. In your own view, can you list any benefits from hybrid work that employees should get? (social responsibilities).
7. Is there any disadvantage to Amazon as a company engaging in hybrid work structure?
8. What would you suggest can be done to improve hybrid work in the future?

## Interview Transcript.

### Interview Questions

1. How did you feel when Amazon began remote working?

Very happy to resume

Afraid to contract omicron upon resumption.

Glad as it means incoming money.

"This job is essential because people need deliveries, but it's also essential for me because I need the money to feed my family."

*"I saved a huge amount of money from daily transportation to work. I mean, deciding to and working from home has its benefits and on my part, I can say it saves me more money in pounds." (Participant 1).*

*"The company [Amazon] realised that we are deeply concerned about our health and those of our colleagues and they assured us that we can report onsite for a few days in a week and we can choose to work remotely for a long time. What I know was the company did not make it a matter of compulsion for us to work onsite" (Participant 4).*

*"My joy and happiness grew atop with the policy the company [Amazon] made which made me realise that I can still work for the company. The policy, as well as the framework which I am not allowed to talk about details added to my willing outlook and I, accepted the remote work structure." (Participant 8).*

*"It is not safe to assume someone is not positive for COVID-19. So, that thought alone made me not accept the call to work at first. I have two children and a loving wife but the thought that they might test positive alone made me sick. So, remote work arrangement made me rethink because I was happy." (Participant 9).*

*"I started asking myself maybe there will be a social distancing rule at work because an official memo on the policy was not available at first. I feared for my*

*health and that of others because I know the dangers of being exposed to the virus.” (Participant 10).*

2. Do you think your productivity is affected?

No response.

*“While the pandemic was still on the rise, there is no way that I wanted to try to go to work. Now that they called us to work remotely, yes, it’s nice to work from home.” (Participant 11).*

*“In the face of the pandemic, I was petrified about me losing my job but when I heard about the initiative to work from home, I was overjoyed. It meant everything to me.” (Participant 3).*

*“For me, I was very delighted hearing the resumption to work. The fact that I got to work at home, made me extremely happy” (Participant 9).*

*“The announcement which came late 2020 gave me goosebumps. As a single lady, it was as if I received a valuable gift.” (Participant 10).*

1. Regarding work structure in Amazon, do you prefer to work onsite or remotely?

Remote working 9 out of 12.

the emergence of the omicron variant delayed return-to-work plans

*My number 1 benefit of working remotely is the absence of noise. “The noise, from conveyor belts whipping around packages, was like the roar of an oncoming subway train. Now, because I work from home, I was freed from thinking about conveyor belts.” (Participant 1).*

*“There are bonuses and financial incentives, I would have been more specific more confidentiality is what I hold dear.” (Participant 4).*



*“For us to be effective and committed, Amazon offered us a temporary \$2-an-hour raise, double pay for overtime and, for the first time, unlimited unpaid time off. Of course, I was a recipient of some of these and I benefitted.” (Participant 6).*

*“Without mincing words, I have gained financially from working at home because Amazon often gives us incentives for working from home. I knew that because I asked my friends who are also working from home and they confirmed that to be true” (Participant 8).*

*“Before, I used to think of how I will not contract COVID-19 at work. Now, working remotely saved me from such thoughts and imagination (Participant 8).*

*“News of people contracting COVID-19 hit hard on me and I could not deal with going to work anytime soon. However, it is relieving working at home.” (Participant 10).*

## 2. What do you benefit from Hybrid work? (financial incentives)

### Flexible personal leaves

The noise, from conveyor belts whipping around packages, was like the roar of an oncoming subway train. Built to conquer the most lucrative market in the country, the facility ran almost 24 hours a day, seven days a week.

To lure them back, Amazon offered a temporary \$2-an-hour raise, double pay for overtime and, for the first time, unlimited unpaid time off. Executives thought that workers should be able to stay home without fear of being fired, and that with greater flexibility, some might still come in for part of a shift, according to two people familiar with the decision.

*“Working from home saves me 10 gallons of gas, over 170 miles of wear and tear on my car, and most importantly, about 8-10 hours every week. Plus, there are*

*fewer distractions from loud co-workers on the phone, so I'm more productive. I would love to work from home 3 or 4 days a week permanently.” (Participant 2).*

*“Daily commuting to work has brought me fatigue in the past. At a point, I became sick of going to work because it is a very stressful endeavour for me. With the pandemic, I have enjoyed staying at home and am very reluctant to go to work. But then, Amazon did what I need. I just decided to work from home because it saves me from stress.” (Participant 7).*

*“My family was in dire need of money and there is nothing I could do as I was not allowed to work. Transitioning to a hybrid work system meant that the economic hardship I was experiencing as a result of COVID-19 will be relieved.” (Participant 9).*

*“It is like a dream come true for me. I often like to think of how I will survive without working onsite at the company but the announcement made my day” (Participant 7).*

*“I was so glad as it means that I will get to work and make more money to cater for my needs” (Participant 2).*

*“I think the transition came in due time as I had been looking for a way to my debt arising because I could not work some month. It is just so fitting that I will experience an upturn in my economic condition.” (Participant 1).*

*“This job is essential because people need deliveries, but it's also essential for me because I need the money to feed my family.” (Participant 5).*

### 3. Do you experience any side effect of hybrid work?

“It is very important that area managers understand that associates are more than just numbers,” an employee wrote on JFK8’s internal feedback board last fall, adding: “We are human beings. We are not tools used to make their daily/weekly goals and rates.”

mandatory overtime.

Although working from home poses some big risks for technologists, including the omnipresent dangers of burnout,

*“I often cannot concentrate at home because of the way I set up my home. This is so disservice of remote working.” (Participant 3).*

*“Because I work from, my supervisor often thinks I have all the time in the world. He often bombards me with tasks” (Participant 5).*

*“I could not cope with remote work because I was overloaded with tons of work. It is disheartening that I could not enjoy my me-time at home.” (Participant 7).*

*“I think only the strong can work remotely successfully. I did work remotely but it seems that I do more at home than on the premises of the organization. I burn out easily” (Participant 9).*

*“Occasionally I will have to go in to work on boards in the lab, but 90% of my job is done on the computer, mostly alone. This is because, as a family woman, I have kids I tend to. So, I had to do little work at home and report to organization premises to do more.” (Participant 11).*

4. In your own view, can you list any benefits from hybrid work that employees should get? (social responsibilities).

it also offers some distinct advantages, including the immense amounts of money saved on commuting. The latest edition of Dice’s ongoing COVID-19 Sentiment Survey found that a substantial majority of technologists enjoy working from home (they also generally remain impressed with their companies’ response to the pandemic).

5. Is there any disadvantage to Amazon as a company engaging in hybrid work structure?

Yes,

After all, there's no point in investing in a glorious cafeteria or daily yoga classes if 80 percent of your workforce has never set foot in the office.

Restaurants and shops once dependent on a lunchtime crush of badge-wearing Amazon employees say they're relying on people who live in the neighbourhood, construction workers and the trickle of Amazon workers who are already back in the office.

"The restaurants have really suffered over past 18 or 19 months, not having folks down there," Price said.

*"I was not in the office and none of my friends was there, do you think Amazon would see people use the facilities? No way, I am certain they also lost resources because no employee was there to use them" (Participant 2).*

*"By now, I think Amazon has seen that there's no point in investing in a glorious cafeteria or daily yoga classes if 80 per cent of your workforce has never set foot in the office. I think resources are been wasted there because fewer people visit the facility." (Participant 5).*

*"We used to have a company restaurant where we enjoy ourselves. But since most people were home working, the restaurants have suffered over the past 18 or 19 months, not having folks down there. I know there is no premeditation to waste resources but it is a serious resource waste." (Participant 6).*

6. What would you suggest can be done to improve hybrid work in the future?

*“If only there can be more social benefits to working at home, it will further improve the conditions of employees working remotely.” (Participant 2).*

*“Handsomely rewarding hybrid workers is a way I see that remote work can go to the next level.” (Participant 3).*

*“We all know that employees respond to financial rewards. One of such is an increase in bonuses and wages and special incentives. If there can be something similar to that, I think the future of hybrid work is bright.” (Participant 4).*

*“It could have been better if there is a regulation that oversees how a remote environment should be. This way, I think, will consolidate the effort of a remote worker and increase the productivity of an employee.” (Participant 4).*

*“There should be no threat of job loss to remote workers. I think I experienced it at some point when I have not complied with working at home. Therein, it is beneficial to have job security for employees who work remotely.” (Participant 5).*

*“Just as working at home as its peculiarity. I think it is of utmost essence to reward remote workers more often to stimulate their motivation and encourage more people to work freely at home.” (Participant 6).*

*“Area managers must understand that associates are more than just numbers. We are human beings. We are not tools used to make their daily/weekly goals and rates.” (Participant 7).*

*“It would have been ideal to have all necessary gadgets and infrastructure at home to be able to carry out the task without hindrance. That is only possible if there is a general standard of what a remote workplace should be. So, I think there should be adequate infrastructure to aid working from home.” (Participant 8).*

*“As I am, I often want a working system that sees me as an important feature of the workplace. Regardless of working away from the office, I think hybrid work can get to a whole new level for remote workers who can be given the appreciation and recognition they deserved. It is a sign that they matter. And I think it will help sustain the future of work.” (Participant 10).*

*“There should be proper work monitoring from home. Some employees always vibe at home instead of working simply because no one is watching them.” (Participant 11).*

*“We should be given proper motivation to encourage us to embrace remote work. Lack of motivation hindered my productivity and I think that should be considered in the nearest future as more work will be done remotely.” (Participant 12).*

*“I think adequate oversight of home workspace will eradicate distraction at home and improve employee productivity.” (Participant 12).*