



**How Remote Working Impacts Team Performance Among Irish Employees in  
The Irish Recruitment Industry.**

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## **Abstract**

The purpose of this paper is to investigate how remote working impacts team performance on recruitment teams in the Irish recruitment industry. The purpose of exploring this topic is to give insights into how effectively recruitment teams can work with a remote work model. High levels of teamwork are generally required in recruitment teams. This research endeavours to discover if there is a relationship with this team performance and working remotely.

To test this a quantitative research method was chosen. 41 participants answered a questionnaire which asked them to rate statements on a scale of 1 – 5, what level they agreed with the statements. The questionnaire was divided into 3 sections. Team level Analysis, Teamwork working from home and Teamwork working On-site.

The results are linked with topical literature in this area. There are many agreements with previous literature around collaboration with other departments being more difficult when working remotely. However, this study gives some indication to some recruitment processes being more effective when performed remotely. Processes like scheduling interviews and performing one's individual role were reported to be enhanced when working remotely.

The results are inconclusive. The researcher proposes that further research is needed in this area. Perhaps a similar study with a larger sample size to give a more reliable indication of the effect which working remotely has on team performance in recruitment.

## **Acknowledgements**

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# How Remote Working Impacts Team Performance Among Irish Employees in The Irish Recruitment Industry.

## Chapter 1 – Introduction and Background Context

### 1.1 Introduction

In recent years, remote working has become increasingly popular across various organisations in different industries. Advancements in technology have changed the way we communicate with each other, and remote working has become possible through the use of Information and Communication Technology (ICT). Dixon & Panteli (2010) describe remote working as the operation of an organisation's management and individual employee work processes from home or elsewhere remotely through the use of ICT. Remote working has been around for quite some time, however, due to the recent COVID-19 pandemic, organisations have been forced to think of new and innovative ways to carry out business and provide alternatives for office work that was safe for employees (Baig *et al.*, 2020).

Advantages and disadvantages arising from remote working have been well documented in recent literature. Research from Kylili *et al.*, (2020) highlights many of the advantages of remote working and suggest that remote working is here to stay beyond the pandemic. Mainly environmental benefits arising from the decrease in fuel consumption due to workers not commuting long distances to work. With the many benefits available from remote working, much research has been done investigating the operational performance of organisations and the many factors to consider if an organisation wants to integrate a remote working model in the future, such as employee, operational performance and feasibility (Cropley *et al.*, 2022).

Research from Lippe & Lippenyi (2019) investigated the effects of remote working on co-workers and their individual and team performance in organisations across nine European countries. Interestingly, the study probed ideas of what organisations could be potentially be missing out on by practicing remote working, such as allowing for effective co-worker collaboration and learning from co-workers. For remote working to be implemented, the organisation must feel that it is no hindrance on the individual and team performance of its employees.



The recruitment industry has also needed to adapt to the changing modes of working arising from the pandemic. A high level of teamwork is required on recruitment teams (Hussain, Akbar and Kumar, 2022). Recruitment teams are in constant communication with teammates, hiring managers and other departments (Scully, 2019). Communication around, how many roles are open, candidates have been sourced, status of application and roles, then collaborating during interview stages and onboarding. It is clear that recruitment teams operate on a high level of co-worker collaboration. Much literature has accepted that certain techniques used for “virtual” recruitment will be here to stay. Implementing virtual recruitment in your organisation can offer your recruitment team employees more flexibility, showcase a remote working model at your organisation and also reach a larger talent pool to source from (Ozimek & Stanton, 2022).

## **1.2 Research Aims**

With knowledge of the benefits for organisations, employees and the environment, the researcher thought it would be an interesting area to explore with the possibility of offering beneficial recommendations for the future operation of organisations. The researcher felt that the study on co-worker performance from Lippe & Lippenyi (2019) was purposeful for considering implementing remote working in an organisation. However, there was no research of a similar nature done on the same impacts on Irish employees.

This study aims to assess how remote working impacts the operation and team performance in the Irish recruitment industry. This research aims to address the current gaps in literature by evaluating the impact of remote working on team performance in Ireland and focuses on recruitment teams in an attempt to decipher the optimal working scenario for recruitment teams.

## **1.3 Research Question**

The following research question has been designed to guide this study. The intention of this question is to gain an understanding of what impact remote working has on the operational performance of the recruitment process as perceived by relevant workers.

**“How does remote working impact team performance on recruitment teams in the Irish recruitment industry?”**

## **1.4 Research Objectives**

- To examine how remote working impacts recruitment on an individual performance level.
- To examine how remote working impacts recruitment on a team level.
- To Investigate what level is teamwork essential to the recruitment industry.
- To explore the best working model for optimal recruitment team performance.

## **1.5 Research Design**

This study aims to gather perspectives from workers that have experience in the Irish recruitment industry. As this study is investigating the impact of remote working, it is necessary to collect data from workers that have experience with on-site and remote working. For this, the researcher decided to use a quantitative research method. Quantitative data determines knew knowledge based on previous insights and is given in the form of numerical data (Saunders *et al.*, 2016). Qualitative research would have also been suitable for this study but the nature of the results and difficulty with interpretation (Dowd, 2018) the researcher decided for the most reliable results it was best to use quantitative methods.

A Questionnaire was designed by the researcher which aimed to evaluate the level of teamwork required in the respondent's team and then the level to which this was impacted by remote working and on-site working.

## **1.6 Research Ethics**

Ethical consideration was given to all aspects of this study. The target population was people employed in the Irish recruitment industry and did not belong to any vulnerable group. The researcher completed an ethics application form which was submitted and approved in January of 2022 and no specific clearance was required to carry out this study on the target audience. The researcher followed guidelines set out by the European Commission (2013) with regard to the collection and storage of personal data and the gathering of informed consent.

All personal data that was asked for in the study was necessary for the research and no excessive identifiable data was recorded. Personal data that was asked for included gender, age range and job specification questions. All data collected was treated with confidentiality and stored in a password protected folder.

The questionnaire included an information page, describing the type of data that would be collected from the participants, what it was for and how it would be used and stored. It was also made clear to the participants that participation was voluntary and that they reserved the right to withdraw from the study at any stage. Participants were asked to acknowledge they understood the terms of the study and consent to participation before starting the questionnaire.

## **1.7 Outline of Study**

**Chapter 1** – Introduction.

**Chapter 2** – Literature Review

Chapter 3 – Research Question and Aims of the Study

Chapter 4 – Methodology

Chapter 5 – Findings and Analysis

Chapter 6 – Discussion

Chapter 7 – Conclusion and Recommendations

Chapter 8 – References

Chapter 9 - Appendix

## **Chapter 2 - Literature Review**

### **2.1 Introduction**

The purpose of this literature review is to gain an understanding of where current literature stands on the impact of remote working and its general advantages and disadvantages. The literature review aims to assess the current level of teamwork needed for recruitment teams to operate effectively and investigate how remote working is changing the dynamic of this work. To achieve this the researcher will draw on information from the most current literature in an attempt to demonstrate the need for this type of study. The study aims to investigate the impact of remote working on teamwork in recruitment teams and strives to offer insights into how recruitment teams in Ireland can achieve optimal operation.

Lippe & Lippenyi (2019) highlighted in their study on team effectiveness whilst working from home, that an increasing amount of research is becoming available on individual performance and there is a gap in literature investigating the effects of remote working on team performance.

## **2.2 Current State of Remote Working**

Remote working was successfully practiced in many organisations. Remote working is described by Di Martino & Wirth (1990, pp.530) as “a flexible work arrangement whereby workers work in locations, remote from their central offices or production facilities, the worker has no personal contact with co-workers there, but is able to communicate with them using technology”. Remote working was successfully practiced in many organisations before the Covid-19 pandemic. It originally surfaced in the 1970s in the USA after an oil crisis, sparked fears over employee well-being travelling to and from work (Torten, Raiche & Caraballo, 2016) and employees were asked to work from home. Advancements in technology and the integration of ICT has changed the way in which we communicate, organize and share work thus making remote working possible (Boell, Cecez-Kecmanovic & Campbell, 2016).

Remote working has become increasingly popular in recent years. A lot of literature would suggest that the COVID-19 pandemic has forced this due to government restrictions during the pandemic disabling organisations to carry out their normal operations (McKinsey, 2020). Organisations had no choice but to trial remote working and as a result, much light has been shed on the advantages that remote working offers.

Recent literature has noted the perceived advantages and disadvantages of remote working. Flexibility for employees, improved work-life balance, and increased productivity (in some cases) are some of the advantages that put remote working in a positive view for a cost-effective solution to improving employee satisfaction and consequently improving their performance (Avery & Zabel, 2001). Lack of control for managers, wellisolation, and a decrease in employee performance are listed as some of the main challenges that are encountered when remote working (Bucurean, 2016).

Cetrulo, Guarascio & Virgillito (2020) highlight how remote working is thought of to be a privilege as some jobs are simply not able to be carried out from remote locations. Although, it is not always the case that remote working enhances the work-life balance of employees, it is still a desired criteria for many people to have in their job as it offers extra flexibility. Awad *et al.*, (2021) acknowledge that whilst remote working shows promise for a more flexible working future, it is still in its infancy and further research and developments are needed for it to become the “new normal”. Their research describes the pandemic as only the starting point for of a new era for flexible working arrangements and virtual team collaboration.

### **2.3 Remote Working Pre COVID-19 Pandemic**

Attitudes towards remote working since its origins have been contradictory. Lim and Teo (2000) assessed the effectiveness of employees working from home. Their research proposed that remote working may be a viable option for the future given the increase in women entering the workplace at this time. They argued that families will need more flexible work schedules to allow for both partners to work and manage family life without one or the other having to sacrifice their career to mind children. They predicted remote working would be welcomed by families as it would allow them to juggle work and family responsibilities more easily and offer them a better work-life balance. However, in their study, individuals who stressed a lower level of job security reported more disadvantages than advantages to working from home. Major concerns for employees were loss of office interaction, loss of office workspace and fear of losing status in the workplace because of not being present in the office. The lack of legislation supporting remote work in Ireland has made advancements in this area difficult as managers and organisations fail to see potential benefits deriving from remote working (Hynes, 2014).

## **2.4 Benefits and Challenges to Remote Working**

This section aims to examine current literature and highlight the key themes, advantages and disadvantages of remote working. This section will demonstrate the need for research for the future implications of remote working.

### *Environmental*

A systematic review from Hook *et al.*, (2020) explored the impacts of remote working in Ireland on the environment. It was conveyed that large energy savings were made during the pandemic as a result of the reduction of employees commuting to and from work and also reductions in energy consumption in the office. Most noticeably, it has been argued that a reduction in transport costs will aid significantly in the reduction of carbon emissions (Lier, Witte & Macharis, 2014).

Consideration must also be given to indirect implications of remote working which could influence the increase of energy consumption. Remote working can contribute to an increase in energy used to manufacture ICT equipment, an increase in non-work travel and an increase in home energy consumption (Hook *et al.*, 2020). The increase in energy consumption at home can be a major downside to remote working for the employee and can act as a determining factor for employees to not wish to work remotely (Molino *et al.*, 2020).

All things considered, it seems that the positive implications for the environment deriving from remote work, leading to a decrease in oil and energy consumption outweigh the proposed negative factors that lead to an increase in energy consumption and often, remote working is deemed beneficial for the environment (Loia & Adonolfi, 2021). However, the environmental benefit of adopting a remote working model is situational (Moos, Audrey & Johnson, 2006).

### *Implications for the Employee*

As previously mentioned, the pandemic has ignited extensive research on the impact of remote working. At the forefront of the literature has been the employee and implications around employee well-being, work-life balance, and individual performance.

Remote working has been shown to reduce work pressure and work-life conflicts for Irish employees by offering a more flexible workstyle (Russell, O' Connell & McGinnity, 2009). Flexibility of hours offers employees the opportunity to manage their work-life balance by allowing them to carry out non-work responsibilities such as minding children or house chores. The idea that remote working positively enhances work-life balance can be contradictory and, in some cases, may have a negative effect on work-life balance (Guang et al., 2022). This negative impact is seen when work intrudes on non-work life, and it is difficult for the employee to disengage from work after work hours. The nature of the work, seniority of the worker and organisational support all contribute to achieving or not achieving good work-life balance at home.

Remote working has been documented to save commuter time for the worker and consequently save money that would be spent on commuting for the worker, along with other costs such as buying coffee or lunch (de Klerk, Joubert & Mosca, 2021). Money savings for the employer are a direct benefit deriving from remote work, which acts as a good incentive for the employer to want to work from home. However, it is also expected with working from home that the employee will experience costs they wouldn't have if they were working in an office such as heating and electricity bills. In most cases, the worker will need to set up their own workspace at home in order to separate work life from home life. This means setting aside a room at home to dedicate as an office, consequently losing home space (Birchmeier *et al.*, 2020).

Whilst in some cases employees are reported to adapt quite well to remote working settings, many workers can suffer negatively due to feelings of social isolation (Wang Albert and Sun, 2020). As humans, we are sociable creatures and especially for those who have previously experienced being present at the workplace with colleagues and having numerous social interactions it can be quite lonely when resorting to working from home and communicating with others via technology. Online coffee mornings and other online social events have been trialled by organisations in an attempt to eliminate these feelings of social isolation, however these attempts can never replace or fully replicate the same levels human interaction experienced in-person (Kotera *et al.*, 2021).

There is some contradiction in the literature surrounding employee performance when working from home. There has been reports of employee performance and productivity being positively affected by remote working due to increased levels of motivation arising from more freedom and improved work-life balance (Martin & McDonnell, 2012). However, Anderson & Kelleher (2020) argue that remote working can have a negative impact on performance for individuals who have other commitments at home, such as family life, when they try to juggle these commitments along with work commitments. It can be proposed that the advantages of working remotely are situational.

### *Managers and organisations*

There was a fear from employer's that allowing employees to work from home would result in less working hours and lower productivity, deriving from too much freedom, causing managers to believe they would have to become more controlling and delegate less (Stoker, Garretsen & Lammers, 2021). However, Wadhen & Cartwright (2021) reported that when working from home Individuals work longer hours on average than the normal working time. The reduction of commuting time has consequently seemed to allow employees to invest more time into their work. More working time does not always convert into more work production, but this does suggest that remote working can be efficient in saving time and organisations and managers should welcome the idea of remote working and look for ways to ensure that productivity levels are kept high.

Another benefit for organisations is through remote working, employees can be easily sourced internationally. By offering remote work, an organisation will have access to a wider talent pool (Kurkland & Bailey, 1999). This can prove beneficial in giving the organization a competitive edge by being able to employ the best talent. Organisations that can offer effective remote working packages will have the best chance of attaining this talent. There is a need for organisations to invest in their remote working processes. While the technological conditions are available to the majority of firms, only those that have the right management attitude, ability and determination will be able to overcome barriers and achieve the benefits of innovation (Meroño-Cerdán, 2016). Organisations may see additional costs to remote working whilst equipping their staff with the necessary tools, technology, and training for their employees (Erdseik, 2021).



### *Teamwork and Remote Working*

There has been extensive research on the relationship between remote working and individual performance but little research on the effectiveness of co-worker and team collaboration in a remote work setting (Lippe & Lippényi, 2019). As mentioned previously, it has been suggested that remote working can have a positive effect on individual performance. Ability to work effectively depends on many factors including the nature of the work, an employee's personality, attitude, and scenario at home. In terms of team performance, we know that individual performances dictate team performance when collaborating (Kozlowski & Klein, 2000), so providing good remote working conditions for individuals is vital to achieving high levels of team performance.

As the coordination of team activities is the responsibility of managers or team leaders (Clear and Dickson, 2005) it has proved challenging for these leaders to achieve effective group meetings and coordination when tasked with performing these online. Cooper and Kurkland (2002) advise that extra preparation work must be put in from leaders to ensure necessary topics are covered in meetings that take place virtually. Their research suggested that there is a need for precise scheduling and structuring of virtual meetings to compensate for the loss of chance interactions when on site, where creative ideas may come to an employee throughout the day either before or after the meeting. It is acknowledged also that employees may feel less comfortable interacting with their superior outside of scheduled times, causing a delay in communication.

Furthermore, Waizenegger et al., (2020) found major contrasts between the operation of virtual and on-site team meetings. For example, individual behaviour must differ when communicating online, for instance it is near impossible to have a productive virtual meeting online when more than one person is talking at a time. Therefore, with one person speaking at a time and less opportunity to interrupt with suggestions or observations it is challenging to have seamless free flowing discussions. It is observed that there are both positive and negative consequences of remote working on team collaboration.

### *Current State of Recruitment*

Recent developments in recruitment have centered around a range of topics including different recruitment methods, candidate and recruiter behaviors and perceptions of different stages of the recruitment process (Potočník *et al.*, 2021). A 360-degree holistic approach to the recruitment process is proposed by Vincent (2019). This holistic approach includes the possibility of implementing a “team interview”, here the team members from the team which is going to be hiring this candidate appear on the interview panel and allowing for the hiring team to get an impression of how compatible this candidate will be with their potential team members. This modern technique used in the hiring process further demonstrates the how much organisations value

Advancements in technology have changed the way in which designing, implementing, and evaluating recruitment and selection systems (Ryan & Polyhart, 2014). One way in which recruitment has implemented technology is through the use of online interviewing. Online interviews have become increasingly popular since the COVID-19 pandemic and offer a cost-effective solution to first round interviews which should be considered for future use to avoid unnecessary commuting and save time (Bahri & Read, 2021).

### *Teamwork in Recruitment*

Teamwork is seen in many steps of the recruitment process. Acato (2021) speaks about how collaborative hiring can lead to finding a better organizational fit. One of the key points from their study was that having two people on an interview panel is better than one for two reasons. One, other people will bring different perspectives about how a candidate handles questions and will rate assess their skills differently. Having more than one interviewer will allow team members to discuss candidates in detail from different perspectives, decreasing the risk of making a poor hire. Also, by having more people involved in the interview process, the candidate will have met more people in the company by the time their start date comes around, making their onboarding experience easier. Research from Acato (2017) outlines how having a team involved in the interview processes will reduce the risk of unconscious bias.

Other areas where teamwork is needed in recruitment are outlined by (Sołek-Borowska & Wilczewska, 2018) as communication with other departments and communication within the team

to avoid duplication of work. Communication with other departments is needed to know who to recruit, what roles are open and what roles the recruitment team must plan for succession.

## **2.5 Identified Problem/Literature Gap**

Due to the recent Pandemic caused by Covid-19, many workers were forced to work from home as per government restrictions with little to no experience of remote working. For many employers and employees this was seen as an inconvenience and the fear of the unknown caused worry that remote working would not produce the same job performance or productivity. However, in many cases, higher levels of productivity when working from home were seen as many workers adjusted to work from home life (Society of Human Resource Management, 2016).

A study from Lippe & Lipenyi (2019) around team performance working from home, highlighted that there is an increasing amount of research becoming available on individual employee performance and not so much information around team performance. There is scope for future literature to address the effects of remote working on team performance.

## **2.6 Conclusion**

The recent literature has demonstrated much research on the effects of remote working in today's world. Much of the research is focused on individual performance and work-life balance. Whereas little research has been conducted on the impact of remote working on team performance Lippe & Lipenyi (2019). There is little research to indicate the level of teamwork needed in recruitment teams. Considering these two points the researcher aims to explore both scenarios. This study aims to give insight into the level of teamwork required in recruitment teams and then investigate how remote working impacts team performance in recruitment teams in Ireland.

Considering the highlighted benefits to remote working and uptake in online recruitment processes since the COVID-19 pandemic (Bahri & Read, 2021), it became apparent to the researcher that there is a lack of research surrounding teamwork in recruitment teams and the impact of remote working. The researcher wanted to explore this topic in an attempt to present proposed factors that would contribute to an effective remote working model for recruitment teams in Ireland.



## **Chapter 3. Research Question and Aims of the Study**

### **3.1 Introduction**

From analysing the current literature on recruitment processes, remote working, and its effects on team performance it has become apparent that there is a lack of research on the impact of remote working on team performance in Ireland. As for many industries, teamwork is an essential part to the everyday processes. This statement is true also for the recruitment industry. Recruitment teams indulge in collaboration in different forms. Recruitment teams must collaborate with other departments to understand what roles need to be filled, planned for and what type of expertise the organization needs to look for. Teams must stay in constant communication on every applicant's status of application and ensure there is no duplication of work that may cause confusion or needless time consumption. Also, certain aspects of the recruitment process such as interviewing require collaboration to ensure fair and unbiased interviewing and a positive candidate experience contributing to a favourable image of the organization.

The following research question has been designed to guide this study and investigate what the most beneficial working model for recruitment teams is.

### **3.2 Research Question**

**“How does remote working impact team performance on recruitment teams in the Irish recruitment industry?”**

### **3.3 Research Objectives**

- **To examine how remote working impacts recruitment on an individual performance level.**

This objective was developed to understand how well recruitment processes can be performed when working remotely. The literature suggests that many of the tasks could be carried out efficiently and this study aims to assess what tasks can be performed optimally when working remotely and what tasks may be better suited to in-office work.

- **To Investigate what level is teamwork essential to the recruitment industry.**

This objective was established to shed light on the tasks which require a high level of teamwork in recruitment.

- **To examine how remote working impacts recruitment on a team level.**

This objective was designed by the researcher to investigate the tasks in recruitment which require a high level of teamwork and assess whether they are possible to be carried out from a remote setting and if there is any decrease in performance when doing so.

- **To explore the best working model for optimal recruitment team performance.**

This objective was developed to decipher between the most appropriate working model for recruitment teams to achieve optimal performance. Be it working remotely, on-site or a hybrid model.

### **3.4 Hypotheses**

This study aims to assess how working remotely impacts team performance in the recruitment industry in Ireland. The hope is that this study will give indication as to what working model works best for recruitment teams. The researcher used primary data collected in a quantitative research method using workers with relevant work experience in this industry. The following hypothesis was designed by the researcher to guide this study and achieve the research objectives.

*Hypothesis 1* – There will be a relationship between remote working and recruitment team performance

## **Chapter 4 - Methodology**

### **4.1 Introduction**

This study aims to evaluate the key differences between on-site working and remote working in the recruitment industry in Ireland, with a focus on perceived recruitment team performance. **study aims to investigate the necessity for co-worker collaboration in the recruitment process, assess how effectively co-worker collaboration can take place both remotely and on-site, with the intention of discovering the most effective working situation to allow for the optimal team performance.**

In this methodology chapter, the author will detail the pros and cons to using qualitative and quantitative methods of research and justify the reasoning for selecting quantitative methods for this study.

### **4.2 Qualitative vs Quantitative Methods.**

Quantitative data is described by Saunders et al., (2016) as using statistics or a questionnaire to give numerical data. Quantitative research develops knowledge and determines new information based on previous insights, whereas the qualitative research approach develop a new hypothesis by providing insights (Bansal, et al., 2018). As previously mentioned, for this study the researcher hypothesized that a working from home model or hybrid model would fit best for a recruitment team's performance.

For this, it felt necessary to gather opinions from working professionals in the recruitment industry in Ireland that had experience working remotely and on-site. A qualitative method of approaching this could offer insightful and detailed results from this target group's experience through asking specific interview questions and allowing for elaborate answers. However, due to the time constraints of this research it would be challenging to source and interview an appropriate number of participants with the relevant criteria to participate in the study. Hagman and Wutch (2016) proposed in their research that between 20 to 40 participants was the most suitable number to identify cross cultural meta themes in qualitative research. Conflicting research from Guest et al., (2006) suggests that a number of 12 participants would be acceptable for qualitative research,

which would be a much more achievable number of participants for the researcher to source due to the time constraints.

Contrary to this it has been suggested by Budiu & Moran (2021) that reliable quantitative research would consist of at least 40 participants, to offer an adequate representation of the target population. Quantitative research offers results that are reliable, valid and representative of a large population through the use of factual data (Johnson, 2011). As described by Saunders et al., (2016) qualitative research methods collect information based on feelings and perspectives. Qualitative research however, can lead to a deeper understanding of perspectives (Dowd, 2018). However, there is a limitation to this method as interpretation from both the participant and the researcher can lead to an inaccuracy of results due to conscious or unconscious bias (Rahman, 2017).

After considering the above information on qualitative and quantitative methods, the researcher decided it would be best to select a quantitative approach for this study. This would allow the researcher to gather an appropriate number of participants to represent the target population under the time constraints and also limit the risk of bias in the study by collecting factual quantitative data.

### **4.3 Participants**

Participants for this study were comprised of employees working in the recruitment sector in Ireland with experience working in recruitment from home and on-site. This research is based on primary data collected by the author. Participants were drawn from a conveniently available population. Social media platforms such as LinkedIn and Facebook were used to, source suitable participants for this study. Also, applicable WhatsApp groups that would consist of people working in this targeted audience. Participants were also encouraged to share the survey with people who they felt would be a suitable participant.

For a participant to be deemed suitable to partake in this study they must have met the following criteria.

- They have experience working in the recruitment and selection process in Ireland.
- They have experienced working in recruitment in both on-site and remote settings.
- They experienced this work

At the time of this study the total number of people employed in the Irish economy was just over 2.6 million people in 2022 (Central Statistics Office. Labour Force Survey 2022, 2022). In total,



43 respondents completed the survey between July and August of 2022. All respondents reported having experience in the recruitment and selection process. 2 responses were excluded due to reporting no experience of remote working. Of these 41 participants, 58.5% (n=24) were female and 41.5% were male (n=17).

To gain an understanding of the roles which the target audience were employed in, participants were asked to identify which role described their current role best from a list of options. If they did not identify with any of the roles, they were asked to specify their role and as a result it would be added to the list of roles to choose from on this question. A total of 10 different roles related to HR and recruitment were used in this study. These roles were; Learning & Development Lead, HR Lead, Recruitment Lead, HR Business Partner, Compensation and Benefits Specialist, Talent Sourcer, Talent Acquisition Specialist, HR Generalist, HR Recruiter and Recruitment Specialist.

#### **4.4 Research Design**

This study collected quantitative primary data. Primary data is data that is collected first hand by the researcher using questionnaires, interviews and/or observations (Ajayi, 2017). The study consisted of a cross-sectional design, comparing the two forms of working, on-site and remote, investigating their effects on perceived team performance and operational performance. A Quantitative research design was chosen as the most suitable method for this study as it allowed for the formation of results derived by previous insights i.e., the participants past experience from both work settings.

The data was gathered through a self-administered online questionnaire that comprised of questions around perceived team performance in both work settings, experience with both work settings and demographic information. Google forms was used to create and deliver this questionnaire.

Demographic questions intended to deliver categorical independent variables such as such as age, gender, education, role, length in role and experience in both work settings.

#### **4.5 Questionnaire Format**

The Questionnaire was designed to gather demographic and background information, gain an understanding of the level of co-worker collaboration that is necessary for the participant's role to

be carried out effectively, gain an understanding of how effectively co-worker collaboration is in on-site and remote work settings as perceived by the participants. This information was collected with the intention to help answer the main research question **“how effectively can co-worker collaboration take place both remotely and on-site in the Irish recruitment industry?”**.

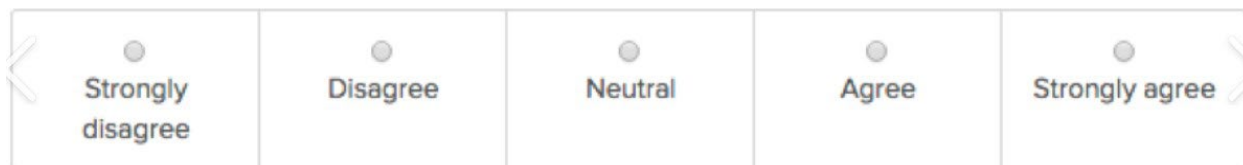
Background and demographic information were collected by multiple choice

The questionnaire was divided into the following four sections:

1. Information Sheet and Consent Form
2. Background and Demographic Information
3. Team Level Analysis
4. Recruitment Processes On-Site
5. Recruitment Processes in a Remote Setting

Background and demographic information were collected by multiple choice questions along with one team level analysis questions asking, “What is the size of your team?”, which offered different team size ranges.

The rest of the questions were present with a linear scale answering system. Participants had to read the statements and decide how well they agreed with the statement on a scale of one to five. A rating of one indicated that they strongly disagreed and a rating of five indicated that they strongly agreed with the statement. Most questions were designed by the researcher to explore niche areas of interest for this study and many questions were used from the below figure was included to help the participant score their answer.



**Figure 1 – Strongly Disagree to Strongly Agree**

The following statements were devised by the researcher to meet the research objectives.

Team Level Analysis

1. Co-worker collaboration is not necessary for me to carry out my role.
2. Our team has a meaningful shared purpose

3. Everyone values what each team member brings to the team.
4. We are able to solve conflicts with other teams collaboratively
5. We have the skills we need to do our jobs effectively.
6. It is important that we communicate effectively with other groups.
7. Team members avoid duplication of effort and make sure they are clear about who is doing what.

#### Recruitment Processes On-Site

1. I feel that I can perform my role to the best of my ability when working from home.
2. I have the same level of job autonomy working from home as I do on-site.
3. Group meetings are most effective when conducted virtually.
4. Communication and the ability to share work between colleagues is most effective when working remotely.
5. Communication with other departments is most effective when working remotely.
6. I find myself waiting longer on others to complete tasks/respond to me when working remotely.
7. I find it easier to build strong relationships with colleagues when working remotely.
8. When conducting interviews online (via video call) I feel it is easier to collaborate with the other interviewer/hiring manager.
9. The interview flows more smoothly when conducted online rather than face to face.
10. It is easier to schedule for online interviews, i.e., find a time to suit candidates, and the other interviewer/hiring manager.

#### Recruitment Processes On-Site

1. I feel that I can perform my role to the best of my ability when working on-site.
2. Group meetings are most effective when all members are present, working from the office.
3. Communication and the ability to share work between colleagues is most effective when working from the office.

4. Communication with other departments is most effective when working from the office.
5. I find it easier to build strong relationships with colleagues when working from the office.
6. I feel it is easier to collaborate with the other interviewer/hiring manager when conducting interviews face to face.
7. The interview flows more smoothly when conducted face to face.
8. It is easier to schedule for face to face interviews, i.e., find a time to suit candidates, and the other interviewer/hiring manager.

#### **4.6 Limitations of Research Design**

There are many limitations to this research, as with all research. The sample size collected was 41 participants. Although this complies with recommendations from Budiu & Moran (2021) in reality it is a small sample size and may not be representative of the target population and results should be considered with caution. The lack of research tools available to the researcher meant that participants were gathered from sources that were conveniently available to the researcher, as mentioned in the “Participants” section. This prevents the researcher from sourcing a large sample size to conduct a thorough quantitative study (St-Pierre, 2011). Survey Instruments used in quantitative data can be more susceptible to errors in data collection (Rahman, 2017).

Chetty (2016) argues that quantitative research requires extensive statistical analysis, which can be challenging for personnel from a non-statistical background. The researcher does not come from a statistical background. Therefore, this research is susceptible to errors in data analysis. Another limitation to the quantitative research method is the limited outcomes. Choy (2014) alludes to the idea that surveys used in quantitative research offer limited options of responses for participants. For example, in this study, participants are asked to rate on a scale of 1-5, the level to which they agree/disagree with a statement. This inhibits the researcher, to understanding the reasoning behind the applicants answer and more open questions would allow for a deeper understanding of trends. Similarly, due to applicants submitting responses anonymously, there was no opportunity for the researcher to follow up with the participants, to gain further understanding of their responses (Kelley *et al.*, 2003).

Also, this study did not extend the survey to people who had experienced being interviewed for new roles remotely and face to face. Although some of the participants may have experienced this it would be interesting to get an insight into how candidates feel about the research question, particularly to evaluate the objective of improving candidate experience.

#### **4.7 Ethical Consideration**

To participate in this study, participants must have been over the age of 18. The target population was people employed in the Irish recruitment industry and did not belong to any vulnerable group. The researcher completed an ethics application form which was submitted and approved in January of 2022 and no specific clearance was required to carry out this study on the target audience. The researcher followed guidelines set out by the European Commission (2013) with regard to the collection and storage of personal data and the gathering of informed consent.

All personal data that was asked for in the study was necessary for the research and no excessive identifiable data was recorded. Personal data that was asked for included gender, age range and job specification questions. The first sheet of the survey included a detailed overview of the study, describing the type of data that would be collected from the participants, what it was for and how it would be used and stored. It was also made clear to the participants that participation was voluntary and that they reserved the right to withdraw from the study at any stage.

The survey required informed consent, where the participant ticked a box, indicating that they had read the overview of the study, understood the terms and consent to their voluntary participation.

Data was treated anonymously and confidentially and stored in a password protected folder.

## **Chapter 5 - Findings and Analysis**

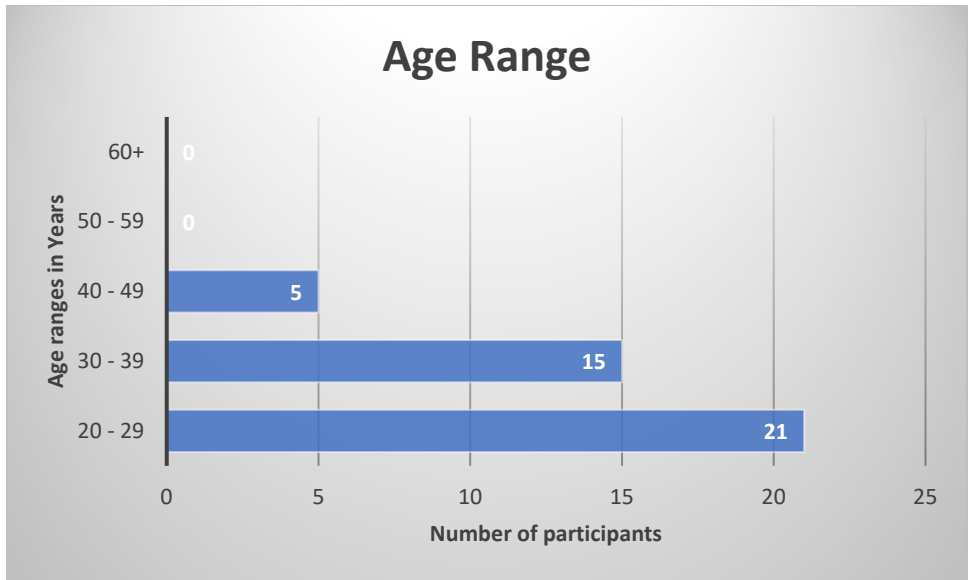
### **5.1 Introduction**

This section will analyse the findings from the quantitative research carried out by the researcher. The researcher ran tests of normality to assess the normal distribution of the findings and a student T-test

The questionnaire was designed to gather workers perceptions of what level of teamwork was necessary in their role and how their work was effectively carried out working remotely and on-site. The questionnaire reached a total of 43 participants and 41 valid participants that fell into the target population for this study. The target population was employees in the Irish recruitment sector with experience working remotely and on-site. 2 participants were excluded from the study having reported that they never experienced remote working.

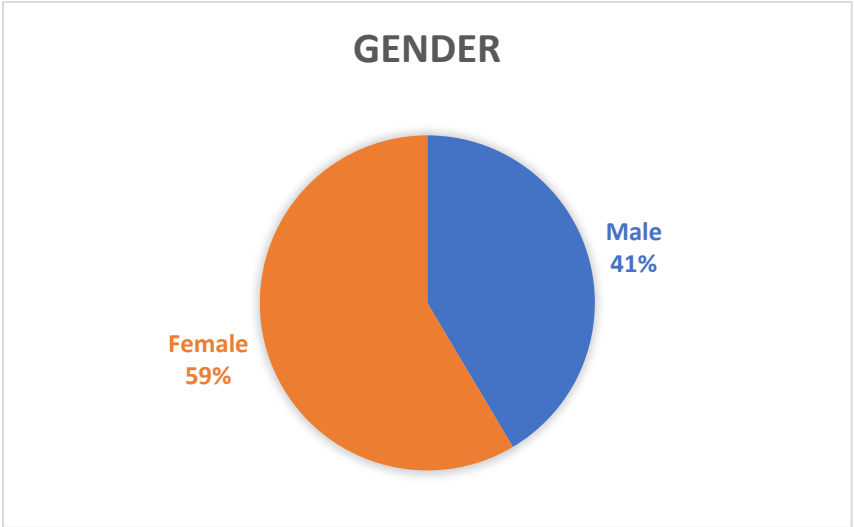
### **5.2 Demographic Information**

The majority of respondents fell into the first age category of 20 – 29. 21 respondents were between 20-29 years of age which is 51.2% of the total sample. 15 respondents were aged between 30 – 39 (36.6%) and 5 respondents were between the ages of 40 – 49 (12.2%). No respondents fell into the categories of 50 – 59 years or 60 years and above.



**Figure 2 – Age range of Participants**

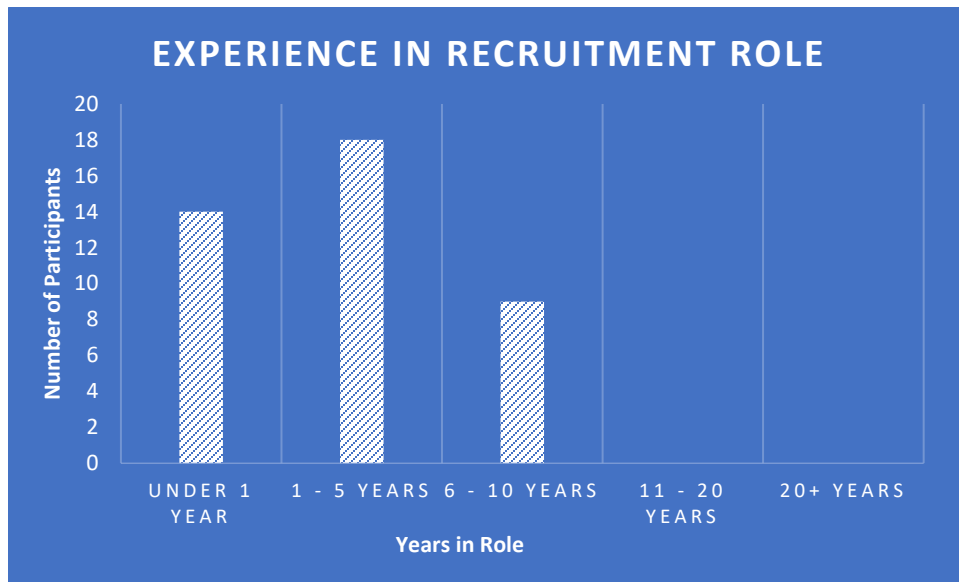
The majority of applicants were female with 24 female respondents (58.4%) and there were 17 male respondents (41.5%).



**Figure 3 – Gender of participants**

Participants were asked to outline how long they had been working in their current relevant role. 18 of the participants reported having 1-5 years of experience (43.9%), while 14 (34.1%) reported having under 1 years’ experience in their role and 9 (22%) participants reported having

6 – 10 years’ experience. No participants in this study possessed more than 10 years of experience in a relevant role.



**Figure 4 – Recruitment Experience**

### 5.3 Team Level Analysis

The Team level analysis section to the questionnaire aimed to understand the level of teamwork that was required in the participants current role. Interestingly, there was conflicting information gathered on how participants valued teamwork. When asked if co-worker collaboration was necessary to carry out my role, the majority of participants were in agreement that this is true. 63% of participants either agreed or strongly agreed with this statement, which was expected to gain the majority. However, 9 participants (19.5%) either disagreed or strongly disagreed with this statement. This is a noticeable amount of workers in disagreement and so it is worth considering that almost 20% of participants do not see co-worker collaboration as essential to their job (see Fig.5).

Another noticeable result from the team level analysis was with the statement “It is important that we communicate well with other departments”. This was the most resounding result from



this section in agreement with the statement. 100% of participants either agreed or strongly agreed with this statement (see Fig.6).



Fig. 5. – Necessity for co-worker collaboration.

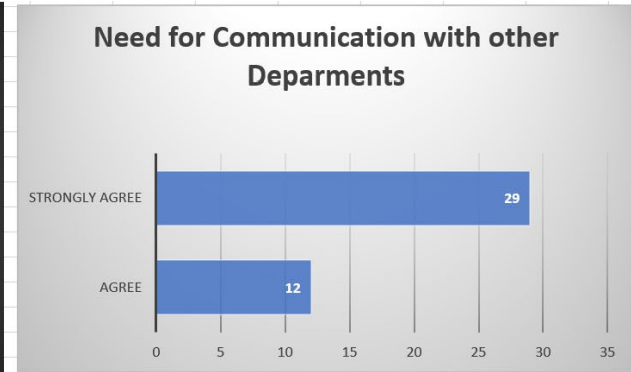


Fig. 6. – Communication with other departments

## 5.4 Descriptive Statistics

Find below descriptive statistics for the results of this study.

		Statistic	Std. Error	
RW	Mean	3.3341	.09644	
	95% Confidence Interval for Mean	Lower Bound	3.1392	
		Upper Bound	3.5291	
	5% Trimmed Mean	3.3377		
	Median	3.3000		
	Variance	.381		
	Std. Deviation	.61750		
	Minimum	2.00		
	Maximum	4.50		
	Range	2.50		
	Interquartile Range	.95		
Skewness	.146	.369		
Kurtosis	-.635	.724		
OS	Mean	3.4495	.13549	

95% Confidence Interval for Mean	Lower Bound	3.1757	
	Upper Bound	3.7233	
5% Trimmed Mean		3.4636	
Median		3.2857	
Variance		.753	
Std. Deviation		.86753	
Minimum		1.57	
Maximum		5.00	
Range		3.43	
Interquartile Range		1.00	
Skewness		-.038	.369
Kurtosis		-.008	.724

**Figure 7 – Descriptive Statistics of Remote Working (RW) and On-site working (OS)**

Looking at Figure 7, we are given some general descriptive statistics from the participants responses to the remote working section (RW) and On-site section (OS). Statistics of relevance to this study are Skewness and Kurtosis. “**Skewness** assesses the extent to which a variable’s distribution is symmetrical. If the distribution of responses for a variable stretches toward the right or left tail of the distribution, then the distribution is referred to as skewed. **Kurtosis** is a measure of whether the distribution is too peaked.” (Hair, 2016, p. 61). Generally, for skewness, if a value is greater than 1 or less than -1 it is an indication of substantially skewed distribution and for Kurtosis, if value is less than -1 then the value is too flat or a value above 1 means the distribution is too peaked (Hair, 2016).

The skewness and kurtosis values both lie in between -1 and 1 for both remote work and on-site results, meaning that there is an equal distribution of results.

## 5.5 Two sample T-test

To determine if there are any statistically significant difference between two sample groups a two-sample T-test is used (JMP, 2016). The two sample T-test also gives a P – value, which will determine whether there the dependent variables have experienced a change of significance from

the independent variable. A P value of greater than 0.05 means that there was no significant effect observed (Grabowski, 2016).

Group	Remote	On-Site
Mean	3.33	3.45
SD	0.617	0.868
SEM	0.09636	0.13556
N	41	41
P value = 0.4727		

**Figure 8 – Results from Two Sample T-test.**

Figure 8 show the results from the T-test in this study where  $P = 0.4727$ . This would indicate that there is little statistical difference in this study. The hypothesis was to that there would be a causal relationship between remote working and team performance in the recruitment industry. This T0test would suggest that the impact was minimal if any.

Other potential reasons for the high P value are as mentioned in the methodology section, the researcher does not come from a statistical background and so there is a larger possibility for statistical error in this analysis. Also, the sample size is relatively small for this study which may have contributed to the high P value. Kozak (2009) explained that a larger sample size tends to lead to smaller P values.

## 5.6 Interview Questions Analysis

A crucial area of interest to this study was the process of conducting interviews as it was deemed as a process where collaboration is highly important in recruitment. There were three statements in the questionnaire related to the interview process. These statements were regarding, *collaboration with other interviewer*, *flow of the interview* and *scheduling of interviews*.

When asked about collaborating with the other hiring manager in interviews, 44.4% of respondents reported that they felt it was easier to collaborate when conducting interviews face

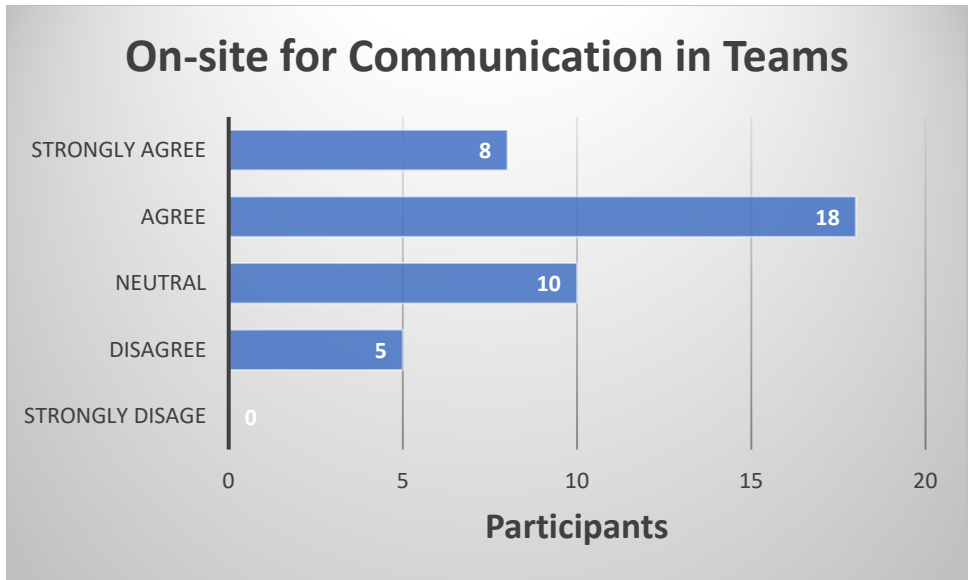
to face. 17% reported that they felt it easier to do the same in online interviews. While the majority of 36.6% remained neutral on this statement, indicating that they feel the working situation bears no effect on collaborating with the other hiring manager. (See Appendix)

Flow of the interview also provided a divided opinion. 43% of participants disagreed that the interview seemed to flow more easily when conducted online. 27% agreed that interviews flowed more easily when conducted online, whilst 29.3% stood neutral on the statement. (See Appendix)

When presented with the statement on scheduling interviews, the results were a lot more conclusive. All 41 participants selected either 'Agree' or 'Strongly Agree' to online interviews being easier to schedule a time to suit both the candidate and other hiring manager. 13 participants (31.7%) selected 'Agree' and 38 participants (68.3%) selected 'Strongly Agree'.

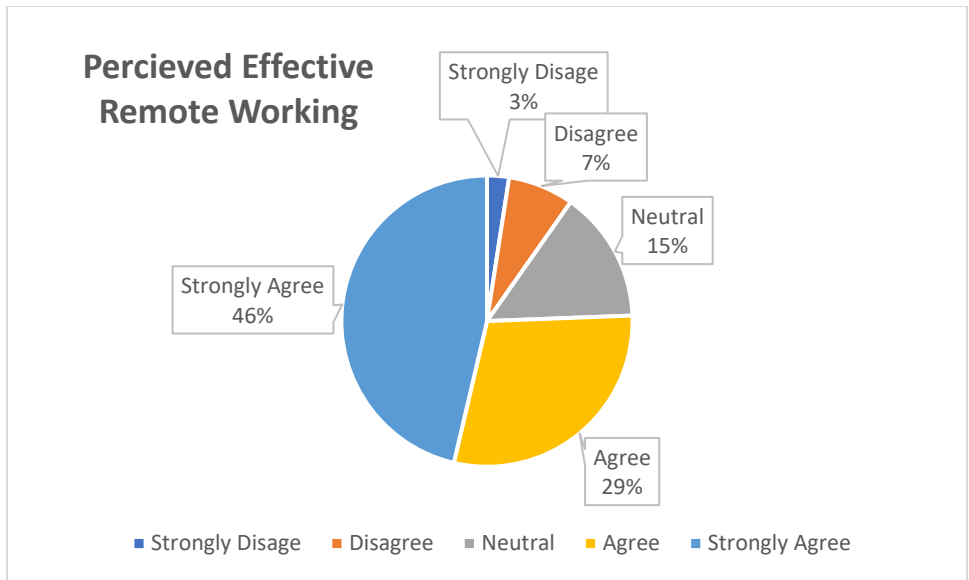
#### *Working situation*

Participants were asked to agree or disagree with statements in relation to the different working situations of on-site and remote. 26 participants (63%) were in agreement that on-site working was the most effective scenario for effectively communicating and sharing information with colleagues. 10 participants (24%) were neutral on this statement. While 5 participants (12%) disagreed with this, indicating that they find it easier to communicate with colleagues when working remotely. No participants selected 'Strongly Disagree' for this statement. (See Figure 9. below).



**Figure 9 – Communication is most effective working on-site.**

When responding to the statement of “I feel that I can perform my role to the best of my ability when working from home”, 46% of participants ‘Strongly Agreed’. While 29% of participants selected ‘Agree’. See Figure 10 below for results.



**Figure 10 – Perceived Individual Remote Working Performance.**

## **Chapter 6 - Discussion**

### **6.1 Introduction**

In this section, the researcher will attempt to link the literature presented in the literature review with the findings from this study. The hypothesis and research objectives will guide the discussion chapter to answer the research question of How does remote working impact team performance on recruitment teams in the Irish recruitment industry?

### **6.2 Discussion of Findings**

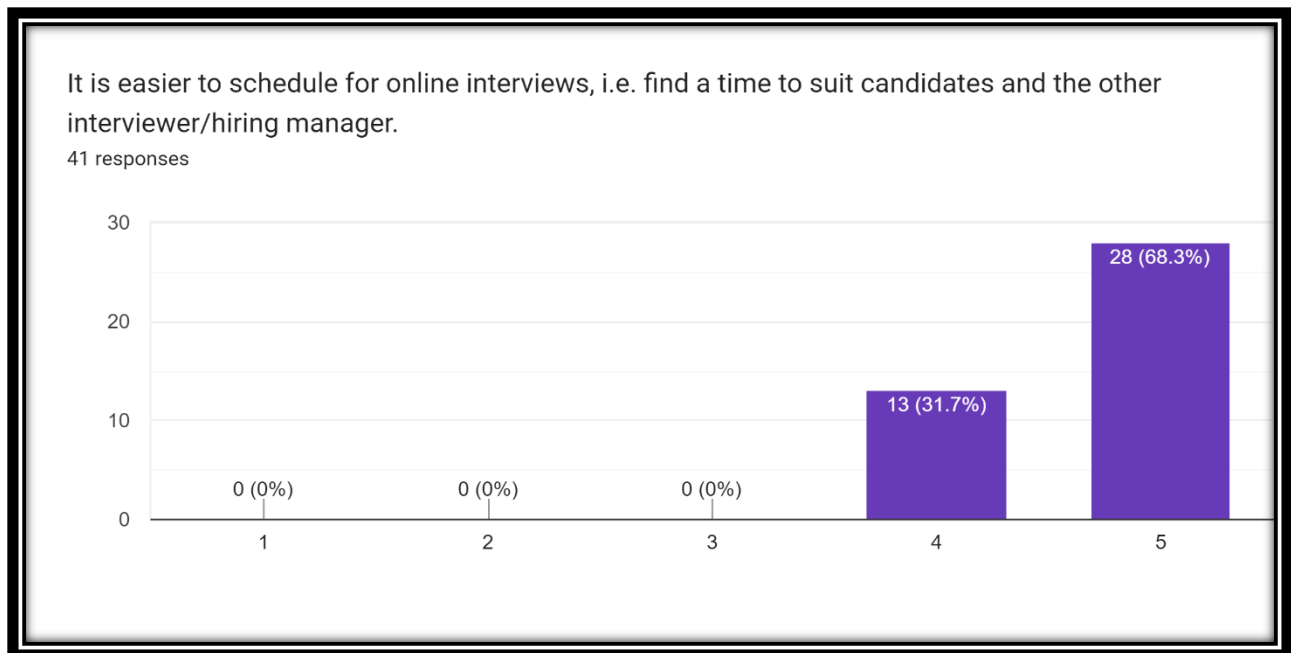
For the purpose of carrying out this study the researcher's hypothesis was "there will be a relationship between remote working and recruitment team performance". The researcher will address this hypothesis with the results of the study and draw on the research objectives to decipher whether the study gave insight into these objectives.

The results would show that there was little impact on team performance caused by remote working. Participants that took part in the study were from the target population of workers with remote and on-site recruitment experience in Ireland. Their responses would indicate that working remotely, barely, if at all impacts team performance in recruitment processes. This is not totally shocking to the researcher. Much topical research has shown that for many people, remote working has little impact on performance (Martin & McDonnell, 2020). Also, with advancements in technology improving the way recruitment teams communicate (Ryan & Polyhart, 2014) it is understandable that employees find it easier to collaborate with team members whilst working remotely.

The findings in this study on employee performance are alternative to Lippe & Lippenyi's (2019) study on employee performance working remotely. Their research found that managers reported weakened team performance when employees worked from home often. It is possible that the results are different in this study as the researcher gathered insights from the employees and not the managers like Lippe & Lippenyi (2019). For the documented benefits of working remotely, employees may prefer to have the option to work remotely and so are biased in their opinions when assessing their own performance working remotely.

It is also possible that difference in results between the two studies could be relational to the industry that employees work in. This study focused on employees working in the recruitment industry in Ireland while Lippe & Lippenyi's (2019) study focused on employees from various industries across mainland European countries. This could suggest that the same level of teamwork is not necessary in recruitment teams that is necessary for teams in other industries.

The second result of significance in this study was the reported views on interview scheduling. Most of the participants favored scheduling interviews online over face-to-face interviews. Agreeing that it is easier to schedule for online interviews i.e., find a time that suits both the other hiring manager and the candidate. Bahri & Read (2021) highlighted the benefits of having interviews online with regard to cost effectiveness and time saving benefits. This finding of scheduling being easier could indicate that it is easier to plan time and consequently save time which would be in agreement with Bahri & Read's (2021) findings.



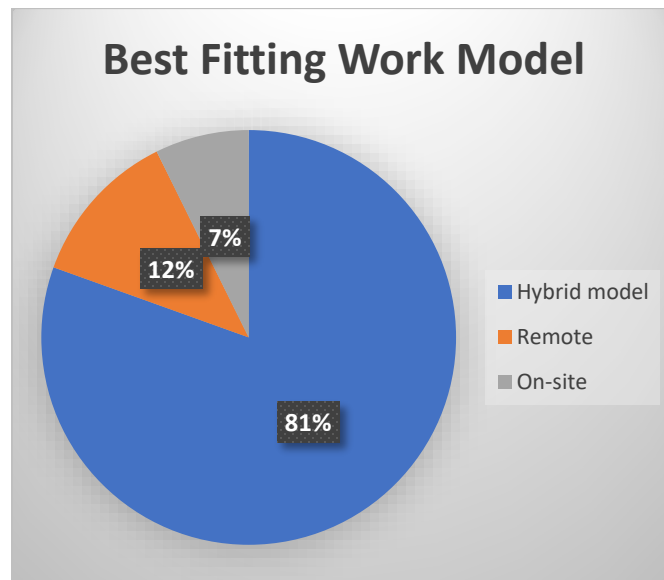
**Figure 11 – Scheduling of Interviews**

Figure 9 shows the strong argument for scheduling for online interviews. This is an area which hasn't been well documented in literature and could be an argument for recruitment processes working effectively remotely. Should interviews be conducted online, recruitment team members will not waste much time trying to schedule an appropriate time for different people to meet in

person. People seem to have more flexibility when agreeing to online interviews. Similar results are found in a study from Rubinger *et al.*, (2020) where they found people to be more available for online meetings.

Thirdly, communication with other departments was reported by my participants to be most effective when working on-site (see Figure 9.). 26 participants (63%) agreed that communication was most effective when working on-site, 10 (24.4%) were neutral and 9 (22%) disagreed with this. Sołek-Borowska & Wilczewska, (2018) highlighted the importance of communication with other departments recruitment teams. The results from this study would propose that caution must be taken into how a team is going to communicate effectively with other departments if it is to implement a remote or hybrid working model. The 10 participants that reported being neutral to this statement should be noted as they believe there is no alteration in communication with other departments when working remotely. This could be the first incite into the effectiveness of a hybrid working model for recruitment teams.

Leading on from this idea of a hybrid model, a resounding majority of participants selected a hybrid working model when they were asked what working model would allow their team to perform optimally.



**Figure 12 – Employees perception of most effective work model.**



A strong 81% chose a Hybrid working model as the most effective working model for their team. This is interesting because as previously pointed out, there is benefits to recruitment teams working remotely such as saving time scheduling and conducting interviews, interviewing candidates from a wider talent pool (Kurkland & Bailey, 1999) and possible increased productivity depending on individual situations but also this study has given light to some of the problems associated with recruitment teams working remotely, namely collaboration with other departments which has been identified as an integral part of a recruitment teams processes (Sołek-Borowska & Wilczewska,2018).

A hybrid working model would offer teams the chance to enjoy the best of both worlds where they can carry out processes remotely which can be done effectively so but for times when they are in office, they can carry out tasks which are most effectively performed on-site such as collaborating with different departments in the organisation. Consideration must be given to circumstances of individual employees. As Kaduk *et al.*, (2019) discovered there were differences in motivation when working remotely between employees who were voluntary and involuntarily practicing a flexible work model. This supports the idea that remote work is situational.

The large volume of participants in this study who selected a hybrid working model coupled with the number of employees who perceived remote working to either positively effect or bear no effect on their performance (see Figure 10), suggests that a hybrid working model would be an effective model for recruitment teams to achieve optimal performance. This aids in answering the research objective of exploring the best working model for optimal recruitment team performance. A report form VentureBeat (2022) conducted in the USA, reported that 85% of employees desired a hybrid working model. While there is no report on this sort of statistic for Irish employees, it can be proposed, from this study, that the desire from Irish employees to practice hybrid work is similar. The results from this study would certainly indicate a strong desire to practice remote working for employees in the Irish recruitment sector.

Kossek & Thompson (2016) highlighted that modern organisations are using flexible working options to make themselves a more attractive organization to work for and more competitive in the labour market to attract employees from a wider talent pool. The fact that flexible working options are being used as leverage to attract talent indicates how desirable it is for many workers. Organisations should consider this when wanting to attract talented workers. The results from this

study would suggest that employees in the Irish recruitment industry would prefer a hybrid working model. Organisations that offer their recruitment team members a flexible working model will attract a higher quality of talent and source from a wider talent pool.

## **Chapter 7 - Conclusion and Recommendations**

This section will see the researcher propose recommendations for future research and potential impact for the recruitment industry in Ireland arising from the results of this study. This section will also acknowledge the limitations of this research with a final concluding note.

### **7.1 Recommendations**

From conducting this research many areas of interest for future research and possible implications for the recruitment industry in Ireland became apparent for the researcher. Firstly, the researcher would propose that more research is carried out on the impact that remote working has on teamwork. The recent rise in remote working which was accelerated by the COVID-19 pandemic has shown some promise as a future work style due to reported levels of neutral or improved individual performance reported by some studies and improved employee work-life balance due to the flexibility of remote working. Little research has been carried out on the effect that remote working has on teamwork (Lippe & Lippenyi, 2019). With all the documented advantages for some workers depending on their situation at home (Anderson & Kelleher, 2020) and environmental benefits, it should be of interest to the future workforce to implement remote working where possible.

It is understandable to acknowledge that while remote working may be beneficial for the employee and the environment, organisations will not want to allow a remote working model if it is shown to decrease job performance. This is why the researcher proposes more research into the effect remote working on team performance with the intention of increasing the number of people working remotely. Contrary to Lippe & lippenyi's (2019) study that showed teamwork decreased when employees worked from home more often, this study indicated from employees' perspectives that the same is not true for employees in the recruitment industry. The Irish recruitment industry would be a good area to research as it may show more positive outcomes in team performance as a result of remote working than other industries.

Licite-Kurbe & Leonovica (2021) conveyed that remote working was a cost-effective solution for organisations as they saved money on electricity and heating. However, there is some additional

costs contributed to setting up a remote working model in an organization such as cost of additional ICT equipment needed to perform remote work.

Secondly the researcher would like to emphasise the need for research in ICT to aid remote working. Advancements in ICT have made remote working more easy throughout the years by enabling co-workers to communicate effectively online (Boell, Cecez-Kecmanovic & Campbell, 2016). In this study participants reported that the sharing of work between colleagues was more difficult when working remotely than on-site. Future developments in technology aimed to improve remote working should strive to make the sharing of information between colleagues easier. There is a financial implication to this as with all advancements in technology. Erdseik (2021) alludes to the financial implication of buying new innovative technology for workers to utilize remotely along with expenses in training workers to use these resources.

There were some benefits reported as a result of online interviewing in this study. This method of interviewing could potentially save on costs in transport costs for the organization along with the candidate. Along with reducing transport costs, online interviews can save time for recruitment team members and allow for them to spend time into other areas of their work. It is worth considering for recruitment teams to implement online interviews where possible and not essential to conduct a face-to-face interview.

Finally, the researcher would like to propose future research into the effectiveness of a hybrid working model for recruitment teams. Participants from this study gave a clear indication that employee's feel a hybrid model would suit their team best. 81% of participants agreed with this. The researcher proposes that this could be due to the lack of confidence to carry out all tasks on a recruitment team remotely. Many tasks such as conducting interviews and communicating with team members were perceived by participants to not have a negative impact on the performance of these tasks. While other tasks such as collaborating with other departments and sharing information with colleagues were perceived to be best carried out on-site.

Future research seeking to find the impact of a hybrid working model in recruitment teams would be of great interest to the recruitment industry. Along with the aforementioned factors contributing to team performance future research could look to assess other perceived problems to remote working such as social isolation (Bucrorean, 2016), operational performance and feasibility (Cropley *et al.*, 2022). While remote work may offer benefits to employees, organisations and

candidates through its practice in recruitment teams, Awad *et al.*, (2021) further research and trial and error from organisations should be practiced in order to find a working model suitable for them.

## **7.2 Limitations of Research**

41 people made up the sample that was taken. Although this complies with Budiu & Moran's (2021) proposed criteria for quantitative data, the results should be interpreted with caution because the sample size is small and could not be representative of the intended target population. Participants were obtained from sources that were easily accessible to the researcher. The researcher proposes that a study of similar nature is carried out by a researcher with more tools available to them that would be able to collect a larger sample size to represent the target audience and achieve more reliable results.

This research required a lot of statistical analysis to draw results from the quantitative data collected. It would be more suitable for this study to be carried out by a researcher with more experience in statistical analysis as the researcher did not have much of a statistical background, meaning that their results were more susceptible to statistical error.

## **7.3 Conclusions**

This study aimed to assess the impact of remote working on team performance in recruitment teams. This research was inspired by the researcher's knowledge of organizational, employee and environmental benefits deriving from remote working. The results showed that there was little decrease in team performance resulting from remote working as reported by the study's participants. It is surmised that some recruitment processes are more easily carried out working remotely and some processes are most effective when performed on-site. There is some evidence to suggest that a similar study consisting of a larger sample size and more thorough statistical analysis would give good indication as to how team performance in recruitment teams is affected by remote working.

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## **Chapter 9 - Appendix**

### **10.1 Study information And Informed Consent**

Dear Participant,

I Am a current master's level student studying Human Resource Management at the National College of Ireland. As part of my studies, I am required to conduct a dissertation.

You are invited to take part in this study which aims to evaluate the key differences between working remotely and working from the office in the Irish recruitment industry. This study will focus on teamwork and aims to evaluate the key complications that working remotely and on-site have on teamwork in recruitment. Please take time to read the following information carefully.

You are eligible to take part in this study if you are at least 18 years of age and are working in the recruitment industry in Ireland be it in-house recruitment or agency. You will first be asked some demographic questions and questions related to your current working conditions, followed by questions related specifically to study.

Participation in this study is voluntary and you have the right to withdraw at any time. Submissions are anonymous. The information collected will be treated confidentially and used exclusively for academic purposes. No e-mail addresses will be collected in this study.

The survey will take approximately 5 minutes to complete. If you have any questions please feel free to reach out to the researcher via the following email.

Name: Josh Miller

Email: [x21144834@student.ncirl.ie](mailto:x21144834@student.ncirl.ie)

Thank you for taking the time to complete this survey.

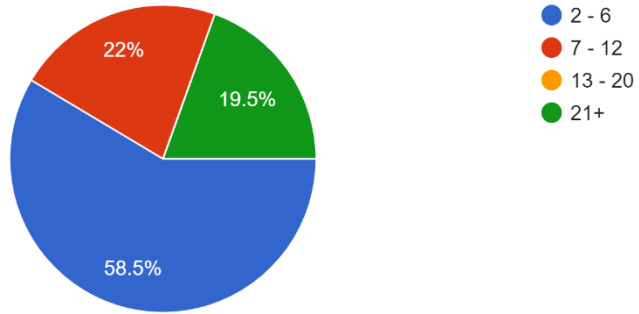
I have read the terms of participation and understand and consent to participating in this study.



## 10.2 Results of Note

Size of team?

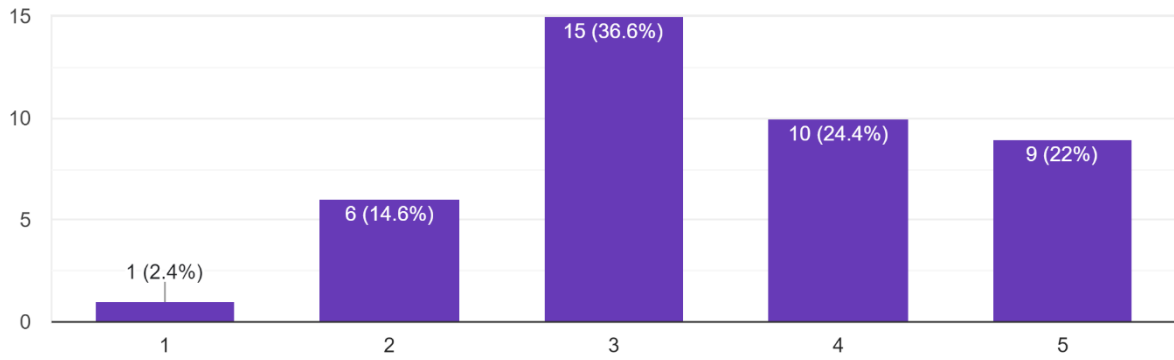
41 responses



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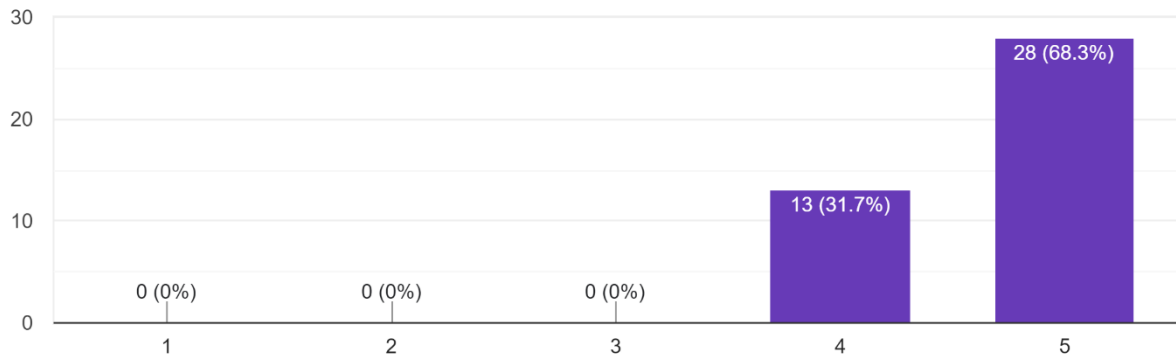
I feel it is easier to collaborate with the other interviewer/hiring manager when conducting interviews face to face.

41 responses



It is easier to schedule for online interviews, i.e. find a time to suit candidates and the other interviewer/hiring manager.

41 responses



The interview flows more smoothly when conducted face-to-face.

41 responses

