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**BEST METHODS AND PRACTISES TO  
INCREASE THE MOTIVATION AND  
COMMITMENT FOR TELEWORK IN  
NAANTALI CITY**



MASTER'S THESIS | ABSTRACT

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# BEST METHODS AND PRACTISES TO INCREASE THE MOTIVATION AND COMMITMENT FOR TELEWORK IN NAANTALI CITY

The present Master's thesis aims to increase the knowledge about the views of Naantali City employees about telework during the COVID19 pandemic in 2020, the primary focus is on the commitment and motivation of the employees. The study describes the current situation, defines the target status and presents a plan to achieve the goal. At the end of the study, the future possibilities of what could be achieved through teleworking are discussed.

This multi-method study uses mixed-method research methods, which include a systematic review of the theoretical framework, a survey conducted with Questback and individual interviews. There was a significant accumulation of data in the survey ( $n = 120$ ) with a response rate of 77.9%. The seven interviewees were selected among the survey respondents in such a way that background factors such as age, gender, the length of the career and profession differed as much as possible. The interviews and the survey were conducted anonymously.

The results show that City of Naantali managed the COVID19 pandemic well, considering the situation. From the employees' and the supervisors' perspective teleworking was mostly a good experience. Virtual work was perceived as an effective form of work and many told that their work motivation increased. In virtual meetings, the functioning of technology and connections, the interaction between team members and the unique features of teleworking in management became a crucial part of commitment to the job. The commitment to the employer strengthened when the employer trusted the employees to do telework. The confidence rose strongly in almost all questions.

The staff's experiences of teleworking were generally positive. Stress experiences seemed to decrease due to a calmer work environment and more independent planning of one's work. Altogether 21% of the respondents thought that their well-being at work had improved.

## KEYWORDS:

Virtual teams; Practises; Methods; Motivation; Commitment; Telework; Leadership

Antti Kaituri

# PARHAAT METODIT JA KÄYTÄNTEET IHMISTEN SITOUTTAMISEEN JA MOTIVOINTIIN ETÄTYÖN KEINAIN NAANTALIN KAUPUNGISSA

Tämän opinnäytetyön tavoitteena on lisätä tietämystä Naantalin kaupungin työntekijöiden näkemyksistä etätyörupeamasta COVID19 pandemian aikana vuonna 2020 eritoten sitoutumisen ja motivaation näkökulmasta. Lisäksi luodaan Naantalin kaupungin johdolle näkemys etätyön nykytilanteesta, maalataan kuva tavoitetilasta ja luodaan suunnitelma miten tavoitetilaan päästään. Työn lopussa arvioidaan tulevaisuuden mahdollisuuksia mitä etätyöhön liittyvien aspektien kautta voitaisiin saavuttaa.

Tässä monimenetelmätutkimuksessa käytetään mixed-method tutkimusmenetelmiä, joihin kuuluvat systemaattinen teoreettisen viitekehyksen katsausmenetelmä, Questbackillä tehty kyselytutkimus ja yksilöhaastattelut. Aineistoa kerääntyi merkittävästi kyselytutkimuksessa (n=120) vastausprosentin ollessa 77,9%. Kyselytutkimusten vastausten perusteella valittiin seitsemän henkilöä haastattelututkimukseen. Haastateltavat valittiin siten, että taustatekijät kuten ikä, sukupuoli, työuran pituus ja ammatti erosivat mahdollisimman paljon haastattelevilla.

Tulokset osoittavat, että Naantalin kaupungin COVID19 pandemia-aika kevät-kesä 2020 meni tilanteen huomioonottaen hyvin. Työntekijät ja esimiehet kokivat etätyön olleen enimmäkseen hyvä kokemus. Virtuaalinen työ koettiin tehokkaaksi työmuodoksi, jossa useat kokivat työmotivaationsa kohonneen. Työtehtävään sitoutumisen kannalta keskeiseksi osaksi virtuaalipalavereissa nousi tekniikan ja yhteyksien toimiminen, tiiminjäsenten välinen vuorovaikutus, ja esimiestyön etätyön erityispiirteet. Sitoutuminen työnantajaan koettiin vahvistuvan silloin, kun työnantaja luottaa työntekijöihinsä etätyön tekemisessä. Luottamus nousi vahvasti esille vapaakenttävastauksissa.

Henkilöstön kokemukset etätyöstä olivat pääsääntöisesti positiivisia. Stressikokemukset tuntuivat vähentyneen, mikä johtui rauhallisemmasta työympäristöstä ja oman työn itsenäisemmästä suunnittelusta. Työhyvinvoinnin koki parantuneen 21% vastaajista.

## ASIASANAT:

Virtuaalitiimit; Johtaminen; Motivointi; Sitouttaminen; Etätyö

## ESIPUHE

Olen aikuisiälläni suorittanut kolme ammattikorkeakoulututkintoa, tämä on kolmas. Koen, että eläminen on ikuista oppimista ja siihen olen pyrkinyt monipuolisella ammattiurallani Wärtsilällä ja Eläke-Tapiolassa, sekä myös uusien tutkintojen, kurssien ja sertifikaattien kautta. Tätä opinnäytetyöaihetta hahmottelin noin kolme vuotta sitten Wärtsilässä ollessani, koska koin, että etätyön lisääntyminen tulee olemaan tulevaisuuden suunta myös Wärtsilän ulkopuolella. Toivon, että työni etätyön johtamisen, motivoinnin ja sitouttamisen tutkimuksesta tavoittaisi laajan joukon työtä tekeviä ihmisiä. Erilaiset työn tekemisen menetelmät ovat muuttuneet vuosituhansien aikana, etätyö nykymuodossaan on jo useita kymmeniä vuosia vanha, silti monin paikoin se koetaan uutena tapana tehdä työtä. Koen, että oppimalla uusia tapoja tehdä työtä, adaptoimalla uusia teknologioita, ymmärtämällä eri ihmisten näkemyksiä työstä ja vapaa-ajasta, auttaa meitä kaikkia tekemään tästä päivästä paremman kuin eilisestä.

Tätä aihetta käsittelin päässäni sekä useissa keskusteluissa ystäväni ja kollegoideni kanssa muutamia vuosia ja tulin siihen tulokseen, että aihe on edelleen ajankohtainen ja kiinnostava. Vaikka työpaikat vaihtuivat ja aika meni eteenpäin, oli minulla silti mahdollisuus tutkia tätä pitkään mieltäni askarruttanutta asiakokonaisuutta. Kiitos rakkaille ystäväilleni Wärtsilässä sekä muille lähimmille ystäväilleni antoisista keskusteluista asian tiimoilta. Valtavat kiitokset Naantalın kaupungille mahdollisuudesta tutkia asiaa julkisen sektorin näkökulmasta sekä erityisesti Tiina Rinne-Kylänpäälle ja Juha Riekkiselle, jotka teitte tästä työstä mahdollisen. Kiitos myös yliopettaja (emeritus) Osmo Eerolalle haastamisesta ja tutkimustyön perusteiden opettamisesta tämän matkan aikana. Syvät kiitokseni myös Marjatta Rännälille työni englanninkielen huollosta.

Erityiskiitokset haluan osoittaa parhaalle ystävälleni Reetta Kaiturille. Olet jaksanut kannustaa minua läpi tämän pitkän ajanjakson sekä antanut energiaa ja raikkaita ajatuksia silloin, kun itse en ole siihen kyennyt. Suurimmat kiitokseni haluan osoittaa rakkaalle pojalleni Ilmari Kaiturille, joka on inspiroinut minua saavuttamaan parhaimpani. Uuden oppiminen, tapahtuu se sitten lapsena tai aikuisena, on parasta mitä ihminen voi elämässään saavuttaa. Kiitos Ilmari.

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## ABBREVIATIONS AND GLOSSARY

COVID19	Disease caused by coronavirus SARS-CoV-2 that was found in 2019, and declared as COVID19 pandemic by WHO in the spring of 2020.
CRM-bot	Customer relationship management artificial intelligence chatter
Job crafting	Employee with supervisor fine-tunes/changes his/her job tasks.
Mobilising ego-resources	Management of an individual's own well-being, which reflects positively in commitment to work. E.g. physical exercise, consuming culture, eating healthily or meditating.
Self-management	Employee manages him-/herself, e.g. by using task-lists for daily work.
VPN	A virtual private network that is created between two computers (Often used when employees remotely connect to the employer's internal network.). The communication link is like a private pipeline within other network traffic.
VT	Virtual team. The team whose members communicate and work together by using digital tools and where one or more members is located physically at another place.
WHO	World Health Organisation.



# 1 INTRODUCTION

The City of Naantali was founded when the Bridgettine convent was completed in 1463. The first nearly 300 years were quiet until Naantali was given a customs house in the late 1750s. However, it still took just over 100 years before the city reached its heyday after the spa operations began properly after the mid 19<sup>th</sup> century.

Today Naantali is a city of “a thousand islands”. The population is almost 20 000 people. Industry and tourism, as well as the diverse opportunities offered by nature, make the city an attractive place to live and pursue a business.

The City of Naantali employs about a thousand people. The pandemic caused by the SARS-CoV-2 virus inflicted 150 workers being put to telework in the spring of 2020. The transition to teleworking was rapid, which raised the question of how teleworking was going in exceptional conditions.

The data will be collected by conducting a survey and interviews. The present Master's thesis explores the employee perceptions of teleworking, especially from the perspective of virtual teams. Based on the analysis, the author creates a picture of the current situation, paints the optimal target for the future of teleworking and creates a plan (Appendix 5) for getting there. Virtual teams, motivation and the commitment perspective, are kept at the centre.

The current international business environment is geographically fragmented. The workplaces, factories, markets, or companies are located all over the world. The work-related challenges need to be solved to win competitions between international companies. Furthermore, one should not forget the pressures of climate change to reduce work-related travel. One part of the solution for the challenge is virtual teams which are often referred to as telework. Virtual teams represent a low-cost solution to climate change challenges, since the infrastructure exists, and teleworking is fast to establish. Companies have increased the amount of telework for years, and it has become an integral part of working life where daily physical presence is not necessary.

A virtual team refers to the way the team operates when the team members are not physically in the same place at the same time. With the development of communication technologies, and in the wake of globalisation, virtuality is increasingly becoming the

normalised way to communicate in the work community. (Finnish Institution of Occupational Health, 2020.)

The company can operate along virtual channels either in whole or in part. The employee can be in the company's premises, in the customer's premises, in the field, or, to an increasing extent, also remotely at home like during the coronavirus pandemic (COVID19) today. (Finnish Institution of Occupational Health, 2020.)

COVID19 started late in 2019 (Muralidar et al., 2020). Because of the epidemic, teleworking is on the rise in sectors where it has not been so prevalent before. The current situation is changing our perceptions of the possibilities of virtual working. New ways of working bring about not only opportunities but also new challenges. As the amount of teleworking increases, so does the number of virtual meetings.

There are pros and cons in the usage of virtual teams (VTs). Isolation, the ambiguity of common goals, roles, day-to-day leadership and example, having team members in different time zone's make administration complicated (Hertel et al., 2005, 71–72). The reconciliation of family and work, increasing job satisfaction, increased job efficiency, savings in transportation and parking costs are just some of the positive sides of telework. (Johnson et al., 2001, 25–26; Messenger et al., 2017, 9–33).

In addition to this, the matrix organisations and the responsibilities associated with them, produce challenges enough to manage this properly.

On the other hand, when there are less obstacles to find experts globally, it is easier to choose members to the team to solve the problem. However, when recruiting the members is not based on the traditional methods, also the checking of the chemistry of the team members is more challenging, and consequently the virtual teams are not entirely hassle-free. (Hertel et al., 2005, 71–73.)

This Master's thesis focuses on what are the best practices and methods to use with virtual teams to achieve the best results?

The research problem is:

- ✓ Which methods and practices increase team motivation and the commitment of Naantali City employees to teleworking?

The research problem is approached with the following research questions:

- ✓ What is the current situation at Naantali with teleworking?
- ✓ What are the factors of human motivation and commitment?
- ✓ Which factors increase the sense of belonging in virtual meetings?
- ✓ Which methods and practices are usable in virtual meetings?
- ✓ What is an ideal target to be achieved with teleworking at Naantali City?
- ✓ How to develop Naantali City methods and practices to achieve the target?

In the theoretical part, in chapters 2-3, the essential applicable motivation theories for this work are first presented. In the empirical part, in chapters 4-5, the operating culture of teleworking in the City of Naantali is explored through a survey (Appendix 1 ) sent to the (selected) municipal employees who participated in teleworking during the COVID19 lockdown in the spring (summer) of 2020. Based on the survey data, the current situation is described, the ideal target for future planned, and, finally, a plan on how to achieve the target and to find better practices and methods to increase team members motivation and commitment are presented.

## 2 ENGAGEMENT AND MOTIVATION

### 2.1 Engagement

*“85% of employees worldwide are not engaged or actively disengaged in their job.”*  
(Gallup Press, 2017, 1–52).

Engaging employees with the company can be achieved through leadership and contracts (Mustajärvi, 2014). This Master thesis examines the commitment brought about by leadership.

Commitment is one of the vital topics of modern business and employee leadership. A Google search for the word “employee engagement” yielded 418 million hits. All the best known consulting firms and management experts also seem to have written about engagement. Engagement starts where the job agreement ends.

Good employees are the ones who make the company succeed and therefore, it is critical to keep them in the house. However, companies have problems keeping their best employees. Employee turnover is high, especially in IT- and engineering sectors. According to a 2015 survey of 400 IT executives, 42% reported having difficulty keeping talented employees in the company. (Cross, et al., 2018, 115–116.) On the other hand, according to statistics, the persistence of staff in the municipality sector in general is higher than in the private sector. For professions such as nurse, professor, teacher or dentist, labour turnover is very small in the municipal sector. (Hämäläinen, 2020.)

The commitment to a task or job is vital to the outcome of the work because by committing themselves, people can perform tasks that are not meaningful at present. It encourages them to continue on the same path because the goal is worth pursuing, even if the trip itself does not make sense.

In many work tasks, the journey itself makes sense, but in long projects, people may encounter situations where energy runs out and motivation erodes. Then engagement to a goal is what makes people go forward regardless of pitfalls. The same applies to both employee engagement in a job and the company itself.

The longer an employee is in the company, the more likely she/he is to stay in the company as well. According to a study by Equifax (Cross, et al., 2018, 115.), nearly half

of those who resign leave in the first year. However, the challenge from the company's point of view is those who leave in 3-5 years because by that time companies have already increased their contribution to employees significantly. The other thing is that when the employee leaves from the company, it is not uncommon that internal networks are broken, and in the worst scenario, some of the customers leave with her/him. If a company manages to make an employee stay for more than five years, it is likely that she/he will stay for more than ten years. Then the employee is a good investment for the company. (Cross, et al., 2018,115–121.)

Although the State of Global Workplace Query states that only 15% of employees are committed to their company, it still does not mean that an employee should not like their job or company. Often, the issue is more that the employee does not feel that her/his expertise matches the requirements of the job, and that the significance of her/his work in the big picture can remain obscure. (Chalofsky & Vjyay, 2009, 191–195.)

Professor Maslow (Maslow, 1943, 370–396) created a theory in which motivation was described in progressive steps, with self-realisation at the top. As long as doing work does not seem relevant to the whole, it does not increase commitment, fulfilment, nor motivation toward the company or work. In this case, employee satisfaction decreases (Chalofsky & Vjyay, 2009, 191–195).

The combination of employee satisfaction and workload vary. At best, it shows up as a commitment, and at worst, even as a disease called burnout. Professor Rothmann (2002, 1–2) describes employee well-being as follows:

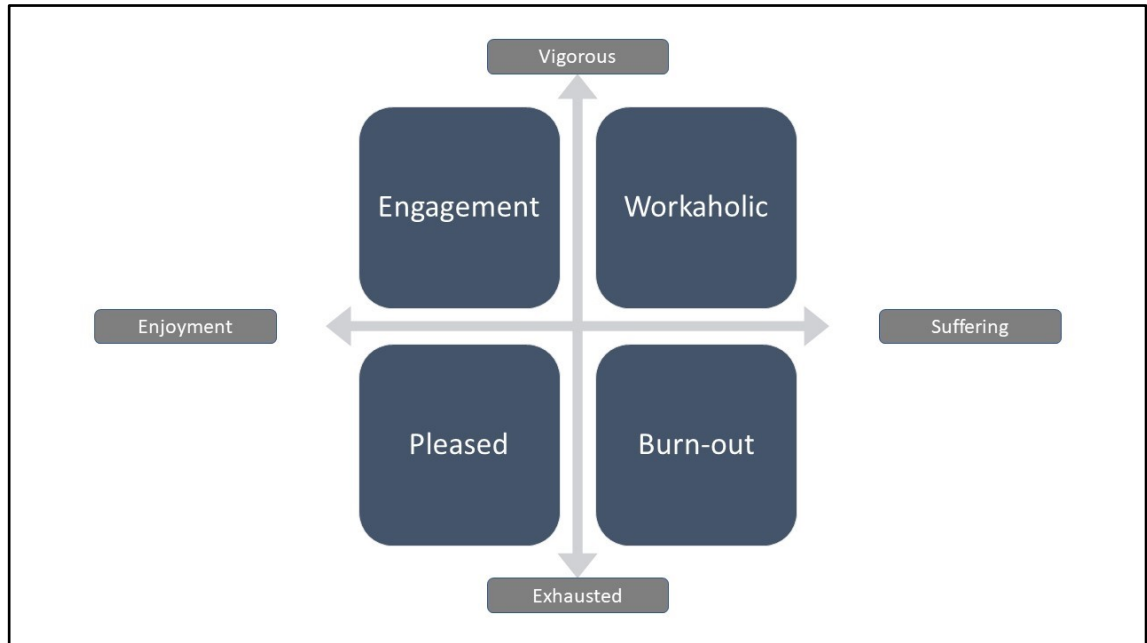


Figure 1. Taxonomy of employee well-being (Rothmann, 2002, 4; modified by Kaituri).

It is good to remember that the boundaries between all the above conditions are subtle. That is why it is crucial for the company to support employees to stick in the engagement level, which is a win-win situation between the company and the employee.

Leadership styles are numerous; still, all of them can roughly be divided into two main groups: transactional and transformational. The first focuses on traditional breakdown and control tactics, namely rewards and penalties. The latter is more psychological, with the leader being a member of the team, inspiring the other members, creating trust between the members, affecting to team environment improvement, motivation, commitment and other softer values. (Maduka et al., 2018, 696–712.)

According to Rothmann, organisations can affect engagement through top-down and bottom-up approaches. The main difference between these approaches is that top-down comes from the company to the employee and bottom-up approaches are coming from the employees themselves. With top-down approaches, the transformation leadership is essential. On the other hand, the bottom-up approach emphasises self-management, job crafting and ego-mobilising. (Rothmann, 2002, 1–23.)

Communication is also supported by Enwereuzor et al.. Their research suggests that the team leader can improve team member engagement by refining the vision, promoting acceptance of the group goals, expecting a high performance, providing supportive information and giving intellectual stimuli. (Enwereuzor et al., 2018, 346–366.)

## 2.2 Engagement versus motivation

The history of engagement and motivation originates from the era of agrarian culture. At that time, the work and its value were quickly visible both to the person and the community. If someone did not do a job well, the family did not get food.

In the business today, the relationship between work and well-being is not always as easily discernible. The work is fragmented and, therefore, it is often difficult to see the significance of the work for the whole organisation. (Chalofsky & Vjyay, 2009, 191–192.)

Research (Chen et al., 2020, 30–34) has shown that engagement increases the person's performance for the job, and personal behaviour in the work environment. Both of these increase the company success.

At the beginning the employee needs to get engaged in the job and company, after that one can use motivation tactics to keep the employee motivated for each task. As mentioned before, the critical component for engagement is the feeling of belonging, to be doing an important task. As Steven Reiss (Reiss, 2004, 179–180) suggests, it is of primary importance to find out each employee's motivation profile and desires for the career to be able to identify the best motivation strategy for each person. With these challenges, one of the solutions is job crafting (Reiss, 2004, 184–193). After having found out what are the desires and motivation profiles the employee or, even better, the employee together with the supervisor can use job crafting as a tool to modify the job to fit the person's personality and what inspires her/him in the duty.

## 2.3 Motivation

One way to define motivation is to state that it gives energy for a person and directs the behaviour in the desired direction. Motivation also contributes to the commitment to performance. (Clancy et al., 2017, 1–2.) In this section, the author focuses on motivation theories in general.

When thinking about team dynamics and people-to-people interactions, it is crucial to understand people and their drivers—a person's behaviour in work teams is influenced by their motivation as well as their work personality. This section discusses motivation through Dr. Reiss's theory of motivation and engagement through Schein's theory of

engagement. Motivation can be divided into two, intrinsic and extrinsic motivation. In intrinsic motivation, a person gets excited through her/his subjective perspectives. In intrinsic motivation, for example, a person may get pleasure from what she/he does or feels that doing something is beneficial to her/himself. In contrast, extrinsic motivation comes to the person from outside, from other people. An example of extrinsic motivation is a salary or grade in the school world. (Harju-Luukkainen et al., 2016, 168–171.)

External motivation can, indeed, become internal. One can notice through external motivation that doing something produces joy or more far-reaching achievement of goals for oneself as well. (Harju-Luukkainen et al., 2016, 168–171.)

Intrinsic motivation usually gives a person a definite idea of what she/he is doing. She/he is thus able to be flexible when needed, rejoices in the goals achieved, and strives for a better outcome. A supervisor cannot easily create motivation for a subordinate. However, he can create a framework that increases a person's inherent motivation. (Salonen, 2017, 165–167.)

In this study, the focus is on intrinsic motivation and its origin. The reason is that internal motivation lasts longer because it is not dependent on external stimuli (Harju-Luukkainen et al., 2016, 168–171). Especially in virtual leadership, it is essential to find such motivation resources which come from the colleague herself/himself, and that help the team members get excited about the expected targets in a self-directed way.

## 2.4 Motivation theory by Reiss

Perhaps one of the most well-known motivational scholars is Professor of Psychology Steven Reiss. Professor Reiss studied the needs of people and how the needs lead to different types of motivation factors. Reiss created the theory of motivation, now known as Reiss's motivation profile. (Reiss, 2004, 187; Weems et al., 2015).

According to Reiss, the needs of every human being can be divided into 16 basic desires. The weight each person's put on different desires differs, thus making each person's motivation profile unique. (Mayor & Risku, 2015.)

Reiss defines different needs for people. Reiss has taken Maslow's theory, the hierarchy of needs, beyond its original scope (Lester, 2013, 15–17). According to Reiss every need changes the human behaviour to satisfy the need. The larger the person feels the need



is, the more likely she/he is trying to fill it. Needs guide people to behave in a certain way. (Reiss, 2004, 186–188.)

In Reiss motivation theory, human behaviour can chronologically divide into instrumental and end goals, the end goal is also called intrinsic motivation (IM). The instrumental goals are like milestones to achieve the end goal. (Reiss, 2004, 184–186.)

For instance, the author of this work wants healthier years for the old age, that is the end goal, the milestone here is weight management, more specifically weight loss. He must start by eating healthier and increasing exercise to achieve the ultimate goal of more youthful life years in the old age. The brief example presented above illustrates the behavioural chain of the author's motivation.

Throughout human history, philosophers have addressed human behaviour from the perspective of motivation. Each era had its own basic needs, which were thus also reflected in the emphases of the philosophers. Indeed, the number of basic wishes varies from Plato's three to McDougall's 20 desires. (Reiss, 2004, 184.)

According to Reiss, the 16 desires are:

1. Acceptance / How other people experience a human being e.g. appreciate her/him
2. Curiosity / To see, experience, learn new
3. Eating / Is it just the thing to do or a factor that determines life
4. Family / Family orientation, nurturing
5. Honour / Loyalty, responsibility, self-discipline
6. Idealism / Desire to make the world a better place to live."
7. Independence / Freedom, trust in oneself, no delegation
8. Order Organisation, routines, standards
9. Physical activity / Body power, physical health
10. Power / Good performance, managing others
11. Aesthetics / Creativity, beauty
12. Saving / Saving, financial security
13. Social contact / Get energy from people
14. Social status / Good position in the work environment
15. Tranquillity / Without stress, calmness, peace of mind
16. Vengeance / Revenge, fighting spirit

(Mayor & Risku, 2015.)

Reiss and Havercamp (1996, 1998) defined basic or fundamental motives to have three features: (a) end purposes (IMs), (b) universal motivators, and (c) psychological importance. (Reiss, 2004, 179–193.)

The following examples show how these features work. Every need includes feeling. **Family.** A person who has lost her/his family may experience loneliness or lack of safety nets, in this case it is called as an end purpose (a.). To someone else family can signify social status, in that case it is called psychological importance (c.). For some family can mean setting up a lifetime relationship, build a house and invest in everything possible for that purpose, in such a case it can be called as an universal motivator (b.).

Each human motivation factor can either be distinctly weak, virtually nonexistent, or enormously influential or something in between. (Reiss, 2004, 183–185.)

## 2.5 Career anchor by Schein

Professor Emeritus from the MIT Sloan School of Management Edgar Schein is well known about organisational development and more precise career development (Danziger, 2006; Barclay, 2013).

Where Reiss explains what kind of desires motivate each of us, professor Schein focuses on how the employee's aspiration can be aligned with the company's work goals.

In Finland, the challenges in the workplace from the perspective of mental health are the highest in the OECD countries (Blomgren, 2019). The problems of mental health have been considered the biggest career breaker in Finland. (Blomgren, 2019.) It is, therefore, particularly crucial that well-being at work is taken care of by all possible means.

While it is clear that workplace grievances need to be addressed, it is also essential to verify an employee's strengths and qualities to do the job (Blomgren, 2019.) Well-being at work is often individual-centred. According to Krista Pahkin, well-being at work is most affected by the employee's view of himself or herself and also his or her intellectual resources (Pahkin, 2015, 3–8).

A person's career and its development are influenced by the starting points obtained from home i.e. one's thoughts and dreams about a career as well as the financial

resources given by the environment and, further still, the social desires. The most significant of these is considered to be the thoughts and dreams of doing one's own thing. (Gergely, 2016, 59–61.)

Based on his research, Dr Schein understood that an essential factor in a person's career plans for success is the person's thoughts about his/her own doing and job desires. (Gergely, 2016, 59–61.)

Dr. Schein did his most significant research from the 1960s to the 1980s. Schein took 44 recent graduates and conducted a survey with interviews on what they expect from their careers and how their dreams, competences, and motivations will help them meet their expectations. The study was repeated ten years later, and it was found that in the first series of studies, everyone wanted to become a CEO, whereas in the latter it was found that only 25% of the participants/subjects had a career that could lead to a CEO position. (Schein, 1996, 80–88.)

In the interview studies, the subjects described the self-image of their job. Schein found that the subjects' descriptions of themselves contained standard features. Based on these, Dr Schein defined eight different specifications, which he named career anchors because the panellists named them so as well. (Schein & Van Maanen, 2016, 165–173.)

"Schein examines the elements that make up one's career formed from the moment they are born. In this respect, one's perspective of life, emotional structure, social values and self-abilities are important in career choice."(Acar, Yildirim, 2019, 62–69.)

Although all people have multiple career anchors, the study found that one anchor could be defined as a dominant (Schein & Van Maanen, 2016, 165–173).

It is essential that a person is aware of his/her career anchors, which are:

1. Technical and functional competence (TF)
2. Managerial competence (GM)
3. Autonomy or independence (AU)
4. Security and stability (SE)
5. Entrepreneurial creativity (EC)
6. Service or dedication to a cause (SV)
7. Pure challenge (CH)
8. Lifestyle (LF)

The category a person belongs to determines what kind of person she/he is in her/his career. To find a career anchor, Schein has created a questionnaire whose result will define a person's anchor of career (NHS, 2006).

One of the categories is Managerial competence, which focuses more on co-operation with other people; people who belong to this category are very responsible, and they like problem-solving. However, even if they are in the category of managerial competence that does not necessarily mean that they act very well in every manager position. It is most important to define what kind of manager is needed and try to find the right kind of person for the position, the other way is to modify the manager's role according to the candidate. (Schein & Van Maanen, 2016, 165–173.)

As a summary it can be stated that when the aim is to get the most suitable person for a specific work the motivation theory and career anchor together provide means to see what strives the candidate further and, based on that, to create an ideal match between the position and the person recruited for it. However, that is usually difficult as in most cases the employee applies for an open vacancy, not the other way round. One way of finding a suitable person is to modify the job description in order to make it suit the person's strengths and career anchors.

The other difficulty is that a person is often unaware of her career anchor. As Schein points out, by experimenting with different tasks and jobs throughout a career, a person develops an insight into what he or she wants to do (Schein, 1980, 2–25). There are various sets of internet questionnaires to conduct a self-test for determining one's career anchor.

It is common that people do not know what their inner career (career anchor) is. According to Schein's research, about 25% of people are determined by the managerial competence anchor, and another 25% by the technical and functional competence, 10% by the security and stability and the rest is divided evenly among the rest of the career anchors. It is interesting to find out that rarely over 50% of middle and senior managers' career anchor is the managerial competence anchor. (Schein, 1996, 80–88). The result shows that it would be beneficial for everyone to be aware of her/his career anchors. It is also vital from the company perspective that the employees are allocated to the positions correctly.

### 3 MANAGEMENT PRACTISES AND METHODS FOR TELEWORK

Today virtual teams are one of the key solutions to add value to the business, use decentralised information and expertise, save time and costs and create new business opportunities.

The 21<sup>st</sup> century has seen amazingly rapid development of the use of virtual teams. In the early 2000s, 60% of large companies used virtual teams. In the early 2010s, it was estimated that by 2016, the figure would rise to 80%. According to the Gartner survey, the number was 85%. (Hacker et al., 2019, 1–2.)

Virtual teamwork brings its challenges to the interpersonal interaction (Johnson, Heimann & O'Neill, 2001, 24-29) , but the positive sides seem to give new opportunities for business and employees to shine (Johnson et al., 2001, 24–29). One can say that virtual teams have come to stay. So, how to define virtual teams?

The team is virtual when two or more people are doing work together to achieve the same goal by using digitalised communication tools and when at least one member's location is different at the same time (Hertel et al., 2005, 70–72). However, it is difficult to define clearly whether a whole team is virtual or not.

Namely, the intensity of virtuality varies. In groups, one or more members can work at different times or in different places, making the team virtual. Thus, one can say that the amount of virtuality per group varies a lot depending on the tasks, businesses, and organisations. (DuFrene & Lehman, 2016, 2–4.)

For example, assuming that two people in a five-person team work for a client at its premises then 40% of the team would be under virtual management, while the remaining 60% are managed using more traditional methods for engagement and motivation.

The technologies evolve and become more widespread and in the light of the current knowledge it can already be said that almost all teams are virtual to some extent (Maynard et al., 2018, 13–28).

It is more precise to define virtuality differently than by intensity. In *Managing Virtual Teams* by DuFrene & Lehman (2016,1–4), virtual teams can be divided into four categories as follows:

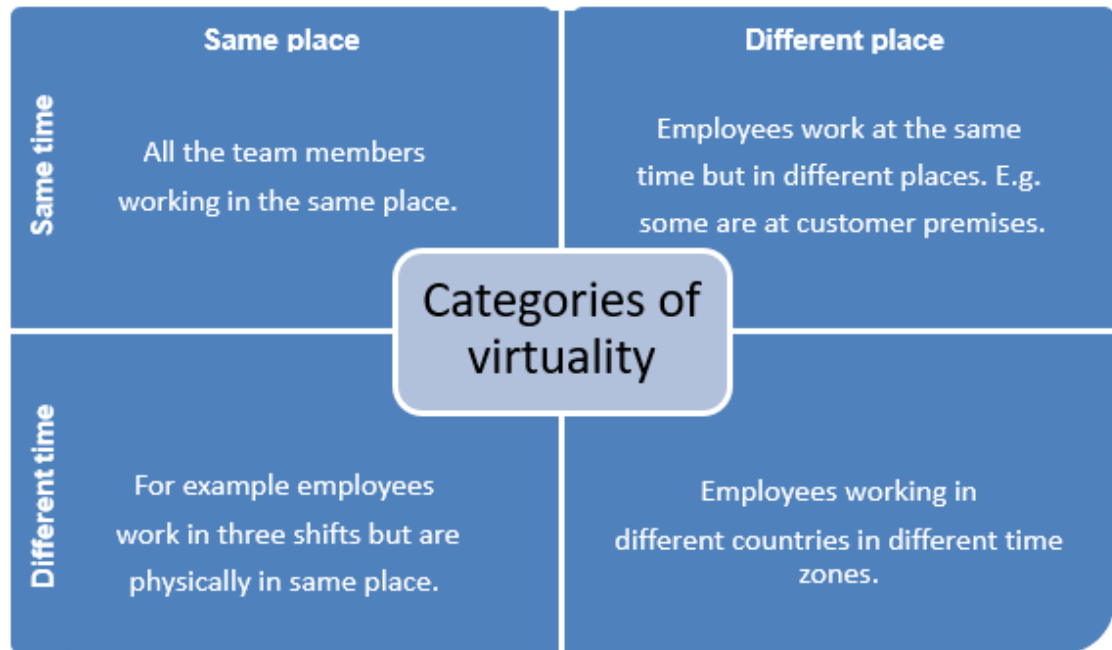


Figure 2. Four categories of virtual teams (DuFrene & Lehman, 2016,1–4. modified by Kaituri).

With the above four categories all the major situations with virtual teams can be classified. For the first one on the up-left corner one can use mainly the traditional management methods as physical meetings at the same place at the same time, whereas, in case of the up-right corner (different place), it is essential to use virtual meetings with the team members located in the other place.

Down-left box is a typical example of industrial work. Then the information between shifts can be shared by notes, email or supervisors' meeting when the shift changes. The fourth on down-right is a much more difficult one to define. Some can say it is impossible, but luckily there are some ways to handle it also. One way is to keep e-meetings early in the morning or late of the afternoon.

As shown in the table above, the intensity of virtuality varies and there can be a wide variety of virtual teams. However, this work generally talks about virtual teams and how they are run.

### 3.1 Benefits

The leap into virtual work has taken place, especially in international companies, as if by nature, unnoticed. Professionals from different fields carry their cards in a pile to do tasks assigned by the company. Thus, virtual teams are not only cross-border teams but are often also within countries or even organisations. Doing the work changes so that the use of virtual teams often becomes necessary. (Mesmer-Magnus et al., 2011, 214–225.)

Virtual action is not limited to business alone but has spread to the other sectors, for example education. When research and materials are widely shared, it makes it easier to bring experts in the same field into the same projects. (Jimenez et al., 2017, 341.)

The Finnish Ministry of Economic Affairs and Employment publishes a labour barometer at regular intervals. According to the report of 2018, the higher a manager is in an organisation, the more people, who are not physically in the same place, she/he leads. The rise of one tier from the first level of management means that only 30% of leaders have all team members in the same premises. (Lyly-Yrjänäinen, 2019.)

The same report tells that using digital tools in Finnish workplaces has recently increased significantly. In 2018, 60% of wage earners worked with virtual applications. The increase in four years is more than ten percentage points. (Lyly-Yrjänäinen, 2019.)

Often teams are made up of supervisor-led group (s) of people but, in addition, there are also project teams created for a specifically defined task. As the world becomes more and more complex, as well as faster, we are facing new problems and challenges at an ever-accelerating pace. From an organisational perspective, VTs provide a strategic advantage when the team members can be select based on their knowledge and skills, rather than from the location perspective. (Hertel et al., 2005, 72.). Virtual interaction reduces travel and thus helps combat climate change and intercultural interaction increases when people from different cultures are tackling the same issue. (Hertel et al., 2005, 72.)

Typically, representatives of different locations interpret things from the perspective brought by their own culture. It brings the much-needed heterogeneity to the team, but also produces its challenges. (Krumm et al., 2013, 33–44). Problems are often related to team management, as well as managing the dynamics within the team. One of the

challenges brought about by teleworking is the isolation of people from each other. (Hertel et al., 2005, 72.)

Overall, it can be said that virtual teams came to stay. There are advantages and disadvantages with virtual teams (VT), and it seems the key, then, is to learn to understand how organisations can effectively use VTs potential even when physical contact is missing.

### 3.2 Working virtual

Like any other thing, the virtual team needs to be built in a structured way. It is essential to plan how the virtual team shall work, who reports and to whom, when the meeting is considered virtual and when it is possible to meet face to face, what platform to use for information sharing and document handling among other things. (Aritz et al., 2018, 222–243)

Virtual teams can be divided into two groups according to their lifespan. When it comes to a team led by a supervisor, we can talk about an ongoing long-living team. On the other hand, when a team is set up just to accomplish a particular task or project, one can speak of a temporary virtual team. (Rice et al., 2007, 567–594.)

The lifecycle of a typical team according to Hertel et al. (2005) is shown in Figure 3 below.

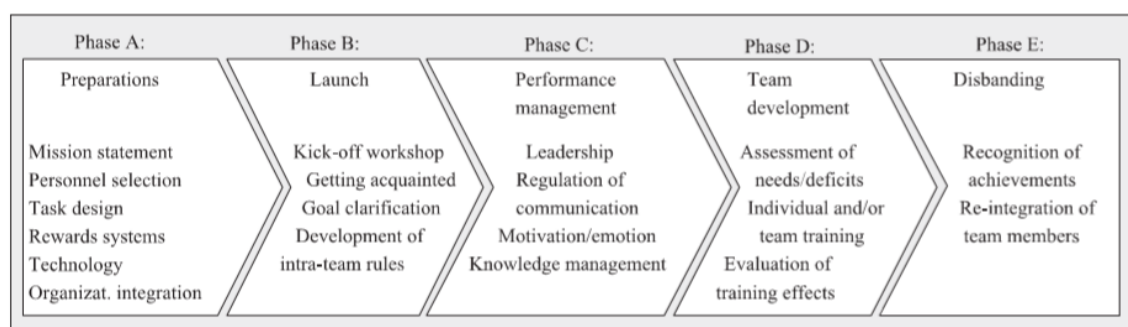


Figure 3. Lifecycle of the team (Hertel et al., 2005, 73).

The phasing of the team looks familiar from the project management perspective. It is good to remember both in projects and virtual teams, that well designed is already half done. Thus, steps A and B need to be done as planned, and with clear enough



communication to make it easier to succeed at points C and D. In point E, the significance of communication is paramount. Asking for and analysing feedback as well as corrective actions will help in establishing and managing future teams for improved results.

Research shows (Hertel et al., 2005, 69–95) that the higher the intensity of virtuality, the more critical it is to prepare for each task carefully. Phases C and D focus more on leadership in general and are thus central for any team, whether they are short- or long-term, traditional or virtual. (Hertel et al., 2005, 80–87.)

According to Kauffmann and Carmi (2019, 149–151), trust builds over time, which is why building trust in small projects is more complicated and often low. Therefore, the key is that organisations should strive to create long-lasting virtual teams and provide them with a range of communication technologies to get most out of the team.

### 3.3 Communication

During the past 20 years the author has followed what the three most crucial needs for development revealed by internal employee satisfaction surveys are. Communication is mentioned in every survey whereas the other two vary from year to year.

Communication is in the heart of the action between teams, departments, companies or organisations, it is needed for co-operation and survival. When it works, the performance improves, when it does not, the performance deteriorates.

There are several forms of communication, such as verbal, non-verbal, body language, gestures, expressions and images, among others. In some virtual meetings there is no video connection and thus there is lack of communication forms; in those cases, the skills of communication methods are overemphasised.

Naturally, the importance of verbal communication in virtual interaction is at least as, if not even more, relevant than in traditional forms of interactions. Many research reports have shown that communication, information sharing and elaboration are the keys for team performance (Johnson et al., 2001, 24–29; Maynard et al., 2018, 13–28).

In the absence of physical contact we can imagine that building trust would be challenging, if not impossible. However, this is not the case because team dynamics do

not have to base on getting to know individuals; common factors can be found in a professional sense of togetherness. (Ferrazzi, 2015, 1–45; Maynard et al., 2018, 13–28.)

According to the study of Kauffmann & Carmi, the familiarity of the team members can be divided into two sub-entities, professional or personal. Thus, the communication is also either task-oriented or relationship-oriented (Kauffmann & Carmi, 2019, 150–151). In addition to knowledge the more important thing is how well the members know each other.

In long-term teams, such as line-driven work teams, personal familiarity is emphasized. Team members can get to know each other for decades. On the other hand, short-term teams, such as an expert team set up for a specific project, may not know each other at all.

From the teleworking perspective, both cases have their pros and cons. On the one hand, in long-term telework teams dealing with negative issues is trickier because a co-worker is not willing to give negative feedback on a poorly done job as easily as a stranger. On the other hand, short-term telework teams are able to deal with negative issues more easily because social relationships have not yet begun to emerge. (Maynard et al., 2018, 13–28.)

It is important to think about social interactions according to what the telework team is supposed to do. If telework team members have never seen each other, it may be in place to hold a project starting meeting face-to-face, this will increase the team's performance. If team members have known each other for a long period of time, no face-to-face meeting is necessary, a shared sauna night can even complicate communication between people in challenging situations due to excessive social relationships.

It seems that when talking about temporary VTs, e.g. project teams, the professional familiarity is natural for the team members as it is based on each other's professional knowledge and shared understanding of the project challenge. In addition personal familiarity gives a significant positive impact for the team when virtuality is very high. (Maynard et al., 2018, 3–34).

One can say that in temporary highly virtual teams which rarely see each other, it is beneficial to increase personal communication between the team members.

What does it mean to create relationship communication? Virtual team members should feel working in an open work atmosphere. They need to feel that they can be

vulnerable and trust in each other, therefore, it is essential to build friendly and caring relationships. Open discussion and an opportunity to present ideas freely are one of the critical issues (Ferrazzi, 2015, 3–45). In a nutshell, the communication shall be one in which everyone becomes treated individually as a valued member of the team, and strives to contribute to the careers and development of other team members as an expert. (Kauffmann & Carmi, 2019, 149–152.)

According to the above researchers, trust builds over time, which is why building trust in short projects is more complicated and level of trust often remains low. Therefore, the key is that organisations should strive to create long-lasting virtual teams and provide them with a range of communication technologies to get most of out of the team.

In the short-term team there is no time for trust-building, and as Paul Souren and He Fang (2012) found, motivation and trust are the key players for information sharing, which, in turn, is vital for co-operation as mentioned before (Soren & Fang, 2012, 149–158.). The question is, how can this work? One answer is to view it from another perspective. One practical hint is to use the same people in several short-term projects; then team members can build trust during a more extended period.

If the explanations of processes and instructions are overwhelming in a virtual team, it will overload the team members and lead to a negative impact on team performance. However, in short-term virtual teams, this does not affect the in-team motivation much because the team members know the project is short-lived. (Soren & Fang, 2012, 149–158.)

Tasks need to be completed quickly and consequently and, therefore, the focus on the issue itself is useful. Short, clear communication and goal setting are the key factors in short-term virtual teams. Nevertheless, Soren & Fang research shows that it is not necessary to know people personally in small projects (Soren, Fang, 2012, 149–158.)

The effect of professional familiarity and information sharing of the team is positive whenever virtuality is high. It seems that knowing members on personal basis in teams with a low level of virtuality only has a small positive effect. Therefore, it is recommended to focus on team building events for high virtuality team members rather than low ones. Overall, from communication and information sharing point of view, managers should focus on ensuring that the team members know each other more professionally than personally. That will lead teams to get better results regarding their effectiveness and viability. (Maynard et al., 2018, 3–34).

### 3.4 Trust

Leading people starts with trust. There are several books (Sztompka, 1999; Curtis, 2011; Peragine & Hudgins, 2016) on building trust, and for a good reason. The present section focuses on building trust and leadership, especially in virtual environments.

Trust is defined well in the research article by Hacker, Johnson, Saunders and Thayer:

*“The willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party”* (Hacker et al., 2019, 3.)

Without trust doing everything together becomes difficult, if not impossible. Therefore, it is critical to understand how trust can be built and what factors contribute to trust-building.

In their research Breuer, Hüffmeier, Hibben, and Hertel found five critical points for building trust in virtual teams. The study also shows three factors that increase the risk-taking behaviour in the teams. The critical factors for trust building are ability, benevolence, predictability, integrity and transparency. The three negative ones are disclosure, reliance and contact-seeking. (Breuer et al., 2020, 26.)

In practice, the results mean that increasing all the functions supporting the first five factors mentioned above will help the virtual team to add trust inside the team, which, in turn, leads to better performance.

With the trust the team members can easier solve the conflicts inside the team (ability). In addition, they are eager to show their performance to the others themselves (transparency) and share the understanding of goals. Therefore, it can be said that trust makes co-operation (benevolence) possible. (Hacker et al., 2019, 6–10.)

When a team is doing well the often annoying inoperability of technology is more comfortable to endure even in VTs. The literature about virtual teams shows that when technology fails and individual, the situation is handled with less annoyance in deep trust teams than in teams suffering from lack of trust. (Hacker et al., 2019, 10.)

As a conclusion it can be said that trust is one of the most critical things in creating teams and its importance is emphasized in virtual teams.

### 3.5 Motivation and engagement at telework

Traditional teams at the office or virtual teams working from different locations each follow the same goal and achieve common ends more effectively than individual people on their own. Each team member including the supervisor needs the motivation and commitment to succeed. Creating motivation and engagement in a virtual environment requires different methods than in traditional office work because of the absence of physical contact. (Hertel et al., 2005, 72–88.)

The employer engagement increases the more strongly an employee identifies her/himself as an employee through their employer. In the public sector, the commitment to the employer is slightly lower than in the private sector. The key elements of engagement are interesting and rewarding work and supportive work environment. (Dahlstrom, 2013. 444–445)

As opposed to the private sector, the motivation of public sector workers can also be attributed to altruistic considerations. The need to serve the public good can be highlighted in public sector work as a source of motivation. (Caillier, 2012, 461–480.)

Keeping in mind the discussion above, one can say that on the public side the intrinsic motivation for work can be overemphasized. However, motivation and commitment consist of many factors, each with its own influence on the outcome. This raises the question: How do motivation and commitment manifest themselves in teleworking?

The research shows (Allen et al., 2015.) that doing work from home compared with traditional office work does not change the amount of engagement. The situation changes when one can telecommute from any place. The more freedom to work regardless of place, the greater the impact it will have on commitment to the organisation. (Allen et al., 2015, 48–49 .)

The comparison of continuous telecommuters to those who telecommute less shows that the motivation drops slightly while teleworking is continuous (Allen et al., 2015, 40–68). This may be due to the growing sense of isolation. The amount of motivation begins to decrease slowly when the number of teleworking days per week is 3 or more. (Caillier, 2012, 461–480.)

However, it should be remembered that some of the studies do not take into account the length of the working week in hours. Hoornweg and partners showed in their study that

if weekly hours exceed 32 hours and telecommute more than 8 hours a week, the productivity of work increases the most. (Hoornweg et al., 2017, 1–28.)

The differences in motivation are small between those who telecommute all the time compared with those who do only a few days a week on a regular basis. The crucial difference in motivation is seen when comparing those who do telecommute and those who are not allowed to telecommute. Those who telecommute have significantly higher motivation for their work and organisation than those who are not allowed to telecommute at all. (Caillier, 2012, 461–480.)

In terms of both motivation and productivity, the more teleworking is done on a regular basis the more important it is to be able to visit the office often to turn around (Hoornweg et al., 2017, 1–28).

### 3.6 Leadership in virtual teams

*“A leader is best when people barely know she/he exists, when his/her work is done, his/her aim fulfilled, they say: we did it ourselves” -Lao Tzu -*

As digital technology changes and will change our working in future, the same will happen for leadership. The present study has focused on virtual teams whose members are people, nevertheless, chat-bots or customer servicers i.e. CRM-bots at an online shop are already part of the everyday life. The same will be happening with virtual meetings in the future. When the need to gather the best expertise and knowledge into the same group, it is natural that sooner or later, one or more members of the team will be artificial intelligence. (Dunin-Keplicz & Verbrugge, 2010, 1–8.)

The new leadership is a shift from traditional skills to mid-21<sup>st</sup>-century leadership. Traditional forms of virtual interaction, such as chat and video conferencing, exist side by side or partially overlapping with more advanced forms of virtual interaction. Microsoft Teams, Google docs, JoinMe, Slacks, Trello or for example Bloomfire are just the tip of the iceberg of the possibilities available for virtual interaction. (Larson & DeChurch, 2018, 1–18.)

Table 1. Various technology-enabled virtual team types (Larson & DeChurch, 2018, 4–5.).

Entity	Definition
Computer-supported groups	People who communicate and make decisions using computer hardware and software
Virtual teams	Groups of people interact with each other via technology to achieve a common goal.
Online community	A virtual space where people come together to discuss or exchange information.
Crowd	People who self-organise online around of common purpose.
Peer production group	The group consist of members with a common goal of achieving something value-added and sustainable.
Flash team	Group of members which are found from the crowd to be paid to make a common goal to happen.
Human-robot team	The team include human and embodied AI members
Human-AI team	The team include human and AI members

In their study, Larson and DeChurch found that team leadership can be divided into two parts, which are leadership functions and form. The critical goal of leadership functions is to meet the needs of the team. The form of leadership, on the other hand, focuses more on how leadership be handled. Leadership forms are divided into four parts, which are hierarchical, divided, distributed and circular. (Larson & DeChurch, 2018, 2.)

Transactional leadership does not work very well in VTs because of its nature. It is recommendable to use transformational leadership style with them. (Maduka et al., 2018, 696–712). Transformative management focuses on deep management of people. Unlike transactional management, the focus is on human behavior, on what the employee is good at, what her/his strengths are, what type of person she/he is and how she/he behaves in challenging situations.

The key conditions for success in telework leadership are support, communication and trust. Telework management should be seen as a communication channel where the supervisor is the coordinator. According to the study, transparency, reaction ability, use of different communication channels and activity in communication is shown positively in the team's satisfaction. (Dahlstorm, 2013.)

Perceiving the knowledge and skills of other members is especially tricky in virtual teams. It is not impossible; it just takes time. The team leader has a particularly great responsibility for this. The team leader can effectively influence the team operations in a few simple ways by addressing standard practices, sharing information between individuals and emphasising a lively atmosphere as well as by reducing negativity, for example by introducing conflict management practices to the team. (Larson & DeChurch, 2018, 4–6.)

Several studies show that leaders who share leadership in VTs are more effective than the ones who do not share leadership. It is essential to remember that leadership should be shared for several team members instead of one to achieve the better results. (Ferrazzi, 2015, 1–45; Hoegl & Muethel, 2016, 7–12.)

It can be said that when the leader shares leadership to the other members of the team, the leader is able focus more on the softer tactics as described above.

### 3.7 Short introduction to applications

The common belief is that millennials are born in the virtual world and are thus natives regarding its use, but this has proven to be a myth (Aritz et al., 2018, 222–243).

Younger generations face the same problems in virtual teams as their parents at work. However, in building trust, one can look at the direction of the millennia, among other things, in terms of how diverse different platforms can be used.

First, it is good to remember that each tool is best suited for a particular purpose. Therefore, it is critical to choose the tool according to what we want to do. It would be a mistake to think that technological platforms would self-define how communication works. Studies show that more critical than the platform is how people use the platform. (Hill & Bartol, 2018, 1–6.)

The author of this study thinks that in social media, e.g. Twitter or text forums, people say everything possible without a filter. The team chat, text-based conversation, the tone is often more harmful than when same is true regarding chatting in one's voice. The challenge is also the emphasis on things: the author expects the reader to read and understand the text in the same way the author has meant it to be read. When writing



something it is important to ensure that the text is clear and there is no space for misunderstanding. (Hill & Bartol, 2018, 1–6.)

With technical platforms, failures are common. It frequently happens in a virtual meeting that someone is silent for a long time. Usually, the other ones think that she/he has been dropped off, whereas in a face to face meeting the person is interpreted e.g. as being shy. In a virtual meeting, it is essential to have all members participating in the same discussion actively. If it is not possible by voice emojis or any symbols can be used to guarantee that everyone is in the loop. (Jimenez et al., 2017, 341–349.)

With team engagement, trust is the most important thing as shown above. Therefore, it is essential that in virtual meetings the members of the teams feel that they can be part of the discussion freely.

It is typical for people to talk more to the people they are more in contact with. In a virtual team, the conversation is often more lively among people sitting in the same place than among the individual people in a virtual meeting. That is why it is essential, especially for the team leader, to encourage the team members to speak and keep all members involved in the discussion. (Mesmer-Magnus et al., 2011, 214–225.)

Next, the present study is going to discuss a few product groups and what should be considered when choosing a suitable application as well as provide some hints for using them.

### 3.7.1 Email

Email has maintained its very place in communication between persons, although other messaging relay programs have also come alongside the development of technology. Use of email Cc (carbon copy) and Bcc (blind carbon copy) fields, as well as further transmission of emails, can pose challenges among team members. (Haesevoets et al., 2020, 1–4.)

Group emails should be used with caution as people get too many emails at present. The cc-field is excellent when used correctly. However, it should not be used for “good to know” purposes or to pressurise the reader by adding the recipient’s supervisor in the field. Such behaviour only produces unnecessary negative stimuli for discussion. The same challenge applies to the bcc field. The address field can be used when the sender

wants to send the email to a person without informing the other recipients. This can be a problem if the person listed in the bcc field responds to everyone by mistake and, thus, the others see that the person in question has received the email secretly, which may cause confusion and negative mood within the team.

It is not recommended to send any documents via email. The problem is that when sending a document, it is as a copy of the original document. It is not known how the recipient keeps the document. Does she/he know what is the lifecycle for the document or has there been any changes. A more efficient option is to keep the documents in a document management system (DMS) and send a link into the document via email. Then all who need the document can be sure that the document in the system is the latest official version. (Brown et al., 263–265.)

### 3.7.2 Document management systems

For information saving, sharing and collaboration, the document management system is the key. All documents shall be stored in the DMS. In addition to document preservation, the best applications include document management processes. The user should ensure that from a quality management point of view document management processes are adequate. The benefits of DMS include the ease of storing information, finding and using information, reducing storage space, and facilitating problem-solving and decision making. (Hesham et al., 2017, 3–9.)

It is also essential to consider the security and backup when selecting an application. The versatility is vital because, in addition to sharing information its further processing and development are critical features and ensuring that application integration is possible and interfaces are open to supporting it. Therefore, information is stored increasingly in cloud. In the end, if the end-users do not find the system easy to use, it will be challenging to implement and finding an application that is simple and easy to use without heavy training is crucial to avoid wasting indefinite resources.

Cybersecurity is a crucial part of the document management system. Documents should be given reading and editing rights at the minimum. In addition, defining the document class from public to classified is worth considering. Special attention should be paid to documents defined as a classified when they are stored and shared.

### 3.7.3 Chat and video conferencing

The difference between chat and video conferencing is blurred today, as most chat services also allow a video chat. Video conferencing or teleconferencing refers more to over wall video screens and a surround sound that is used to imitate a meeting in the same place.

Videoconference typically shows a group as if they were sitting in the same place. In addition to the face, the video also shows the hand and body from the body upwards. Therefore, it allows for much more interaction than the small image often seen on laptop online video meetings. Because of the above, it is useful in situations where the group wants to deal with complex issues. It works excellently in workshops, as well as in cases where the participants want to discuss decisions before making them. (Park et al., 2014, 118–124.)

Once the decision is clear, an email with document links works well to publish it.

The functional aspects of the chat are its ease and speed. When coworkers are visible on the desktop as a status, for example, in contact, at a meeting or a business trip, it is easy to get an overview of who can communicate and who cannot. Chat is a great way to conduct bilateral discussions and quickly ask for help in resolving a problem.

On the other hand, text-based chats do not work particularly well in group chats. A study (Brannick, 2008) shows that when a person responds to an existing conversation, she/he easily misses the point or delves in the messages given by others in the conversation. (Reynolds & Brannick, 2008, 234.)

Text-based chats should only be used for two-way conversations. They also work well in private conversations and they can made more accessible by using emoticon's; which are also an effective way to bring more informative content to a non-audiovisual conversation.

A better tool to use for text-based group discussions is forums. Office365 has Yammer as an example of an application which is a good choice when the aim is to discuss topics in a group.

### 3.8 Telework in municipalities and the world

There has been work at home for centuries. In the 16th century, for example, craftsmanship makers did their work from materials supplied at home, which the merchant then delivered the markets.

However, it can be said that actual home office work similar to current telework, was not defined until the 1970s, based on an analysis by Jack Nilles. The history of telework can be divided into three phases which are a home office, a mobile office and a virtual office. In the first two phases, the networks and information had been divided into two different locations. The difference in phase three compared to the previous ones is smartphones and cloud storage, which brought real freedom to work anywhere, anytime. (Messenger & Gschwind, 2016, 195–205.)

Undoubtedly teleworking brings benefits to both the employer and the employee. Teleworking also has its downsides; it is possible to invest in positive aspects and try to minimise the impact of opposing aspects. Reconciliation of family and work is one key advantage of teleworking, according to studies. From an employer's point of view, the increase in motivation, as well as the effectiveness of doing the job, have clear benefits. Longer working days may be challenging, the risk is generally considered to be the mixing of work and leisure, which can lead to overlong working days without proper compensation. (Messenger et al., 2017, 9–33.)

Telework has been carried out at an accelerating pace in Finland in the 21st century. The Working Barometer 2018 reports (Figure 4) that regular teleworking (regular when teleworking is carried out daily, weekly or monthly regularly) was done by one in ten in 2012 and by every fifth in 2018. (Lyly-Yrjänäinen, 2018.)

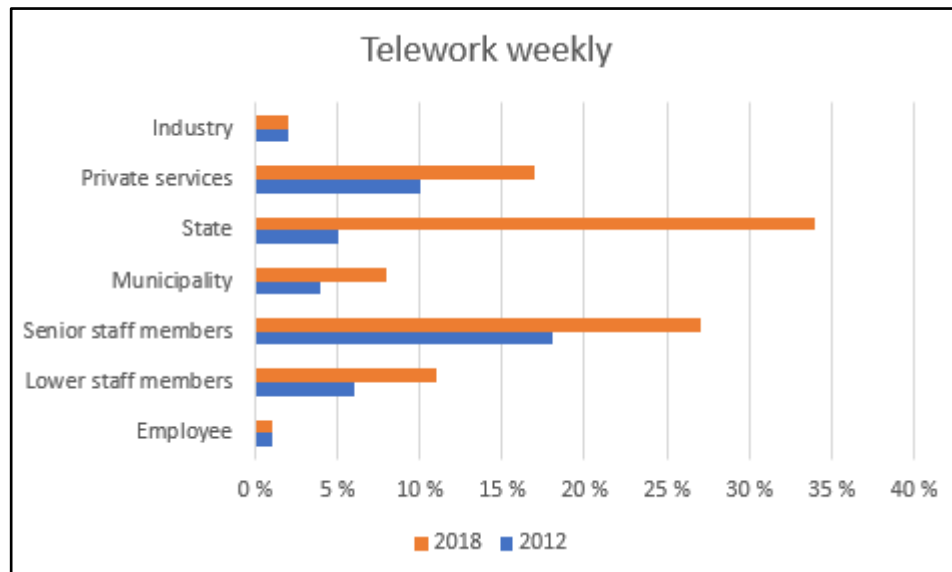


Figure 4. Telework at least once a week in 2012, and 2018 in Finland.

Telework has increased exponentially by nearly 700% in government jobs. The municipal sector has seen 100% growth in just under ten years. In the industrial sector, the amount of teleworking has not increased much. The number of teleworking for staff members has increased slightly faster than for senior staff members.

On the other hand, according to the results measured in Europe EU28, 17% of workers telework. Nevertheless, casual teleworking is more common than teleworking regularly. The number of teleworking varies drastically depending on job assignments, country or occupation, for example. At best, the amount of teleworking is about 40%, and at worst 2%. (Messenger et al., 2017, 9–33.)

The places of teleworking are also determined by gender to some extent. While men telecommute more on average, women regularly telecommute more from the home office. Cultural differences in attitudes about whose duty it is to take care of the housework are also reflected in the ways of teleworking. (Messenger et al., 2017, 9–33.)

The author of the present study has also experienced similar results along regarding telework done by the City of Naantali employees.

### 3.9 Steps of telework

The COVID19 pandemic has caused extensive economic damage to the Finnish society and business life and increased the insecurity of the workforce regarding their employment. (Vanhanen, 2020).

Finland modified its WORK2030 programme for the development of work and wellbeing at work (TYÖ2030 / Pakarinen, 2020) to suit better for the challenges caused by COVID19. According to the programme, in 2030 Finland could be elevated to the leading developer of professional life innovations in the digital age. Reforming policies, as well as the use of new technologies in the workplace, is perceived as an excellent way to promote survival from the interest rate crisis. (Pakarinen, 2020.)

Telework and virtual management are part of the possibilities of technological development in employment. Therefore, it is easy to say that fostering telework to as a form of working will increase the possibilities to achieve the digital age in every perspective. When a municipality wants to make use of telework as a form of work, there are specific steps which should be taken into account during the journey.

Table 2. Four models of telework work by a municipal organization (KT Kuntatyönantajat 2020, modified by A.Kaituri).

	Uninstructed	Role of telework unidentified	Telework is accepted	Telework is part of the forms of working
<b>Common situation</b>	Telework is not done, or done by a few and rarely.	Telework can be done, though there is no management support for it.	Telework is allowed, however, it is not common. Often done out of necessity of conditions, such as Covid19.	Telework is widely used. Management encourages that. Instead of locating, the result of the work resolves
<b>Working culture</b>	Work is carried out by traditional means at the office.	No goals have been set for telework.	Telework is an attraction factor. Telework is used to reconcile work and leisure.	Telecommuting is one natural part of an organization's operating culture.
<b>Guidelines</b>	The instruction is not created for telework.	The guidelines are outdated and emphasize job monitoring and limitations.	The guidance is sufficient, if so obsolete. The licensing process is bureaucratic.	The guidance is at a great level and takes into account the processes, practices and trainings for supervisors.

The table above presents an assessment of the appropriate teleworking situation for the municipal sector. It allows defining the current status of deploying teleworking and helps to identify the factors that should be taken into account when developing it further.

## 4 STAFF AND MANAGEMENT VIEWS ON THE USE OF VIRTUAL TEAMS

The City of Naantali employs about a thousand people. The pandemic caused by the SARS-CoV-2 virus inflicted on 150 workers being put to telework in the spring of 2020. The transition to telecommuting was rapid, which raised the question on how telecommuting was going in exceptional conditions.

The research problem is:

- ✓ What methods and practices increase team motivation and commitment in teleworking among Naantali City employees?

The research problem is approached with the following research questions:

- ✓ What is the current situation at Naantali with teleworking?
- ✓ What are the factors of human motivation and commitment?
- ✓ What factors increase the sense of belonging in virtual meetings?
- ✓ What methods and practices are usable in virtual meetings?
- ✓ What is an ideal target to achieve regarding teleworking at Naantali City?
- ✓ How to develop Naantali City methods and practices to achieve the target?

The matter will be examined by conducting a survey and interviews. This Master's thesis explores the employee perceptions of teleworking, especially from the perspective of virtual teams. Based on the analysis, the author creates a picture of the current situation, paints the optimal target for the future of teleworking and creates a strategy and step-by-step plan on how to get there. Virtual teams, motivation and commitment perspective, are kept at the centre of the study.

### 4.1 Survey methodology and timing

The survey is a research strategy in which questions define specific criteria to which an answer is sought from a group of people. In this survey, the population consisted of the employees of the City of Naantali who worked remotely in the year 2020.



Research methods can be roughly divided into two main types, qualitative and quantitative. If both types of research are chosen, the study is referred to as a mixed-method research (McKim, 2017, 202–222). On the other hand, some researchers believe that the mixed method definition can be used even when using only one type but it is used several times. (Guest, 2013, 141–151).

There are many research perspectives on the subject. The present study has still ended up using a definition mixed method where qualitative and quantitative methods complement each other.

This multi-method study uses mixed-method research methods, which include the systematic theoretical frame review method, survey and individual interviews. The author of this study explored the previous scientific research in the field extensively and read through several research questionnaires related to the topic. Research articles and international barometers were used (n=72). Based on other surveys the author constructed a set of questions that are suitable for the research question and target group.

The survey was conducted using the Questback application. It was emailed to 154 employees in the City of Naantali in late June 2020. The data accumulated significantly in the survey (n=120). The survey were conducted anonymously. A set of the respondents was selected by gender, age, background and job assignments for the interview (Appendix 2, Appendix 3) study (n=7).

The survey was closed at the beginning of July and the percentage of the respondents was 77.9%. Based on the experience and statistics from surveys overall, the response rate can be considered surprisingly high. On a brief analysis, there are two significant reasons for the high response rate. One is the importance highlighted by the top management (Appendix 4) of the City of Naantali for the success of the survey. The other is the urgent telework assignment due to the COVID19 pandemic and the employees' resulting need to provide feedback on success.

The quantitative parts of the research questionnaire were studied to identify the elements that needed to be shed more light on during the research interview. The analysis of the survey answers raised some other questions as well: for example, what was the teleworking environment like before the COVID19 pandemic. In order to find answers to the questions raised by the survey answers the interview questions were constructed based on the survey responses. The interviews aimed to deepen the knowledge of both

the current situation and the time before the pandemic as well as to gather development ideas for the future.

#### 4.2 Survey questions and interviews

The survey was conducted in Finnish. The questions translated into English can be found at the end of this thesis in the appendix 1.

The sets of questions covered the following topics: background information, motivation, commitment, meeting practices and techniques, the meaningfulness and effectiveness of telework as well as the support from the City of Naantali and communication in telework caused by the CCOVID19 pandemic.

#### 4.3 Analysis

##### 4.3.1 Telework at Naantali City before COVID2019

The author of the present study acted as an external consultant for the City of Naantali. The author had no access to the information systems of the City of Naantali. Therefore, the analyses of the study are based merely on the data obtained based on surveys, interviews and some documents.

Based on the results of both the survey and the interviews, teleworking in the service of the City of Naantali is not one form of work among others. In some cases, it may have been used occasionally in some positions. Still, it has not been encouraged and defined as a form of work. In addition, there has been no training for it available. As very few people have the opportunity to work remotely, the employees are not equal in this matter.

Shortly prior to the pandemic, Microsoft Teams was introduced as one of the tools. The tool itself would allow teleworking to be done, but for some reason, it has not been used any further.

All the work processes should be described in detail, however, the telework processes at Naantali City are not defined as needed. If procedures are described, the information is not communicated to the employees as they do not know where to find it.

The focus of remote deployment is on the description, instructions and training of the operating models. Training for the Office365 Teams program is given and there are instructional videos about it but due to the absence of internal access rights, the author of this study could not verify how easily the videos could be found.

There is no actual training for teleworking and, thus it, has not been provided either. The support received by the supervisors for commissioning telework is lacking, in addition, the training on the specific features of teleworking is also lacking. Meeting practices and so-called best practices have not been defined and shine by their absence.

Everything upholds natural because before the COVID19 pandemic teleworking was not used as a form of doing work.

#### 4.3.2 Naantali strategy 2022 and virtual work

The Naantali City Strategy 2022, which was adopted in 2018, says the following about the city's values and success themes. Some of the values are trust and courage. Trust means that in the town of Naantali, people value each other, keep their promises and build trust by acting openly. Courage, on the other hand, means acting differently than before, receiving feedback and the ability to innovate. Both of the values are relevant from the point of view of telework. Trust is essential, coupled with the courage to experiment and develop, in order to produce unprecedented results in work development. (Kaupunginvaltuusto, 2018.)

Two of the five values defined by the City of Naantali are courage and safety. The development of telework and working practices contribute to these values.

The strategy is divided into success themes. Three of them are proactive and prosperous staff, Digi-Naantali serves and participates and competitive environment for companies. (Kaupunginvaltuusto, 2018.)

Teleworking can be seen as a part of all three themes mentioned above. Although teleworking was not a form of work before the COVID19 pandemic, it is worth having it as an alternative form of work in the future.

#### 4.3.3 The success of the virtual meeting

In teleworking, meetings are virtual. The theoretical frame of reference explains in the previous paragraphs what the studies say about the success of team meetings—the following analysis details how workers in the City of Naantali experience the same thing.

The following listing shows all those issues that were considered essential for the success of a telework team by more than 50% of the respondents.

- ✓ During the meeting, the technology works properly 84%
- ✓ The meeting starts and ends on schedule 67%
- ✓ The meeting has an agenda and it is followed 56%
- ✓ Team members do not talk on top of each other 52%
- ✓ All team members are on time at the meeting 52%

It is also crucial that every member of the team is given the opportunity to speak up during the meeting which means that a sufficient amount of time has to be allocated to working through the matters. In order to make the main issues mentioned above work satisfactorily, the importance of them has to be highlighted to the superiors who also have to accept their significance for a successful meeting.

Microsoft Teams was used extensively even if it had only been launched shortly before the pandemic began. Teams was used by 94.2% of the respondents. This raises the question about what kind of work was done by the just under 6% who did not use Teams. It may be that their work was administration-related and the tasks were handled only through email and documents. The author did not dwell on this issue any further.

Approximately 5% of the teleworkers have teleworked earlier in their working career. in other words, altogether 95% teleworked for the first time during the COVID19 pandemic. Taking into account the percentage of the increase in teleworking, the COVID19 pandemic may prove to have a positive impact on the workplace culture in the future.

#### 4.3.4 Space of improvement in teleworking

Employees in the City of Naantali thought that virtual meetings, especially at the beginning of the pandemic, were technically challenging. Connections were broken in

the middle of the meeting and some did not have the necessary equipment or connections in place.

The Virtual Private Network (VPN) connection was praised for its ease, although also critical voices could be heard. One of the main reasons for the criticism was that especially when using VPN in meetings, technical problems in the form of the stuttering of sound and connection problems were encountered.

Virtual communication was also perceived as challenging because the lack of physical presence adds quickly misunderstandings. On the other hand, especially in the interviews, it was emphasised that when operating in virtual teams, people focus more on the action which, in turn, results in fewer errors.

Although there were technical problems, especially in the connection in the early days, it was noticeable that the longer people had worked remotely, the better the technical challenges could be tackled.

Leadship at a higher level was experienced challenging and the managers felt that it was easier to sense the atmosphere while on location than remotely.

Workers also yearned for contact with other people. The contact was missed in particular when having complex tasks to complete.

In practical work, processors such as printing, scanning, archival search and mailing proved impossible. People were troubled by the fact that some of the employees did not have out-of-office messages in their systems and thus it was impossible to know who was available and who was not. Presumably, this was a problem especially for the telephone switches or employees whose answer customer calls and pass them on to the others.

The arrangement of the remote work caused concern. The training had not been organised to clarify practical matters. Some people found it problematic that separating work and leisure was difficult. In addition, chattering on a coffee break with co-workers was difficult too.

Telework was also particularly visible in the customer interface, especially in the health care sector. Some of the appointments were handled remotely and it came as a surprise to the customers, also the teachers were concerned about the equal treatment of pupils. Generally speaking, communicating was often a challenge. Standard practices were not

designed for remote work, and, therefore, important messages were missed because it was not known what it means to convey information and who will do it.

#### 4.3.5 Motivation

At the start of the COVID19 pandemic, many had fears about how to figure out the teleworking time. It is understandable because the transition to teleworking was organised with a tight schedule. Especially in the field of teaching, the information from the Finnish government came with such a short notice that it was not possible to prepare for telework more than a few days.

As telework progressed, fears and expectations changed. Generally speaking, it can be said that people were very motivated to do their work remotely.

The employees noticed that in teleworking taking responsibility for their own work increases and, when confidence on the part of the employer to telework is in order, then the motivation to do their work well is even greater. This knowledge is also useful in developing traditional office work on an individual basis. The worker's ultimate desires for her/his work to carry motivation far. (Pahkin, 2015).

Job satisfaction was enhanced in particular by the experience of being more effective. Many reported experiencing stress while working at the office because focusing on your work is challenging when people are around. Periodisation of work was also perceived as more comfortable when working at home.

On the other hand, people also emphasized the importance of the supervisor's work. The fact that a supervisor can be caught when needed was perceived by teleworking even easier than at the office. It is easier to see who is free at any time and thus contacting people was perceived as trouble-free.

The stress-free work environment emerged as a top theme in many responses. Several employees highlighted the fact that there is an x-number of work tasks, when working at home, one could start the working day at any time and decide also when the work is done. This, however, also had its downside, mainly because the workers felt that they were responsible workers. Thus the responses highlighted risk of stretching the work days in teleworking. This result follows is consistent with those demonstrated in previous international studies (Messenger et al., 2017, 9–33).

The motivation of the supervisors in teleworking was asked as an open question. The responses were analysed by dividing them under different titles. Based on the responses, the following groups were found:

- ✓ technology
- ✓ rewarding
- ✓ family and work
- ✓ efficiency and well-being
- ✓ communication
- ✓ other

A straightforward top of three was highlighted in the answers. Some of the answers would have fitted under all three categories, but the place was pinned according to how much the response had highlighted a specific subject area.

Table 3. Supervisors' experiences of motivating during the teleworking period at Naantali City

<b>Job management</b>	<b>Efficiency and well-being</b>	<b>Communication and trust</b>
Manage your schedule and feeling of job management.	The motivation of their own subordinates to telecommute was evident in the new work environment.	Everyone's time saving for the right job tasks. People are easier to get contacted both ways. Raising confidence.
Easily get the parties involved together. No need to travel.	Calmness of the working environment.	Building trust.
I will be able to plan the work week flexibly and concentrate on planning work on remote days.	The emergence of results and satisfied employees.	Efficiency of meetings.
Scheduling more flexible.	Doing work is more efficient and has more time for employees. Working habits have been rationalized with the introduction of Teams. We know where we go.	Same as in traditional work, I am able with my own experience to be helpful to others.
Workers who are happy to report their work, workers who open their work at a remote time and organise their work well.	Responsibility and freedom. Glad to see the team take responsibility, are efficient and thrive on teleworking.	At remote meetings people are mentally more present.
New challenges when work is done remotely.	Quiet working conditions.	Good collaboration with the team. I can trust my team members, things will be done.

In the table above, the author has, in the analysis of free-form responses, broken down the answers into three different areas of the characters of motivation. Supervisors have been motivated by things related to the manageability, communication or efficiency and well-being of workers. The answers paraphrase the same results as the workers' responses. It can be said that the managers are, to a great extent, motivated by the same things that the employees perceive as motivating in their supervisor's work. It is, therefore, of paramount importance that the supervisor's work focuses on improving what is maintained. In this case, the same work will bring about the motivation for both groups, employees and supervisors.

#### 4.3.6 Commitment

Commitment to work and/or team differs in virtual environments from traditional face-to-face activities. Challenges arise because individuals are not physically present. (Horwitz et al., 2006, 472–494.) The question of commitment to teleworking produced a lot answers, of which a few stood out.

The single thing that was accentuated was one's peace. In part, the same factors that increased motivation also increased the commitment.

The employees felt that working at the home office provides a calmer environment and, through that, they felt they get more done. Efficiency was a critical theme in both the survey and the interview responses. Although in a wide sphere of work, work planning is centrally accomplished by a manager, or especially in customer service situations, based on customer visits, in a remote work people emphasize their readiness and responsibility in designing their work. Planning work is perceived as a very positive factor in promoting well-being and commitment at work.



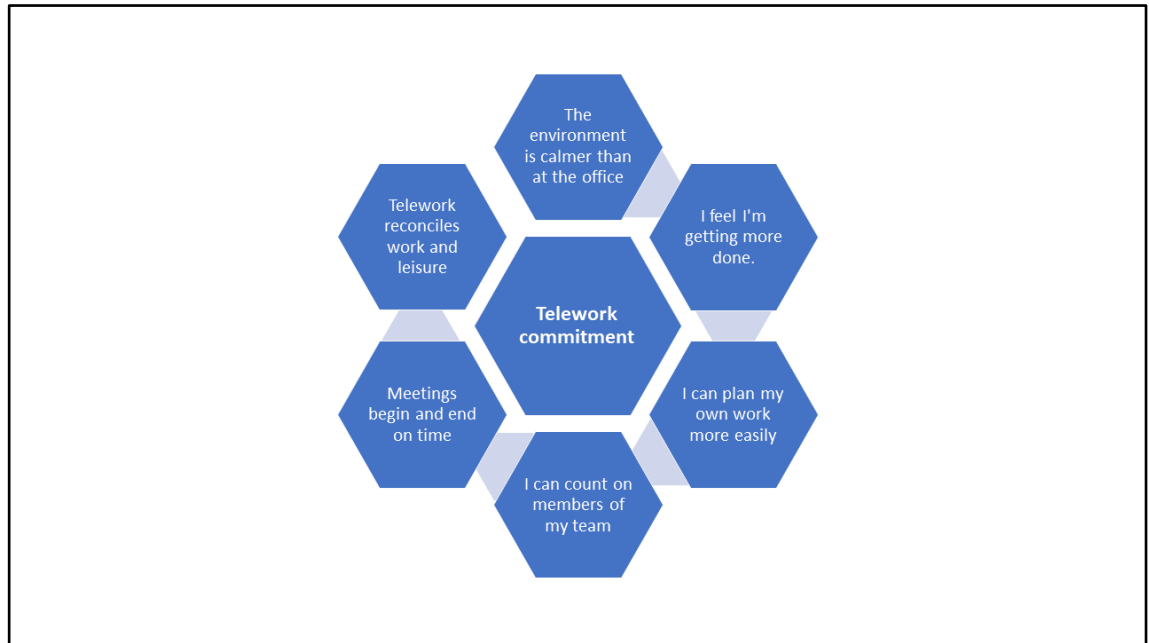


Figure 5. Employee statements of commitment to telework at Naantali City.

The team dynamics is an integral part of the feeling of commitment. Trust in the team members and the concrete of methods and practices in the meetings are felt to be particularly necessary. When meetings begin and end on time and confidence in the other team members is built, the best outcome will be reached. One popular answer by almost half of the respondents was the support and encouragement of the City of Naantali regarding telework.

The modes of action in virtual meetings changed with the teleworking during the pandemic. The lack of meeting practises seemed to affect commitment. Meetings did not start on time, and on the other hand, they could stretch the over the time between the meetings. Some of those in senior positions had so many meetings during the day that some of the meetings overlapped. Attempts were made to solve it by creating one meeting through the phone and the other one on the computer, which proved virtually impossible and resulted in neither of the meetings succeeding.

In almost every answer, regardless of what was asked, confidence was emphasized, above all by the city's confidence in that the employee/supervisor/expert or whoever will do what she/he has promised.

#### 4.3.7 Management support

The research shows that the support of the top management is a necessary part of benefitting from doing telework in the form of improving well-being at work (Hertel et al., 2005, 69–95). During the COVID19 pandemic, help was available for those who did telework. Still, without the epidemic, there would have been no support because telework could not have been done at all.

The respondents emphasized that trust shown by the management in teleworking improves commitment to the employer. Many felt that management suspected the employees of being lazy at home or doing something else than work when at home. Several previous studies have shown similar results (Horwitz et al., 2006, 472–494). However, it can be concluded from the answers that the case is the opposite: When people work remotely and are able to have more influence on their work and schedules, the motivation to complete their work also improves. The employees want to show that the work is done even more efficiently and with better quality when working remotely.

Generally speaking, it was felt that the top management of the City of Naantali would not encourage teleworking unless they have to which was what happened during COVID19. The workers fear that teleworking will be a once-in-a-lifetime experience and as the pandemic relents teleworking is no longer allowed.

#### 4.4 Conclusions

The COVID19 pandemic brought about the start of telework on a tight schedule in the spring of 2020. The City of Naantali has been digitising its operations for a more extended period and Office365 Teams was introduced as planned shortly before the pandemic started. Based on the results of the present study, it can be said that the City of Naantali has done exemplary work in digitisation, because without the introduction of Teams prior to the breakout of the pandemic, the pandemic era of teleworking would have become very troublesome.

The City of Naantali has approximately 1000 workers, of which slightly over 150 started teleworking due to the pandemic and about 95% of them had no previous experience of telecommuting.

Because the teleworking period started so suddenly the start was very challenging. Perhaps the pandemic period that touched everyone, however, made everyone work together for the common goal.

People were generally very committed to teleworking and the new situation further motivated them to try harder. Challenges from a commitment and motivation perspective were identified in virtual meetings. The standard rules of the game and ways of operating were at the centre.

On the other hand, teleworking was perceived as very motivating in itself, because the employees could work in a calmer environment. Planning and scheduling work was perceived as significant. Many also highlighted the increased job satisfaction (21%), reduced stress and increased commitment (73%).

People felt that the responsibility for their work lies with themselves. The supervisor's credit for the work despite teleworking was perceived to be necessary.

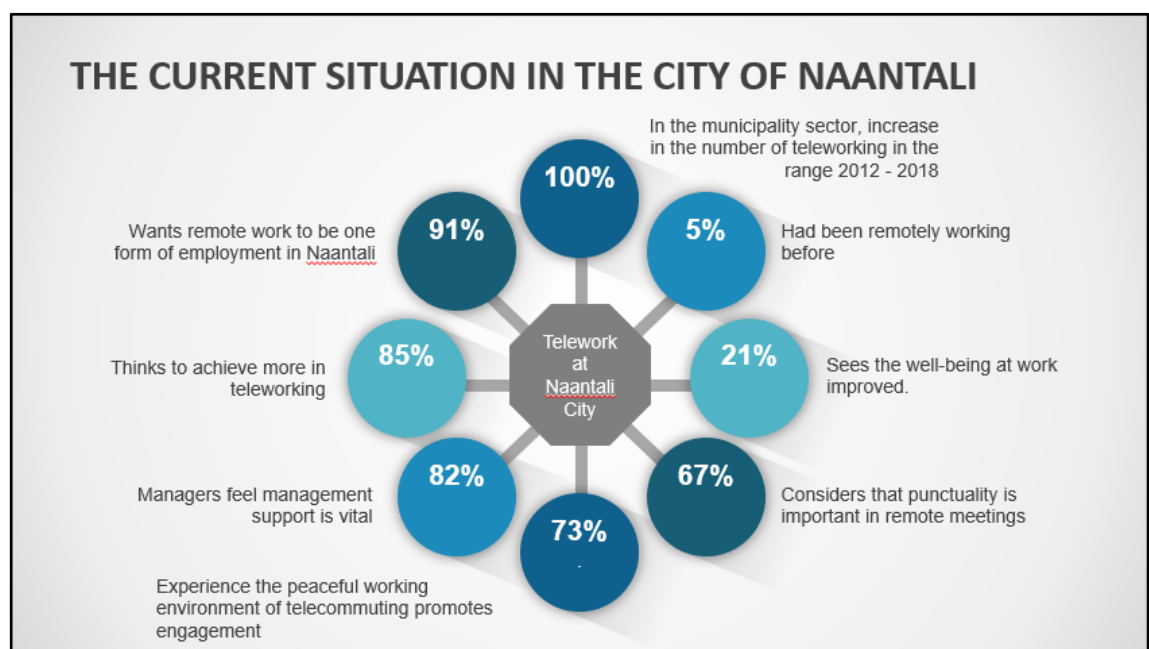


Figure 6. The experience of the City of Naantali from the work of telework in COVID19 during 2020.

In the image above, one can see the distribution of different opinions on telework. Given that in the 2010s, teleworking in the municipal sector has increased 100% (2012 4%, 2018 8%), perhaps the same trend will be seen Naantali City in the future. Many respondents were left with the fear that after the worst phase of the pandemic,

teleworking would no longer be allowed. Nevertheless, approximately 95% of the respondents hoped that teleworking would be one form of working in the future as well.

## 5 THE DEVELOPMENT OF TELEWORK

### 5.1 Introduction

According to the mandate of Naantali City, the author of this study has described the teleworking situation prior to the COVID19 pandemic, described the target state of teleworking as well as created a strategy and a detailed plan for how to reach the target state. This section contains a plan which is created based on the present study on how the City of Naantali can promote teleworking from the current state to the future. The plan includes three phases. The first phase focuses on the normalization of telework as one form of work.

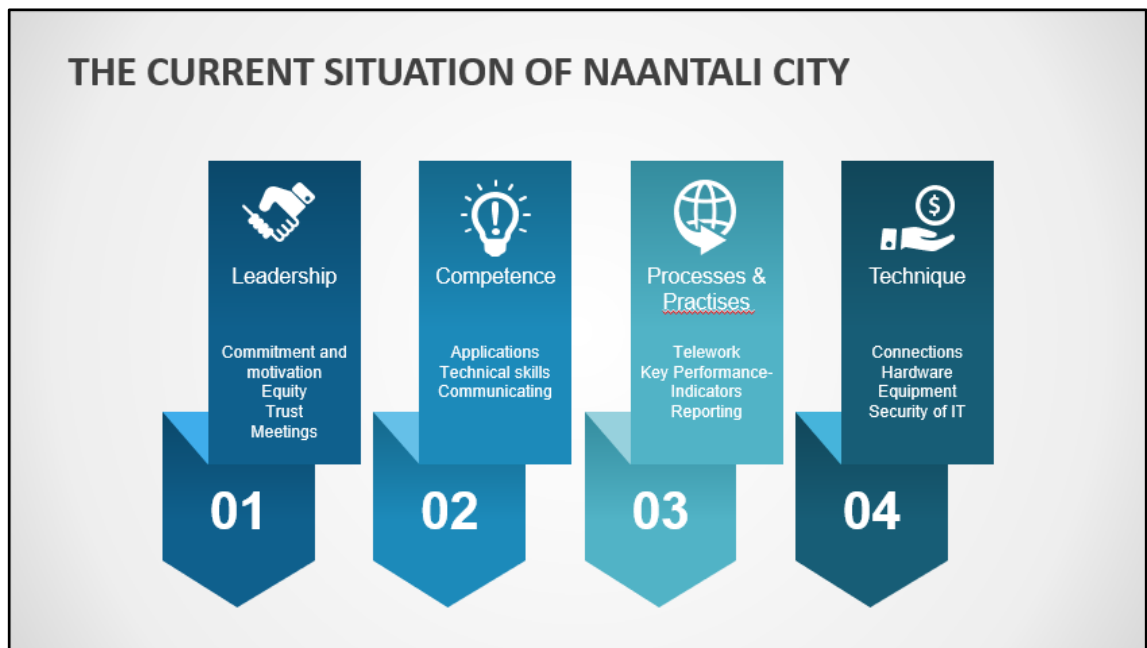


Figure 7. Four subject-sets that allow telework at Naantali City.

There are four subject-sets that allow for the deployment of telework. These are leadership, competence, processes and practices and technology. Each entity contains more specific headers that need to be created or developed for the purpose of deploying telework.

In the following paragraphs, the author provides instructions for action to be followed in the first phase, namely the deployment of telework. In the second phase, teleworking will be developed to take better account of the indirect effects of teleworking.

The third phase describes the ways to further develop teleworking, making it possible to achieve a leading telework city position in Finland.

## 5.2 Recommendations

Based on the survey and the interviews, it became obvious how employees and supervisors feel about teleworking—as several trends from the world show (Hertel et al., 2005, 69–95; Messenger et al., 2017, 9–33.), teleworking and commissioning benefit both the person her/himself and the organization as a whole. Although there are some challenges in teleworking, there is such a large number of positive sides that teleworking can thus be recommended.

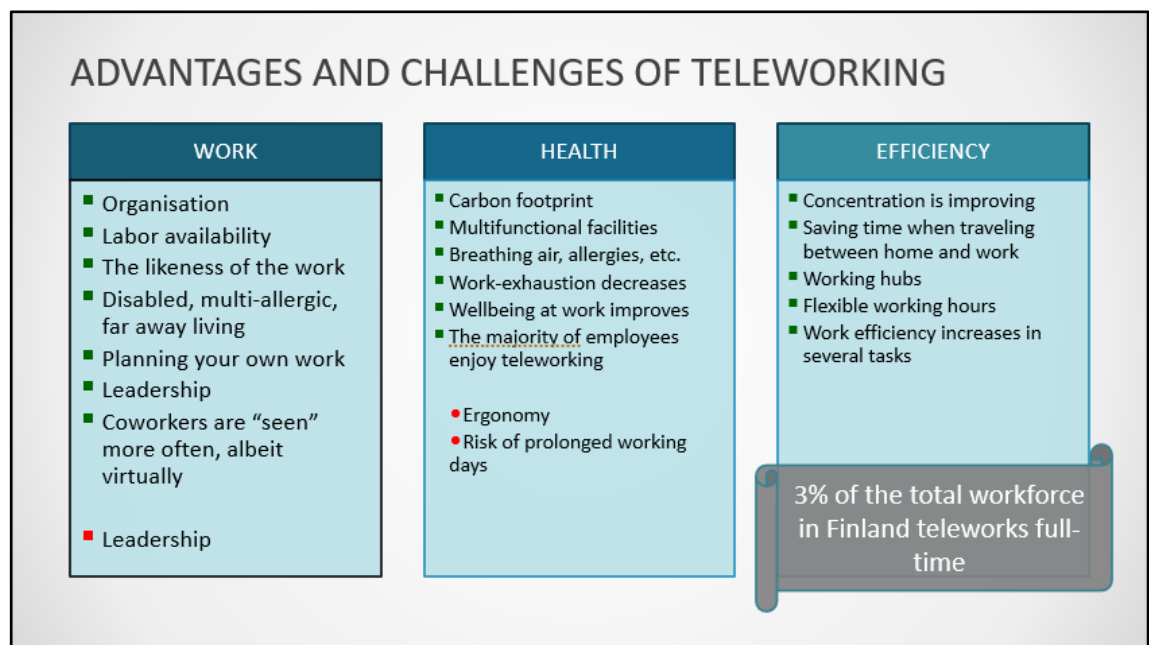


Figure 8. Advantages and challenges of teleworking in the City of Naantali.

Management and managerial success are critical conditions for success in everything. Outstanding success can be a challenge in teleworking if not enough consideration is given to the specifics of telework concerning leadership. When working in the home office, attention should be paid to good ergonomics. Because people feel they can achieve more in teleworking there is a risk for working days stretching as workers get into so-called flow mode. Another reason why the workday can stretch is that there is lack of instruction and training for teleworking. Also worth noticing is the fact that teleworking is not suitable for everyone. Therefore, it should always be voluntary.

### 5.2.1 Leadership

The methods and practices of leadership differ in telework from traditional management. Motivating and engaging is different because there is lack of physical closeness. On the other hand, teleworking gives opportunities for more efficient performance and often contacting is more effortless and more comfortable to implement when one can see from the system when the other party is ready to chat and when not.

In supervisory work, the people and their personalities should be more carefully taken into account. Workers perceive teleworking as an essential element of managing their work, in addition their commitment is increased by the sense of trusting a person as an employee. However, this does not mean that the team members should be left on their own. On the contrary, in order to improve the sense of cohesion, the support and caring of the supervisor should be tangible. Weekly coffee breaks with the team are the preferred way to start building virtual cohesion. In addition to the coffee breaks weekly, it is good to call with each team member regularly. Since the so-called aisle conversations are left out, it is good to create virtual situations where the team members can chat informally among co-workers. An example of how to do this is creating a process within the team to enable 5-10 minutes of informal meetings a couple of times per week.

As in traditional work, especially in teleworking, the importance of communicating rises to the apex. The supervisor should ensure that all employees receive the same information at the same time. Everyone should know how information is shared and where. The author recommends that the managers would provide standard practices to support communication in order to ensure the equal treatment of the employees as far as flow of information is concerned.

In virtual meetings, every member of the team needs to make their voice heard. Therefore, the supervisor should take care to ensure that everyone can contribute to the discussion. There are many ways to do this: For example, the supervisor may ask the most silent team members their own opinion on the matters discussed, not pressuring but encouraging them to participate. At the end of the meeting, it is advisable to do a further 'interview' round among all team members, whether someone has anything to add. Each person can do it by name-calling and inquiring if she/he still wants to say or ask something. It creates a sense of cohesion and helps those who otherwise would not necessarily make their voices heard to tell their opinion.

Supervisors perceive the team's mutual dynamics as important. According to the views of the team members, in the context of teleworking, the managers attach importance to the issues that contribute to the team members commitment to teleworking. The team members, however, think that trust is one of the most central issues in teleworking. When the managers' answers are analysed in the order of priority, it can be seen that giving and getting feedback, how systems and software work and managing conflicts are precisely the ones that increase the sense of trust.

The supervisors (n=35) were presented claims and they had to answer on questions about the importance of the claim, as well as on how successful they themselves felt in doing so (Table 4.). The importance column on the green box is marked with all claims whose importance average exceeded 6.0. The middle column describes the average of the responses in terms of one's success. The last column presents the difference between the importance and one's own success. When the importance average is above 6.0 and difference is over 0.6 it is marked with a red box.

Table 4. Supervisors' views on the importance of different things and their success in them (green box=average > 6,00; red box = difference > 0,54).

	Importance		Own performance	
	Average	N	Average	Difference
How to act when technical incidents happen in the meeting	6,20	35	5,14	1,06
Setting goals for the team	6,14	35	5,26	0,89
Motivating and engaging employees as a remote manager	6,11	35	5,29	0,83
Knowledge of the use of systems and applications	6,49	35	5,69	0,80
Conflict handling and anticipation	5,71	35	5,03	0,69
Communication remotely	6,34	35	5,69	0,66
Building trust remotely	6,09	35	5,43	0,66
Team members are free to give feedback to me	6,09	35	5,49	0,60
I give feedback to all team members on their activities	6,00	35	5,40	0,60
Remote Management meeting policies	6,03	35	5,49	0,54
Guiding work through team members strengths	5,83	35	5,31	0,51
Differencies between telework and traditional management	5,34	35	4,89	0,46
Exchange information about other teams ways of working remotely	4,89	35	4,54	0,34
Strenghts and weaknesses of team members	5,43	35	5,20	0,23
Role-playing in remote meetings	5,46	35	5,26	0,20
I know the job of the team and the importance for the city	6,14	35	6,00	0,14

Based on the table above, among other things, the content of training can be tailored. Those things that supervisors consider important, but at the same time the difference to their own success is large (red box), can be judged to be the cornerstones of training.



On the line at the bottom, the text “I know the job of the team and its importance for the city” can be seen circled in the green box. This claim has received reasonably high points of importance and at the same time the difference to one's own competence is extremely small. Thus, it can be concluded that the City of Naantali has conveyed particularly well the significance of teams from the point of view of the city.

What is interesting, however, is that the things that increase the sense of trust and which managers consider particularly important are, at the same time, the ones where the need for development is the greatest. This may be because people underestimate themselves, or because there is no experience of perfection in these matters. Based on the interviews, when the respondents were asked why they do not evaluate their own performance on the top of the scale, they answered that there has to be room for improvement. This may be one reason why there are only few top scores, if not at all. Whatever the reason is, it should be noted that the training should be balanced around these issues in order to achieve the best possible outcome in this regard.

As the analysis showed, trust is one of the essential parts of ensuring that the team works. Building trust is a long process that can be fostered by a few mnemonic rules. In traditional management, trust is created through everything else that is included in the work: at lunches, hallway conversations, coffee, random encounters. Since, when telecommuting, the previous random encounters are left out, trust must be built by other means inside the team.

Within the team, it is necessary to create rules that everyone knows and which the members together follow. Information should be correct, timely and transparent. People should be able to trust that everyone gets the same information at the same time. Therefore, it is vital to agree on which platforms are used for which information. It is recommended to create rules for information sharing, who, when and on which platform the information shall be shared.

It is recommended to brighten the task of the team and showcase the tools on how to achieve the goals from time to time. The team should know what are the expectations for the team and how to meet the expectations together as a team.

The measurement of the team results and presentation of metrics, as well as tracking, produces the feeling of doing together. Together the team will be successful, giving positive feedback and perhaps having a virtual coffee with a cake. Moreover, if the team performance is poor, the team can think together about how to improve.

### 5.3 Processes

Due to the COVID19 pandemic, the leap into teleworking was sudden. It seems that it is one of the biggest reasons why the processes and methods of teleworking were not in order.

Based on the interviews, it can be said that the employees, who want to telework, ask their supervisor first. However, the actual procedures, how to telework is sought and how it is granted have not been adequately described.

In many work tasks, teleworking can be done on one or more days a week, in some positions on one day every other week and in some all the time. In Finland, 3% do exclusively telework (Lyly-Yrjänäinen, 2019). In the few times that teleworking has been done before the COVID19 pandemic, teleworking has been part-day in spite of the fact that the benefits of teleworking become best visible when at least one whole working day at a time is done remotely. Sometimes half a teleworking day is justified; however, it should be remembered that the best benefits are achieved when the whole working day is done as telework.

The author's recommendations for developing processes at the first phase are:

1. Telework agreements should be made through the co-operation procedure.
2. Description of processes for applying for telework.
3. Approval of telework document
4. Process description of teleworking.
5. Creating documentation or system for monitoring telework
6. An assessment form to assess the suitability of telework for work and an assessment of how much telework can be carried out
7. Telework, software and IT skills assessment form
8. Creating teleworking key performance indicators
9. A biannual total assessment of teleworking by HR

According to the study, not all remote workers used the internet connections in a way that would be appropriate for teleworking. The recommendation is that the City of Naantali makes a contract with an internet connection supplier so that the Naantali City

workers can get efficient web access to their home office at an affordable price. This contributes both to teleworking and to engaging the employee with the employer.

Working ergonomics encompasses all that is needed for a worker to feel safe, healthy and maintaining all forms of wellbeing. Ergonomics is about much more than a good working position; it involves hearing, seeing, ability to receive information and stress management. (Launis & Lehtelä, 2011, 17–21).

Based on the study results, there was lack of work ergonomics in teleworking at the home office and the workers developed their own ways of getting the best possible outcome from the point of view of ergonomics. It is recommended that a longer-scope ergonomics development program for teleworking should be made. It could include, in addition to instructions and procedures, agreements between the City of Naantali and suppliers from whom the city workers could acquire office furniture for their home offices at affordable prices. When creating the process attention should be paid to the criteria for tax deductions for the employees' home office.

### 5.3.1 Tools

The City of Naantali is currently using the Teams app. It was introduced shortly before the start of the COVID19 pandemic. The study results show that the employees are delighted for the introduction of Teams, many considered Teams to be almost critical in doing the work. However, there more training in the use of Teams was also desired to be able to learn the 'tricks' on how to use it even more effectively.

The author recommends creating training for Teams and other app users. Training should be arranged for each functional team individually because people dare to ask questions more easily when they are in small groups. Peer support within one's own team is also essential. The interview results showed also that joint training adds the sense of belonging.

Teaching can be arranged either traditionally in face-to-face teams or by using remote connections. According to the view of the author, the challenge of teaching remotely lies in the fact that teaching tasks are tricky to do when following the educator showing on her/his screen how to use the program, for those who have access to two screens remote learning works better. For others, a traditional classroom training is recommended.

The Office365 package features numerous programs that are effective in business and communication use. It seems many of these programs are not in use.

Since the expenses incurred from the Office365, it is recommended to use it as efficiently as possible. Both the survey and the interviews emphasized that when an employee encounters a problem, they first seek advice from a co-worker and then supervisor. Because everyone's work can face such challenging problems that close colleagues cannot answer them, it would be advisable to use the vast knowledge capital of the City of Naantali and its staff.

One way that should be considered would be the widespread use of Yammer for information sharing. Yammer could be used as a general forum, within which you can create discussion groups on different topics.

Typically, Teams include someone's work group/project and related documentaries as well as discussions. Yammer could initially create for example a forum for experts in the City of Naantali where any employee can ask questions and all can propose the answers. It would allow joint knowledge capital to be effectively distributed and also those who otherwise just read the chains could learn more. Yammer can create alerts on the Microsoft Outlook, and then the user gets an alert when something new has arrived on the forum and Yammer does not need to be open all the time.

There are things within the team that may not be directly related to work, but which may cause conflict. It would be essential to be able to create a dedicated discussion arena for the team, where different issues can be openly discussed. Yammer works as an upholding forum brilliantly.

Sway is a good platform when one has to post something elegantly to the others. It is easy to draw up magazine type documentation or even interactive presentations. It works particularly well for customer communication when the matter itself requires more text. The use of Sway could be considered first and foremost by the communications and marketing departments.

Delve, is a program that shows a person's own her/himprofile and behaviour, as well as other people's behaviour, thus it presents things that might be interesting. Delve works well as a workday start page, from there one can see at a glance what is going on and which work groups are active at the moment. So, in short, Delve is an AI algorithm that

provides information on what is happening in the areas that are most likely to be the most relevant to work.

The People app integrates all contacts in one place and displays all the email groups, phone calls, contact groups in the system making it easier to find contact details for people. The additions can also be used to attach other contacts to the program, for example social media or LinkedIn, so that by clicking on the person's name, one can find all the connections of the person. The author recommends to visit Delve and People app and if it feels necessary to introduce that it can also produce unpredictable benefits.

### 5.3.2 Practises and methods

A virtual meeting should always have an agenda in place. The agenda should indicate what the purpose of the meeting is, the schedule, how much time has been set aside for the various topics and so on. It is also essential to know who is concerned. If a person has his/her turn in the meeting, it should be marked on the agenda so that the non-speakers can also prepare for the topic with their questions.

Those who had many meetings during COVID 19 resolved the matter by conducting one meeting by phone and another by computer. This method of action did not work because the person did not stay in the carts at either of meeting.

The previous problem can be solved in such a way that, as mentioned above, meetings need to be better planned and the so-called 'unnecessary' invitations to meetings avoided. In the case of for example line meetings, which can be attended by several dozens of people it is vital to mention the topics that do not apply to everyone.

Team meetings should focus on the meeting agenda. Too often other work tasks are done at a remote meeting. Such a culture of multitasking should be avoided as doing other work during the meeting takes attention away from the meeting. One way to reduce this kind of activity is to keep the camera on during the meeting. When the rules related to meeting culture are decided it is good to include the avoidance of harmful multitasking in them as discussed above.

The schedule of the meeting can be planned, among other things, so that matters that concern everyone are dealt with first, and the matters that concern only a part are dealt with at the end of the meeting in which case those who are not concerned leave the

meeting and continue other work. If a meeting requires a 'keynote' speaker or someone who will present a topic to everyone, it makes sense to schedule the meeting so that she/he can be notified about the time when she/he should arrive at the meeting.

Numerous development and improvement suggestions for virtual team work came up in the survey and interviews, the table below shows the ones that the author recommends to be introduced immediately.

Table 5. Employee views on the development of virtual meetings.

Meeting policies	Technology	Training and rules
Teams meeting "raise hand" to get the floor.	Web-cam and headset for everyone.	Strengthening general IT skills by training.
The agenda of the meeting more accurate and delivered well in advance.	Adjusting working ergonomics at home office.	The network shall also work in video calls.
In big remote workshop type of meetings the participants could be divided into smaller groups in the middle of a meeting to solve a number of problems.	Tracking working hours so that flexim could be set on and off remotely.	Clear rules on when should be available.
Common rules on that microphones are muted while others speak and on how to use a video camera.	Functioning hardware and connections.	Training for the use of Teams.

As seen above, employees are innovative and they are eager to develop the current processes and practices. The staff is ready to improve the current situation but needs the encouragement from the management. An even closer working community can be achieved by investing in ideation and systematic gathering of the best ideas. What is essential is encouraging the staff to brainstorm freely. It is worth creating processes and policies on how ideas are processed and the best of them brought into practice. The leadership plays a significant role in both encouraging ideation, rewarding and communicating effectively the ideas created by the staff.

Occasionally, at a remote meeting it can be noticed how someone gets a microphone on and background sounds flood the meeting. It is not necessarily negative: Virtual meetings are often clinically neutral as for the sound world, allowing occasionally a pinch of humanity like the whimper of a cat being heard from the background can relax the mood.

### 5.3.3 Motivation and commitment

The employees motivation for teleworking and team work was assessed on a seven-step scale (Table 6). The median value was 4 which was clearly exceeded by all options that were assessed. The smallest value was almost 5 points, which can be described by a sentence: This motivated me a lot. The rest of the rates were all above of it.

The layout of the questions had been implemented so that the respondent had to think about it explicitly in terms of virtual work. When looking at the answers, it is obvious that many of the answers would work equally well, even when looking at the traditional team's motivational means.

It is therefore important to remember that while factors are largely the same as in the traditional way of working, achieving them can be different in virtual management work.

Table 6. Motivation aspects in the team(N=120).

<b>MOTIVATION ASPECTS (n=120; scale 1-7)</b>	<b>Average</b>	<b>Standard Deviation</b>
1. My work seems meaningful	6,39	0,82
2. Team members are kind to each others	6,24	1,20
3. IT programs in the meeting work well	6,23	1,16
4. IT connections in the meetings work well	6,20	1,22
5. The city of Naantali has a positive attitude towards teleworking	6,13	1,14
6. I am free to to suggest ideas in the team	6,09	1,06
7. I feel safe in the team	6,00	1,25
8. I get honest and fair feedback	5,88	1,30
9. Team members encourage each other to successes and career development	5,79	1,29
10. I know my and others role in the team	5,76	1,17
11. We are all equal team members	5,68	1,42
12. My own values align with the values of the team	5,66	1,18
13. Clear goals have been set for the team	5,44	1,33
14. Our team will be able to establish conflict situations in a natural way	5,34	1,49
15. Giving critical feedback is accepted	5,31	1,39
16. Goals have been set for the team and those are possible to achieve	5,14	1,49
17. My team is rewarded for very successful work	5,06	1,80
18. I know mine and others weaknesses and strengths	4,92	1,30

From the listing above, it can be noted that several motivating elements are related to the in-team experience of trust, for example sentences 2,5,6 & 7. The study has discussed trust in the earlier chapters as well, but this cannot be overemphasizing.

The atmosphere must be created inside the team where critical feedback (15.) is authorised. The team supervisor has to encourage feedback. According to this study, the feeling about the importance of one's work (1.) increases motivation. Since the team has a lot of quiet information, the team members should be encouraged to share it. One way to do this is to allocate to team members the task of sharing information about their specific area of expertise to the others, for example, so that in weekly meetings there is time allocated for teaching and learning from the other team members.

Office365 comes with a Forms program that can easily create surveys. It is desirable to create a poll consisting of a few questions for the team regularly. Example questions are like: How has the supervisor succeeded? What is the atmosphere of the team? Would you like to propose development ideas for the current way of working? Based on the results, the discussion is more comfortable to start. When the team members find that giving feedback is allowed and it leads to concrete actions, the commitment within the team increases.

The author of this study examined and scrolled through dozens of different studies related to the motivation of superiors. Based on this, a list was drawn up to ask telework supervisors in the City of Naantali how they value these things from a motivation point of view. On top of that, they got to judge how they have done in their own opinion on the same issues.

The averages of motivation/commitment and one's own or the organisation's success are graded according to the ranges of averages: The lower the average the redder the figure and the higher the average the greener the figure. The blue color indicates the difference between motivation/commitment and success. The longer the blue line, the bigger the difference.

In terms of working motivation, the main values are indicated in the Table 7 below in green. However, it should be noted that all the things presented in the table have received exceptionally high values.

The top 3 highest values were as follows:

1. Developing new management methods and practices (6,03)



2. My development as a remote leader is being monitored and evaluated (5,86)
3. Active conversation with other supervisors who are teleworking (5,63)

Table 7. Supervisors' aspects of motivation and their assessment of success in it(scale 1-7; N=35; green=average > 5,0; red=average < 5,0; blue=difference).

A supervisor's view on claims of commitment and motivation and success in those. (N=35),(Scale M/S=1-7)			
	Motivate	Success	Difference
Developing new management methods and practices	6,03	5,66	0,37
My development as a remote leader is being monitored and evaluated.	5,86	5,69	0,17
Active conversation with other supervisors who are teleworking.	5,63	5,46	0,17
Training on the specifics of teleworking.	5,49	5,54	-0,06
Conflict handling and anticipation.	5,23	4,51	0,71
Setting own goals for my remote managerial job.	5,11	4,51	0,60
Management supports me in my remote managerial job.	5,11	4,66	0,46
Role in Virtual meetings	5,09	4,89	0,20
Teleworking is more efficient.	4,83	4,31	0,51
Communication	4,71	4,57	0,14
I'm encouraged to commission teleworking	4,66	4,20	0,46
Meeting Practices for Remote Management	4,46	3,83	0,63

When looking at the answers more closely, one can find that in some things, the difference is very high between being motivated and one's own experience-based competence.

In terms of motivation, almost all claims are important, in this case the spotlight is on the blue-marked difference between success and motivation. For example, the claim "Teleworking is more efficient" (Figure 9) seems to have made a big difference in success, it should be studied what is due to the supervisors and allocate training to this issue. On the other hand, "Developing new management methods and practises" is the claim that received the highest motivation/commitment points of all. This is a strong message for the development organization to continue to work with policies and practices.

The author recommends that the top three things in the table above are maintained and improved by updating processes and methods to guarantee motivation in these matters in the future.

On the other hand, the training for supervisors should be allocated in such a way that the focus is on the following:



Figure 9. Training allocation for supervisors.

A significant deviation between realization and motivation can also be found in management support for teleworking. This should be adjusted so that the management defines models of teleworking and incorporates them into the forms of commissioning work in the City of Naantali. Telework should be encouraged by the top management.

According to the Local government employers (KT Kuntatyönantajat 2020.), telework should always be agreed on in the employee co-operation negotiations. When it has been agreed in the negotiations that teleworking will be one of the forms of doing work in Naantali City in the future, it will be informed to staff in a extensively enough. The author of this study recommends implementing a short teleworking campaign for the employees.

#### 5.3.4 Management support

As supervisors, the support of the top management of the City of Naantali is especially important when implementing telework. Of all the answers, whether the question was asked from any point of view, it showed through confidence or lack thereof. Employees

hope that the employer trusts them to do their utmost to finalise the job even though they are at the home office.

Telework must be concretely supported by the management. The top management should be prominent in promoting telework. It can be implemented either by a circular letter or as an article in the internal journal. The City internal newspaper (Nasta) could have a story about telework and the everyday heroes who did it. Later, one could publish another story telling about somebody who has tried teleworking after COVID19 and tell her/his views on it.

In addition to support, it is clear that also reporting is needed. Telework reporting should be developed. The study revealed that the reporting of teleworking varies. There are no common practices. The employees perceive telework reporting as good because they can plan and monitor their work. However, overly concise and detailed reporting increases bureaucracy and causes frustration.

According to the Työolobarometri2018, work without pay outside working hours has slightly increased, especially in the municipal sector. More than 15% of the municipal workers have worked out of hours every week. (Lyly-Yrjänäinen, 2018).

Similar results can be read from the survey. Some people felt disturbing that work calls come after office hours and sometimes work itself continues until the evening.

The author's recommendation is that telework is monitored electronically. When the computer starts, Flexim will start or user can login Flexim by computer. In Teams, the person will be present if the computer is open. Based on the research, it would seem that in teleworking, employees are not lazy at home office, but rather work more efficiently and often also for longer hours. Of course, there are bad apples in each group, they are, however, going to get caught in the longer term because the work is not going to be done.

Naantali City administration should also communicate telework by publishing a monthly report showing the number of teleworkers for the entire staff and an estimate of how much CO2 emissions telework has reduced for commuting in the City of Naantali. Municipal employers calculate carbon oxide emissions using the length of the commute as 20 km per direction. Given the location of Naantali, the archipelago and Turku, 20 km can be considered a possible average of the workers' commuting distance.

Table 8. Emissions reductions in kilotons with different amount of telework.

CO2 Emissions decrease in kilotons per year					
Employees	1 d/m	2 d/m	1d/w	2d/w	3d/w
100	6 kt	13 kt	28 kt	56 kt	112 kt
200	13 kt	26 kt	56 kt	112 kt	224 kt
300	19 kt	39 kt	84 kt	168 kt	336 kt
500	32 kt	64 kt	140 kt	280 kt	560 kt
700	45 kt	90 kt	196 kt	392 kt	784 kt

A formula has been used to calculate the figures in the above table.

$$A = (b \times c \times d) / 1000$$

Equation 1. CO2 Emission savings by telework.

Where A = CO2 Emissions by kilotons, b = number of employees, c = CO2 emission per day per employee, d = days per year in telework. In this calculation, it has been assumed that a person is doing full-time work for 11 months of the year (the twelfth month is defined as a holiday).

If 300 employees work remotely one day per week, CO2 emissions decrease 84 kilotons per year. The figure marked with grey at 84 kilotons of CO2 emissions equates to the same as CO2 emissions when one person flying around the earth 23 times.

In general, it can be said that teleworking as one form of working is profitable for all the citizens, nature, the City of Naantali and its workers. Therefore, it is recommended that the management of the City of Naantali encourages the employees to experiment with teleworking as one form of working.

#### 5.4 Future

From the perspective of an individual person, the future seems to be more and more connected to different networks. Identity is in a constant state of change because the information is available and indefinitely shared. (Heinonen & Karjalainen 2018, 5–119.)

This, in turn, changes the idea of working. The work is site-specific only in those tasks where the service is concretized on site.

Millennials and younger generations are people who think independently and value collectivity, for whom doing things together, networking and digitizing everything is a normal activity. There is no going back to the self-centredness of the industrialized era. Fixed jobs in the industrial era will go down in history as the younger generations see teleworking and global networks as usual. (Heinonen & Karjalainen 2018, 5–119.)

If employers want the best possible workforce for themselves, teleworking will be one of the forms of work that can already be seen in the job advertisements today.

The City of Naantali should develop the diversity of work, technology, work environments, co-operation between the archipelago and the mainland as well as new innovative solutions for doing work in order to stay on the path of development.

As a small innovative City with an archipelago and thus strong natural dimension, the City of Naantali has enormous potential to lead the way in Finland and Europe as an advanced city for the development of virtual work.

#### 5.4.1 Phase 2

The City of Naantali is a modern small town in terms of population, but widely dispersed in its units. The archipelago adds its own challenge and opportunities to the city operations. Teleworking processes need to be built and developed with the challenges in mind. From the perspective of the archipelago, the introduction of possible hubs should be considered.

A hub is a workspace that is located in the middle of the workforce's residential areas, or in a central location for transportation. The work area is equipped with modern technologies suitable for teleworking. (KT Kuntatyöntajat 2020.)

Hubs could serve as a meeting place for citizens and as places for work meetings with quiet facilities being built there including meeting rooms equipped with modern technology and teleconferencing facilities. Teleconferencing and conference facilities could be rented for an appropriate fee to the residents of the archipelago, so that the whole way of working would benefit the entire ecosystem of the archipelago residents.

When teleworking is done widely, there are spaces left in real estate which remain underused. The recommendation is to develop a way of operation in which empty rooms

can be used more efficiently. The so-called earmarked rooms can be turned into rooms that can be used freely at least during the time the person is teleworking her/himself.

The method, as mentioned above, has been introduced in the late summer of 2020 in one of Naantali's work units.

Telework should be further developed. Based on the analysis, willingness to develop can be found in both the school and health sectors. Remote doctor services can be introduced as a single form of service that facilitates operation, especially in the area of long distances in the archipelago.

There is potential in developing compulsory education through means of teleworking. During the pandemic, some of the pupils were in an unequal position compared with others because contact education could not be arranged and, on the other hand, distance education, when implemented on a very short notice, produced challenges.

There will be further investments in education and learning through the development of distance learning methods. Broader cooperation with different professional groups should be intensified in order to build more and better forms of distance education.

One potential option might be the use of teleworking hubs to form smaller group sizes, and especially to teach less common subjects. Remote teachers could be recruited for some subjects regardless of where they live.

#### 5.4.2 Phase 3

Property development can be seen as one part of the development of telework in the future. As the premises already are there, but they are not used fully because of telework, they can be used more efficiently. On stage three, the construction and commissioning of new properties can take teleworking into account more efficiently.

Workspaces can be constructed so that there are no reserved seats, but instead, everyone chooses their seat depending on the situation. Already open office are used and they have their pros and cons. In the future, space design can be carried out in a way that open spaces are designed to be more soundproof and the number of so-called quiet rooms, meeting rooms and premises of different sizes has been increased. Workspaces of anew types such as for innovation, planning and relaxation, may also be one option.

When existing office spaces come to the end of their lifecycle, it is recommended to explore a variety of options when building new ones. Telework and, for example, the development of civil engineering can create significant horizons in the construction of new premises. When work is not done entirely centrally but can be carried out from anywhere, there is no need for the same size for office space as before. It is also worth to consider building premises in such a way that they are as fully customizable for various functions as possible. The constructional planning should also take into account the heat and energy regulation of different premises. Cost-savings may come in the future, among other things, from using thermal energy only when there is someone in the room in the same way as can be done today in modern single-family homes.

The health care sector is still place-bound today. As technology and connectivity evolve, it gives opportunities for position-independent activities. According to the survey, some of the health care staff found teleworking to the start impossible, but the experience showed that meeting clients remotely is also possible and it proved to be feasible solution.

According to the analysis, there is a desire to organize doctor's or nurse's appointments remotely in the future. Meeting a health care professional remotely can be considered to be the stage two. Whereas in stage three the technology has evolved more in the direction where human health data is read directly from the human her/himself and can be analyzed in a remote medical practice as an aid to decision-making more widely than today.

#### 5.4.3 Teleworking 2030 – 2040

As virtual technology evolves, it can be seen that the sense of cohesion can be increased through virtual glasses. Various games and software that enhance cooperation and cohesion can also serve as an alternative to a traditional sauna evening among colleagues.

In health care, as technology evolves, people can be analyzed remotely and their medication can also be adjusted or the other health parameters remotely controlled. Everything, where the technology will lead, cannot even be imagined. However, it can already be seen that remote analysis and also a particular type of controlling the body remotely will be future trends.

Full-body covering outfits with compressed air or electrically constructed tactile senses will significantly change the use of virtual worlds. Similarly, 360-degree movement on the floor allows for walking mats. With virtual glasses, the tactile sense and movement is added to the virtual world around them which makes it possible to create the most diverse forms of cooperation. Goods can be hand-touched, experiences of success can be shared with co-workers by shaking hands (Corona virus free) or other similar ways or entire working ability days, in which the employees take part from their own home office, can be created. Nowadays, working in the same space is based on real-world rules, in the virtual world, rule secrets can be modified as appropriate. This brings most incredible supplements to work. It opens up possibilities for development, which cannot even be described now.

### 5.5 Summary

According to this study, the promotion of telework in the City of Naantali can be divided into three phases.

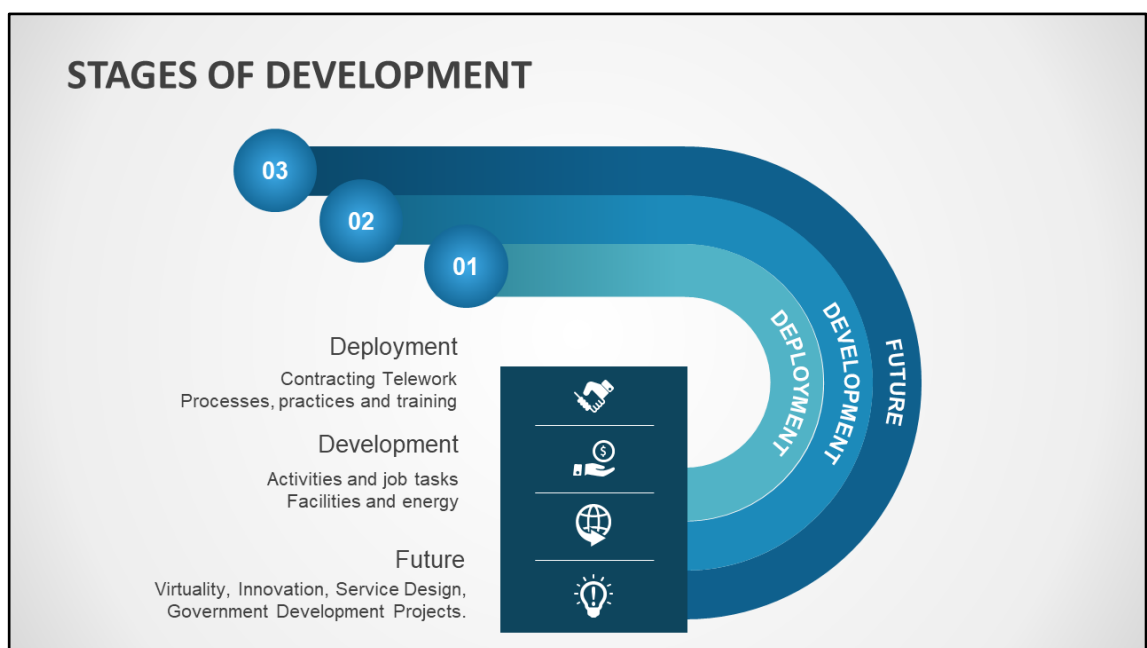


Figure 10. Stages of development of Telework in Naantali City.

The three phases are deployment, development and the opportunities that the future brings. Deployment focuses on creating documentation, approval processes, practices and training to enhance teleworking. In the whole development phase it is important to



apply the methods of continuous improvement. What is done today can be developed for the better tomorrow.

The process of undergoing different service sector in the City of Naantali, as well as looking at work tasks from the teleworking perspective, is essential. New service models can be created for industries to benefit Naantali City residents, companies and tourists. The design of new premises must take into account the possibilities and challenges of new forms of work.

Savings can also be created in the design of premises since with new modes of operation office buildings are not needed in the same extent as before.

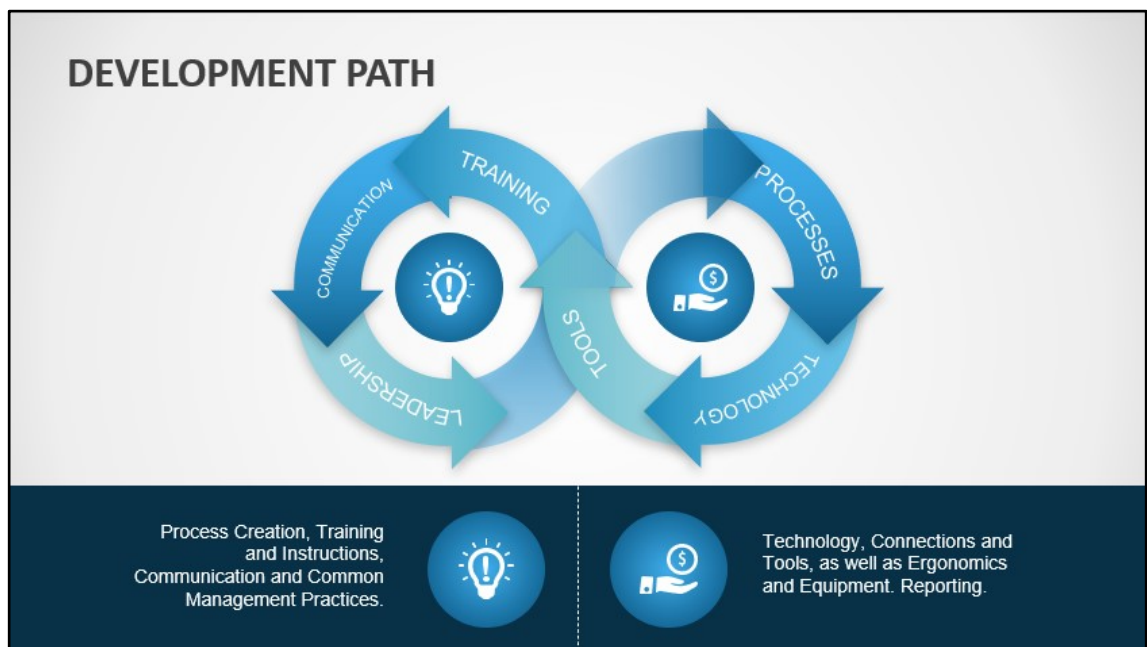


Figure 11. Path of development with telework in Naantali City.

Each stage includes, in part or in full, the staircase of development. The processes must be improved so that operational activities can develop. As technology and technologies evolve, it brings new opportunities for creating new tools. When implementing the tools, it is important always to remember the significance of retraining. All that is done at any stage must be communicated systematically to all personnel groups, both following the content and without delay. Having achieved everything above, the next step is to reflect it against management, motivation and engagement. The measurement of one's activities and reports of them should be the basis for continuous development.

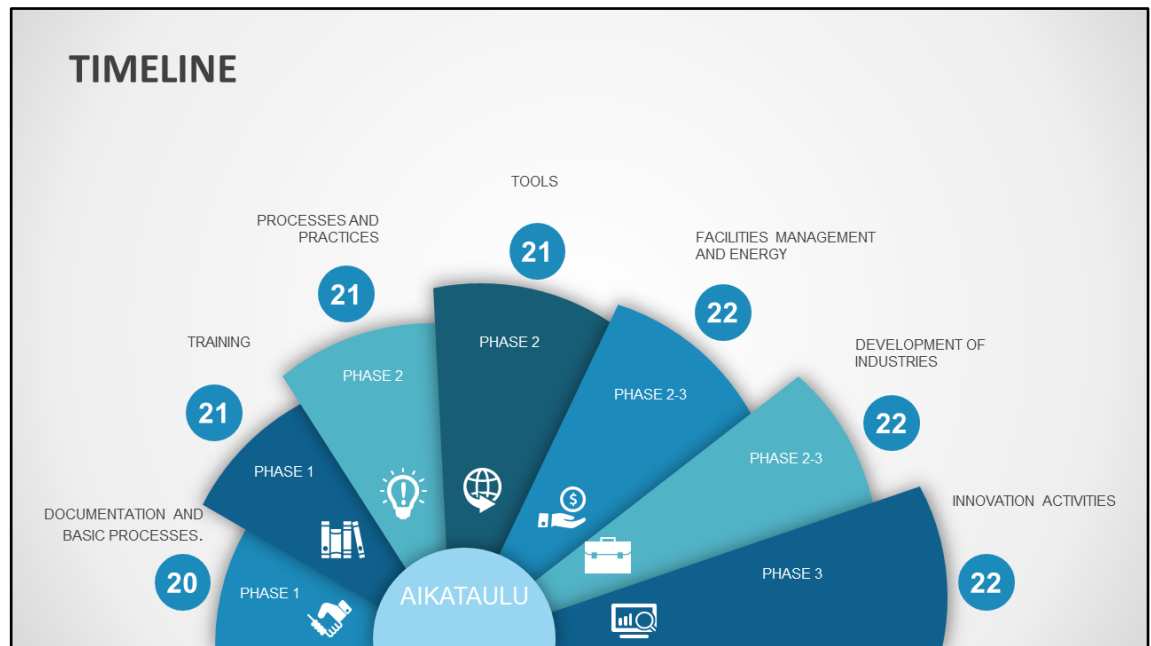


Figure 12. Phases 1-3 timeline at Naantali City telework deployment.

Telework deployment, development and future innovations will be phased between 2020 and 2022. Naturally, the development and future innovation will continue beyond 2022 as well. The main tasks, to begin with, are to include teleworking as one form of working through the employee co-operation negotiation process. Creating basic processes and training are at the centre, too. During 2021 - 2022, the possibilities of telework will be expanded and new service design entities will be created for the benefit of all.

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## Questionnaire

1. I am born
  - a. 1960 or before
  - b. 1961 – 1980
  - c. 1981 – 1997
  - d. 1998 or after
2. What is the size of your team?
  - a. 2-5
  - b. 6-12
  - c. 13-20
  - d. 21-50
  - e. 50 →
3. How the team has met in the past?
  - a. Traditionally in the same room
  - b. Traditionally in the same room and virtually
  - c. Only virtually
4. How long have you been working virtually during your career?
  - a. under 1 year
  - b. 1-3 years
  - c. 4-10 years
  - d. over 10 years
5. Which applications do you use ? (Using means you use it at least 2 times a month)
  - a. Microsoft Teams
  - b. Sway
  - c. Dvle
  - d. Yammer
  - e. People
  - f. Planner
  - g. Stream
  - h. One Drive
  - i. Whatsapp
  - j. Facebook
  - k. Twitter



- l. Skype
- m. Email
- n. Instagram
- o. TikTok
- p. Chat
- q. Discussion forums
- r. I read newspaper online
- s. LinkedIn
- t. Zoom

6. I am team member / Supervisor (If you are both, choose Supervisor)

- a. Team member
- b. Supervisor

The following questions apply to you as a team member in teleworking/ virtual meetings. If you belong to several teams, think about where you work the most.

7. Below you will find are statements of good virtual meeting. Choose six (6) most important ones factor you think are most important.

- a. The team leader encourages me to share my opinion.
- b. The meeting is recorded and I can listen to it later on.
- c. The meeting agenda is well prepared and sent to me in time.
- d. During the meeting technology works flawlessly
- e. The team leader keeps everyone involved in the discussion
- f. Each member of the team has a clear role in the meeting
- g. I have my own turn to speak in the meeting
- h. The meeting begins and ends on schedule
- i. The minutes of the meeting are ready quickly after the meeting
- j. At the beginning of the meeting, the minutes of the previous meeting are briefly reviewed
- k. Sufficient time has been set aside for the meetings
- l. If the technology does not work, IT support will help during the meeting
- m. The team members in turn act as a secretary of the meeting
- n. Team members do not talk on top of each other
- o. All team members are on time

- p. The meeting has an agenda and it will be followed
  - q. Team members have a video camera on
  - r. Other, what?
- 
- 8. How do you think virtual meetings and face-to-face meetings differ from each other?
  - 9. What things motivate you to work virtually?
  - 10. How does your motivation/commitment differ from virtual work versus traditional work in the same space?
  - 11. How can your commitment to your work and your employer be promoted through virtual leadership?
  - 12. How is the support of the Naantali City management reflected in teleworking?
  - 13. How would you develop teleworking and virtual meetings?
  - 14. What has been good about teleworking?
  - 15. What do you think has not worked in teleworking?
  - 16. What do you expect from your supervisor in teleworking?
  - 17. What thoughts do you have about continuing teleworking when the exceptional COVID19 circumstances end?
  - 18. Telework starts very quickly due to the Corona pandemic. What do you think is vital when preparing for teleworking in such a case?
  - 19. How do the following things motivate you to do your work remotely? (1=motivates me little or not at all, 7=motivates me very much)
    - a. Clear goals have been set for the team
    - b. My work feels meaningful
    - c. We are all equal members of the team
    - d. I get honest and fair feedback
    - e. My team is rewarded for a very successful job
    - f. I know the role of myself and others in the team
    - g. I know my own and other 'weaknesses and strenghts'
    - h. Our team is able to resolve conflict situations naturally
    - i. Critical feedback is accepted
    - j. The team members are friendly to each other
    - k. Goals have been set for the indicators of team work and they can be achieved
    - l. I feel safe inthe team

- m. I feel free to suggest ideas in the team
- n. IT applications at meetings work flawlessly
- o. IT connections at meetings work flawlessly
- p. My own values match the team values
- q. Team members encourage each other to succeed and develop their careers
- r. The City of Naantali has a positive attitude towards telework

20. Choose from the following statements five (5) that promote your commitment to teleworking?

- a. I get training on how to work remotely.
- b. I feel like I can accomplish more through teleworking
- c. The City of Naantali invests in teleworking.
- d. Teleworking better reconciles leisure and work.
- e. I can talk about the challenges of teleworking with others.
- f. I am encouraged to work remotely.
- g. Virtual meetings start and end on schedule.
- h. The team leader is open and takes everyone into account.
- i. The team is rewarded for a job well done.
- j. In teleworking, I can plan my work more easily.
- k. I can count on getting help with technical issues with the meeting.
- l. In teleworking, the environment is more silent than in the office.
- m. I can trust the team members.

In the following questions, you look at things from the perspective of a team leader / supervisor.

21. Indicate how important you consider the following statements to be for teleworking and how you feel you have succeeded in these. (1 = There is little or no importance, 7 = is very important. 1 = I have succeeded in little or not at all, 7 = I have been very successful).

- a. Team members are free to give feedback to me.
- b. I give feedback to all team members on their activities.
- c. Setting goals for the team.
- d. Knowledge of the use of systems and applications.
- e. Exchange information about other teams' ways of working remotely.

- f. Motivating and engaging employees as a virtual manager.
- g. Conflict handling and anticipation.
- h. Roles in virtual meetings.
- i. Remote Management Meeting Policies.
- j. Communication remotely.
- k. Building trust remotely.
- l. In meetings with technical problems, knowledge how to act.
- m. I know the job of the team and its importance to the city.
- n. Differences between remote management and traditional management.
- o. Strengths and weaknesses of team members.
- p. Leading work through strengths.

22. Answer how well the following statements have been implemented in telework / meetings, and how that statement affects your motivation / commitment (1 = Has been implemented little or not at all, 7 = Has been fully implemented 1 = Motivates / engages me little or not at all, 7 = Motivates / engages me perfectly).

- a. The management supports me in my work as a remote supervisor.
- b. I am encouraged to do teleworking.
- c. Training on the specifics of telework.
- d. My development as a remote manager is monitored and evaluated.
- e. Setting my own goals for my remote management work.
- f. Development of new management methods and practices
- g. Active discussion with other teleworking managers.
- h. Conflict handling and anticipation.
- i. Roles in remote meetings
- j. Remote Management Meeting Policies
- k. Communication in virtual meetings
- l. Teleworking is more efficient.

23. What motivates you to work remotely as a supervisor / team leader?

24. What kind of training do you feel you need to support you as a remote manager?

25. How is the support of the management and the City of Naantali reflected in teleworking?

26. How would you develop teleworking and teleconferencing from the supervisor / team leader's perspective?

Thank you for answering the survey. Now you can proceed to the draw if you wish

My name is Antti Kaituri and I m doing Master's thesis on virtual leadership for Naantali City. This interview is part of the research..

I'll present a series of interview questions to you. You can answer these freely, whatever comes to mind. I record the whole conversation as an audio file and then at home I translate this into text format. I will delete the original recording after it. This interview is anonymous, and individual responses cannot be attributed to any individual.

The set of questions includes both questions where you need to answer by number, but also free-form questions to which I hope you will give free-form answers.

All questions deal with teleworking. Sometimes you answer as a team member and sometimes as a team leader, I tell you when your role as a respondent changes.

Any questions about this? If not, let's get started.

**Interview questions:**

1. Position in the organization: Management, clerk, employee?
2. How long have you been working remotely?
3. How experienced software user are you?
4. How do you feel about teleworking?
5. Do you enjoy working remotely? (1-7, where 1=Not happy, 7=Very happy)

Are you committed to working remotely for the City of Naantali: (1=not at all, 7=extremely committed)

Do you find your work meaningful when working remotely (1-7)

**Current situation:**

**Interaction and communication:**

- a. As a team member and/or supervisor
  - Did the interaction between you and your supervisor in Corona era teleworking change?
  - How often do you communicate with your supervisor and in what ways?
  - Were the meetings outside the normal meetings?

- Did you use video at meetings or meetings between two people (coffee conversations)
- Did you have a weekly coffee meeting with your supervisor or with the entire team?
- Were you in contact with your colleagues or supervisor while working remotely on non-work matters (so-called corridor discussions?)
- What programs and / or devices did you use?
- Getting Feedback: Did you get feedback on how often, how, and what you would have liked, how often, and how?
- What things do you think influence most your commitment to work tasks when you work remotely?
- Anything else you want say about this topic?
- How do you experience at the moment your commitment for teleworking in your work? ( 1 = I have not committed at all, 7 = I am fully committed to)

b. Ideally, in which direction do you think interaction and communication should be taken in teleworking? What things in communication within the team would improve your commitment to the team?

c. What else comes to mind about teleworking in terms of interaction and communication?

### Goals setting

- As a team member: Typically, goals are set for the job, did the goals change somehow in teleworking or did they stay the same (equivalent to you)?
  - How was goal achievement measured?
  - How was working time measured?
  - How was the performance of the tasks measured, e.g. did it have to be determined how much time is spent on each task?
- As a supervisor: How did you feel about setting goals for your subordinates during teleworking?
  - How did you measure the achievement of goals?

- How did you measure working time?
- How did you measure the performance of the tasks?

Ideally, in the future, how should things change in teleworking in terms of goal setting?  
Can you think of anything that would improve your motivation or commitment to your job?

### Meeting practises

How do you feel the sense of belonging in a virtual meeting today. (1 = I feel that we as a team do not belong together at all in remote meetings, 7 = I feel that cohesion is perfect.)

#### a. You as a team member:

- How do you think the meetings went during teleworking?
- How much before the meeting the agenda for the meeting came?
- Did you know what the meeting is for, what the goals of the meeting are?
- What were the roles of the meeting, who acted as secretary, and who led?
- Did you get the floor when needed and your voice heard whenever you wanted during the meeting?
- What annoyed you the most about the meetings?
- Did the technology work during the meeting, if not, how did you solve the problem?
- How did the meeting leader guide the meeting? Did you stick to the schedule and matter?
- What things in a team meeting remotely and under you increase the sense of togetherness?

#### b. You as a supervisor:

- How much before did you send the agenda before the meeting?
- Why is the meeting being held? Are there enough meetings, too many or too few?
- What were the roles at the meeting, who acted as secretary, and who led.

- How did you give the floor at the meeting? How do you know who is concerned?
- What annoyed you the most about the meetings?
- Did the technology work during the meeting, if not, how did you solve the problem?
- How do you keep the meeting on schedule, are there any challenges, if so what?
- What can you do as a supervisor to increase your sense of belonging in remote meetings?

How would you develop meeting practices in remote meetings? What changes in meetings would improve your commitment to your team and your work?

#### Competence development

- a. You as a team member:
  - i. Was teleworking training provided during the transition to telework?
    - if so, what, and how often
  - ii. Do you feel that training would have been needed?
    - in technology
    - interaction
    - working in meetings
    - at home in terms of ergonomics
    - day scheduling
    - organizing your own work?
    - setting your own goals?
    - stress management
    - reconciling family and professional life?
- b. You as a supervisor
  - Did you train your team members in teleworking?
  - Competence development can always be improved, how would you improve it for yourself or your subordinates with a view to future telework?

#### Naantali City support for the telework

How did the City of Naantali act at the beginning of the telework period?

##### 1. Communication



- a. Was there enough communication?
  - Did you know why teleworking is done?
  - Did you know the benefits of teleworking, and what are the challenges?
- b. Which communication channels were used?
- c. If you wanted to know more about it, did you know where to ask it?
- d. Did you get the answers to your questions
- e. If the remote connection does not work, who do you contact?
- f. If at the beginning of the meeting someone appears to be present but no sound is heard, do you know how to fix it or who to contact?
- g. If despite the attempts, the connections do not work for one team member, do you know how to proceed with the meeting?

## 2. Encouraging

- a. Does the City of Naantali encourage teleworking other than in the COVID19 situation?
- b. Does your supervisor encourage you to work remotely?
- c. Do you know about the instructions of the City of Naantali regarding teleworking, who is allowed to do it, how much and why?
- d. What you think the City of Naantali thinks about telework?

## 3. Training

- a. How do you describe the training provided by the City of Naantali for teleworking?
- b. Where would you get training
- c. Do you prefer small group teaching, auditorium teaching, or could the teaching be arranged, for example, remotely?

## 4. Equality

- a. How do you feel about the equality of telework in the service of the City of Naantali?
- b. Can anyone work remotely?
- c. How is it defined who is allowed to work remotely?
- d. How to determine what work can be done remotely?

- e. How do you personally experience what work could be done remotely?
- f. Would teleworking increase your motivation and commitment to the City of Naantali as an employer?

5. Common rules and instructions

- a. Where can I find the City of Naantali's instructions for teleworking?
- b. Has telework been agreed separately with the staff?
- c. If you would like to work remotely after COVID19, how do you proceed?

What do you think are the most important things in remote meetings with the team?

- a. From a commitment perspective
- b. From a motivational perspective
- c. From the point of view of efficiency

## City of Naantali - teleworking – Invitation to research interview

Dear all,

You have responded to a telework survey commissioned by the City of Naantali in June 2020. You left your email for the draw. I have chosen you for among these e-mails you in-depth research interview. This interview is part of my Master's thesis and deepens the answers I received to the survey.

Would you have time this or next week for an interview? The interview will be conducted in such a way that your identity will not be revealed in the final results. The interview lasts about an hour. The interview is conducted during working hours and has been authorized by the City of Naantali.

Please, let me know what time would be best for you. If you work in the Naantali City center area, then an interview will be done at your workplace or some other quiet place (meeting room, etc.), if you are in the archipelago, it will be done remotely.

Regards,

Antti Kaituri

Master student at Turun ammattikorkeakoulu

Telework study of the City of Naantali

**Lähettilä:** Palmulaakso-Nylund Leena <[Leena.Palmulaakso-Nylund@naantali.fi](mailto:Leena.Palmulaakso-Nylund@naantali.fi)> **Puolesta** Mutanen Jouni  
**Lähetetty:** 16. kesäkuuta 2020 16.02  
**Aihe:** Kysely etätyöntekijöille ja heidän esimiehilleen

Hyvä etätyöntekijä,

Naantalin kaupunki teettää kyselyn etätyöstä ja -palavereista. Kysely koskee etätyötä tehneitä työntekijöitä ja heidän esimiehiään.

Kysely on osa naantalilaisen Antti Kaiturin opinnäytetyötä Turun ammattikorkeakoulun teknologiaosaamisen johtamisen (ylempi AMK) koulutukseen. Tämän pro gradu -työn aiheena on Virtuaalisesti tapahtuvan työntekeymisen parhaimmat käytänteet ja menetöt sitouttamiseen ja motivointiin.

Etätyö on meillä uusi työmuoto, josta haluamme kartoittaa työntekijöiden ja esimiesten kokemuksia. On siis tärkeää, että vastaat kyselyyn. Etätyöjakso päättyy tällä erää 1.8., mutta myös sen jälkeen joustavien etätyö ja -kokousmallien kehittäminen on tarpeellista.

Arvomme kaikkien sähköpostiosoitteensa jättäneiden kesken 3 kpl 50 euron ravintolalahjakortteja.

Aikaa vastaamiseen menee tiimin jäseniltä noin 10 minuuttia ja heidän esimiehiltään noin 15 minuuttia. Kysely suljetaan 1.7. Voittajiin otetaan yhteyttä sähköpostilla.

Linkki kyselyyn:

<https://response.questback.com/naantalinkaupunki/etatyo>

Hyvää kesää toivottaen,

Jouni Mutanen

kaupunginjohtaja

**Naantalin kaupunki**

Hallintopalvelut

[naantali.fi](https://naantali.fi) | [Facebook](#) | [Instagram](#)

14 December 2020 Naantali City Roadmap for Telework 2020 - 2022					
Reference	Phase	Explanation	Task	Form	Importance
<b>LEADERSHIP</b>					
§6.2.1	Phase 1	Increasing cohesion within teams is challenging in teleworking.	Create a model/instructions for managers, introducing a weekly "coffee break" among the team. The way in which a coffee break is predetermined by a conference call at the same time, and people will be able to show up remotely if there are no overlapping meetings.	Instructions	Mid
§6.2.1	Phase 1	The quietest and most timid do not get their voices heard in remote meetings. This affects commitment negatively. The challenge based on the team is that valuable opinions or development / solution proposals are not heard.	The supervisor should make sure that even the quieter are full members of the team at remote meetings. A good way to do this is sometimes to ask the quietest if he/she has a suggestion / comment on this particular issue. The team leader must know the members of the team, in which case their own professionalism plays a big role in this. Taken into account in the guidelines.	Instructions	Mid
§6.2.1	Phase 1	No one should be left alone in teleworking. Demonstration of caring and appreciation of work are important for commitment and motivation.	Guidance for the supervisors explaining different ways to communicate with the team members. Every employee's way of engaging with the team and the employer is different. This should be considered when the supervisor defines individual ways to work with each team member. The minimum level is to be in contact in non-work matters at least 1-2 times a week.	Instructions	Mid
§6.2.5	Phase 1	The elements that increase the motivation in telework are often the same as in traditional management. Their implementation often differs from traditional management.	Providing guidance to supervisors on how to motivate and engage the team members in telework.	Instructions	Mid

§6.3.3	Phase 3	Enhancing people's sense of togetherness is challenging when you do not see a person.	It can already be seen that the gaming and virtual worlds bring new perspectives to the development of community. In the early part of the third phase, suitable collaborative games and online activities, such as escape room games over the Internet, can be sought. At a later stage, it is possible to introduce virtual glasses and thereby create spaces where the remote connection is in the same space in real time. The possibilities are endless.		
<b>COMMUNICATION</b>					
§6.2.1	Phase 1	Communication and information sharing have been perceived as unequal. Data sharing has not been timely. Some people get information at a different time than others. This increases discord and tension within the team.	Guidance and / or training for the supervisors on the importance of communication in terms of timeliness. It is absolutely essential for the commitment of the team that the communication is transparent and fair.	Training	High
§6.2.1	Phase 1	In remote meetings, it has been common for not everyone who is willing to have a say. This leads to long-term uncertainty in the teams and to a decrease in commitment. It also has a negative effect of its own on motivation.	When using Teams, the turns to speak should be assigned. There is a shift reference option in the program. It is recommended that the supervisor asks every participant if there is anything else they want to ask or share.	Instructions	Mid
§6.2.6	Phase 1	The staff of the city of Naantali experienced strongly that the management's view of telecommuting is very negative.	Telework has been found to be a good form of doing work internationally and nationally. It increases job satisfaction, well-being, endurance and makes work more efficient. It is recommended that the management of the city of Naantali decides to adopt telework as one form of work.	Decision	High
§6.2.6	Phase 1	Marketing of telework	If telecommuting is taken as one form of doing work, it will be widely communicated.	Instructions	High
<b>TOOLS</b>					

§6.2.1	Phase 1	Information sharing tools are not congruent. Information is shared orally, via email, Teams, shared station, etc. There is lack of coherence.	Making guidelines for communication channels to be used and what kind of information is shared in each medium.	Instructions	High
<b>TRAINING</b>					
§6.2.1	Phase 1	Supervisors experience insecurity of their own expertise of telecommuting own expertise.	A training package on the challenges of teleworking should be built for the supervisors. The following things should be included in the training package.	Training	High
	Phase 1	a)	How to make it easier for the team members to approach me when they want to give feedback.	Training	Mid
	Phase 1	b)	Giving feedback to the team members.	Training	Mid
	Phase 1	c)	Setting goals for the team.	Training	Mid
	Phase 1	d)	Technical and software skills.	Training	High
	Phase 1	e)	Enhancement of the team members' commitment and motivation.	Training	High
	Phase 1	f)	Conflict handling and resolution	Training	High
	Phase 1	g)	Communication remotely	Training	Mid
	Phase 1	h)	The role of the team members	Training	Low
	Phase 1	i)	Meeting practices	Training	High
	Phase 1	k)	Building and maintaining trust	Training	Mid
§6.2.3	Phase 1	Using Teams has worked relatively well. The employees want more support for usage skills and so-called good tips on how to use the program more effectively.	Creating tips videos on using Teams. The videos are 30 seconds to 2 minutes long, making it easy to see how each thing is done.	Training	Low
§6.2.3	Phase 1	The basic use of the Teams program was challenging at first.	Basic training must be created for new users.the themes could be e.g. the Teams program package and basic practices for meetings. It is recommended to implement the training in small groups for each team separately.	Training	High



§6.2.5	Phase 1	There are many elements that increase the motivation in telework. The study assessed the importance of the element and one's own competence in it. The training package should cover the top four topics.	Supervisors should be trained in the specifics of telework on at least the following: goal setting, conflict management and resolution, effective way of working remotely and meeting practices and remote management.	Training	Mid
<b>PROCESSES AND METHODS</b>					
§6.2.2	Phase 1	Process practices for starting telework are incomplete. Either they have not been described in sufficient detail or people have not been informed about them at a sufficient level.	A person cannot be forced to work remotely. For teleworking to be possible, it must be made possible and processes created to do it.	Process	High
	Phase 1	a)	Through employee co-operation negotiations, it must be agreed that teleworking is one of the forms of work in the city of Naantali.	Decision	High
	Phase 1	b)	The telecommuting process must be created. Who can apply, who accepts telecommuting and how is it monitored.	Decision	High
	Phase 1	c)	Application document for telework shall be created. The document should include at least the following: Who is applying, who is the supervisor, who approves, when telework is to be done and how often.	Document	High
	Phase 1	d)	Monitoring the working hours by document is a minimum requirement. In the longer term, it is worth planning an electronic Flexim acknowledgment for remote work, either with Flexim via a terminal, or it will be cheaper to acknowledge in the program.	Document	High
	Phase 1	e)	Telework Needs Assessment Form. In the evaluation form there should be questions, and based on the answers the possibility of telework, the employee's ability to do telework and his/her training needs can be assessed.	Document	High
	Phase 2	f)	Preparation of key performance indicators for teleworking.	Document	Mid

§6.2.2	Phase 2	Telework has not previously been extensively done in the City of Naantali. Teleworking is one of the forms of work and thus human resource management must be involved in the processes.	The recommendation is to develop a model for human resources management and telework monitoring. This could, for example, be a short semi-annual survey of issues and successes important to teleworkers as well as of their development needs.	Decision	Low
§6.2.4	Phase 1	There are gaps in virtual team meeting practices. People do not always know what the meeting is called for and what is on the agenda.	Guidance on how the meeting agenda should be constructed and how the meeting should be run should be provided.	Instructions	Mid
§6.2.4	Phase 1	There are too many meetings. Many feel that there is no time left for the actual work to be done. At the time of COVID19, some people had several overlapping meetings.	Meeting practices need to be developed. Guidance on how to invite people to a meeting. There is a general need to consider the added value of convening different people. For the so-called "called for security" reasons invitations should not be sent.	Instructions	Mid
§6.2.4	Phase 1	Using remote conferencing with a large number of people for planning is inefficient use of resources.	When there is a need for workshop-type meetings involving a large number of people, it is recommended that the group is divided into several subgroups in the middle of the meeting, each focusing on one topic. Finally, the participants return to a joint meeting where the outputs will be presented.	Instructions	Low
§6.2.4	Phase 1	In teleworking, it was unclear to some positions when they need to be available. In some tasks, work calls still came late in the evening or on weekends.	Providing guidance on the time frame in which communication is primarily maintained.	Instructions	Mid
§6.3.1	Phase 1	During COVID19, the leap into distance learning was rapid and presented challenges for the school environment. It also put students in different positions. However, according to the teachers, teleworking in teaching is a sensible option, especially when the student is on a longer sick leave / holiday etc., i.e. when traditional contact teaching is not possible.	Teaching practices in distance learning should be developed. It should be assessed whether distance learning models can be created for exceptional circumstances, such as when a student is on a long sick leave. Specific web-based learning environments and practices for their use need to be developed.	Process	High

§6.3.1	Phase 1	Increasing the sense of community and attaching it to the mainland can be helped by remote connections.	The use of hubs should also be considered in terms of whether they can be used to provide less frequent training and course offerings to the residents in the archipelago, with 'pupils' in the hub and a teacher anywhere in the world.	Training	Low
<b>TECHNOLOGY AND CONNECTIONS</b>					
§6.2.2	Phase 2	All employees do not have a sufficient speed of internet connections which influences the success and motivation in telework.	The recommendation is to make a cooperation agreement with a network provider, so that when an employee orders a network connection at home, it could be obtained at a price which is below the general market price. Affects employee engagement with their employer.	Decision	High
§6.2.2	Phase 2	Work ergonomics at the home office does not always meet the requirements. Working position and lighting are key elements in this regard.	The recommendation is to make a cooperation agreement with an office furniture company, allowing an employee to order better office furniture for their home below the general market prices. The so-called employee discount.	Decision	High
§6.2.3	Phase 2	Office365 programs are not used effectively. Because Office 365 comes at a running cost, it is recommended that the programs are used extensively when it adds value to one's work.	Office365 programs have to be evaluated from the perspective of their usefulness in tasks performed in different positions. Piloting programs is recommended before commissioning.	Decision	Mid
§6.2.3	Phase 2	Naantali city employees primarily ask their co-worker or supervisor for help when meeting challenges. However, there are situations when no answer is found. With a staff of 1,000 people, everyone has know-how that others cannot find, and harnessing it is recommended.	The recommendation is to evaluate the introduction of the Yammer program as a tool for information sharing. As a pilot, e.g. the Question-Answer forum could be tested.	Decision	Mid
§6.2.4	Phase 2	The feeling of togetherness suffers when a person cannot be seen. On the other hand, the video image loads the network.	The extent into which and in what kind of meetings video should be used has to be evaluated.	Instructions	Low

§6.2.4	Phase 1	In remote meetings, the sound quality varies. Some people use a headset and some use the microphone of the device, some have a Jabra desktop speaker.	Communication is the most important single element in everything. Because the sound quality varies for technical reasons, it is recommended that all teleworkers use a headset. Purchasing headsets for teleworkers.	Decision	High
§6.3.1	Phase 3	The archipelago city of Naantali has long distances. Residents and businesses are scattered across the mainland and the archipelago.	Consider using Hubs for telecommuting and connections. In the archipelago and far from the Naantali city centre, suitable buildings, which are underused at the moment, can be found. Consideration should be given to their use as online hubs, where residents, companies and employees of the city of Naantali can handle business over the network, while the hubs also serve as a meeting places between the archipelago residents and tourists. The buildings must be equipped with functional internet connections, teleconferencing facilities and meeting rooms with modern equipment. Premises can be rented to local businesses and residents and thus save in property costs. International residents can also enjoy the archipelago for longer periods when there is a hub nearby enabling working globally.	Decision	Mid
§6.3.1	Phase 2	The number of empty premises increases because people telecommute. The non-productive use of premises should be minimized.	During the COVID19 pandemic, some units have introduced more extensive use of vacant facilities. The sharing of facilities must be developed. Teleworking should be arranged in such a way that it is known in advance which facilities are empty at any time, so that others can use those facilities for their work or customer meetings.	Decision	High

§6.3.1	Phase 3		The construction of new properties and the development of old ones must take into account the changed form of work, teleworking. Premises should be directed more to unnamed use. Individuals are free to choose their seating, and the monitors in the lower lobby show the person's current location in the building. The reservation system for vacant premises must be visible and quiet rooms, quiet workstations for one person must be added, and the possibilities of changing the premises must be clarified.	Decision	Mid
§6.3.2	Phase 3	As telework increases, the facilities are underutilized. When no one is working in the space, heating and other energy-consuming activities do not need to work at full capacity.	The correlation between the use of the premises and their heating should be designed. When the use of the facilities is known in real time, energy consumption can be controlled according to the situation. In the meantime, CO2 emissions can be curbed. This should also be used as a marketing material of the City.	Instructions	Mid
§6.3.2	Phase 2	Based on the analysis, there has been feedback from the health care sector that remote appointments have worked well since the initial setbacks. People want to continue the remote appointments.	The possibility of continuing the remote appointments in the future as well has to be discussed with the health care staff.	Decision	Mid
§6.3.3	Phase 3	As technology improves and various sensors become more common, the health care sector will also have additional opportunities to improve online services.	The future will bring remotely readable sensors registering people's health. In the future there will be health technology that can be controlled remotely and thus remote health improvement will be possible.		
<b>REPORTING</b>					
§6.2.6	Phase 1	Work reporting varies.	A standard reporting method on work that has been done should be introduced. Care should be taken not to increase the bureaucracy and still provide a sufficient level of reporting. The purpose of reporting is also to reveal cases where employees work overtime without pay.	Document	Mid

§6.2.6	Phase 2	Doing telework reduces private car use because people do not come to work every day. Due to the climate change, CO2 emissions must be reduced and the reduction in commuting contributes to reducing the CO2 emissions of the city. Reporting of green deeds is missing for telework.	A reporting system to document the decrease in CO2 emissions should be created. The CO2 and other savings related to climate change should be reported in the city magazine.	Document	Mid