

FRAMEWORK FOR THE REMOTE WORKING METHODS IN A WORKING COMMUNITY

Case YH Kodit Oy



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TIIVISTELMÄ

Opinnäytetyön tavoitteena oli selvittää YH Kotien henkilöstön etätyökokemuksia. Kevään 2020 aikana etätyön tekemisen määrä nousi merkittävästi globaalisti COVID-19-viruspandemian vuoksi. YH Kotien täytyi muiden yritysten tavoin mukautua vallitsevaan tilanteeseen ketterästi. YH Kodit toimi tämän työn tilaajana kerätäkseen henkilöstön näkemyksiä etätyön tekemisestä oikea-aikaisesti.

Tutkimus toteutettiin monimenetelmällisenä tapaustutkimuksena. Etätyön tekemisestä laadittiin SWOT-analyysi. Etätyökysely lähetettiin koko henkilöstölle. Peruskysymyksenä oli, millaiset säännöt etätyöhön liittyen tulisi laatia, jotta ne tukisivat yritysstrategiaa. Toissijainen kysymys oli, miten henkilöstö on kokenut etätyöskentelyn. Etätyöskentely nähdään pääosin positiivisena asiana henkilöstön mielestä, ja suurin osa toivookin, että etätyöhön olisi mahdollisuus ainakin osittain myös tulevaisuudessa. Tutkimuksen lopputulemana syntyneet kehitysehdotukset löytyvät tutkimuslöydöksistä.

Työn teoreettinen osuus keskittyy digitalisaatioon, strategiaan ja etätyöhön. Yhteneväiset etätyöpelisäännöt YH Kodeille voidaan luoda henkilöstön kokemuksiin ja toiveita kuunnellen, ja samalla tukea strategian toimeenpanoa. Työmatkoissa saavutetut säästöt eivät vain säästä aikaa ja lisää työntekijöiden työtyytyväisyyttä, vaan myös noudattavat kestävä kehityksen hiilineutraalius-tavoitteita. Menestyvän etätyöyhteisön tulisi kiinnittää erityistä huomiota sisäiseen viestintään.

Avainsanat etätyö, digitalisaatio, työyhteisö, SWOT-analyysi, skenaariopohjainen strategia, GAP-analyysi, henkilöstötutkimus

Sivut 56 sivua, joista liitteitä 7 sivua

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ABSTRACT

The aim of the thesis was to find out the remote work experiences of the personnel of YH Kodit. During the spring 2020, there was a sudden rise in the remote work levels globally due to the COVID-19 virus pandemic. YH Kodit amongst other companies had to adjust to the prevailing situation in an agile way. The study was commissioned by YH Kodit to gather timely data of the views of the personnel, for the creation of rules and framework for remote work.

The research was conducted as a case study using multi-method research approach. A SWOT analysis of remote working was drawn. An online personnel questionnaire concerning remote work was sent to all the personnel of YH Kodit. The basic research question in this case study was that what kind of remote working practices should be created for YH Kodit to support the strategy of the company. The secondary research question was how the personnel of YH Kodit have been experiencing the remote work. Remote working is seen mostly as a positive thing by the personnel since the majority wishes to have the opportunity to work remote at least partly in the future as well. As an outcome of the research, development suggestions can be found in the research findings.

The theoretical part of the work is focusing on the digitalisation, strategy, and remote work. Creating the equal rules for the remote work at YH Kodit can be done by listening to the experiences and wishes of the personnel and at the same time to support the strategy implementation. The savings in commuting not only saves time and adds to the employee satisfaction, but also complies with the carbon neutrality targets. A successful working community working remotely, should pay special attention to the internal communication.

Keywords remote work, digitalisation, working community, SWOT analysis, scenario-based strategy, GAP analysis, online personnel survey

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Appendix 1 Email questionnaire for the management of YH Kodit

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1 INTRODUCTION

The working life all over the world was experiencing a major shift in the remote work levels, due to the pandemic caused by the COVID-19 virus, hereinafter the corona virus in the spring 2020. That is why there was a need for many companies to adapt their working habits, environments, and tools accordingly. In order to prevent the corona virus from spreading, and to maintain the basic operations in function as smoothly as possible, the Government of Finland gave the recommendation in the midst of March 2020, that all the Finnish people who are able to, would start working from home. According to a survey published by Yle News among many others conducted in Finland in the spring 2020 “the corona crisis reduces the need for office space even when the conditions return to normal, because half of Finns wish to work remote whenever it is possible” (Pantsu, 2020). These kinds of surveys conducted in Finland in the spring 2020 concerning the remote work experiences indicate, that many workers who are able to, are willing to continue remote work at least partly, even after the corona crisis. YH Kodit Oy, hereinafter YH Kodit, is a company specializing in the construction and ownership of rental, right of residence apartments and real estate developing. YH Kodit also needed to react quickly to the challenges brought by the corona virus.

This was a real test of how agile and prepared for the electronic era the companies in Finland were, in the sudden increase in the levels of remote work performed outside the office. The aim of this research was to find out views of the personnel, how this shift to the remote working has been experienced and give insight of the wishes of employees in the continuation after the corona crisis. Creating the set of rules and framework for the remote work at YH Kodit had been on the agenda of the management already earlier. For enforcement, the real experience from the personnel of remote working, was collected in the form of a personnel survey. It was useful and timely now to make an investigation about both the phenomenon of remote work, as well as the experiences and wishes of the personnel, before creating a common set of rules to be in use within the work community.

For the working community to be successful at what it is doing, the strategy and a set of values are usually created, to facilitate the understanding and motivation of and the support for the personnel. By creating a common framework, which supports the strategy of the company, it helps everyone in the company to have the common goals, values, and vision in mind. When creating the rules for the remote work, it helps that the tools and ways of

work are designed with the needs and experiences of employees in mind, so that personnel have been involved in influencing the solutions to be implemented jointly. The strategic priorities of YH Kodit which are the continuous improvement of the customer experience and taking care of the shareholder value are to be kept as a leading point while creating the remote working rules, as well as the personnel health security.

2 THEORETICAL BACKGROUND

2.1 Digitalisation and strategy

Many strategic planning models and frameworks exist. Those models provide a basis for processes. Each strategic framework should be adaptable to the needs of the organisation. The purpose of business strategy is to answer to the question of how the vision of the company is going to be executed.

Strategic planning can help leaders and managers successfully address major issues or challenges facing an organization, which are not amenable to simple technical fixes. One useful way to think about strategic planning is presented in the Figure 1. The ABC of strategic planning is figuring out first the A, where we are now, and B, is where we want to be, and C, is how to get there. Strategic planning can help facilitate communication, participation, and judgment, accommodate divergent interests and values, foster wise decision making informed by a reasonable analysis, promote successful implementation and accountability, and enhance ongoing learning (Bryson, 2018, 337).



Figure 1 The ABC's of strategic planning (Bryson, 2018, p. 38)

In a modern digital society companies need to be agile to succeed in implementing the strategy. In the spring 2020 during the worldwide pandemic companies went through a test how well prepared they were in their digitalisation, in a sudden increase in the amount of remote work. That needed agile and quick mapping out of the tasks which would be affected, and the possibility of the personnel to even start working remote: are the IT hardware, software and communication protocols well thought off beforehand. Best practices for strategic planning supporting the execution of the vision of the company, ought to be researched, analysed, planned, and measured, if those frameworks and rules are really supporting the overall plan.

The way in which strategy work is done is determined by the predictability and stability of the company and its environment. A company that operates in a regulated and slow-moving operating environment has time to draw up long-term plans and implement them systematically. (Hämäläinen, Maula & Suominen 2016, 29.) The most important of the megatrends are the development of the and digitalisation of technology, the increase of data, globalisation, urbanisation, climate change and the aging of the population. Each of these trends has itself shaped the world. (Ritakallio & Vuori 2018, 11.) Digitalisation is a tool for renewal of the business. Therefore, it is important to understand the ways in which it can influence the

fundamentals of business. Growth, profitability, and competitiveness are key business objectives for all companies aiming for success, regardless of the strategy. With digitalisation, every company can accelerate its growth, cut down the costs, improve the quality of its operations and provide a better customer experience. (Ilmarinen & Koskela 2015, 24.) Toni Pyyhtiä points out how crucial the agility of the strategy formulation and implementation are the following way: “It is vital for the business to know how to successfully implement the company’s strategy and goals. Online, it requires the ability to adopt new methods and practises and the speed to respond to the application of methods in an ever-changing environment.” (Pyyhtiä, 2019, 9.)

While scenarios and analytics may convince the management of the company of the superiority of a particular strategic path, it may not yet be sufficient to convince the key players in the success of that path. If the personnel do not believe in the new strategy chosen, their motivation to implement it effectively is weak. It is therefore very important for the success of the strategy that the company’s key internal and external stakeholders also find the chosen strategy meaningful. A good scenario looks at the situation not only through the company’s own targets, but also takes into account the views and aspirations of relevant stakeholders. (Ritakallio & Vuori 2018, 129.)

Sensitivity to change and agility replace predictions and planning. Succeeding in the digital era requires organizations to have new kind of insightful thinking, the ability to see things differently, and the courage to question. In the leading of companies in the digital age, there is a strong emphasis on people-oriented thinking and action. Individual experiences play an even greater role in both satisfying customer needs and directing the organization. The new products and services based on the experience they generate in us, is how we evaluate them, either consciously or unconsciously. The best innovations do not only solve something of our problem but brings us pleasure as users and consumers. (Hämäläinen et al., 2016, 45.)

2.1.1 Digital transformation of business

There are several forces, trends and phenomena that affect remote work. Among the force for change are at least the rapid development of communication technologies, sustainable development and ecology and climate change. Increasingly faster connections and rapidly evolving tools for communication and co-operation facilitate remote working and enable the work community to operate regardless of distance. (Vilkman, 2019.) Remote work is thus a consequence mostly of arriving to the digital era.

For any digital business, there are prerequisite building blocks that leaders must create if they are to succeed. The artificial intelligence is even encroaching on creative jobs such as journalism, law and accountancy, which were once thought safe from automation (McKeown & Durkin 2016, 1). The digital strategy created must be adopted internally and the business aligned to support it (Figure 2). Digital transformation consists of strategy and working culture, engaging the personnel and customers, as well as developing the process to more digital, the full use of technology and taking use of data and analytics. Insight should be given on how new technologies can be deployed in a marketing-oriented way, that would allow the organization to capitalise on the added values such technology could create to their customer. Doing business effectively means we must look at the marketplace in which we are operating and assess the environment and competitors. The speed of change in the environment increases and turning the resulting data into something more meaningful becomes difficult in the era of big data. (McKeown & Durkin 2016, 12.) If companies are to succeed in today's digitized environment, the digital aspects of business can no longer be distinct from the business as a whole, and the strategy of digital business can no longer exist in isolation of a broader business strategy (McKeown & Durkin 2016, 1). The digital business strategy and the leadership that drives it is essential element for success.



Figure 2 Digital transformation (McKeown & Bryson 2016, p. 14)

2.1.2 Scenario-based strategy approach

Using scenario-based method strategy planning is an efficient way to contemplate the different development options of the society. Scenarios are not necessarily any officially specified views of the state of the future, but instead can be the commonly agreed assumptions within the organizational management. Involving the personnel, and team-based organizing in the creation of the scenario-based strategy helps to increase the speed of renewal in the companies. Regular routines in defining the working tasks of

self-directed teams enables the work to be done in a new and faster way. It is not enough to recognize how the world is developing compared to the assumptions, but it is also necessary to be able to make decisions and take actions based on them. (Ritakallio & Vuori 2020.)

Listening improves the probability of the strategy to succeed. While scenarios and analytics are the heart of the new strategic leadership, management teams should not think that the themes identified through the scenarios and the things measured by the analytics cover all the essential elements. It is likely that even the best scenarios and analytics will miss something essential. (Ritakallio & Vuori 2018, 129.) Furthermore, if personnel do not believe in the strategy chosen, their motivation to implement it effectively is weaker. It is therefore very important for the success of the strategy that the company's key internal and external stakeholders also find the chosen strategy meaningful. (Ritakallio & Vuori 2020.)

It is vital for a business to know how to successfully implement a company's strategy and targets for online marketing and sales. Online it requires the ability to adopt new methods and practices and the speed of responding to the application of methods in an ever-changing environment. (Ilmarinen & Koskela, 2015, 89.)

2.1.3 Digital customer experience

The customer experience is the sum of the encounters, images, and feelings, which the customer forms about the operations of the company (Business Finland n.d.). Customer encounters take place in many different channels, both digital and physically. They all evoke different emotions and images every single time. Not only the customer experience but also the brand image is built on those feelings and images. By managing the brand, the customer experience can also be led. (Business Finland, n.d.)

In addition to asking from the customers, more and more organizations have turned to applying the services design tools. Service design does not always directly ask the customer what is wanted but seeks to understand the customer's experience. The accelerating pace of technological development has made listening to future players particularly important. The earlier the management team gets on the track with this type of development, the better chance it is having in considering their potential impact on scenario work. (Ritakallio & Vuori, 2018 p. 129.)

2.2 Digital working life

When the work life has moved to the digital era, the communication, managing the work and clear rules play a key role. Work is possible regardless of time and location in today's working life when remote working has become more common. Thanks to modern technology, distance is not an obstacle to work and for an effective cooperation. The notion that teamwork requires the team to be physically in the same place is helplessly outdated. There is of course less communication in the virtual team than in team located at the same place, because coffee table and corridor conversations are left out. Virtual work community impairs the communication between a supervisor and the employee according to some researches. (Vilkman 2016, 48.) Good communication is emphasized by Vilkman followingly: "Therefore, special attention should be paid to communication and interaction. In supervising work, communicating with people takes more time and needs to be planned and scheduled. Good communication increases engagement and productivity and is likely to reduce the absence from work as well." (Vilkman 2016, 48.)

From the perspective of working, digitality offers many opportunities to be present to colleagues and the working community regardless of the distance. Therefore, people need to learn how to be present to others via tools, how to enable a common encounter, discussion and exchange of ideas as if we were in the same office. (Vilkman, 2019.) The major shift that has happened in the work life moving to more remote working, does not apply to everyone. It might be, that being in the digital era and remote work is true for e.g. hospital worker, or a person working at the store, but the majority of work force in some businesses, still need to be physically present at the hospital, store, or the hair dresser. They are not totally unaffected, and some part of the workforce at least the administrative part of the work is most likely possible to be done from the home office in all business areas. Still, mostly the new era of remote working life is happening to knowledge workers. No companies are immune to the economic change happening in 2020 throughout the world due to the crisis due to the pandemic, some experience a deeper economic fall and some businesses and companies are less affected.

2.2.1 Remote work planning

When a sudden crisis happens due to external forces of the company, as it was in the case of the corona pandemic in the spring 2020, it was experienced by companies throughout the world, were they prepared or not, for the scenario of everyone starting working from the home offices. In an article called "What's your company's emergency remote-work plan?" in

Harvard Business Review the crisis affecting the work life was described followingly: "The global spread of the virus may be a moment that reveals whether employers are ready to respond rapidly to unexpected workplace changes. Business travel could decrease or come to a full stop. More employees may need to work outside of local 'business hours' and use video conferencing to operate across time zones. And, if it gets bad enough, many could indeed be asked, or request, to work remotely." (Yost, 2020.)

For preparing the organisation to not only flexibly respond to this potential disruption, but also to use the change and crisis to reimagine work broadly, there are five steps to get started according to the Harvard Business Review article:

- Acknowledge the possibility that all or part of your workforce may need to work remotely: simply ignoring this is not a strategy. Plan as if the only way to remain operational will be for as many employees as possible to work remotely. Gather a cross-functional team together that includes business-line leaders, IT, HR, communications, and facilities to start to plan for different scenarios and optimize execution, should circumstances require a rapid response
- Map out job and tasks that could be affected: note which roles and duties 1) can be done, even partially, without a physical presence in the workplace and 2) cannot be done, even somewhat, outside of the physical office, and 3) not sure. Challenge any potentially inaccurate default assumptions about specific jobs you may have thought could not be done remotely. And for those in the "not sure" column, be willing to experiment. Certain tasks they complete require physical presence, but those can be planned for
- Audit available IT hardware and software and close any gaps in access and adoption: Assess the comfort level with specific applications, such as video conferencing and other collaboration/communication platforms. Where you find gaps, provide training and opportunities for practice before people need to use them. Determine if there are any data-security issues to consider and how best to address them beforehand
- Set up a communication protocol in advance: how employees are expected to respond to customers; and how and when teams will coordinate and meet
- Identify ways to measure performance that could inform broader change: Depending upon the outcomes, one may decide to continue certain aspects of the flexible response permanently. Perhaps the company could e.g. cut business travel by 25% and substitute video conferencing (Yost, 2020.)

The different job descriptions and tasks of the digital age are evolving at a rapid pace. It is good for a digital era manager to understand what kind of

experts are needed to run a successful business, what kind of professions are in terms of the content of their work, and what kind of tools they need to succeed in their own work. (Ritakallio & Vuori, 2018, 122.)

A multi-channel approach could be selected in finding and serving the customers, there are a variety of social media channels to which data protection and copyright are central. Search engines play an important role in a customer's buying path, findability and buying. (Ritakallio & Vuori 2018, 13.) This naturally depends a lot of what kind of business is in question, and those are not excluding each other, it would be wise to have a combined strategy and to serve customers both online and at the physical office too, so the employees could take turns in their remote work days or weeks.

2.2.2 Remote work corner stones and concepts

The task of technology is to find successful, advanced co-operation at work and the opportunity for the formation of a new kind for work, but it is not creating joint co-operating working culture. In working remote, the cornerstones of good leadership are trust, appreciation, openness, well-functioning rules, open interaction and feeling of being part of the community (Vilkman 2016, 38.) Good cooperation in remote working is eased by ensuring the rules and procedure are clear to everyone. When moving to a time – and place-independent way of working, it is often necessary to redefine the rules. A joint discussion of the rules and procedure of way of working provides a good basis for cooperation. (Vilkman 2019.) The rules must be agreed together, so that everyone can feel they have been able to influence them, and that also that the rules will be obeyed, when these are clearer to all the employees.

The sense of being part of the community when working remote, requires special attention, as the feeling of the community starts crumbling as people encounter each other less and less. Experiencing a sense of togetherness manifests in us in different ways and at a varying intensity (Vilkman 2020). In the regard of joint meetings, it is important to be aware of what makes sense from the perspective of performing the work. Measuring work should move from measuring time to measuring results. What matters is not whether the employee is at the task available all the time, but especially in the information work, what is achieved is more important. In practise, many companies still monitor work according to whether enough time has been spent in the workplace. Measuring results is best done when there are clear goals and schedule for the work. In this case, both the supervisor and the employee know where they are going. (Vilkman, 2016, 58.)

2.2.3 Leading the Remote work

Remote leading includes managing all kinds of types of remote work, and the remote manager does not necessarily see the employee even weekly in the actual office. Leading the virtual teams emphasizes people leadership, and the change in working life to the remote work life also creates rethinking of the office spaces and tools. All the computers in use at the home office should have access to up to date information and retrieve the information easily. In measuring the knowledge workers' work results a more suitable ways to monitor the outcome of the workday performance of the employee, could be e.g. customer satisfaction, and not just staring at the plain working hours. In regard of the online meetings, the video connection should be ensured that it is working beforehand, and everyone should arrange the location so that it is easy to be concentrating to the meeting without any distractions. Also, people should be asked to comment and given turn to speak even they would not be asking for those, a good habit is to have the microphones closed when one is not speaking. The ability to combine family and working life are also adding value to the workers, and the point that people are less probably staying on sick leave, when they can stay home and work accordingly from there (Vilkman 2016, 43).

2.2.4 The rules of a successful working community

The responsibility of the individual, for a well working company, is essential to keep in mind. Pekka Järvinen states in his book "The rules for a successful working community" that the main function of the organization, is the task to create a general framework and systems for the workplace that connect all work units and phases of the work. So, in that sense, a good working organization aimed at the smooth operation of co-operation and purpose and efficient operations. In the smaller companies these structures are not necessarily seen so clear but in bigger organisations, it is essential to further define and clarify the division of labour within and between the responsibilities, and working, groups, and the flow of information and all the practices. Supervisors should be encouraging people to present their thoughts even though they may sometimes seem simplistic or even provocative to him. (Järvinen, 2008, 37.) This is important from the perspective of efficient internal information flow, that there are no hindrances due to the fact, that the employees are not daring to say what they think about the situation at hand. That is where the personnel surveys can give insight to the management of the general views of the personnel in how things are perceived by them.

Many times, the problems are arising from the fact that there is unclearness of the responsibilities, how those are divided within the group or in the

workplace. The importance of the skills to be acting as a subordinate should be kept in mind, and not solely focusing on the leadership coming from above. That also includes the ability to lead one's own work in a structured way and make schedules, short-term and long-term plans, and observations of the own work. Some people have the habit of starting the day by deciding for the workday to define the jobs that at least need to be done, during that day. And maybe leave some time for the possible planning and evaluating as well. Some people plan the few days ahead accordingly. So, this planning also helps after the day is done, to reduce the stress, if a worker has a sense of controlling the amount of work which is to be done during the few coming days. The supervisor creates guidelines and makes demarcations, but in everyday, constantly changing work situation, the employee himself is also required to have more and more ability to prioritise his work or urgency.

Through dialogue between managers and employees, workloads are shared, and policies are built in such a way that no one's work situation starts to become unreasonable. In this case, it is essential to ensure that know 'how does not accumulate too one-sidedly. In the work community, it is important to agree on who is someone's back-up who will be able to patch or help if the situation so requires. (Järvinen, 2018, 38.) Järvinen states about the importance of the good dividence of the responsibilities followingly: "Organizations that do not take care of a sufficiently wide distribution of know 'how are extremely vulnerable: in principle, anyone can at any time, for example, be left under a car, fall sick or resign, and as result the work community is in trouble." (Järvinen, 2018, 38.)

The basic mission of the work in the work community needs constant reevaluation and defining, also because the resources, goals and tasks of the work community might be changing. And in case there are significant cuts in human resources in the work community, it is important to define at the same time what is means for the tasks at hand at work. In case not, there is a danger that people will try continuing performing their tasks as before, even though that is no longer even possible. It has many positive outcomes for the working community if the workers can keep clear distinction between their personal and professional lives. This professional attitude takes advantage of skills and creativity which is at the core of all teamwork, and good decisions and development can be made.

2.2.5 Full use of technology, space, and time

From the point of view of ecology and climate change, remote work reduces travel between home and work. With remote work, organisations also learn to better communicate and collaborate digitally, so perhaps other types of

travel needs are reduced as well. Remote work also slowly increased the amount of paperless offices according to Ulla Vilkmán: “As work becomes more mobile, it makes sense to transfer papers and folders to electronic form, as dragging a large amount of material becomes laborious. As remote work is increasing, the need for business premises decreases, which means that less furniture and other office materials are also needed. The effect on the carbon footprint are therefore manifold.” (Vilkmán, 2019.) In the era of a virus pandemic, the space to be left as a precaution in between the workers, evens the effect of people not been physically at the office, because the ones that are present physically should still keep the space recommended to be left in between people. In general, the use of office space could be redesigned, due to the increase in remote work, but the pandemic is hindering the idea of a common office space, since the personal office tools should be not be used jointly, in order to prevent the spread of the virus.

Already before the worldwide pandemic in the spring 2020 Finland as high-tech country had good prerequisites for the remote work in the sense of flexibility in the working hours. Finland as a Nordic Nation according to Maddy Savage in his BBC work life article in 2019 “has embraced agile hours for decades. New law implemented in 2019 lets Finns start and finish early, bank time off and make time for exercise. Finland is offering flexible work hours, and as mentioned in the article, the new Working Hours Act will give most full-time employees the right to decide when and where they work for at least half of their working hours.” (Savage, 2019.) Savage continues, that “the wide availability of Wi-Fi and cloud-based technologies make it possible that you can work remotely in the same way as in the office.” (Savage, 2019). There are also major benefits to flexible working for employers too, which often see increased efficiency and output from staff. According to Savage, many Finns agree that a key reason why the flexible working is already so successful is a deep-rooted culture of trust. Another reason why so many companies are already willing to support flexible working is that Finns have long had a focus on work-life balance. (Savage, 2019.) One of the key concerns is the impact of losing the social context provided by office spaces, from communal coffee areas to the chance to share resources and equipment.

Many companies use intranet as a channel to share information within the working community. Also, shared electronically stored folders to storage information can be convenient tools. Joint online conversation platforms such as Yammer, can be good tools to increase the internal communication. Team forums can be other shared workplaces too, e.g. Microsoft Teams is a convenient tool for co working. Calendars of co-workers or joint calendars and joint e-mailboxes of certain functions can be handy in time scheduling and managing the work also remotely when employers have access to each other’s calendars.

3 RESEARCH OBJECTIVE AND METHODOLOGY

3.1 Research objective and design

In the spring 2020 with the worldwide crisis of corona virus outbreak placing the restrictions for the people working in the shared office space, added pressure to start working remotely from their home offices, in order to prevent the spread of the corona virus. The level of remote working hours increased suddenly substantially also at YH Kodit. The objective of the research was to find out how the personnel had experienced this shift to moving to work remotely from home office instead of arriving to the office physically every day. There was a need recognized by the management of YH Kodit already before the corona crisis, that the common rules and framework for the remote work should be prepared. At this point when the personnel had during the spring 2020 gained real experience upon the subject, this was timely to gather their experiences. The primary data was collected with the literature and interviewing the management of YH Kodit, and the secondary data for the case study was collected with a personnel survey.

Before executing the personnel survey, some pre-understanding of the subject in general was gathered through management interviewing and reading theory of digitalisation, remote work, leadership, and digital strategy implementation. The aim of this case study was to make an analysis of how the views for the management of the strengths, weaknesses, opportunities and threats of remote working comply with the findings of the personnel survey, when creating the rules for remote work in the future, keeping the strategy and targets of YH Kodit in mind. The common theory of digitalisation and remote work as a phenomenon was studied for enforcement. The company can create image with its remote working strategy, and increase interaction and internal communication flow, transparency of work as well as the customer satisfaction levels.

3.2 Research method and research question

Based on the main research question a mixed method research design was decided to be applied in this research. The basis for mixed method research is considered as the combining of a qualitative and quantitative approach, for this provides a better understanding of the research question than applying the approaches alone. Although the division between the qualitative and quantitative methods are justified by the fact that they answer to different research questions, a mixed method research design can also give answers to different research questions by creating different methodological solutions and strategies. (Haapakoski, Seppänen-Järvelä, &

Åkerblad, 2019, 1.) Mixed method research design has been suitable for social phenomena. In this case study both the views of the management, and the personnel as well as the theory of digitalization and remote working as a phenomenon are combined and analysed. The basic research question was that what kind of remote working practices ought to be created for the company to support the strategy of the company. The secondary research question was how the personnel are experiencing the remote work. The research is leaving out the contemplation of the question of why the remote work is done, since now in the case of YH Kodit, it was apparent that the personnel started to work from the home office due to the recommendations from the Government of Finland.

According to Sharlene Hesse-Biber in her article “The deployment of a qualitative methodology does not rule out the use of quantitative methods. Methods are tools, a researcher’s methodology determines the way in which a tool will be utilized. (Hesse-Biber, 2010.) The flow of this research is illustrated in the figure 3. In the phase one of the case study of remote working practices at YH Kodit Oy, a qualitative research was made. The email interviews of the management of YH Kodit Oy, were used as a tool to get an overall understanding and basis for creating a SWOT analysis of remote working, both as a general phenomenon and from the viewpoint of YH Kodit. The management interviews were conducted to have preunderstanding of the remote working practices, experiences, and ideas of the management regarding the issue. This phase of the case study is described more in detail in the chapter no. 5. Theory of the digitalization and remote work phenomenon was collected. Based on these findings, the online survey questions were identified to be sent to all the personnel of YH Kodit. The phase two of the research, was the quantitative part, which is described in the Figure 3 in the part of survey. At this point the actual online survey was made and after that the results were analysed. Finally, an overall interpretation of the case study was made, and the findings and recommendations are described in the conclusion chapter.

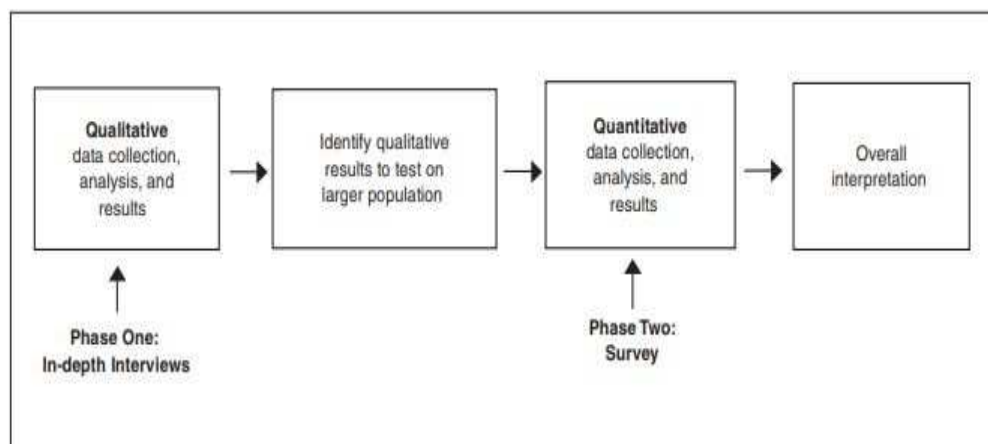


Figure 3 Sequential mixed methods design (Hesse-Biber, 2010, p.4)

A mixed method research design is a general type of research that includes quantitative and qualitative research data, techniques and methods. All these paradigm characteristics are mixed in one case study. This method design involves research that uses mixed data and additional means. A mixed method uses both deductive and inductive scientific method, has multiple forms of data collecting and produces eclectic and pragmatic reports. (Ayiro, 2012, p. 489). The researcher can use the findings of a qualitative study to select a quantitative sample that reflects a larger population in order to generalize and draw conclusions. (Hesse-Biber & Johnson 2015, 355.) The approach selected for the case study of remote working at YH Kodit is using a mixed model design. A mixed model design is a research in which you use both quantitative and qualitative data in one or two stage of the research process. The mixing of quantitative and qualitative approaches happens in every stage of research. (Ayiro, 2012, p. 489.)

3.3 Qualitative method

A qualitative approach encompasses several research traditions that hold as their core assumption that reality is socially constructed and multiple. (Hesse-Biber, 2010, 1.) According to Hesse-Biber “the search for one and only truth is not a goal in this perspective in the qualitative method research, but rather that the reality is assumed to always be representational, rather than the one and only truth.” The qualitative method in the mixed method research in the case study of YH Kodit is more determinant, since the aim is to give insight to the management while creating the set of rules and framework for the remote working culture at YH Kodit working community.

3.4 Quantitative method

The quantitative research method is a method in which information is viewed numerically. This means that the issues to be investigated and their characteristics are described usually using numbers. The quantitative research method answers the questions how many, how much and how often. In a quantitative study, the researcher receives the research data in numbers, or the qualitative data is grouped into a numerical form. Then the researcher presents the result in numbers, for example in key figures. The researcher interprets and verbally explains the relevant numerical information. In structuring, the issues to be examined are standardised and then formed into questions and alternatives in advance so that everyone understand the question in the same ways and questions can be asked from all the respondents in the same way. For each subject to be examined, a

variable is given a value. The value is expressed as symbols, such as letters or numbers. (Vilkka 2007, pp.14-15.)

In quantitative research the material can be collected through a questionnaire, an interview, systematic observation, using ready-made registers or other materials. The essential thing is that the research material is collected in a measurable form or the material can be transformed to a measurable form (Vilkka 2015, 35). The online questionnaire for all the personnel of YH Kodit Oy was created, using alternatives in the scale of numbers from 1 to 5, to describe the experiences, views and opinions of the respondents. These findings are described more in detail in the chapter no 6.

3.5 Data collection

Firstly, a qualitative research type of questionnaire was sent to the management of YH Kodit Oy by email, to gain pre-understanding of the current views of the management, for creating a SWOT analysis upon those answers. Based on those answers a SWOT analysis was created, and the online questionnaire for the personnel was created. Both qualitative and quantitative approaches were used and data in statistical form and qualitative data in the form of open commenting was received.

One of the most important steps in quantitative research is to change the theoretical concepts of the subject under study into practical ones. A form interview is an effective way of gathering data when the research problem is not very wide and the aim is to describe for example opinions, views, ideas, or experiences on a single issue. (Vilkka 2015, 102.)

The quantitative part of the collection was conducted with an online questionnaire. In quantitative research, the collection of research data, the processing of research data, and the analysis and interpretation are separate steps. Processing of the material begins when the material collected through a survey, interview or observation has been completed. Processing means that the material obtained with the forms is checked, the data is entered and saved in such a form that it can be examined numerically using spreadsheet or statistical programmes. Research material will be reviewed once the material is collected and the deadline has expired. (Vilkka 2015, 193.)

The conduct of the online questionnaire and the findings are described more in detail in the chapter number 6. A reminder was sent to the personnel who had not yet answered to the survey, via the tool, to get more answers which adds to the quality of the research conducted. In order to gain as high as possible the percentage of the personnel representing their views, and to have as many answers as possible, a small draw was conducted amongst the answerers with a small prize, and amongst the ones that had not gained

experience of remote working, and therefore were not able to answer the questionnaire.

3.6 Quality of the research

The research is theoretical in the sense that it uses scientific theory in the background, such as forming the company strategy. The research is empirical in the sense that the findings made in reality solve the question of the validity of the research result. In principle, the research seeks to explain the findings, and explanatory study requires a description of the environment relevant to the research object and the research problem, either by the researcher herself or by other members of the research community. (Saukkonen, n.d.)

An important function of research using a qualitative research method is to be emancipatory. This means that the participants in the research interview are not only tools for obtaining information, but the research should also increase the subject's understanding of the subject and thus positively influence the subject's understanding of the subject. Taking emancipatory approach as a target for interviews is the best motivational tool for the continuation of the interview and receiving good quality material from the interview. There are always own problems in collecting research interview. However, most of them are predictable and solvable, although all the risks associated with a qualitative research method and the collection of research data can never be completely eliminated (Vilkka, 2015, 193). Quantitative data must be processed into usable information for use. In the chapter number 6 the reliability of the personnel survey results is being furthermore investigated.

Source criticism is an important issue in research because the quality of the source and material is directly affecting the reliability of the study. The basic questions when assessing the quality of the research are: Who produced the material, when was the material for the research produced, where was the study conducted, for what purposes was it conducted, what does the research consist of, what is the size of the sample, is the sample answering the basic research question and the purpose of it, etc. (Vilkka, 2015, 68.) In this case study all the personnel were able to give their insight with answering the questionnaire, and the percentage in answering was high. Timing was also good, since the personnel had recent experience of the shift in the remote work. The details of the demographics of the respondents to the survey and the answering percentages are described more in detail in the chapter number 6.

Both deductive and inductive reasoning are used and needed in scientific thinking. Reasoning is deductive when the conclusion follows with logical necessity of the premises. In a deductive approach, the researcher tests a theory by setting hypotheses or research questions based on the theory and proving the theory true or false. Reasoning is inductive when the conclusion does not follow from logical necessity from the premises. Inductive generalisation is when the regularity characterizing known cases is generalized to all similar cases. (Saukkonen, n.d., 20.) This case study uses both, a deductive way is when from the general theory the conclusions are drawn in the chapter no 8 and inductive when the recommended actions are drawn, since these findings are partly coming from the results arising from the quantitative personnel survey answers.

4 DESCRIPTION OF YH KODIT OY

4.1 Introduction of YH Kodit Oy

YH Kodit Oy is a company specializing in the construction and ownership of rental, right of residence apartments and real estate developing. YH Kodit owns and manages rental apartments in Tampere and Turku area. YH Kodit is a property owner and a real estate developer. YH Kodit employs 45 employees and owns approximately 8000 apartments in the growth centres of Turku and Tampere areas. In addition to that, 2000 new homes are under construction in the spring 2020. (YH Kodit, 2020) The slogan of YH Kodit is “Elämän kestävää asumista”, which is seen in the logo of YH Kodit (Figure 4). This can be translated as “Living enduring life”.



Figure 4 The logo and slogan of YH Kodit

Through YH Kodit, one can find apartments of all sizes: in addition to small ones, there are also more spacious apartments, right-of-occupancy

apartments, own apartments for sale, and aging friendly housing. YH Kodit has ARA-financed and freely financed offerings. (Aamulehti, 2020.) ARA is the Housing Finance and Development Centre of Finland. ARA has major responsibility for the implementation of Finnish housing policy. ARA belongs to the administrative branch of the Ministry of the Environment. ARA grants subsidies, grants and guarantees for housing and construction and controls and supervises the use of the ARA housing stock. In addition, ARA participates in projects related to the development of housing and expertise in the housing market, and produces information services for the industry. (ARA, 2020.)

4.2 Vision, mission, strategy, values and brand

The mission of YH Kodit is to provide a home for life. The vision is that the residents value the company YH Kodit and the company is setting an example as a role model in the industry. The strategic priorities are the continuous improvement of the customer experience and taking good care of the shareholder value. The values, which are guiding the everyday actions at YH Kodit, are “I care, I solve, I commit”. (YH-Kodit, 2020.)

The continuous improvement of customer experience concerns all the departments and employees at YH Kodit directly or indirectly. All the personnel are a part of the marketing via the image building, not solely the marketing. For the residents of the apartments owned by YH Kodit, most of the direct customer experience happens via renting and housing management departments, and when buying an apartment, the interaction mostly happens with the sales department, but also the administrative departments are playing their part how smooth the services are perceived as being organized and conducted.

The marketing manager of YH Kodit Tuire Mäenpää was interviewed by email about the image building and the strategy implementation amongst the personnel. According to Mäenpää, YH Kodit as a brand is well known among people over 40 years old. The challenge and a goal are to raise brand awareness among younger people according to Mäenpää: “Most of the rental applications come from people who are under 35 years old. Our strengths are our good reputation and credibility. Since our vision is that the residents value the company YH Kodit and the company is setting an example as a role model in the industry, we need to act towards this. Sustainability, responsibility and ethicality in our work are the guidelines we use to pursue this vision.” (Mäenpää, 2020.)

Mäenpää connects the listening and involvement of the personnel via employee satisfaction, and therefore increased work motivation, with the

implementation of the strategy of YH Kodit: “When we want to continuously improve the customer experience, we cannot forget the role of the employees. Committed and motivated personnel do their best to solve customers’ problems. Committed person feels trusted and valued. This person is also familiar with customer journey and process. Allowing people to work remotely is one way of showing the personnel that they are trusted“. (Mäenpää, 2020.)

Involving the personnel has been thoroughly deployed at YH Kodit as well. During the spring 2020 the customer journey was discussed with the different departments, so the employees in all the departments would understand the value of the continuous improvement in the creation of the customer experience. Even there is not a direct contact with the customer, the reputation and the image of the company all are playing their part in the success of the company. Mäenpää adds to the measuring of the customer experience: “Continuous improvement of the customer experience is one the strategic priorities in YH Kodit. It is vital that the whole customer journey and touching points with YH Kodit are as smooth as possible. We started to go through every departments’ main touching points and interactions with customers. With these touching points we were able to find possible bumps on the road and fix them. We are currently measuring NPS (Net Promoter Score), but in the future we are also starting to measure CES (Customer Effort Score). CES measures how much effort a customer must exert to get an issue resolved, a request fulfilled, or a question answered.“ (Mäenpää, 2020.) In the picture below, the contact points in the customer experience journey are illustrated as being versatile, staff being an essential part. (Figure 5)

Contact points

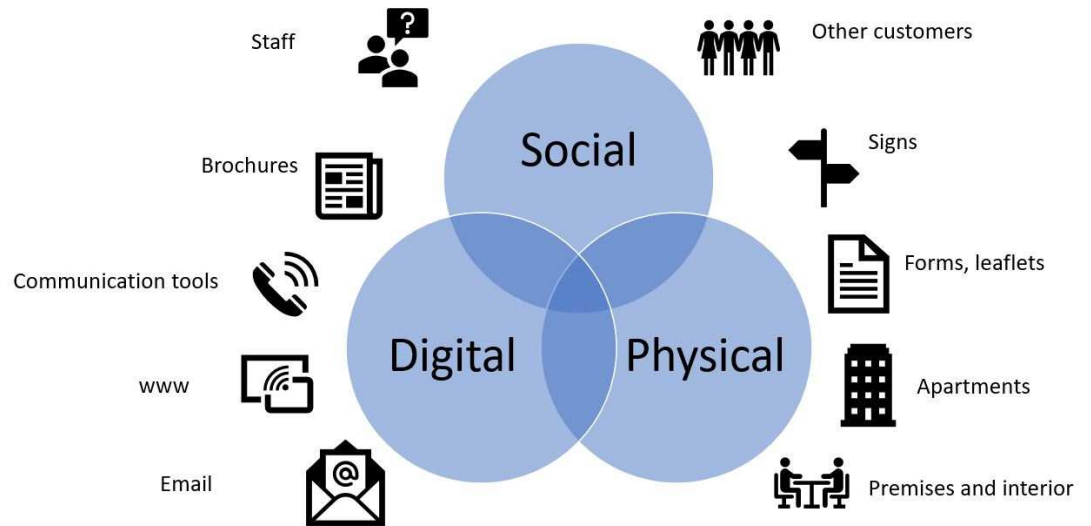


Figure 5 Contact Points (Mäenpää, 2020).

How well the personnel know the strategy of YH Kodit, was mapped in a personnel questionnaire conducted by YH Kodit amongst all personnel at YH Kodit in May 2020 as well, according to Mäenpää. Mäenpää states upon the results from that survey followingly: “Company culture includes a variety of elements, including work environment, company mission, value, ethics, expectations and goals. People are more motivated when the job responsibilities are clearly defined, and everybody know what business and personal goals are. Our strategic goals should guide our everyday work and decisions. We made a small questionnaire to our staff about our mission, vision, and strategy. The results showed that most of the employees were aware of our mission, vision, and goals.” (Mäenpää, 2020.) According to Mäenpää there is still improvement to be done in the sense of how likely the personnel would recommend YH Kodit to the people they know as a workplace, even most of the personnel would be recommending their employer.

4.3 Business Environment

YH Kodit is an experienced player in the housing market, whose strength is the diversity of the housing offered. In an article published in Aamulehti on 23.5.2020 according to team manager Marianne Viita from the apartment

renting services of YH Kodit, the customers are giving good feedback about the customer service in the electronic era: "In customer feedback, we are also praised for our flexible customer service and electronic services". (Aamulehti, 2020.) "Our absolute advantage is that we have been in the rental market for a long time and we design and build apartments according to demand", concludes Viita. Changes in housing trend is reflected in the demand for small apartments. According to Viita: "In a changing world, housing is also changing, and new generations have their own goals, thoughts and dreams". The same applies how the residents like to take care of their business with the housing management, and the online channels are preferred by some part of the residents; in general the younger ones who are more accustomed to handle their business online. But the supply for physical meetings in taking care of business is still needed since all the people do not have the online access or sufficient skills for taking use of e-channels.

4.4 Actions implemented at YH Kodit

Employees started also to work home offices during March 2020. Depending on the tasks and responsibilities employees were having in critical roles, to avoid the possible absence of workforce due to sick leaves caused by the corona virus, the personnel in some departments started to rotate their turns in the remote work. If too many persons responsible for a certain task would be absent simultaneously, it would pose a risk to continuous operations. The division of the employees in these critical roles was so that the persons responsible of e.g. payment of the invoices, would be doing the work from the home office every other week. In the coffee room there became the restrictions of maximum four people could be staying in the coffee or lunch area at the same time. People started to move their working to home offices more and more.

4.4.1 Electronical channels in customer service

Most part of the personnel started to work from the home office, and the company managed well to maintain all the basic functions rolling, ensuring functioning customer service. The customer service available at the office, started to have customers physically at the office only with the pre-agreed appointment time, and only one customer at the time could enter the office. This was a precaution for not potentially spreading the corona virus, according to the instructions and guidelines given by the Government of Finland. Also, part of the personnel in other functions started to work remotely, so that possible absence of personnel in case sickened, would not be posing a risk of having any pause in the services provided.

YH Kodit appealed to its customers in March on their webpage that the customers could preferably take care of business primarily electronically. This message was shared via the Facebook-account of YH Kodit as well. The residents have the resident pages online in use, where the suitable forms for taking care of tasks is enabled. The applying for a new apartment, the notifications of faults and need for service in the real estate, or terminating a lease contact, can all be done online. In addition, the customers were encouraged to use email or phone since the corona pandemic had started, so on very rare occasions there is anymore the need to arrive to the office physically for taking care of the business. Also, the apartments available for sale or to be rented, could be showed electronically for the customers.

4.4.2 Equipment

After employees of YH Kodit moved gradually and at least partly to their home offices during the spring 2020, they soon noticed how most of work tasks can be performed the same way and as easily from the home office. The secured connections were working well, and computers were working well with no bigger problems. Lack of equipment was realized, in case there was a need for a set of working head set for the meetings, these needs came out soon. Employees who had not worked from home office, noticed that the transmission to remote working was not too difficult, since most the important work files and documents were already being stored in M-files, which is a cloud-based electronic storing software. Some people already owned good hardware e.g. extra display and other equipment for smooth remote working from home, but some took the portable displays available from the office with them. To enable the efficient working from the home office, having multiple displays is helpful in remote work, not having to just be with the laptop screen solely.

4.4.3 Ergonomics

For the well working ergonomics part of the remote work, there was a message sent in the intranet of YH Kodit by the Director of Administration Raili Siiskonen in the beginning of May, that the portable tables are available for those employees, who are interested in getting those. Having the option for the standing position every once in a while, also when working from the home office, with the electronic moving table enables to maintain good ergonomics in office work.

4.4.4 IT and security

The Microsoft Teams-application was installed by the IT department in March 2020 for all the personnel's use, to have the unified communication channel and online meeting environments working properly. IT department helped to solve issues personnel were facing as they came out.

There was a message in the intranet of YH Kodit from the Director of Administration Raili Siiskonen as a reminder to the personnel, that everyone should take care of safe and the secure handling of all confidential information with due diligence in the place where the work is done (YH Kodit Intranet, 2020). Since the remote work is not happening in safe and secured surroundings of the office walls, this should be kept in mind, that information security is ensured. Secured VPN channels are in use, so all the same data is retrieved in the home office that is available for employee use at the office.

5 SWOT ANALYSIS OF REMOTE WORK

5.1 SWOT Analysis

In this chapter the strengths, weaknesses, opportunities and threats of remote work, are contemplated. Those are viewed both as a general phenomenon in the SWOT analysis created and also from YH Kodit point of view, based on the answers received from the management of YH Kodit, answering to a small email questionnaire.

Existing businesses can use a SWOT analysis, at any time, to assess a changing environment and respond proactively (Berry, n.d.). For the creation of the suitable framework for the remote working methods in a company, a SWOT analysis is a practical tool which helps in the process. A SWOT analysis is a convenient way to find out the strengths, weaknesses, opportunities and threats, and to find the right solutions to achieve the goals. SWOT is a framework that allows managers to combine insights obtained from an internal analysis of the strengths and weaknesses with those from an analysis of external opportunities and threats. Strengths and weaknesses are internal to the company and can be directly managed by it, while the opportunities and threats are external, and the company can only anticipate and react to them. Often, SWOT analysis is presented in a form of a matrix as in the figure number 6. (Jurevicius, 2013.)



Figure 6 The SWOT Analysis Matrix (Jurevicious, 2013).

A SWOT analysis created in this case study helps to combine the gathered opinions of the management of YH Kodit of the remote work to the subject in general. It also helps to have a predefinition of the pros and cons connected to the remote working, as a phenomenon as a such but also as tool to find out the abilities of the personnel and the employer to follow the company strategy while the work is done remotely.

A SWOT analysis is typically conducted using a four-square SWOT analysis template, but one could also just make lists for each category (Berry, T. (n.d.)). To the predefinition of the factors attributed to remote working, the listing method was chosen. The listing in this chapter of the strengths, weaknesses, opportunities and threats what the remote work has, is based according to the answers received from the management. Strengths and weaknesses are internal factors in the company, those can be changed over time but not without any work. Opportunities and threats are external, and those will be happening despite of the actions made in the company. The email questionnaire sent to the management concerning remote work, in regard of mapping out the as is-situation of YH Kodit as an employer and from the workers' perceptive can be found in the appendix number 1.

5.2 The strengths of remote working

The possibility to flexible work many times makes the work lucrative for employees. The profitability can be gained through job satisfaction and lower turnaround of employees as well. The working day can start more calmly, and the workday can start earlier, when it can be started right away in the morning at the home office without the need to commute.

According to the answers of the management to the questionnaire, the personnel's remote working strengths at YH Kodit were described as independence and professionalism. Management sees as a strength, that most workers have a good ability to conduct one's own work independently, and most of the personnel are aware of the strategy and how their own work supports its implementation. Personnel also has diverse experience in real estate business, which contributes to independent problem-solving ability. From company side, the management sees as a strength also affecting remote working, that the company is honest, transparent, and solvent, and that the vision of the company's progress and corporate governance is unified. The guidance from the owners of the company has become farsighted and this sets the solid foundation for the diverse development of work. The well-functioning IT tools and environments are also seen as a strength.

5.3 The weaknesses of remote working

Open atmosphere and honest communication are key issue in remote working. A weakness in remote work is, that people are not actually meeting each other face-to face at the office, so the internal communication might worsen. One weakness of remote work is thus that the feelings of loneliness may be risen.

According to the opinions of the management of YH Kodit, the weaknesses of both the personnel and the company side is that most workers are still lacking somewhat the remote working experience, at least in the sense of the teamwork. Teamwork should be therefore emphasized and paid attention to. The feeling of being isolated and experiencing loneliness and without the support of team can be a downside, caused by the not yet well-developed remote team working skills.

5.4 The opportunities of remote working

The remote working gives an opportunity to combine work and family life, so that it adds to the well-being of the employees and the motivation and the productivity of the worker. It adds to environmental improvement since employees do not have to commute. Employees can do their job more effectively, if there are no disturbances coming from the normal open office surroundings.

The management of YH Kodit pointed out that, the remote work enables the versatile use of business premises. The possibility of employing people from a wider range of geographical area is an opportunity for the company, because the recruitment area is wider. Remote working enables the

development of professional skills since the new remote working tools are needed to be learned, since many eLearning tools can be applied, and seminars attended. For the employer, the improvement of the feeling of well-being at work is an opportunity which remote working possibility brings. While working remotely at the home office, the working environment might have fewer distractions and this is also seen as an opportunity, since the quality of work could be improved. For YH Kodit as a company, remote work is an opportunity to enhance the digital service channels, which majority of the customers prefer having. It is an opportunity to do online apartment showings, when physical attendance is not possible for the risk group of citizens and for all the potential customers, who wish and are therefore able to watch the showing of the apartment online.

5.5 The threats of remote working

In many organizations the challenge is that leading remote might stumble, when all the possibilities of the virtualization are not being exploited but working methods are remaining the same as earlier. When this happens, the collaboration between workers might suffer and leadership might face challenges as well. It might happen that the remote working might experience lack of support of the working community, and those who are not physically at the office might be slightly forgotten. Social support includes emotional support, appreciation, and feedback moving to both directions, and guidance and advising. The full use of technology plays a vital role in the successful remote working, and there is the threat that the connections would not be working, or there would be a problem in the electronic systems or software.

This also forms a security risk if data is stolen or viewed by someone accidentally. Sometimes the risk of being misunderstood might also rise if the communication is weakened due to not meeting the co-worker face-to-face. According to the views of the management of YH Kodit, the threat in remote working is that employees would be working longer hours when working remote, if the straight limits of free time and working hours should be blurred. The feeling of becoming more unattached of the strong team spirit if people are not physically at the same place, while sharing the coffee breaks and meeting also by chance at the office hall ways- this could worsen the information flow, if co-workers are not contacted remotely so easily.

6 PERSONNEL SURVEY RESULTS

6.1 Online questionnaire implementation

The research included an online survey executed with the Webropol-software, which enabled the conduction of the survey online (Figure 7). A mixed-method research means that the research combines different research methods, such as qualitative and quantitative research methods. Where there is little prior knowledge of the research topic, it has been of use to combine qualitative research methods to the initial phase of the research to provide a comprehensive and reliable set of indicators. (Vilkkä, 2015, 98.) In this case study of remote work at YH Kodit, the questions for the online personnel questionnaire were formed and selected after gaining pre-understanding in the form of SWOT-analysis, which was described in the chapter number 5.

The online questionnaire was implemented in the spring 2020, after the remote working recommendation from the Government of Finland had been going on for over a month, so personnel had already gained experience of the remote working. The questionnaire was sent to all the personnel at YH Kodit, to 45 persons of which 2 persons answered that they had not worked remote, so the questionnaire was irrelevant for them. Altogether 30 persons replied, which is 67 % of the personnel (Figure 7). The questionnaire had 22 questions using alternatives in the scale of numbers from 1 to 5, and open answer boxes in the latter questions to describe the experiences, views, and opinions of the respondents as well. The questionnaire sent to the personnel is found from the appendix number 2.



Figure 7 The answering percentage to the Webropol online questionnaire of remote work for the personnel of YH Kodit

6.2 Reliability of the research and the demography of the respondents

In the context of measurement reliability, it is common to speak of validity and reliability. The validity of the measurement is a good meter what it is intended to measure. The reliability of the measurement is affected if random errors are impairing the reliability. (Taanila, 2012) To the reliability of the results if affected by that answers came divided quite equally from all the departments. 25 % of the answers were coming from resident property management department, 14 % came from personnel working in the rental and apartment sales departments, 21 % of the answers were from constructor department. 29 % of the answers given were from financial administration department and 11 % of the answers came from other administrative or IT department. Also age of the respondents was spread quite evenly: 14 % of the respondents were from the age group in between 20 to 34 years, the majority of the answers came from the age group 35 to 44 years (39%), and 25 % of the respondents were from the age group 45 to 54 years, and 22 % were from the age group in between 55 to 70 years (Figure 8).

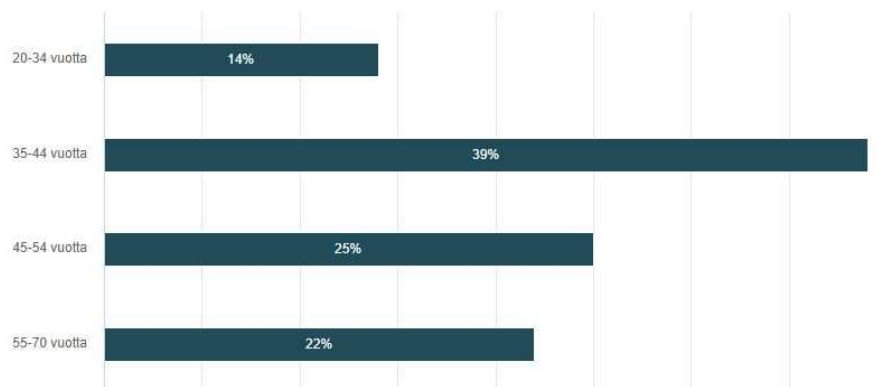


Figure 8 The age ranges of the respondents

69 % of the respondents are mainly working in Tampere area and 31 % percent mainly in Turku area. Most of the answers came from people who have been working at YH Kodit for more than 10 years (41 %). 21 % of the respondents have been working at YH Kodit less than a year, 28 % of the respondents have worked at YH Kodit less than 5 years but more than one year, and 10 % have been working experience at YH Kodit from 6 to 10 years (Figure 9).

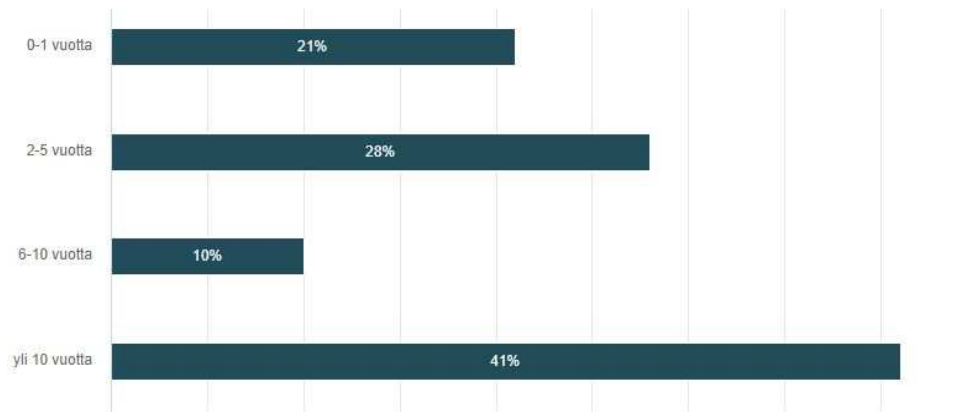


Figure 9 The duration of the employment at YH Kodit of the respondents

6.3 Remote working equipment and tools

Most of the personnel were satisfied with how the employer has been able to provide the suitable tools and equipment for remote work. The respondents were asked to rate the tools provided with a number in between 1-5 so that 1 is the weakest and 5 is the best grade. 47 % of the answers gave the best grade 5, 37 % gave the grade 4 and 16 % grade 3 (Figure 10). The average grade given by the personnel regarding the remote work equipment was 4,3. It is noted, that the employer has been seen as very successful in providing the suitable tools and equipment for the remote work to succeed from the home office. No answers were given to the grades 1 or 2, which would be the lowest.

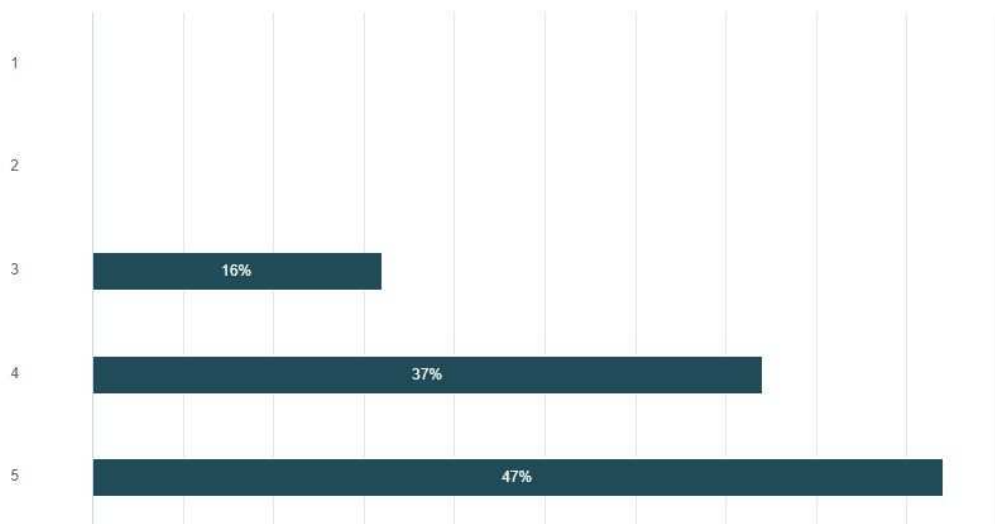


Figure 10 The assessments of the employer's success in providing suitable tools for remote work

6.4 Support of the employer and the colleagues

The questions in the online survey from numbers 6-9 were researching the feeling of the importance of the support of the organization in order for the remote working to succeed, and the level of actual support received from both the employer and the colleagues. The result was that the personnel experienced high satisfaction level to the support received from the employer. The number 6 is the questionnaire was "how would you assess the support received from the employer, please give a grade from the rate 1-5, so that number 1 is the weakest and number 5 is the strongest grade". The average grade of the support received from the employer was 4,1. No answers were given to the 1 or 2, which would be the lowest grades. 20 % of the answers gave the grade 3, half of the answers gave the grade 4 and 30 % gave the best grade number 5 (Figure 11).

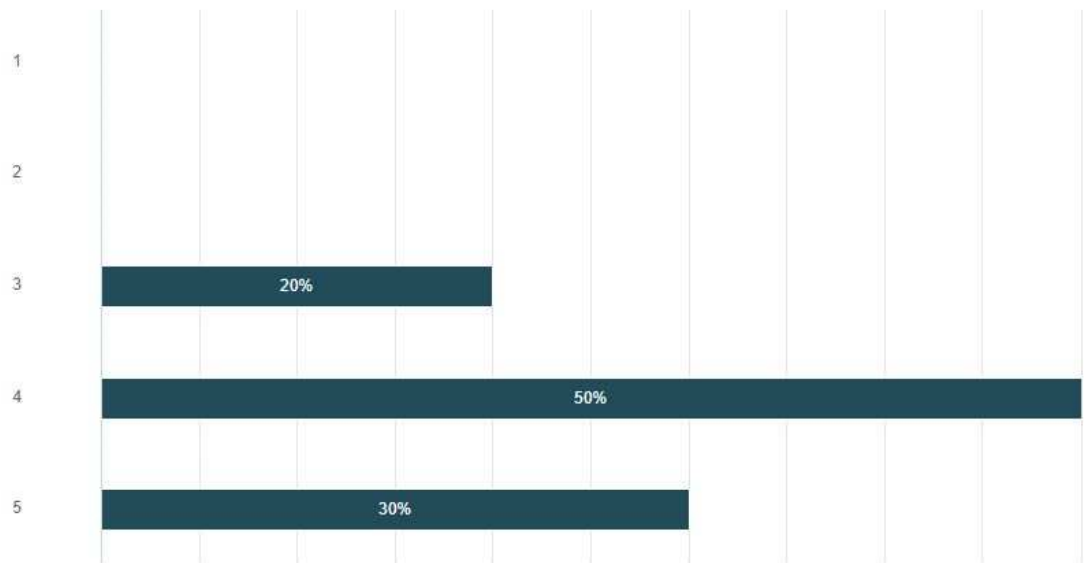


Figure 11 The evaluation of the employer's success in providing support for remote work

The importance of the support received from the employer was mirrored in the question number 7: "How important would you consider the support received from the employer for the successful remote work? Evaluate with a number in between 1-5, so that 1 is not important at all and 5 is very important". In total 85 % of the answers from the personnel gave the

number 4 or 5 in their answers, so it was considered highly an important issue to have the sufficient support from the employer.

GAP analysis is a method, that can be used to compare and describe the difference between the current state experienced and the target state, as the wished state would be. The term “gap” refers to the space between “where we are” (the present state) and where “we want to be” (the target state). A gap analysis can also be referred to as need analysis, need assessment or need-gap analysis. (Bhat, 2020.) In a GAP-Analysis was created concerning the remote work support from the employer: the difference in between the average rating of the employer’s support and the average rating of the importance of the support, the variation is extremely minimal. Only a 0,1 percentage point difference is shown in the analysis (Figure 12), meaning that the importance of the support is valued slightly bigger, than the actual grade given to the support received. The average grade of the importance of the support from the employer was 4,2, thus the grade of support received was 4,1.

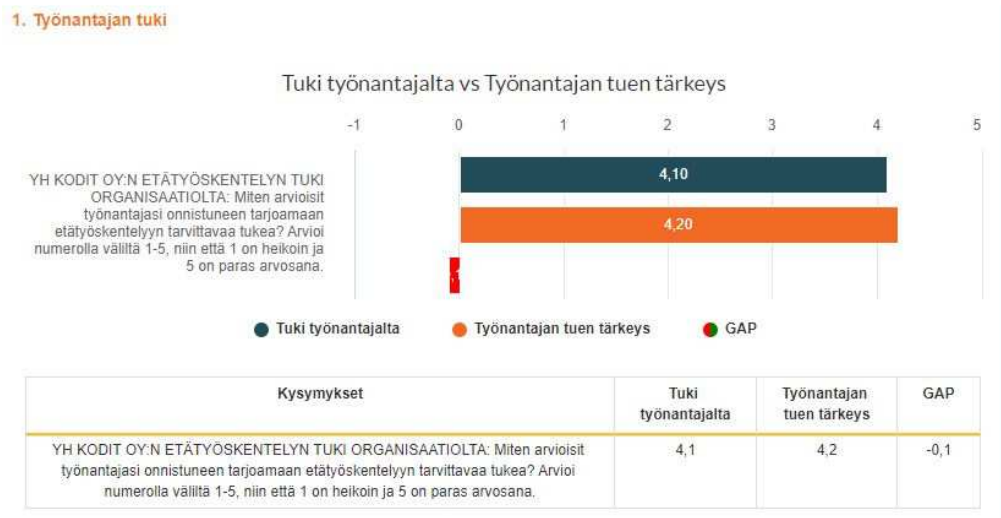


Figure 12 GAP Analysis in between the support received from the employer versus the importance of the support given by the employer for the remote work

The personnel of YH Kodit was asked about the support received from their colleagues in the question number 8 followingly: “How would you rate your colleagues’ success in providing the support needed for remote work? Rate with a number from 1 to 5, so that number 1 is the weakest and number 5 is the strongest grade”. Most of the personnel seemed extremely satisfied with the co-worker level support of each other’s. 93% of the respondents gave the number 4 or 5, when 5 is the strongest grade, in regard of the level of support received from the co-workers concerning remote working (Figure 13). The average grade given to the colleagues’ support was 4,2.

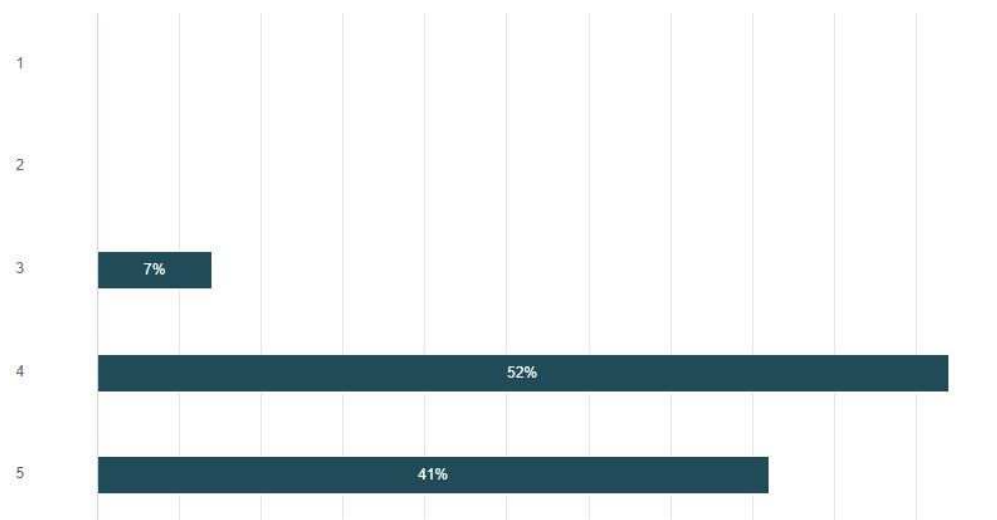


Figure 13 The evaluation of the support received for remote work from the colleagues

The question no. 9 in the personnel survey was: "How would you grade the importance of the support received from your colleagues in successful remote work? Evaluate with a number between 1-5, so that 1 is not important at all and 5 is very important". The support from colleagues was perceived as quite an important factor, since 83 % gave the number 4 or 5 in the evaluation of the importance of the support in remote work from the colleagues (Figure 14). However, 7 % of the respondents also gave number 1 to this answer, so somewhat for some employees it is not considered to be such an important factor, that the colleagues should be giving support needed, as the support received from the employer directly.

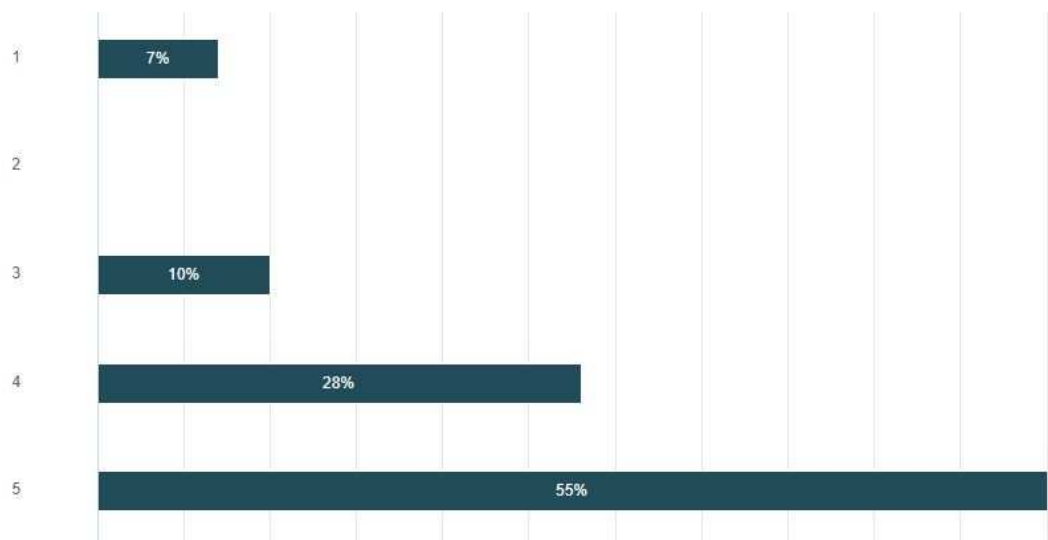


Figure 14 The importance of the support received for remote work from the colleagues

6.5 Willingness to work partly remotely in the future

The willingness of the personnel to work partly remote in the future was researched with the following question: “How willing would you be in the future to work partly remotely after the corona crisis? Estimate with a number in between 1-5 so that 1 not willing at all and 5 would be very willing to”. The average number given as answer to this question was 4,4, so the personnel in overall, was willing to see themselves working remotely also in the future. There were no answers to the number 1 so none of the respondents saw that would not be willing to work remotely at all, and 83 % of the respondents gave the highest scores 4 and 5, that they would be very much willing to work remotely. (Figure 15)

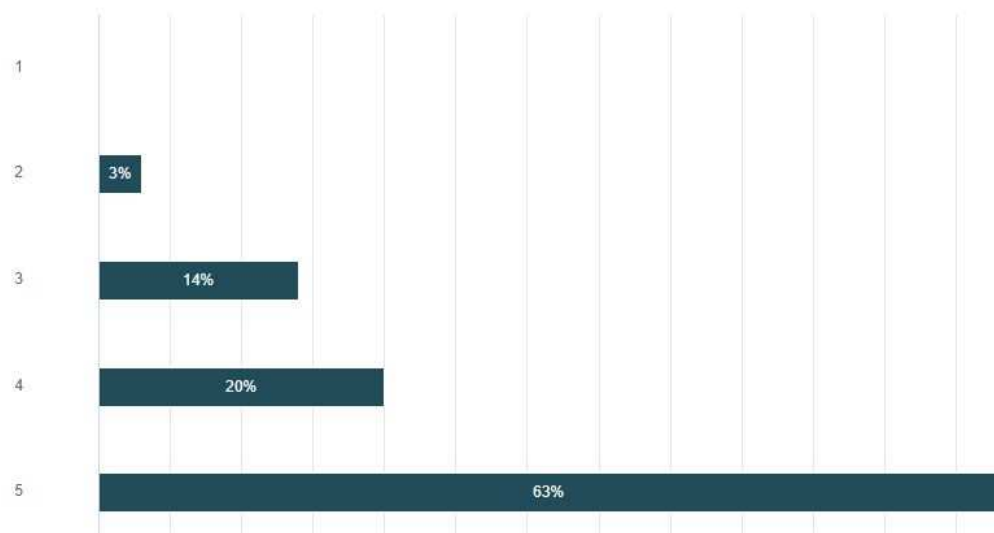


Figure 15 The willingness to work partly remotely in the future

6.6 Importance of the equality of the rules for remote work

The personnel of YH Kodit were also asked how important they consider the equal procedure in the remote working rules, and to give the grade from scaling from 1 to 5 so that 1 not substantially, and 5 would be very significant. The average answer to this question was 3,5, so personnel on average did not have a strong opinion about this issue, but the general opinion was slightly towards to creating equal rules for all the personnel. There were answers 1,2 and 3 as well, so not everyone thought this would matter that much and not seen as that important. 56 % of the respondents saw the equal treatment and equal rules for the personnel important or quite important, since more than half answered with number 4 or 5. (Figure 16).

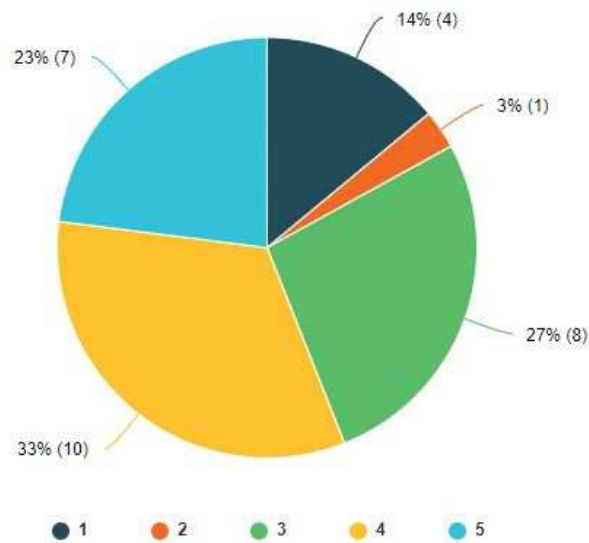


Figure 16 The importance of the equal rules for the remote work

6.7 Suitable number of days in a month for remote work

The personnel of YH Kodit answered to the question: “How many days a month do you think would be a suitable number of days of remote work after the corona crisis is over?” with a 66 % answering rate that 4 days or more (Figure 17). The general opinion of the personnel was that at least once a week would be suitable for the remote work after the corona crisis. No-one answered that none, so at least once a month would suit everyone according to the results. Only 3 % of the answers thought that once a month would be suitable, 17 % thought twice a month would be suitable and 14 % gave the optimum number of remote workdays as being 3 times a month.

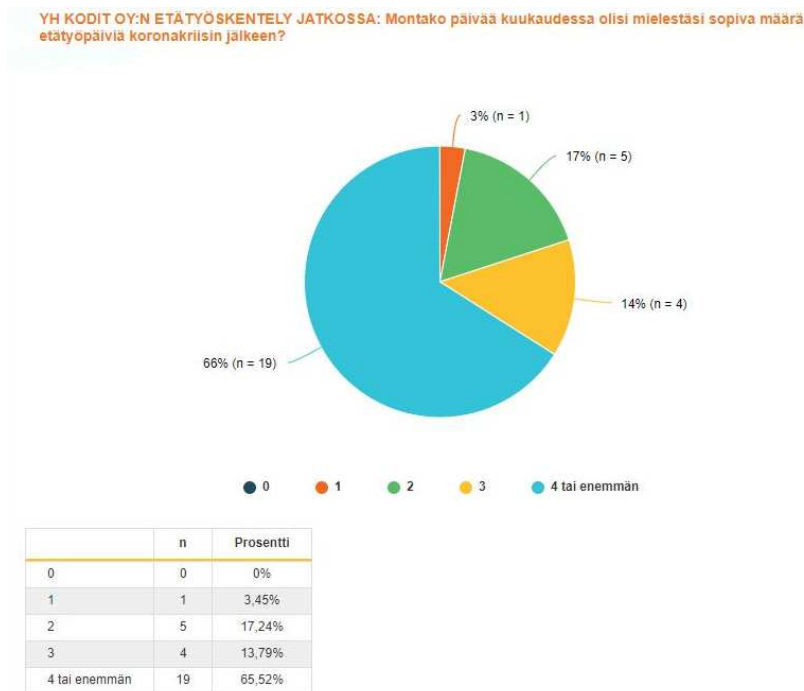


Figure 17 The suitable amount of days for remote work in a month

6.8 Influencing the successful remote work at the individual level

The individual factors such as abilities and motivation affecting the successful remote working was researched with the questions: “What overall grade would you give yourself as a remote worker?”, “How important do you see your own preparing and attitude in the successful remote work?”, and “How much has remote working been changing your own working habits?”. These questions were being asked to give a rating from 1 to 5. The personnel was asked how much the remote working has changed own habits, and the average number in this was 2,55. For some people this might have created changes but not for all any significant changes in the work habits was detected.

In the chart below these indexes of the personal factors affecting the remote work have been gathered into one box, and as you can see, the average grade given to person oneself is above 4,5 as well as own attitude, ranking almost 4,7, so these are ranked quite highly, thus good feedback to workers themselves was given (Figure 18).

Henkilökohtaiset valmiudet etätööhön

Indeksit ja indeksikysymykset	>	Keskiarvo
Arvosana itselle etätöskentelijänä	>	4,53
Oma asenne ja valmistautuminen etätööhön	>	4,69
Kuinka paljon etätö on muuttanut omia työtapoja	>	2,55

Figure 18 The individual abilities in remote work: overall grade, attitude, preparing and the level of change in working habits due to remote work

The GAP analysis drawn from the grade given to oneself in succeeding in remote working, and importance of own attitude and preparing for successful remote work, is illustrated below. Only a slight difference is detected as a gap to the direction, that the importance of the personal influencing is seen on average 0,16 percentage points higher than the overall grade given to oneself (Figure 19). Overall, these are matching well and not a big GAP is detected. So, the own attitude and preparing for the work is considered both an important factor in successful remote work, and it is seen that this has been accomplished very well on the individual level.

1. Oma asennoituminen ja onnistuminen etätyössä



Figure 19 GAP Analysis in between the importance of personal attitude and preparing of remote work and the grade given to oneself in succeeding as a remote worker

6.8.1 Examples of open answers

The individual factors influencing the good and successful conduct was also asked to be described in own words the following way: “In your own words, how could you have influenced the successful outcome of remote work yourself, e.g. have you created and followed a timetable for the day, or how have you paused the work compared to the working day at the office?”.

Here are examples of open answers given to this question:

- The working day is similar to being in the office. Breaks are coffee and lunch breaks
- I have tried to maintain the same routines as during the office days. I take coffee breaks and lunches at the same time on remote working

days than on the office days, which means I keep the same schedule at home office than at the office

- I must admit, there are no breaks, of course the situation of how busy the schedules are at hand, plays a big role, but also the fact that I experience a good flow in working at home. At home office, it is easy to focus on things. Otherwise, I work the normal way in my opinion. There is more time for good night sleep when no time is consumed to early mornings and this time can also be used for actual work if necessary
- To some extent, it has been surprising that working at home has not predisposed myself of the temptation to do other stuff, but the working efficiency and achieving the target has been even better than at the office

6.9 The evaluation of the employer's success in enabling the remote work

The overall rating for the employer for enabling the remote work was seen good, the average rating number was 4,2 (Figure 20). The question was “What overall grade would you give to your employer in enabling the remote work now during the spring 2020? Rate with a number in between 1-5, so that 1 is the weakest and 5 is the best grade”.

11. YH KODIT OY:N ETÄTYÖSKENTELYVALMIUDET. Minkä arvosanan antaisit työnantajallesi kokonaisuutena etätönn mahdollistajana, nyt kevään 2020 aikana? Arvioi numerolla väliä 1-5, niin että 1 on heikoin ja 5 on paras arvosana.

Vastaajien määrä: 30

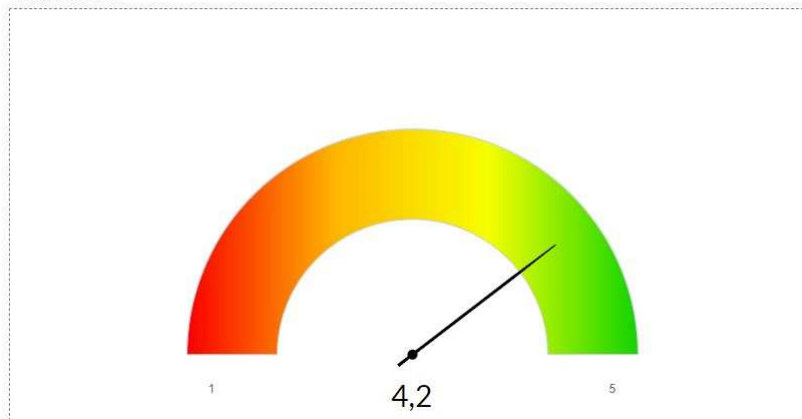


Figure 20 The overall grade given to the employer in successful conduct of the remote work during the spring 2020

6.10 Experience of remote work habits in general

The experience how the remote working has been going in general was researched with the question “How have you experienced remote work has succeeded at your work during the corona-crisis in your own words? Which factors have been of help and which have been the biggest distractions at remote work?”.

6.10.1 Examples of the open answers, the positive effects:

- It has been a real peace at work since at the office there is uproar of sounds experienced. At home there are no distractions, and I have been able to receive help quickly from co-workers via Teams.
- Practising remote work has been rewarding and teaching. working has been smooth, accounting related tasks has been virtual. Email and fluently working connections to company databases
- Time saving since no time spent on commuting
- Positive effect on carbon footprint and prevention of the climate change since the saving in commuting
- Focus on work is not disturbed. I am able to accomplish my tasks in a much shorter time
- Where I work does not matter in my work, so remote work is going well
- Surprisingly well, I was sure I was not going to work remotely myself but otherwise happened. Connections to the office worked well without distractions.

6.10.2 Examples of the open answers of the down sides in remote work:

- As a distraction, printing / scanning is not possible remotely at the home office
- The only downside is not been able to print and post, and the posting must be delegated to someone who is working at the office at that moment
- There was a feeling of doing wrong when working remote, a feeling of not being trusted when you are away from the office -should be encouraged more to do the remote work
- The disruption has been that the internal flow of information has not been working. In remote work it is important. As well as agreeing on the breaks within the teams, so that the phone customer service will not be disrupted
- the downside is lack of multiple screens and the lack of the printer

- During the corona crisis, more interruptions in the work compared to the office work due to helping of the children
- The biggest distraction is the lack of a familiar and safe working community around you, remote work is lonely grind

6.11 Ergonomics and well-being

The personnel of YH Kodit was asked about the ergonomics and wellbeing in the survey the following way: “Is your remote workplace ergonomic and do you do exercise during the day? Would you tell in your own words, how can you increase your own well-being at work also during the home office days?”.

This was asked to find out how people maintain their good working condition and state of alertness, since being at the office there are good furniture and working surrounding designed with the health care workers and personnel is able to take part of the daily exercising breaks at the office. In the answers it came out, that people have varying set of conditions and habits in improving their well-being at work, the same way as in the office. Some workers have the ergonomics in order and some people have not so good ergonomics in the home office. Doing exercise is something some employees experience they have more time for themselves when working remote, and some people experience they do not move as much as they do when they have a workday at the office. Here are examples of the open answers given:

- I have been going for a walk during the lunch break and done some stretching. These kinds of things are done more at home than at the office.
- Poor ergonomics, which is why I sometimes get up. Also, I change the working station during the day’, sometimes I work at the kitchen table, sometimes on the couch, etc.
- The ergonomics is on the minus side at the home office. Moving around happens less when working remote.
- There is room for improvement, the home office is ergonomic but break exercise it not happening. A good way would be to spend the unused time on morning commute for a morning walk or run and at the same time wake myself up.
- Make phone calls walking. Use the lunch break for walking.
- The time saved in not having to commute, allows you to invest more in your own exercise and well-being.

6.12 The online meetings

The experiences of the online meetings were asked to be described in own words in the survey. Here are examples of the answers of the personnel of YH Kodit:

- Teams-application seems to work well, and I think it makes it possible to arrange many meetings remotely as well.
- I have attended to meeting via Teams and it has succeeded well.
- Corona-crisis time has showed that remote meeting is a working tool for handling even relatively short matter more flexibly than by e-mail or by phone. Everyone should think in the continuation too to which issues a quick remote meeting works as a best tool.
- Connections have been working well and it has been easy to participate in the conversation.

6.13 Communication and common rules

Examples of open answers:

- The rules should be created for the remote work in the continuation.
- I hope that the opportunity for remote working remains, because I feel it will have a positive effect on my energy levels and work efficiency. I hope for more support for equipment (e.g. a good chair, good keyboard, etc.)
- Those who are willing should be offered the opportunity to work remotely, however, in a structured way so that the customer service is always guaranteed and not under the responsibility of the same persons to serve the customers at the office.
- If remote working is allowed in the future as well, it would be a good idea to agree on clear rules for it and how work is scheduled, e.g. how to deal with holidays, sick leaved or other sudden absences
- If everyone remembers to keep Teams open and follow the messages, things will be taken care of and you will get quick support from a colleague if necessary
- One of the main problems in remote work is the loss of social contacts, also from the point of view of sharing knowledge and knowhow and running things smoothly
- Remote working might place more emphasis on evaluating the success on numerical results, it may not suit all persons, and maybe the common developing will be left behind, if everyone will only be doing the obligatory tasks at hand
- I hope that the opportunity for remote working remains, because I feel it will have a positive effect on my energy levels and work efficiency

7 RESEARCH FINDINGS

7.1 Findings on the research

The personnel of YH Kodit started to work partly remote due to the corona crisis in the spring 2020. In the personnel survey it came out as was expected, that there were both positive and somewhat negative experiences as well. Mostly the remote work was wished from the personnel to be continuing as a possibility even after the corona crisis at least partly, and most part of the personnel wished to work remotely at least once a week. The managers also saw as positive side that the work can be done more effectively, and in the open answers it can out, that the workers experience it adds to their overall wellbeing. This adds to more job satisfaction and smaller turnaround of the personnel. Also, an opportunity for the company is that remote work enables a wider range of recruitment. The fact that there is no need to commute, adds to target of carbon neutrality, which is in the values of YH Kodit. The rules are clearly wished by the personnel to be drawn, also for knowing where co-workers would be working from each moment.

7.2 Development suggestions

It helps the companies to get through from challenging times to make different scenarios. It is not enough to recognize the changes happening in the work life but also to make decisions based on these observations. The place where the work is done is not of that much relevance for the success of the company since the online tools and connections are working sufficiently well for most of the personnel of YH Kodit. The wishes of the employees are good to be heard while creating the common rules of remote work for the company. In the scenario, that the remote work will continue to be continuing part of the work life at YH Kodit at least to some extent, following suggestions and statements are made based on the findings of the research:

- the online team meetings should be held in regular basis to keep up the good team spirit
- the information sharing meetings held by the managing director online as has been happening during the corona crisis, so that the greetings of management are being heard on more regular basis
- the direct supervisor asks how things are going at the home office on a sufficiently regular basis: employees should be encouraged actively by the managers to tell how they are feeling

- help in leading of oneself, encourage to create a schedule for the day the similar way as being present at the office
- encourage people to do break exercising or going out for all short walk
- the person working remote is obliged to mark it on his/her outlook-calendar so everyone can check from there if the person is/ will be present at the office
- the clear rules help the workers not feel as if they are doing something wrong when not having the team reflecting on the work constantly
- internal communication policies should be used
- it might be good to have workplace health promotion day yet to be held in the year 2020 in helping to improve internal understanding. For example, the colour chart personality analysis, or other psychological enforcement helping with the remote work, might help to better understand each other, and add to better communication
- the full use of Teams should be encouraged, personnel should be shown how the teams are created and the managers could agree with the IT department on how to show these possibilities to the personnel, so they could of wider and in better use
- the use of Teams as a traffic light- everyone should be let one use a do not disturb-sign as red and if one is available for the possible questions coming from the co-workers online, use the colour green to indicate it
- more research on how the customer and other stakeholders prefer to do the business concerning the online channels could be made, even most of the business can already be done online
- certain days would be the common office days, so that people should in principle mainly be present at the office, so the personnel would meet each other

8 CONCLUSION

Technology and digitalisation have also shaped how the strategy can be designed and implemented (Ritakallio & Vuori 2018, 11). The corona virus pandemic forced companies to adapt their work to mostly remote working in the spring 2020. The coronavirus pandemic challenges corporate decision-making and strategy work. Companies must react in an agile way to the changes happening in the business environment, and at the moment is not easy at all to predict the future, if not ever. Solutions chosen and measures taken should be reflected upon the different scenarios of the possible future developments. It is not yet known, how deep the recession followed by the corona virus crisis will be. Construction business surely will take hit among

others, but for YH Kodit the prospects are quite stable in the sense that living at rent is gaining more success in general.

The main points in the strategy of YH Kodit is the continuous improvement of customer experience and taking good care of the shareholder value, these should be kept in mind while creating the framework of remote work in the future. Companies can save time and costs when taking full use of the benefits the digitalisation has to offer. The scenario-based strategy work helps companies to be well prepared for the possible changes happening in the society and the working environment beforehand. Finding out the view of the personnel via personnel research in this case study, helps the management of YH Kodit to hear the experiences and opinions of the staff related to remote working, and also it is of help to involve the staff in creating and enforcing the strategy in its' course. The digitalisation brings many opportunities with it and YH Kodit has already automatized more of the functions.

All the personnel are involved in the customer journey and the remote work rules can be drawn in a way that supports the company strategy, e.g. in reducing the carbon footprint as well as increasing the customer satisfaction levels. YH Kodit has gained good feedback for the flexible customer service and electronic services. (Aamulehti, 2020.) Furthermore, some customers prefer to do business still at the office, and it should be assured that the workload is divided equally. The internal communication should be emphasized, and the tools checked that they are in order. The digitalisation is presumably and most probably a permanent an increasing part of our working life, and remote work possibility offers tools for improving the overall well-being of the personnel. The personnel should be involved in rules for the remote work, since participating adds to the commitment of the personnel for the strategies of YH Kodit as well. YH Kodit handled the sudden and substantial increase in remote working levels well, according to the employee survey. It is clearly shown in the results, that the personnel wish the remote work to be a possibility also in the future. Being able to work remotely occasionally has been experienced to add to value in life quality and overall wellbeing and efficiency at work too. But at the same time the feeling of being a joint team and internal communication flow should be emphasized so that agreed days should be met physically at the office. One thing is for sure, the remote work is surely here to stay at least partly.

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SWOT-analyysin luomisen tueksi luettelisitteko näkemyksiänne yrityksen vahvuuksista, heikkouksista, mahdollisuuksista ja uhkakuvista etätyöskentelyyn liittyen YH Kodit Oy:ssä. Kiitos!

Vastaajan nimi: _____

- S= Strengths eli vahvuudet
 - henkilöstö:
 - työnantaja:

- W= Weaknesses eli heikkoudet
 - henkilöstö:
 - työnantaja:

- O= Opportunities eli mahdollisuudet
 - henkilöstö:
 - työnantaja:

- T = Threats eli uhkakuvat
 - henkilöstö:
 - työnantaja:

Mahdolliset muut kommentit etätyöskentelyyn liittyen:

ETÄTYÖSKENTELEY YH KODIT OY

1. Millä osastolla työskentelet?

- Asukasisännöinti
- Asuntovuokraus, asumisoikeusmyynti
- Rakennuttaminen
- Omistusasuntomyynti, markkinointi
- Taloushallinto
- Tietohallinto, muu hallinto

2. Kauanko olet työskennellyt YH Kodit Oy:ssä?

- 0-1 vuotta
- 2-5 vuotta
- 6-10 vuotta
- yli 10 vuotta

3. Mikä on ikäsi?

- 20-34 vuotta
- 35-44 vuotta
- 45-54 vuotta
- 55-70 vuotta

4. Mikä on pääasiallinen toimipaikkasi?

- Tampere
- Turku

5. YH KODIT OY:N ETÄTYÖSKENTELELYYN TARJOAMAT TYÖVÄLINEET: Miten arvioisit työnantajasi onnistuneen tarjoamaan etätyöskentelyyn sopivat työvälineet? Arvioi numerolla

väliltä 1-5, niin että 1 on heikoin ja 5 on paras arvosana.

- 1
- 2
- 3
- 4
- 5

6. YH KODIT OY:N ETÄTYÖSKENTELYN TUKI ORGANISAATIOLTA: Miten arvioisit työnantajasi onnistuneen tarjoamaan etätyöskentelyyn tarvittavaa tukea? Arvioi numerolla väliltä 1-5, niin että 1 on heikoin ja 5 on paras arvosana.

- 1
- 2
- 3
- 4
- 5

7. YH KODIT OY:N ETÄTYÖSKENTELYN TUKI TYÖNANTAJALTA: Kuinka tärkeänä arvioisit työnantajalta saadun tuen etätyöskentelyyn onnistumisessa? Arvioi numerolla väliltä 1-5, niin että 1 ei juurikaan ja 5 on erittäin tärkeää

- 1
- 2
- 3
- 4
- 5

8. YH KODIT OY:N ETÄTYÖSKENTELYN TUKI KOLLEGOILTA: Miten arvioisit työtovereidesi onnistuneen tarjoamaan etätyöskentelyyn tarvittavaa tukea? Arvioi numerolla väliltä 1-5, niin että 1 on heikoin ja 5 on paras arvosana.

- 1
- 2

- 3
- 4
- 5

9. YH KODIT OY:N ETÄTYÖSKENTELEN TUKI KOLLEGOILTA: Kuinka tärkeänä arvioisit kollegoilta saadun tuen etätyöskentelyn onnistumisessa? Arvioi numerolla väliltä 1-5, niin että 1 ei juurikaan ja 5 on erittäin tärkeää

- 1
- 2
- 3
- 4
- 5

10. YH KODIT OY:N ETÄTYÖSKENTELYVALMIUDET: Minkä arvosanan antaisit työnantajallesi kokonaisuutena etätyön mahdollistajana, nyt kevään 2020 aikana? Arvioi numerolla väliltä 1-5, niin että 1 on heikoin ja 5 on paras arvosana.

- 1
- 2
- 3
- 4
- 5

11. YH KODIT OY:N ETÄTYÖSKENTELY JATKOSSA: Kuinka halukas olisit jatkossa tekemään osittain työtä etänä koronakriisin jälkeen? Arvioi numerolla väliltä 1-5, niin että 1 on ei yhtään ja 5 on hyvin mielelläni.

- 1
- 2
- 3
- 4
- 5

12. YH KODIT OY:N ETÄTYÖSKENTELEY JATKOSSA: Montako päivää kuukaudessa olisi mielestäsi sopiva määrä etätyöpäiviä koronakriisin jälkeen?

- 0
- 1
- 2
- 3
- 4 tai enemmän

13. YH KODIT OY:N ETÄTYÖSKENTELEY JATKOSSA: Kuinka tärkeää on mielestäsi yhdenmukainen menettely etätyökäytänteissä koronakriisin jälkeen? Arvioi numerolla väliltä 1-5, niin että 1 on ei merkittävästi ja 5 on erittäin merkittävää.

- 1
- 2
- 3
- 4
- 5

14. ETÄTYÖSKENTELEYN HENKILÖKOHTAINEN VALMIUS: Minkä kokonaisvaltaisen arvosanan antaisit itsellesi etätyöskentelijänä? Arvioi numerolla väliltä 1-5, niin että 1 on heikkoa onnistumista ja 5 on erittäin hyvin sujuvaa etätyöskentelyä.

- 1
- 2
- 3
- 4
- 5

15. ETÄTYÖSKENTELEYN HENKILÖKOHTAINEN VALMIUS: Kuinka tärkeänä näet oman valmistautumisen ja asenteen onnistuneeseen etätyöskentelyyn? Arvioi numerolla väliltä 1-5, niin että 1 on ei juurikaan tärkeää ja 5 on erittäin tärkeä tekijä.

- 1
- 2

- 3
- 4
- 5

16. YH KODIT OY:N ETÄTYÖSKENTELEY JA TYÖTAVAT: Kuinka paljon etätyöskentely on muuttanut omia työtapojasi? Arvioi numerolla väliltä 1-5, niin että 1 ei lainkaan ja 5 on erittäin merkittävästi

- 1
- 2
- 3
- 4
- 5

17. ETÄTYÖN KOKEMUS: Miten olet kokenyt etätyöskentelyn onnistuneen koronakriisin aikana, kertoisitko omin sanoin kokemuksestasi? Luettele esim. mahdollistavia ja sujuvoittavia asioita, ja myös mitkä ovat olleet suurimmat häiriötekijät?

18. ETÄTYÖN SUJUMINEN: Kertoisitko omin sanoin, miten olet voinut itse vaikuttaa etätyön sujumiseen: Esim. oletko luonut aikataulua päivään. Kuinka olet tauottanut työn tekemistä (verrattuna toimistolla tehtävään työhön).

19. ERGONOMIA, TYÖHYVINVOINTI JA MOTIVAATIO: Onko etätyöpisteesi ergonominen ja harrastatko taukoliikuntaa? Kertoisitko aiheesta omin sanoin, miten voit lisätä omaa työhyvinvointia myös etäpäivinä.

20. KEHITYSIDEAT: Miltä toiveita ja ehdotuksia sinulla on YH Kodit Oy:n etätyöskentelyn järjestämiseen liittyen koronakriisin jälkeiseen aikaan?

21. KOKOUSKÄYTÄNNÖT: Kertoisitko omin sanoin etäkokouksiin liittyvistä kokemuksista ja toiveista YH Kodit Oy:ssä.

22. VIESTINTÄ, YHTEISET PELISÄÄNNÖT YM. Tuleeko mieleesi vielä jotain muuta etätyöskentelyyn liittyvää, esim. viestintää tms. koskevaa? Kommentoi vapaasti aihetta.
