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REMOTE WORK AND ITS IMPACTS ON OCCUPATIONAL WELLBEING

Business Economics
2021

ABSTRACT

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Title	Remote Work and its Impacts on Occupational Wellbeing
Year	2021
Language	English
Pages	50 + 1 Appendices
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The concept of remote work has been present and familiar for a long time, but remote work increased rapidly due to the pandemic starting at the beginning of 2020. The aim of this study was to find out whether remote work has had an impact on occupational wellbeing and, if so, in what kind of way.

The study was carried out using a quantitative data collection method. Therefore a survey was sent to 60 employees of company X, reaching a 60% response rate. The survey covered questions reflecting theoretical framework and the research questions as the purpose was to discover the level of job satisfaction in remote work by finding out the advantages and challenges in terms of work-life balance, wellbeing, and communication and interaction. Additionally, the aim was to learn about the future of remote work.

The results showed that remote work has brought both positive and negative views. The majority, however, are satisfied with remote work in terms of work-life balance, wellbeing, and communication. When it comes to the future of remote workers, the results indicated that people are wanting to work remotely also in the future. In a conclusion, the survey presented positive results with a promising future for remote work.

TIIVISTELMÄ

Tekijä	Emma Väisänen
Opinnäytetyön nimi	Remote Work and its Impacts on Occupational Wellbeing
Vuosi	2021
Kieli	englanti
Sivumäärä	50 + 1 liitettä
Ohjaaja	Ossi Koskinen

Etätyön käsite on ollut läsnä ja tuttu jo pitkään, mutta vuoden 2020 alussa alkavan pandemian vuoksi etätyö lisääntyi nopeasti. Tämän tutkimuksen tarkoituksena oli selvittää, onko etätyöllä ollut vaikutusta työhyvinvointiin ja jos on, millaiset seikat ovat vaikuttaneet siihen.

Tutkimus tehtiin kvantitatiivisella tiedonkeruumenetelmällä, lähettämällä kysely yrityksen X 60 työntekijälle. Kyselyllä saavutettiin 60 % vastausprosentti. Teorian ja tutkimuskysymysten avulla valittiin oikeat kysymykset, jonka tavoitteena oli selvittää työtyytyväisyyden taso etätyössä. Täten kyselyssä mitattiin etätyön etuja ja haittoja työn ja elämän tasapainon, työhyvinvoinnin sekä kommunikaation osalta. Lisäksi kyselyllä haluttiin saada selville miltä etätyön tulevaisuus näyttää.

Tulokset osoittivat, että etätyö on tuonut sekä positiivisia että negatiivisia näkemyksiä. Suurin osa on kuitenkin tyytyväinen etätyöhön, työ- ja yksityiselämän tasapainon, hyvinvoinnin ja viestinnän kannalta. Etätyöntekijöiden tulevaisuuden osalta tulokset osoittivat, että ihmiset haluavat työskennellä etänä myös tulevaisuudessa. Yhteenvetona voidaan todeta, että kysely antoi positiivisia tuloksia ja lupaavan tulevaisuuden etätyölle.

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1 INTRODUCTION

1.1 Background and objectives of the study

This thesis introduces the impacts of remote work on employee wellbeing. Since the pandemic started in early 2020, so far, it has changed our lives significantly all over the world. Many have shifted from office to working from home. Therefore it is considered to be essential to study how people have experienced the new situation and remote work and what kind of impacts remote work continues to have.

Remote work is a concept that has been present for a long time, however bringing questions about whether it is suitable for all. People in some occupations have had the opportunity to work remotely, either from home or someplace else, and usually only a few days per week. In these situations, an agreement is made between the employee and employer. However, the pandemic has triggered an effect where more and more people have started to work from home full-time.

Remote work has its advantages but also challenges. On the other hand, it gives more flexibility in many ways but also requires more autonomy and time in terms of learning new skills. Regarding overall job satisfaction, remote work has been proved to increase productivity but also blurring the lines between work and life. Communication between colleagues in remote work can be minimized, however, technological innovations have a substantial positive impact on maintaining social interaction.

According to Maxwell (2015, 10), job satisfaction and wellbeing at work have a strong positive correlation. Therefore focusing on employee satisfaction is as important as wellbeing. It is the employer's responsibility to provide a safe and healthy work environment, offering different services such as health services and maybe even a small workout session at the workplace. In addition, managers should contribute to wellbeing by asking how their subordinates are doing, offering help, and even occasionally arranging something fun. Everything sounds relatively easy, however, the pandemic and people working from home add a whole new dimension to it. Now when remote working can be considered the new normal, employers must consider new ways to support wellbeing.

1.2 Research problem and questions

The term *research problem* can be defined as “a question or issue to be examined” (Krishnaswami & Satyaprasad, 2010, 23).

The research process always starts with identifying the research problem. It can be considered to be the most challenging part of the process due to many aspects that need to be taken into account (Khalid & Kumar, 2012, 18):

- First of all, the problem must be appealing to the researcher to remain motivated and keep interested in the research during the whole process.
- Secondly, the problem should be unique, representing a gap that has not yet been studied, and that the results of the study could be useful for future research.
- Lastly, the problem should be selected so that it matches the time frame of the research, making sure that the researcher does not run out of time.

(Khalid & Kumar, 2012, 18)

The research problem of this study is “How remote work impacts wellbeing at work?”. As a researcher for this particular study, the topic is convenient for the current circumstances of the pandemic. Therefore it can be considered interesting and most likely beneficial for future research.

After identifying the research problem, the next step is to define the research questions. The questions frame the research in a way that it determines the theory and methods to be used, as well as what kind of data will be gathered and how. It will help the researcher to keep the focus on the right things. (Khalid & Kumar, 2012, 18)

The research questions that will be studied in this thesis are:

- What is the level of job satisfaction when working remotely?
- What is the relationship between job satisfaction and the future of remote workers?

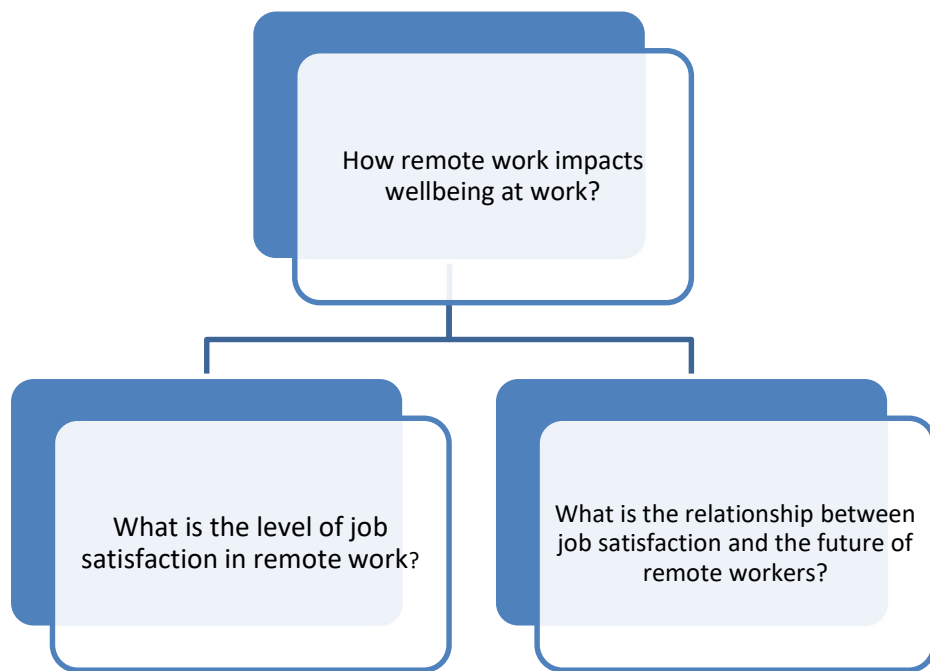


Figure 1. Research problem and questions

1.3 Structure of the study

This thesis encompasses first the theoretical parts. In the first part of the theory, the focus is on remote work and the advantages and challenges of working remotely. The second part of the theory is about wellbeing in remote work and job satisfaction's impacts on wellbeing, and moreover, how the future of remote work looks like. Afterwards there will be research methodology, and lastly, the results of the study will be presented.

The research conducted for this thesis uses the quantitative method. The research is organized by sending a survey to company X, aiming to gather data in quantity and therefore get the answers to the research questions.

2 REMOTE WORK

2.1 Definition of remote work

According to the Cambridge Dictionary (2021), remote working can be defined as “the practice of an employee working at their home, or in some other place that is not an organization’s usual place of business.”.

Another definition can be found on the page of Statistics Finland.

“Distance work refers to paid work that is done outside the actual workplace - such as at home, summer cottage or when travelling on the train - so that it has been agreed upon with the employer. Distance work generally involves use of information technology. Distance work is in its nature such that it could also be performed at place of work. For example, the work of a telephone installer or messenger is not considered distance work. Work arrangements independent of time and place are essential for distance work. Partial distance working is also counted as distance work.” (Statistics Finland, 2021)

There are several synonyms for remote work or distance work, such as telework, home-working, work from home, or even work from anywhere. The range of expressions shows that remote work has constantly been increasing over the years worldwide. (Popovici & Popovici 2020)

2.2 Remote work on the rise

According to the Working Life Barometer 2019 published by the Ministry of Economic Affairs and Employment, remote work has increased steadily over the years. Regularly working remotely in 2019 accounted for 23%, and randomly working accounted for 14% of the workers. The majority (63%), however, have never worked remotely in the last 12 months. Figure 1 below shows the changes in remote work between the years 2012-2019. (Ministry of Economic Affairs and Employment 2020, 77-78)

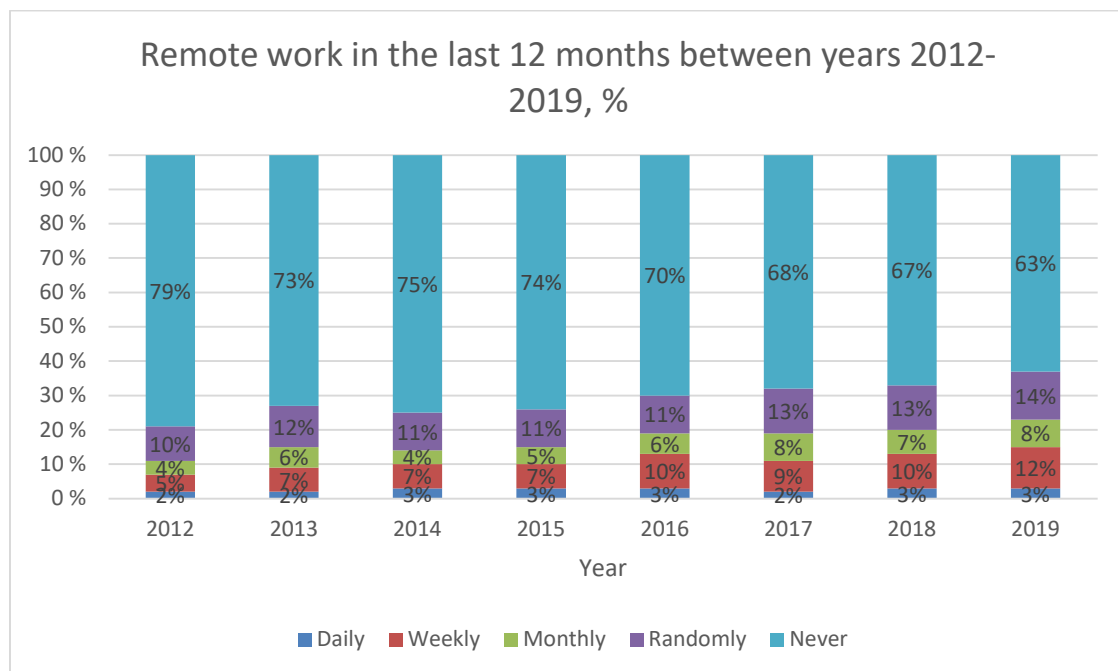


Figure 2. Remote work in the last 12 months between years 2012-2019. (Adapted figure Ministry of Economic Affairs and Employment 2020, 77-78)

Since the pandemic Covid-19 started to spread worldwide, people have been forced to work from home, and therefore it can be said that the data have increased significantly from the previous statistics. (Popovici & Popovici 2020)

In America alone, the number of remote workers have increased significantly. In early 2020, only 4.7 million worked from home, accounting for 3,4% of the American workforce. While the pandemic continued to spread, more people shifted working remotely, in fact, it grew up to 42%. (Dans 2020)

ManpowerGroup conducted a research in late 2020 about how the pandemic has changed the work situation and the actual working in Sweden, Finland, and Norway. According to the research results, over half of Swedish respondents felt that the pandemic had not affected their working. However, In Finland and Norway, the percentage is much smaller, meaning that the worldwide crisis has had a more significant effect. Moreover, 20 % of the respondents work remotely in Finland due to the pandemic, and 11% have been suspended from work without pay, either part-time or full-time. Nonetheless, 28% are working from the workplace normally, which indicates that remote

work is harder to arrange or not arrangeable at all in some occupations. (Manpower-Group, 2020)

Even though the concept of remote work has been here for decades, the current trend of working remotely can only now be considered to be the new normal. (Bhattarai, 2020)

2.3 Remote work in different countries, industries, and departments

Whether a company is able to work from home, is entirely dependent on the job itself, company culture, and how their customers receive goods and services. Therefore, it can be said that the new normal does not affect all since not all business sectors or industries can work remotely. These jobs require either a high level of collaboration, or the position itself is unchangeable such as in the construction industries. (Welles 2020)

According to an occupation analysis conducted by Chmura (2020), some occupations are either non-remote, partial-remote, or remote jobs. The study aimed to determine which occupations can and cannot be organized from home based on the nature of the job and the number of people employed. It argues that some non-remote jobs are, for instance, retail salespersons, fast food, counter workers, and waiters and waitresses. Partial-remote jobs can be office clerks, personal care aides, farmers, ranchers, and other agricultural managers. Bookkeepers, accountants, lawyers, and financial managers are considered professions that can be performed from home. (Chmura 2020)

Baker (2020, 1126-1130) suggests that if a person can partly complete or do the work on the computer, the person is more likely to work remotely. On the other hand, if tasks require interaction with the public, people are less likely to work from home. The occupations that can and cannot work from home based on the importance of computer use and interaction with the public are presented in figure 3.

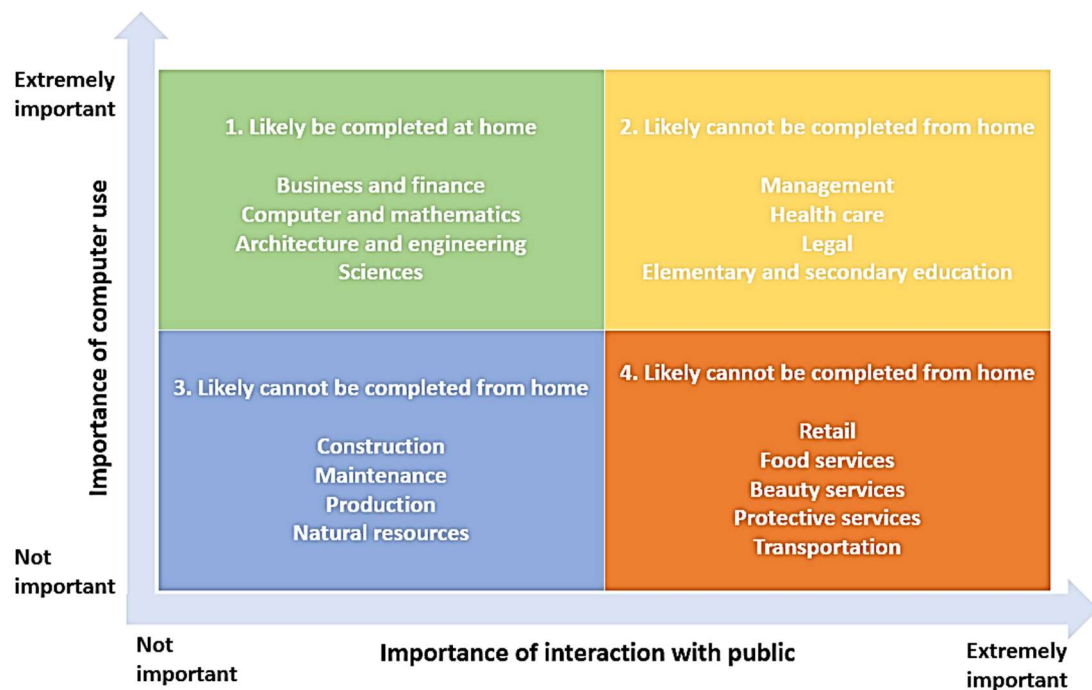


Figure 3. In which occupations are people more likely to work from home? (Adapted figure Baker 2020; Lockwood 2020)

The opportunity to work remotely can also differ between the employees within a company. According to Office for National Statistics (2020), jobs with higher salaries are more likely to be operated from home or elsewhere. These jobs can be chief executives and senior officials, financial managers, and software development professionals. In contrast, jobs such as carpenters with lower hourly wages are less likely to work from home. In addition to the salary, the amount of physical activity, face-to-face interaction, and the necessity of working in a specific location impact the ability to work remotely. (Office for National Statistics, 2020)

In addition to the ability to work from home, Bana et al. (2020) argue that countries with remote-ready occupations will have easier to make the required changes. In the study, also macroeconomics such as internet access and children have been considered to affect the ability to remote work. The study results show that Luxembourg and Sweden scored the lowest, indicating that those countries have high-quality internet access and previous experience in remote work. The highest scores went to Nigeria and Pakistan, with poor internet quality and large families. (Bana, Benzell & Solares 2020)

In the situation where companies in Finland cannot work remotely, they have had to follow domestic and regional health recommendations, arrange work so that it is as safe as possible, and add instructions for the employees to ensure their safety and health. (Finnish Institute of Occupational Health 2021)

2.4 The prerequisites of remote work

In order to have efficient and functional remote work, there are a few prerequisites regarding working environment and tools, leading, collaboration and interaction, and the preparedness of the remote workers. (Työturvallisuuskeskus 2017)

When it comes to the working environment and the needed tools, the most apparent prerequisite is available technology. Because of the technology, also information security must be ensured. With today's technology, holding meetings online can be carried out by numerous communication tools such as Zoom, Skype, Microsoft Teams, and even Adobe Connect. Online software gives participants the opportunity to be connected both with video and audio and share their screens for all participants to follow. Moreover, they also have a chat and recording options as well as poll creation possibilities. (Työturvallisuuskeskus 2017; Hope 2020; Almarzooq, Lopes & Kochar, 2020)

The working environment should be healthy, safe, and applicable to the job. Having the right equipment regarding office equipment and ergonomics can be considered very important. It is the employer's obligation to give guidance and monitor the employees in the best possible way. It is then the employee's responsibility whether to follow those instructions. (Työturvallisuuskeskus 2017)

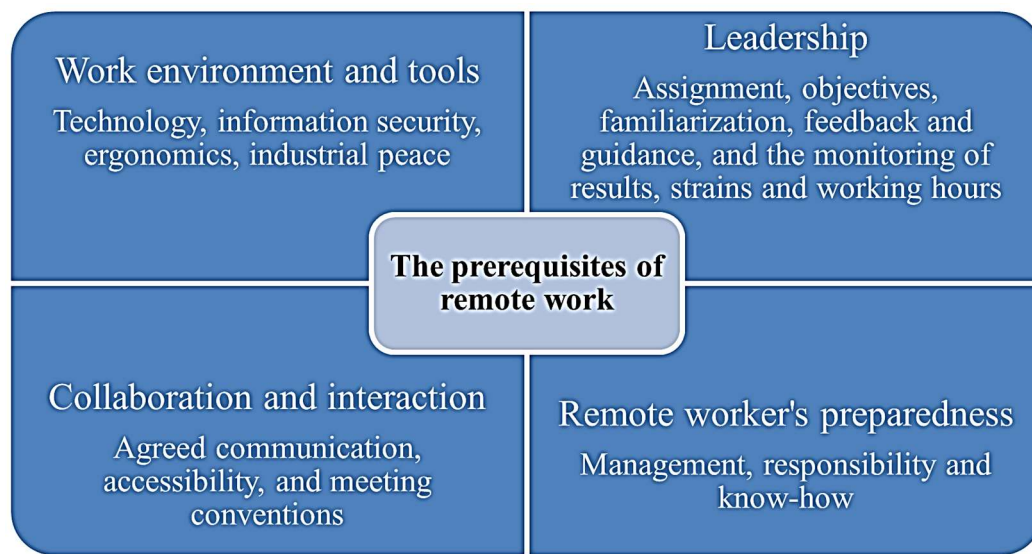


Figure 4. The prerequisites of remote work. (Adapted figure Työturvallisuuskeskus, 2017)

Leadership is about giving guidance and feedback, encouraging and supporting subordinates. It is also about control and intervention when it is required. The aim is to achieve desired results together. Therefore, managers have to be able to set goals, give feedback and guidance, report the results and monitor working hours. (Työturvallisuuskeskus 2017)

Building trust between people also drives to a more successful working environment and community. Building trust is emphasized in remote work and can be accomplished through interaction, sharing, and knowing each other. From the leader's point of view, to gain trust from subordinates, they should be giving responsibility, allowing participation, and rewarded for completing good work. (Työturvallisuuskeskus 2017)

Rules, effective meeting practices, tools and their active use are needed to ensure proficient work and cooperation. A remote worker is required to be responsible, able to work independently and limit work and leisure time. (Työturvallisuuskeskus 2017)

3 ADVANTAGES AND CHALLENGES OF REMOTE WORK

According to a report published by Buffer (2021), the most significant benefits of working remotely are flexibility in terms of schedule and location, not having to commute, and the opportunity to spend more time with family. The biggest challenges that remote work causes are not being able to unplug from work, having issues with collaboration and communication, loneliness and distractions at home. (Buffer 2021)

In this section, the advantages and challenges will be discussed more deeply regarding flexibility and autonomy, work-life balance, interaction and communication, and environment and finance.

3.1 Flexibility and autonomy

Cook (2019, 64) argues that remote work provides more flexibility to the employee. Flexibility can be observed from different perspectives.

Remote work can be considered to be flexible in the perspective of time. By working remotely, you can save time since you can utilize the time traveling to the workplace to actual work or any other activity that suits the employee the best, for example, physical activity, appointments, or spending time with the family. However, when employees are given extra time, time management is considered necessary because the employee needs to know how to balance work and life and when to have breaks. (Cook 2019, 15; Haapakoski, Niemelä & Yrjölä, 2020, 98)

Flexibility in remote work can also mean location flexibility. Remote work gives the opportunity to choose where and when to work. Employees can also customize their home office so that it fits their needs. Older workers, especially the ones near retirement, can also benefit from working remotely. They are able to utilize the time and place, for example, for caregiving burdens. Working from home can be convenient in terms of possible medical conditions as well as it can lower the levels of anxiety of the older workforce. (Courtney 2021; Shultz & Adams, 2007, 238)

Kurland & Bailey (1999, 58) argues that “telecommuting provides employees with a relatively distraction-free environment...”, with the explanation that the employee can

choose the place of working based on the tasks that must be completed. Smith (2020), on the contrast, believes that remote work especially done from home, creates concentration difficulties. Those difficulties can be due to the overall situation of the pandemic and the vulnerability of people. Even distractions at home such as family and alerts on phones and computers can cause concentration issues. Smith, therefore, suggests setting boundaries, having the right equipment, and giving thyself some self-care. (Kurland & Bailey 1999, 58; Smith 2020)

Autonomy is also considered one of the matters that remote work provides to the employees. In remote work, the employee is partly their own leader, prioritizing and organizing their work. But, on the other hand, more flexibility and autonomy require, thus, more self-discipline in order to schedule and manage the work. (Cook 2019, 64; Haapakoski et al. 2020, 98)

3.2 Work-life balance

Previously known term work-family balance has been subsequently replaced with work-life balance, because the term is not only limited to family matters but also other personal subjects such as studies, sports, travel, and leisure. (Benito-Osorio, Muñoz-Aguado & Cristina Villar, 2014, 215)

Work-life balance can be expressed in many ways due to the fact that no definition has been accepted worldwide. Some definitions suggest that both work and life have to be equally balanced in terms of time, ensuring that both demands are accomplished. As Benito-Osorio et al. (2014) stated, work-life balance can be referred to as “the level of individual satisfaction when they achieve harmony between all life areas”. (Benito-Osorio et al. 2014, 216-217)

According to Cambridge Dictionary (2021), work-life balance can be defined as “the amount of time you spend doing your job compared with the amount you spend with your family and doing things you enjoy.”. According to Felstead & Henseke (2017), work-life balance is the “satisfaction and good functioning of work and home, with a minimum of role conflict.”.

When it comes to the advantages, remote work can be considered a win-win situation for both employees and employers. From the employer's perspective, when employees work remotely, they are both more productive and therefore more cost-effective. Employees, on the contrast, can gain better work-life balance, which can lead to increased job satisfaction. (Felstead & Henseke, 2017, 197-198)

Although remote workers can gain a better work-life balance, some researchers argue that it is not always as easy as it sounds. Moving from home to work can be difficult, especially when the borders soften between work and life. The difficulties lie behind the inability to unplug from work. Relaxing and switching the mindset from work to home can take much longer. (Felstead & Henseke, 2017, 197-198)

Remote work is beneficial in terms of giving workers more time to be used for private matters such as family. Since remote work is a more flexible work arrangement, it might trigger more intense working. Moreover, the working time might differ between days or be unpredictable depending on the job, which means it can be more challenging to plan and balance work and life. (Popovici & Popovici, 2020)

3.3 Interaction, communication and technology

As the pandemic has transformed people's lives in many ways, it is noteworthy to mention that technology is the most significant enabler when it comes to working from home. According to Cook (2019), employees must have a functioning internet network and a mobile device to complete their work. Moreover, in remote work, the ability to hold meetings online is essential for communicating with colleagues. (Cook 2019, 30–32)

Even though of today's developments in technology, there can be some issues when it comes to collaboration and coherence between a team. With the lack of face-to-face interaction, which normally helps increase trust and understanding, remote workers might feel disconnected from other people. Therefore, it is even more essential for managers to communicate, for instance, by creating the schedule so that a team can have regular meetings to share their thoughts and stay informed of what is happening. (Cook 2019, 21-24; Phillips 2020, 131)

Technology enables remote work, however, some technical problems with tools or software might occur during the workday. Receiving help and support remotely can be difficult if the IT support is not reachable at all times. (Heinonen & Saarimaa, 2009, 19)

Rapidly changing technological developments such as applications and innovations can be a challenge, especially for the older generation in the workforce. According to an international research, the basic technical skills are excellent for 16–65-year-olds Finns, however, there are considerable differences in the skills between different age groups. In Finland, the technological problem-solving skills for the age group 55–65-year-olds are lower on average than in the countries belonging to OECD. In the same study, it was observed that the decline in skills is already visible from the age of 45, that is, affecting already those people of the best working age. Jobs increasingly require technology mastery, and problem-solving skills, that all working age people should be learning at all times. (Mäkinen et al., 2017, 172)

3.4 Environmental and financial aspects

From an individual's point of view, remote work can also be assessed ecologically from a sustainability perspective. Remote working reduces commuting, resulting in lower traffic emissions, shorter peak times, and more flexible traffic. Business trips reduction also has an impact on preventing climate change, which contributes to the climate policy objectives at a practical level. (Heinonen & Saarimaa, 2009, 18)

According to Shultz and Adams, remote work brings financial benefits. The company can recruit more part-time workers and reduce operational costs in terms of office space and expenses regarding medical benefits. (Shultz & Adams, 2007, 237)

4 JOB SATISFACTION AND OCCUPATIONAL WELLBEING

4.1 Job satisfaction connected to wellbeing

Job satisfaction has been proven to be associated with wellbeing. When job satisfaction increases, simultaneously, do person's wellbeing increases. The employee attributed importance, however, can influence job satisfaction either negatively or positively. This means that if an employee believes a factor such as physical working conditions are important and are also satisfied with it, it influences job satisfaction positively and, in fact, occupational wellbeing. (Maxwell, 2015, 10-12)

According to Bhattarai (2020), "Job satisfaction is the employee's total positive feeling about the job and job environment.". In addition, the way an individual experiences work and whether it adds value for the employee have an effect on the overall job satisfaction. Additionally, also general wellbeing, stress, and working conditions can affect job satisfaction. There are four factors that contribute to how an individual experiences job satisfaction: physical, financial, social and psychological, and personal factors. (Bhattarai, 2020)

Physical factors such as working hours, office space, and accessibility to office equipment can influence job satisfaction. When transitioning to remote work, it might require more time to adjust and learn possible new technologies. Working longer hours may result in decreased productivity, lowering motivation and eventually resulting in lower job satisfaction and wellbeing. Conversely, Felstead and Henseke suggest that since remote workers are given more flexibility, they also give more effort, are more committed in the sense of doing more voluntary work, and are more satisfied with their job. (Bhattarai, 2020; Maxwell, 2015; Felstead & Henseke, 2017)

Financial factors influencing job satisfaction can be in terms of costs and the opportunity to save costs. The disadvantage of working from home is that the employee might need to use own resources such as increased usage of office equipment and other supplies. Nevertheless, working from home also brings positive aspects regarding saving expenses in transit or gas not commuting to work. Additionally, when people are working from

home, they tend to make the food instead of eating out, which would decrease the expenses and potentially add job satisfaction. (Bhattarai, 2020)

The social and psychological factors that affect job satisfaction include salary and benefits, teamwork, work-life balance, and participation in decision-making. Research has shown a strong correlation between communication and job satisfaction. When employees are working from home it gives them fewer opportunities to socialize, resulting in a more negative effect on job satisfaction. Regarding work-life balance, there are mixed opinions. Bhattarai suggests that the time usually be used to commute can be spent with friends and family in remote work. However, Felstead and Henseke argue that the line between work and life is blurred, having difficulties unplugging. (Bhattarai, 2020; Felstead & Henseke, 2017)

Lastly, the personal factors that might affect job satisfaction are age and gender. Nonetheless, no facts would prove that those factors would influence whether someone is satisfied with their job. However, the research conducted by Bhattarai showed that male and adult employees tend to be more satisfied than females. The reason for dissatisfaction for the younger employees was the lack of social interaction. (Bhattarai, 2020)

4.2 Wellbeing at work and its areas

Wellbeing at work concerns and interests everyone in the working life. Everyone wants to be happy both in life and at work, which is why occupational wellbeing has become a key issue in organizations. Employers have started to pay more attention to wellbeing, because it has been noticed to have a positive impact on the employees, employers and moreover on the society. (Virolainen, 2012, 9)

Occupational wellbeing can be defined as followingly: “Wellbeing at work means that work is safe, healthy, and pleasant. It stimulates good and motivated management and the workplace atmosphere and professionalism of employees.” (Ministry of Social Affairs and Health 2021)

Occupational wellbeing and how a person experiences it is the sum of the combined effects of many different factors. In addition to the workplace, the job itself and working

environment, individuals' lifestyle, health, and overall life situation affect how a person experiences wellbeing at work. The factors that influence occupational wellbeing are presented in figure 6 below. (Virolainen, 2012, 12)

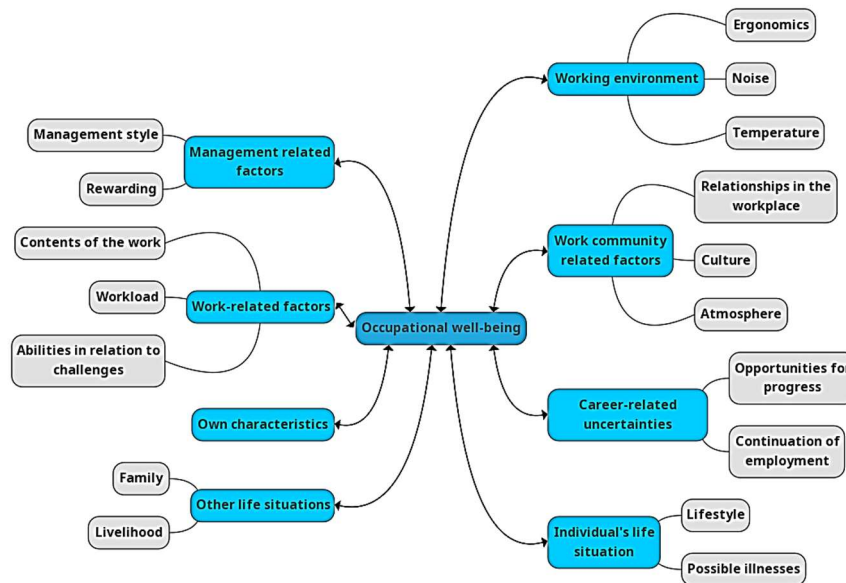


Figure 5. Comprehensive occupational wellbeing. (Virolainen, 2012, 13)

According to World Health Organization WHO, "Health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity.". Occupational wellbeing can be considered similar to the definition of health by WHO. Therefore, comprehensive occupational wellbeing includes physical, psychic, social, and mental wellbeing. It is considered that all areas are connected and affect each other, so occupational wellbeing should be studied comprehensively. (World Health Organization 2021; Virolainen, 2012, 11)

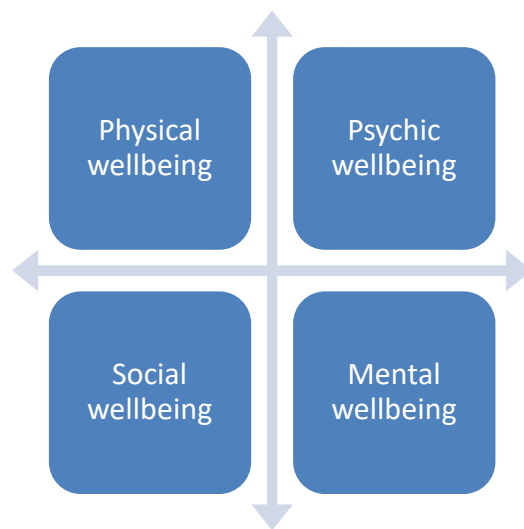


Figure 6. Occupational wellbeing areas. (Virolainen, 2012, 11)

Physical wellbeing can be considered a visible part of occupational wellbeing. It includes the physical working conditions as well as physical exertion of work and ergonomic solutions such as working positions, desk, and chair. Physical working conditions are affected by the cleanliness of the workplace, temperature, noise, and work equipment. (Virolainen, 2012, 17)

Physical wellbeing is particularly emphasized in physical work, such as in the industrial sector, where the work tasks might be unilateral in terms of physical exertion. Since some parts of the body are more stressed than others, it is important and recommendable to change the working so that the exertion is more balanced. One example that furthers this issue is to perform different work tasks occasionally. (Virolainen, 2012, 17)

Physical exertion, however, varies between people who perform physical work and people working in the office. In office work, the person sits by the desk most of their work time. Physically, the work is not burdensome, but in sedentary work, the exertion can also be unilateral and might be straining in the long run. Due to the amount of use of computer and its mouse can, thus, complicate working in the long term. In addition, one of the challenges in sedentary work is immobility. Therefore, different breaks during the day, such as standing, walking, and stretching, bring variation to the body, prevent muscle stiffness, and promote physical wellbeing. (Virolainen, 2012, 17)

The second part of comprehensive occupational wellbeing is psychic wellbeing. It contains, for instance, work stress, pressure, and the working atmosphere. In order to foster psychic wellbeing, individuals have to feel that the work is meaningful and pleasant because a fascinating job promotes one's mental health. According to Virolainen (2012, 18), unemployed mental health is weaker than employed mental health. However, if a workplace does not feel right, and where people constantly feel stressed, the job is underpaid, and the continuance of the employment is uncertain, the workers' mental health is worse than the unemployed. Observable is the positive effects of employment only when the unemployment changes to meaningful workplace and tasks. (Virolainen, 2012, 18)

One of the biggest psychic exertions is rush. Psychic wellbeing can be promoted by supporting personnel, sharing tasks, and ensuring a sufficient ratio between work, leisure, and rest. Promoting psychic wellbeing plays a significant role in terms of preventing sick leaves, and overall work satisfaction. (Virolainen, 2012, 18)

Social wellbeing means that individuals have the opportunity to social interaction between the members of the work community, for instance, having conversations, people being easily approachable, and the relations between individuals are functioning. Getting to know others on a personal level makes it easier to approach others regarding work if necessary. Joint meetings during breaks give people convenient opportunities to chat and get to know each other, building a positive working atmosphere. (Virolainen, 2012, 24)

The last area in comprehensive occupational wellbeing is mental wellbeing. Matters associated with mental wellbeing are how co-workers encounter and treat each other, how the cooperation flows, and how customers are treated. Visible features in a mentally stable workplace are happiness and the care for colleagues and customers. The feeling of being part of a community and when the actual job is pleasant have a significant role in supporting mental health. (Virolainen, 2012, 26)

Besides the relationships, also the shared values between the individual and the organization can be considered essential. When the job has positive effects on society, organizations have pure values instead of only focusing on the financial profits that influence one's mental health. If the set of values conflict with the organization's values, it can cause mental illness. (Virolainen, 2012, 27)

4.3 Wellbeing in remote work

Remote work and virtual teams have been increasing in the 21st century and will also continue to grow. It can be said that it is because remote work is flexible in terms of time and place. Work can be carried out anywhere and at any time. This redeeming feature gives the worker the opportunity to live in another city. In addition, remote work decreases business travel, and, in that regard, it reduces the load. The work can be organized in the way that some traveling can be replaced with online meetings. (Virolainen, 2012, 205)

Remote work has been proved to improve the ability to focus because there are fewer disruptions. However, according to a research conducted by Tim Golden, working from home adds stress, which is mostly due to the mixing of work and family. The majority of the participants agree that it is difficult to achieve a balance between work and life. (Virolainen, 2012, 205-206)

People mostly need social interaction and especially support regarding work-related and personal issues, which are factors contributing to wellbeing. Remote work, however, also has another burdensome effect on occupational wellbeing. Working from home or some other place, the social interaction with colleagues decreases. In fact, a short physical distance enables a spontaneous interaction better than a longer distance, which shows the differences in working in the office and remotely. The remote worker might feel left alone or isolated from other team members and managers. The feeling of being separated from the rest of the group has a negative effect on wellbeing. In addition, if communication is inadequate, the worker might feel insecure. (Virolainen, 2012, 205)

Working remotely leaves a lot of responsibility to the employee. Managers and colleagues may not notice whether an employee is suffering from stress or is managing

some other problems. Therefore, it is demanded from the employee to be initiative and active in terms of their own occupational wellbeing. (Virolainen, 2012, 206)

4.4 Promoting wellbeing – employer's perspective

The responsibility of promoting wellbeing at work is divided between three different parties: society, organization, and the individual. The role of society is to create settings and opportunities for maintaining the ability to work. In order to do that, society needs to legislate and support actions that promote health, learning, working skills, and the profitability of work. Organizations' responsibility is to take care of safety, comply with the law, as well as build a pleasant working environment. On the other hand, the individual is accountable of their lifestyle and is required to follow the rules and directives of the workplace. (Virolainen, 2012, 12)

Occupational wellbeing should be part of the organization's values and culture. Wellbeing is a concept that will never be fully completed, but it should be constantly improved by measuring the state of wellbeing, just like other business-related things. Moreover, planning and analysis of how wellbeing should be developed comprehensively should be taken place at all times. (Virolainen, 2012, 105)

Promoting wellbeing is a long-term commitment because changes do not happen overnight. Setting milestones for different wellbeing areas is a convenient way for actually achieving the goals and making change. Organization's day-to-day operations are important in terms of occupational wellbeing. Providing employees and managers sports opportunities, staff days, lectures, and ensuring that care for others, comfort, and functional leadership is at excellent level, can significantly impact wellbeing. In figure 7 below, there are some examples of measures and areas aiming at promoting occupational wellbeing. (Virolainen, 2012, 135, 152-153)

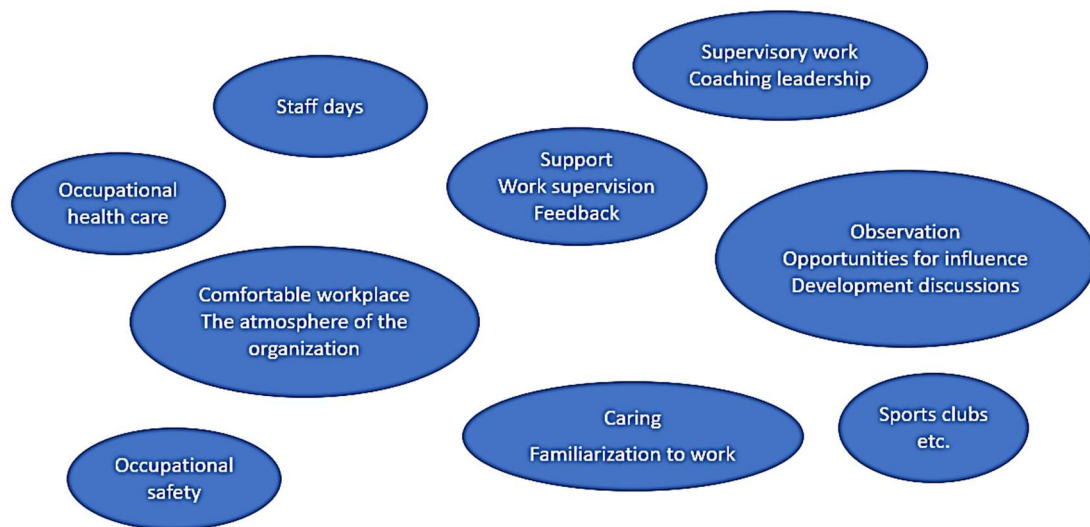


Figure 7. Areas and measures for promoting wellbeing. (Virolainen, 2012, 153)

Remote workers are commonly suggested to be more committed to the company, are more passionate about the job itself, and therefore demonstrate higher job satisfaction levels. Due to higher job satisfaction, they are also willing to give more effort to the job. Nevertheless, remote work has still created new challenges when it comes to promoting occupational wellbeing, especially now when it has increased due to the Covid-19 pandemic. However, since the shift to remote work has affected organizations worldwide, new solutions can be shared. Based on a research, there are five principles that can help organizations and leaders to manage a remote workforce. (Felstead & Henseke, 2017; Sull, Sull & Bersin, 2020)

Firstly, it is important to maintain frequent, transparent, and consistent communication. Employees prefer frequent communication through webinars or video updates more than through email. Allowing the employees to ask and share concerns and having clear guidelines such as on human resources policies like expected working hours are also the key to successful communication. (Sull et al., 2020)

Secondly, the organization should provide support for both physical and mental health. Working remotely can make a person feel socially isolated, and therefore it is even more

important to organize virtual events such as lunch and other after-work activities. Moreover, mental wellbeing could be increased by online discussion boards, providing counseling, and even coaching managers to discuss stress within the teams. (Sull et al., 2020)

Thirdly, keeping remote workers productive and engaged is also important. Even though remote work has been proven to increase productivity for the individual, it has a negative effect on productivity in terms of teamwork. While the pandemic is present, the survey results indicate that the leaders should understand that there might be some difficulties in motivation and staying productive at all times. However, in the longer-term employees' performance must be evaluated. Increasing productivity can be conducted by short meetings and sharing tips on managing remote work. (Sull et al., 2020)

The fourth principle is to manage the paradox of remote work-life balance. Working remotely leaves you more time for family and other activities, allowing you to adjust schedules, but on the other hand, it also blurs the line between work and life. Employees might feel that they need to be active and available for the entire day. There are several different ways to manage the paradox, such as adjusting workloads, providing flexible working hours, and encouraging to have breaks. (Sull et al., 2020)

Lastly, it is important that the organization does not lose sight of strategic priorities such as innovating, improving operations, and developing skills and knowledge. (Sull et al., 2020)

5 THE FUTURE OF REMOTE WORK

5.1 A global phenomenon

Remote work is a phenomenon that concerns people globally. Remote work is increasing because of employees' increased demand of wanting to have flexible work. In fact, more and more people choose a workplace according to the flexibility and the opportunity to remote work. From the employer's perspective, remote work enables more motivated and healthy personnel who want to give more effort as long as they are given options from where to carry out their jobs. (Vilkman, 2019)

It is a fact that technology provides new forms of cooperation. Even though employees are not geographically at the same place, technology such as online communication tools gives the possibility to encounter others and be present. On the other hand, it requires curiosity to get acquainted with new tools as well as preparedness to try and learn new things. (Vilkman, 2019)

5.2 The hybrid model

Shift to remote work will continue while employers give more flexible work opportunities to their personnel. As a fact, a little bit less than a half of employees of a company will use some remote-working model in the future. (Dahik, Lovich, Kreaflle, Bailey, Kilmann, Kennedy, Roongta, Schuler, Tomlin & Wenstrup, 2020, 5)

A hybrid model will be an increasing practice. Hybrid working is a balance between remote and onsite working. The work can be performed from different locations such as from the office, home, or even the ones in between. With its flexibilities, the hybrid working model can promote more innovative ways, for example, in collaboration and the ways of working. (Dahik et al, 2020, 1, 5; Capgemini Research Institute 2021, 2)

Although remote working cannot be practiced in all industries, there is an increasing consideration of shifting to some kind of hybrid working also in manufacturing. (Capgemini Research Institute 2021, 2)

The most important matter is that employer's listen and respond to what employees' demands are. It is, of course, vital for the company because it affects employee productivity, as well as the ability to attract new employees and retain them. (Capgemini Research Institute 2021, 2)

6 RESEARCH METHODOLOGY

This chapter explains the theoretical framework, how the research is conducted and by what methods the most reliable research results are obtained. The chapter also explains the main differences between qualitative and quantitative research, and what kind of data collection method is used. The last section introduces how the implementation of the research is conducted.

6.1 Theoretical framework

The theoretical framework of this study is divided into two main parts. These two sections are: level of job satisfaction in remote work, and the relationship between job satisfaction and the future of remote workers. The theoretical framework presented in figure 8 guides the realization of the empirical part.



Figure 8. Theoretical framework.

The theoretical framework figure shows the research problem “How remote work impacts occupational wellbeing?”. In the first and second theory sections, remote work is defined and the advantages and challenges are presented. Advantages and challenges include work-life balance and communication, which can be vital for researching remote

work and its impacts on occupational wellbeing. The third theory section explains how job satisfaction is connected to wellbeing at work. In addition, what is wellbeing and especially in remote work and how it can be promoted are the main parts in that section. The fourth section includes the aspects of possible future remote work.

The aim is to find out how much remote work affects different aspects of job satisfaction. These main aspects are work-life balance, communication, wellbeing, and lastly, the future of remote work. These sections are built around the research problem, and therefore addressing the topics continues through the empirical part.

6.2 Quantitative and qualitative research

For conducting research, an appropriate research method should be chosen. There are two types, qualitative and quantitative methods. Qualitative research helps understand the object of the study, such as company or customer, and its reasons behind behaviors and decisions. Qualitative research is usually limited to a small number of people being researched. The aim is therefore understanding feelings, not quantifying. Qualitative research is well suited, for example, for business development, to look for alternatives, and to study social problems. Data are often collected through in-depth interviews or group discussions. (Heikkilä, 2014)

Through quantitative research, the data will provide results in numbers and percentages. Therefore, quantitative analysis requires a large and representative sample. Data collection in a quantitative research is conducted by surveys with ready-made answer options. Results are described by numerical quantities and also used to find out the interdependencies between different objects or overall changes in the studied phenomena. Quantitative research helps to understand the current situation but cannot adequately clarify the reasons for changes or interdependencies. (Heikkilä, 2014)

This research uses the quantitative method to explore the research questions as the aim is to gather data in quantity, providing more objective results. Even though quantitative

research excludes the feelings and perceptions of people by focusing only on measurable data, first and foremost, it provides significantly more data and therefore answers the research questions.

6.3 Data collection method

Typical data collection methods for quantitative research are, for example, surveys, internet surveys, phone interviews, and structured interviews. As a data collection method for this research, an internet survey was chosen. A survey provides the researcher a free, fast, and easy way of collecting data in real-time. The survey allows respondents to stay anonymous, which creates a possibility to ask more personal and sensitive questions. (Heikkilä, 2014)

The survey was created in a free platform called Microsoft Forms. The survey is divided into five sections: background information, work-life balance, wellbeing, communication and interaction, and finally the future of remote work. All questions or statements are closed-ended questions, with the mix of multiple-choice questions and ranking scale statements. For the ranking scale questions, the well-known Likert scale was used with answer options: strongly disagree, disagree, neutral, agree, and strongly agree.

6.4 Implementation of the research

Data will be collected through an online survey sent to company X to be shared with their employees during fall 2021. The employees will have two weeks to answer the survey questions. After that, the survey will be closed, and data will be ready to be analyzed. The pursued sample size is between 50-100 respondents.

Company X is an electrical household appliances retailer company with approximately 900 employees. Since the purpose of the study is to find out the impacts of remote work on employees working and wellbeing, only a part of company X's employees were chosen because not all of them can work somewhere else than the actual workplace. Therefore, the share that has the opportunity to participate in the survey is 60 employees.

7 SURVEY RESULTS

The survey was sent to 60 employees with some remote work experience either before or during the pandemic. The survey received 37 responses, however, one response was invalid since the respondent had not worked remotely. Nevertheless, 36 responses of the total 60 give a response rate of 60%.

7.1 Background information

According to the survey results, there were only respondents in the age groups 18-25, 26-35 and 36-45. The majority of the respondents belong to the age group 26-35. Of all 36 respondents, 11% were managers, and 89% were employees. No executives or trainees were participating in the survey.

Question 3 covered whether the respondents had experienced working remotely before the pandemic. The results show that 36% had earlier experience and 64% did not. 65% of the employees did not have experience of working remotely before the pandemic, whereas 50% of the managers had experienced remote work. The managers who had the experience of remote work had seldom worked remotely. However, some of the employees answered occasionally or often. The majority, however, gave the response never worked remotely.

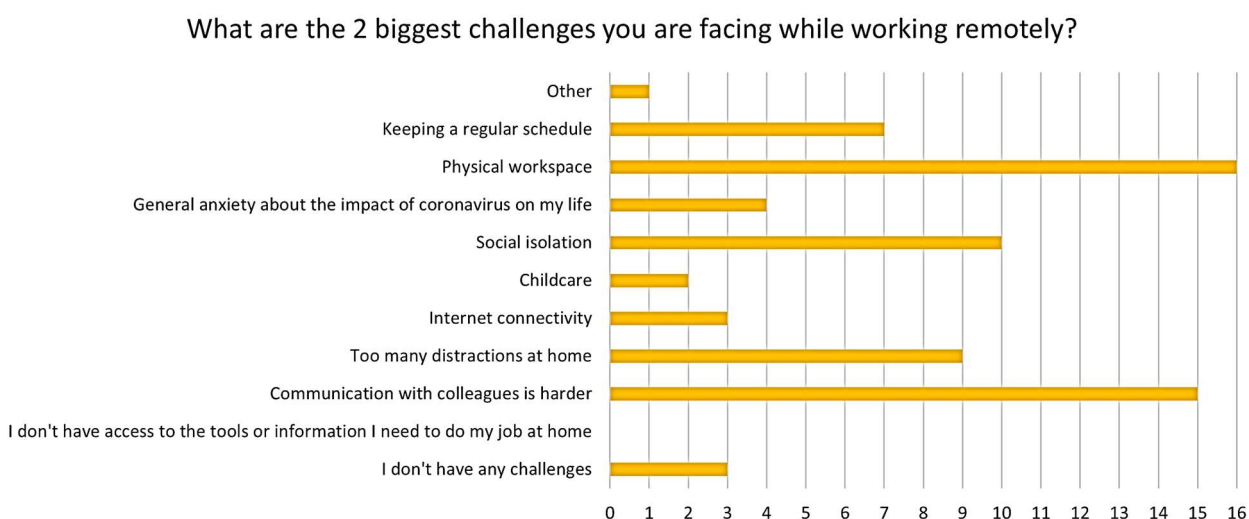


Figure 9. Challenges in remote work.

Considering the challenges that remote work has revealed, the respondents were asked to choose the two biggest challenges they faced while working remotely. The biggest challenge with 16 responses was the physical workspace. The respondents also felt that communication with colleagues is harder, and they have felt socially isolated. In addition, nine respondents considered that there are too many distractions at home and seven respondents felt that maintaining a regular schedule is challenging. The challenges with fewer answers were childcare, internet connectivity, and other. One respondent suggested that the guidance and monitoring of the employees are complex. Lastly, three respondents have not had any challenges at all.

7.2 Work-life balance

The respondents were asked to rate their level of agreement with each statement regarding work-life balance.

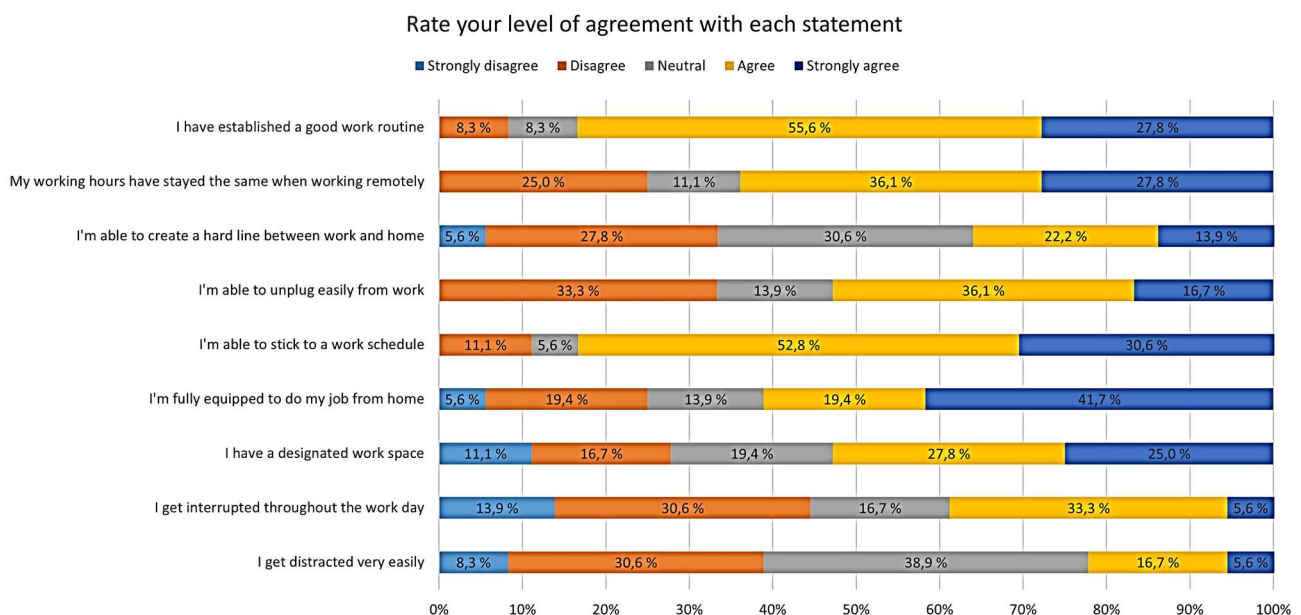


Figure 10. Work-life balance in remote work.

When it comes to maintaining a good work-life balance, the majority (83,4%) either agree or strongly agree that they have established a good work routine. According to

the results, 63,9% think their working hours have stayed the same when working remotely. However, 25% of the respondents disagree that the working hours had stayed the same.

33,4% either strongly disagree or disagree with the statement “I’m able to create a hard line between work and home”, but simultaneously 36,1% either strongly agree or agree that they have been able to create a line between work and home. In addition, most of the respondents are able to unplug easily from work. The respondents seem to stick to a work schedule as 83,4% either strongly agree or agree with the statement.

As figure 14 expresses, the majority have a designated workspace as well as have the proper equipment to carry out work from home. However, nine respondents are not fully equipped, which needs to be taken into consideration.

When it comes to interruptions and whether the respondents get distracted easily, the reaction to these statements is mostly strongly disagree or disagree. This means that most of the respondents do not get interrupted that often or distracted very easily.

7.3 Wellbeing

The respondents were asked to rate their level of agreement with each statement regarding wellbeing in remote work.

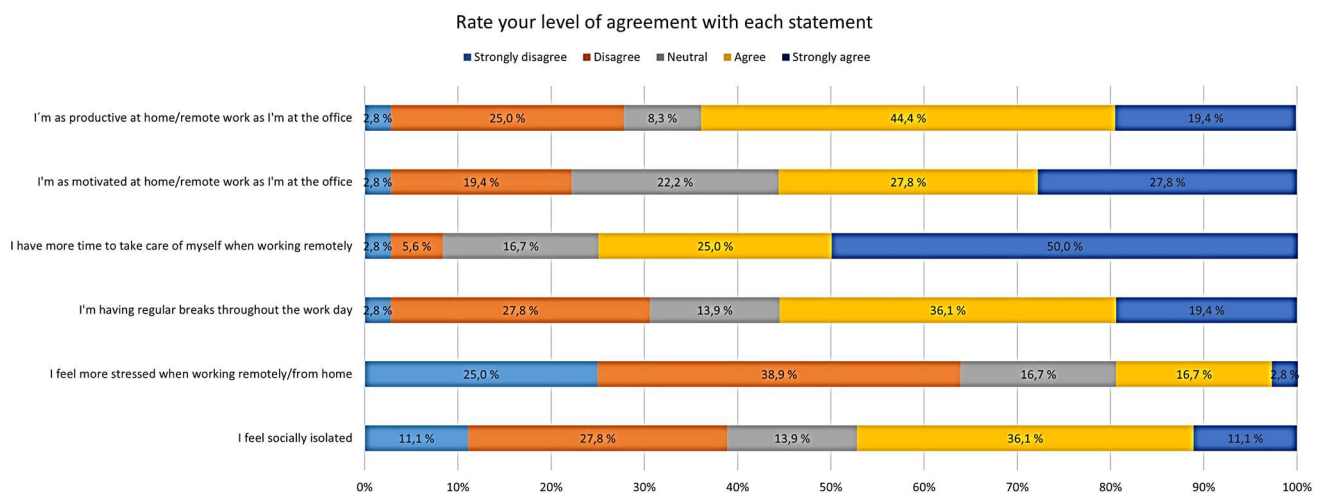


Figure 11. Wellbeing in remote work.

The statements in question 7, show a tendency towards respondents being as productive and motivated at home as in the office, as over half have strongly agreed or agreed with the two statements. However, it is also considered that some of them are not as motivated and productive at home.

Nearly 60% have regular breaks throughout the workday, as the majority feel less stressed when working remotely. In addition, a significant percentage (75%) either strongly agree or agree that they have more time to take care of themselves when working remotely.

Almost half of the respondents feel socially isolated.

7.4 Communication and interaction

The respondents were asked to rate their level of agreement with each statement regarding communication and interaction in remote work.

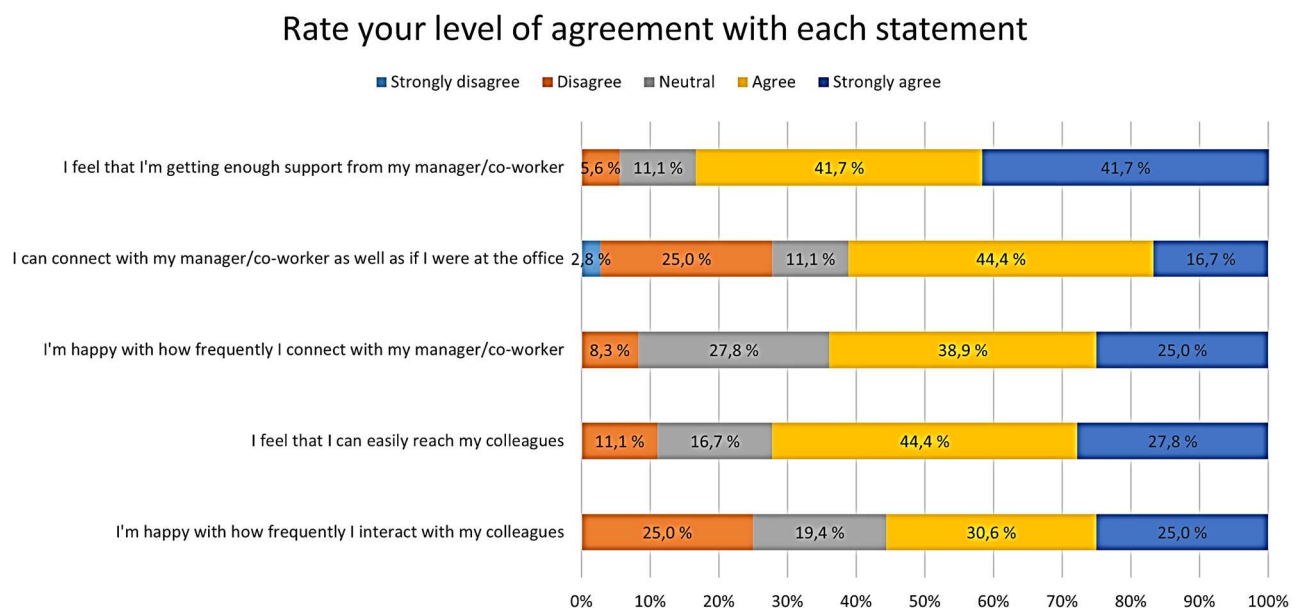


Figure 12. Communication and interaction in remote work.

As figure 12 expresses, agree and strongly agree have received the most answers for all of the statements. Therefore, the respondents feel that they are getting enough support from their manager or co-worker, and they can connect with them as well as they would be in the office. Respondents are also happy with how frequently they connect with managers. If we consider reaching colleagues and whether they are happy with how frequently they interact with their colleagues, the results show that over half have agreed or strongly agreed with the statements. However, at least 25% of the respondents feel like they would like to interact more with their colleagues.

7.5 Future of remote work

Have you enjoyed working remotely?

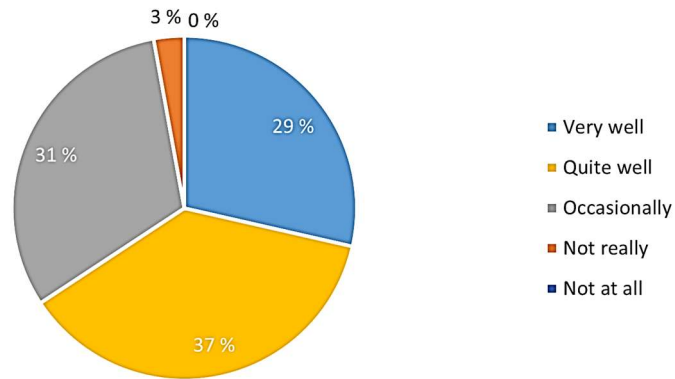


Figure 13. Opinions of remote work.

The respondents were asked whether they have enjoyed working remotely by choosing either very well, quite well, occasionally, not really, or not at all. The results indicate that the respondents have enjoyed remote work, as “very well” accounted for 29%, “quite well” for 37% and “occasionally” for 31%. Only one person answered, “not really”, which accounts for 3% of the total answers.

If your job allows you, do you think you will consider working remotely after the pandemic?

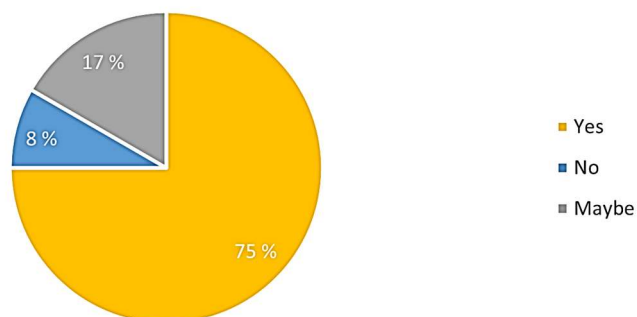


Figure 14. The future of remote work.

In the last question, the respondents were asked whether they would consider working remotely after the pandemic and if their job allows them. Again, the majority (75%) will consider working remotely in the future.

8 CONCLUSION

8.1 Level of job satisfaction in remote work

As job satisfaction is influenced by social and psychological, physical, financial, and personal factors, the aim of the research was to find out how remote work has affected their job satisfaction and moreover occupational wellbeing.

The survey results indicate that the respondents feel as motivated at home as they would be at the office. When employees are motivated, it will undoubtedly increase productivity. Even though working hours stay the same, if a person can get things done faster, it will motivate them much more. In addition, getting work done faster, will increase their time to take care of themselves, such as having regular breaks, eating well, and exercising. These matters also improve their general wellbeing. In fact, nearly 65% either strongly disagree or disagree with the statement “I feel more stressed when working remotely/from home”.

Considering work-life balance, it seems that it has been easy for most employees to maintain a good work-life balance, meaning that they can keep a good work routine by managing their time and having good self-discipline despite minor interruptions or distractions. A negative aspect that should be addressed is unplugging from work. Mostly it is considered easy disconnecting from work after the workday, but a significant amount thinks otherwise. When working in the office, it can be challenging to turn off the work from your mind, however, changing the mindset at remote work can be even more difficult.

When it comes to communication, the respondents think that communication is harder in remote work. Even though the results show that they are happy how frequently they connect with their managers, there could still be something more. Reaching managers and colleagues for support is considered relatively easy, however, the small amount of interaction makes them feel lonely and socially isolated. As one respondent defined as a challenge, the guidance, and monitoring of the subordinates, it is noticeable that remote work brings more challenges to the table regarding communication and interaction than if they were at the office.

Since physical factors contribute to how an individual experiences job satisfaction, the respondents were asked whether they have a designated workspace and have the proper equipment to do their job at home. The majority think they have a workspace with the right equipment as they would have in the office. However, nine out of 36 believe they should have better equipment. Since the research did not cover the details of what kind of equipment they have and are the equipment their own or provided by Company X, it cannot be evaluated whether financial resources have had an effect on the employees' job satisfaction.

From the results of the survey, we can draw a conclusion that remote work can be considered to be giving more flexibility and autonomy, but at the same time bringing more challenges in communication, distractions, and maintaining work-life balance.

8.2 Future of remote work

The future of remote work looks promising. According to the survey results, most respondents have enjoyed remote work very well, quite well, or occasionally. Moreover, most of them are also wanting to continue working remotely. Therefore, remote work has received positive reactions.

In order to calculate the regression between whether respondents have enjoyed remote work and whether they are willing to continue working remotely, a crosstabulation was executed. According to the results in figure 15 below, it is noticeable that the ones with a positive view of remote work are also considering working remotely in the future. In addition, the majority of the ones that have answered "occasionally" to the question of whether they have enjoyed remote work have responded "yes" or "maybe" to the last question asking about the continuance of remote work. Only two have answered "no". This shows that regardless of the occasional negative aspects of remote work, they are still considering working remotely in the future.

Have you enjoyed working remotely? * If your job allows you, do you think you will consider working remotely after the pandemic?

Crosstabulation

Count		If your job allows you, do you think you will consider working remotely after the pandemic?			Total
		Maybe	No	Yes	
Have you enjoyed working remotely?	I don't work remotely	1	0	0	1
	Not really	0	1	0	1
	Occasionally	4	2	5	11
	Quite well	1	0	12	13
	Very well	0	0	10	10
Total		6	3	27	36

Figure 15. Crosstabulation.

As the results have disclosed, remote work shares opinions between the respondents, however, most findings are positive. In order to enhance the valuation of remote work, there are things collected from the survey responses that can be improved.

In the future, employees should have the opportunity to choose whether they want to work remotely if not considering the pandemic that has forced people to work away from the office. Nevertheless, the employees who have enjoyed remote work during the pandemic, and if they wanted to continue, it should be allowed either part- or full-time. Depending on the employee, remote work can help, for example, employees with small children, busy schedules or some other obligations that take more time. This could increase their job satisfaction, wellbeing, and productivity, which would also advantage the company.

Employees of the organization who want to work remotely could be given small support to improve the working conditions at home. As most organizations provide laptops or other equipment, they could also give support for a desk and chair. Giving employees help will possibly better the ergonomics and therefore increase their physical wellbeing.

Since communication in remote work decreases due to the lack of face-to-face interaction, it should be improved so that everyone feels important and supported regardless of the distance. Social interaction could be improved in terms of spending more time together both outside and inside the office. Adding meetings for only non-work discussions, for example, in Zoom for everyone to join, can decrease the feeling of being socially isolated.

In conclusion, the survey results indicate that the respondents feel optimistic about remote work wanting to continue it in the future.

8.3 Validity and reliability

Validity and reliability are often defined from two perspectives: the research method and results are measured whether they are valid and reliable. (Hiltunen, 2009, 2)

Validity refers to the validity of the results. It is used to express whether the research corresponds with the intended measure. (Vilpas, 2018, 11) To conduct a valid research and therefore get valid results, research questions have been chosen carefully, and according to that, the proper data collection method has been selected. Validity is affected by the theoretical framework and references. All sources in this thesis are academic and have been chosen wisely, even though there was a lack of previous studies on remote work during writing. When it comes to the survey question “Have you enjoyed working remotely?”, the answer option “I don’t work remotely” should have been formulated differently since the aim was to get those persons choose that option who have not worked remotely either before or during the pandemic, not the current situation. Nevertheless, the results would not have differed much with a valid answer.

Reliability of the study refers to the reliability of the method and the reproducibility of the results. Reliability increases if research with the same data collection method and analysis would provide the same results that have now been obtained. (Vilpas, 2018, 11) In order to do that, the survey was sent to all respondents at the same time and format. The results have been appropriately analyzed with the help of both SPSS and Microsoft Excel.

8.4 Suggestions for future research

According to the study results, many people will continue to work remotely, meaning that remote work is here to stay. A suggestion for future research could be that similar research would be conducted but with a qualitative research method to learn more about the employees' personal feelings. Later on, it would be essential to find out more about remote work and how it can be developed, answering questions like what companies can do better to make sure remote workers have all the equipment they need, have access to health care normally, how communication can be improved and so on.

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APPENDIX 1

Remote work

Remote work and its impacts on occupational wellbeing.

* Pakollinen

Background information

1. Do you currently work remotely or have you worked remotely during Covid-19? *

☐ Yes

☐ No

2. In which age group do you belong? *

☐ 18-25

☐ 26-35

☐ 36-45

☐ 46-55

☐ 56+

3. What is your role in the organization? *

☐ Executive

☐ Manager

☐ Employee

☐ Trainee

4. Did you have experience of working remotely before the pandemic started? *

☐ Yes

☐ No

5. How often did you work remotely before the pandemic? *

☐ Never

☐ Seldom

☐ Occasionally

☐ Quite often

☐ Often

6. What are the 2 biggest challenges you are facing while working remotely? *

☐ I don't have any challenges

☐ I don't have access to the tools or information I need to do my job at home

☐ Communication with colleagues is harder

☐ Too many distractions at home

☐ Internet connectivity

☐ Childcare

☐ Social isolation

☐ General anxiety about the impact of coronavirus on my life

☐ Physical workspace

☐ Keeping a regular schedule

☐

Muu

Work-life balance

7. Rate your level of agreement with each statement *

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I have established a good work routine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My working hours have stayed the same when working remotely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm able to create a hard line between work and home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm able to unplug easily from work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm able to stick to a work schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm fully equipped to do my job from home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a designated work space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get interrupted throughout the work day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get distracted very easily	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Wellbeing

8. Rate your level of agreement with each statement *

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I'm as productive at home/remote work as I'm at the office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm as motivated at home/remote work as I'm at the office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have more time to take care of myself when working remotely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm having regular breaks throughout the work day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel more stressed when working remotely/from home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel socially isolated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Communication & Interaction

9. Rate your level of agreement with each statement *

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I feel that I'm getting enough support from my manager/co-worker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can connect with my manager/co-worker as well as if I were at the office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm happy with how frequently I connect with my manager/co-worker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that I can easily reach my colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm happy with how frequently I interact with my colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The future of remote work

10. Have you enjoyed working remotely? *

- ☐ Very well
- ☐ Quite well
- ☐ Occasionally
- ☐ Not really
- ☐ Not at all
- ☐ I don't work remotely

11. If your job allows you, do you think you will consider working remotely after the pandemic? *

- ☐ Yes
- ☐ No
- ☐ Maybe