

How Has the Pandemic Influenced Employees' Motivation at Wärtsilä Finland Oy

Wärtsilä Finland Oy

Julia Brokvist

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Author: Julia Brokvist
Degree Programme and place of study: Industrial Management and Engineering, Vasa
Supervisor(s): Jussi Pikkumäki, Wärtsilä
Mikael Ehlers, Novia University of Applied Sciences

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Abstract

This thesis is made on the behalf of Wärtsilä Finland, with the purpose to find out how the Covid-19 pandemic has influenced their employees' work motivation and how to improve their overall motivation. The study was conducted through a quantitative survey which was published on Wärtsilä's communication network site Yammer. Of the 3730 employees working for Wärtsilä Finland, a total of 370 responded to the survey. The thesis includes a theoretical framework of different motivation theories, remote work, and the Covid-19 pandemic.

Through the study, we learned that remote work has had a big impact on the employees' work motivation in a positive way and that they willingly would want to continue working remotely after the pandemic. Not only working remotely has motivated the employees, but also the flexibility it brought to everyday life. In the part of the survey where the employees themselves got to write what motivates them, many wrote that their colleagues motivate them, but they miss the face-to-face interactions. We found that many different factors affect the employees' motivation, mostly factors such as family and flexibility. However, the employees stated that one issue when working remotely was worsened ergonomics.

Language: English

Key Words: Motivation, Work Motivation, Remote Work, Covid-19

EXAMENSARBETE

Författare: Julia Brokvist
Utbildning och ort: Produktionsekonomi, Vasa
Handledare: Jussi Pikkumäki, Wärtsilä
Mikael Ehrs, Yrkeshögskolan Novia

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Abstrakt

Detta examensarbete har gjorts för Wärtsilä Finland, med syfte att ta reda på hur Covid-19 pandemin har påverkat de anställdas arbetsmotivation samt hur man kan förbättra deras generella motivation. Undersökningen genomfördes med en kvantitativ undersökning som publicerades på Wärtsiläs kommunikationsnätverkssida Yammer. Av de 3730 anställda som arbetar för Wärtsilä Finland, svarade totalt 370 på enkäten. Examensarbetet innehåller ett teoretiskt ramverk av olika motivationsteorier, distansarbete och Covid-19 pandemin.

Genom undersökningen fick vi reda på att distansarbete har haft en stor inverkan på de anställdas arbetsmotivation på ett positivt sätt, och att de gärna vill fortsätta arbeta på distans efter pandemin. Att arbeta på distans har inte bara motiverat de anställda, utan också den flexibilitet det tillfört i vardagen har motiverat. I den del av undersökningen där arbetarna själva kunde skriva vad som motiverar dem, skrev många att deras kollegor motiverar dem, men att de saknar interaktionen ansikte mot ansikte. Vi fann att många olika faktorer påverkar de anställdas motivation, de främsta faktorerna var familjen samt flexibiliteten. De anställda uppgav dock att ergonomin har försämrats vid distansarbetet.

Språk: Engelska

Nyckelord: Motivation, arbetsmotivation, distansarbete, Covid-19

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1 Introduction

At the end of 2019, the first cases of Covid-19 were reported to the World Health Organization (WHO). The unknown virus in 2019, was hard to tell how it was going to impact the world. The virus took the world off its feet and brought us into a pandemic in March 2020 (WHO/Europe, n.d.). Announcing it as a pandemic brought us big challenges, and still does. One of those challenges was to start working remotely. Working from home was and still is a big change for most of us. To go from working in an office to complete working from home can be challenging when you are not used to it. Especially your motivation and work motivation can fade. Motivation has a significant impact on your life and your work. Without motivation, simple tasks can become difficult.

This chapter will present an overview of the case company the thesis is done for, the background, problem area, and purpose of the thesis. The thesis delimitations and disposition will also be described in this chapter.

1.1 Background

Wärtsilä Finland Oy is a Finnish company in the marine and energy markets. The company was established in 1834 and started as a sawmill in Karelia. Today Wärtsilä is a global leader in innovative technologies and lifecycle solutions. Wärtsilä aims to help the customers continuously improve their economic and environmental performances by innovation in sustainable technologies and services. (Wärtsilä Corporation, 2021a).

In 2020 Wärtsilä had a total of 17.500 dedicated employees operating in 200 locations in more than 70 countries across the globe. For the same year, Wärtsilä had a net sale total of 4.6 billion euros. (Wärtsilä Corporation, 2021a).

This Bachelor's thesis is made for Wärtsilä Finland Oy. The task started as a discussion between me and the General Manager of Project Support. The discussion was about work motivation while working remotely and during a pandemic. The topic interested the General Manager of Project Support, since this would be a great opportunity to get a better picture and understanding of how the employees have been influenced by the pandemic and remote work. Furthermore, to see how this could be handled in the future if a pandemic would occur again, or remote work would become a normal workday. Once

agreed on the topic, the suggestion of a thesis work was brought up to the HR Team in Wärtsilä Finland for approval. The thesis is about learning how the pandemic has influenced our motivation and how we can improve it. The task is to research and find out how the employees' work motivation has been during the Covid-19 pandemic.

1.2 Purpose Of the Thesis

The main purpose of the thesis is to determine how the pandemic has influenced employees' work motivation at Wärtsilä Finland. We are mainly concentrating on the employee's work motivation before the pandemic and during the pandemic when working remotely has been the new office. To reach answers and conclusions, a survey regarding their work motivation will be uploaded to Yammer, a network service used for communication at Wärtsilä. The survey will be made available to Wärtsilä Finland which has 3,700 employees of almost fifty different nationalities. The survey will give us answers to questions such as how their work motivation is overall, and if interacting with colleagues and their line manager has had a positive impact on their work motivation. Through open answer questions in the survey, their answers will be analyzed and answer the main question: What could further improve your motivation when working remotely or at the office? The results of this thesis will show how the employees' work motivation has been influenced during the pandemic and how the employer can improve it.

The theoretical framework in the theory chapter consists of theories regarding motivation, Covid-19, and remote work. The survey provides information that will be analyzed. Based on the results and theories, suggestions to improve work motivation when working remotely will be provided.

1.3 Delimitation

This task is made for Wärtsilä Finland and therefore the survey will not be provided to the global Wärtsilä. The focus of this thesis is to analyze how Finnish employees' motivation has changed and will therefore not touch deeper into how working remotely has been. There will be a small chapter in the theoretical framework about remote work, but the survey will not provide questions about working remotely.

1.4 Disposition

The first chapter will briefly handle information regarding the company, background, and purpose of the thesis. This chapter will be followed up with the delimitation and disposition.

The second chapter presents the company and Covid-19

The third chapter presents the theory for the thesis.

The fourth chapter explains the methodology used to reach a valid result.

The fifth chapter explains the results of the survey.

The sixth chapter presents a discussion of the thesis.

2 Case Company and Covid-19

This chapter includes Wärtsilä Finland and what businesses and services they provide. The chapter will be followed up with how Wärtsilä Finland has handled the Covid-19 pandemic and what regulations Wärtsilä has. Lastly, there will be a chapter regarding the Covid-19 pandemic globally and in Finland.

2.1 Wärtsilä Finland

Helsinki, Turku, and Vaasa in Finland are the locations where Wärtsilä functions. Their headquarter is in Helsinki where 480 employees work. There are a total of 3,730 employees of almost fifty different nationalities working for Wärtsilä Finland. All business in Wärtsilä Finland is the corporate head office, Marine Power, Energy, Marine Systems, Voyage, RDE (Research, Development & Engineering), Engine production, Expertise, and support functions, and lastly Smart Technology Hub. (Wärtsilä Corporation [Internal Material], 2022).

Turku has 350 employees working with Marine Power Energy, RDE, Expertise and support functions, and the Wärtsilä Land and Sea Academy. The Wärtsilä Land and Sea Academy in Turku offers extensive training for ship and power plant operators. The Academy has a complete engine room simulation that includes all auxiliary and supply systems for different engine types. Vaasa has 2,900 employees working in all businesses mentioned above. There are two engine laboratories in Vaasa where different tests take place. Some of the tests taking place in the laboratories are engine testing and validation, rig testing, engine automation testing, validation, and field testing. There is also a delivery center in Vaasa that includes serial production, pilot production, machining, material management, and new product introduction. The delivery center produces the Wärtsilä 31 and Wärtsilä 32/34 engines. The Wärtsilä 31 engine is the world's most efficient 4-stroke diesel engine. The engine is designed to set a new benchmark in efficiency and overall emissions performance. (Wärtsilä Corporation [Internal Material], 2022).

The Smart Technology Hub in Vaskiluoto, Vaasa is the next-generation innovation and production center. The Smart Technology Hub is unique and enables more agile, more efficient testing and product development of solutions for maritime, gas, and oil industries and new energy systems. Hannu Mäntymaa says "The Smart Technology Hub will become

an important part of Wärtsilä's worldwide network of centers of expertise.", as the new center's vision is to create a campus where research and product development can take place together with the customers and suppliers for Wärtsilä, as well as start-ups in the sector and universities. (Wärtsilä Corporation, 2018).

2.2 Covid-19

December 2019, cases of pneumonia were recorded in Wuhan, China due to a new unknown coronavirus, the SARS-CoV-2. There is a large family of coronaviruses (CoV) that causes illnesses such as common colds to severe diseases. SARS-CoV-2 has since been shortened to Covid-19 which stands for corona, virus, and disease. The number 19 in Covid-19 also stands for the year 2019 when it first was recorded. (THL, 2020).

The 30th of January 2020, WHO's Director-General Dr. Tedros Adhanom Ghebreyesus declared the outbreak of coronaviruses as a public health emergency of international concern (PHEIC). At this time there were only ninety-eight cases and no deaths in eighteen countries outside China. Little did they know that the cases were going to shoot sky high, and on the 11th of March 2020 there were more than 118,000 cases in 114 countries reported. The death rates had also gone up to 4,291 deaths. This same day, the WHO Director-General announced the outbreak could be characterized as a pandemic. (WHO, 2022a).

The 31st of January 2022, a total of 375,607,490 Covid-19 cases have been recorded and a shocking 5,682,971 deaths all over the world. Of all these cases 489,870 have been recorded in Finland and 1,990 deaths. (Worldometer, 2022).

489 870

confirmed cases

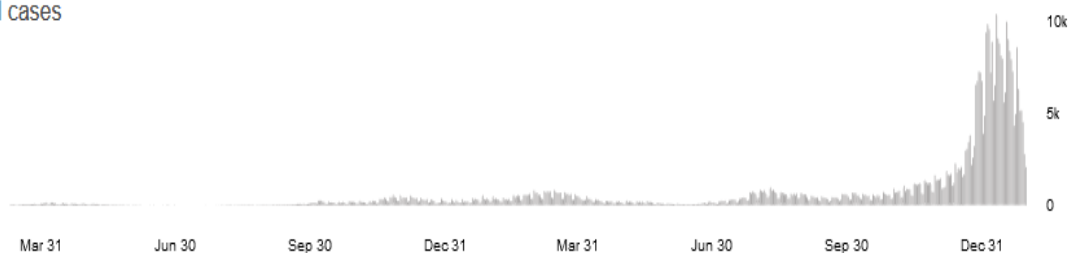


Figure 1. Covid-19 cases by day in Finland (adapted from World Health Organization, 2022).

In Finland, the first cases of Covid-19 were reported in February 2020, but early in March, the outbreak started to rise. The number of cases has reduced in the summer of 2020 and 2021 when schools have been closed and others have had summer vacation. Sadly, the number of cases has risen at the end of 2020 and 2021 due to Christmas and New Year. This can be seen from Figure 1, that there have been similar ups and downs throughout the years 2020 and 2021. (WHO, 2022b).

2.3 Wärtsilä Finland and Covid-19

Since January 2020, Wärtsilä has carried out several measures in order to protect the health, well-being, and safety of all employees and external stakeholders across the globe. Wärtsilä is focusing on employee safety and health and will adapt to local circumstances and the regulations and precautions that the authority in respective countries gives. This will give a guide for Wärtsilä when it is a safe return to the offices. They keep taking proactive steps to minimize the effect on their operations globally and to ensure to go back to normalized operations and seize future growth opportunities when markets completely recover. (Wärtsilä Corporation, 2021b).

The Incident Management Team had their first meeting at the beginning of March 2020, regarding recommendations on work, travel, visits, and general health issues. On March 12th 2020, Wärtsilä employees were given strong recommendations to work remotely, since the cases of Covid-19 started to increase. The Incident Management Team (IMT) has worked closely with Corporate Crisis Response Team (CRT), Control & Prevent Teams, and Business units to enable timely decisions and business continuity. (Wärtsilä Corporation [Internal Material], 2020).

On the 11th of August 2020, Wärtsilä created the first version of a Safe Exit plan. Since then, the Safe Exit plan has been updated and the newest version was published at the end of May 2021. The Safe Exit plan includes three phases, and one phase is depending on how the Covid-19 situation is at the moment. The plan gives clear instructions on the time estimate and when a new remote work model will be taken to use. When reaching phase three, several restrictions will be largely removed, and the new remote work model will be taken into use. (Wärtsilä Compass [Internal Material], 2022)

During the whole pandemic, the employees have been recommended to work remotely, wear a face mask when they are at the office, and keep a two meters distance when having physical contact for over fifteen minutes. The employees were also given the instructions to dine in small groups to prevent the spreading of Covid-19. Work travel and business visitors have been restricted such that only necessary travels and visitations have been allowed during the pandemic. (Wärtsilä Corporation [Internal Material], 2022).

3 Theoretical Background

This chapter will present the theory of this thesis. The theory will include the theoretical background for motivation and remote work. These theories will help the author establish the research.

3.1 Motivation

The term motivation is a derivation from the Latin word for movement, *movere*, and was recorded between 1870-and 75. According to Reeve (2009), the definition is based on three grand theories. These three grand theories are the will, the instinct, and drive. Motivation can be described as four aspects. Arousal is the interest one has for a specific goal to reach. Direction is the focus one has for a specific goal. Intensity is the effort put into reaching a specific goal, and lastly, persistence is the urge to continue to reach that goal even though difficulties might be faced (MacRae & Furnham, 2017).

Through all these years, many different theories regarding motivation have been established. Such as the Hierarchy of Needs by Abraham Maslow, the Two-factor theory by Frederick Herzberg, and Self-determination by Deci and Ryan. The three theories mentioned will be the base for the motivational theory of the thesis. Daniel Pink's Autonomy, Mastery and Purpose, and Victor Vrooms Expectancy Theory will also be included in the theoretical part of the thesis.

3.1.1 Hierarchy of Needs – Abraham Maslow

Abraham Maslow published his theory of motivation in 1943. This theory is one of the most well-known psychological theories even today. The questions of the relative importance of different motivators would be answered by his idea. The idea is that some motivating factors are fundamental, but if they do not meet the fundamentals, they will preoccupy the individual's attention. This theory is based on a pyramid of needs. Maslow's Hierarchy of Needs theory and book have influenced many to study or develop the theory. (Latham, 2012).

When a factor has been done or satisfied, it will go away, and the individual will automatically dedicate their needs towards the next factor. These are so-called silent

needs. These needs or factors are a sign of an individual to grow as a person, and once all the needs or factors have been satisfied, you will reach self-actualization. Not everyone will reach the level of self-actualization due to life experiences, and some may even go back and forth between different needs or factors. The motivation for self-actualization can be very unique for each individual. Some individuals strive to reach the self-actualization stage through work, others through sports or school. (Dr. McLeod, 2007).

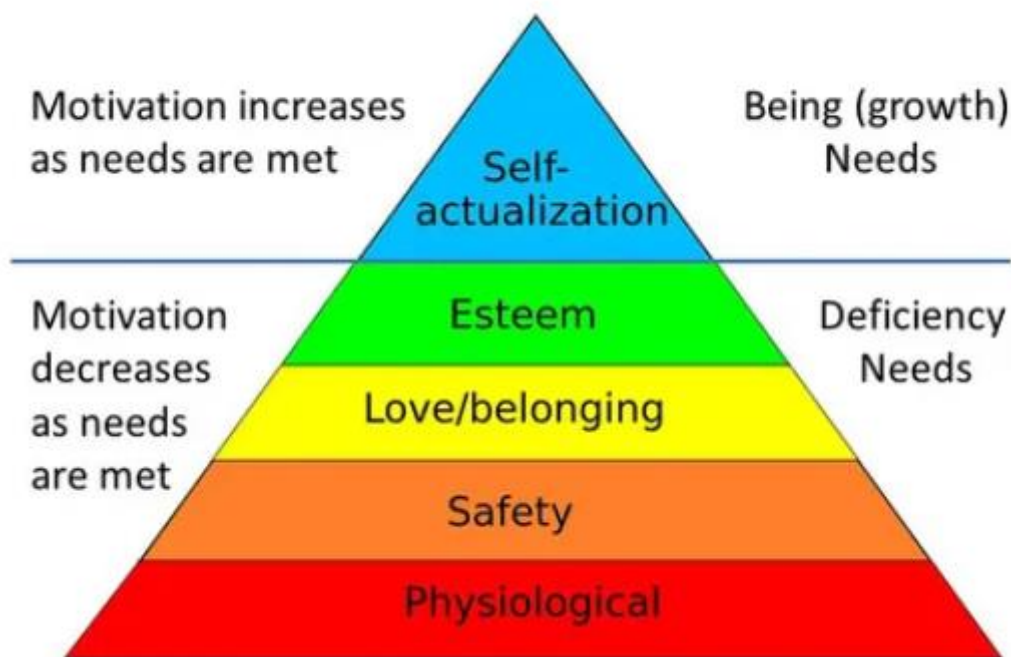


Figure 2. Maslow's Hierarchy of Needs pyramid. (Adapted from Simply Psychology, 2022).

As seen in Figure 2, Maslow's Hierarchy of Needs pyramid is a five-stage model about physiological needs, safety needs, love, and belonging needs, esteem needs, and self-actualization needs. The pyramid of needs can be used as a guideline for motivating employees when there is a lack of motivation. (MacRae & Furnham, 2017)

The first need, the physiological need is the basis of human survival and is the most fundamental one. These needs are such as air, food, water, clothing, shelter, and everything that falls under the same category. These needs are usually not threatened in a workplace, but hunger can for example affect an employee's performance. (Dr. McLeod, 2007).

Safety needs are the second need in the pyramid. This need is more a feeling that you are safe and protected in an environment. You want order and control in your life. This can for example be social stability, health, and well-being, freedom of fear, and financial security. This need can be a demotivation for employees if they feel that there is a lack of job security and health needs at the workplace. (Dr. McLeod, 2007).

Love and belonging needs are the third levels of human needs. This need refers to having interactions with family, friends, or teammates. This also refers to trust, intimacy, love, acceptance, receiving, and giving affections. If there is a lack of emotional and social needs, this can demotivate you and also have a negative impact at work. (Dr. McLeod, 2007).

Esteem needs include respect, self-worth, and accomplishment. In a company, employees want their voice heard and that brings them confidence in self-worth and acceptance. These types of needs can be both esteem for oneself and the desire for respect from others, such as teammates or family. (Dr. McLeod, 2007).

The last need in Maslow's Hierarchy of needs pyramid is the self-actualization needs. This is the highest level and is an individual's self-fulfillment, potential, and seeking growth for a peak experience. Maslow described this level as a desire to become the most you can be. As an employee, this can be achieved when working with a big project that succeeds or other factors that are meaningful for the employee. (Dr. McLeod, 2007).

Maslow's Hierarchy of needs shows us the levels of safety needs, love and belonging needs, and esteem needs. These three needs are relevant in the work environment since they can be affected by your colleagues or teammates, the safety of financial needs, and the esteem one desires for respect from others. This can also be critical for Wärtsilä since there is a possibility of falling down the pyramid into the safety needs and the employees might need more from their employer to reach self-actualization. Furthermore, these needs can be affected by the pandemic and the remote work and therefore taken into consideration in this thesis.

3.1.2 Two-Factor Theory – Frederick Herzberg

The two-factor theory, also known as the motivation-hygiene theory was proposed by the psychologist Frederick Herzberg. The two-factor theory is still one of the most important theories of motivation today. Herzberg believed that an individual's attitude towards the

work done, would determine failure or success, and an investigation he did showed that intrinsic factors were related to job satisfaction and extrinsic factors were related to dissatisfaction. Intrinsic factor is, for example, responsibility, recognition, and achievement, and extrinsic factors are company policies, working conditions, and supervision. (Robbins, Judge, Odendaal, & Roodt, 2009).

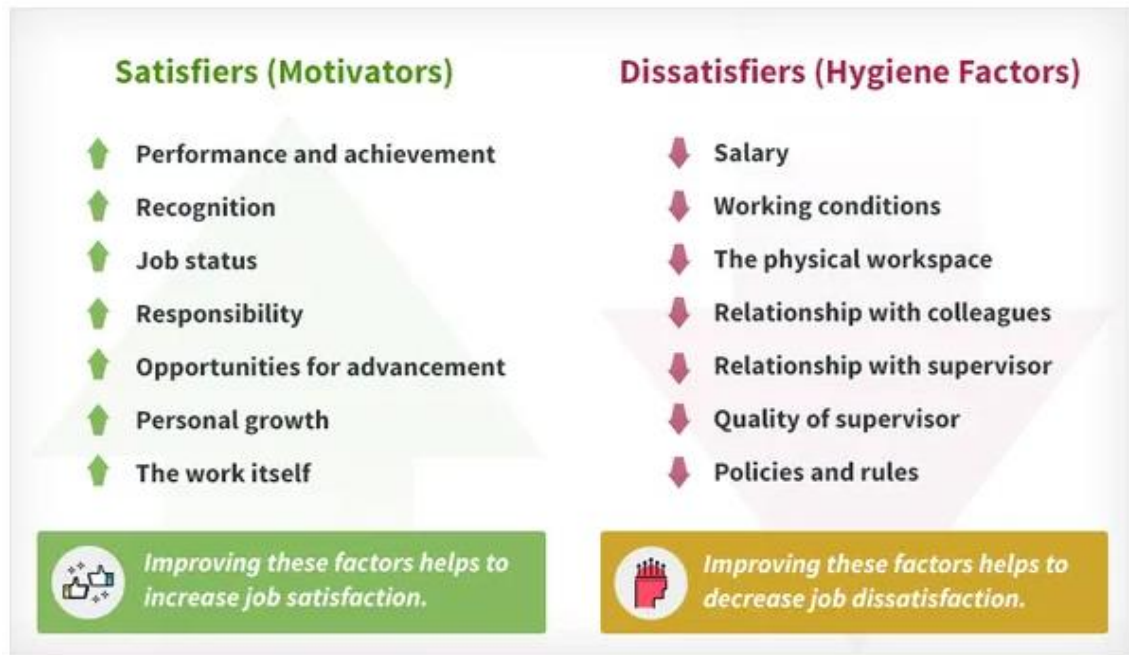


Figure 3. Herzberg Satisfiers and Dissatisfiers Factors (Adapted from Simply Psychology, 2022)

The intrinsic and motivation factors are necessary to improve job satisfaction. Some of these motivation factors are the work itself, the possibility of growth, recognition, and achievement. The hygiene factors decrease job satisfaction and might be salary, working conditions, relationships within work, and policies. On the other hand, both the hygiene and motivation factors can increase job satisfaction for some. (Nickerson, 2021).

The hygiene factors cause dissatisfaction among employees, and they are believed to be eliminated to make the employees more satisfied. To eliminate the hygiene factor and the dissatisfaction, the employer could for example pay more reasonable wages, create a positive work environment, and provide job security. (MacRae & Furnham, 2017).

The Herzberg two-factor theory shows the differences between satisfiers and dissatisfiers in the work environment. Some of the factors may have changed during the pandemic and the remote work, such as the dissatisfier of working conditions. Since these factors have changed for the employees, this also needs to be taken into consideration for the employer Wärtsilä. In what ways can they help their employees to get increased job satisfaction. This theory will hence be a part of the thesis to take into consideration when analyzing the survey results.

3.1.3 Self-Determination Theory – Deci and Ryan

Self-determination theory (SDT) is based on human motivation and personality development. The theory is mainly focusing on a psychological level and the different types of motivation that are controlled or autonomous. Three needs are identified with the self-determination theory and those are the needs for competence, relatedness, and autonomy. These needs are essential for optimal functioning, growth, personal well-being, integration, and constructive social development. (Ryan & Deci, Self-Determination Theory and the Facilitaion of Intrinsic Motivation, Social Development, and Well-Being, 2000).

Self-determination is the power to choose a choice and not be forced to or pressured by your choice. Self-determination is not only a capacity but also a need. The choices made through self-determination lead to a person's development and flexible accommodation with the social environment. In other words, self-determination is the control of your outcome and your environment, but this could also mean that you need to give up your control to succeed. The need for self-determination is also involved with intrinsic motivation and the need for competence. When a person feels motivated intrinsically, they feel enjoyment and interest, which leads to feeling competent and self-determining. This is usually experienced as a flow in the tasks being done. (Deci & Ryan, 1985).

The Self-determination theory shows the choices a person can make without force and the development it can lead to. Since this theory is about how a person's motivation feelings and how the flow of tasks being done is, this can have a significant effect due to the Covid-19 pandemic and the remote work, therefore this theory will be included in this thesis. Wärtsilä had to recommend their employees to start working remotely when the pandemic started, but the employer has also given the employees the choice to work in the office as long as the recommendations of using a face mask and keeping a distance are being held.

Wärtsilä recommends that the employees should work remotely, but the opportunity to choose gives the employees a flexible accommodation with the social environment.

3.1.4 Autonomy, Mastery, and Purpose – Daniel Pink

In Pink's view, the evidence from scientific studies on motivation and rewards indicates that financial rewards simply do not work. They sometimes lead to worse performance for most tasks that require more than the most basic cognitive challenge. When it comes to simple, straightforward tasks, Pink concedes that monetary rewards or a carrot & stick approach to motivation works. These methods are simple, straightforward, and effective. Money is indeed a motivator at work, and once the individual has concluded that they are fairly paid, they become more motivated by intrinsic elements. (tutor2u, 2021).

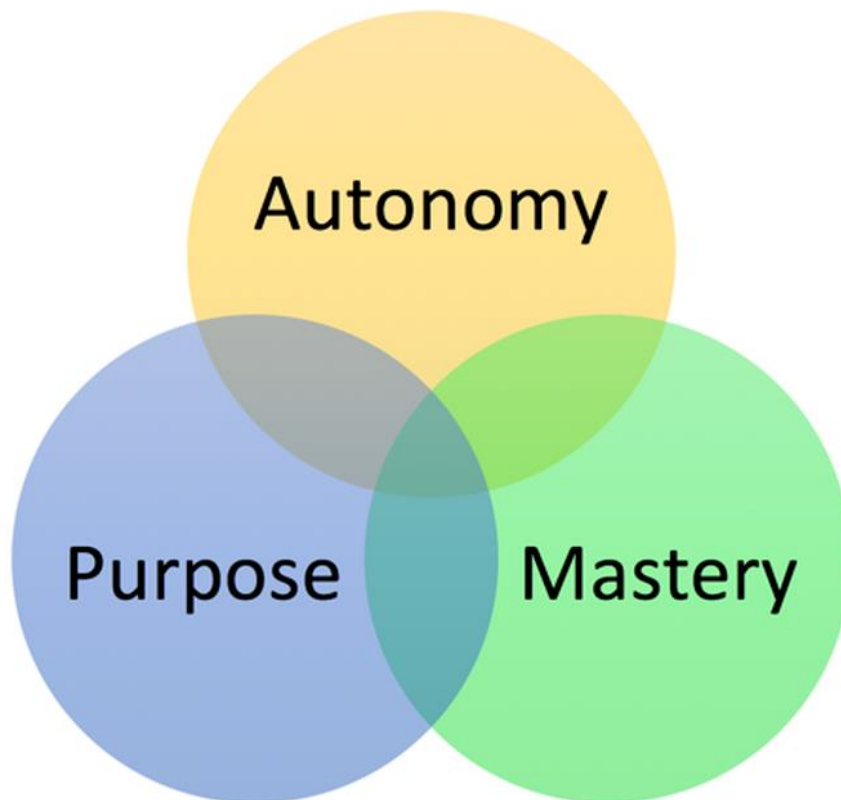


Figure 4. Pinks three intrinsic elements. (Adapted from tutor2u, 2022)

As seen in Figure 4, Pink divided this motivation theory into three key points of intrinsic elements. These elements are autonomy, mastery, and purpose.

The first element, autonomy, is the desire how to run our lives. By giving employees autonomy, it makes the employees more engaged with their tasks, but it counters the

traditional way of management applies that employees should comply with what is required of them. Having flexible working practices gives the employees autonomy. (Pink, 2009).

The second element, mastery, is the desire to continually improve what matters to the individual. Through achievement and progress, the individual gets satisfaction and enjoyment. This satisfaction brings the employee their inner drive. If there is a lack of opportunity for self-improvement at work, the employee can get bored or even demotivated. The key is to set tasks that are neither too hard nor easy to challenge the employee. These tasks can push the employee out of their comfort zone and allow them to develop their skills and experience. (tutor2u, 2021).

The third element, purpose, is the desire to do things that are larger than ourselves. Adding a purpose to work, ensures that the goal for the organization is properly communicated to the employees. When giving this purpose to the employees, they will understand and appreciate their work role and what the organization is all about. (Pink, 2009).

Pink's motivation theory is based on the employee's autonomy, mastery, and purpose. Two of these elements, autonomy, and mastery, can be affected by the pandemic and the remote work. Since this theory is mostly focused on the employees, it is very important to consider this for the thesis and the employer Wärtsilä. During the pandemic, Wärtsilä has given recommendations and a plan of how they will return to normal, which can be seen as purpose, but employees might also have gotten other tasks during this time which is the mastery element. Lastly, the employer has given the employees autonomy, or the choice to choose where they work from.

3.1.5 Expectancy Theory – Victor Vroom

The Expectancy Theory by Victor Vroom is the idea that individuals prefer specific outcomes or goals over others. The specific outcome or goal is achieved through experiencing feelings of satisfaction. The feeling by the outcome is applied as the term valence. If the valence is positive, there is a bigger preference for an outcome than not having an outcome, and if there is a negative valence, there is a preference for not having an outcome than having an outcome. An outcome is expected to have a specific valence to get satisfaction or

dissatisfaction. One outcome may be a satisfaction for one person, while the same outcome may be dissatisfaction for another person. (Miner, 2015).

Valence is one of three parts in the Expectancy theory, the two other parts are expectancy and instrumentality. Expectancy is the connection between performance and effort while instrumentality is the probability that once performance will have a positive or valued outcome. If these three parts are known, work motivation can be calculated through a specific formula. The work motivation calculated is the effort of an employee. (Bratton, 2021).

The Expectancy theory shows a specific outcome or goal for an individual. These goals can easily be cut back, eliminated, or postponed because of the remote working terms and the regulations the Covid-19 pandemic had. By surveying Wärtsilä, we will get some answers to whether their outcomes or goals have had a cutback or if they have been postponed. Since these goals can be affected by the pandemic and the remote work, this theory will therefore be taken into consideration in this thesis.

3.2 Remote Work

Remote work allows employees to work from home or the desired place instead of a traditional office. Remote work is based on that work does not need to be done in a traditional office as long as the work is successfully executed. This way, the employee has more freedom and flexibility to plan and design their days so work and personal life do not collide with each other. (Remote Year, 2022) .

According to Remote Year (2022), there are many benefits of working remotely such as a flexible lifestyle when there is no need to commute to work and there is more time to spend on family and hobbies, this also saves the employee money. There is also higher productivity when working remotely because employees put in a little more effort than working in an office.

Remote work can also have a negative impact on the employees. A study done by McKinsey & Company (2021), showed that many employees are feeling anxious and burned out. The employees are feeling more anxious when they do not get a clear view of the future. This is mostly due to the lack of communication in the organizations. And as known, anxiety

decreases the performance of work, has a negative impact on colleagues, and reduces the satisfaction to work.

A survey done for companies in the United States and the United Kingdom has given some interesting answers regarding remote work. The employers want their employees to work in the office twenty hours a week. By working twenty hours a week at the office, it would allow for social connections and sharing of spontaneous ideas as well as solving problems which would lead to increased productivity. The survey also shows that 83% have a cheerful outlook for returning to the office post-pandemic, while 32% would want to return earlier than possible. (Wade & Aspinall, 2021).

Between March 26 and April 15, 2020, a study by FutuRemote was conducted that targeted Finnish public service employees. In the study, they aimed to understand the impact of the Covid-19 pandemic and the employees' work experiences. A total of 5450 employees responded to the study, and the results were rather interesting. 97% of the respondents have increased their remote work during Covid-19 and a total of 65% are satisfied with working remotely. Most of the employees that responded stated that they are happy, and can concentrate more on work than ever. Even though there were a lot who responded with happiness, there were also 74% who indicated the feeling of separation from colleagues and 54% even feel isolated. (FutuRemote, 2020).

4 Methodology

This chapter will present the methodological aspects of the thesis. We will present the research group, the method chosen for the research, how we came up with the questions for the survey, and how the data was analyzed.

4.1 Research Group

The research in the thesis was conducted on a target group. The target group consisted of employees working at Wärtsilä Finland. Wärtsilä Finland was chosen as the target group in hopes to get to know how they are motivated or how their motivation has been during the Covid-19 pandemic. There were questions about the survey and if we should have included Wärtsilä Netherlands to compare the answers with Wärtsilä Finland, but we soon came to the realization that the project would be too big and complicated.

4.2 Research Methods

The chosen method of the research is a quantitative survey. The survey was conducted as a web survey. We believe that this would be the most effective way to get as many answers as possible from the employees. When doing a quantitative survey, the survey is often limited to those who have access to the web (Dahmström, 1991,2011).

The survey was conducted together with my team leader and two from the HR team at Wärtsilä Vaasa. We had many Teams meetings where we discussed and gave opinions and options on what we should ask in the survey. We also had an email thread for the survey where we could give corrections and comments on the questions.

A first draft created by me was introduced to the members. This draft contained questions such as “How was your motivation before Covid-19?”, “How was your motivation while working remotely?”, “How motivated are you at the moment?”, and a few general questions about age, gender, and workplace. Most of the questions had options that the employees could choose. These options were very unmotivated, somewhat unmotivated, neither motivated nor unmotivated, somewhat motivated, and very motivated. I also had six questions that the employees could answer freely. Some of these questions were “What could keep you motivated if the pandemic continues?”, “What could change your

motivation if you are unmotivated?”, “Do you have any tips on how Wäertsilä could motivate you more?” and “What kept you motivated while working remotely?”.

This first draft was sent to the team that I am working with, and they could give feedback on the questions and what we should improve. Of the 21 employees in my team, 5 of them gave feedback. Two of them thought that the first draft was enough, and the other three mentioned that it was a bit hard to understand if I meant their general motivation or if it was supposed to be work motivation. They also mentioned some small spelling errors and that there were too many questions that they could answer in their own words.

The feedback we got on the first draft made me realize that the questions were too simple and too obvious and did not give us all the answers we were looking for. We had a few new meetings regarding the survey where I explained the feedback that I got on the first draft of the survey. We all quickly concluded that there should not be that many questions that the employees could answer freely, since the employees might have felt that it was too much and that they did not have the time to answer. We also realized that the questions needed to be written differently.

Based on the feedback and the meetings we had, I redid the whole survey with new questions. In the first four questions in the new survey, we put some general questions about gender, age, how long they have been employed at Wäertsilä, and which location in Finland they work. On the questions where the employees can choose their answers, I changed the options to Strongly agree, agree, neutral, disagree, and strongly disagree. I also added the “Before the pandemic” and “During the pandemic” for three of the questions where we were interested to see if the interactions with the employer, colleagues, and line manager have had a positive impact on the employee’s work motivation. Instead of giving the employees the chance to freely write what has kept them motivated, we stated a few options to choose from.

We also decided to leave out questions that only had to do with remote working, and questions about Teams, since we were focusing on the employees’ work motivation. Once the new survey was completed, we checked it through and fixed some small errors, and finally, we were ready to publish it. Even though we left out the most questions regarding remote work, we asked the employees where they have worked during the pandemic, and

there they could choose between “remotely”, “at the office”, “mostly remotely and sometimes at the office” or “mostly at the office and sometimes remotely”.

I also received feedback from my team leader and the two from the HR team, they wanted me to rewrite some of the questions because they were either a bit confusing or spelled wrong. I also changed or deleted some words in a few questions to make them a bit easier to understand. Once the questions were corrected, it was ready to be published.

The final draft of the survey, appendix 1, focuses on the employees’ overall motivation and the positive impact of remote work, on the employer, colleagues, and the line manager. We also wanted to know what has kept the employees motivated and what could further improve their work motivation. With these questions, we can get a good insight into how the employees are handling the remote work and what the employer can do to make it even better.

The survey was done on the website Microsoft Forms since it allows you to create it how you want. Wärtsilä Finland also suggested using Microsoft Forms. When the survey was completed, it was sent out to a small group for testing and to get comments. The small group consisted of the five individuals who gave feedback on the first draft. All of them gave me positive feedback on the new survey. They thought that this version was much better than the first one and that is focused on the most important things regarding the employees’ work motivation. Once the feedback had been reviewed, we published it to Yammer, which is the Wärtsiläs network site for communication. In the post on Yammer, we stated the purpose of the survey and that it was a part of this thesis. By clicking on the link in the post on Yammer, it would take you to the survey where you answered anonymously.

4.3 Data Analysis

The survey was open for two weeks to receive as many answers as possible. Once all the answers were collected, the website automatically created diagrams to analyze the answers received for each of the questions. In the survey, there were a few questions where you could comment or answer freely what your thoughts have been during the pandemic.

5 Results

In this chapter, we will present the results of the survey. Since this was a quantitative survey, we will present the results in the form of diagrams to give a clear statistic. We will also use some quotations to clarify some of the respondents' answers. A total of 2086 employees saw the survey, but only 370 employees answered. That gives us a respondent rate of 17,74%, and about 10% per location responded.


The survey questions have been discussed between the author and her supervisor to receive suggestions for further improvements and tested on a small group to get feedback if the questionnaire is enough. The validity of the questionnaire is therefore high. Since this survey only was measured once, the reliability is also valid for the received answers.





5.1 Background Questions

The five first questions of the survey aimed to collect general information about the respondent's gender, age, the number of working years, what location they work, and where they have mainly worked during the Covid-19 pandemic. These are typical questions that will help to provide a general view of the characteristics of Wärtsilä Finland's workforce.

1. Gender

[Mer information](#)

 Insights

 Man	233
 Woman	133
 Other	0
 Prefer not to say	4

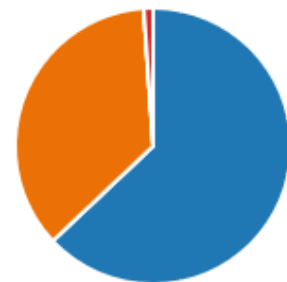


Figure 5. Respondents' gender

Figure 5 represents the data collected from questions one and two of the survey. Here can be seen that 63% of the respondents are men and 36% are women. There was also 1% who preferred not to say.

2. Age

[Mer information](#)

 Insights

 18-29	46
 30-39	117
 40-49	114
 50+	93



Figure 6. Respondents' age

Also seen in the second question, Figure 6, is that a stunning 25% of the respondents are over 50 years old. Most of the respondents (32%) were between 30-39 years old and 31% were between 40-49 years old. Only 12% of the respondents were between 18-29 years old. Interestingly, so many of the older generation has responded to the survey.

3. How long have you been employed at Wärtsilä?

[Mer information](#)



 0-5 years	81
 More than 5 years	73
 More than 10 years	98
 More than 15 years	118



Figure 7. Respondents' time of employment

As shown in Figure 7, the majority of respondents (32%) have worked at Wärtsilä for more than 15 years and 22% have worked less than five years at Wärtsilä. This gives a very interesting fact that many enjoy their work and are dedicated to it and the employer. The

percentage of employees who have worked less than five years at the company gives a rather good sight that the Covid-19 pandemic might have influenced the number of employees the company can recruit.

4. Which Wärtsilä location in Finland do you work at?

[Mer information](#)

● Vaasa	292
● Turku	34
● Helsinki	44



Figure 8. Respondents' work location

Figure 8 shows what location in Finland the employee works. Since the workforce is the biggest in Vaasa with 2900 employees, we can see that 79% of the respondents are located in Vaasa. We expected that most of the respondents would be located in Vaasa, and the graph confirms that. Helsinki which has 480 employees had only 12% who responded to the survey and Turku with 350 employees had 9% who responded to the survey. On average there was a respondent rate of 10% per location.

5. Where have you worked during the pandemic?

[Mer information](#)

● Remotely	207
● At the office	3
● Mostly remotely and sometim...	142
● Mostly at the office and some...	18



Figure 9. Respondents' workstation during the pandemic

To measure how the pandemic and remote work has influenced the employee's motivation, we asked them where they had been working. As shown in Figure 9, 56% of all respondents have worked remotely during the pandemic and only 1% have worked full time at the office. There has also been 38% who have mostly worked remotely and sometimes been at the office and also 5% have mostly worked at the office and sometimes remotely. This shows that the majority of employees have been working remotely, this might be the result that the colleagues are not working in the office and there is no joy in being alone in the office when you can call them through Microsoft Teams.

5.2 Motivation Levels

The survey continued with questions about the employees' motivation levels. The next two questions indicate the employee's overall work motivation, and if working remotely has had a positive impact on the employees' work motivation.

6. How would you describe your overall work motivation

[Mer information](#)

■ Very motivated
 ■ Somewhat motivated
 ■ Neither motivated nor unmotivated
 ■ Somewhat unmotivated
 ■ Very unmotivated

Choose the option that fits you the best

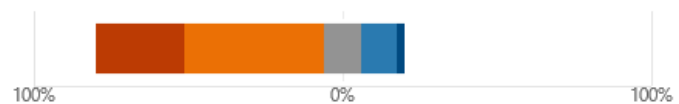


Figure 10. Respondents' overall work motivation

We also wanted to take a look at how the employees' overall work motivation has been. As seen in Figure 10, the responses we received were really good. There were only 2,7% that has been very unmotivated and 11,4% who have been somewhat motivated. 11,9% responded that they neither feel motivated nor unmotivated while 45,4% feel somewhat

motivated and a stunning 28,6% feel very motivated. These results are really good when considering that most have worked remotely for the past two years due to the Covid-19 pandemic. This also shows that the employees are very dedicated to their employer and the work they do, which is impressive.

7. Working remotely has had a positive impact on my work motivation

[Mer information](#)

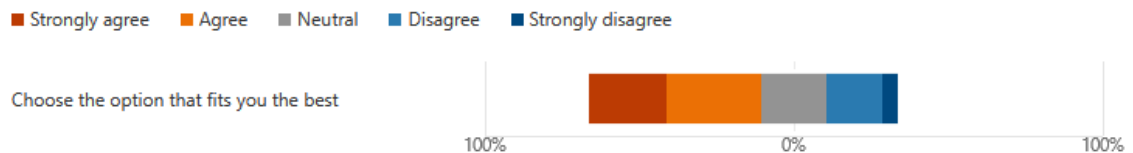


Figure 11. Remote work positive impact on work motivation

Figure 11 represents the responses that we received when asking if working remotely has had a positive impact on their work motivation. Here we can see that a big percent of the respondents feel that it has had a positive impact on their work motivation when working remotely, 25,1% strongly agreed and 30,3% agreed. There were also 21,4% who felt neutral in this matter, 18,1% who disagreed, and a low 5,1% who strongly disagreed. To question seven, we also had a follow-up question where the employee could reason their answers. This question can be seen in appendix 1.

The answers we received for question eight, gave a good insight into how everyone was feeling. The majority of the responses were very positive, as seen in Figure 11, and a lot of the answers were similar to each other. We mostly got the answers that working remotely has had a positive impact on their motivation because of the flexibility it provides and that there is no interruption or background noise at the home office. Even though they have enjoyed working remotely, a big percentage of the respondents miss their colleagues and the coffee breaks at the office. Some even stated that there is less stress and more free time when working remotely, but they still get the work done. Below is stated some of the responses we received on question eight.

“Working remotely has brought so much added value to my work-life balance and increased my motivation. I have more time to look after my family and my well-being, I have been less

stressed as I don't have to spend my mornings and evenings commuting. Remote working is something I highly value also going forward.”

“Working remotely has both positive and negative impacts on my work motivation. For the positive part, it brings a bit more flexibility and reduced commuting time. On the negative side, it's more difficult to make strict boundaries between private and working life, there's no such ergonomic office set up at home, and sometimes feels lonely.”

“When you are working remotely, you can work undisturbed. You can plan how to work when to work much more easily. You do not need to commute, which saves a lot of time. Instead, you can start working immediately in the morning. Of course, it is good to meet colleagues now and then, but that is solved by arranging a day at the office. I strongly like the remote work and would like to continue fully.”

“The opportunity of working remotely suits me very well. Being 100 % in the office is for me as an introvert very tiring. The times I come to the office I have the energy to socialize, and I purely enjoy it. When I work remotely, I can charge my social batteries and concentrate better. I also like that I save time and money on working remotely, it is easier to combine with my free time.”

“In the +22 months since pandemic hit, I've been at the office working 5 days. I feel lonely and isolated, can't share, learn or discuss with my colleagues without explicit input to start a chat. Breaks are long gone, hours are long and feel like the work vs. free time balance is screwed in favor of the company”

As seen in the responses above, the four first respondents enjoy the freedom and flexibility of remote work and have improved their motivation, while the last one feels a negative impact from working remotely due to loneliness. When looking at all the received answers, we can see that the answers received can be referred to as the theory presented in the theoretical chapter. Especially Abraham Maslow's Hierarchy of Needs and Frederick Herzberg's Two-Factor theory. The Hierarchy of Needs shows that safety needs, love, and belonging needs, and esteem needs are very important. This has been affected by the remote work when the employees are working alone and not together with their colleagues, they might feel left out or alone and that their voices are not heard. The safety needs give us a positive insight into the freedom that occurs when working remotely, even some of the respondents feel that their well-being has been improved in the last two years

thanks to working remotely. The Two-Factor theory also shows us that the satisfiers (motivators) improve the job satisfaction, but also the dissatisfiers have been improving. For some, the dissatisfiers decrease their job satisfaction. Not to forget about Victor Vroom's expectancy theory, the goals might have been cut back for a part of the employees since they have a harder time traveling to meet the stakeholders.

5.3 Impacts of Work Motivation

The three following questions indicate if the employees' colleagues, line manager, and employer have had a positive impact on their work motivation. For many this can have a big impact on their motivation, therefore we wanted to ask these questions to the employees. In the three questions below, the employee had to answer about the impact before the pandemic started and during the pandemic.

9. Interacting with my colleagues has had a positive impact on my work motivation

[Mer information](#)

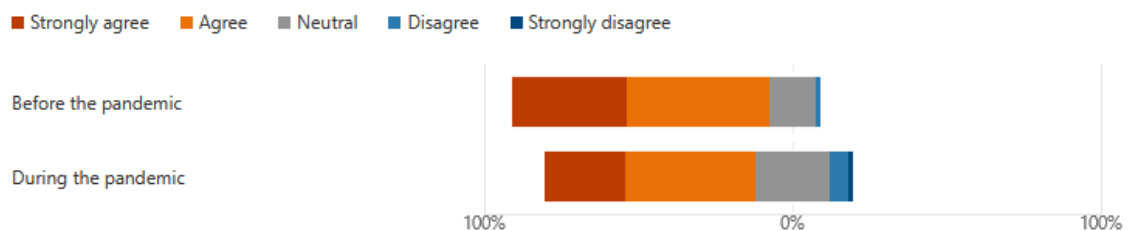


Figure 12. Colleagues' impact on work motivation

In question nine, we asked the employees if interacting with colleagues has had a positive impact on their work motivation. The difference between the responses before the pandemic and responses during the pandemic can be seen in Figure 12. When comparing them both to each other, we can see that a total of 37,6% responded that they strongly agree that their colleagues have a big impact on their work motivation before the pandemic but also 26,2% strongly agreed to the positive impact the colleagues have during the pandemic. We can also see that 45,9% agreed before the pandemic and 42,4% agreed during the pandemic. There were only 1,1% who disagreed and strongly disagreed on the positive impact before the pandemic hit and, 7,3%% who disagreed and strongly disagreed during the pandemic. The results received shows us that Abraham Maslow's Hierarchy of Needs, the love and belonging needs, are truly important for the individual. Since there

were so many responses in question eight that the employees miss their colleagues and the face-to-face interactions, we are very pleased to see such a positive result for question nine.

10. Interacting with my line manager has had a positive impact on my work motivation

[Mer information](#)

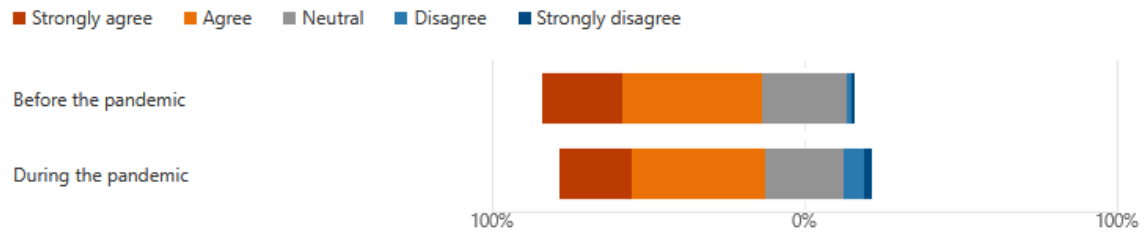


Figure 13. Line manager's impact on work motivation

In addition, we asked if interacting with their line manager has had a positive impact on the employee's work motivation. The answers received in question ten were very similar to question 9, a big percent strongly agreed and agreed that the interaction with their line manager had a positive impact on their work motivation both before the pandemic and during the pandemic. There was an average of 25% who had neutral thoughts on both of the options and only 2,7% who disagreed before the pandemic and 9,2% who disagreed during the pandemic. Some might have felt that it is harder to reach and have a good work relationship with their line manager when working remotely, while others have felt that it has not been difficult. Daniel Pink's autonomy, mastery, and purpose theory can be related since the line manager might have given the employee a bigger task (mastery) and more freedom (autonomy) to cope with working remotely.

11. The employer has taken actions that has had a positive impact on my work motivation

[Mer information](#)

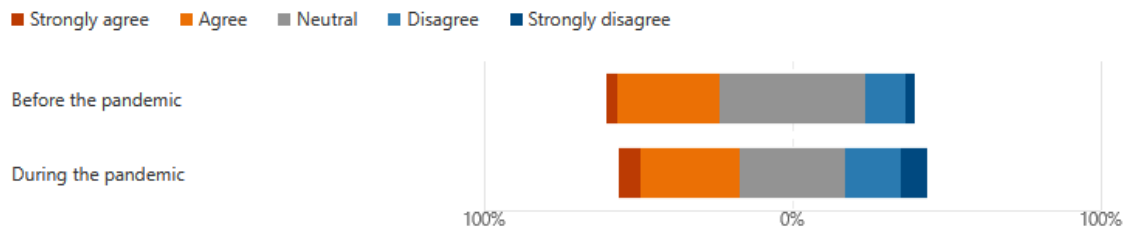


Figure 14. Employers' impact on work motivation

Lastly, we asked the employees if the employer has taken actions that have had a positive impact on their work motivation. This question got rather interesting responses. Before the pandemic, 3,5% responded that they strongly agree and 33,5% agreed on this question. There were also 13% who disagreed and 3% who strongly disagreed on this. The interesting part is that 7,3% strongly agreed that the employer has taken actions that have had a positive impact on their work motivation during the pandemic. A little less than before the pandemic, 31,9% agreed that the employer had made a positive impact during the pandemic. On the other hand, more responded that they strongly disagree (17,8%) and disagree (8,6%) with the actions the employer has taken during the pandemic.

In addition to these three questions, we asked the employees to give us examples of things the employer, colleagues, and the line manager have done that have impacted their work motivation positively or negatively. The responses we received on this question were a lot, and their opinion was very different from each other. In this question, the employees could give their statement on how they have been impacted by the employer, line manager, and colleagues both before the pandemic and also during the pandemic. During the pandemic, many stated that online Teams meetings that were held once a week were much appreciated and motivating when others did not like this concept because it took too much of their time and that it was sad that no one had their camera on. Many also stated that they have had more meetings with their line manager during the pandemic, but then some thought that the meetings with their line manager had decreased. Some teams have set dates for special activities which have been motivating, but some feel that the employer could have given more during the pandemic, such as more tools for working remotely and a Christmas gift. One thing that many mentioned as a positive thing, was the Break Pro

program for short gymnastic breaks. Below we have selected a few of the responders' answers to give a better picture of how they feel.

"In a positive way the employer, line manager, and colleagues are more in contact with me during the pandemic than before the pandemic. Communication has improved."

"Our group has taken a walk together, we have had some other small get-together happenings, the Christmas lunch, coffee breaks through Teams, the line manager has had a private chat with me now and then."

"The employer-provided an extra monitor for home office - positive. The line manager arranged virtual coffee sessions - positive. Possibility to ask for help from colleagues, even remotely, positive. Confusing messaging about the distance working - negative. Working ergonomics at home - negative, not having a dedicated office room, not having standing table option at home unless invested for a new table, which is not necessary if not working remotely anymore."

"Positive is the signal from an employer that employee knows best what type of work suits the best (remote or at the office), instead of forcing a common way of working. Negative is that there could be more support with home ergonomics (chairs and desks etc.)."

"The Break Pro program, with short breaks with guided videos for different chosen exercises. Great to have a short break and move, has at least for me had a good impact on less tension in the shoulders, arms, and neck. With colleagues, having teams contacts/chat every now and then to stay in touch, support each other, and solve issues, works well for us. With the line manager, easy to reach out, and have a chat with the camera so is almost like sitting in the same room. Benefit here also, no risk for anyone passing the desk during the discussion, hearing things not meant for them in case private or sensitive. Good privacy! Weekly coffee break on Fridays, all team members that have time, join to chat about the week, but also around free-time activities, suggestions for things to do during the pandemic, etc. Great way to "sum up the week"."

When looking at the answers above, we can see that Abraham Maslow's Hierarchy of Needs, Deci & Ryans Self-determination, and Frederick Herzberg's two-factor theory are linked together. It all comes down to making the right decision and having colleagues to communicate and be with. The needs bring up the work motivation, but also the general

motivation. It is also very interesting to read that so many of the employees cherish their colleagues and their effort.

5.4 Motivational Factors and Improvements

For the last three questions of the survey, we wanted to ask the employees what has motivated them and what could improve their motivation when working remotely or at the office.

13. During the pandemic, what has kept you motivated?

[Mer information](#)

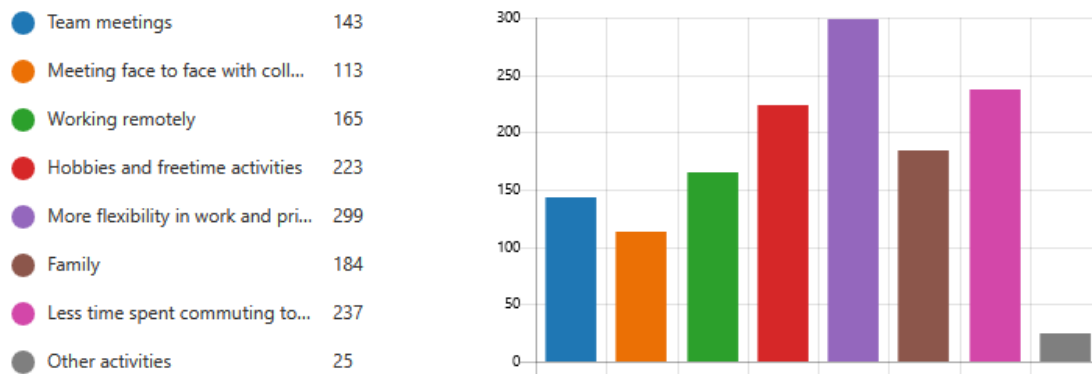


Figure 15. Motivational factors during the pandemic

In the thirteenth question of the survey, we asked the employees which factors have kept them motivated during the pandemic. We had eight different options to select between, and they had the opportunity to select multiple answers. As seen in Figure 15, the most motivational factors were more flexibility in work and private life, less time spent commuting to work, hobbies and free-time activities, and family. When looking at Figure 15, we can also see that the work itself has been motivating since many answered that team meeting, face-to-face meeting with colleagues, and working remotely has been motivating during the pandemic. This also shows us that many employees have enjoyed working remotely when it brings a lot of flexibility to everyday life.

In question fourteen, the employees could further specify their answers for other activities in question thirteen. The responses for question fourteen were low, and some of the responses received referred to some of the factors in question thirteen. Many of the

respondents feel that they have more time and money for other activities and hobbies outside work, such as baking, growing their vegetables, summer house, and sports. While other employees feel more motivated when they get feedback from their line manager and colleagues, or when they arrange coffee breaks together with other colleagues. There can be many other things that keep one motivated during a pandemic, but as Deci and Ryan put it, the employees choose how they best will grow, have good well-being, and how they will succeed. As seen from the responses, the employees have chosen what will keep them going to succeed.

For the final question of the survey, we asked the employees about what could further improve their motivation when working either remotely or at the office. Below we selected a few of the respondents' answers as highlights for the results gathered.

"I enjoy working remotely, so it is good to be able to work at home also in the future. It's more effective to do the work when there is peace around you and not in an open-space office. Flexibility in work and family, more time for family, when the long commuting to work is not taken place every day. Then there is more time for the kids, and I can be more present. It's good that the employer has the confidence in us when working remotely."

"The working balance between working remotely and onsite needs to be well thought out. Only working in the office will most likely have a negative effect on motivation, but the same has been felt when working only remotely. So, a mix between these (50/50?) is needed."

"Walking the talk about wellbeing. A lot of talks and online events etc. But nothing concretes from the employer or shows appreciation. In the first year in Covid some small gift was given and in the second year in covid everything was taken away (Christmas gift, lunch, etc.) In Wärtsilä Finland employees Helsinki can enjoy lunch benefits although working remotely but this is not the case in Vaasa and Turku. The employer should react and also make this equal. It is a lot of money counted in 2 years up to now and will continue with the hybrid work. So, we are treated unequally same time the employer talks about the importance of being equal."

"After pandemic, I hope working remotely can continue, the up to 80% remote work should be up to 100% instead. I still think people will want to come to the office occasionally for face-to-face discussions. Also, in general (not related to remote work), I think it would be

better not to force people to join various meetings that are not directly related to the actual work that they need to do. It feels bad to have to spend hours on not-so-important internal meetings when you know you have many other important tasks that should be done before. It will just cause extra stress. Let the people that want and have time to participate in such meetings.”

The majority of respondents wish that the flexibility and remote work is here to stay or that they will have the opportunity to choose if they want to mostly work in the office or remotely. Most of the respondents also want to see some kind of feedback or results from the work they do. When working remotely, the employees would want to get better screens, chairs, and desks provided to have better ergonomics. Also, as mentioned earlier, the employees miss the face-to-face interactions and events, and therefore wish that more gatherings should be implemented both at work and outside work.

6 Discussion

This thesis aimed to determine how the employees' motivation had been influenced by the pandemic. The study was concentrated on quantitative research on the employees' work motivation before and during the pandemic that started in March 2020. A quantitative survey was published to the Wärtsilä communication network center Yammer, where the employees could answer the survey. A total of 2086 employees saw the survey, but only 370 employees responded. That gave us a response rate of 17,74%. The theoretical framework of the thesis shows that there are many different factors affecting one's motivation. The result of the survey meets the purpose of the thesis.

The results show that the majority of the employees at Wärtsilä Finland like working remotely and that it is more motivating when there is more flexibility and no background noise. Working remotely has also improved work motivation and motivation in general. Another thing that would motivate the employees more, is to see some results or get feedback for the work they do. The employees are also very pleased with the impacts the employer, colleagues, and the line manager have had on their work motivation both before the pandemic and during the pandemic. The main thing that is lacking, is the face-to-face interactions with the colleagues, events or gatherings, and a bigger compensation for the tools the employees have bought for a home office needs improvement.

Based on the results from the survey, I would recommend that line managers would have discussions together with the employees about motivation. These discussions should be individual, to get everyone's opinion. How the employer can motivate employees should also be considered in the discussion.

In my opinion, the employees should have the opportunity to choose if they want to work mainly remotely and sometimes at the office, or the other way around. By allowing the employees to choose, they can find the most optimal atmosphere for working and also get motivated by the choice.

The employer or line manager could also arrange different activities, events, or gatherings for their colleagues. By arranging an event, the team spirits will lift and give more motivation to the employees. These events can be anything from lunches, hikes, escape rooms, or even some training.

This study gives a good base for further research about the employees' motivation and remote work. The reliability and validity of the study can be improved by sending out a new survey. This survey can also be sent out to other Wärtsilä countries to see how their motivation has been before and during the pandemic. Answers received by such would allow comparing countries with each other. When comparing surveys with each other, information on how others have handled their motivation becomes available and improvements can be made.

Lastly, I would like to thank everyone who has been involved in the thesis.

I want to thank my supervisor and the HR team at Wärtsilä who has supported my work of writing this thesis. They have given me many useful thoughts and points regarding the survey, and I am forever thankful for their support. The topic and the received answers on the survey have truly been interesting and given me new ways to look at the situation regarding remote work during a pandemic.

I also want to thank my supervisor from Novia University of Applied Sciences, who has supported me through the whole process of writing this thesis. The feedback I received from him has had an enormous impact on my writing and motivation.

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Appendix

Appendix 1

How Has The Pandemic Influenced Your Motivation

This survey is about your motivation and remote work during the Covid-19 pandemic. The target of the survey is to determine if working remotely during the pandemic has influenced the motivation of the employees.

Covid-19 was first discovered in the end of 2019 and soon after it became a pandemic and remote work was on the schedule. Since the pandemic and remote work started, motivation has been a big topic for many. Motivation is the process that initiates, guides, and maintains goal-oriented behaviors.

This survey is a part of Julia Brokvist thesis work at the University of Applied Science, Novia. The main goal of the thesis is to determine how the pandemic has influenced the motivation of the employees. The survey is supported by the Wärtsilä HR and you will answer anonymously.

1. Gender

*

- Man
- Woman
- Other
- Prefer not to say

2. Age *

- 18-29
- 30-39
- 40-49
- 50+

3. How long have you been employed at Wärtsilä?

*

- 0-5 years
- More than 5 years
- More than 10 years
- More than 15 years

4. Which Wärtsilä location in Finland do you work at?

*

- Vaasa
- Turku
- Helsinki

5. Where have you worked during the pandemic?

*

- Remotely
- At the office
- Mostly remotely and sometimes at the office
- Mostly at the office and sometimes remotely

6. How would you describe your overall work motivation

*

	Very motivated	Somewhat motivated	Neither motivated nor unmotivated	Somewhat unmotivated	Very unmotivated
Choose the option that fits you the best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Working remotely has had a positive impact on my work motivation

*

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Choose the option that fits you the best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Please reason your answer for question 7

9. Interacting with my colleagues has had a positive impact on my work motivation

*

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Before the pandemic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
During the pandemic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Interacting with my line manager has had a positive impact on my work motivation

*

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Before the pandemic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
During the pandemic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. The employer has taken actions that has had a positive impact on my work motivation

*

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Before the pandemic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
During the pandemic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Give examples of things the employer, colleagues and line manager has done that have impacted your motivation in a positive or negative way.

Ange ditt svar

13. During the pandemic, what has kept you motivated?

*

- Team meetings
- Meeting face to face with colleagues
- Working remotely
- Hobbies and freetime activities
- More flexibility in work and private life
- Family
- Less time spent commuting to work
- Other activities

14. If you chose other activities, please specify

Ange ditt svar

15. What could further improve your motivation when working remotely or at the office?

Ange ditt svar