



Remote Work and Motivation

A Qualitative Study to Identify How Remote Work Effects on Motivation in the IT Industry in Finland

Jesse Hannonen

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Jesse Hannonen

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Abstract:

Most companies, globally, adopted remote work mode when the COVID-19 pandemic hit the world. In some industries it was already a familiar way of working, but in some others, it was strange. Despite the rapid change, most of the companies survived and are still performing strongly. This study researched remote work and its effects on motivation. The study was performed in Finland and within the IT industry context. The interviewees represented basically all the roles that are in place when building software. The interviewees were, unintentionally, all born between 1981 and 1996, which means that they are called "Generation Y" or "Millennials", which, however, was not a pre-requisite to participate in this research. The data was collected through semi-structured interviews. The results displayed that the feeling of autonomy, and flexibility coming within it, had increased because of working remotely, even though all the interviewees did not feel like their level of autonomy had increased. Also, the results were similar within need for competence. An aspect where all the interviewees felt remote work affecting strongly, was the feeling of how they are connected to others. This was something where all the interviewees felt their connection to others had decreased. The monitoring aspect, basically meaning that employers micro-manage their employees, which previous research pointed out, was not raised in this study. Similarly, technological difficulties were findings of previous research, which did not come out in this research. However, the quality of feedback was pointed out in this research. The interviewees pointed out that even though they are receiving more feedback, the value of it has decreased. As suggestions for future research, similar kinds of research could be conducted in a different country or industry, or within different generations.

Keywords:

Remote Work, Motivation, Self-determination Theory

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1 Introduction

When the whole world was faced with the COVID-19 pandemic, many companies around the globe quickly adopted, fully or partially, a remote work mode (Adekoya et al., 2022; Vassel, 2021), and took a giant leap into the digital world. In some industries, this was not anything new, but for many people it was something totally new. While the pandemic itself, with lockdowns and restrictions, has mostly faded away, the effects that it left on professional work-life are here to stay (Robinson, 2022).

The benefits of remote work for employees can be, for example, improved mental and physical health, increased flexibility, higher job satisfaction and engagement, as well as increased productivity (Khaund, 2023). Whilst these are great for employees, many of those, if not all, benefit employers as well.

For employers, it is of course beneficial to have engaged and productive employees, but also, when the physical location does not matter, a much larger talent pool can be utilized (Iacurci, 2023; Khaund, 2023). Additionally, cutting office rents and utilities are possibilities for companies to decrease costs, if all their employees do not need to fit into physical office space (Iacurci, 2023; Khaund, 2023; Vassel, 2021).

The situation sounds like a win-win for both parties, but there are other aspects to be considered as well, as people are different, which means that even though many could be happy and capable of working fully remotely with greater flexibility, some people might value the atmosphere that occurs when being physically surrounded by their own colleagues. Additionally, some companies might own their office buildings, and do not want to keep those empty, so there is an interest in utilizing those facilities. However, the resistance against mandatory returning to offices seems to be strong, as many employees are not following the return to office mandates set by employers (Bloom, 2022).

All the aspects considered, work-life does not seem to return to how it was before the COVID-19 pandemic (Iacurci, 2023; Robinson, 2022; Vassel, 2021). This new condition requires companies to be agile and adapt to the situation, to attract current and future employees, as well as to keep or achieve their competitive advantage.

This situation could be researched from multiple points of view, and this study focuses on the topic from the perspective of motivation in remote work settings, which seems to be, at least partially, the new normal (Iacurci, 2023; Robinson, 2022; Vassel, 2021). According to Deci et al. (2017), there are three basic psychological needs; a need for autonomy, competence, and relatedness, that every person has, and how those are fulfilled, in addition to environmental factors, affects to everyone's motivation and wellbeing. Therefore, it is important to draw a clearer picture on what kind of effects remote work environment has had for one's motivation and, and how remote has affected how people feel that their basic psychological needs have been fulfilled.

1.1 Aim of the Research and the Research Question

The purpose of this research is to gather experiences on remote work's effects on motivation. This research is qualitative by nature and uses semi-structured interviews to go deeper into experiences. This research also addresses sustainability, as without motivation and wellbeing there is no sustainable employee-employer relationships, and without that, work life can eventually lead to burnouts and dissatisfaction in an individual level and decreased overall result in a company level. The aim of the research is to find out how remote work has affected, increasingly or decreasingly, motivation on an individual level, or whether it has made any difference at all. The research question is:

How does remote work affect motivation among professionals in the software development industry?

The findings of this research should provide insights on what aspects of remote work have positive effects, what aspects have negative effects, and is there something where it does not matter where the job is performed, when it comes to motivation of people. The results should enable organizations to better understand what really matters in remote work from an employee perspective. By utilizing the results, organizations should be able to provide the needed support to their employees, which could then eventually lead to improved overall performance and success for an organization.

1.2 Delimitations

This research is limited to focus on remote work, and its effects on motivation, from the point of view of professionals who work in the software development industry in Finland. Remote work is not possible in every industry or role, but in this industry, it has been possible to work remotely already for a long time, which means that the interviewees were used to remote work, instead of it being a consequence of COVID-19 pandemic. During the time when this study was conducted, all the interviewees worked almost entirely remotely.

All the interviewees were born between the years 1981 and 1996, and people who were born between those years are commonly called "Generation Y" or "Millennials". The interviewee group was limited to people working in a certain multi-vendor project in Finland by the time interviews were held. The interviewees had different backgrounds, as they represented five different Finnish companies, and held four different positions in that project. These limitations are mentioned to increase the research's relevance and point out that the results necessarily cannot be applied widely outside of the settings of this research.

1.3 Structure of the Thesis

This research is built of six sections. First, it begins with introducing the background for why this kind of research is needed, why the topic is important, and what is the real-world problem that lies behind it, as well as revealing the research aim with the actual research question, and the delimitations. Second, it goes through what is already known about the topic in the form of previous research, and thus puts this research in context to prior work around the topic. Third, the research process is described, with details on interview respondents, how the data was collected, and how it was analyzed. Fourth, results and findings are reported after the data is analyzed. Fifth, further discussion on the results and findings, how those are compared to previous research findings, what is learnt from this research, what are possible ideas for further future studies, as well as limitations on results. Sixth, and lastly, the main conclusions are summarized in the end.

2 Literature Review

The theoretical framework of this research provides an overview on some of the most widespread motivation theories. The Hierarchy of Needs, The Two-Factor Theory, The

Expectancy Theory, The Goal-Setting Theory, as well as Self-Determination Theory (SDT), are compared within each other. Also, previous research on SDT and motivation at workplace, as well as remote work and SDT is discussed.

2.1 Motivation Theories

One of the earliest and most well-known theories on motivation and well-being is Hierarchy of Needs (Figure 1.), invented by Abraham Maslow's in the 1940s. In this model, human needs are placed into five different levels in hierarchical order, and the model states that people are keen to fulfill all these needs, but the higher-level needs can be achieved only once the lower-level needs are met.

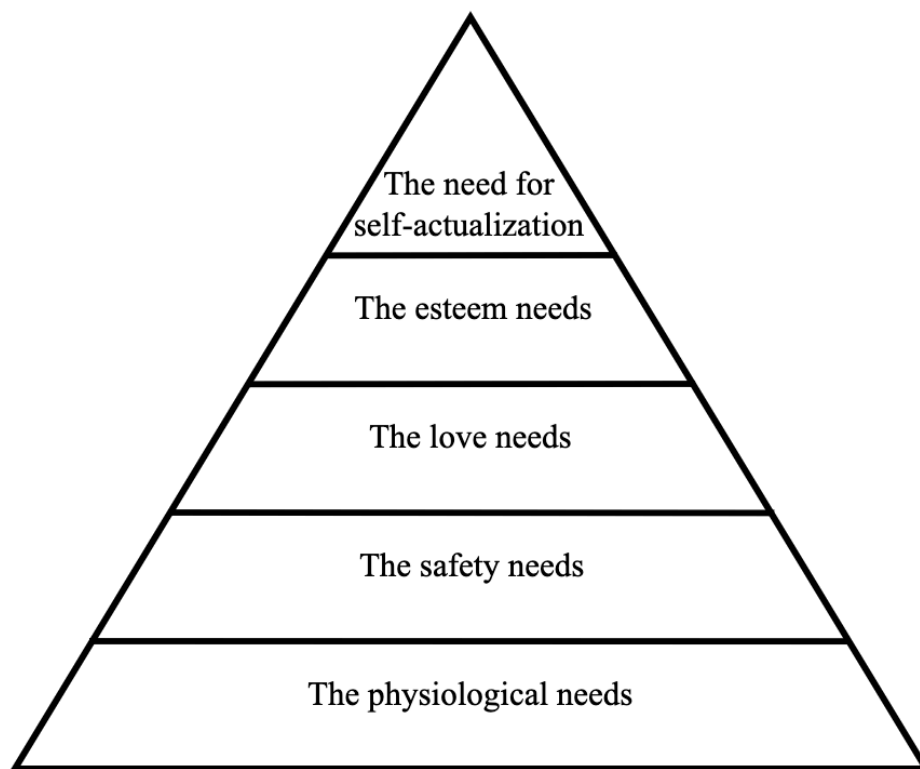


Figure 1. The hierarchy of needs by Maslow (1943).

In this hierarchical model, the physiological needs, such as sleep, water, food, air, and shelter, are at the bottom, and are essential to everyone. The safety needs, such as a safe and stable environment, health, and employment, are at the second lowest level, and those are the ones that make people feel that they can live without constant fear. The love needs, such as friendship, intimacy, and family relationships, situated in the middle of hierarchy, are the ones that helps people in having sense of belongingness, and are vital for one's well-being. The esteem

needs, such as achievement, respect from others, and confidence, which are at the second highest level in the hierarchy, are the needs that make one feel valuable, once achieved. Lastly, on top of the hierarchy is the need for self-actualization, which covers the rest aspects to become the most that one can be.

Maslow's model has faced criticism because of ignoring cultural differences and hierarchical structure. Jacob (2005) writes that already in the 1980's Hofstede argued that human behavior is not universal, and the model fits only to western world, and Rojas et al. (2023) argues that not all needs are equally important, and that higher level needs can be met even though lower level might not have been met.

In the 1950s, Frederik Herzberg came up with Two-Factor Theory (Figure 2.), which focuses on workplace motivation and job satisfaction. The idea behind this theory is that there are two kinds of factors that operate independently and affect people's satisfaction and motivation at work.

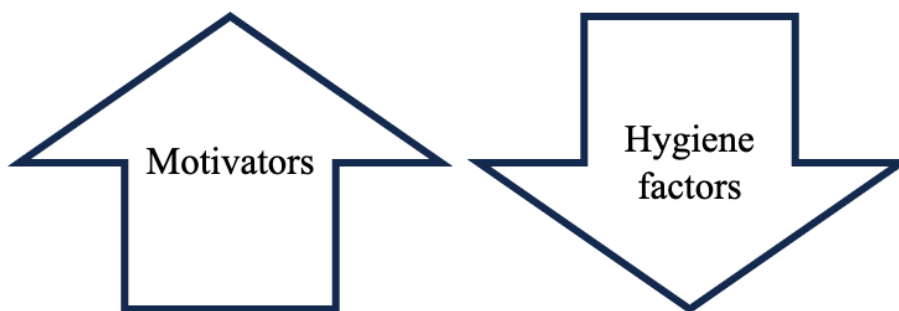


Figure 2. The two-factor theory by Herzberg (1959).

The first set of factors, the so-called motivators, such as recognition, responsibility, achievement, growth opportunities, and that the work tasks are meaningful, concern how work is performed and can directly increase job satisfaction, as well as motivate for higher performance. Whereas the second set of factors, the so-called hygiene factors, such as compensation, supervision, relationships, security, working conditions, and company policies, are related to work environment and are necessary to prevent dissatisfaction, but necessarily do not increase motivation.

Criticism towards Herzberg's theory is also somewhat like towards Maslow's theory. Ozsoy (2019) writes that Herzberg's theory should be tested more in developing countries and outside of the western world.

A bit later, in the mid 1960s, Victor Vroom published his Expectancy Theory (Figure 3.), which explains why individuals choose to behave certain ways in different situations, especially in a work context. According to this theory, people make their choices based on their expectations of the outcomes of their actions, and how much they value the outcomes. A key idea behind this is that the purpose of chosen actions is to maximize satisfaction and minimize dissatisfaction.

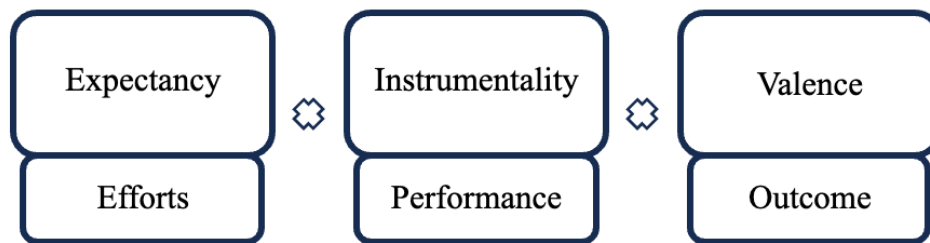


Figure 3. The expectancy theory by Vroom (1964).

The relationship between effort, performance, and outcomes is the key concept of this theory, and one's motivation to perform a task depends on their expectations related to this relationship. Expectancy refers to the belief that one's effort leads to a certain level of performance, meaning that when one believes that their effort leads to desired performance, they are more likely to be motivated to put effort into the task. Instrumentality refers to the belief that successful performance leads to desirable outcome and reward, meaning that when one discovers a link between certain level of performance and valuable reward, they are more likely to be motivated. Valence represents the value of outcome or reward, and it can be positive or negative, depending on one's perspective.

Some critique related to this theory has been raised concerning that it emphasizes extrinsic short-term rewards and goals. Deci et al. (2017) writes that, aspects such as knowledge sharing and team contributions, which are also valuable for companies, are usually getting less attention when utilizing extrinsic rewards. In addition, Supatn and Puapradit (2019) writes that intrinsic rewards such as a positive feeling about a job and sense of accomplishment, influence

more on motivation than extrinsic reward, such as bonuses and promotions. Moreover, Gagné and Deci (2005) write that Erez et al. (1990) found that when tasks are complex with difficult goals, monetary rewards only decrease performance.

Following that, in the late 1960s, Edwin Locke developed Goal Setting Theory (Figure 4.). It is a framework that explains how goals can motivate individuals and improve their performance. According to this theory, clear and ambitious goals are essential to achieve a higher level of motivation.

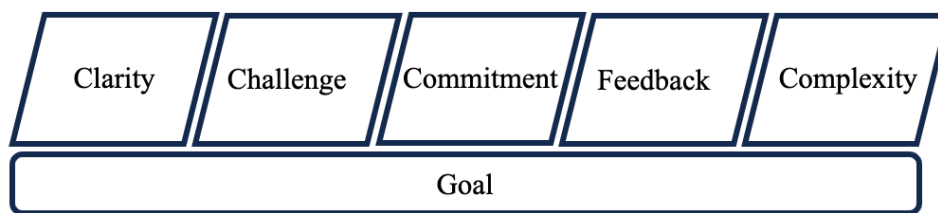


Figure 4. Original version of goal setting theory by Locke (1968).

The original framework consists of five features that a goal should include to motivate an individual. Clarity – goals need to be specified and clear, because vague goals lack clarity and means that one does not know where to put effort to accomplish or how success is measured. Challenge – too easy goals do not provide enough motivation, whereas too difficult goals frustrate and demotivate. Commitment – having a personal commitment and say in determining a goal increase chances for higher motivation and commits to achieve the goal. Feedback – regular feedback is needed for an individual to know how they are doing related to a goal. Complexity – goals cannot be too complex, as then individual effort might not affect achieving it.

This framework has developed a lot since the original version, as Locke and Gary Latham have continued researching this area for decades, and even though it covers many more areas nowadays, the authors agree that there are still problematic areas within this theory. Locke and Latham (2006) write that especially when having multiple and multi-level goals, those need to be aligned, as otherwise conflicts occur, which do not increase motivation nor lead to improved performance. Moreover, Locke and Latham (2006) suggest that also learning goals should be considered, instead of focusing entirely on performance goals.

2.2 Self-Determination Theory (SDT)

Edward Deci and Richard Ryan published Self-Determination Theory (SDT) in 1985. It is a macro theory of human motivation, based on the idea that humans are fundamentally active, collaborative and seek growth. It started from researching extrinsic and intrinsic motivation, and later expanded to areas, such as motivation at work organizations (Deci et al., 2017). The key concepts in SDT are autonomous and controlled motivation, as well as basic psychological needs (Figure 5.) of autonomy, competence, and relatedness, which according to Deci et al. (2017) promotes well-being, high performance, and autonomous motivation, when met.

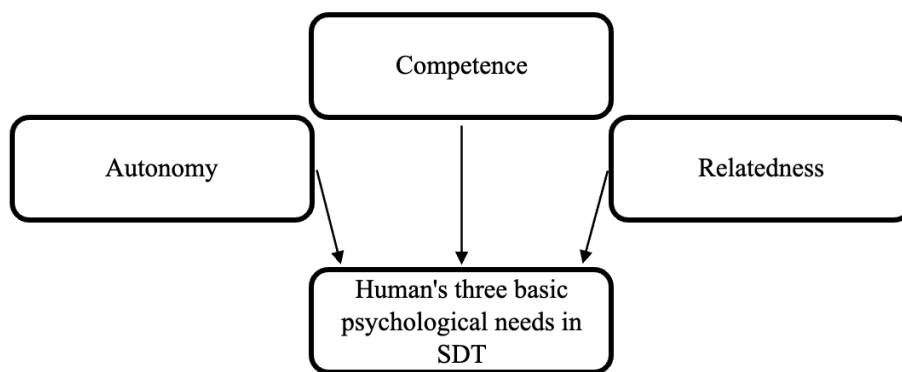


Figure 5. The three basic psychological needs in self-determination theory by Deci and Ryan (1985).

Autonomous motivation in SDT refers to one doing something because of one's own choice and willingness. Intrinsic motivation is an example of autonomous motivation, but also extrinsic motivation can be autonomous, as SDT divides extrinsic motivation to four levels, based on the degree of autonomy. In turn, controlled motivation refers to one doing something because of an external reward or pressure. Additionally, SDT acknowledge amotivation, which involves lack of motivation and intention (Gagné & Deci, 2005).

In SDT's basic psychological needs, autonomy stands for the need to feel to be in control of own actions and choices, competence stands for the need to feel being capable and effective in interaction with environment, and relatedness stands for the need to feel being connected to others. Deci et al. (2017) write that most often when one has the need for autonomy fulfilled, they themselves will find a way to fulfill the other two basic psychological needs.

In addition to Basic Need Theory (BNT) and the basic psychological needs, there are five other mini theories within SDT. The others are Cognitive Evaluation Theory (CET), Organismic Integration Theory (OIT), Causality Orientation Theory (COT), Goal Contents Theory (GCT), and Relationship Motivation Theory (RMT).

Some criticism towards SDT has been raised concerning that it emphasizes autonomy, which importance is seen as culture dependent, as it plays a larger role in individualistic cultures than in collectivist cultures (Markus & Kitayama, 1991 in Deci et al., 2017). However, it could be mostly because of definition of an autonomy, as Chirkov et al.'s (2003) and Deci et al.'s (2001) results reveal that satisfaction of autonomy need is necessary also in collectivist cultures, to feel higher level of wellbeing.

Additionally, some criticism has been raised, especially towards SDT's mini theory CET and external pay for performance (PFP) rewards. Gerhart and Fang (2015) argue behalf of PFP, but according to results of Cerasoli et al. (2014), PFP does not increase quality but quantity, and according to Deci et al. (2017), high-quality outcomes are more important than quantity in most of the situations, whereas PFP rewards targets more often quick wins instead of supporting long-term goals. Moreover, results of Olafsen et al. (2015) in Deci et al. (2017) argue that pay does not relate to satisfaction of the three basic psychological needs or increased intrinsic motivation.

2.3 Comparison of SDT and Other Motivation Theories

There are many ways of looking at motivation theories, and the following section discusses how SDT differs from the other mentioned motivation theories, as well as what is similar within those.

Similarities in SDT and Maslow's Hierarchy of Needs are, for example, the concept of psychological needs, and a hypothesis that fulfillment of those needs leads to increased wellbeing and more effective performance (Gagné & Deci, 2005). SDT's need for relatedness touches the same areas as love needs in Maslow's theory, SDT's need for competence shares similarities to esteem needs in Maslow's theory, and SDT's need for autonomy touches parts from Maslow's hierarchy's two highest levels. However, there are differences as well, and for example, there is no hierarchy between the needs in SDT. Additionally, Maslow's theory does

not divide motivation into intrinsic and extrinsic, whereas it is a key part of motivation in SDT (Gagné & Deci, 2005).

SDT's needs for autonomy and need for competence have similarities to Herzberg's Two-Factor Theory's motivator factors, for example, when it comes to recognition and achievement, and SDT's need for relatedness and Herzberg's theory's hygiene factors both concerns relationships between people. In addition to that, differences and similarities are somewhat like Gagné and Deci (2005) writes to exist between Maslow's theory and SDT; concept of psychological needs and increased wellbeing when those are fulfilled, is common for both, and there is no division of motivation to intrinsic and extrinsic in Herzberg's theory, which is very centric to SDT.

When it comes to SDT and Vroom's Expectancy Theory, there is a consideration in both, that performance leads to a reward, but overall, SDT's point of view on motivation is broader than in Vroom's theory, as it mostly concerns external rewards affecting one's motivation to perform a task. SDT's point of view to motivation is pretty much opposite, as Deci et al. (1999) reports tangible external rewards decreasing intrinsic motivation, whereas positive feedback increasing it.

Also, SDT and Locke's Goal Setting Theory share commonalities, as for example, Locke's theory's feedback section touches similar areas than SDT's need for relatedness and relationships with others, SDT's need for competence and being capable of performing own tasks shares some similarities with Locke's theory's clarity, challenge, and complexity sections, and SDT's need for autonomy and being in charge of own actions has similarities to Locke's theory's commitment section. However, Locke's theory focuses on external goals that motivate individuals and do not differentiate types of motivation, whilst SDT points out importance of intrinsic motivation, which increases when the three basic psychological needs are met (Gagné & Deci, 2005).

2.4 SDT and Motivation at Workplace

Autonomous motivation is centric to predict workplace outcomes (Deci et al. 2017). SDT in workplaces assumes that when people can identify the importance and value of their own work, their quality of work motivation is higher. Fernet et al.'s (2010) research found that autonomous

work motivation decreases possibilities of burnout, and Richer et al.'s (2002) research showed that employee's autonomous motivation in their job was related to increased work satisfaction and decreased fatigue, which then in turn was related to lower turnover intentions. Moreover, results by Preenen et al. (2016) in Deci et al. (2017) speaks on behalf of job autonomy among employees also predicting companies' profitability, albeit just carrying a small impact. According to Deci et al. (2017), those and many other studies show that controlled motivation predicts opposite results.

Gillet et al. (2012) performed a study on satisfaction and dissatisfaction of the three basic psychological needs of employees in organizations, and their results pointed out that satisfaction of all the three needs generates greater wellbeing at work. Similar results were also reported by Vander Elst et al. (2012), as their results showed frustration of the three basic needs predicting lower wellbeing at work and increased fatigue.

2.5 Remote Work and SDT

The effects of virtual and remote work, on the need satisfaction of autonomy, competence, and relatedness, seem to be both positive and negative, based on a study conducted by Gagné et al. (2022). Flexible schedules, less commuting, and more time for other activities seem to have a positive impact on autonomy need, whereas close monitoring, home-work conflicts, and increased demands having a negative effect on autonomy need. On competence need, worldwide access to information and communication, remote learning opportunities, increased role clarity, and increased self-efficacy seem to have a positive effect, and as an opposite, information overload, requirement to learn and maintain technological skills, and technological hassles having a negative effect on competence need. Face-to-face or virtual communication and connecting with people across time and space seems to affect positively on relatedness need, and social and professional isolation, lack of social support, and less meaningful colleague relationships affecting negatively on relatedness need.

2.6 Summary of Motivation Theories

Deci's and Ryan's Self Determination Theory (SDT), Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Vroom's Expectancy Theory, and Locke's Goal Setting Theory all concern individual's motivation. Maslow's theory from the 1940s and Herzberg's theory from the 1950s include the concept of psychological needs and a proposition that

fulfillment of those will increase motivation and wellbeing, as proposed in SDT. Vroom's and Locke's theories from the 1960s focuses a lot on external goals as motivators, which in SDT are seen to decrease motivation (Deci et al., 1999), however, one aspect that is missing from all the other mentioned theories, except SDT, is division of motivation to intrinsic and extrinsic.

Multiple studies (Cerasoli et al., 2014; Deci et al., 1999, 2017; Fernet et al., 2010; Gagné & Deci, 2005; Richer et al., 2002; Supatn & Puapradit, 2019) argues behalf of intrinsic motivation impacting more positively on wellbeing than external rewards, and Van den Broeck et al. (2021) writes that SDT arguably presents one of the most comprehensive perspectives on the complexity of human motivation. Therefore, as it takes the widest and most comprehensive perspective on motivation, as well as on wellbeing, and it is well supported, it will be playing a larger role in this research.

3 Method

This chapter goes through the research design of this study. Methodological choices, as well as data collection and analysis are explained. Moreover, interview respondents, trustworthiness, and ethics of this research are discussed in this chapter.

3.1 Research Strategy

The methodology this research followed was qualitative inductive mono method study. The research method was a case study, data collection technique was semi-structured interviews, data was analyzed with thematic analysis, and presentation of results was inspired by the so-called Gioia methodology (Gioia et al., 2013).

Qualitative research methods are designed to help understand cultural and social context where people live, and what they do and say (Myers, 2019). Myers (2019) writes that one thing that separates people from other things in this world is their ability to talk, and only by listening to what people say or reading what they have written, it is possible to understand their actions and explain it. Myers (2019) also writes that many qualitative researchers argue that without talking to people, it is impossible to understand why something happened.

Quantitative research methods, which were developed to study natural sciences, emphasize numbers, and often uses surveys, are good for generalizing large samples. Whereas qualitative research methods, which were developed within social sciences, and many times uses interviews, are methods where a researcher can go deep into the details and understand the context broader (Myers, 2019).

Most often qualitative studies are used to theory building instead of theory testing but can be used to test a theory too (Myers, 2019). The difference is whether to use inductive or deductive reasoning. Deductive reasoning uses a "top-down" approach where theory is gone through first, then developing with hypotheses, and lastly testing those hypotheses with collected empirical data (Myers, 2019). Inductive reasoning, which is exploratory by nature, uses the opposite "bottom-up" approach, where research begins with collecting data, then analyzing it, and lastly developing common patterns from it, connecting to theory, and building a theory further (Myers, 2019).

The approach to theory development on this research is inductive, as the study does not try to test any theory but tries to build broader knowledge on how remote work has affected people's motivation. Moreover, when only one type of data collection and analysis techniques is used, it means that a study is mono method study, which is the case in this study.

The research method of this study is a case study. According to Myers (2019), in case study research, empirical evidence most often comes from interviews, and the case is used to draw conclusions about a phenomenon more generally. Additionally, it is worth mentioning that in case studies, a researcher does not have any control over the situation (Myers, 2019). In this study, it means that experiences from software development professionals in Finland is used to broaden our knowledge about remote work's effects on motivation. The case is unique, but motivation is more general as phenomena.

3.1.1 Motivation on the Methodological Choices

For me as a researcher, it was a natural decision to select a qualitative method instead of quantitative method on this study, since the research question is about "how", and thus firsthand experiences was needed, instead of larger sample size numerical results. Moreover, semi-structured interviews felt being a better fit in this situation, as it did not feel right to limit an

interview, by building too many boundaries, which could have happened if sticking strictly in the pre-formulated agenda and order of questions during the interviews, but also unstructured option was a no-go, since time to gather the data was limited.

3.2 Data Collection

Interviews are the most important data collection technique in qualitative research, at least in management and business areas (Myers, 2019). Semi-structured interviews, which involve usage of some pre-structured questions, but are not strictly tied on the agenda (Myers, 2019), were used in this research as a data collection technique.

One of the advantages of semi-structured interviews is that an interviewee is allowed to speak freely, which provides an opportunity for an interviewee to add important insights outside of the pre-formulated agenda, but there is still a similar logic within all the interviews (Myers, 2019). This technique also includes risks, such as the interviewee not being in a talkative mode, or being too talkative, which could lead to not getting valuable data, or finding too much data, which can be partially irrelevant (Myers, 2019). Semi-structured interviews lie somewhere between structured interviews and unstructured interviews as a technique, since including the structure part from the first mentioned technique, while not being that strict when it comes to following the agenda, but also providing some level of structure, which is easily missed in the latter mentioned technique (Myers, 2019).

Interviews in this research were conducted during the last week of November and the first week of December 2023. A one-hour time slot was reserved for each interview, and all the interviews lasted around the whole reserved time. Some interviews took approximately 5 to 10 minutes more than one hour, and couple of interviews circa 5 minutes less than one hour. All the interviews were online interviews via Microsoft Teams and were conducted in Finnish to increase the trustworthiness of this study, as Finnish was native language for 5 out of 6 interviewees. The non-native interviewee used Finnish in the daily work, and therefore also that interview was also conducted in Finnish.

The interviews started by going through the interview guide (Appendix 1 and 2), which was sent to interviewees beforehand together with a meeting calendar invitation. All the interviews began with going through the purpose of the interview and that participation is voluntary and

anonymous. After that, the interviewees gave a consent that they understand that the interviews will be recorded and transcribed, and that it is suitable for them, and they are willing to proceed to the actual interview.

The interviews were recorded by using "record" and "captions" functionalities of Microsoft Teams together. Those functionalities produced video material from the interviews and between 27 to 38 pages of raw text data from each interview. This raw text data was then transcribed to understandable text, which was a bit time consuming since those functionalities of Microsoft Teams most probably provide more accurate text when the language is English, and not Finnish. In the end, transcriptions provided me with between 7 to 13 pages of anonymized primary data to be analyzed from each interview. All the video recordings and raw data were saved into Microsoft's password protected cloud service, until the transcriptions were done, and were deleted during the third week of December 2023, at latest.

3.2.1 Interview Guide

The interview guide (Appendix 1 and 2) included 16 pre-defined questions. Out of those 16 questions, 2 were background questions, 1 question was about overall remote work experiences, 9 questions were related and sorted under themes derived from SDT's basic psychological needs, and 4 questions were about motivational or demotivational factors and wellbeing.

The interview guide was followed more in the beginning of each interview, but some questions were sometimes skipped later during the interview process, as those were already answered during earlier discussion around previous questions. Open-ended questions were added in between questions, to clarify the answers, and to give the interviewees the possibility to describe their answers broader.

3.2.2 Interviewees

The interviewees in this research are called "interviewees", and numbered 1-6, for example, "Interviewee 1". Out of 6 interviewees, 2 represented the same company, but all the other 4 interviewees represented different companies, from which none was the same than I represented. In this way, possibilities for biases in data were minimized, as it could have

affected to answers, if, for example, I as the interviewer would have had a supervisor position to an interviewee.

The interviewees worked mostly remotely during the time this study was conducted. The only time they were required to be in the office, while this study was conducted, was during the quarterly gathering, which always lasted two days in a row. Some of the interviewees had some additional onsite workdays, but those quarterly gatherings were the only ones where everyone participated together.

All the interviewees were born between the year 1981 and 1996, so they can be called "Millennials" or "Generation Y", but that was a coincidence and not a pre-requisite for interviewee selection, as the focus in this study is not to point out generational differences. The interviewees held the following positions: "Product Owner", "Senior Software Developer", "Software Developer", and "Senior User Experience Designer". To guarantee anonymity, I cannot visualize the selection with for example a table, as it could reveal which interviewee held which positions and how many had the same positions, since at least the interviewees could then be able to recognize who answered and what.

3.3 Data Analysis

Thematic analysis is used to analyze data in this research. It is a technique to identify themes within the data and explain specific phenomena by utilizing the themes (Myers, 2019). The themes are developed by coding the data, which includes a researcher to get familiar with it; starting with initial codes and searching for similarities among codes, combining those as themes, and refining and naming the codes and themes, and finally reporting the results (Myers, 2019).

In addition, the Gioia methodology (Gioia et al., 2013) inspired the analysis of data in this research, mostly in form of presenting the results. The Gioia method was developed to increase the rigorousness of qualitative inductive research, by systematically presenting relationships within the data (Gioia et al., 2013). Data analysis with the Gioia method includes first coming up with 1st order concepts, which are informant-centric, secondly combining those to 2nd order codes, which are researcher-centric, and thirdly combining those as aggregate dimensions, which also consider previous literature (Gioia et al., 2013). Presentation of the results, by

following this approach, with diagrams and arrows increases the rigorousness of a study, as it makes it more transparent for others, and thus the need for speculation of evidence on results will be minimized (Gioia et al., 2013).

The data analysis in this study started by adding all the transcriptions from Microsoft Word document to Microsoft Excel sheet. The data was divided into different tabs, based on the areas that the interview answers concerned, to make it easier to go through such a large amount of data. Then, at first, I read all the answers carefully multiple times, and bolded those parts of text that I saw being important and relate to my research question. In this phase, I bolded quite a lot of text, since it made finding quotations easier in the later phase. Next, after I had gone through all the data once, I started to look at commonalities along it, and started to label the data with codes, or keywords. I performed this phase by first going through the data concerning overall experiences about remote work, then how interviewees answered to questions related to needs for autonomy, competence, and relatedness, and lastly the data that concerned factors that affect their motivation. Once I had labeled all the data with the codes, I continued by adding all the codes into a different tab in Microsoft Excel, which then contained only the codes without the interview data, to provide me with a clearer view. While doing this, I also removed direct duplicate codes and grouped and renamed similar codes together. Once I had all the codes cleared out, I started to look and identify what is common within the codes, and based on the similarities, I combined the codes as larger themes. Within the data from overall remote work experiences, I also combined the themes together to end up with only one single theme from those answers, which is more towards of presenting the analysis and results like it is done with Gioia method.

In total, this resulted in 15 codes, 2 smaller themes and 1 main theme related to overall remote work experiences, 29 codes and 12 themes related to need for autonomy, competence, and relatedness, and 23 codes and 6 themes related to motivational factors. To be noticed that some similarities in the results occurred between those areas, but I did not remove these duplicates, as the point of view was different, and it points out that some phenomena was raised up on many occasions, and therefore I need to point out it in the results as well. The results are, however, summarized at the end of the next chapter.

Lastly, once I had the structure of codes and themes completed in Microsoft Excel, I created “hierarchical” diagrams from the results (Figure 6, 7, 8, 9 and 10) with Microsoft PowerPoint,

to demonstrate the analysis phase and to increase transparency on how I ended up to each theme. Quotes from the interviews were then translated (Appendix 4) and added to conclude the results.

3.4 Trustworthiness

The participants for the interviews were selected from a typical setup of a software development project, representing all the typical roles that are in place when creating digital software. All the interviewees represented top quality performers in their roles since it was a pre-requisite to participate in that project. Thus, it also meant that they had extensive experience also in on-site, or office, set-up ways of performing their job.

All the interviews were kept in interviewees native language, which was Finnish, except for one interviewee, and without a common native language, it was also conducted in Finnish. I feel that the language was not affecting the answers from that interviewee, as it was also the language in the project, in where this person worked at the time. Therefore, it can be said that the interviewees provided me with a comprehensive sample of how typical people in software development projects have felt that remote work has affected their motivation.

3.5 Ethics

Every interview started by going through that participation in interviews is anonymous and voluntary, and with the mention that some answers might be used as quotations in this research. None of the interviewees had the same employer that I had, and thus there were no situations for any kind of abuse of power within the participants.

Moreover, the interviewees were informed beforehand about the agenda, and they had a possibility to not participate in interviews. Also, the titles, represented companies, or the scope of the project are not presented in the results of this research to make sure that the results are presented anonymously.

4 Results

The results of this study, which are trying to answer the research question “How does remote work affect motivation among professionals in the software development industry?” are

presented in this chapter. The questions covered areas like overall feelings about remote work, relationship between the three basic psychological needs and remote work, and factors that motivate individuals. The results are illustrated with figures (Figure 6, 7, 8, 9 and 10) and summarized in the end (Table 1). Quotes from the interviews were used to complement the results and increase transparency.

4.1 Overall Remote Work Experience

The overall results on experiences of working remotely, visualized in Figure 6, and in Appendix 3, which focus more on SDT, pointed out that interviewees had faced both positive and negative aspects while working remotely. The results revealed that increased autonomy and flexibility was seen as the largest positive effect, whereas weaker work life boundaries and wellbeing challenges represented the main challenges that the interviewees had recognized. The larger theme that concerns both aspects is overall wellbeing, as those sub-themes affect wellbeing oppositely.

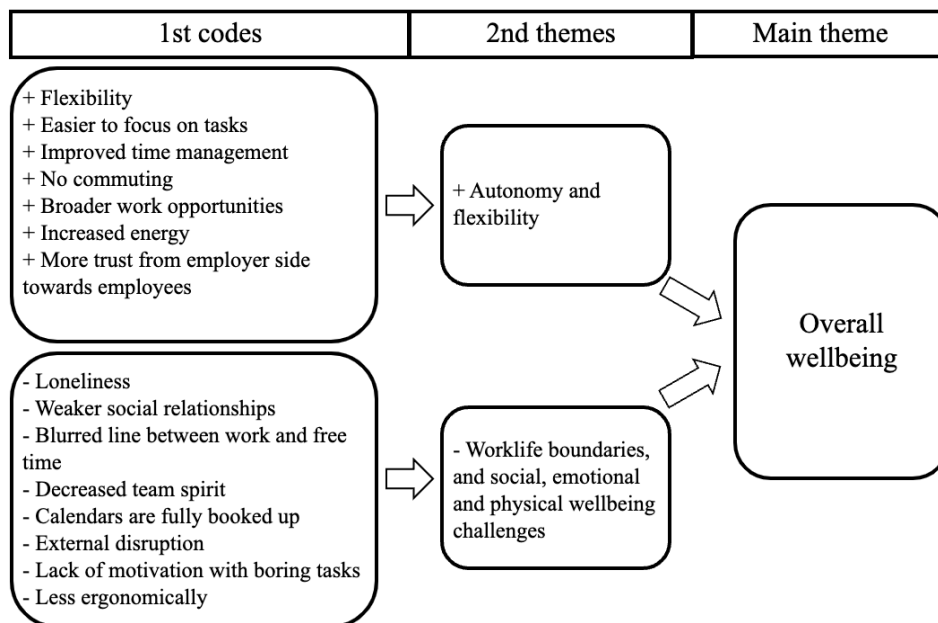


Figure 6. Overall remote work experience.

4.1.1 Increased Autonomy and Flexibility

Most of the interviewees mentioned increased flexibility being the first thing that came to their mind when they thought about the positive sides of remote work. A couple of interviewees mentioned that it is easier to especially manage schedules when working remotely, and half of

the interviewees mentioned that it is easier to focus on their tasks when working outside an office.

"I start early, and it's easier like this when working remotely. It brings a certain kind of freedom to everyday life and activities." (Interviewee 1)

"When I work from home, I can decide when I want to communicate with others, excluding meetings, of course. So, I don't have to react immediately to chat messages and emails. I have a better flow going. It also helps a bit in a way that I can more easily decide when I start and when I finish. It's also easier to decide when I take breaks." (Interviewee 2)

"It's better, when at home in silence alone, I can get things done without the office noise and colleagues interrupting." (Interviewee 6)

Getting rid of commuting was also brought up a couple of times, and one of the interviewees mentioned this bringing also more energy.

"I have experienced remote work as positive. There is more free time and generally more energy when there is no need to commute. I can focus more on my own activities and then concentrate better on work tasks when I can be in my own peace." (Interviewee 4)

"So, generally a positive view, I do like remote work. Well, the benefits are that I don't have to go anywhere. I can just wake up, brush my teeth, and start brewing coffee, and I'm already at work by the time the coffee is still dripping." (Interviewee 5)

Broader work opportunities were also pointed out a few times by some of the interviewees.

"As for the benefits, I could start with the fact that I haven't ever lived where my office is located." (Interviewee 3)

"It enables much broader work possibilities. Nowadays, it is possible to work for anyone, anywhere, for any company, when working remotely. So, the opportunities are much broader than in the past when one could mostly work only in their own city or the same country. Now it's sort of limitless." (Interviewee 6)

Increased trust on the employers' side was something that one of the interviewees mentioned being extremely positive.

"Companies have started to trust people in such a way that they will do their work wherever they are, without constant monitoring. It has been a good realization. One can think about things even on a forest trail, and it can be even more effective than sitting in an office chair." (Interviewee 6)

4.1.2 Weaker Work Life Boundaries and Wellbeing Challenges

Almost all interviewees mentioned the feeling of loneliness being the most significant downside of remote work. Also, half of the interviewees mentioned weaker social relationships due to remote work.

"Random encounters and quick tapping on the shoulder naturally decrease when colleagues aren't nearby, so rapid contacting is quite slow in remote work. It's surprisingly challenging to pick up the phone and call. So, spontaneous brainstorming is quite rare nowadays, and it's, of course, unfortunate in this type of work. Also, taking breaks is not as natural when there's no one asking to go for coffee. One must go for a coffee themselves. And often, in this type of work, coffee is consumed while working, so those kinds of breaks don't happen in the same way." (Interviewee 1)

"It might be sometimes depressing to be without the other people." (Interviewee 2)

"If I would be constantly working remotely, maybe the vibe with colleagues might not develop as it would be in an office setting, and creating friendships would definitely be much more challenging." (Interviewee 3)

"It's difficult to form social relationships with colleagues, so there's kind of a missing social aspect in the work relationship. I've experienced that it always improves when meeting at least once in person, then a better connection is formed with that person." (Interviewee 4)

"If sitting alone with computer all day long doing things, and being separated from all other people, it can be quite lonely." (Interviewee 6)

Some difficulties in separating the work and free time were a matter that some of the interviewees mentioned.

"It blurs the boundary between work and free time." (Interviewee 1)

"At home, when closing the work laptop and opening personal computer, there isn't that same clear boundary." (Interviewee 5)

Weaker team spirit was also something one of the interviewees pointed out.

"The downside is that the sense of community and the social bond at the workplace disappear, and people don't really know each other anymore, so the sense of togetherness decreases." (Interviewee 6)

Challenges in finding empty time slots in calendars were something that one of the interviewees mentioned.

"The calendar fills up a bit differently than in office work. In office work, the contacts that arise through casual conversations enable things differently, and it also reduces the need for meetings. So, the number of meetings has increased, at least that's been a direct impact for me in remote work." (Interviewee 3)

One of the interviewees mentioned that when working remotely and if not living alone, then family situations can cause disturbance.

"One important thing is that if a child is sick and at home, it causes quite a bit of stress." (Interviewee 2)

The quality of tasks at work was also something that the same interviewee mentioned affecting more while working remotely.

"If the task itself is a bit boring, it's more difficult to find motivation to continue it. However, if I were at the office, there would be this internal commitment, like I wouldn't want my colleagues to say anything." (Interviewee 2)

Challenges in ergonomics were raised as well by one of the interviewees.

"At least for me, the ergonomics at home are not as good." (Interviewee 6)

4.2 Remote Work and The Basic Psychological Needs

Half of the interviewees mentioned that there might not be a significant difference in how they experience being autonomous because of remote work, compared to if they would work in on-site settings, since they most often work in a project where others are from several different companies. Also, the result was similar regarding how interviewees experienced being competent and capable of performing their tasks. As on opposite to those, each interviewee pointed out that feeling of relatedness and how they are connected to others, has been affected because of remote work.

Next, the need for autonomy, competence and relatedness in remote work are gone through one by one. The analysis of how codes and themes were formed is illustrated in Appendix 3.

4.2.1 Effects on the Need for Autonomy

Remote work's positive and negative effects on the need for autonomy are visualized in Figure 7. Positive aspects were related to a higher level of flexibility and not having external disturbance, whereas negative aspects concerned environmental challenges and health concerns.

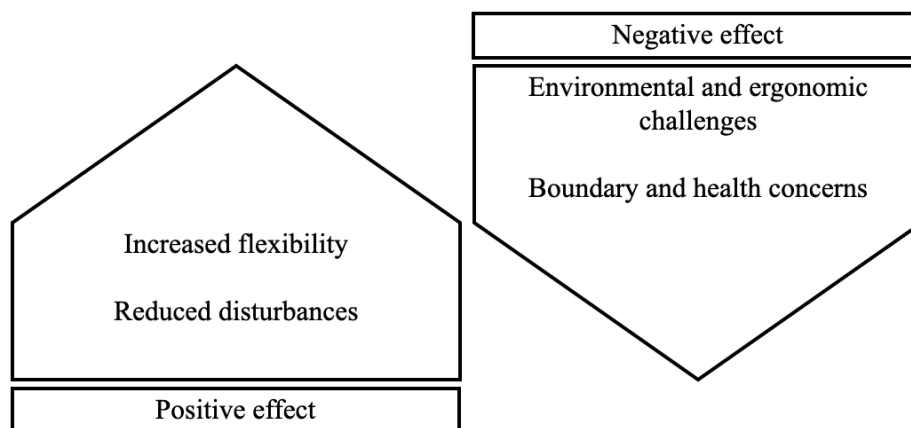


Figure 7. Remote work and the need for autonomy.

Starting with the positive effects on the need for autonomy. Increased flexibility was the most common effect. It was mentioned by most of the interviewees.

"The day can be structured a bit differently when being at home. Of course, the tasks are such that I can pretty much decide how and in what order I work on my tasks and how I prioritize things. When I'm at the office, it depends a lot on who else is there on the same day. If it's the closest team members, then in my opinion, I don't have the same autonomy to decide how my day will be. In that case, I cannot influence how the day goes, whereas while working remotely, I feel like having more control over the schedule." (Interviewee 1)

"I can start and finish earlier or later, so it's, of course, much smoother. Also, taking breaks during the day is also an option, which supports more autonomy." (Interviewee 3)

"I can, for example, go to work somewhere outside my home. I have worked in a completely different city, even though I don't live there. It opens up possibilities for autonomous mobility in that sense." (Interviewee 3)

"It offers more autonomy compared to being in the office. I can manage my time more autonomously, deciding when I do things, how I take breaks according to my own needs, and sometimes, if there's a problem to solve, I can decide to take a short walk to think about it. It's easier to do such things when working remotely than in the office, but maybe the most significant aspect is the autonomy in managing time. No one is monitoring, so I must be self-directed, and I get to be autonomous." (Interviewee 6)

In addition to that, according to one of the interviewees, the amount of disturbance can be lower in remote work, which, however, might depend on one's living conditions since many of the interviewees mentioned the opposite later.

"There are more distractions in the office." (Interviewee 5)

The negative aspects concerned mainly the ergonomic and external environment, from which the latter seems to be dependent on living conditions, as there was an opposite answer previously as well.

"There was more noise at home, and even though the doors were closed, they didn't block the sound. That's why I sometimes worked in the sauna because it was the only place where I could be completely alone with my thoughts." (Interviewee 1)

"These days, my spouse also works remotely more, so I end up sitting on the couch, and it really strains my shoulders, neck, and other areas." (Interviewee 2)

"Disturbing noise factors, those factors that exceed normal speech, are disruptive. They are the kind that reduces productivity, especially in a meeting where one should speak for oneself. It's challenging if you can't hear what is being said." (Interviewee 3)

"Well, it affects productivity when I'm irritated, especially when the other person is moving back and forth. It annoys, and I guess that irritation somehow affects work motivation." (Interviewee 4)

"It wasn't possible to combine efficient, focused expert work when having small children at home. So, from my perspective, it's not a sustainable solution at all in remote work, when people have small children at home and still try to work." (Interviewee 6)

The blurred line between work and free time, and health concerns, were also raised to cause difficulties.

"What I find a bit regrettable is that if people are sick themselves or if their children are sick, now with remote work, people are more likely to compromise and still work when they are sick or when their children are sick, even though they have the legal right to take time off. I think it's a somewhat negative development that has come within remote work. People compromise on their wellbeing." (Interviewee 6)

"If people stretch their workday into the evening, like, 'well, the kids came home earlier, so I'll stop working in the afternoon, but I'll work for another 2 hours in the evening when the kids go to sleep,' I don't think that's a sustainable approach either. The boundary between work and free time gets blurred, and then, in the evening and during the night, one ends up having to make up for what they didn't have time for during the day." (Interviewee 6)

4.2.2 Effects on the Need for Competence

Positive and negative effects of remote work on the need for competence are visualized in Figure 8. Positive aspects were related to the increased amount of feedback, and personal development, which according to interviews has happened partially because the pace at work has increased. Negative aspects concerned feedback challenges, and a sense of urgency.

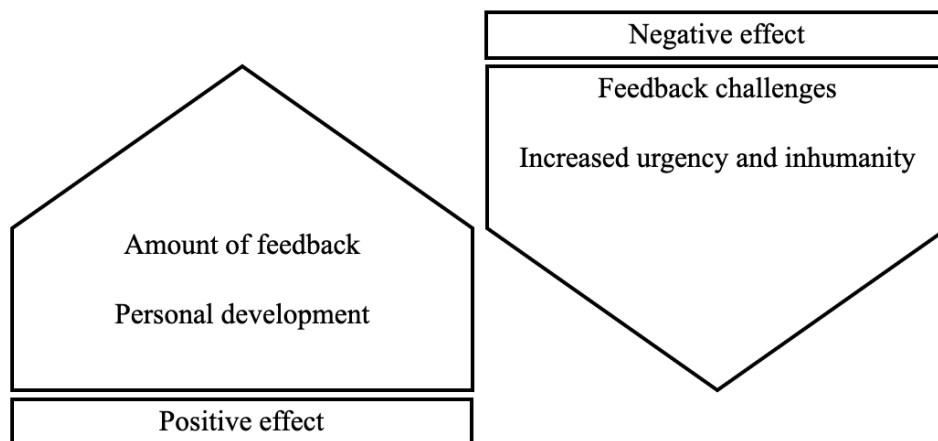


Figure 8. Remote work and the need for competence.

Half of the interviewees mentioned that they are receiving more feedback while working remotely.

"People rarely give feedback in person. It seems difficult for many to express something directly to someone's face. However, in remote work, there are sometimes these forms that come up, asking to provide feedback, and through them, also I regularly receive feedback

from my employer. Sometimes, after a meeting, someone directly pings me and says, 'hey, we had a great time,' or 'hey, this upset me.' It seems people find it easier to communicate through chat. Personally, I always try to remember to thank someone if they've done a good job." (Interviewee 2)

"I would say that probably more feedback comes while working remotely, especially via chat. Giving feedback in person requires more effort." (Interviewee 5)

"Yes, more feedback comes while working remotely, and it's mainly done virtually. Feedback is often asked through feedback surveys. However, personal feedback is not given very often, especially without being asked." (Interviewee 6)

Some interviewees mentioned that they feel more competent while doing their work remotely.

"When I work remotely and respond with a message, I can check it more easily before responding. In person, I must answer immediately, and if I have to say, 'I don't know, I need to check,' it gives a bit of a feeling like, 'now I don't know something that I should know.'" (Interviewee 1)

"I feel that when working remotely, it's easier for me to be 'coolly' competent." (Interviewee 6)

Including self-development in daily work was also seen easier remotely.

"It hasn't really come to my mind to develop myself during those empty slots in the calendar. Instead, if there's been a task I don't know how to do, rather than leaving it undone and asking someone else to do it, self-learning during day, while working remotely, is easier when there are fewer distractions. There's no temptation to chat with a colleague during an empty calendar slot." (Interviewee 3)

One of the interviewees said that giving and receiving feedback also feels easier while working remotely.

"Often it just comes as a tagged chat message. I'm okay with it. I think it might be somehow easier, or I mean, I can imagine that in person it could be, somehow, I won't say awkward, but it might be more awkward in person than receiving a tagged chat message. In a chat, one doesn't have to react to it with facial expressions or in some way, which would be the case in person. Maybe that own reaction is what could be awkward in person. How should one act in this situation?" (Interviewee 5)

Remote work has also improved context switching skills according to one interviewee.

"If considering that, for example, there is, let's say, 5 meetings a day, all on different topics, with a 15-minute break in between. Being able to adjust the mindset and kind of shift the focus to the next thing has definitely been developed." (Interviewee 3)

Many of the negative aspects concerned challenges related to feedback. The interviewees mentioned that it is being less personal and less constructive.

"Of course, positive feedback always feels great and brings a boost, like, 'yes, I succeeded in something.' But I also feel that constructive developmental feedback is always valuable

because it helps to focus on the right things and improve one's own actions. I notice that I receive much less of that constructive feedback." (Interviewee 1)

"In a way, in everyday life, and receiving feedback. Meetings usually focus on the actual topic, and through that, comments may raise like 'this is nice' rather than 'you are nice.'" (Interviewee 3)

"I don't really receive critical feedback at all, even though sometimes it feels like I should." (Interviewee 5)

"It affects the feedback. Since we're always remotely, then the feedback is more related to professional skills. The feedback is kind of 'colder' when working remotely." (Interviewee 6)

A sense of urgency and multitasking, as well as feeling less humanity was also brought up.

"I notice that overall, the pace of work has increased a lot, and it feels like I have to handle so many work-related things all the time during the day at work." (Interviewee 1)

"It lacks that aspect of knowing each other better as individuals and colleagues." (Interviewee 6)

Even though many interviewees mentioned increased feedback being a positive impact of remote work, one of the interviewees mentioned difficulties in giving feedback, while working remotely.

"I feel that there is a higher threshold to say anything when we are not in the same natural space as human beings." (Interviewee 4)

4.2.3 Effects on the Need for Relatedness

The effects of remote work for need of relatedness are visualized in Figure 9. A noticeable finding was that all the interviewees felt that this need was being affected because of remote work, whereas that was not the case with the need for autonomy or competence. On a positive side, the results were mainly related effective communication, and psychological safety, and as on opposite, negative experiences were related to the quality of increased feedback, as well as challenges in team dynamics, since not seeing others face to face that often.

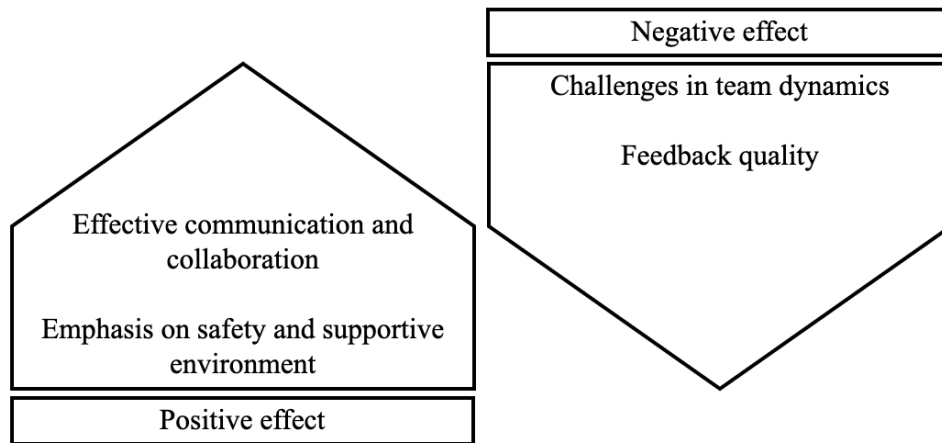


Figure 9. Remote work and the need for relatedness.

The feeling of being heard, and having a psychologically safe environment was something that some of the interviewees pointed out. Also, online meetings which were not related to actual work tasks were the ones that many interviewees mentioned bringing to have positive impacts. Moreover, some of the interviewees mentioned having experience of stimulating the office environment by having online calls open during the whole day with their colleagues.

"We were on the same online call, even though we were working all the time. We just turned off the cameras and muted the microphones, and then carefully asked or sent a message like, 'hey, should we turn on the microphones and talk a bit about this?' So, there was kind of a feeling of doing things together even though we were working remotely." (Interviewee 1)

"We started to have more informal online discussions, scheduling things like coffee breaks or other chat sessions regularly in the calendar. If one didn't put them there, they would never randomly fit into calendars, unlike what happens when being in the office, like 'let's go for a coffee together.'" (Interviewee 1)

"I had one colleague with whom we were on the same online call for the entire day, even though no one said anything for half an hour. Both of us were working on our computers, and then suddenly, it was like 'hey, how did we actually do this?' It felt like we were in the office, even though we weren't physically in the office." (Interviewee 3)

"We talked about other things, so it somehow became our social coffee break of the day." (Interviewee 4)

"A feeling that one is being valued and listened to. A safe environment. I can't really think of anything I wouldn't dare to say out loud, and even if it's something that might not be accepted, I don't have to fear any consequences. It increases motivation too. Just that people are close. Easily accessible." (Interviewee 5)

"When working alone remotely, and then hearing encouragement and support, that even remotely one can influence their own work. It creates a feeling of being heard." (Interviewee 6)

One of the interviewees also pointed out that putting cameras on during the meetings, as well as having dedicated channels for non-work-related discussions, has been positive.

"We try to keep the cameras on, if possible. It's a conscious choice." (Interviewee 6)

"We have very active communication channels while working remotely. We have like a million channels. Virtual communication works well for us. We have many chat groups, activities, and plenty of humor channels." (Interviewee 6)

Challenges in team dynamics were the main concern that interviewees mentioned.

"Team building is much more challenging via video calls. Personally, I miss more personal presence." (Interviewee 2)

"I appreciate being able to tap someone on the shoulder and having work related discussions over lunch. It's a whole different atmosphere, of course." (Interviewee 3)

"Team building remotely, at least for me, has never been very easy." (Interviewee 4)

One of the interviewees mentioned that feedback received remotely feels less valuable.

"When working at the office, public praises or recognition for achievements, or reaching a milestone in a larger context, feels more authentic when there are others present. Also, the reactions that may come from other participants in relation to that moment are much more authentic and responsive. Whereas in remote work, the feeling is different. The moment is shorter." (Interviewee 3)

4.3 Factors Affecting Motivation and Wellbeing

Over half of the interviewees said they do not feel that factors that motivate them differ whether working at an office or remotely. Many of them said that the people with whom you are working, and the tasks are still the same, so the place does not matter that much. Figure 10. visualizes the findings.

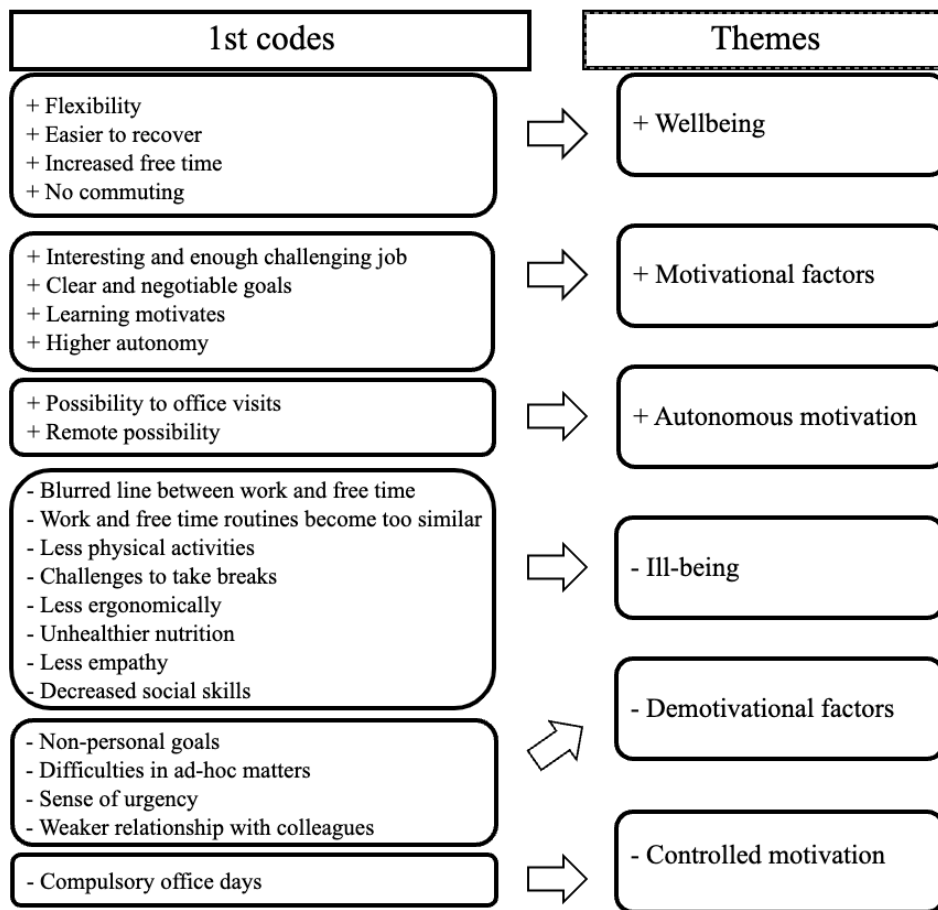


Figure 10. Factors affecting motivation and wellbeing.

4.3.1 Positive Effects

Within wellbeing theme, flexibility was raised again by the interviewees, but also easier to recover, and increased free time, partially because of no need for commuting, were something that the interviewees mentioned having a positive effect on their wellbeing.

"I feel that recovering after remote workdays is quicker and easier for me than after office days. This is due to interruption sensitivity, which I cannot control in the office as effectively as when working remotely. So, on those days, I usually don't feel nearly as tired as I do when I've been in the office, surrounded by people." (Interviewee 1)

"At home, I can take a nap. Sometimes I don't sleep well, and I can take a nap. That's a good thing." (Interviewee 2)

"I feel like there is more free time, more time to do what I want." (Interviewee 4)

"I can go to lunch whenever I want. At the office, it's usually like, 'let's go for lunch at 11,' which doesn't usually fit my schedule." (Interviewee 5)

"It has had a positive impact, like, more breaks for exercises or walks. Everyday pressures ease off." (Interviewee 6)

As motivational factors, to which more than half of the interviewees did not see being different in remote work, the job itself and enough challenging tasks, clear and negotiable goals, learning itself, and the feeling of having higher autonomy were something that motivated the interviewees the most.

"It motivates me that the work is meaningful, challenging enough, interesting, and colleagues are nice, as well as collaboration with partners goes smoothly." (Interviewee 1)

"When setting goals in development discussions, I usually like to shape the wording a bit, so that I could have more influence on them." (Interviewee 1)

"Learning motivates. I really like visions, knowing what we want to achieve, but not yet knowing how." (Interviewee 2)

"The opportunities that autonomy brings in remote work are, of course, a plus." (Interviewee 3)

"It is the work task itself and solving that work task is what motivates." (Interviewee 4)

"The first thing that comes to my mind is that the work is enough challenging. Not too difficult and not too easy." (Interviewee 5)

"One of the biggest things that motivates me is solving the problem. The work itself. I'm given some problems to solve." (Interviewee 6)

Related to autonomous motivation, which is the last positive theme, in addition to motivational factors and wellbeing, the interviewees described that they appreciate that they have completely own decision to something on their work. The discussions within this area concerned the remote work possibility and possibilities for voluntary office visits.

"Overall, the fact that remote work is an option, in my opinion, motivates me. In this kind of knowledge work that I do, I think it's important that remote work is enabled, so I don't have to go to the office and sit there with headphones on for 8 hours, but instead I can work remotely." (Interviewee 1)

"When there are those office moments occasionally, the interactions that occur are extremely motivating." (Interviewee 3)

"I can come, and in a sense, be present with people in that way." (Interviewee 6)

4.3.2 Negative Effects

The opposite themes for the ones mentioned, which the interviewees said to affect negatively, were ill-being, demotivational factors, and controlled motivation. Within the ill-being theme, many answers concerned blurred lines between work and free time, and routines becoming too similar, as well as decreased physical activities.

"In remote work, the days stretch differently because there's no pressure to leave home, and all that. It's incredibly easy to extend days when working remotely, unlike when I'm at the

office, where I have distress caused by discomfort of commuting and traffic." (Interviewee 1)

"I should exercise more. Remote work allows me to, for example, go to a gym, and provides more flexibility in my schedule. But, on the other hand, too often I end up sitting all day, without even standing up." (Interviewee 2)

"When I experienced remote work for the first time, and I had a summer vacation, I wondered for a week, maybe even two weeks during my summer vacation, why I don't feel at all like I'm on vacation, why I don't have that feeling of being on summer vacation. I talked about it with a friend, and the friend asked, 'what do I do when I go to work in the morning?' I said, 'well, I eat breakfast in the kitchen and then come sit at the computer.' The friend asked, 'what do I do when I'm on vacation?' I replied, 'I eat breakfast and come sit at the computer,' so the routines of starting a day at work and starting a day off becomes very similar in my case." (Interviewee 3)

"It's mentally challenging to see that work desk, and perhaps, in a way, when working from home, the work-related matters can stick more in the mind than if I would leave my laptop at the office." (Interviewee 4)

"I have fewer physical activities, as I don't commute to the workplace." (Interviewee 4)

"If everyone else leaves the office at 17:00, and one would be left alone, there might become a feeling like, 'okay, let's catch the same bus.' But then again, working remotely makes it easier to, for instance, attend an event and then continue working at home afterward. I wouldn't go back to the office after going to some activity. I'd never do that." (Interviewee 5)

"Taking a day off means sitting in the same chair but in front of a different computer. So, it doesn't really feel like a change in that sense." (Interviewee 5)

Challenges to take breaks were also mentioned by one of the interviewees.

"I know the challenge I have to work on, and it's taking breaks during remote work. That's my issue." (Interviewee 1)

Ergonomics was seen as an issue by one of the interviewees, and the same interviewee mentioned that it feels that there is less empathy while working remotely.

"It affects the ergonomics a bit." (Interviewee 6)

"If there would be that personal connection that comes through actual shared moments, in many situations, even if there's a difficulty, everything is much easier to resolve, and people are more willing to allow for mistakes or bad days, or whatever it may be if the other really knows that person. People become much more empathetic towards them." (Interviewee 6)

Some interviewees also mentioned that they feel that their nutrition quality has decreased because of remote work, and social skills have become weaker.

"Eating at home while working remotely, I often have a microwaved meal, which isn't too healthy. In the office, there would be a restaurant that includes salads as well." (Interviewee 2)

"Social skills may have weakened a bit because we don't see people as much. It requires having quite a bit of a social life during free time to ensure that the social aspect doesn't lack of." (Interviewee 4)

Factors that demotivated interviewees were related to goals that are not personal, some difficulties in ad-hoc matters, sense of urgency, as well as weakening relationships with colleagues.

"Especially goals related to things that I, myself, cannot influence. For instance, if we have a goal like achieving a certain level of job satisfaction, and it's a shared goal for a larger group, then it might not be very motivating because I might not be able to influence it on my own." (Interviewee 1)

"If there are tasks that really require a lot of collaboration and brainstorming, it's not as quick and easy remotely as it is in person. Especially in those moments, I might think, 'this work is not going anywhere, and oh no, I should start doing it again, and I don't know, and how do I do this, and oh, it would be nice to talk to someone,' and these kinds of thoughts. So, in those moments, it was quite challenging, but of course, I've always managed to get over them. I can just reach out to a colleague and say, 'hey, could we have a quick discussion about this, how do we really handle this task?' So, then I always remember that yes, it can be done remotely too. It's just not as spontaneous as it is in the office." (Interviewee 1)

"Maybe there's a challenge that if one would want to discuss something related to a work task. It can be a bit more difficult." (Interviewee 4)

"Of course, being constantly in hurry would reduce motivation. If there would be constant rush, it would certainly decrease motivation significantly. It wouldn't increase motivation to get things done quickly just because there's a rush. Instead, it would probably worsen and slow down the whole process." (Interviewee 5)

"I do feel that I would be at my best if I could be present with people, and I could work efficiently that way. It would be more effective to be able to ask questions immediately. To me, that's probably the biggest downside of remote work. When we're not physically present, we miss out on the aspect of getting to know people, which influences on so many things." (Interviewee 6)

"It has had a negative impact on motivation, as the sense of doing things together and being present disappears. It affects my motivation." (Interviewee 6)

Lastly, someone controlling your own decisions, in the form of compulsory office days in this case, was something that one of the interviewees pointed out.

"If, for example, applying for a new job, and there would be a mention that they hope visits to the office once a week. Such a separate request would be somewhat alarming. Like, I don't want to commit even once a week. If I want to go to the office, I'll go, but having to go once a week, especially if it were compulsory, would make me quite skeptical." (Interviewee 5)

4.4 Summary of Results

The results of the interviews are summarized in Table 1. The visualization highlights that within all the areas, the interviewees had faced both positive and negative aspects.

Table 1. Summary of the results.

	Positive effect	Negative effect
Overall remote work experience	+ Autonomy and flexibility	- Worklife boundaries, and social, emotional and physical wellbeing challenges
Need for autonomy	+ Increased flexibility + Reduced disturbances	- Environmental and ergonomic challenges - Boundary and health concerns
Need for competence	+ Amount of feedback + Personal development	- Feedback challenges - Increased urgency and inhumanity
Need for relatedness	+ Effective communication and collaboration + Emphasis on safety and supportive environment	- Challenges in team dynamics - Feedback quality
Factors affecting motivation and wellbeing	+ Wellbeing + Motivational factors + Autonomous motivation	- Ill-being - Demotivational factors - Controlled motivation

As mentioned earlier, some of the interviewees mentioned that they felt that their need for autonomy and competence has not been affected because of working remotely. However, every interviewee said that the need for relatedness has been affected while they work remotely.

Even though the mentions on not having a different feeling about the level of autonomy while working remotely, a higher level of autonomy and flexibility that comes within it, and how it affects positively, was raised on many occasions. Similarly, the feeling that the connection with others has become weaker was something that popped out often during the interviews. Moreover, another topic that the interviewees shared their experiences quite a lot, was about feedback. Most of them said that there is much more of it while working remotely, but at the same time many of them highlighted that the value of it has decreased.

5 Discussion

Comparison of the results of this study to previous research is discussed in this chapter. The first section covers the findings related to SDT's three basic psychological needs, and the latter section discusses other findings.

5.1 The Three Basic Psychological Needs

The findings of this study, and the results of research on remote work's effects on one's basic psychological needs by Gagné et al. (2022) share many similarities, but also some of the findings from the previous research were not even mentioned during the interviews in this

study. Similarly, some topics, such as feedback that the interviewees in this study pointed out, were not mentioned previously. Table 2 summarizes the main findings of both studies.

Table 2. Comparison of results related to the basic psychological needs.

		Previous research	This study
Need for autonomy	Positive	+ Flexible schedules. + Less commuting. + More time for other activities.	+ Increased flexibility. + Reduced disturbance.
	Negative	- Close monitoring. - Home-work conflicts. - Increased demands.	- Environmental and ergonomic challenges. - Boundary and health concerns.
Need for competence	Positive	+ Worldwide access to information and communication. + Remote learning opportunities. + Increased role clarity. + Increased self-efficacy.	+ Amount of feedback. + Personal development.
	Negative	- Information overload. - Requirement to learn and maintain technological skills. - Technological hassles.	- Feedback challenges. - Increased urgency and inhumanity.
Need for relatedness	Positive	+ Face-to-face or virtual communication. + Connecting with people across time and space.	+ Effective communication and collaboration. + Emphasis on safety and supportive environment.
	Negative	- Social and professional isolation. - Lack of social support. - Less meaningful colleague relationships.	- Challenges in team dynamics. - Feedback quality.

Starting with the need for autonomy, Gagné et al. (2022) reported flexible schedules, less commuting, and more time for other activities having a positive impact. Increased flexibility was raised on many occasions in this study, and it covers pretty much all the previous findings. However, reduced disturbance was a finding of this study, that Gagné et al. (2022) did not report. This finding could be heavily dependent on the living condition of an individual, since even though some of the interviewees in this study brought it up, there were opposite thoughts as well. Those who lived alone, or had peaceful environment even though living with others, pointed out that it is much easier to focus on work when working remotely. Based on the comments of the interviewees, one needs to try to make some arrangements to guarantee a peaceful work environment while working remotely if there are others living in the same location.

As for a negative effect on the need for autonomy, Gagné et al. (2022) reported close monitoring, home-work conflicts, and increased demands. Within this point of view, the results

of this study were related to health and boundary concerns, as well as environmental and ergonomic challenges. Therefore, it could be said, that only one of those findings was similar between these studies, as monitoring was not even mentioned in interviews of this study. Increased demands, however, were mentioned multiple times later when interviewees of this study discussed the need for competence. Therefore, it could be thought that the monitoring aspect is more dependent on the country or region where one lives. The regulations on how employers can monitor their employees differ a lot, when comparing, for example, Europe, the US, or Asia.

On the positive side on the need for competence, the results of this study were concerning increased amount of feedback, and personal development opportunities, whereas the findings of Gagné et al. (2022) were about increased access to information and communication, larger learning opportunities, and increased self-efficacy and clarity of one's own role. Self-development was thus in place on the results in both studies. Whether one's own role is clear or not was not raised in this study, not even once, and thus it might depend on the workplace, or being largely cultural dependent matter, as individualism is a large part of way of life in Finland. Moreover, being self-imposed probably relates to the same aspect. However, the amount of feedback that the interviewees of this research said to being larger because of remote work, might have something to do with, whether things are clear or not.

On the negative side of the need for competence, Gagné et al. (2022) reported technological difficulties, as well as information overload. Only another aspect of those was similar based on the results of this research. Increased urgency and inhumanity go well hand in hand with information overload, but most probably technological difficulties were not reported within this study, as the people who work in the IT industry, are probably more skillful within technical matters than if, for example, thinking about the whole job markets. Moreover, the interviewees of this study pointed out that the feedback quality has decreased. People receive more feedback overall, mostly positive, but the constructive aspect is missing, which affects the feeling of being competent.

On the need for relatedness, Gagné et al. (2022) found communication, and connecting with people across time and space to have positive impact. Effective collaboration and communication were a finding of this study that supports those previous findings. Many of the interviewees of this study appreciated having discussions also on matters that are not entirely

related to work tasks, and some had experience of simulating an office environment with longer online calls. Moreover, having cameras turned on seems to have a positive impact. A finding of this study, which was related to psychological safety at work, was something that Gagné et al. (2022) did not report. Even though many of the interviewees of this study said to be motivated about problem solving, the message was still that it does not really matter what problems you are solving if the work environment is not safe.

The negative side of the need for relatedness was quite similar in this study than it was reported by Gagné et al. (2022). Social isolation was the main finding in both. Results by Gagné et al. (2022) mentioned especially less meaningful colleague relationships, which was brought up in this study as well. Additionally, the interviewees of this study pointed out decreased quality of feedback affecting their feeling for being connected to others, mostly because the feedback mainly concerns the work itself, not how one is as a person. This was something that Gagné et al. (2022) did not report.

Moreover, one of the centric parts of SDT is controlled and autonomous motivation. Based on the results of this study, someone controlling one's office visits was seen as extremely negative, but when companies offer possibilities to that, those office visits were seen as positive. Basically, meaning that when one has a say on how to perform their job, it is seen as extremely positive.

5.2 Other Findings

When comparing the findings of this study to motivational theories, other than SDT, the results related Maslow's (1943) Hierarchy of Needs seem to be like what Rojas et al. (2023) argued. Based on the results of this research, hierarchical order might not be compulsory. The result of this study speaks behalf of that even though Maslow's love needs, such as relationships with others, might not have been met, one can still feel being respected and being confident. Those are at the higher level in Maslow's model.

The findings of this study, compared to Herzberg's (1959) Two-Factor Theory seem to be in line. Based on the interviews, recognition and meaningful work tasks increase motivation, and whilst decreased relationships might affect one's motivation negatively, that was not the case with every interviewee.

Vroom's (1964) Expectancy Theory concerns the areas that were not focused that much on the interviews, however, one of the interviewees mentioned that own expectations on work tasks does affect motivation. According to that interviewee, tasks are almost every time more challenging than they are first thought, and it decreases motivation.

Locke's (1986) Goal Setting Theory was something, on which the result of this study seems to be in line as well. The interviewees said that goals, which you cannot affect too much, are not motivating, so it supports the "commitment" part of the theory. The interviewees mentioned that larger goals, which concern multiple people, are not motivating. Within the "clarity" of tasks, one of the interviewees mentioned that it is enjoyable to find the solution, without having too strict instructions on how to achieve the goal. The "challenge" and "complexity" of tasks was something that multiple interviewees appreciated – tasks should be enough challenging. Not too easy, but not too difficult either. As an opposite to other aspects of this theory, the "feedback" part seems to be the one that the interviewees wanted to point out, as they felt that constructive feedback is almost lost because of remote work. The interviewees said that mostly positive feedback is given, and thus it is difficult know whether one is doing well or not that well, related to their goals.

5.3 Limitations of This Study

This study was performed in Finland, and it focused on the IT industry. Most probably, the findings would be much different if performing this kind of a study in some other country, or within another industry. Finland, as a very individualistic country, does not maybe provide clear overall picture globally, since remote work might fit more than well into Finnish work life, compared to many other cultures.

Moreover, while working remotely, people in the IT industry might not face similar technological issues as other people. They are digital and technical experts, and thus some of the technical challenges are not affecting them as much.

5.4 Future Research

Broadening this kind of research to other industries would be beneficial. Typical people in the IT industry are used to working with their computers and being separated from others.

Therefore, as they have chosen this kind of career, the effects of remote work on their motivation might be different to people working in another industry. Also, this study was conducted within a one single project, so having interviewees from multiple projects could open the situation a bit more.

Moreover, as it was mentioned in the previous research. Close monitoring, and such things were seen as an issue somewhere. Well, that was not the case with this research. None of the interviewees mentioned anything about it, and thus it also speaks on behalf of performing this type of research in another country.

Additionally, feedback was discussed a lot in this research, which was not the case in previous research findings. Therefore, there could be a need to research how companies could improve their feedback practices. To make it more meaningful and beneficial.

If generational difference is also something that one is interested in, a similar type of research could be directed towards other another generation than "Generation Y" or "Millennials". This study did not purposefully focus on this generation, but after the interviews were completed, it was clear that all the interviewees belonged to the same generation.

6 Conclusions

Most of the companies adopted surprisingly quickly remote mode when the COVID-19 pandemic hit the world. For some, it was not anything new, but for some it was a huge change. From an individual perspective, it meant increased freedom, as well as responsibilities to handle, as people did not see each other face-to-face anymore that much, and thus support from colleagues was different.

This study focused on what kind of consequences remote work has had for one's motivation. The data was collected through semi-structured interviews, and it was analyzed with a thematic approach. The context was IT industry in Finland, and because of nature of the industry and country, the results might not be applicable around the globe.

The results displayed that there might not have been an enormous difference, whether one feel being autonomous, which however seems to increase because of remote work, according to

many of the interviewees, but also how the people feel being competent was something where the interviewees of this study did not see a clear difference. As an opposite to that, the result of this study highlights that people feel that they are not as much connected to others because of remote work. Therefore, companies should provide options for office days for their employees, but not to make those compulsory, as according to this study, while it being compulsory, it negatively affects to employee's motivation.

Compared to other studies around the area, the results of this study were missing a negative close monitoring point of view, which could be a cultural dependent matter, but it adds to the topic the matter of a decreased feedback quality. Also, the results of this study pointed out that the amount of flexibility has been increasing because of remote work, and people appreciate it much.

The suggestion for further studies lies in focusing on different industries or generations, as the interviewees of this study only belonged to "Generation Y" or "Millennials". Additionally, the focus in this interview was only within Finland, so thus performing similar research in some other country could provide different results.

To end this research, it seems that even though the negative aspects, remote work is something that the employees do not want to live without.

"You can work from anywhere in the world, and when there is that freedom and flexibility in your own daily life and other aspects of life, and to develop yourself, then there are indeed those positive aspects." (Interviewee 6)

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Appendices

Appendix 1: Interview Guide in English

INTERVIEW GUIDE

Thank you for participating in this interview on remote work and its effects on motivation at work. The research is conducted by Jesse Hannonen, studying at Arcada University of Applied Sciences.

CONSENT

Contribution to this research will be anonymous and totally voluntary.

You will be asked to answer multiple open-ended questions, and it is up to you whether you like to answer all, some or any of the questions. The interview will be recorded, and after transcribing the results word-to-word, the recordings will be deleted.

Interviewees have been informed beforehand about the conditions above, and by participating in this interview, the interviewee agrees on the conditions and usage of the interview results in the research.

QUESTIONS

Background

- What is the generation you belong to; Generation X (1965–1980), Millennial (1981–1996), or Generation Z (1997–2012)?
- What is your role at work?

Remote Work

- How would you describe your overall experience with remote work? What kind of advantages and disadvantages have you faced because of working remotely?

Autonomy

- Could you share examples of how working remotely has provided you, more or less, autonomy compared to when working onsite? How has this impacted on your daily work?
- How have you been able to customize your remote work settings? How do those help you in your work?

- Can you recall external factors, such as family or home environment challenges, impacting your motivation? How did you manage the situation?

Competence

- Could you share experiences where you really felt competent while performing your work remotely? How does this compare to similar situations at onsite work?
- How has remote work affected skill development and learning new things?
- Can you recall instances when you received feedback while working remotely? How did it impact your motivation and sense of being competent, differently than receiving feedback in an onsite environment?

Relatedness

- Could you share examples of how you have built or maintained connections with your team while working remotely? How does this differ from your onsite work experiences?
- How do you see communication and social interaction being different in remote work and onsite work?
- Can you recall when support from your colleague or supervisor really boosted your motivation? How did this make a difference for you?

Motivation and Well-being

- What motivates you to perform well in a remote work environment? What demotivates? What are the differences to onsite settings?
- How does achieving goals contribute to your motivation?
- How do you see remote work affecting your overall well-being? How do you take care of a healthy work-life balance while working remotely?
- How do you stay motivated when working independently and not in a traditional office setting? What kind of challenges have you faced in maintaining motivation while working remotely?

Thank you for participating in this research. Those were all the questions that I had. Is there anything else that comes to your mind, and you would like to add to the topic?

Appendix 2: Interview Guide in Finnish

HAASTATTELUOPAS

Kiitos osallistumisestasi tähän haastatteluun, joka käsittelee etätyötä ja sen vaikutuksia työmotivaatioon. Tutkimuksen tekijä on Arcada Ammattikorkeakoulun opiskelija Jesse Hannonen.

SUOSTUMUS

Osallistuminen tähän tutkimukseen on anonymia ja täysin vapaaehtoista.

Sinua pyydetään vastaamaan useisiin avoimiin kysymyksiin, ja on täysin sinusta itsestä kiinni, haluatko vastata kaikkiin, joihinkin vai mihinkään kysymyksistä. Haastattelu nauhoitetaan, ja tulokset transkriboidaan sanasta sanaan, minkä jälkeen nauhoitteet poistetaan.

Haastateltaville on etukäteen kerrottu yllä mainituista ehdoista, ja osallistumalla tähän haastatteluun, haastateltava hyväksyy kyseiset ehdot ja haastattelun tuloksien käytön tutkimuksessa.

KYSYMYKSET

Taustatiedot

- Mihin sukupolveen kuulut; X-sukupolvi (1965–1980), Milleniaali (1981–1996) vai Z-sukupolvi (1997–2012)?

- Mikä on työnimikkeesi?

Etätyö

- Miten kuvailisit kokemuksiasi etätyöstä yleisesti? Minkälaisia etuja ja haittoja olet kokenut etätyöstä koituvan?

Autonomia

- Voitko kertoa esimerkkejä, miten etätyö on tarjonnut sinulle, enemmän tai vähemmän, autonomiaa verrattuna työskentelyyn paikan päällä? Miten tämä on vaikuttanut päivittäiseen työhösi?

- Miten olet voinut mukauttaa etätyöympäristöäsi? Kuinka nämä mukautukset ovat auttaneet sinua työssäsi?

- Minkälaisia ulkoisia tekijöitä, kuten perhe haasteet tai kotiympäristö, tulee mieleesi, jotka ovat vaikuttaneet motivaatioosi? Miten hoidit tilanteen?

Pätevyys

- Voitko jakaa kokemuksia, joissa tunsit olevasi todella pätevä työskennellessäsi etänä? Miten tämä vertautuu vastaaviin tilanteisiin työskennellessäsi paikan päällä?
- Miten etätyö on vaikuttanut taitojen kehittämiseen ja uusien asioiden oppimiseen?
- Millaisia tilanteita tulee mieleesi, joissa sait palautetta työskennellessäsi etänä? Miten se vaikutti motivaatioosi ja pätevyyden tunteeseesi eri tavalla kuin palautteen saaminen paikan päällä?

Vuorovaikutus

- Voitko jakaa esimerkkejä, miten olet luonut tai ylläpitänyt yhteyksiä tiimisi kanssa työskennellessäsi etänä? Miten tämä eroaa paikan päällä tapahtuneista kokemuksistasi?
- Miten kommunikaatio ja sosiaalinen vuorovaikutus mielestäsi eroavat etätyössä ja paikan päällä työskennellessä?
- Minkälaisia tilanteita tulee mieleesi, joissa kollegan tai esihenkilön tuki todella lisäsi motivaatiotasi? Miten se teki vaikutuksen sinuun?

Motivaatio ja hyvinvointi

- Mikä motivoi sinua suoriutumaan hyvin etätöissä? Entä mikä vähentää motivaatiotasi? Miten nämä eroavat paikan päällä tapahtuvasta työskentelystä?
- Miten tavoitteiden saavuttaminen vaikuttaa motivaatioosi?
- Miten näet etätyön vaikuttavan kokonaisvaltaiseen hyvinvointiisi? Miten pidät huolta hyvästä työ- ja vapaa-ajan tasapainosta, kun työskentelet etänä?
- Miten pysyt motivoituneena työskennellessäsi itsenäisesti etänä, perinteisen toimistoympäristön sijaan? Minkälaisiin haasteisiin olet törmännyt etätöissä ylläpitääksesi motivaatiota?

Kiitos osallistumisestasi tähän tutkimukseen. Tuossa olivat kaikki kysymykseni. Tuleeko mieleesi vielä jotain muuta, mitä haluaisit lisätä aiheeseen liittyen?

Appendix 3: Data Analysis

	Need for autonomy		Need for competence		Need for relatedness	
	1st codes:	Themes:	1st codes:	Themes:	1st codes:	Themes:
PROS	<ul style="list-style-type: none"> + Possibilities to decide when and from where to do your job + More free time + Less disturbs when working remotely 	<ul style="list-style-type: none"> + Increased flexibility + Reduced disturbances 	<ul style="list-style-type: none"> + More feedback overall + Increased sense of competence + Easier to include self-development as part of everyday routines + Easier to give and receive feedback + Improved context switching skills 	<ul style="list-style-type: none"> + Amount of feedback + Personal development 	<ul style="list-style-type: none"> + Non-work-related online meetings + "All day" online meeting reservations for ad-hoc matters (stimulating office environment) + Feeling of being heard + Safe work environment + Dedicated communication channels to certain topics (also for non-work-related matters) + Cameras turned on during meetings 	<ul style="list-style-type: none"> + Effective communication and collaboration + Emphasis on safety and supportive environment
CONS	<ul style="list-style-type: none"> - External disturbance - Less ergonomically - People work remotely while being sick - Blurred line between work and free time - Less physical activities 	<ul style="list-style-type: none"> - Environmental and ergonomic challenges - Boundary and health concerns 	<ul style="list-style-type: none"> - Less constructive feedback - Less personal feedback - A sense of urgency - Multitasking - Difficulties in giving feedback - Less humanity 	<ul style="list-style-type: none"> - Feedback challenges - Increased urgency and inhumanity 	<ul style="list-style-type: none"> - Weaker sense of togetherness - Team building difficulties - Difficulties in ad-hoc matters - Feedback feels less valuable and less personal 	<ul style="list-style-type: none"> - Challenges in team dynamics - Feedback quality

Appendix 4: Interview Translations

Section	Interview Answers in Finnish	Translations to English
4.1.1	“Aloitan aikaisin ja se on helpompaa tälleen kun on etänä, että se niinku tuo sellaista tietynlaista vapautta siihen arkeen ja tekemiseen.” (Haastateltava 1)	"I start early, and it's easier like this when working remotely. It brings a certain kind of freedom to everyday life and activities." (Interviewee 1)
	“Kun teen työtä kotoa niin mä voin itse päättää, että milloin haluan kommunikoida muiden kanssa. Tottakai poislukien palaverit. Eli ei tarvitse välittömästi reagoida vaikka chat viesteihin ja sähköpostiviesteihin. Minulla on parempi flow sitten päällä. Myös auttaa vähän siten, että sitten helpommin voin päättää, että milloin aloitan ja milloin lopetan. Helpompi myös päättää, että milloin pidän taukoja.” (Haastateltava 2)	"When I work from home, I can decide when I want to communicate with others, excluding meetings, of course. So, I don't have to react immediately to chat messages and emails. I have a better flow going. It also helps a bit in a way that I can more easily decide when I start and when I finish. It's also easier to decide when I take breaks." (Interviewee 2)
	“On parempi, kun kotona hiljaisuudessa yksin saa tehtyä, että ei ole sitä toimisto hälinää ja työkavereita keskeyttämässä.” (Haastateltava 6)	"It's better, when at home in silence alone, I can get things done without the office noise and colleagues interrupting." (Interviewee 6)
	“Oon kokenut tän etätyöskentelyn positiivisena, että on enemmän vapaa-aikaa ja sitten enemmän yleisesti energiaa kun ei tarvitse matkustella. Voi keskittyä vaikka vapaa-ajan juttuihin enemmän ja sitten pystyy keskittymään noihin työtehtäviin paremmin kun saa olla omassa rauhassa.” (Haastateltava 4)	"I have experienced remote work as positive. There is more free time and generally more energy when there is no need to commute. I can focus more on my own activities and then concentrate better on work tasks when I can be in my own peace." (Interviewee 4)
	“Siis positiivinen kuva pääsääntöisesti, eli pidän kyllä etätyöstä. No eduthan on siis, että ei tarvitse lähteä mihinkään. Mä voin vaan herätä ja pestä hampaat ja pistää kahvia tippumaan, niin mä oon jo töissä siinä vaiheessa kun kahvi vielä tippuu.” (Haastateltava 5)	"So, generally a positive view, I do like remote work. Well, the benefits are that I don't have to go anywhere. I can just wake up, brush my teeth, and start brewing coffee, and I'm already at work by the time the coffee is still dripping." (Interviewee 5)
	“Eduista voisi lähteä siinä liikkeelle, että mä en ole vielä kertaakaan asunut siellä missä toimistoni on.” (Haastateltava 3)	"As for the benefits, I could start with the fact that I haven't ever lived where my office is located." (Interviewee 3)
	“Mahdollistaa paljon laajemmat työskentelymahdollisuudet, että nykyään voit tehdä töitä kenelle vaan, missä maassa vaan, mille yritykselle vaan, kun pystyy tekemään etänä, ja on digitaalista työtä, niin sun työskentelymahdollisuudet on paljon laajemmat kuin ennen vanhaan, jolloin pystyy työskentelemään lähinnä vaan omassa kaupungissa, tai samassa maassa. Nyt se on tavallaan rajatonta.” (Haastateltava 6)	"It enables much broader work possibilities. Nowadays, it is possible to work for anyone, anywhere, for any company, when working remotely. So, the opportunities are much broader than in the past when one could mostly work only in their own city or the same country. Now it's sort of limitless." (Interviewee 6)

	<p>“On alettu luottaa ihmisiin silleen, että ihmiset tekee kyllä työnsä missä he ovatkaan, ja ilman sellaista vahtimista, niin se on ollut ehkä semmoinen, niinku hyvä oivallus. Että sä voit miettiä niitä asioita myös vaikka metsäpolulla joskus, ja se voi olla tehokkaampaa kuin se, että sä istut toimiston penkissä.” (Haastateltava 6)</p>	<p>"Companies have started to trust people in such a way that they will do their work wherever they are, without constant monitoring. It has been a good realization. One can think about things even on a forest trail, and it can be even more effective than sitting in an office chair." (Interviewee 6)</p>
4.1.2.	<p>“Sellaiset satunnaiset kohtaamiset ja sellaiset nopeat hihasta vedot tietysti vähenee, kun ei ole kollegat siinä vieressä, niin sellainen niinku nopea yhteydenotto on aika hidasta. Yllättävän vaikea ottaa puhelin käteen ja soittaa. Eli sellainen niinku satunnainen sparrailu on aika harvinaista nykyään, ja se on tietysti tämän tyyppisessä työssä aika harmillista, ja sitten taukojen pitäminen ei ole niin luontevaa kun ei ole kukaan joka huutaisi että lähdetkö kahville, vaan että ihan itse pitää kahville lähteä, jos meinaa kahville mennä, ja useinhan se kahvi juodaan tässä työn kohdalla, eli sellaisia niinku taukoja ei samalla tavalla tule.” (Haastateltava 1)</p>	<p>"Random encounters and quick tapping on the shoulder naturally decrease when colleagues aren't nearby, so rapid contacting is quite slow in remote work. It's surprisingly challenging to pick up the phone and call. So, spontaneous brainstorming is quite rare nowadays, and it's, of course, unfortunate in this type of work. Also, taking breaks is not as natural when there's no one asking to go for coffee. One must go for a coffee themselves. And often, in this type of work, coffee is consumed while working, so those kinds of breaks don't happen in the same way." (Interviewee 1)</p>
	<p>“Saattaa olla joskus masentavaa olla ilman ihmisten seuraa..” (Haastateltava 2)</p>	<p>"It might be sometimes depressing to be without the other people." (Interviewee 2)</p>
	<p>“Jos olisi täysin etätöissä jatkuvasti, niin ei sitä tatsia ehkä saisi sitten niinku työkaverihin, ja ystävyyssuhteiden synnyttäminen myös olisi ihan varmasti tosi paljon vaikeampaa.” (Haastateltava 3)</p>	<p>"If I would be constantly working remotely, maybe the vibe with colleagues might not develop as it would be in an office setting, and creating friendships would definitely be much more challenging." (Interviewee 3)</p>
	<p>“Vaikea muodostaa sosiaalisia suhteita kollegoihin ja siis vähän niinku uupuu joku tietty sosiaalinen aspekti siinä niinku työsuhteessa, että oon kokenut, että aina parantuu kun näkee vähintään kerran livenä, niin sitten muodostuu vähän parempi suhde tähän henkilöön.” (Haastateltava 4)</p>	<p>"It's difficult to form social relationships with colleagues, so there's kind of a missing social aspect in the work relationship. I've experienced that it always improves when meeting at least once in person, then a better connection is formed with that person." (Interviewee 4)</p>
	<p>“Jos sä päivät pitkät istut vaan niinku yksin koneella tekemässä juttuja, sä oot niinku erillään kaikista muista ihmisistä, niin on se sitten aika yksinäistä puuhaa.” (Haastateltava 6)</p>	<p>"If sitting alone with computer all day long doing things, and being separated from all other people, it can be quite lonely." (Interviewee 6)</p>
	<p>“Hämääntyy se ikään kuin työn ja vapaa ajan raja.” (Haastateltava 1)</p>	<p>"It blurs the boundary between work and free time." (Interviewee 1)</p>
	<p>“Kotona, kun sitten kun saa laittaa niinku työläppäriin kiinni ja avaa sen oman tietokoneen siihen, niin siinä ei tule semmoista samanlaista pesäeroa.” (Haastateltava 5)</p>	<p>"At home, when closing the work laptop and opening personal computer, there isn't that same clear boundary." (Interviewee 5)</p>
	<p>“Huonoja puolia on se, että semmoinen niinku yhteishenki ja työpaikalla oleva semmoinen sosiaalinen liima katoaa, että ei enää niinku tunneta</p>	<p>"The downside is that the sense of community and the social bond at the workplace disappear, and people don't</p>

	toisiaan, että se yhteisöllisyys vähenee.” (Haastateltava 6)	really know each other anymore, so the sense of togetherness decreases.” (Interviewee 6)
	“Kalenteri täyttyy vähän eri tavalla kun toimistotyössä, että toimistotyössä ne toimistokontaktit mitä syntyy, ihan niinku normaalin jutustelun kautta, niin mahdollistuu eri tavalla, ja se myös vähentää sitten niiden kokousten tarvetta, että niinku kokousten määrä on niinku lisääntynyt, että se on suora vaikutus ainakin itsellä ollut etätöissä.” (Haastateltava 3)	"The calendar fills up a bit differently than in office work. In office work, the contacts that arise through casual conversations enable things differently, and it also reduces the need for meetings. So, the number of meetings has increased, at least that's been a direct impact for me in remote work." (Interviewee 3)
	“Yksi tärkeä asia vielä, että jos lapsi on kipeä, ja hän on kotona, niin se sitten aiheuttaa aika kovaa stressiä.” (Haastateltava 2)	"One important thing is that if a child is sick and at home, it causes quite a bit of stress." (Interviewee 2)
	“Jos tehtävä itse on vähän tylsä, niin on hankalampi löytää motivaatiota siihen, että mä jatkan sitä tehtävää. Kuitenkin jos olisin toimistolla niin olisi se sisäinen panostus, että hei en halua että työkaverit sanoo mitään.” (Haastateltava 2)	"If the task itself is a bit boring, it's more difficult to find motivation to continue it. However, if I were at the office, there would be this internal commitment, like I wouldn't want my colleagues to say anything." (Interviewee 2)
	“Mulla ainakaan kotona ergonomia ei ole niin hyvä.” (Haastateltava 6)	"At least for me, the ergonomics at home are not as good." (Interviewee 6)
4.2.1	“Päivänsä rytmittää hieman eri tavalla kun on kotona. Ylipäätään tietysti työtehtävät on sellaisia, että aika lailla itse voi niinku päättää, että miten ja missä järjestyksessä työtään tekee ja miten asioita priorisoi. Kun on toimistolla, niin riippuu tosi paljon just siitä, että ketä muita siellä toimistolla on samana päivänä, että jos on ne kaikista läheisimmät tiimikaverit, niin silloin ei ole mun mielestä samalla lailla autonomia päättää siitä oman päivänsä kulusta, ja silloin en tietenkään voi silleen itse vaikuttaa siihen, että miten se päivän kulku menee, että etänä mä pystyn enemmän niinku ikään kuin mielestäni vaikuttamaan siihen.” (Haastateltava 1)	"The day can be structured a bit differently when being at home. Of course, the tasks are such that I can pretty much decide how and in what order I work on my tasks and how I prioritize things. When I'm at the office, it depends a lot on who else is there on the same day. If it's the closest team members, then in my opinion, I don't have the same autonomy to decide how my day will be. In that case, I cannot influence how the day goes, whereas while working remotely, I feel like having more control over the schedule." (Interviewee 1)
	“Pystyy aloittamaan ja lopettamaan aikaisemmin tai myöhemmin, niin on totta kai paljon sulavampaa, ja myöskin niin kun mahdollisuuksien mukaan taukojen pitäminen sitten päivän aikana on myös mahdollista, joka mun mielestä on enemmän autonomiaa niinku puoltavaa ehdottomasti.” (Haastateltava 3)	"I can start and finish earlier or later, so it's, of course, much smoother. Also, taking breaks during the day is also an option, which supports more autonomy." (Interviewee 3)
	“Mä voin esimerkiksi lähteä tekemään töitä myös jonnekin niin kun kotini ulkopuolelle, että oon tehnyt joskus työviikkoa ihan toisesta kaupungista, vaikka en siellä asukaan. Mahdollisuuksia se avaa myös siihen suuntaan, sen autonomisen liikkumisen kannalta.” (Haastateltava 3)	"I can, for example, go to work somewhere outside my home. I have worked in a completely different city, even though I don't live there. It opens up possibilities for autonomous mobility in that sense." (Interviewee 3)

<p>“Kyllähän se sillä lailla tarjoaa enemmän sitä autonomiaa kun toimistolla olo, että pystyt vaikka niinkun, ajankäyttöä pikkuisen autonomiasemmin hallitsemaan, että mihin aikaan täsmälleen päivästä teet. Miten pidät taukoja tarpeesi mukaan, ja sitten joskus se, että jos vaikka on joku ongelma ratkaistavana, niin pystyt tekemään sen päätöksen, että no hei minä lähdän pienelle kävelyllä miettimään tätä asiaa. Niinku sekun on etätöissä helpompaa, kuin toimistolla, mutta ehkä se eniten on semmoinen niinku ajankäyttö autonomia. Kukaan ei vahdi sitä sun tekemistä, niin kyllähän se on, että sun pitää olla itseohjautuva ja sä saat olla autonominen.” (Haastateltava 6)</p>	<p>"It offers more autonomy compared to being in the office. I can manage my time more autonomously, deciding when I do things, how I take breaks according to my own needs, and sometimes, if there's a problem to solve, I can decide to take a short walk to think about it. It's easier to do such things when working remotely than in the office, but maybe the most significant aspect is the autonomy in managing time. No one is monitoring, so I must be self-directed, and I get to be autonomous." (Interviewee 6)</p>
<p>“Toimistolla on enemmän häiriötekijöitä.” (Haastateltava 5)</p>	<p>"There are more distractions in the office." (Interviewee 5)</p>
<p>“Melua oli enemmän kotona, että vaikka kuinka oli ovet kiinni niin eihän ne väliovet blokkaa sitä ääntä, ja sen takia teinkin joskus saunassa, koska se oli ainoa paikka missä mä sain olla täysin omien ajatusteni kanssa.” (Haastateltava 1)</p>	<p>"There was more noise at home, and even though the doors were closed, they didn't block the sound. That's why I sometimes worked in the sauna because it was the only place where I could be completely alone with my thoughts." (Interviewee 1)</p>
<p>“Nykyään puolisokin tekee enemmän etätöitä, niin joudun tota istuskelemaan sohvalla ja se ei ole hyvä olkapäille ja niskalle.” (Haastateltava 2)</p>	<p>"These days, my spouse also works remotely more, so I end up sitting on the couch, and it really strains my shoulders, neck, and other areas." (Interviewee 2)</p>
<p>“Äänihäiriötekijät, semmoiset niin kun normaalin puheen ylittävät tekijät, niin ne on ehdottomasti häiriötekijöitä. Semmoisia, jotka laskee tuottavuutta. Etenkin jos on palaverissa, jossa pitäisi itse puhua, niin se on hankalaa jos ei kuule mitä puhuu.” (Haastateltava 3)</p>	<p>"Disturbing noise factors, those factors that exceed normal speech, are disruptive. They are the kind that reduces productivity, especially in a meeting where one should speak for oneself. It's challenging if you can't hear what is being said." (Interviewee 3)</p>
<p>“No kyllä se tekemiseen vaikuttaa kun ärsyttää, että varsinkin kun toinen ramppaa siinä edestakaisin, niin kyllä se niinku ärsyttää, ja kai se ärsytys sitten vaikuttaa jotenkin siihen työmotivaatioon.” (Haastateltava 4)</p>	<p>"Well, it affects productivity when I'm irritated, especially when the other person is moving back and forth. It annoys, and I guess that irritation somehow affects work motivation." (Interviewee 4)</p>
<p>“Eihän se niinku ollut mitenkään mahdollista silleen, että yhdistää tehokasta keskittävää asiantuntijatyötä, ja sulla on pienet lapset yhtä aikaa kotona, eli niinku se minusta ei ole niinku tässä etätöissä ollenkaan kestävä ratkaisu, että ihmisillä olisi pieniä lapsia kotona, ja yrittää silti myös tehdä töitä.” (Haastateltava 6)</p>	<p>"It wasn't possible to combine efficient, focused expert work when having small children at home. So, from my perspective, it's not a sustainable solution at all in remote work, when people have small children at home and still try to work." (Interviewee 6)</p>
<p>“Mikä musta on vähän valitettava ilmiö, että jos ihmiset on itse sairaana tai lapset on sairaana, niin nyt kun on tää etätö, niin herkemmin ihmiset niin kun joustaa siitä, että niin kun sairaanakin tekee joko itse töitä, tai sitten kun lapset on sairaana, niin yrittää silti kotoa tehdä töitä, vaikka siinäkin olisi</p>	<p>"What I find a bit regrettable is that if people are sick themselves or if their children are sick, now with remote work, people are more likely to compromise and still work when they are sick or when their children are sick, even though they have</p>

	<p>laillinen oikeus olla silloin pois töistä, niin se on musta niinku silleen vähän huono kehitys, mikä on tullut tästä etätyöstä, että ihmiset niinku joustaa omasta hyvinvoinnistaan.” (Haastateltava 6)</p>	<p>the legal right to take time off. I think it's a somewhat negative development that has come within remote work. People compromise on their wellbeing." (Interviewee 6)</p>
	<p>“Jos ihmisillä venyy työt sinne iltaan, että no lapset tuli aiemmin, lopetinkin klo 15, mutta teenpä sitten 2 tuntia vielä klo 21, kun lapset menevät nukkumaan, niin sekään musta ei ole niinku kestävä tie, että se työn ja vapaa-ajan välinen raja hämärtyy, ja sitten niinku iltoja ja öitä pitkin niinku pitää paikata mitä päivällä ei ehtinyt.” (Haastateltava 6)</p>	<p>"If people stretch their workday into the evening, like, 'well, the kids came home earlier, so I'll stop working in the afternoon, but I'll work for another 2 hours in the evening when the kids go to sleep,' I don't think that's a sustainable approach either. The boundary between work and free time gets blurred, and then, in the evening and during the night, one ends up having to make up for what they didn't have time for during the day." (Interviewee 6)</p>
4.2.2	<p>“Ihmiset harvoin antaa palautetta paikan päällä, että siltä tuntuu että monella on hankalaa sanoa jostain asiasta ihan suoraan päin naamaa, mutta etätyössä tulee joskus tämmöisiä lomakkeita, että voisitko antaa minulle palautetta ja minäkin saan sitten tämmöisen kautta säännöllisesti työnantajan kautta palautteita. Ja joskus vaikka jonkun palaverin jälkeen sitten tulee joskus suora pingaus joltain Haastateltavalta että hei, että meillä oli tosi kivaa, tai hei tämä suututti minua, niin se sitten matalammalla kynnyksellä menee chatin kautta varmaan ihmisillä. Itse yritän tota muistaa aina tota kiittää jos joku on tehnyt hyvää duunia.” (Haastateltava 2)</p>	<p>"People rarely give feedback in person. It seems difficult for many to express something directly to someone's face. However, in remote work, there are sometimes these forms that come up, asking to provide feedback, and through them, also I regularly receive feedback from my employer. Sometimes, after a meeting, someone directly pings me and says, 'hey, we had a great time,' or 'hey, this upset me.' It seems people find it easier to communicate through chat. Personally, I always try to remember to thank someone if they've done a good job." (Interviewee 2)</p>
	<p>“Mä sanoisin, että varmaan enemmän jopa tulee ehkä etänä niinku tälleen chatti muodossa. Kyllä se liveinä vaatii enemmän eforttiakin sitten myös.” (Haastateltava 5)</p>	<p>"I would say that probably more feedback comes while working remotely, especially via chat. Giving feedback in person requires more effort." (Interviewee 5)</p>
	<p>“Kyllä etänä tulee enemmän, ja siis tuokihan on viety pääosin virtuaalisesti, että palautetta kysytään palautekyselyillä, muun muassa, että aika harvoin, niin kun läsnä kuitenkin silleen kauheasti palautetta annetaan, varsinkaan pyytämättä.” (Haastateltava 6)</p>	<p>"Yes, more feedback comes while working remotely, and it's mainly done virtually. Feedback is often asked through feedback surveys. However, personal feedback is not given very often, especially without being asked." (Interviewee 6)</p>
	<p>“Kun olen etänä ja vastaan viestillä, niin voin tarkistaa sen helpommin jostakin ennen kuin vastaan. Kun liveinä sä joudut niinku sanoo välittömästi, ja sitten jos sä joudut sanoa että no tiedä, pitää tarkistaa, niin siitä tulee vähän sellainen olo, että nyt mä en osaa jotain mitä mun pitäisi osata.” (Haastateltava 1)</p>	<p>"When I work remotely and respond with a message, I can check it more easily before responding. In person, I must answer immediately, and if I have to say, 'I don't know, I need to check,' it gives a bit of a feeling like, 'now I don't know something that I should know.'" (Interviewee 1)</p>
	<p>“Sellainen olo mulla ehkä tulee, että etänä mä koen, että on helpompi olla semmoinen “kylmän” pätevä.” (Haastateltava 6)</p>	<p>"I feel that when working remotely, it's easier for me to be 'coolly' competent." (Interviewee 6)</p>

	<p>“Ei ole tavallaan tullut siinä tyhjissä kalenterin kohdissa mieleen sitä, että kehitänpä nyt itseäni, vaan pikemminkin, jos on ollut joku työtehtävä jota ei osaa tehdä, niin sen sijaan että jättää tekemättä ja pyytää jotain muuta tekemään, niin onhan se niinku itseopiskelu siinä etätyöpäivän aikana helpompaa, kun häiriötekijöitä on paljon vähemmän. Eikä ole semmoista houkutusta sitten tavallaan semmoisessa tyhjässä ajassa lähteä sitten juttelemaan jonkun työkaverin kanssa.” (Haastateltava 3)</p>	<p>"It hasn't really come to my mind to develop myself during those empty slots in the calendar. Instead, if there's been a task I don't know how to do, rather than leaving it undone and asking someone else to do it, self-learning during day, while working remotely, is easier when there are fewer distractions. There's no temptation to chat with a colleague during an empty calendar slot." (Interviewee 3)</p>
	<p>“Useinhan tulee niinku vaan tögätyynä chatti viestin muodossa. Mä oon ihan ok sen kanssa, mun mielestä se on ehkä jotenkin niinku helpompikin tavallaan, tai siis niinku mä voin kuvitella, että livenä se voisi olla, jotenkin, en mä nyt sano että se on kiusallista, mutta se voisi ehkä olla kiusallisempaa livenä, kuin että saa jonkun tögätyn chatti viestin, niin siinä sun ei tarvitse reagoida siihen niinku silleen livenä ilmeillä, tai jotenkin. Ehkä se niinku se oma reaktio, niin se on se niinku mikä voisi olla sitä kiusallista livenä. Kuinka tässä nyt sitten pitäisi olla.” (Haastateltava 5)</p>	<p>"Often it just comes as a tagged chat message. I'm okay with it. I think it might be somehow easier, or I mean, I can imagine that in person it could be, somehow, I won't say awkward, but it might be more awkward in person than receiving a tagged chat message. In a chat, one doesn't have to react to it with facial expressions or in some way, which would be the case in person. Maybe that own reaction is what could be awkward in person. How should one act in this situation?" (Interviewee 5)</p>
	<p>“Jos mietitään sitä, että meillä on niin kun vaikka, sanotaan että on 5 palaveria päivässä, ja on kaikki eri aiheista, ja niiden välissä on vartin tauko, niin se että sä pystyt asennoitumaan ja tavallaan kääntää sen scopen sitten seuraavaan asiaan, niin tavallaan niinku semmoiseen oppiminen ja siihen tottuminen on ollut ehdottomasti semmoinen jossa on kehittynyt.” (Haastateltava 3)</p>	<p>"If considering that, for example, there is, let's say, 5 meetings a day, all on different topics, with a 15-minute break in between. Being able to adjust the mindset and kind of shift the focus to the next thing has definitely been developed." (Interviewee 3)</p>
	<p>“Totta kai aina positiivinen palaute niinku piristää ja tuo sellaista niinku buustia, että jes mä oon niinku onnistunut jossain, mutta koen myös, että rakentava kehittävä palaute on aina paikallaan koska se auttaa sitten fokuoitumaan oikeisiin asioihin ja kehittää sitä omaa toimintaa, että huomaa että sitä saan huomattavasti vähemmän, että niitä kehuja kyllä tulee.” (Haastateltava 1)</p>	<p>"Of course, positive feedback always feels great and brings a boost, like, 'yes, I succeeded in something.' But I also feel that constructive developmental feedback is always valuable because it helps to focus on the right things and improve one's own actions. I notice that I receive much less of that constructive feedback." (Interviewee 1)</p>
	<p>“Tavallaan semmoinen, niinku arjessa se palautteen saaminen, niin yleensä ne kokoukset keskittyy siihen itse aiheeseen, ja sitä kautta sitten niitä kommentteja toki saattaa tulla, että “onpa tämä kiva”, ennemmin kuin että “oletpa sinä kiva”.” (Haastateltava 3)</p>	<p>"In a way, in everyday life, and receiving feedback. Meetings usually focus on the actual topic, and through that, comments may raise like 'this is nice' rather than 'you are nice.'" (Interviewee 3)</p>
	<p>“Ei kyllä tule kriittistä mun mielestä niinku ollenkaan, vaikka välillä tuntuu, että niinku voisi ehkä tullakin.” (Haastateltava 5)</p>	<p>"I don't really receive critical feedback at all, even though sometimes it feels like I should." (Interviewee 5)</p>

	<p>“Se vaikuttaa siihen palautteeseen, että kun ollaan aina vaan virtuaalisesti, niin sitten se palaute koskee enemmän semmoisia ammattitaitoja. Palaute on sillä lailla “kylmempää“, kun ollaan etänä.” (Haastateltava 6)</p>	<p>"It affects the feedback. Since we're always remotely, then the feedback is more related to professional skills. The feedback is kind of 'colder' when working remotely." (Interviewee 6)</p>
	<p>“Mä niinku huomaan, että nyt siis ylipäätään jotenkin työn tahti on kiihtynyt tosi paljon ja tuntuu että pitää niinku hanskata pelkästään työpäivän aikana niin monia työhön liittyviä asioita koko ajan.” (Haastateltava 1)</p>	<p>"I notice that overall, the pace of work has increased a lot, and it feels like I have to handle so many work-related things all the time during the day at work." (Interviewee 1)</p>
	<p>“Jää niinku puuttumaan se aspekti sille, että jos me tunnettaisiin toisemme paremmin ihmisinä ja työkavereina.” (Haastateltava 6)</p>	<p>"It lacks that aspect of knowing each other better as individuals and colleagues." (Interviewee 6)</p>
	<p>“Mä koen, että siinä on korkeampi kynnyks sanaa mitään, kun ei ole luonnollisessa, niin kun ihmisinä, samassa tilassa.” (Haastateltava 4)</p>	<p>"I feel that there is a higher threshold to say anything when we are not in the same natural space as human beings." (Interviewee 4)</p>
4.2.3	<p>“Oltiin sen saman linjan äärellä, vaikka koko ajan tehtiin töitä, että oltiin vaan ne kamerat pois päältä ja mikit pois päältä, ja sitten varovasti huudeltiin tai laitettiin viestiä, että hei avattaisko mikit ja juteltaisiin vähän tästä, että tavallaan niinku oli sellainen fiilis, että tehdään yhdessä, vaikka ollaan etänä ” (Haastateltava 1)</p>	<p>"We were on the same online call, even though we were working all the time. We just turned off the cameras and muted the microphones, and then carefully asked or sent a message like, 'hey, should we turn on the microphones and talk a bit about this?' So, there was kind of a feeling of doing things together even though we were working remotely." (Interviewee 1)</p>
	<p>“Ruvettiin niinku pitää enemmän sellaista vapaamuotoisempaa online keskustelua, että varattiin sellaisia kahvihetkiä, tai muita jutusteluhetkiä ihan säännöllisesti kalenteriin. Jos niitä ei sinne laittanut, niin ne ei sinne koskaan olisi mahtunut randomisti, versus mitä toimistolla ollessa just tulee, että no lähdetäänpä käymään yhdessä kahvilla.” (Haastateltava 1)</p>	<p>"We started to have more informal online discussions, scheduling things like coffee breaks or other chat sessions regularly in the calendar. If one didn't put them there, they would never randomly fit into calendars, unlike what happens when being in the office, like 'let's go for a coffee together.'" (Interviewee 1)</p>
	<p>“Mulla oli yks työkaveri, jonka kanssa oltiin samassa puhelussa ihan koko päivä, vaikka kukaan ei sanonut mitään, vaikka puoleen tuntia. Tehtiin molemmat töitä siinä koneella, niin sitten yhtäkkiä silleen “hei mites tää muuten tehtiin”, että me oltiin toimistolla, vaikka me ei oltu silleen toimistolla.” (Haastateltava 3)</p>	<p>"I had one colleague with whom we were on the same online call for the entire day, even though no one said anything for half an hour. Both of us were working on our computers, and then suddenly, it was like 'hey, how did we actually do this?' It felt like we were in the office, even though we weren't physically in the office." (Interviewee 3)</p>
	<p>“Puhuttiin niinku muutakin asiaa, niin se jotenkin oli vähän meidän semmoinen päivän sosiaalinen kahvihetki.” (Haastateltava 4)</p>	<p>"We talked about other things, so it somehow became our social coffee break of the day." (Interviewee 4)</p>
	<p>“Siis ihan semmoinen fiilis, että jos sua arvostetaan ja kuunnellaan, että on turvallinen ilmapiiri. En oikeastaan keksi mitään, mitä en uskaltaisi sanoa ääneen ja vaikka se olisikin jotakin mitä sitten ei</p>	<p>"A feeling that one is being valued and listened to. A safe environment. I can't really think of anything I wouldn't dare to say out loud, and even if it's something that</p>

	niinku hyväksyttyä, niin ei tarvitse pelätä mitään seuraamuksia, että ei uskaltaisi ehdottaa sellaista. Kyllä niinku ehdottomasti lisää motivaatiota myös joo. Ihan sekin, että on niin lähellä. Helposti saavutettavissa.” (Haastateltava 5)	might not be accepted, I don't have to fear any consequences. It increases motivation too. Just that people are close. Easily accessible." (Interviewee 5)
	“Kun tehdään yksin etänä, että sitten kuulee kannustusta ja tukea, että etänäkin pystyt vaikuttamaan siihen työhösi. Tulee semmoinen kuulluksi tullut tunne.” (Haastateltava 6)	"When working alone remotely, and then hearing encouragement and support, that even remotely one can influence their own work. It creates a feeling of being heard." (Interviewee 6)
	“Koitetaan pitää kamerat päällä, jos se on mahdollista. Sehän on tietoinen valinta.” (Haastateltava 6)	"We try to keep the cameras on, if possible. It's a conscious choice." (Interviewee 6)
	“Meillä on etätöissä tosi aktiiviset viestintäkanavat. Meillä on siellä miljoona kanavaa. Toimii tosi hyvin toi niinku virtuaalinen viestintä. Meillä on niinku tosi paljon kaikkea chat ryhmiä, aktiviteettia, ja sitten tosiaan on niinku paljon huumorikanavia myöskin.” (Haastateltava 6)	"We have very active communication channels while working remotely. We have like a million channels. Virtual communication works well for us. We have many chat groups, activities, and plenty of humor channels." (Interviewee 6)
	“Kyllä se tiimiytyminen on paljon hankalampaa videopuheluiden kautta. Itse kaipaen enemmän henkilökohtaista läsnäoloa.” (Haastateltava 2)	"Team building is much more challenging via video calls. Personally, I miss more personal presence." (Interviewee 2)
	“Arvostan sitä, että, pystyy nykii hihasta, ja lounaalla vaikka keskustelemaan jostain työ jutusta, niin onhan se ihan eri meininki, totta kai.” (Haastateltava 3)	"I appreciate being able to tap someone on the shoulder and having work related discussions over lunch. It's a whole different atmosphere, of course." (Interviewee 3)
	“Tiimiytyminen etänä, itsellä ainakin, ei ole koskaan ollut kauhean helppoa.” (Haastateltava 4)	"Team building remotely, at least for me, has never been very easy." (Interviewee 4)
	“Kun lähityöskentelyssä julkisesti keuhutaan, tai julkisesti osoitetaan arvostusta jostain mitä on saavuttanut, tai joku virstanpylväs mikä on saavutettu jossain isommassa kokonaisuudessa, niin siinä kun on muita paikalla, niin tavallaan kyllähän se arvostus tuntuu aidommalta, voisi sanoa näin. Myöskin niinku se reaktio, mikä saattaa tulla sitten näiltä muilta osallistujilta siihen liittyen, on paljon niin kun aidompaa ja reagoivampaa siihen hetkeen. Kun taas sitten etänä, se on erilainen se fiilis siinä, että se on ehkä niinku lyhytkestoisempi se hetki, voisi ehkä näin kuvailla sitä.” (Haastateltava 3)	"When working at the office, public praises or recognition for achievements, or reaching a milestone in a larger context, feels more authentic when there are others present. Also, the reactions that may come from other participants in relation to that moment are much more authentic and responsive. Whereas in remote work, the feeling is different. The moment is shorter." (Interviewee 3)
4.3.1	“Mä silleen koen, että palautuminen niinku etätöypäivien jälkeen on mulla nopeampaa ja helpompaa kun toimistopäivien jälkeen. Just johtuen keskeytys herkkyydestä, johon en voi toimistolla samalla tavalla vaikuttaa kun mitä etänä. Niin koen kyllä, että niinä päivinä en ole yleensä läheskään niin väsynyt kun on ollut etänä,	"I feel that recovering after remote workdays is quicker and easier for me than after office days. This is due to interruption sensitivity, which I cannot control in the office as effectively as when working remotely. So, on those days, I usually don't feel nearly as tired as I do when I've been

kuin mitä mä oon kun mä oon ollut ihmisten ilmoilla toimistolla.” (Haastateltava 1)	in the office, surrounded by people." (Interviewee 1)
“Kotona voi ottaa päikkärit. Välillä nukun todella huonosti, ja voin ottaa päikkärit. Se on tosi hyvä juttu.” (Haastateltava 2)	"At home, I can take a nap. Sometimes I don't sleep well, and I can take a nap. That's a good thing." (Interviewee 2)
“Koen, että on enemmän vapaa-aikaa, enemmän aikaa tehdä mitä haluaa.” (Haastateltava 4)	"I feel like there is more free time, more time to do what I want." (Interviewee 4)
“Mä voin mennä lounaalle milloin mä haluan. Toimistolla yleensä on, että klo 11 lähdetään vaikka lounaalle, mikä ei omiin aikatauluihin yleensä sovi.” (Haastateltava 5)	"I can go to lunch whenever I want. At the office, it's usually like, 'let's go for lunch at 11,' which doesn't usually fit my schedule." (Interviewee 5)
“On vaikuttanut hyvässä, just niinku, että enemmän tulee niinku tauko jumppia tai tauko kävelyitä. Arjen kiireet helpottuu.” (Haastateltava 6)	"It has had a positive impact, like, more breaks for exercises or walks. Everyday pressures ease off." (Interviewee 6)
“Motivoi se, että se työ on mielekästä, se on riittävän haastavaa, se on kiinnostavaa, kollegat on kivoja, ja yhteistyökumppanien kanssa homma sujuu.” (Haastateltava 1)	"It motivates me that the work is meaningful, challenging enough, interesting, and colleagues are nice, as well as collaboration with partners goes smoothly." (Interviewee 1)
“Kun asetetaan kehityskeskusteluista tavoitteita, niin mä yleensä tykkään vähän hieroa sitä sanamuotoa, että mä saisin niistä enemmän sellaisia mihin mä voisin niinku itse vaikuttaa.” (Haastateltava 1)	"When setting goals in development discussions, I usually like to shape the wording a bit, so that I could have more influence on them." (Interviewee 1)
“Oppiminen motivoi. Tykkään paljon visioista, että tiedämme mitä haluamme saavuttaa, mutta emme vielä tiedä, että miten.” (Haastateltava 2)	"Learning motivates. I really like visions, knowing what we want to achieve, but not yet knowing how." (Interviewee 2)
“Autonomian tuomat mahdollisuudet sitten etätyössä toki on niinku plussia.” (Haastateltava 3)	"The opportunities that autonomy brings in remote work are, of course, a plus." (Interviewee 3)
“Se on itse se työtehtävä, ja sen työtehtävän ratkaiseminen itsessään on se niinku, mikä motivoi.” (Haastateltava 4)	"It is the work task itself and solving that work task is what motivates." (Interviewee 4)
“Mulla tuli ekana mieleen, että työ on semmoista niinku sopivan haastavaa. Ei liian vaikeita eikä liian helppoa.” (Haastateltava 5)	"The first thing that comes to my mind is that the work is enough challenging. Not too difficult and not too easy." (Interviewee 5)
“Yksi suurimpia juttuja mikä motivoi, on tavallaan niinku se ongelmanratkaisu. Se niinku työ itsessään, että sulle annetaan joku niinku ongelma ratkaistavaksi.” (Haastateltava 6)	"One of the biggest things that motivates me is solving the problem. The work itself. I'm given some problems to solve." (Interviewee 6)
“Ylipäättään se että se etätyö mahdollistetaan, niin se mun mielestä niinku motivoi. Tällaisessa tietotyössä mitä tekee, niin on mun mielestä tärkeä, että mahdollistetaan se etätyön tekeminen, että sun	"Overall, the fact that remote work is an option, in my opinion, motivates me. In this kind of knowledge work that I do, I think it's important that remote work is

	ei tarvitse mennä toimistolle istuu luurit korvassa 8 tuntia, vaan, että sä saat tehdä etätöitä.” (Haastateltava 1)	enabled, so I don't have to go to the office and sit there with headphones on for 8 hours, but instead I can work remotely." (Interviewee 1)
	“Kun välillä on niitä toimistohetkiä, niin ne kanssakäymiset mitä tapahtuu, on äärimmäisen motivoivia.” (Haastateltava 3)	"When there are those office moments occasionally, the interactions that occur are extremely motivating." (Interviewee 3)
	“Mä voin tulla sillä lailla olemaan, niinku jossain mielessä läsnä ihmisten kanssa.” (Haastateltava 6)	"I can come, and in a sense, be present with people in that way." (Interviewee 6)
4.3.2	“Etätyössä päivät venyy eri tavalla, kun sulla ei ole painetta siihen, että voi kauheata nyt pitää lähteä kotiin, ja kaikkea muuta, että etänä on hirvittävän helppo siis ihan huomaamatta venyttää päiviä, kun mitä mä toimistolla ollessa venytän, koska tulee se tuska siitä kotiin siirtymisestä ja ruuhkasta ja kaikesta.” (Haastateltava 1)	"In remote work, the days stretch differently because there's no pressure to leave home, and all that. It's incredibly easy to extend days when working remotely, unlike when I'm at the office, where I have distress caused by discomfort of commuting and traffic." (Interviewee 1)
	“Pitäisi liikkua enemmän. Eli etätyö mahdollistaa, että pystyn käymään vaikka salilla, että on enemmän tämmöistä jousto aikaa. Toisaalta sitten mä istuskelen koko päivän ja en seiso.” (Haastateltava 2)	"I should exercise more. Remote work allows me to, for example, go to a gym, and provides more flexibility in my schedule. But, on the other hand, too often I end up sitting all day, without even standing up." (Interviewee 2)
	“Silloin kun etätyöt osui kohdalle ensimmäistä kertaa, ja mulla oli kesäloma, niin mä ihmettelin viikon, ehkä jopa 2 viikkoa kesälomalla, että miksi ei musta tunnu yhtään siltä että mä oon lomalla, että mulla ei ole yhtään sitä niinku fiilistä siitä, että mä oon nyt kesälomalla, ja mä juttelin siitä yhden kaverin kanssa, ja hän sanoi että mitä sä teet kun sä menet aamulla töihin. Mä, että no mä syön aamupalan tuossa keittiössä ja tulen sitten istuu tähän koneelle. Mitä sä teet kun sä oot lomalla. No, mä syön sen aamupalan ja tulen istumaan tähän koneelle, että se työn aloittamisen ja ei työpäivän aloittamisen rutiinit samankaltaistuu ainakin omalla kohdallani tosi paljon.” (Haastateltava 3)	"When I experienced remote work for the first time, and I had a summer vacation, I wondered for a week, maybe even two weeks during my summer vacation, why I don't feel at all like I'm on vacation, why I don't have that feeling of being on summer vacation. I talked about it with a friend, and the friend asked, 'what do I do when I go to work in the morning?' I said, 'well, I eat breakfast in the kitchen and then come sit at the computer.' The friend asked, 'what do I do when I'm on vacation?' I replied, 'I eat breakfast and come sit at the computer,' so the routines of starting a day at work and starting a day off becomes very similar in my case." (Interviewee 3)
	“Se on henkisesti ikävää, että näkee sen työpisteen, ja ehkä niinku fyysisiltä osilta tavallaan kun työskentelee kotona, niin, ehkä jotenkin ne työasiat voi joskus jäädä vähän enemmän mieleen, kuin että jättäisi läppärin toimistolle.” (Haastateltava 4)	"It's mentally challenging to see that work desk, and perhaps, in a way, when working from home, the work-related matters can stick more in the mind than if I would leave my laptop at the office." (Interviewee 4)
	“Semmoista, niinku hyötyliikuntaan, tulee vähemmän harrastettua tietenkin, kun ei sinne työpaikalle lähde.” (Haastateltava 4)	"I have fewer physical activities, as I don't commute to the workplace." (Interviewee 4)

<p>“Toimistolla jos kaikki muut lähtee niinku klo 17, ja sä jäisit yksin sinne, niin ehkä siinä silleen, että no lähdetään nyt samalla bussilla sitten. Mutta sitten taas etänä on myös helpompi sitten niinku, että vaikka mulla olikin joku meno, niin mä voin sen menon jälkeen vaan jatkaa kotona kuitenkin taas töitä, mutta en mä takaisin toimistolle lähtisi enää, että menisin toimistolta johonkin harrastukseen ja takaisin toimistolle, niin en todellakaan koskaan tekisi tuollaista.” (Haastateltava 5)</p>	<p>"If everyone else leaves the office at 17:00, and one would be left alone, there might become a feeling like, 'okay, let's catch the same bus.' But then again, working remotely makes it easier to, for instance, attend an event and then continue working at home afterward. I wouldn't go back to the office after going to some activity. I'd never do that." (Interviewee 5)</p>
<p>“Se vapaalla tarkoittaa, että sä istut samalla tuolilla, mutta vaan eri tietokoneen äärellä. Niin se ei niinku ehkä sitten niinku mielessä silleen käynyt, että tässä olisi tapahtunut muutosta.” (Haastateltava 5)</p>	<p>"Taking a day off means sitting in the same chair but in front of a different computer. So, it doesn't really feel like a change in that sense." (Interviewee 5)</p>
<p>“Se haaste mulla erityisesti tiedän että on, ja mitä pitää työstää, niin on se tauottaminen etätyössä. Se on se mikä niinku on mun ongelma.” (Haastateltava 1)</p>	<p>"I know the challenge I have to work on, and it's taking breaks during remote work. That's my issue." (Interviewee 1)</p>
<p>"Vaikuttaa siihen ergonomiaan vähän." (Haastateltava 6)</p>	<p>"It affects the ergonomics a bit." (Interviewee 6)</p>
<p>“Kun olisi se henkilökohtainen tunteminen, mikä tulee sen niinku oikeasti yhdessäolon kautta, niin musta silloin, vaikka jos sitten on joku hankaluus, niin kaikki sellainen on paljon helpompaa selvittää, ja toiselle tavallaan sallia vaikka mokia tai huonoja päiviä, tai mitä ikinä, jos sä niinku tunnet sen ihmisen, niin sä oot paljon niinku empaattisempi sitä kohtaan.” (Haastateltava 6)</p>	<p>"If there would be that personal connection that comes through actual shared moments, in many situations, even if there's a difficulty, everything is much easier to resolve, and people are more willing to allow for mistakes or bad days, or whatever it may be if the other really knows that person. People become much more empathetic towards them." (Interviewee 6)</p>
<p>“Etänä aina syön mikroaterian, niin se ei ole niin terveellistä. Toimistolla olisi ravintola, jossa mukaan kuuluu myös salaatti.” (Haastateltava 2)</p>	<p>"Eating at home while working remotely, I often have a microwaved meal, which isn't too healthy. In the office, there would be a restaurant that includes salads as well." (Interviewee 2)</p>
<p>“Noi sosiaaliset taidot saattaa olla vähän heikentynyt, kun ei näe ihmisiä ehkä niin paljon. Se vaatii sen, niin kun vapaa-ajalla pitäisi aika paljonkin olla sosiaalista elämää, että ei sosiaalinen puoli jäisi uupumaan.” (Haastateltava 4)</p>	<p>"Social skills may have weakened a bit because we don't see people as much. It requires having quite a bit of a social life during free time to ensure that the social aspect doesn't lack of." (Interviewee 4)</p>
<p>“Erityisesti siis tavoitteet, jotka liittyy niinku sellaisiinkin asioihin, joihin en vaikka itse voi vaikuttaa, että ajatellaan, että meillä on vaikka tavoitteena, että tyytyväisyys meidän työhön on luokkaa "x", niin mä en voi niinku yksin ikään kuin siihen vaikuttaa, että jos se on sellainen niinku isomman porukan yhteinen tavoite, niin sitten se ei ole ehkä kauhean motivoivaa siinä</p>	<p>"Especially goals related to things that I, myself, cannot influence. For instance, if we have a goal like achieving a certain level of job satisfaction, and it's a shared goal for a larger group, then it might not be very motivating because I might not be able to influence it on my own." (Interviewee 1)</p>

	mielessä, että mä en pysty siihen välttämättä just yksin vaikuttaa.” (Haastateltava 1)	
	<p>“Jos on niinku sellaisia työtehtäviä jotka, joissa kaipaisi itse hirveästi jotenkin sitä, että saisi niinku sparrailla jonkun kanssa tosi paljon, niin se ei ole ihan niin nopeata ja helppoa etänä kun livenä. Että erityisesti silloin tulee sellainen, että eihän tästä niinku hommasta tule yhtään mitään, ja voi ei, mun pitäisi nyt taas ruveta tekemään sitä, ja mä en tiedä, ja miten mä nyt, ja voi että kun olisi kiva jutella jonkun kanssa, ja näitä tällaisia niinku ajatuksia. Niin, että sellaisissa hetkissä on niinku ollut tosi vaikeata, mutta kyllä niistä totta kai nyt on aina yli päässyt aina. Voi sitten just laittaa niinku kollegalle, että hei ottaisitko nyt mun kanssa jonkun sparrin tästä, että miten tää homma nyt oikeasti hoidetaan, niin sitten aina niinku muistaa sen, että no kyllähän se nyt näin etänäkin onnistuu. Se ei ole vaan sellaista nopeata hihasta vetämistä mitä se on niinku toimistolla.” (Haastateltava 1)</p>	<p>"If there are tasks that really require a lot of collaboration and brainstorming, it's not as quick and easy remotely as it is in person. Especially in those moments, I might think, 'this work is not going anywhere, and oh no, I should start doing it again, and I don't know, and how do I do this, and oh, it would be nice to talk to someone,' and these kinds of thoughts. So, in those moments, it has been challenging, but of course, I've always managed to get over them. I can just reach out to a colleague and say, 'hey, could we have a quick discussion about this, how do we really handle this task?' So, then I always remember that yes, it can be done remotely too. It's just not as spontaneous as it is in the office." (Interviewee 1)</p>
	<p>“Ehkä siinä on joku haaste, että jos vaikka haluaa jutella siitä työtehtävään liittyvästä asiasta, niin se voi olla vähän vaikeampaa.” (Haastateltava 4)</p>	<p>"Maybe there's a challenge that if one would want to discuss something related to a work task. It can be a bit more difficult." (Interviewee 4)</p>
	<p>“Kiire tietenkin vähentäisi motivaatiota. Jos olisi semmoinen tosi kiire koko ajan, niin siis totta kai se vähentäisi motivaatiota huomattavasti. Se ei suinkaan niinku lisäisi, että nyt mulla olisi motivaatiota tehdä asiat nopeammin, kun on kerta kiire, vaan kyllä se varmaan sitten vaan ruokkisi lisää, että se vaan niinku huonontaisi sitä ja hidastaisi.” (Haastateltava 5)</p>	<p>"Of course, being constantly in hurry would reduce motivation. If there would be constant rush, it would certainly decrease motivation significantly. It wouldn't increase motivation to get things done quickly just because there's a rush. Instead, it would probably worsen and slow down the whole process." (Interviewee 5)</p>
	<p>“Mä kyllä koen, että mä olisin parhaimmillani, jos mä saisin olla ihmisten kanssa läsnä tekemässä, ja olisi tehokkaampaa sillä lailla, että voi saman tien kysyä. Se on musta niinku etätyön varmaan suurin harmi, että jos ei olla läsnä, niin sitten niinku jää pois se ihmisten tuntemisen puoli, mikä niinku vaikuttaa niin moneen asiaan.” (Haastateltava 6)</p>	<p>"I do feel that I would be at my best if I could be present with people, and I could work efficiently that way. It would be more effective to be able to ask questions immediately. To me, that's probably the biggest downside of remote work. When we're not physically present, we miss out on the aspect of getting to know people, which influences on so many things." (Interviewee 6)</p>
	<p>“Se on vaikuttanut huonossa, niinku just tähän motivaatioon, kun niinku se yhdessä tekeminen ja yhdessäoloa katoaa, niin kyllä se tosiaan, mulla vaikuttaa siihen motivaatioon.” (Haastateltava 6)</p>	<p>"It has had a negative impact on motivation, as the sense of doing things together and being present disappears. It affects my motivation." (Interviewee 6)</p>

	<p>“Jos vaikka hakisi uutta työtä, niin tota jos jossakin mainittaisi, että toivotaan että käy kerran viikossa toimistolle, niin edes se kerran viikossa, ja tällöinen erillinen pyyntö, niin sekin jotenkin jo pelästyttää. Että niinku, en mä halua niinku sitoutua edes kerran viikkona, niinku, että jos mä haluan mennä toimistolle, niin mä meen, mutta sitten tällöinen, varsinkin jos olisi niinku pakko käydä kerran viikossa, niin kyllä mä niinku suhtautuisin skeptisesti, jos niinku vaaditaan edes kerran viikossa käymistä.” (Haastateltava 5)</p>	<p>"If, for example, applying for a new job, and there would be a mention that they hope visits to the office once a week. Such a separate request would be somewhat alarming. Like, I don't want to commit even once a week. If I want to go to the office, I'll go, but having to go once a week, especially if it were compulsory, would make me quite skeptical." (Interviewee 5)</p>
<p>6</p>	<p>“Voit tehdä töitä minne päin maailmaa vaan, ja kun on se vapaus ja joustavuus siihen omaan arkeen ja muuhun elämään, ja keskittymismahdollisuudet, niin on ne hyvät puolet. (Haastateltava 6)</p>	<p>"You can work from anywhere in the world, and when there is that freedom and flexibility in your own daily life and other aspects of life, and to develop yourself, then there are indeed those positive aspects." (Interviewee 6)</p>